

Workforce Innovations Learning and Action Series:

Session 3: Hiring Practices to Attract Top Talent

Thursday, March 9, 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

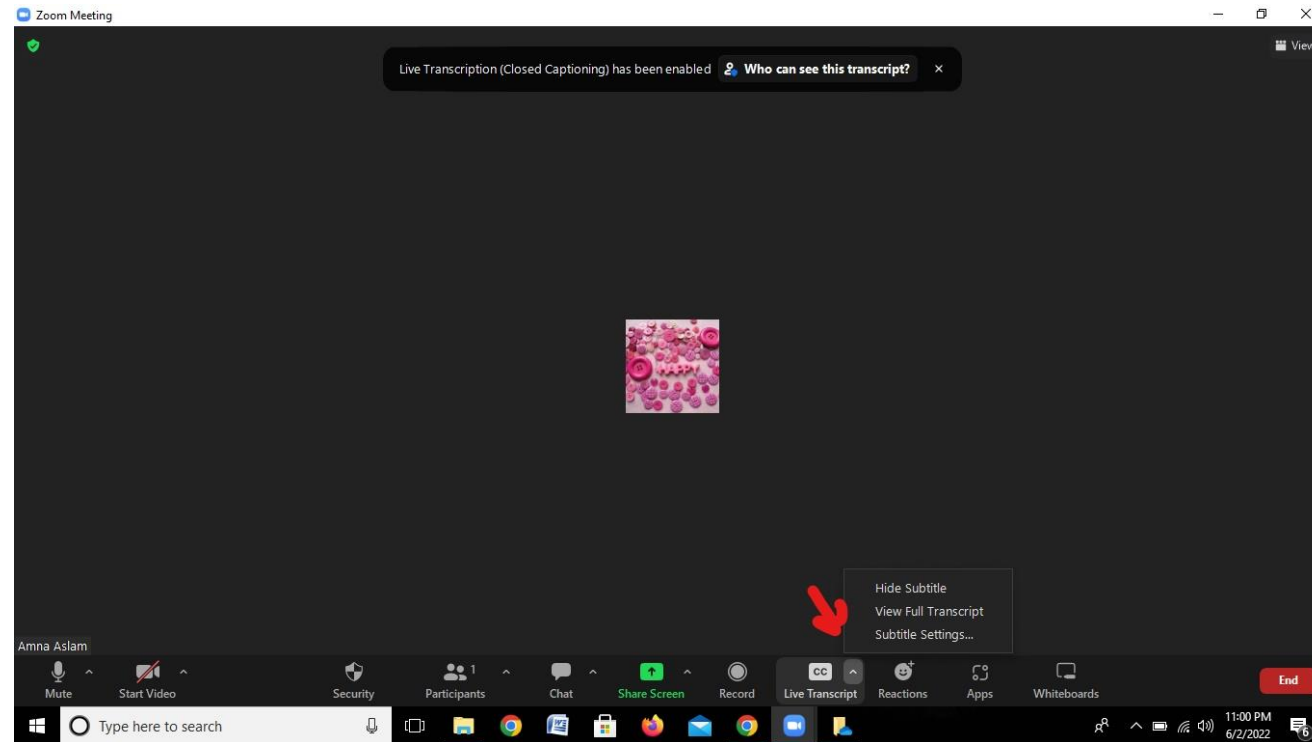
Acknowledgements and Disclaimer

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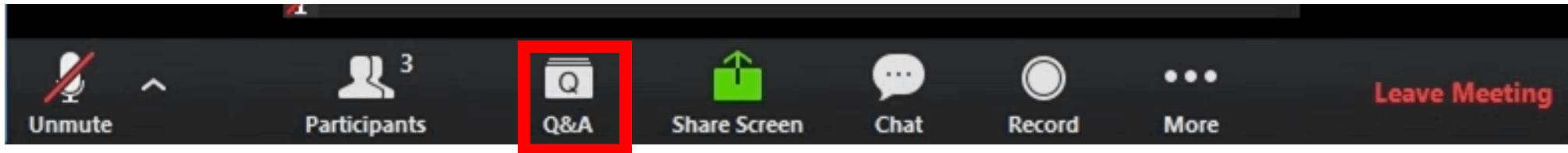


How to Enable Closed Captions (Live Transcript)

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 image shows a screenshot of the CCBHC-E National Training and Technical Assistance Center website. On the left, a navigation menu is visible with the following items: 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 is titled "Calendar of Events" and features a search bar with a magnifying glass icon, and three filter boxes: "Start Date" with a calendar icon, "End Date" with a calendar icon, and "Select Event" with a dropdown arrow. The "Select Event" dropdown menu is open, showing "Future Events" (selected), "Future Events", "Past Events" (highlighted in blue), and "Apply". A red arrow points from the "Past Events" option in the dropdown to the "Training & Events" menu item on the left. The background of the website is light beige with a subtle pattern of overlapping squares.

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Today's Agenda

- Overview: CCBHCs and workforce
- Case study: Community Healthcore (TX)
- Case study: Hamilton Center (IN)
- Q&A and grantee discussion



Learning Objectives

- Understand the importance of developing effective hiring strategies to attract top talent to the organization.
- Learn about the benefits and drawbacks of different hiring practices.



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Today's Presenters



Christy Cravey, MS, MHA
Director of Quality Management
Community Healthcore



Art Fuller
Chief Human Services Officer
Hamilton Center



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](#).

Recruitment Strategies

CCBHCs have identified efforts related to staff development to address workforce challenges, including recruitment strategies to attract top talent. Approaches shared include:

- **Connecting Locally to Build Pipeline:** CCBHCs are building their relationships within the community, particularly with local colleges and universities, to raise awareness and connection with students who could become part of the behavioral health workforce pipeline.
- **Prioritizing Diversity, Equity & Inclusion hiring strategies:** To ensure cultural diversity of staff and create a stronger feeling of inclusion and community for the workforce and individuals served.
- **Enhancing Workplace Benefits:** Strategies include offering flexible work schedules, enhancing financial benefits such as paying for licensing and additional certifications, redesigning onboarding practices and trainings for incoming employees, and offering employee tuition reimbursement for entry level staff and employee's going to school alongside their internships.
- **Compensation Policies:** Focusing efforts on enhancing pay and incentives to recruit competitively, including increasing salaries to better compete where possible and establishing or increasing bonuses, including hiring bonuses, retention bonuses, and employee referral bonuses.

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Case Study: Community Healthcore

Christy Cravey, MS, MHA
Community Healthcore (TX)

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Behavioral Health Intern Academy



- Full-time or part-time **paid internships**, as well as volunteer internships, with working real-life experiences in the field of behavioral health.
- Offered to **3rd, 4th and 5th year students** enrolled in a Bachelor or Masters program in the Human Services field to enhance learning experiences
- Offers interns excellent **clinical training and experience in the assessment and treatment** of a diverse range of mental health challenges and substance use disorders with a population that includes children, adolescents, families, and adults across a variety of settings.



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Intern Program

Addressing Center & Community Needs



- There is a need for more qualified mental health professionals. In 2018, US companies had an average voluntary turnover rate of 12%. In 2021, this number more than doubled to 25%.
- Addresses the workforce shortages and deepening the pool of providers with an understanding of the multiple facets of recovery.
- Brings awareness and understanding of services while **reducing stigma** and enhancing mental health support.
- Brings awareness and understanding of career opportunities to enhance the Center's workforce.
- Helps with employee retention by reducing workload for current employees.

The more prepared graduates are for their careers, the better equipped they will be to positively impact the local community.

Partnerships and Outreach

Partnerships with Universities

- University of Texas at Tyler
- University of Texas at Arlington
- East Texas Baptist University
- Texas A&M – Texarkana
- LeTourneau University
- Stephen F. Austin
- Louisiana State University – Shreveport
- Texarkana College
- Kilgore College
- Panola College
- Jarvis College
- Texas College
- Wiley College
- Baylor University

Outreach

- Classroom presentations (Q&A)
- University and local radio stations
- Podcast
- Career and Internship Fairs



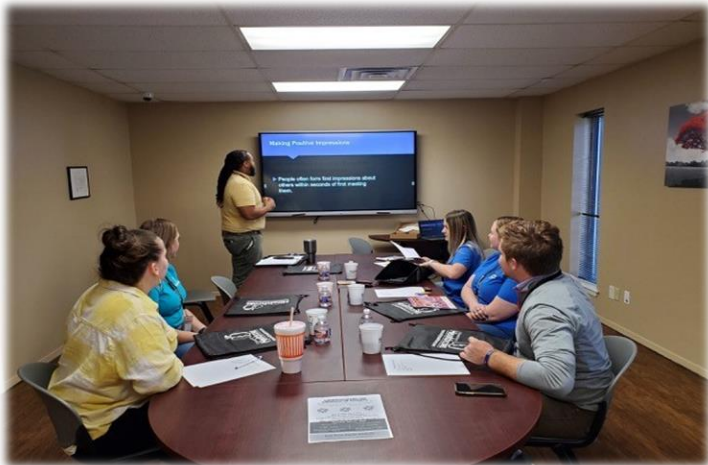
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Key Training Points

Interns observe center practices, tour departments, shadow adult and children clinical settings, and train in completing the following assessments:

- ✓ *Adverse Childhood Experiences (ACEs)*
- ✓ *Social Determinants of Health (SDOH) screening*
- ✓ *National Outcome Measurements (NOMS)*



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Program of the year
2022



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Case Study: Hamilton Center, Inc.

Art Fuller
Hamilton Center (IN)

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Hamilton Center, Inc.



Located in Terre Haute, Indiana

Serve over 12,000 patients annually (adults and children)

Outpatient, Group Homes, Opioid Treatment, CCBHC, & Primary Care

650+ staff serving 11 counties throughout Central and West Indiana
(suburb, urban, and rural communities)

Our mission is to provide quality healthcare, wellness and human development services to the community.

Our vision is to advance excellence in healthcare through compassion, customer responsiveness, innovation and flexibility.

Strategies from Needs Assessment



Within the span of 3 months our team made substantial progress in **filling positions in 3 key shortage areas** (therapists, nurses, and nurse practitioners).

Filling these positions helps our team provide greater access to quality care for hard-to-reach patient populations.

- Our team received 112 therapist applications and hired 20 therapists.
- Our team received 116 nurse applications and hired 12 nurses.
- Our team received 57 nurse practitioner applications and hired 4 nurse practitioners.

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Lessons Learned



Our team learned the value of offering an a la carte benefits package, providing the option for staff in key shortage areas to select up to 4 choices from a list of 7 options.

1. Student loan reimbursement upon hire
2. Student tuition reimbursement upon hire
3. Overtime and on-call shifts available
4. Telehealth work from home options available
5. Monthly stipend in lieu of selecting HCI insurance coverage
6. Flexible schedules (potential of four 10-hour days or three 12-hour days per week)
7. Monthly stipends to assist childcare costs

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Breakout Rooms: Hiring Practices



In each room, each participant will share:

- Hiring strategies that have been effective and lessons learned
- Ongoing hiring challenges

Be prepared to share some themes from your group!

Upcoming Events

| Event Type | Title | Date + Time | Registration Link |
|--------------------------|---|--|-------------------|
| Learning & Action Series | <p>Workforce Innovations Series Session 4: <i>Creating a Diverse and Reflective Workforce</i></p> <ul style="list-style-type: none">During this session, participants will learn about the role of cultural humility and cultural competence in working with diverse populations. The session will also review resources and strategic hiring and recruitment practices that can help accomplish this aim. | Thursday, March 23rd, 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 last Friday of each month from 12:00-1:00pm E.T. | Register here |
| Program Directors | The first Wednesday of each month from 12:00-1:00pm E.T. | Register here |
| Evaluators/CQI Leads | The first Tuesday of each month from 3:30-4:30 pm E.T. | Register here |
| Medical Directors | The first Monday of each month from 12:00-1:00 pm E.T. | Register here |

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](#)



Thank You!

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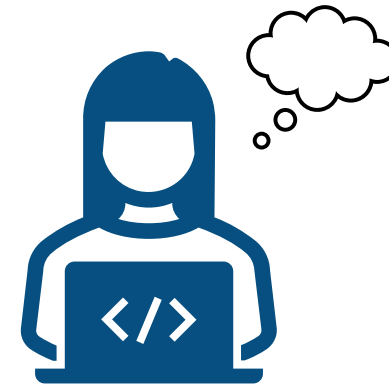
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Please complete the brief event survey that will open in a new browser window at the end of this meeting. Your input helps us improve our support offerings and meet our SAMHSA data metrics.

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