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Workforce Innovations Learning and Action Series:

Session 5: Managers: Leading CCBHC Changes in Your Organization

Thursday, April 6, 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

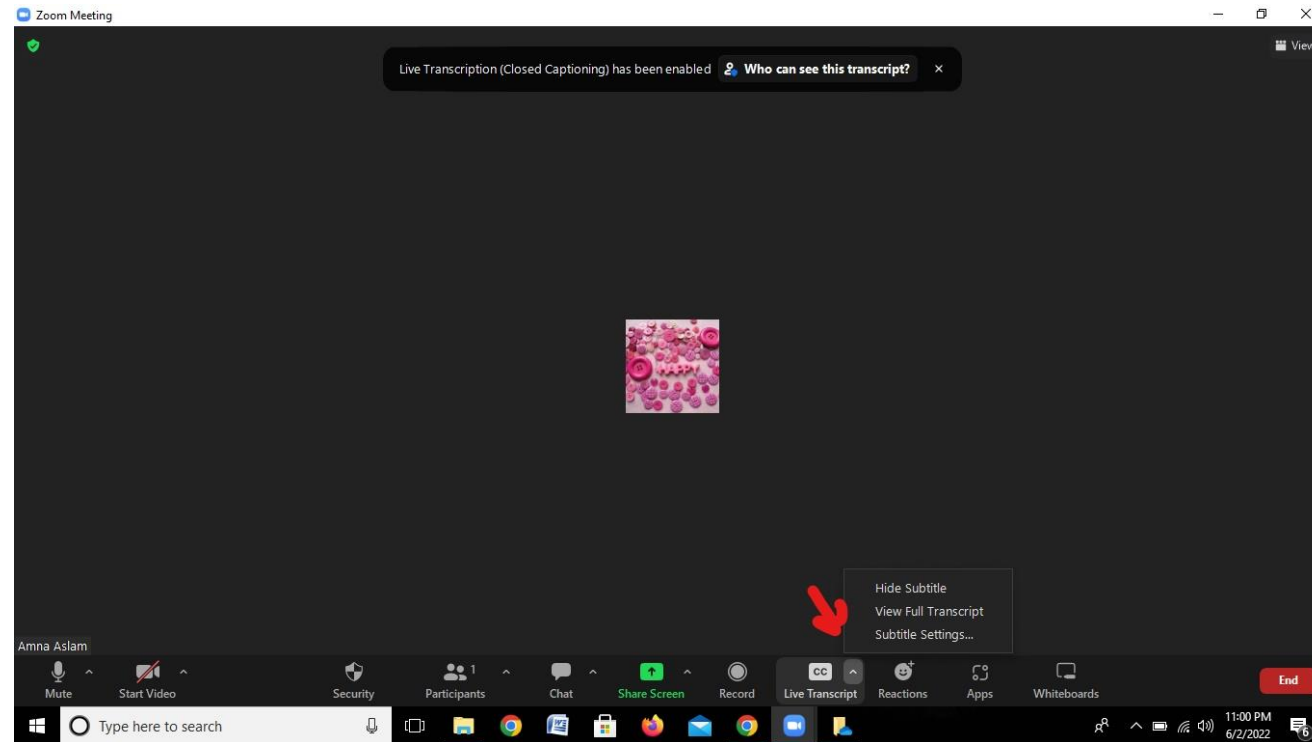
Acknowledgements and Disclaimer

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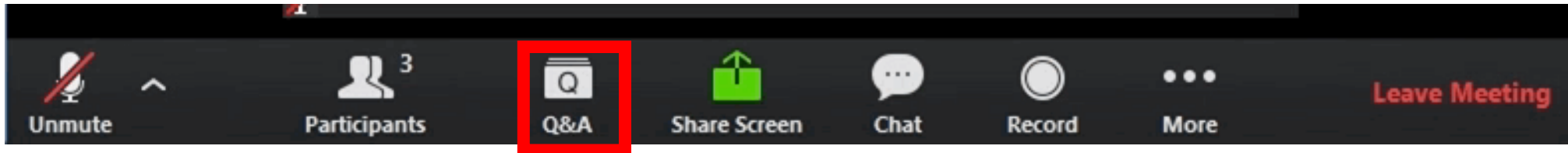


How to Enable Closed Captions (Live Transcript)

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's navigation and event filtering options. On the left, the 'Training & Events' menu is highlighted with a red arrow. The main content area shows the 'Calendar of Events' section with search filters for 'Search', 'Start Date', 'End Date', and 'Select Event'. A dropdown menu is open under 'Select Event', showing 'Future Events' and 'Past Events' (highlighted in blue), with an 'Apply' button below it. A red arrow points from the 'Past Events' option to the main content area.



Today's Agenda

- Overview: CCBHCs and workforce
- Case study: Pittsburgh Mercy (PA)
- Q&A and grantee discussion



Learning Objectives

- Understand the key knowledge and skills needed to effectively lead teams through organizational change and assist staff members during transition periods.
- Develop strategies for redistributing tasks in an efficient manner and identify areas where staff members may be overextended.
- Understand the importance of effective communication, active listening, and problem-solving in leading teams through change.



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Today's Presenter



Melissa Nossal, Psy.D.
Vice President, Behavioral Health Services
Pittsburgh Mercy

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](#).

CCBHC's Leading Change

Change leadership is both a process and a competency.

The **process** refers to a distinct methodology and set of tools to move people through change.

Competency is the leader's ability to lead and inspire others through change.

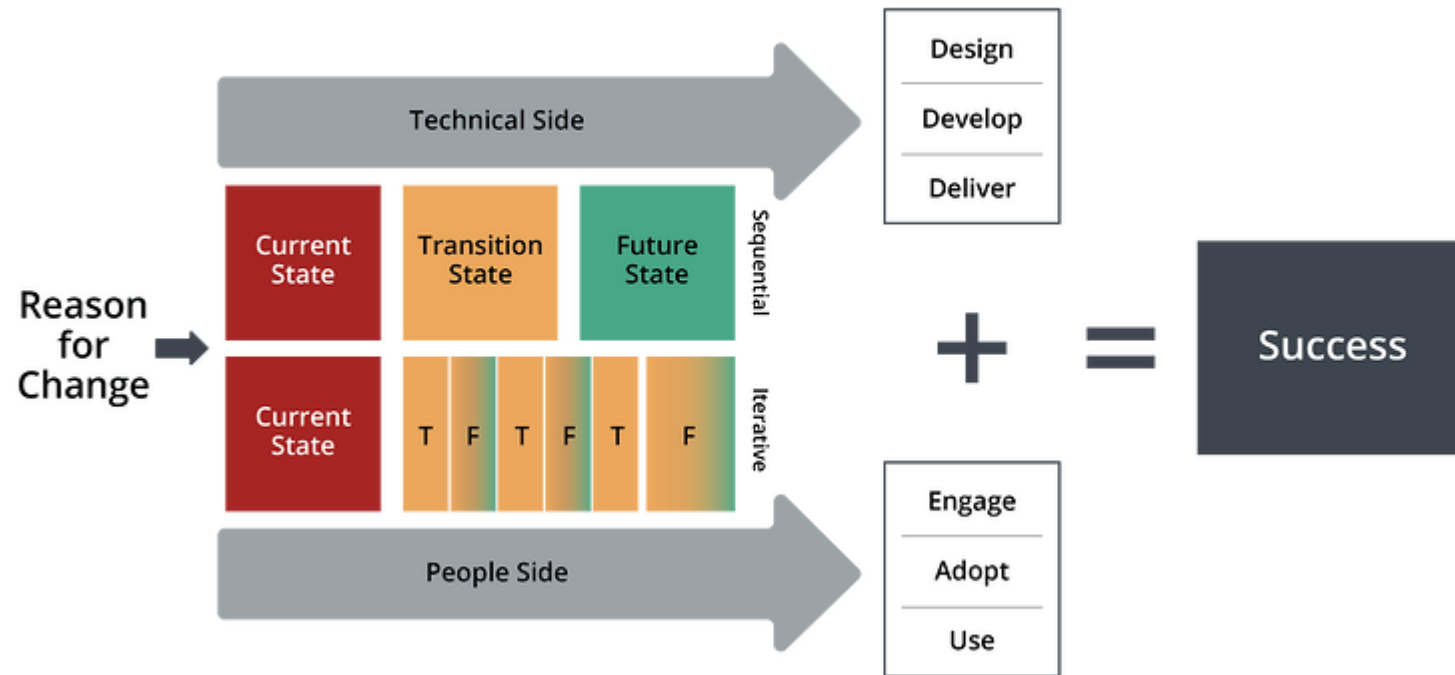
“The number one obstacle to success for major change projects is resistance and the ineffective management of the people-side of change.”

“Leader” does not solely refer to those in leadership. Although their engagement and buy-in is critical to successful organizational change. You should now consider yourself a change leader – regardless of your title.

Prosci. (2016). Best Practices in Change Management



Looking Through Both Lenses



- Technical – more process oriented
- People – more competency oriented
- Those driving change management need to integrate both lenses into implementation.

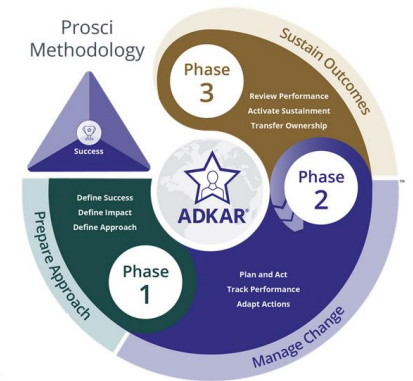
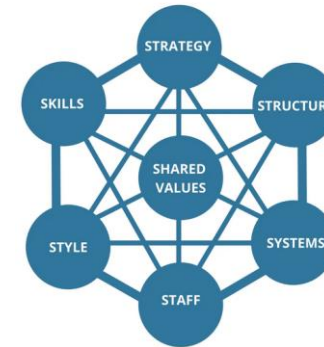
<https://www.prosci.com/blog/a-roadmap-for-building-change-management-competency>

Change Management for Transformation

Common themes across models:

- **Shared awareness and understanding:** Sometimes framed as shared values, sense of urgency – giving a strong sense of why
 - **Staff engagement and support:** Staff contribute to design, provided with necessary training and skills, designated change agents to champion the cause
 - **Technical clarity:** Strategy, systems and process changes are clearly defined and staff understand what is expected of them
- ★ **COMMUNICATION:** Clear, frequent, consistent communication at all stages of change – *if you feel like you are saying the same thing over and over, you are just starting to say it enough*

McKinsey 7S Model



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Case Study: SERV Behavioral Health System

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Who We Are and What We Do

SERV is a private, nonprofit behavioral health care organization that serves children, youth and adults throughout New Jersey who are working to recover from and thrive with mental health needs, substance use disorder and/or intellectual/developmental disabilities. Headquartered in Ewing, N.J., we have approximately 750 employees and serve more than 2,200 consumers annually.

- Offer care in a variety of settings, including group homes, apartments, partial care, day programs and outpatient.
- Outpatient clinic in Clifton, N.J., is also a Certified Community Behavioral Health Clinic (CCBHC) that provides integrated mental health, substance use, social service and primary care needs.
- Our residential programs are open 24/7, and our on-call lines are always available

Identifying Challenges and Celebrating Successes

Identifying Challenges:

- Recruitment and retention, pool of candidates diminishing
- Staff burnout due to increased demand, pandemic protocols
- Competition skyrocketed

Celebrating Successes:

- Hosted open forums to share employees' experiences and express needs.
- Designed to maintain open dialogue with staff, ensuring concerns were heard and internalized.
- Reexamined employee benefits & identified areas where promotion would maximize usage.
- Identified three main areas for development:
 - Career growth
 - Retention
 - Underutilization of tuition reimbursement benefits

With these in mind, SERV University began to take shape.

“We needed a flexible and innovative solution to increase overall job satisfaction, provide a unique benefit to new hires and define clearer pathways for career growth”



The Program — SERV University

SERV University is an in-house alternative or parallel program to traditional post-secondary education. Employees gain necessary knowledge without tuition costs or time constraints.

Since the program's inception, we have established three additional tracks:

- **Return to School Support Services** for individuals interested in pursuing higher education. This is offered in combination with tuition reimbursement.
- **Leadership Program (just launched!)** for individuals currently in or seeking leadership roles who wish to further their skills. Employees completing this track will be eligible for a financial incentive and receive a certificate.
- **Mentorship Program (coming soon!)** for new employees to connect with staff members as internal mentors, aimed at improving retention beyond the first six months of employment. Employees completing this track will be eligible for a financial incentive and receive a certificate.

Measuring Success: To date, **7 employees** have graduated from the program. Employees are in the process of working toward their first certificates, others have expressed interest in applying for future tracks.



Case Study: Pittsburgh Mercy

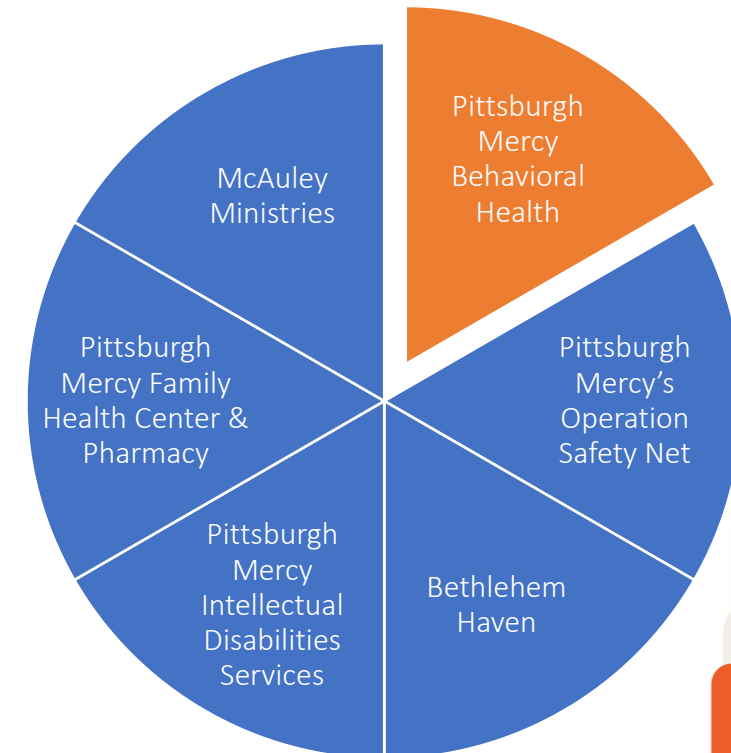
Melissa Nossal, PsyD
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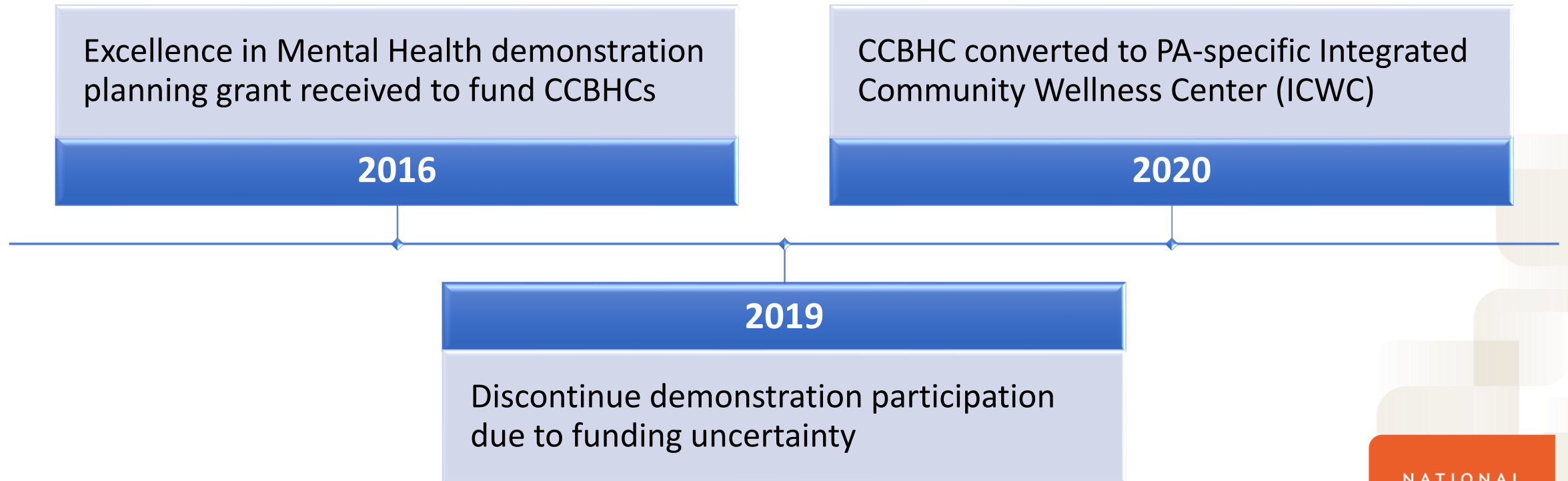
Who We Are: Pittsburgh Mercy

- Community health and human service nonprofit
- Mission: to reach out and offer help and hope to some of our community's most vulnerable people and populations
- Annual operating revenue: \$110 million
- Serves over 18,000 people annually
- 100+ programs in 57 locations across Pittsburgh
- Employs more than 1,000 colleagues
- CCBHC & CCBHC expansion grant awardee
- 2022 CCBHC membership: 5,116 members



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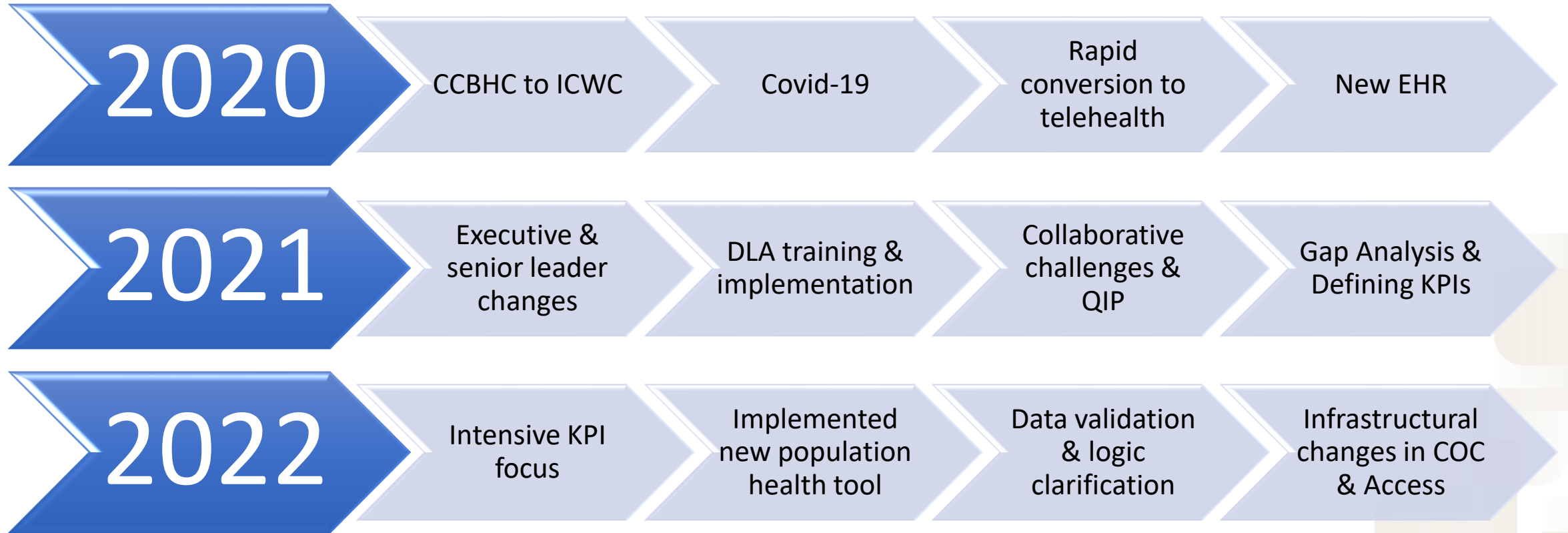
Pennsylvania: CCBHC to ICWC



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Pittsburgh Mercy: Progression & Change



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Key Skills for Leading Change



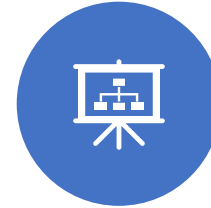
COMMUNICATION



COLLABORATION



HUMILITY



ORGANIZATION



DELEGATION



ACCOUNTABILITY



COURAGE



OBSERVATION



Organizational Change: Filling in the Gaps

Need for redistribution of duties

- Staff vacancies
- Professional growth
- Unbalanced workload
- Optimization of skills
- Operational changes
- Infrastructural need
- Redundancy of task

Assessing organizational level

- Team level: Caseload management
- Department level: Data champions, engagement efforts
- Service line level: Internal auditing, coordination of care
- Organization level: Data management



Breakout Rooms: Leading CCBHC Changes in Your Organization



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	Workforce Innovations Series Session 6: <i>Employee Wellness</i>	Thursday, April 20th, 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

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.

Calendar of Events

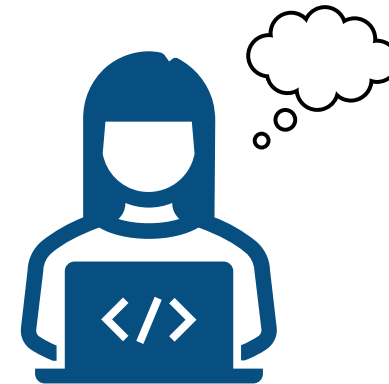
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