

Closing the Gap: Training Your Way Out of the Workforce Crisis

Triad + National Council Webinar
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Agenda

- Context Setting
- Investing into Career
Advancement and Development
- Doing Our Part
- Contact Us



➤ **Context Setting**

Context Setting



Context Setting: By the Numbers

Projected Shortages of Selected Behavioral Health Providers in 2037

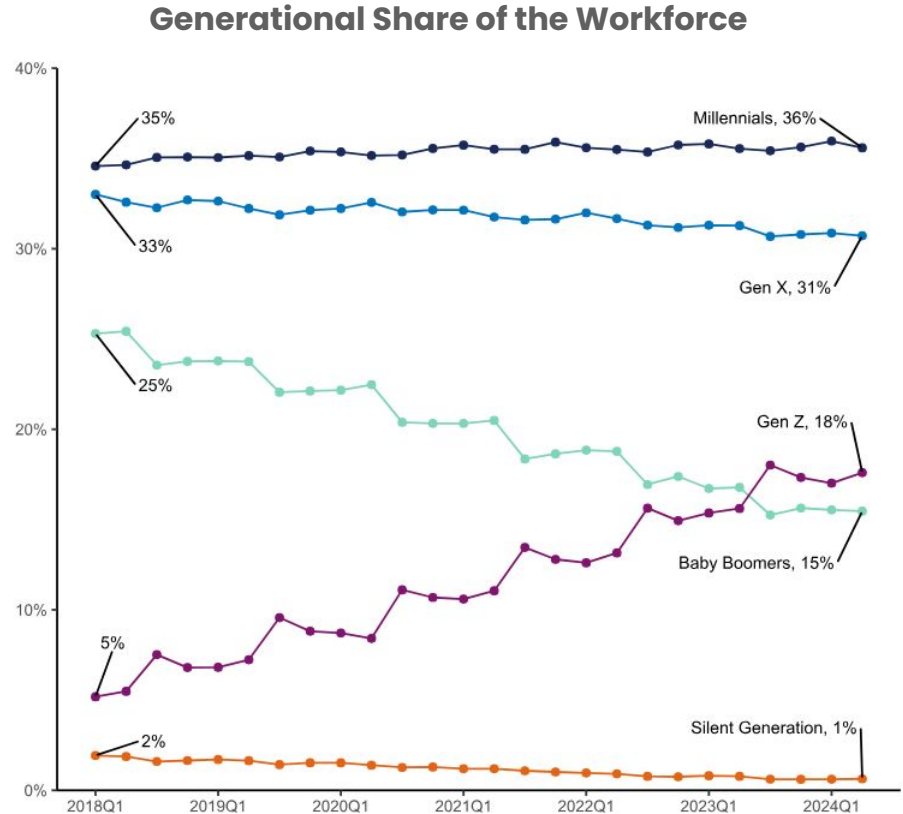
Profession	Status Quo	Unmet Need	Elevated Need
Addiction counselors	-113,930 (45%)	-154,860 (37%)	-197,140 (32%)
Adult psychiatrists	-43,660 (43%)	-58,840 (36%)	-93,940 (26%)
Child and adolescent psychiatrists	-6,780 (65%)	-10,580 (54%)	-19,310 (39%)
Child, family, and school social workers	14,490 (108%)	-21,080 (90%)	-22,320 (90%)
Healthcare social workers	-3,070 (97%)	-24,520 (81%)	-31,160 (77%)
Marriage and family therapists	-34,170 (59%)	-50,760 (49%)	-62,100 (44%)
Mental health and substance use disorder social workers	-8,290 (93%)	-30,520 (77%)	-53,280 (66%)
Mental health counselors	-87,840 (57%)	-128,270 (47%)	-175,290 (40%)
Psychiatric nurse practitioners	6,410 (120%)	20 (100%)	-14,810 (72%)
Psychiatric physician assistants/associates	-790 (86%)	-1,950 (71%)	-3,870 (55%)
Psychologists	-79,160 (55%)	-113,830 (45%)	-131,100 (42%)
School counselors	-39,710 (81%)	-80,530 (67%)	

Source: <https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/state-of-the-behavioral-health-workforce-report-2024.pdf>



Context Setting: Changing Workforce Demographics

- Millennials + Gen Z now make up the majority (54% as of 1Q24) of the workforce
- Gen Z is the fastest growing part of the workforce
- Gen Z is projected to represent 30% of the workforce by 2030
- All of these data speak to the total workforce – definitionally, nearly all *new* mental health professionals will be Gen Z



Context Setting: Changing Workforce Expectations

- 69% of Gen Z workers report they are **not engaged or actively disengaged** at work
- 83% of Gen Z workers **consider themselves job hoppers**, with 66% saying they plan to stay at a job for no more than two years
- Gen Z and Millennials both rank **lack of career development and advancement potential** as the #1 reason for leaving their current job
- Gen Z is the only generation to rank **career development and advancement** potential as the #1 reason for taking a new job (#2 is adequate total compensation, which ranks #1 for all other demographics)

Sources

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/gen-what-debunking-age-based-myths-about-worker-preferences>

<https://www.gallup.com/workplace/404693/generation-disconnected-data-gen-workplace.aspx>

<https://resumelab.com/career-advice/generation-z-and-work>



➤ **Career Advancement and Development**

What We're Trying to Do Today

- To compete in this highly competitive labor market, many employers are offering signing bonuses
- Signing bonuses are extended not just to the highest paying jobs in mental health (e.g., C-Suite jobs, psychiatrists) but also for entry-level therapists
- For master's level social workers, signing bonuses range from \$500 to \$10,000
- Signing bonuses may have a place in recruitment, but they are "signaling" (of the transactional nature of that recruitment, of the employer's values, etc.)



30.7%

of all open therapist jobs
promise a signing bonus



Investing in Career Advancement and Development

1

Reimburse **exam fees and exam preparation** for licensure-track therapists

2

Provide **meaningful continuing education** for fully licensed therapists

3

Offer **new certification courses** to extend scope of practice for all professionals (and the practice itself)

4

Plan for turnover – using **career advancement and development investments as a recruiting tool**



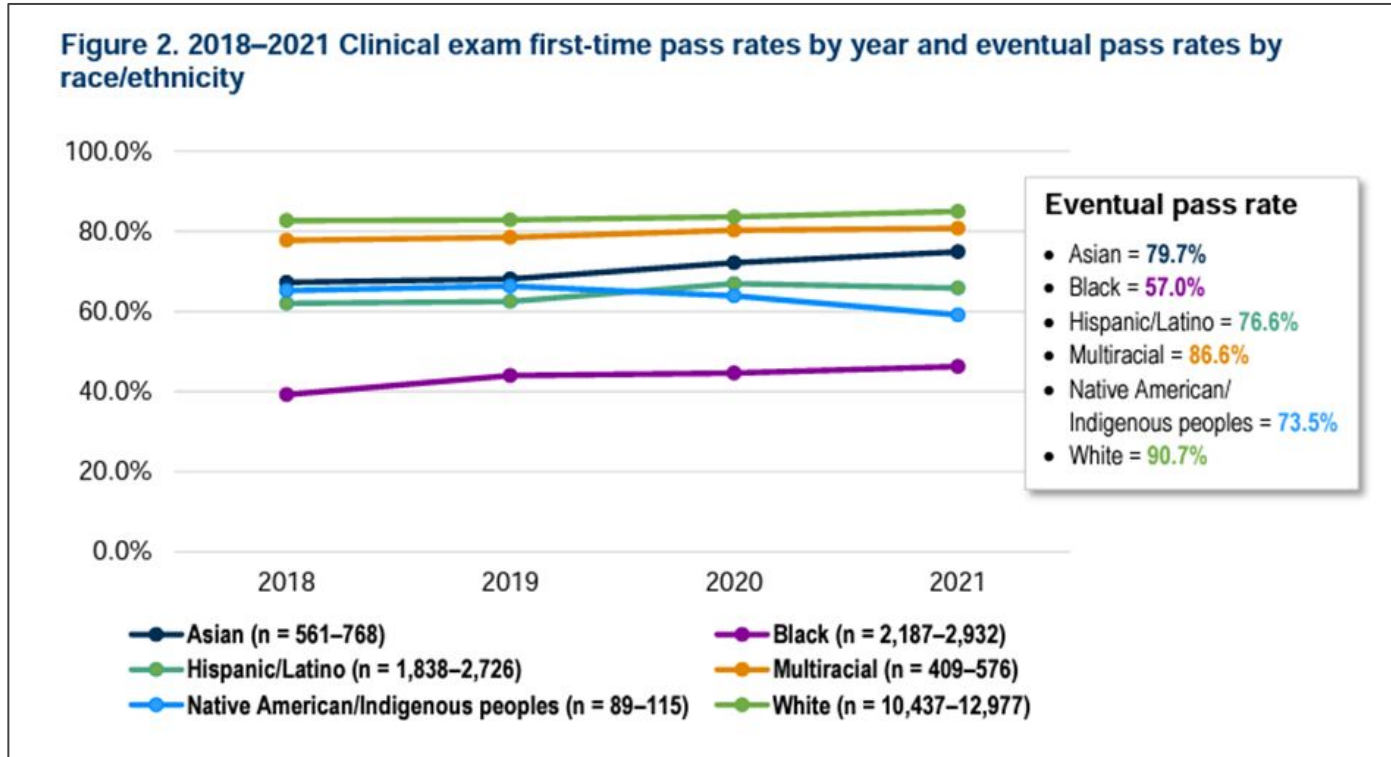
➤ **Exam Fees & Exam Prep**

Disciplines & Exams

Discipline	Exams
Psychology	<ul style="list-style-type: none">• Examination for the Professional Practice in Psychology (EPPP)• California Psychology Law & Ethics (CPLÉE)
Counseling	<ul style="list-style-type: none">• National Counselor Examination (NCE)• National Clinical Mental Health Counseling Examination (NCMHCE)• Counselor Preparation Comprehensive Exam (CPCE)• California Licensed Professional Clinical Counselor Law & Ethics Exam• Alcohol & Drug Counselor Exam (ADC)
Social Work	<ul style="list-style-type: none">• Licensed Clinical Social Work Exam• Licensed Master Social Work Exam• Bachelor's Licensed Social Work Exam• California Licensed Clinical Social Worker Law & Ethics Exam
Marriage & Family Therapy (MFT)	<ul style="list-style-type: none">• National Marriage and Family Therapy Exam (NMFT)• California Marriage and Family Therapy Exam• California Licensed Professional Clinical Counselor Law & Ethics Exam
Behavior Analysis	<ul style="list-style-type: none">• Board Certified Behavior Analyst Exam (BCBA)• Registered Behavior Technician Exam (RBT)



Outcome Disparities on Licensure Exams



Exam Fees

- Exam fees range between \$230 (ASWB Masters) and \$687.50 (EPPP)
- For early career professionals, those are non-trivial amounts
- ...especially when someone needs to retake her exam (especially multiple times)
- Employers can/should consider reimbursing the cost of these exams as part of a career development investment

Exam	Fee
ASWB Masters	\$230
ASWB Clinical	\$260
NCE	\$275
NCMHCE	\$275
NMFT	\$370
EPPP	\$687.50



Exam Prep

Across a range of educational testing, three particular things have been demonstrated to improve outcomes the most:

- **Early access.** The best time to start preparing for licensure exams is today. Most successful test-takers prepare for 3–9 months, but preparation can start as early as during grad school.
- **Realistic practice.** Practice doesn't make perfect; perfect practice makes perfect.
- **Accountability partners.** Whether a study group or a 1:1 coach, having someone in your corner can help you stay on track with your preparation.



Exam Prep: Product Packaging

Offering	Features	Duration
Live Online Package	<ul style="list-style-type: none">• Study Volumes (digital or print)• Live Workshops• 1:1 Coaching• TestMASTER (Qbank)• Audio Lectures• Flashcards• Study charts (digital or print)• Pass Guarantee	3-12 months
Self-Study Package	<ul style="list-style-type: none">• Study Volumes (digital or print)• TestMASTER (Qbank)• Audio Lectures• Flashcards• Study charts (digital or print)• Pass Guarantee	3-12 months
A La Carte	<ul style="list-style-type: none">• [Any of the above assets, standalone]	[Varies]



➤ **Continuing Education**

Continuing Education

Many providers offer their therapists some form of CE library (e.g., through Relias), but much of that is seen as “box-checking” - taken for the sole purpose of meeting minimum requirements for licensure renewal.

Given shifting workforce demographics, though, this is an opportunity to invest in the actual career development and advancement of your workforce, by 1) providing meaningful continuing education courses and 2) “packaging” that as an investment in them, not just meeting an obligation.



Continuing Education: Live CE Requirements

- Additionally, there are 26 states where at least one licensure requires at least some hours of CE to be completed live, where live online counts as live
- There are an additional five state-licensure combinations that require live in person, where live online does not count as live
- State-licensure requirements change periodically, so so too does this list

States Requiring Live where Live Online = Live

- | | |
|---|---|
| <ul style="list-style-type: none">● Alabama (CC)● Arizona (MFT)● California (Psy)● Colorado (CC)● Delaware (Psy, CC)● DC (MFT)● Georgia (SW, MFT, CC)● Idaho (Psy, SW)● Indiana (CC)● Iowa (CC)● Kentucky (SW)● Maryland (MFT)● Michigan (SW) | <ul style="list-style-type: none">● Minnesota (SW, CC)● Nevada (Psy, MFT)● New Jersey (Psy)● North Dakota (Psy)● Oklahoma (SW)● Rhode Island (SW, CC)● South Carolina (MFT)● South Dakota (MFT)● Texas (MFT)● Vermont (MFT)● Virginia (Psy)● Washington (MFT)● West Virginia (SW) |
|---|---|

Legend

Psy = Psychology
SW = Social Work
MFT = Marriage & Family Therapy
CC = Counseling



Continuing Education: Product Packaging

Offering	Features	Duration
All Access Pass PLUS	<ul style="list-style-type: none">All async, video, and live online courses (612 courses / 1279 hours)	Available in monthly and annual subscriptions
All Access Pass	<ul style="list-style-type: none">All async and video courses (578 courses / 1076 hours)	Available in monthly and annual subscriptions
A La Carte	<ul style="list-style-type: none">Individual CE courses of various hour/credit length, plus various bundles, available across async, video, live online, and text formats	[Varies]



➤ **Certification Courses**

Certification Courses

Beyond required continuing education – even offered through engaging formats with meaningful development outcomes – providers can offer additional certification courses to extend the scope of practice of their therapists (and their practice).

Based on a focus group of National Council member organizations, we've learned that these “practice extenders” often come about opportunistically / serendipitously: one individual clinician has an interest or expertise in an area; she brings it to her Clinical Director; a decision is made on whether or not to invest; and then training happens (or doesn't).

By supplementing this bottom-up approach with top-down support, providers can reinforce that they are investing in the ongoing career advancement and development of their clinicians – and can avoid “leaving it to chance.”



Certification Courses

Offering	Details
Intro to Hypnosis	<ul style="list-style-type: none">● 2-day course● 15 CE credits
Hypnotherapy Certification	<ul style="list-style-type: none">● Offered across five steps:<ul style="list-style-type: none">○ 6-day course○ Advanced Internship○ PTI Internship○ Mentorship○ Coaching● Duration and CE credits vary by step
EMDR Certification	<ul style="list-style-type: none">● 20 hours of classroom lecture, exercises, and videos● 20 hours of small-group supervised practice● 40 CE credits
Self-Meaning Based Therapy Certification	<ul style="list-style-type: none">● 2-day course● 14 CE credits





Investment in Career Advancement as Recruitment Tool

Investment in Training as Recruitment Tool

In this hypercompetitive market, everyone is looking to stand out from their “competition” (which in behavioral health includes other community mental health organizations, large telehealth providers, private practice, etc.). And the tool that many providers choose to use to compete is the signing bonus: one big number to attract candidates.

If/when you choose to make an investment into career advancement and development, that can be not only a retention benefit for your current employees, but also a recruitment tool for your workforce of the future.



#Math

- “\$1 is \$1”: regardless of how you spend it, the money is the money
- ...except when you spend it all on a one-time offering (signing bonus), all of the value is pulled forward
- As an alternative (or in addition to), investing into ongoing training and development allows you to continue to provide value over time
- Opportunity to package and “brand” your career development investments to both current and future employees

Investment	Cost to Employer
Signing Bonus	\$3000
Total	\$3000

Investment	Cost to Employer
Exam Fees	\$300
Exam Prep	\$200
Live Online CE Pass	\$100
Certification Course	\$1000
Total	\$1600



➤ **Doing Our Part**

Triad is a leading provider of education, community, and career solutions for mental health and substance use professionals, employers, institutions, and organizations. Six brands, 45+ years of experience, and over one million professionals served.



Purpose/Mission/Strategy

PURPOSE

Why do we exist?

We are helping narrow the divide between those who need behavioral and mental health care and those who provide it.

In short, we help people help people.

MISSION

Who do we serve?

We serve the behavioral and mental health professional community, from student to practitioner.

We work directly with students and professionals, and with the universities, employers, and organizations that support them.

STRATEGY

How do we do it?

- Help licensure-track professionals pass their exams
- Shift the cost burden for prep to institutional payers
- Simplify the pathway to licensure
- Provide ongoing training
- Help employers find better candidates, faster
- Advocate for positive change



Triad + National Council Partnership

Triad has partnered with the National Council for the past four years. In October 2022, we announced the expansion of our partnership to the Gold tier.

Through our partnership, National Council member organizations receive exclusive discounts on all Triad products and services, including 30% off employer-paid exam prep, continuing education, and certification courses.



Contact Us

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