

# CCBHC WORKFORCE INNOVATIONS:

## Creating a Diverse and Reflective Workforce

NATIONAL  
COUNCIL  
for Mental  
Wellbeing

The Certified Community Behavioral Health Clinic Expansion Grantee National Training and Technical Assistance Center's (CCBHC-E National TTA Center) [Workforce Innovations Learning and Action Series](#) provide guidance on building an effective staff infrastructure

### CCBHCS AND A DIVERSE WORKFORCE

A study conducted by the National Academy of State Health Policy indicates that 83.5% of psychologists, 60.6% of social workers and 64.6% of counselors among the behavioral health workforces are white.<sup>1</sup> The majority of BIPOC (Black, Indigenous, and people of color) providers are employed in nonlicensed, lower-paying, lower-level positions that lack standardized career ladders for professional advancement.

### DIVERSIFYING STAFFING

Recruiting a diverse workforce requires an examination of how diversity is supported throughout the organization as a whole. CCBHCs have identified efforts to bring culture and diversity to the forefront, including workforce development opportunities focused on social determinants of health, structural racism and other factors that impede equity and improving work culture by assessing needs related to workforce equity.

### ACTIONS YOU CAN TAKE

- Offer salary differentials for key language competencies and geographically hard-to-fill positions.
- Train managers in how to interview and to be aware of implicit bias.
- Collect and analyze data to create goals around hiring a diverse workforce.
- Set metrics to measure progress and celebrate accomplishments.
- Challenge assumptions about job qualifications and salaries and understand that BIPOC providers may face discrimination during licensing exams, hindering your ability to diversify management positions.

<sup>1</sup> [National Academy of State Health Policy](#)

### CCBHC SPOTLIGHT

#### Arisa Health (Arkansas)

Through the community needs assessment, Arisa Health learned that populations in its catchment area were underserved by the agency and underrepresented in the workforce. Coupled with leadership interest in prioritizing diversity, equity and inclusion (DEI), the CCBHC developed an employee advisory committee reflective of the agency's programs, departments and positions as well as community demographics. The agency hired a DEI consultant, completed an organizational assessment and developed a DEI plan. Activities included hosting inclusion (focus) groups, implementing a culture of belonging survey, implementing a leadership academy and launching an awards program to recognize staff.

#### Community Health Resources (Connecticut)

Community Health Resources began working with DEI 20 years ago with a focus on mirroring the staff makeup with the communities it serves and relying on data to better understand the community demographics. In 2020, the CEO conducted a listening tour with staff to learn more about staff challenges and issues. A DEI officer was also hired that year along with a DEI director and DEI consultants. The CCBHC also developed the Action for Equity, Diversity and Inclusion (AFEDI) Council, which created a road map of strategic priorities and initiatives that respect differences and honor the experiences of the diverse staff. Managers attend monthly trainings that cover topics such as the power of DEI, exploring inclusive language, and the history of language.

### ADDITIONAL RESOURCES

- National Council and Health Management Associates brief on opportunities for the behavioral health workforce regarding [diversity, equity and inclusion](#)
- University of Michigan School of Public Health Behavioral Health Workforce Research Center paper on [Factors Impacting the Development of a Diverse Behavioral Health Workforce](#)
- [Recruiting and Supporting a Diverse Workforce](#)

## CCBHC-E National Training & Technical Assistance Center

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