

CCBHC WORKFORCE INNOVATIONS: Leading Changes in Your Organization

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

MANAGING ORGANIZATIONAL CHANGE

Leading staff through change is integral to success and to ensuring staff stability during what can be a stressful period. Change leadership is both a process and a competency. Process refers to a distinct methodology and set of tools to move people through change, and competency is the leader's ability to guide and inspire others. Both are essential to implementation; getting staff invested in technical changes (e.g., workflow modifications) requires organizations to appeal to their staff's values.

ACTIONS YOU CAN TAKE

- Conduct a comprehensive review of your HR department and assess current staff skill sets.
- Prioritize staff wellness by integrating it into your organization's operations. Utilize EAPs and explore other avenues to enhance staff quality of life.
- Design bonus structures that recognize and reward new and existing staff members.
- Acknowledge the impact of vicarious trauma on staff and establish support systems to mitigate its effects. This includes reducing isolation, promoting open communication and implementing policies that encourage seeking support and transparency.



ADDITIONAL RESOURCES

- National Council [Fostering Resilience and Recovery: Change Management Strategies](#)
- [Harvard School of Public Health blog](#) on change management in health care settings
- Prosci: [A Roadmap for Building Change Management Competency](#)

CCBHC SPOTLIGHT

Serv Behavioral Health System (New Jersey)

Serv identified challenges around recruitment and retention, particularly a diminishing pool of candidates. Competition for staff has increased, along with staff burnout, due to pandemic protocols. Because of these challenges, leadership decided to change the way they approach employee engagement. After hosting open forums for staff to share their experiences and needs, Serv launched Serv University, an in-house alternative or parallel program to traditional post-secondary education. Employees gain necessary knowledge without tuition costs or time constraints. Focusing on the people side of change management -- listening to and engaging with staff -- rather than focusing solely on technical solutions, helped the organization build a program that will foster staff development and assist with retention.

Pittsburgh Mercy (Pennsylvania)

Over the last several years, Pittsburgh Mercy has had to undergo several organizational changes. Pennsylvania was one of the original CCBHC demonstration sites. In 2019, the commonwealth decided to leave the demonstration, leading to challenges for those agencies, including Pittsburgh Mercy, that had been awarded CCBHC status. The commonwealth converted CCBHCs to Pennsylvania-specific Integrated Community Wellness Centers (ICWC) in 2020, which led to changes in reporting requirements and payment structures. Additional changes included moving toward telehealth due to the pandemic, rolling out a new electronic health record (EHR) and making leadership changes. To navigate the changes, the agency reiterated the value of the CCBHC model (which is similar to ICWC) with staff and relied on data to demonstrate positive client outcomes. The agency also acknowledged that resistance to the changes was valid and held conversations with staff and incorporated their feedback. Additional meetings were held between senior managers and the executive team to increase communication.

CCBHC-E National Training & Technical Assistance Center

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