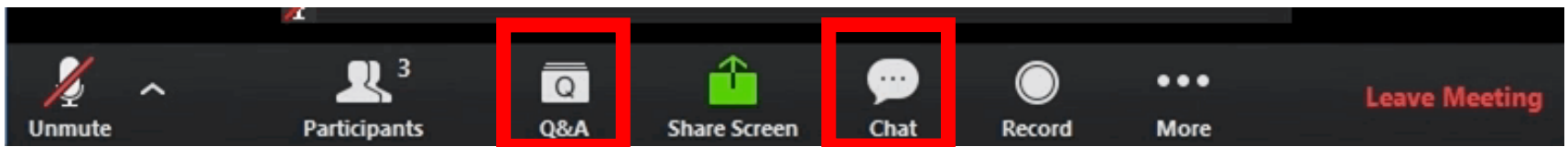


# Advancing Rural Health Equity through Integrated Care ECHO Session 5

Wednesday, April 20, 2022  
11:30am-1:00pm ET

# How to Ask a Question/Make a Comment



Type in a **question** in the **Q&A box**

Type in a **comment** in the **chat box**

Located at the bottom of your screen.  
We'll answer as many questions as we can during today's session.

# Disclaimer

The views, opinions, and content expressed in this presentation do not necessarily reflect the views, opinions, or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA), or the U.S. Department of Health and Human Services (HHS).

***SAMHSA***

Substance Abuse and Mental Health  
Services Administration

[www.samhsa.gov](http://www.samhsa.gov)

NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Welcome from the National Council for Mental Wellbeing!

**3,300+** health care organizations serving over 10 million adults, children, and families living with mental illnesses and addictions.

- Advocacy
- Education
- Technical Assistance

The logo is contained within a rounded orange square. The text is white and arranged in four lines: 'NATIONAL' and 'COUNCIL' are in all caps and spaced out; 'for Mental' is in a lowercase serif font; and 'Wellbeing' is in a larger, bold, lowercase sans-serif font.

NATIONAL  
COUNCIL  
*for Mental*  
Wellbeing

# Introductions



**Carolyn Rekerdres, MD**  
Medical Director, East Texas  
Behavioral Health Network,  
NE Region,  
National Council for Mental  
Wellbeing, Medical Director  
Institute



**Christina Arredondo, MD**  
Medical Director of Behavioral  
Health, El Rio Community Health  
Center, National Council for  
Mental Wellbeing, Medical  
Director Institute



**Shauna Reitmeier, MSW, LGSW**  
CEO, Northwestern Mental  
Health Center,  
National Council for Mental  
Wellbeing, National Board

# Introductions



**Danica Love  
Brown, MSW, PhD**  
*Choctaw Nation of  
Oklahoma*  
Northwest Portland  
Area Indian Health  
Board,  
Behavioral Health  
Programs Director



**Kait Hirschak, PhD**  
*Eastern Shoshone*  
Assistant Research  
Professor, University of  
Washington



**Thomasine  
Heitkamp, MSSW,  
LCSW,**  
Chester Fritz Distinguished  
Professor Emeritus and  
Behavioral Health  
Specialist, University of  
North Dakota



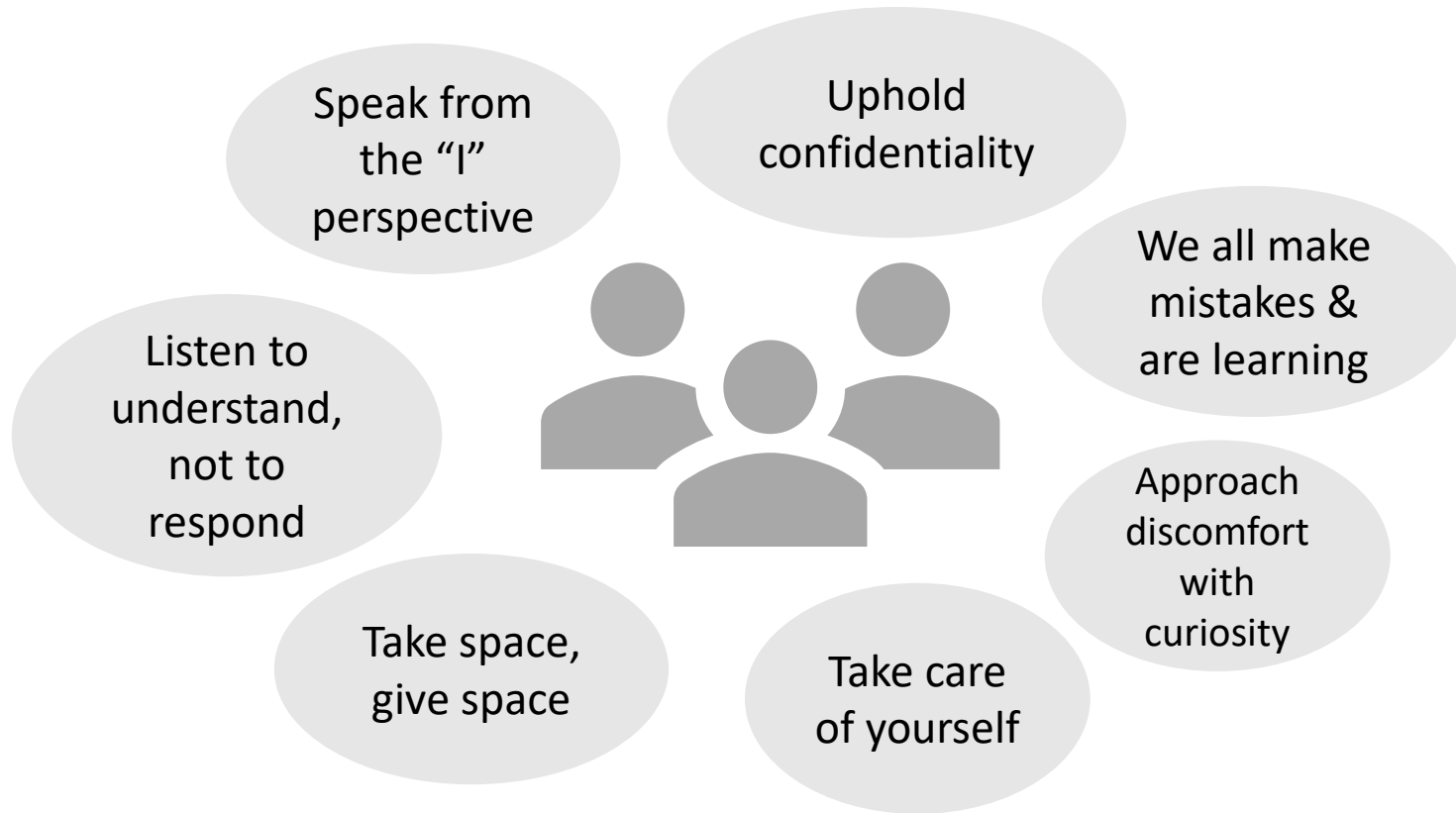
**Dennis Mohatt,  
MA**  
Vice President for  
Behavioral Health,  
Western Interstate  
Commission for Higher  
Education

NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Curriculum

Month	Session Topic
November	Session 1: Structural Urbanism and its Impact on Rural Health Outcomes
December	Session 2: Identifying equitable approaches and providing culturally responsive services to those most in need in rural communities
February	Session 3: Improving capacity of primary care provider organizations to address mental health and substance use needs
March	Session 4: Innovative community partnerships to improve mental health and substance use service delivery and reach
April	Session 5: Innovative approaches to improving workforce capacity and wellbeing for rural health providers
May	Session 6: Sustainability considerations and opportunities (funding, local policy and advocacy, etc.)

# Session Norms



We have been socialized to believe that it is not polite to talk about oppression, race and racism (and other -isms) – hearing about & talking about these things may bring up feelings of discomfort.

We ask ourselves and participants to be mindful of assumptions, and biases during this presentation.

We ask ourselves and participants to be aware of multiple identities, backgrounds and perspectives in our virtual space.



# Who is in the Room?

Share in the chat your  
**Name, Title, Organization and State**

NATIONAL  
COUNCIL  
*for* Mental  
Wellbeing



# Innovative Approaches to Improving Workforce Capacity & Wellbeing for Rural Health Providers

**Shauna Reitmeier, MSW, LGSW**

CEO, Alluma Inc.,

National Council for Mental Wellbeing, National Board

**Thomasine Heitkamp, MSSW, LCSW**

Chester Fritz Distinguished Professor Emeritus and Behavioral Health Specialist,

University of North Dakota

# Overview

- Background regarding limitations – Rural behavioral health
- Multi-system engagement/response
- What has worked (*Shauna's experience*)
- Resources
- References



# A Call to Action

## Addressing the Workforce: Front and Center in Policy and Funding Streams

**A crisis:** *The reality is that individuals with mental health and substance use needs are facing challenges accessing adequate, timely and affordable care in every state in the country—and this can lead to dire consequences such as worsening symptoms, the need for acute care services, subsequent engagement in the criminal justice system and, in some cases, suicide or overdose.*

**Rural issue:** *“Developing the rural mental health workforce should be a continued priority. Efforts to train and recruit mental health professionals in rural and remote areas should be combined with service adaptations and supports like remote consultation to fully leverage existing workforce capacity”.*

*Sources: HMA and National Council on Mental Well Being, 2021; National Association of State Mental Health Directors, 2021*

NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Impact of Residing Rural: Exacerbated by Covid-19 Pandemic

**Rural residents with behavioral health needs enter care later in the course of their disease than do their urban peers.**

- Resulting in more serious, persistent, and disabling symptoms and intensive treatment response.
- *4As* – President’s New Freedom Commission underscored “4A’s the lack of accessibility, availability, affordability, acceptability.
- *Not unique to rural* - only 10% of the population who have a substance use disorder (SUD), receive any type of specialty treatment.

Sources: Garcia, 2019; CDC About Rural, 2017; Hogan, 2003; Center for Behavioral Health Statistics, 2016

# Behavioral Health Workforce Projections

## HRSA Health Workforce Projections – No Wrong Door – Interprofessional Approach

Adults & Child Psychiatrists*	Nurse Practitioners	Physician Assistant
Psychologists	Social Workers	Substance Use Counselors
Mental Health Counselors	School Counselors	Marriage & Family Therapists

(\*the need for psychiatrists is noted as the greatest in most studies)

NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Workforce Shortage – The Reality

> 75% of all U.S. counties are mental health shortage areas, and half of all U.S. counties have no mental health professionals at all.

HRSA estimates that more than 7,700 professionals are needed to fill existing behavioral health workforce gaps.

~46% turnover for Indian Health Services physicians each year, creating difficulties in developing trusting relationships between patients and providers.

Council on Social Work Education (CSWE), 2019 data summary:  
BSW graduates: 1.1% of the students enrolled in BSW, and .8% of the graduates, were AI/AN.  
MSW enrollment of AI/AN students was .9% with .7% as MSW graduates

# Factors that Impact Access

Supply and demand -  
too few people entering  
the profession

Low salaries

Lack of interest in  
residing in remote and  
rural areas

Professional  
protectionism

Population growth  
creating greater need

Impact of isolation due  
to Covid-19

Behavioral health care  
provider retirement

Aging workforce

Insurance coverage  
expansion

Examining barriers  
created in  
licensure/certification,  
particularly people of  
color

Extensive paperwork-  
Medicaid funded  
programs

Needless delays in  
securing necessary  
credentials

NATIONAL  
COUNCIL  
for Mental  
Wellbeing



# Workforce Capacity

## CCBHC Provider Perspective

### **Certified Community Behavioral Health Clinics (CCBHC): Integrated Model of Care**

A model that has proven effective. This model was launched in 2017 in eight (8) states, as a alternative payment model in Medicaid to improve care delivery for people experiencing mental health and substance use challenges. Continued Substance Abuse and Mental Health Services Administration (SAMHSA) grants are issued to build the model. Currently there are over 430 CCBHCs across 42 states.

### **Alluma Inc.**

- **CCBHC in Northwest MN**, geographic size as Vermont, 68,000 population, serve 4,300 unique individuals annually, 1<sup>st</sup> agency in MN to use telehealth.
  - **One Stop Shop (No 4 Walls):** Comprehensive array of clinic and community-based care assessment, therapy, treatment planning, rehabilitation, peer recovery, targeted case management, 24/7 mental health crisis, medication assisted treatment and veteran specific care.
- **Not immune** to challenges...our strategies internally.
  - National Council for Mental Wellbeing also provides TTA related to CCBHCs



NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Workforce Capacity

## Provider Perspective

### Evaluate current employee functions

- Are they working at the “Top of their License or Position”?
- Care Coordination
- Use full array of available services in MN

### Attracting; Broadening; Training

- Marketing & Messaging Agency Mission
- Inclusive Environment & Cultural Humility
- Grow our own workforce: career pathways
  - Peers, Rehab Worker, Practitioner, Professionals
- Evidence Based Practices & Interventions; Rural Culture; Generalists
- Tuition Reimbursement
- Benefits

NATIONAL  
COUNCIL  
*for* Mental  
Wellbeing

# Expanding Workforce Capacity Strategies from a Provider Perspective

- **Relationships with Educational Institutions**
  - Internships = New hires
  - Expansion of Disciplines
- **Federal Strategies**
  - National Health Service Corp
- **Local/State Strategies**



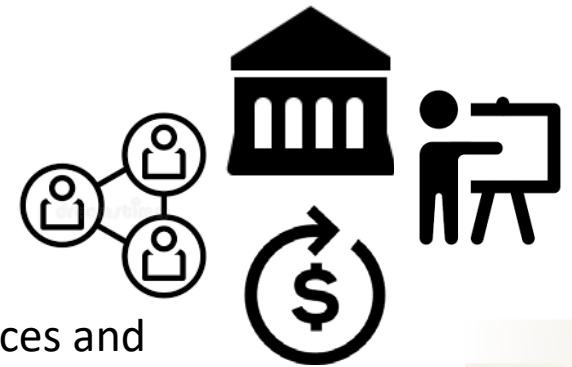
NATIONAL  
COUNCIL  
*for Mental  
Wellbeing*

# State-level Strategies

## Expanding Workforce Capacity

### State Strategies

- Loan repayment, scholarships, MCO's
- Pipeline/pathway programs
- Visa waiver programs
- Shared job postings
- Investments in telehealth, to extend access to services and provide professional guidance for providers
- Support integrated care environments and provide learning collaboratives to support rural providers Reimbursement Rates to keep up with inflation
- Medicaid State Plans
- State Associations for legislative advocacy



NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Focus on Future

- **Limitations of research and evaluation capacity** examination of needs and the future .
- **Farming thorough and changing landscape** - 20% of the rural population makes their livelihood in farming – rural is diverse.
- Examination of the impact of **structural urbanism from first ECHO**
  - Lack of rural research
  - Women leadership opportunities
- **Collaboration** with Child Welfare System. [Rural Child Welfare Practice](#)

NATIONAL  
COUNCIL  
*for* Mental  
Wellbeing

# Focus on Future Diversity, Equity & Inclusion

***Diversity Equity and Inclusion*** – (DEI) -People of color comprise 21% of the rural population (Pipa & Geismar, 2020).

- Communities are changing as they become more economically complex. Recent US Census data underscores the increase in diversity.
- Changing currently inequitable behavioral health care systems must involve gaining the trust of Black, Latinx, and Indigenous communities (Shim, 2021).
- Providers of addiction services in the United States are typically not members of the diverse societies which results in “a treatment gap” in cultural approaches to care (Hoage et al 2013)



NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Focus on Future Continued

- **Create a Workforce Needs Plan** – What are the Needs?
  - [Advocates for Human Potential toolkit guidance](#)
  - Long-term and short-term solutions
- **Public private partnerships** to fund additional loan repayment programs and scholarships – expand funding beyond National Health Service Corps (NHSC) programs including state-only funding, tax breaks. (HRSA-Loan Repayment)
- **Prepare/Expectations** that providers function in inter-professional teams – problems are too complex to solve by one profession (IPEC, 2016)
- **Collaboration with educational institutions** of workforce training needs, co-sponsor conferences, and fund pipeline programs (AHEC), collaborate with guilds. (AHEC, 2021)
- **Tiered certification** to move providers into the field earlier in their training, with supervision, or requirements for service following clinical supervision,
- **Creative pipeline programs** that included specialty training such as mental health first aid and/or peer support trainings,

first aid  
NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Mental Wellbeing of Employees

---

- **Increased need to support mental health in the workplace**
  - 80% of the workers living with a mental health condition indicate shame and stigma prevent them from seeking treatment
- **Desire for safe space and connection between supervisors and supervisees**
  - Ask how people are doing and touch base frequently with direct reports “How are you doing, really?”
- **Examine recruitment and retainment trends**
- **Burn out:** 93% of health care workers were experiencing stress, 86% reported experiencing anxiety, 77% reported frustration, 76% reported exhaustion and burnout, and 75% said they were overwhelmed.
- **Psychological Safety**





# Workforce Wellbeing

## Employee Engagement

- Relationships, Connection, Listening
- Work Culture/Environment (Healthy, Toxic, Neutral)
- Supervisor Supervisee Relationship: Stay Interviews
- Sense of Purpose and Fulfillment
- Clear expectations and accountabilities
- Empowerment & Removing Barriers
- Workshops and Trainings to build personal resilience
- Team meetings/sense of community



NATIONAL  
COUNCIL  
for Mental  
Wellbeing

# Workforce Wellbeing & Human Resources

## Understand the perception of HR

- Promote the use of benefits and have HR as a carrot vs. stick
- PTO/Vacation/Sick
  - Inclusion of Mental Health days?
- Market Salary Evaluation
- Flexibility of workforce
- Employee Assistance – reciprocal arrangements

# Questions, Comments?



NATIONAL  
COUNCIL  
*for* Mental  
Wellbeing

# Resources & References (1 of 4)

- [Alluma Cares](#)
- Advocates for Human Potential: Real World System Change - *Building Blocks for Behavioral Health Recruitment and Retention Overview* <http://toolkit.ahpnet.com/>
- Area Health Education Centers. <https://www.nationalahec.org/>
- Annapolis Coalition on the Behavioral Health Workforce. *Twenty Strategies for Building a Strong Workforce* <https://annapoliscoalition.org/twenty-strategies-for-success/>
- Health Management Associates and the National Council on Mental Well Being, *Behavioral Health Workforce is a National Crisis: Immediate Policy Actions for States – Policy Briefs* <https://www.thenationalcouncil.org/wp-content/uploads/2022/01/Behavioral-Health-Workforce-is-a-National-Crisis.pdf>
- National Congress of American Indian - *Workforce Development Toolkit* <https://www.ncai.org/ptg/workforce-development/toolkit>
- Rural Health Information RHI-HUB <https://www.ruralhealthinfo.org/> (toolkits/definitions/resource).

NATIONAL  
COUNCIL  
for Mental  
Wellbeing



# Resources & References (2 of 4)

- Brum, B. & King, J (2020) The Behavioral Health Workforce in Rural America: Developing a National Recruitment Strategy. Center for Health and Research Transformation, University of Michigan.  
<https://www.behavioralhealthworkforce.org/wp-content/uploads/2020/02/Recruitment-and-Retention-of-BH-Providers-Full-Report-2.2020.pdf>
- Center for Disease Control and Prevention, (2017) About Rural Health.  
<https://www.cdc.gov/ruralhealth/about.html>
- Center for Behavioral Health Statistics and Quality. (2016). *Results from the 2015 National Survey on Drug Use and Health: Detailed tables*. Rockville, MD: Substance Abuse and Mental Health Services Administration
- Council on Social Work Education. (2020). 2019 statistics on social work education in the United States. <https://www.cswe.org/Research-Statistics/Research-Briefs-and-Publications/2019-Annual-Statistics-on-Social-Work-Education>

# Resources & References (3 of 4)

- de Voursney, D., Arienti, F., Martone, K. (2021). Mental Health System Development in Rural and Remote Areas during COVID-19. Technical Assistance Collaborative Paper No. 7. Alexandria, VA: National Association of State Mental Health Program Directors.
- Garcia MC, Rossen LM, Bastian B, et al. (2019) Potentially Excess Deaths from the Five Leading Causes of Death in Metropolitan and Nonmetropolitan Counties — United States, 2010–2017. *MMWR Surveillance Summary* 68(No. SS-10):1–11. DOI: <http://dx.doi.org/10.15585/mmwr.ss6810a1>
- Hoage, M. A., Stuart, G. W., Flaherty, M. T., Paris, M., Goplerud, E. (2013) Mental health, and addiction workforce development: Federal leadership is needed to address the growing crisis, *Health Affairs*. 32:11. 2005-20012
- Hogan, M. F. (2003). New Freedom Commission Report: The President’s New Freedom Commission: Recommendations to transform mental health care in America. *Psychiatric Services*, 54, 1467–1474. doi:[10.1176/appi.ps.54.11.1467](https://doi.org/10.1176/appi.ps.54.11.1467)
- Mindshare Partners, Mental Health At Work, (2019) <https://www.mindsharepartners.org/mentalhealthatworkreport>

# Resources & References (4 of 4)

- HRSA Behavioral Health Workforce Projections, <https://bhw.hrsa.gov/data-research/projecting-health-workforce-supply-demand/behavioral-health>
- HRSA Loan Repayment, <https://bhw.hrsa.gov/funding/apply-loan-repayment>
- IPEC - Interprofessional Education Competencies: Connecting Professional for Better Care (2016) <https://ipec.memberclicks.net/assets/2016-Update.pdf>
- SAMHSA Workforce <https://www.samhsa.gov/workforce>
- Shim, R. S., Tierney, M., Rosenzweig, M. H., & Goldman, H. H. (2021). Improving Behavioral Health Services in the Time of COVID-19 and Racial Inequities. *NAM perspectives*, 2021, 10.31478/202110c. <https://doi.org/10.31478/202110c>
- The National Rural Health Policy Brief of 2015 [https://www.ruralhealth.us/NRHA/media/Emerge\\_NRHA/Advocacy/Policy%20documents/The-Future-of-Rural-Behavioral-Health\\_Feb-2015.pdf](https://www.ruralhealth.us/NRHA/media/Emerge_NRHA/Advocacy/Policy%20documents/The-Future-of-Rural-Behavioral-Health_Feb-2015.pdf)

# Thank You

## Questions?

Email [paulaz@thenationalcouncil.org](mailto:paulaz@thenationalcouncil.org)

SAMHSA's Mission is to reduce the impact of substance abuse and mental illness on America's communities.

**[www.samhsa.gov](http://www.samhsa.gov)**

1-877-SAMHSA-7 (1-877-726-4727) 1-800-487-4889 (TDD)