

Workforce Innovations Learning and Action Series:

Session 4: Creating a Diverse and Reflective Workforce

Thursday, March 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

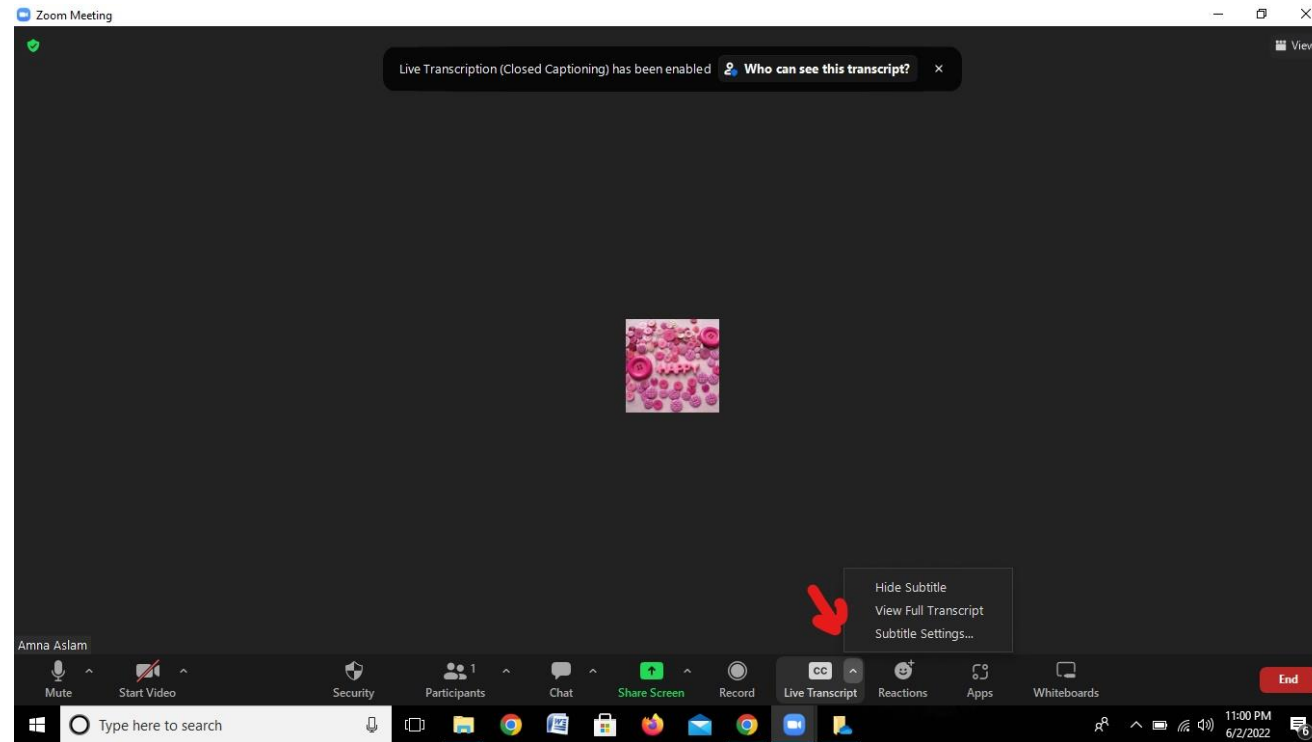
Acknowledgements and Disclaimer

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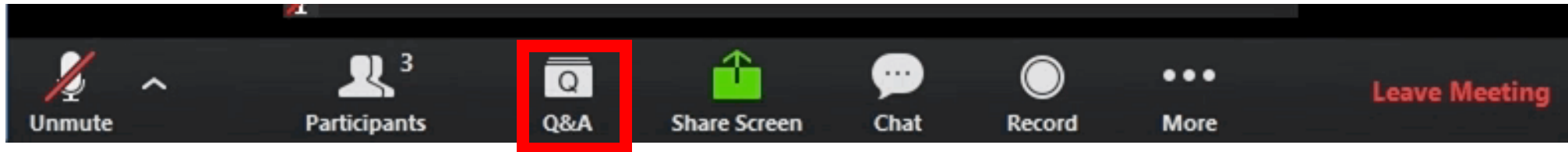


How to Enable Closed Captions (Live Transcript)

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 screenshot displays the website interface. On the left, a navigation menu titled "Training & Events" is shown, with a red arrow pointing to the "Training & Events" link. The menu items include: About Us, Resources, Training & Events (highlighted), 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 filters for "Start Date" and "End Date" with calendar icons. A "Select Event" dropdown menu is open, showing "Future Events" and "Past Events" (highlighted in blue), with an "Apply" button below it. A red arrow points from the "Past Events" option in the dropdown to the "Training & Events" link in the navigation menu.

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Today's Agenda

- Overview: CCBHCs and workforce
- Case study: Arisa Health, Inc. (AR)
- Case study: Community Health Resources (CT)
- Q&A and grantee discussion



Learning Objectives

- Develop the skills and knowledge needed to create and implement practical tools and strategies for recruiting, hiring, and retaining a diverse and reflective workforce.
- Learn how to identify and address unconscious biases and discrimination in the workplace and implement policies and procedures that promote equity and inclusion.
- Understand the role of cultural humility and cultural competence in working with diverse populations and develop strategies for ongoing professional development in these areas.



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Today's Presenters



Shadun Duncan, Ed.S., LPC, AADC
Vice President of Grants and Business Development
Arisa Health, Inc.



Heather Gates, MBA
President/CEO
Community Health Resources



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](#).

Workforce Strategies

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

- **Improving work culture** by engaging with staff, individuals and families served, and the broader community to assess needs related to equity in the workforce. Implementing organization strategies to address inequity, developing planning and action task forces or committees to address inequities and build psychologically safe work environments where needs are openly discussed and prioritized.
- **Prioritizing Diversity, Equity & Inclusion** to ensure cultural diversity of staff and create a stronger feeling of inclusion and community representation in the workforce, for employees and individuals served. Recognizing that racial/ethnic concordance improves healthcare access and outcomes.
- **Improving workforce development opportunities** focused on implicit bias, social determinants of health, structural racism and other factors that impede equity among the workforce and those they serve. Strengthening supervision and staff training around cultural competencies and understanding the persistent barriers that aspiring workforce from systemically excluded groups face.

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Case Study: Arisa Health, Inc.

Shadun Duncan, Ed.S., LPC, AADC
Arisa Health, Inc. (AR)

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Ozark Guidance



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DEI Taskforce Implementation

- Implemented 3 advisory groups connected with our CCBHC Projects and corresponding with the specific populations surveyed for our Needs Assessment.
 - Consumers and Families
 - Community Partners/Stakeholders
 - Employees
- The aim was to share the results of the needs assessments with these peer groups, solicit input and recommendations, and develop a plan to help us better address gaps and needs with an ultimate goal of improving service access and delivery.
- Through this work we discovered that the communities in our catchment area included populations that were underserved by our agency. These populations were also underrepresented in our workforce.

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DEI Taskforce Implementation

- We wanted to be more accessible to underserved populations and explore ways to make our workforce more reflective of these populations.
- Diversity, Equity, Inclusion and Belonging was an area of focus highlighted by our Board of Directors and the Agency's Executive Leadership.
- We developed an Employee Advisory Committee Charter and initiated an application process which was open to all employees. The application included a recommendation from a Supervisor.
- The Advisory Committee is intentionally diverse. We wanted to make sure that it was reflective of the Company's various programs, departments and job titles. Also, we wanted to make sure that, to the extent possible, the Advisory Committee proportionately reflects the individuals being served by the Company in terms of demographic factors such as geographic area, race, ethnicity, gender/gender identity, disability, age, and sexual orientation.
- The Committee currently has 20 representatives (5 from each of our 4 regions).
 - Representatives serve 2-3 year terms.

DEI Taskforce Implementation

- The Subcommittee of the Advisory Committee include:
 - Recruitment and Retention
 - Diversity, Equity and Inclusion
 - Cultural Competence
 - Meaningful Access
 - Disparities Impact
- This Committee will also review and make recommendations about the results of Employee and Client Satisfaction Surveys.
- We received funding to implement an agency wide DEI Initiative. The Advisory Committee is responsible to help implement this initiative.
 - Through this initiative we were able to hire a DEI Consultant
 - Complete an Organization Assessment
 - Develop a DEI Plan



Improving the Work Culture

- We recognized that communication was a significant issue for us. We convened a Communications Taskforce who helped to develop a strategic plan for improving communication across the organization.
- During the height of the pandemic, our staff were considered “essential workers” and many of them began to experience burnout. Morale was also down across the agency.
- We wanted to make intentional efforts to focus on and address the needs of our workforce.
- We shifted Mental Health Month to include specific emphasis on employee wellness, practicing self-care and encouraging work-life balance.
- We partnered with the Whole Health Institute to implement the principles and strategies of Whole Health agency wide with an initial focus on employees.
- Wellness Activities



Improving the Work Culture

- Deliberate advancement of a Culture of Inclusion through the promotion of DEI efforts.
 - Inclusion Circles (Focus Groups)
 - Culture of Belonging Surveys
- Currently participating in a Trauma-Informed, Resilience-Oriented and Equitable Care Learning Community.
- Other strategies
 - Leadership Academy
 - Arisa Awards
 - Arisa News



Recruitment Strategies

- Stay Interviews
- Market analysis of and adjustments to pay scale
- Offering longevity bonuses and other bonus opportunities
- Adjustments to service provision (Productivity) standards
- Flexible scheduling
- Remote work opportunities
- Offering additional wellness benefits such as Calm and Life Balance
- Recruitment of individuals who intern with us
- Participation in College/University job fairs
- Share opportunities on social media
- Enhanced pay/incentives for difficult to recruit and shortage areas



Case Study: Community Health Resources

Heather Gates, MBA
Community Health Resources (CT)

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CHR Overview

- Comprehensive MH and SUD, Housing, Foster Care provider
- Operate 8 methadone clinics, 6 of which are in Ct. prisons
- Operate 2 CCBHCs
- Budget is approximately \$76 million
- Over 950 Employees
- Top Work Place for the past 9 years
- Offer comprehensive salaries and benefits, including mental wellbeing additions in last two years



DEI Framework

- Work within organization began 20 years ago – Focus on staff mirroring the make up of the communities we serve; Board composition very diverse; Required annual training
- Summer of 2020 CEO conducted listening tour with staff
- Summer of 2020 appointed a DEI Officer – reports to CEO and Board
- Fall of 2020 hired our first Director of DEI – reports to DEI Officer with dotted line to CEO
- Fall of 2020 hired DEI consultant – Leading Culture Solutions (LCS)
- Created AFEDI Council – Action For Equity, Diversity and Inclusion
- Created Road Map – Purpose, Direction, Behaviors, Strategic Priorities and Initiatives
- Began journey together as an organization



Hiring and Efforts to Create a Diverse Workforce

- Offer salary differentials for key language competencies
- Offer salary differentials for hard to fill positions geographically
- Conducting training of managers in how to interview and be aware of bias in the process
- Reviewing assumptions about job qualifications and salaries
- Offer help with taking licensing exams
- Frequently check in with new staff – 1st week, 30, 60, 90 days and 6 month mark to help resolve any issues
- Survey of all staff to inform work we are doing
- Created Respectful Work Place Policy – walk the walk



Hiring and Efforts to Create a Diverse Workforce

- Collect and analyze data to create goals
- Biggest challenge is diversity of management team and executive team – 40+ managers participating in McKinsey Leadership Academy – helps in development of skills, knowledge, and shift mindsets
- Give employees responsibility and authority to get things done
- Provide feedback on performance and recognize achievement
- Offer training, development and personal growth opportunities
- Set metrics and measure your progress – celebrate accomplishments
- Need to create culture that is welcoming and inclusive to retain staff



Community Conversations

- Training of all staff and managers provided by LCS beginning in 2020
- Manager training has been mandatory; all employee training will be mandatory beginning fall of 2023 – 4 sessions/year
- Leadership Re-Center – power of DEI, building bias awareness and exploring inclusive language, building trust, DEI language and history
- Community Conversations – Identity and Privilege, Gender and Gender Pronouns, Allyship, Racial Microaggressions, Unconscious Bias, Intersectionality, Cultural Appropriation, Inclusive Holidays, Trust for Impact
- Employee Resource Groups - BIPOC and Hispanic and Latino
- Implementing train the trainer going forward



Recruitment Strategies

- We post on our website, HRSA website, Indeed, Linked in and social media. We use radio and have created videos to attract talent
- We hold employment fairs both in person and virtually
- We have extensive relationships with universities and colleges for internships and attend their job fairs and open houses
- Offer hiring incentives for hard to fill positions
- Offer incentives to staff who help fill culturally diverse positions
- CHR has 4 full-time recruiters who continuously recruit and build a candidate pool for future vacancies



Breakout Rooms: Diverse & Reflective Workforce



In each room, each participant will share:

- Strategies that have been effective and lessons learned
- Ongoing challenges

Be prepared to share some themes from your group!

NatCon23 Pre-Convening for Grantees

- On **April 30th from 1 – 5 p.m. PT**, the CCBHC-E NTTAC is hosting an in-person convening for all CCBHC grantees at National Council’s Annual Conference (NatCon23) in Los Angeles, CA.
- **Free** for all current grantees (expansion, PDI, IA)! Registration for NatCon23 is not required to attend.
 - Up to two (2) individuals from CCBHC grantee organization may attend. Attendees may be any member of the CCBHC implementation team.
- **Why should you attend?**
 - To learn from other grantees and make connections that will help your organization grow
 - To showcase your CCBHC implementation best practices OR learn from others’ best practices
 - For peer-to-peer engagement opportunities with other CCBHCs
- Interested?
 - Registration is through the NatCon23 portal – **[enter code CCBHCE2023](#)** – on the Special Events, Preconference & Optional Purchases Page
 - Already Registered for NatCon23? Email Conference@TheNationalCouncil.org to add the convening to your existing NatCon23 registration.

Medical Directors ECHO Series

April – August 2023

- The five-month **CCBHC Advancing Quality and Integration by Effective Implementation of Medical Director Role ECHO** will bring together CCBHC medical directors interested in receiving guidance and education on their role in effectively supporting the CCBHC model strategic framework and implementation to enhance the integration and quality of care.

Purpose

- This ECHO series is an opportunity for medical directors to engage collaboratively with other CCBHC executives on integration and medical aspects of care while participating in peer-to-peer learning discussions.

[Apply](#) to join **before** the **March 30th** deadline.

Upcoming Events

Event Type	Title	Date + Time	Registration Link
Learning & Action Series	<p>Workforce Innovations Series Session 5: <i>From Surviving to Thriving: Creating a Sustainable Workforce</i></p> <ul style="list-style-type: none">During this session, participants will learn about the key skills and knowledge needed to effectively lead teams through organizational change and assist staff members during transition periods.	Thursday, April 6th, 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!





Thank you for attending today's event.


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Your feedback is important to us!

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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