

# Workforce Innovations Learning and Action Series:

## Session 2: Workforce Policies and Procedures

Thursday, February 23, 2023

3:00-4:30 PM ET

**CCBHC-E National Training and Technical Assistance Center**

Funded by Substance Abuse and Mental Health Services Administration and operated by the National Council for Mental Wellbeing

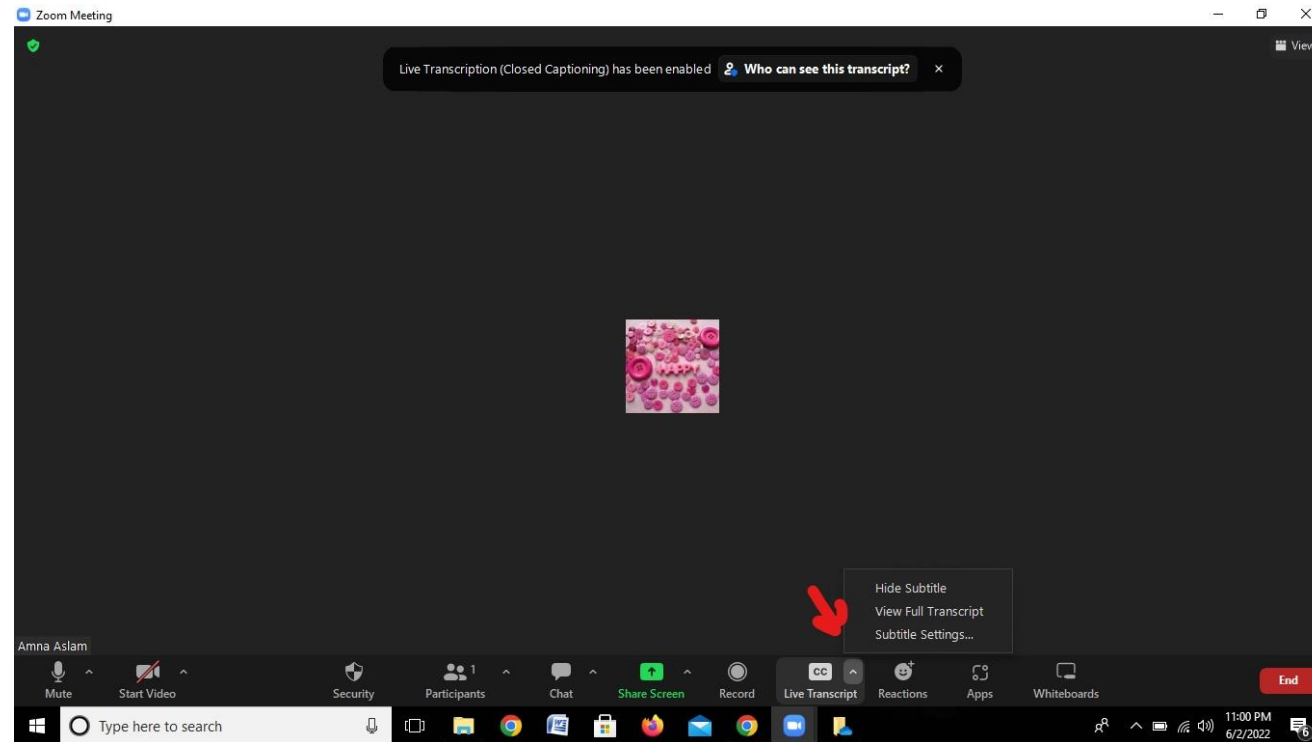
# Acknowledgements and Disclaimer

*This event/publication was made possible by Grant Number 1H79SM085856 from the Substance Abuse and Mental Health Services Administration (SAMHSA). Its contents are solely the responsibility of the authors and do not necessarily represent the official views, opinions, or policies of SAMHSA, or the U.S. Department of Health and Human Services (HHS).*

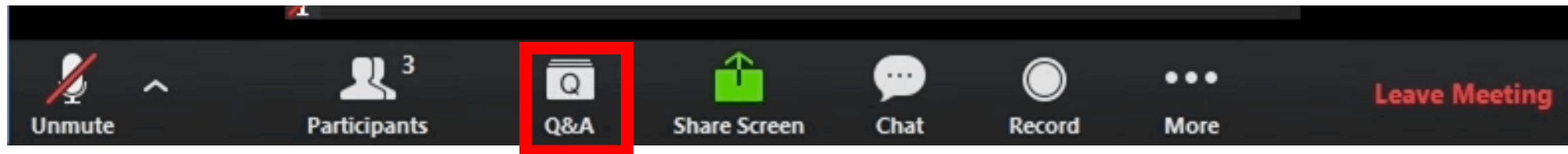


# How to Enable Closed Captions (Live Transcript)

Next to “Live Transcript,” click the arrow button for options on closed captioning and live transcript.



# How to Ask a Question



Please share questions throughout today's session using the **Q&A Feature** on your Zoom toolbar.  
We'll answer as many questions as we can throughout today's session.



# Today's Session: Slides and Recording

Slides and the session recording link will be available on the [CCBHC-E NTTAC website](#) under “Training and Events” > “Past Events” within 2 business days.

The screenshot displays the website interface for the CCBHC-E National Training and Technical Assistance Center. On the left, a navigation menu lists 'About Us', 'Resources', 'Training & Events' (highlighted with a red arrow), 'Learning Communities', 'On-Demand Modules/Lessons', 'Learning and Action Series', and 'Request Training/Assistance'. The main content area features a 'Calendar of Events' section with search filters for 'Search', 'Start Date', 'End Date', and 'Select Event'. A dropdown menu is open, showing 'Future Events' and 'Past Events' (highlighted with a blue bar and a red arrow). An 'Apply' button is visible below the dropdown. The page also includes a 'Relias' sidebar and a 'Relias First National T' section.



# Today's Agenda

- Welcome and Session Review
- Overview: CCBHCs and Workforce
- Case study: Starting Point Behavioral Healthcare
- Case study: VIP Community Services
- Q&A and grantee discussion



# Learning Objectives

- Understand the importance of HR policies in promoting a positive work culture and supporting the professional development of staff.
- Learn how to align HR policies with the goals and vision of the organization and the CCBHC model of care.
- Identify examples of promising and best HR practices among CCBHCs.



# Today's Presenters



**Laureen Pagel, PhD**  
*Chief Executive Officer*  
Starting Point Behavioral Healthcare



**Debbian Fletcher-Blake, APRN, FNP**  
*Chief Executive Officer*  
VIP Community Services





# Overview: CCBHCs and Workforce

Alicia Kirley

*Senior Director*

Center of Excellence for Integrated Health  
Solutions, National Council for Mental Wellbeing

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# CCBHCs and Workforce

Since adopting the CCBHC model, clinics report on average hiring **27 new staff per clinic**. The most common strategies CCBHCs are using to recruit and retain staff include:

- Raising salaries or offering bonuses (92%)
- Engaging in staff wellbeing efforts or revamping employee benefits (86%)
- Partnerships with clinician training programs (62%)
- Revising roles and scope of practice (59%)
- Participation in loan repayment programs such as National Health Service Corps (46%)

The workforce shortage has left many behavioral health providers, CCBHCs included, struggling with recruitment and retention to meet their communities' needs. Policies and practices to build the behavioral health workforce pipeline are critical but are not sufficient alone. Additional solutions are needed for filling gaps in the short-term as well as driving long-term sustainability.

National Council for Mental Wellbeing, [2022 CCBHC Impact Report](#).



# Adapting Policies and Procedures

CCBHCs have identified efforts related to staff development to address workforce challenges, including reshaping policies and procedures to enhance workforce recruitment, engagement and retention. Approaches shared include:

- Efforts on enhancing pay and incentives to recruit competitively, such as establishing or increasing bonuses, including hiring bonuses, retention bonuses, and employee referral bonuses.
- Efforts to foster a positive work environment and focus on individual employee mental/physical health
- Investments in staff development policies and strategies, such as internal coaching, creation of training and/or leadership/management programs.



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# Case Study: Starting Point Behavioral Healthcare

Laureen Pagel, PhD

Starting Point Behavioral Healthcare (FL)

**CCBHC-E National Training and Technical Assistance Center**

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# Who is Starting Point Behavioral Healthcare?

- 2021 – 2023 – CMHC Grant, 2022 – 2026 – CCBHC grantee
- \$10 million budget, 130 FTE, operating for 30 years
- Only community BH provider in the county
- Full continuum of outpatient services – Therapy, MAT, Psychiatric, case management, care coordination, in-home, psychosocial rehab, mobile crisis, co-responder, jail-based, prevention, Drop-in centers, outreach, Peer/recovery support
- Competition for employees – Schools, Hospitals, Private practice, MMA plans, VA, for-profit agencies, nonprofits in Jacksonville, telehealth providers
- Current vacancy rate – 13% (including 6 brand new positions), 2022 turnover rate – 18%



# Employee Centric Focus



Rebranded Human Resources  
as Employee Engagement



Hired a new Director who  
was in-line with our culture  
shift



Hired a Senior Employee  
Engagement Specialist



Put emphasis on trauma  
informed care and  
supervision



Formed Wellness Committee  
to create more touch points  
with employees



# CARF HR Committee

Has representatives from all departments and locations  
Empowered to discuss and implement all employee-related policies  
Created 2 different employee bonus programs:  
Referral bonus  
Retention, reward, and recognition bonus

# Wellness Committee



Certified in resiliency coaching  
Plans monthly, quarterly and annual events





# Employee Bonus Programs

## Referral Bonus

An employee that refers a candidate is paid \$150 when the following occurs:

A candidate who is referred to SPBH is hired and continuously employed through the 90-day introductory period and is in good standing to continue employment.

## Retention, Reward, and Recognition Bonus

Each eligible employee will be paid a bonus award as noted below during the pay period in which their anniversary date falls:

- 90 days: \$250
- 6 months: \$500
- 1 - 2 years: \$1,000
- 3 - 4 years: \$1,500
- 5 - 9 years: \$2,000
- 10 years +: \$2,500





# Training Department



Introduced the Gallop Q12 as our Employee Engagement Survey  
Used feedback to develop training

- ☐ I know what is expected of me at work
- ☐ I have received recognition or praise for doing good work
- ☐ I have the materials and equipment to do my job

Hired a full-time Training manager to ensure consistency in training



Developed 30-60-90 day training plan for each position  
Ensure each staff member is prepared and equipped to do the job and receive recognition at each phase



	Total N	Current Mean	Last Mean	Change
<b>Q00:</b> On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your company as a place to work?	75	3.99	3.76	▲ +0.23
<b>Q01:</b> I know what is expected of me at work.	75	4.08	4.04	0.04
<b>Q02:</b> I have the materials and equipment I need to do my work right.	75	4.39	3.96	▲ +0.43
<b>Q03:</b> At work, I have the opportunity to do what I do best every day.	75	4.19	4.04	0.15
<b>Q04:</b> In the last seven days, I have received recognition or praise for doing good work.	71	3.54	3.39	0.15
<b>Q05:</b> My manager, or someone at work, seems to care about me as a person.	75	4.32	4.26	0.06
<b>Q06:</b> There is someone at work who encourages my development.	74	4.16	4.04	0.12
<b>Q07:</b> At work, my opinions seem to count.	75	3.83	3.60	▲ +0.23
<b>Q08:</b> The mission or purpose of my company makes me feel my job is important.	75	4.35	4.32	0.03
<b>Q09:</b> My coworkers are committed to doing quality work.	75	4.03	3.97	0.06
<b>Q10:</b> I have a best friend at work.	68	3.69	2.94	▲ +0.75
<b>Q11:</b> In the last six months, someone at work has talked to me about my progress.	69	3.77	3.89	-0.12
<b>Q12:</b> This last year, I have had opportunities at work to learn and grow.	68	4.18	4.00	0.18



# STARTING POINT

Behavioral Healthcare

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*Healing Begins Here*

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# Case Study: VIP Community Services

*Debbian Fletcher-Blake, APRN, FNP*  
VIP Community Services (NY)

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# Preparing the Human Resources Department For CCBHC

## Departmental needs

- Alignment of current departmental functions
- Staffing

## Human capital

- Acknowledgement of existing talents
- Reassignment of duties
- Provide training specific to CCBHC model

# Incorporating CCBHC Model into the Current Culture

## Organizational Culture

- How does the CCBHC model fit into the current culture?
- Identify what will change vs. what remains unchanged
- HR policies and procedures should drive buy-in

## Recruitment, Engagement and Retention (RER)

- Do current HR policies and procedures support RER?
- How do HR policies and procedures support positions that are unfamiliar to the organization (e.g. peer workers) or difficult to recruit?



# Policies and Procedures to Drive Employee Engagement

Prevent staff isolation and burnout

- Communication strategy
- Staff supports
- Staff experience feedback surveys

Implement systems to follow up on survey results

Regular feedback on staff performance

# Excerpts of Policies from Employee Handbook

## A. The First Three Months of Employment

- What you can expect during your first few months at VIP is a welcoming environment, general orientation to our policies and procedures, detailed orientation to your department's services, processes, goals, and objectives, as well as introductions to your new colleagues. During this time, you and your supervisor will review your job description, and goals and objectives for the coming year so you are clear on what is expected of you. It is your responsibility to ensure you understand VIP's policies, what is required of you in your new role, and complete all required training. Ask HR or your supervisor if you are unsure or need further clarification.

## A. Employee Assistance Program - EAP

- VIP offers a voluntary and professional service that provides information, counseling and referral services to all employees and their dependents who may be experiencing personal or professional stress in their lives. Confidentiality is maintained, and trained professionals are available 24 hours a day, 7 days a week, for assistance with any issue. An EAP representative can be reached at 1-800-624-2593 or you can go to their website at <http://www.nationaleap.com/>. VIP may make mandatory administrative referrals for employees that display such a need.
- EAP services address a wide range of concerns without cost to you, such as:
  - Unlimited telephonic clinical assessment and referral
  - Childcare and elder care referrals
  - Legal and financial consultation
  - Mental health and substance abuse
  - Education referrals and resources
  - Community-based resource referrals

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# Excerpts of Policies from Employee Handbook

## Peer Workers

- Peer services at VIP are a valuable service for the patients served. We believe in the power of lived experience and coupled with empathetic staff, the impact is immense. We know that lived experience and sharing that therapeutically can start the wheels of change to affect change in our patients. We will ensure:
  - Supervision, both one on one and in a group setting, focusing on boundaries, self-care, and triggers, to name a few, helps the peers create their toolbox to impact our patients.
  - Supervision is also provided by Peer workers.
  - Peers are encouraged to verbalize traumatic situations that are difficult at the time they feel triggered.
  - Peers will be removed from traumatic situations by warmly handing off the situation to a colleague or supervisor.
- VIP encourages and supports multiple peer certifications including CRPA, CARC, OMH certified peer, Veteran peer, and Family Peer advocate for our peers so that we can best meet the needs of our population.



Questions?



# Breakout Rooms: Workforce Policies & Procedures



In each room, each participant will share:

- What are 1-2 workforce policies or procedures you have changed that have yielded the most success on employee engagement or retention?
- What is a policy or procedure issue you are still solving for?

Be prepared to share some themes from your group!



# Upcoming Events

Event Type	Title	Date + Time	Registration Link
Office Hour	<b>Hot Topics: Needs Assessment - Session 2</b> <ul style="list-style-type: none"><li>An opportunity for grantees to engage directly with experts and get your questions answered.</li></ul>	Tuesday, March 7 <sup>th</sup> , 2:00-3:00pm E.T.	<a href="#">Register here</a>
Learning and Action Series	<b>Workforce Innovations Series Session 3: <i>Hiring Practices to Attract Top Talent</i></b> <ul style="list-style-type: none"><li>During this session, participants will learn about the differences between state-certified sites and how to use them to find the best staff possible. We will also explore the benefits of working with universities to find and recruit top talent for the organization.</li></ul>	Thursday, March 9 <sup>th</sup> , 3:00-4:30pm E.T.	



# Monthly Cohort Calls

**Monthly cohort calls** from the CCBHC-E NTTAC give CCBHC staff members a regular space for sharing with peers, generating solutions and cross-collaboration. Participate as often as you like. Sign up today and share this opportunity with other members of your team!

Event Type	Date + Time	Registration Link
Executives	The <b>last Friday</b> of each month from <b>12:00-1:00pm E.T.</b>	<a href="#">Register here</a>
Program Directors	The <b>first Wednesday</b> of each month from <b>12:00-1:00pm E.T.</b>	<a href="#">Register here</a>
Evaluators/CQI Leads	The <b>first Tuesday</b> of each month from <b>3:30-4:30 pm E.T.</b>	<a href="#">Register here</a>
Medical Directors	The <b>first Monday</b> of each month from <b>12:00-1:00 pm E.T.</b>	<a href="#">Register here</a>



# CCBHC-E TTA Center Website



Access our ever-growing resource library, upcoming trainings and events, and request for individualized support.

[CCBHC-E National Training and Technical Assistance Center](https://www.nationalcouncilformentalwellbeing.org/ccbhc-e-national-training-and-technical-assistance-center)



# Thank You!

Thank you for attending today’s event.

Slides and the session recording link will be available on the CCBHC-E NTTAC website under “Training and Events” > “Past Events” within 2 business days.

## Calendar of Events

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