

WORKFORCE SOLUTIONS JAM

MAY 21, 2024

Workforce Expansion



Housekeeping

- Please introduce yourself in chat: Name, location, organization
- Engagement is encouraged – please share resources and reflections in chat!
- Welcome and thank you to our ASL interpreters
- A recording and slides will be emailed to you within 48 hours



Agenda

Welcome & Innovative Insights

Presentation & Discussion: Workforce Expansion

Center for Workforce Solution

Updates from SAMHSA

Next Steps



What is the Workforce Solutions Jam?

A monthly webinar to build national momentum and encourage collaboration through the Center for Workforce Solutions

- Learn innovative new practices
- Stay informed about ongoing efforts
- Engage with subject matter experts
- Hear about new legislation
- Take action!



INNOVATIVE INSIGHTS

Quickfire Insights | Workforce Expansion






Quickfire Insights | Workforce Expansion

What action has your organization taken to expand the workforce that can be scaled?

OR

What workforce expansion efforts are you most excited about that could be replicated elsewhere?

Feel free to share resource links as well!



today:

**Accelerating Investment
in the Workforce Pipeline**





Ross Lohr
**Accelerate the
Future**



Alexis Murray
**Massachusetts
League of
Community Health
Centers**

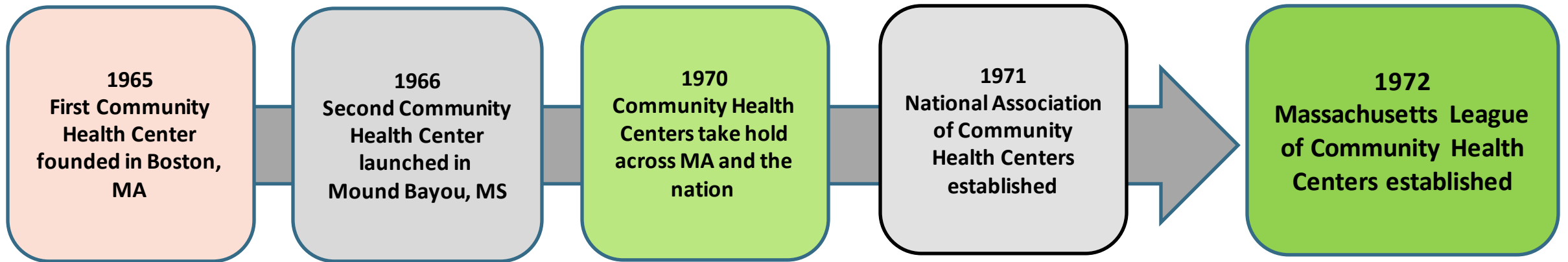
**Spotlight on
Innovation:
*Massachusetts***

Alexis Murray

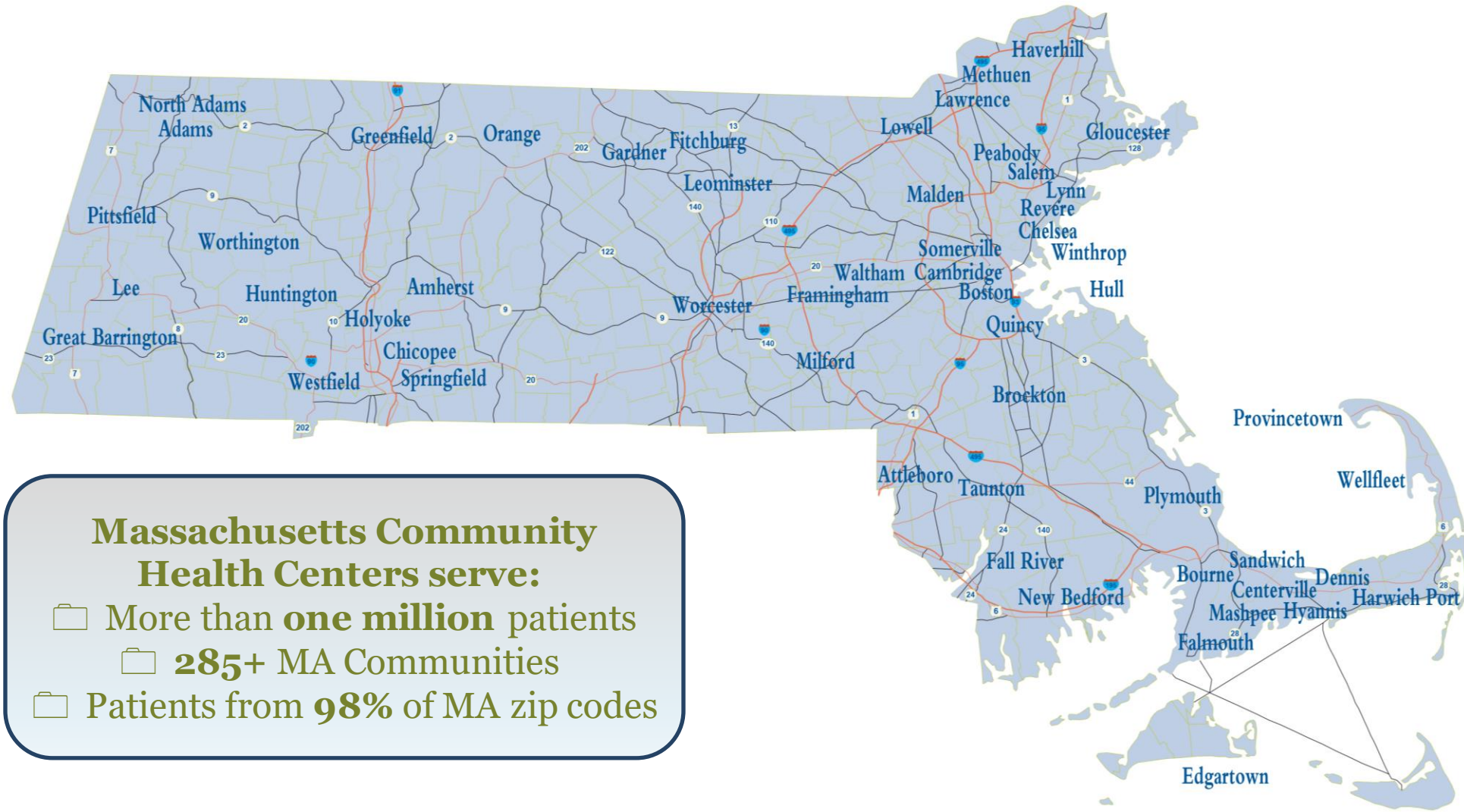
Director, Loan Repayment Program Operations



Milestones



MA Community Health Centers, 2023



Massachusetts Community Health Centers serve:

- More than **one million** patients
- 285+** MA Communities
- Patients from **98%** of MA zip codes

MLCHC: Core Competencies



Government Affairs, Public Policy & Compliance

Analysis & advocacy related to key state and federal health policy and regulatory issues affecting health centers.



Workforce Development

Initiatives & programs to recruit, retain, and develop a well-trained cadre of clinical, operations, technical and administrative staff.



Clinical Quality Improvement

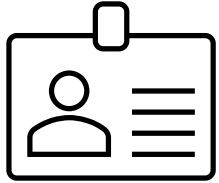
Management and support of clinical initiatives to enhance and better integrate patient care.



Information Technology Development

Support to expand health center capacity for using data to improve efficiency and advance patient health.

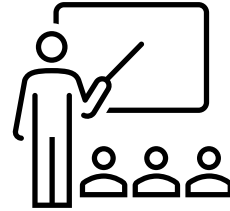
Workforce & Training Department



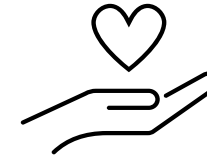
Recruitment



Retention



Learning &
Development



Wellbeing

- **Department Role:** Develop initiatives to **recruit, retain, and develop** a well-trained cadre of healthcare workers.
- **Mission:** To **increase educational and economic opportunities** in communities served by health centers.

Workforce Centered Programs

Special Projects

- Licensure Equity Achievement Program (LEAP)

Pipeline & Retention

- BH Internship Pipeline Program
- HRSA Wellbeing Grant
- Youth Health Advisory Council

Loan Repayment

- **MA Repay**
- **MA Loan Repayment Program**
- **DSRIP Statewide Investments**
 - **Student Loan Repayment Program**

Training & Education

- Coaching for Impact
- Learning Days & Learning Community Sessions
- Medical Assistant Capacity Building Program
- Organizational Culture Assessment
- Patient Experience Training
- Core Competency Skills Training
- Suffolk Certificate Program
- Team Building Workshops

Salary Supplement Programs

- BH Workforce Salary Supplement Program

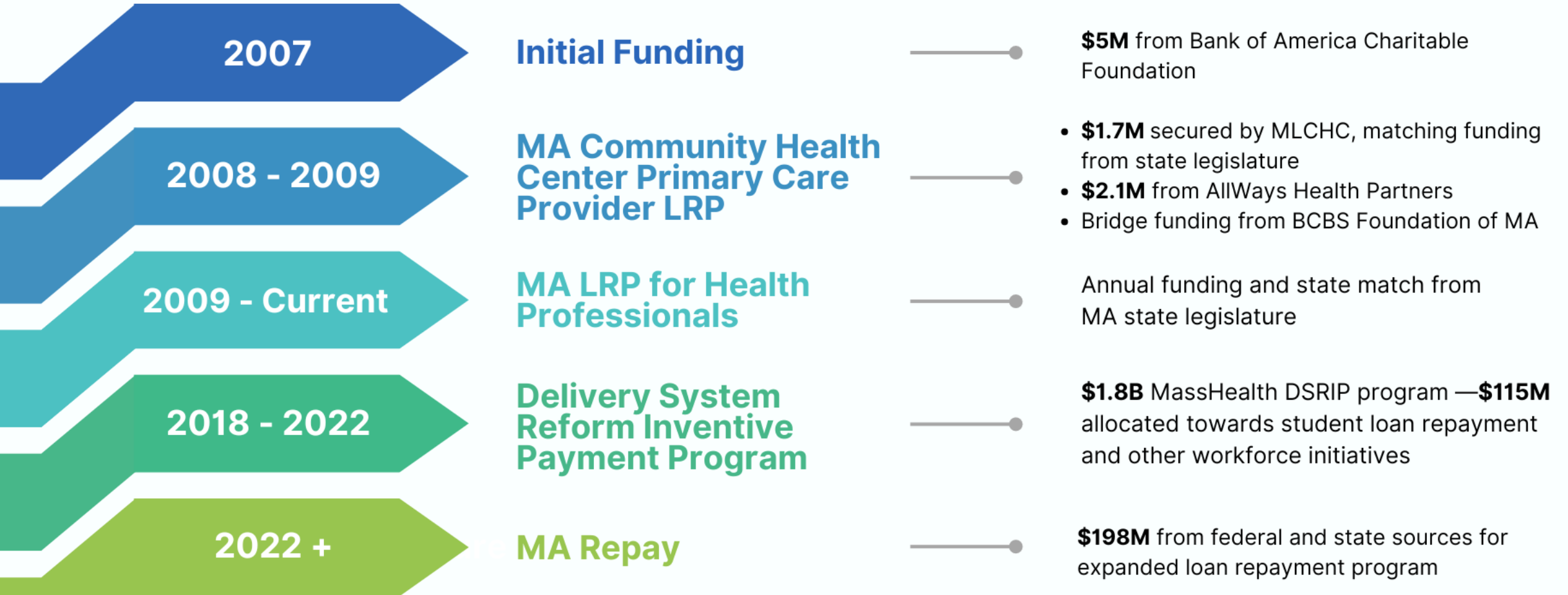
Workforce Forums & Committees

- Human Resource Forum
- Education Committee

Residency Programs

- Psychiatric Mental Health Nurse Practitioner (PMHNP) Fellowship Programs

Loan Repayment History



MA Repay Behavioral Health & Primary Care

The following data is from the first phase of the MA Repay Student Loan Repayment Program. **All data is of 3/12/2024**



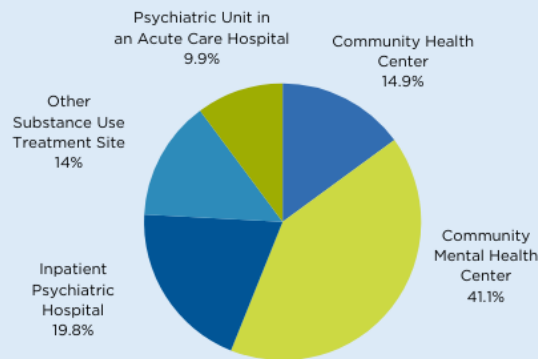
2382 PARTICIPANTS

\$117,941,064 AWARDED

9531 YEARS OF SERVICE COMMITTED

488 ORGANIZATIONS SERVED

EMPLOYER TYPES



TOP 10 JOB ROLES



175 Cities & towns impacted



MA Repay awardees work in 175 different cities and towns across the Commonwealth.

36% live or work in a Vaccine Equity Initiative area.

Let's stay connected

- **Loan repayment questions? Email loanrepayment@massleague.org**
- **Recruiting questions? Tinamarie Fiorini tfiorini@massleague.org**
- **Retention and training questions? Gia Angluin ganguin@massleague.org**



ACCELERATE THE FUTURE

How Can We Build a More Robust and Diverse Behavioral Health Workforce?



Two Goals of Accelerate The Future:

1. Build a well-defined and well-paying career ladder in behavioral health that provides excellent care and outcomes for all children and families
2. Train individuals into those jobs efficiently, equitably, affordably.

The Economics of Behavioral Health Are Not Kind.

- How can we build a diverse and committed workforce when clinicians in community mental health earn \$50,000 per year but are required to obtain licensure and a master's degree for up to \$95,000?
- Reimbursement rates prevent the behavioral health workforce from increasing earnings potential.
- As a result, there is a critical shortage of behavioral health professionals, and especially those from diverse backgrounds.

Goal One: Identify and Replicate Models that Create Well-Paying and Sustainable Jobs Up and Down The Behavioral Health Career Ladder

Example: The Collaborative Care Model of Integrating Behavioral Health into Primary Care

- Unique Medicaid and private insurance reimbursement codes allow a sub-master's level care manager to generate more than \$200,000 per year for primary care practices.
- Involves a “team-based approach” to mental health, with a bachelor's level care manager, master's level clinician, consulting psychiatrist, and PCP all working to the top of their licensure to provide evidence-based mental healthcare.
- Accelerate The Future is funding the implementation of the Collaborative Care Model into primary care practices around the country.

Goal Two: Build Accessible Pathways into Behavioral Health Jobs

Our first program: The most affordable, efficient, and accessible LMHC program in Massachusetts in partnership with Framingham State University

- Bachelor's level staff at Massachusetts human services agencies form cohorts of twenty and go through a Licensed Mental Health Counseling (LMHC) program together
- One or two classes per semester, three-year program
- Courses taught on site or online at a time that is convenient for the employers and employees
- Staff keep their existing bachelor level jobs and conduct their field placement practicum work at their existing place of employment

Our First Program: The Most Affordable, Efficient, and Accessible LMHC Program in Massachusetts in Partnership with Framingham State University

What Makes it Work?

- **Affordability:** Framingham State reduced the cost of their program to \$15,000 for the ENTIRE program. Many agencies pay for the entire cost of the program through normal tuition reimbursement mechanisms, allowing students to graduate 100% debt free. Further, students can keep their existing jobs and earning while they learn.
- **Accessibility:** Framingham State sends professors to the agencies to teach courses on site, and taking one or two courses at a time is manageable for working individuals with families.
- **Efficiency:** Employees are already familiar with the agency they work at, and mix their bachelor's level jobs with their master's level field practicum work
- **The Power of the Cohort:** Twenty employees are supported by each other and their agencies to get through a rigorous master's degree program, with wraparound supports provided by Accelerate The Future.

Our First Program: The Most Affordable, Efficient, and Accessible LMHC Program in Massachusetts in Partnership with Framingham State University

The program will grow from three agencies in 2023 (60 students) to 15 agencies by 2025 (300 students).

Why do agencies love it? They Use It As a Retention, Recruitment, and DEI Tool

- **Retention** – Hosting the program keeps bachelor’s level staff employed at the agency for three more years while they are in the program, with some agencies requiring additional years after graduation in return for tuition assistance
- **Recruitment** – The program helps attract new bachelor’s level staff into positions that don’t pay well but guarantee a free pathway towards a master’s degree
- **Diversity, Equity, and Inclusion** – By upskilling existing workforce, agencies can diversify their clinical staff in ways they previously could not.

Replication Efforts Are Underway!

- We've partnered with The Tepper Foundation to build an affordable mental health counseling program with The College of New Jersey (TCNJ) for existing employees of human services agencies and graduates of HBCU's, launching this September.
- We're also turning mental health counseling into an "apprenticeship degree," tapping into workforce and registered federal apprenticeship dollars to make the program more efficient and affordable.

Get In Touch!

Ross Lohr, Managing Director
Ross@AccelerateTheFuture.org



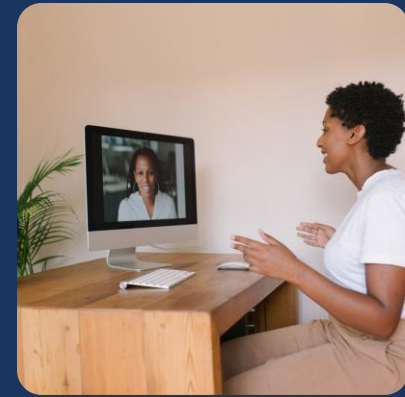
ACCELERATE THE FUTURE

PANEL

LET'S TALK



CENTER FOR WORKFORCE SOLUTIONS UPDATES



Why Center for Workforce Solutions

WHAT PARTNERS ARE AIMING TO DO

Long Term Challenges Remain Unchanged

THEY ARE WORKING EXTRA HARD, OVER TIME



WHAT KEEPS THEM STRESSED?



The growing shortage of behavioral health practitioners

	Practicing specialists	Demand	Shortage
2013	45,580	56,980	-11,400
2025	45,210	60,610	-15,400

THERE IS A SERIOUS MENTAL HEALTH WORKFORCE SHORTAGE

In states with the lowest workforce, there's only **1 mental health professional per 1,000 individuals**



This includes psychiatrists, psychologists, social workers, counselors and psychiatric nurses **COMBINED**.

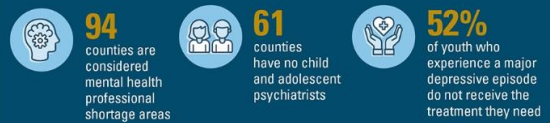
SPOTLIGHT • Psychiatry

- 39,180 Active physicians within this specialty
- 2nd Most in Demand Specialty
- 60% of active physicians that are 55 or older
- Average Physician Salary: High (\$370,000), Average (\$250,000), Low (\$195,000)

Merritt Hawkins logo

THE STATE OF BEHAVIORAL HEALTH CARE IN NORTH CAROLINA

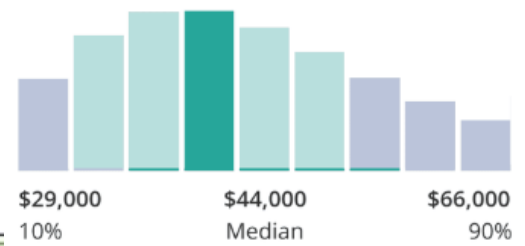
In North Carolina, there is a severe shortage of professionals to treat both adults and children with behavioral health disorders



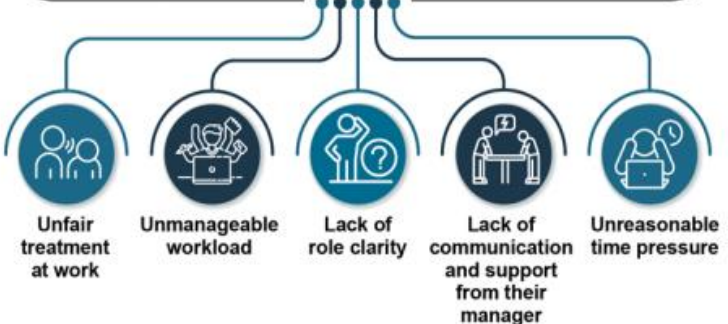
North Carolina ranks **38th** in the United States in access to mental health care.

BEHAVIORAL HEALTH SPECIALIST

Average Salary **\$44,000** yearly
\$21.54 hourly



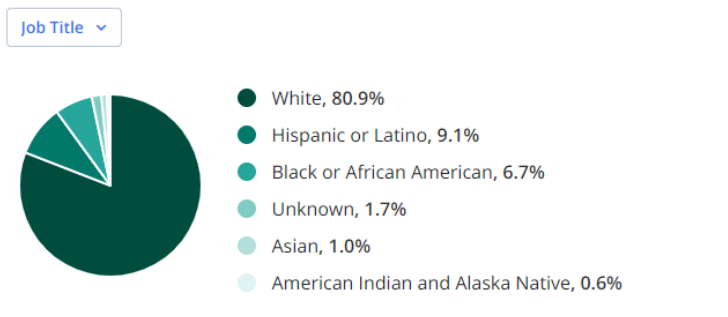
TOP 5 FACTORS Employees in a 2018 poll identified five organizational factors of burnout:



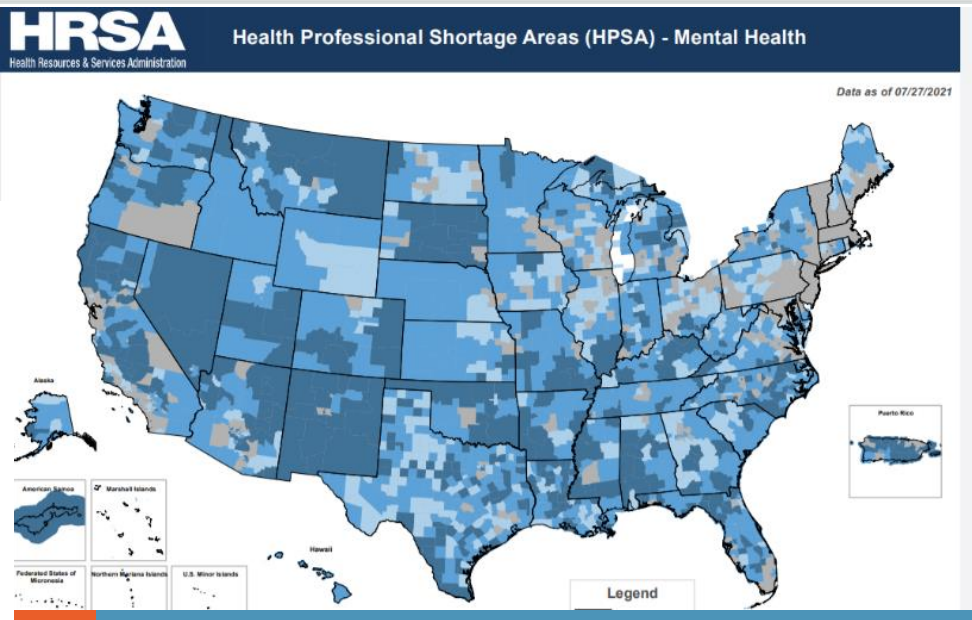
CHRONIC EMOTIONAL STRESS IN HEALTH CARE STAFF...

- SECONDARY TRAUMATIC STRESS**, also known as compassion fatigue, is emotional duress that mimics post-traumatic stress disorder caused by hearing about another person's firsthand traumatic experiences.
- VICARIOUS TRAUMATIZATION** is the cumulative effect of consistent exposure to hearing about other people's traumatic experiences.
- Indirect exposure to trauma can contribute to **BURNOUT**, a form of physical, mental, and emotional exhaustion caused by chronic work-related stress.

makes up 80.9% of all behavioral health specialists. Comparatively, there are 9.1% of the Hispanic or Latino ethnicity and 6.7% of the Black or African American ethnicity.



\$39 BILLION Spent by health systems, hospitals, and post-acute care providers each year on non-clinical regulatory requirements





What is CWS Building?

- Build a national platform for cross-sector coordination
- Engage implementers with influence across levels of the system
- Support implementers to align efforts to maximize impact
- Pull cross-sector levers of change in concert and in a coordinated fashion to drive change
- Create accountability for implementation of recommendations
- Highlight the need and support resource acquisition to ensure long-term outcomes



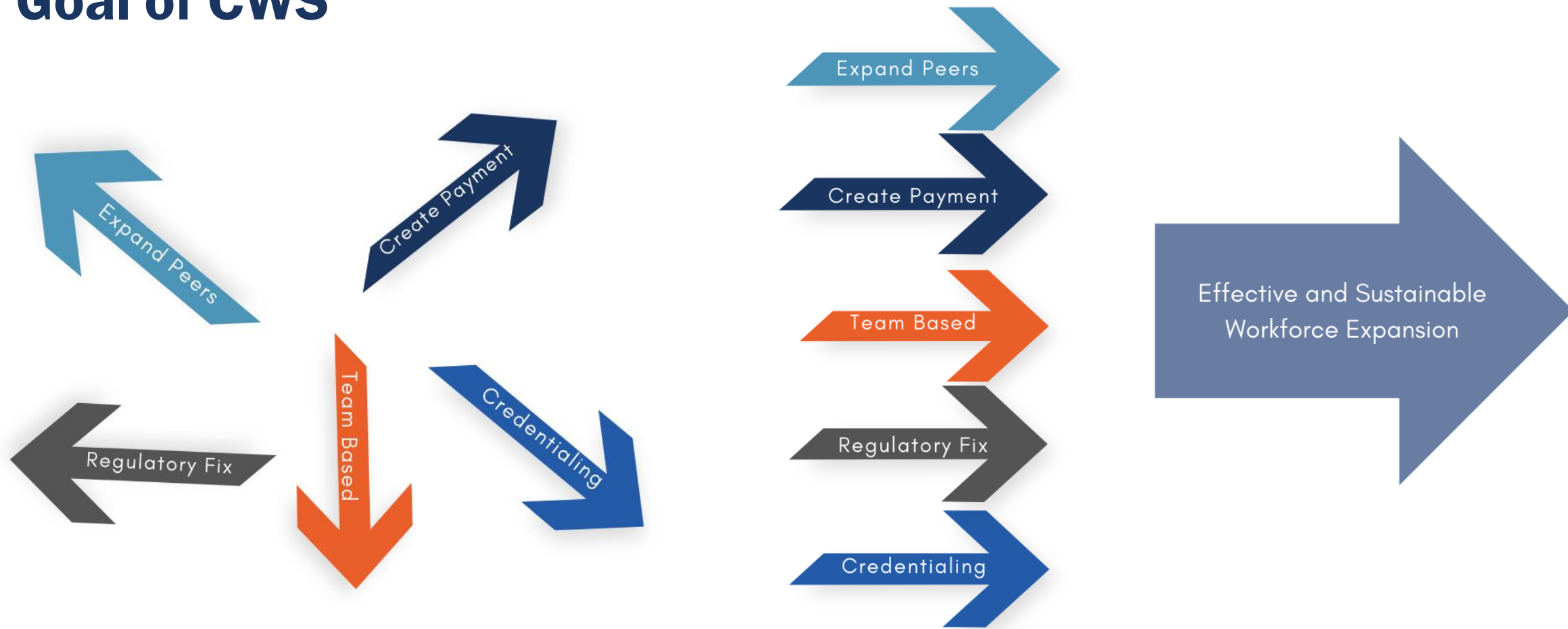


Equity Throughout Levers

- All solutions and actions within the levers of change **need to examine unfair practices and unjust conditions that can harm or have harmed** specific groups and communities—
- Both in **engagement of the workforce** and how the workforce ultimately delivers care
- Solutions need to be aimed at elevating the needs and **health of all people and ensure that workforce solutions allow all individuals to thrive** and fully participate in the behavioral health workforce.
- Specific recommendations and solutions aimed at expanding the workforce **will require devoted (and sometimes additional) resources** or different resources where injustice or inequitable strategies have resulted in barriers to participation.



Goal of CWS



Connect and align national resources to maximize impact and build solutions to reach an equitable and sustainable behavioral health workforce

Building Partnership



Guiding Vision and Strategy



Promoting coordinated activities



Building Infrastructure & Supporting Resource & Funding Acquisition



Creating Continuous Communication



Building Measurement & Accountability



Partner Updates

Crosswalk 400
Recommendations to
Levers of Change
JANUARY

Launch
Workforce Solutions
JAM
MAY

Launch
Steering Committee
SUMMER



LEGISLATIVE PARTNER UPDATES





Maia Banks, MS

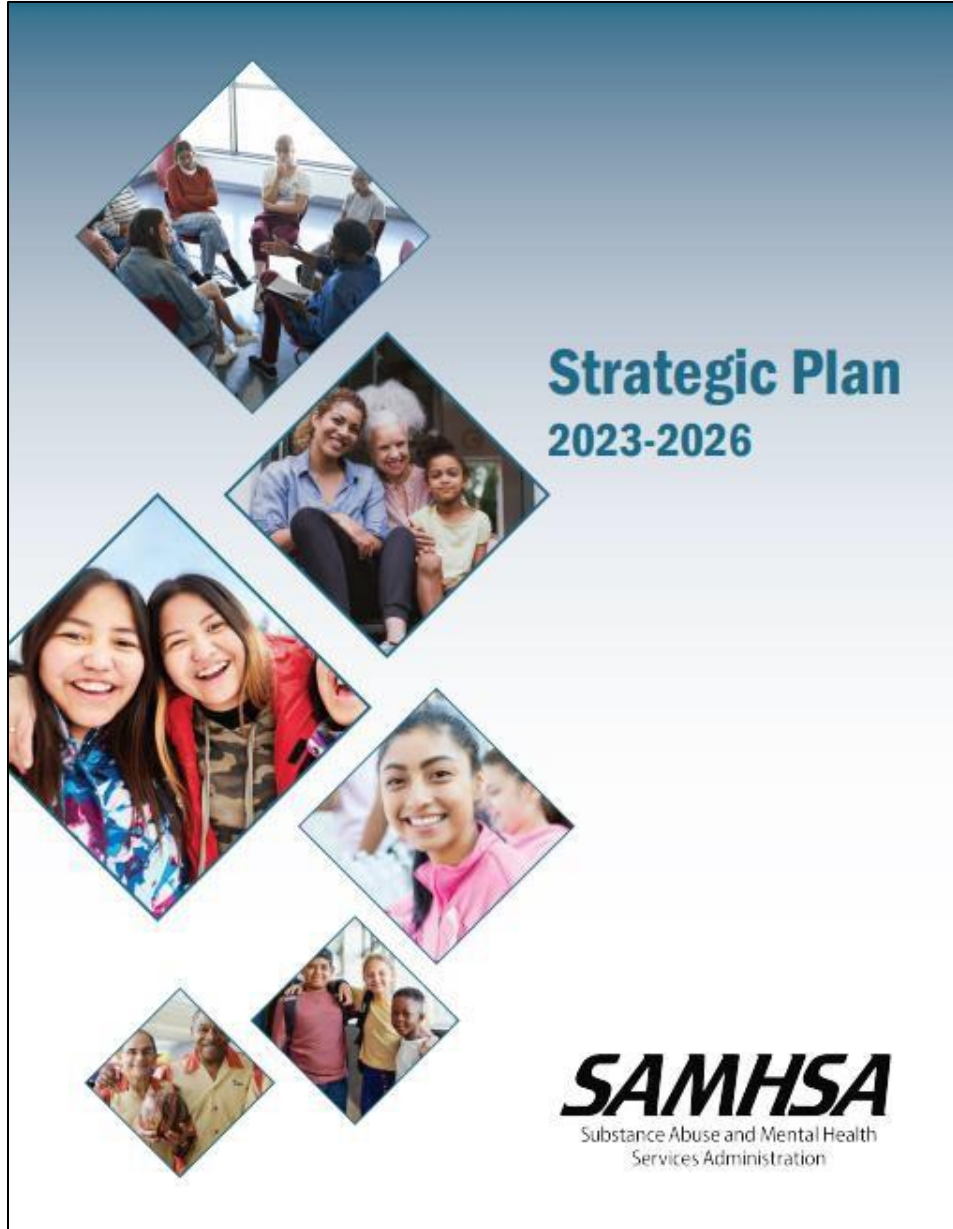
**Supervisory Public Health Officer
Substance Abuse and Mental
Health Services Administration,
U.S. Department of Health and
Human Services**



SAMHSA
Substance Abuse and Mental Health
Services Administration

SAMHSA'S Efforts to Strengthen and Build the Behavioral Health Workforce

SAMHSA's 2023-2026 Strategic Plan



The cover of the Strategic Plan 2023-2026 features a central title "Strategic Plan 2023-2026" in blue text. To the left, a vertical stack of seven diamond-shaped photographs shows diverse groups of people, including students, families, and healthcare workers. At the bottom right, the SAMHSA logo is displayed in bold black letters, with the full name "Substance Abuse and Mental Health Services Administration" underneath.

**Strategic Plan
2023-2026**

SAMHSA
Substance Abuse and Mental Health
Services Administration



Strategic Plan Workforce Goals and Objectives: G1

Goal 1. To meet the behavioral health needs of the nation, SAMHSA will support the active recruitment, training, and retention of diverse, qualified individuals into the behavioral health workforce.

- Objective 1.1. Expand the number of Minority Fellowship Program fellows and enhance the reach of the Historically Black Colleges and Universities Center of Excellence.
- Objective 1.2. Develop new pipeline programs by engaging high school, community college, and four-year university students.
- Objective 1.3. Expand the availability of paraprofessionals and peer support providers.
- Objective 1.4. Increase the supply and capacity of the behavioral health workforce to provide new, innovative, and evidence-based treatment in community-based primary care settings.

Strategic Plan Workforce Goals and Objectives: G2

Goal 2. To improve the quality of behavioral health care, SAMHSA will promote and support professional development initiatives to improve the competencies of service providers.

- Objective 2.1. Increase the use of equity-oriented and trauma-informed approaches in SAMHSA's training and technical assistance efforts for providers of behavioral health services.
- Objective 2.2. Improve training and supports for providers who work with young people with or at risk for behavioral health conditions.
- Objective 2.3. Increase awareness and utilization of practitioners' education and training opportunities.
- Objective 2.4. Promote evidence-based professional development to improve behavioral health providers' competencies in line with the National Behavioral Health Quality Framework.

Strategic Plan Workforce Goals and Objectives: G3

Goal 3. To increase the accessibility of behavioral health providers in all communities, SAMHSA will reduce barriers to the continuum of high-quality services.

- Objective 3.1. Increase investments to reduce disparities in access to specialized behavioral health care.
- Objective 3.2. Increase funding opportunity announcements that allow resources to be used to expand virtual care.
- Objective 3.3. Decrease restrictions on credentialed practitioners working across state lines, particularly for under-served populations.

SAMHSA Builds/Strengthens BH Workforce in 3 Ways

- Funding for pipeline programs and programmatic grants
- Training and Technical Assistance
- Leadership and Partnerships

Pipeline Programs - Examples



50 Anniversary
Minority Fellowship Program
CELEBRATING 50 YEARS
JUNE 8, 2023

Minority Fellowship Program (MFP)



PTTC Prevention Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

YOUR PTTC ▾ EDUCATION ▾ RESOURCES ▾ PROJECTS ▾ COMMUNICATION ▾ ABOUT ▾

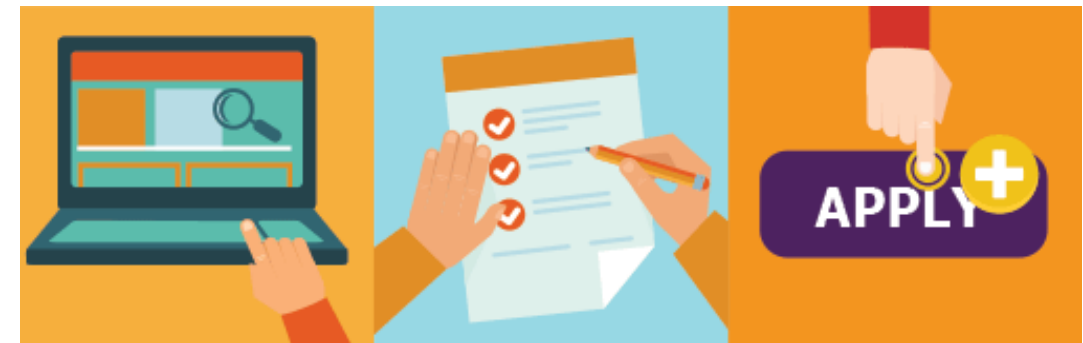
PREVENTION FELLOWS 2022-23



- Minority Fellowship Program
- Prevention Fellowship Program
- Historically Black Colleges & Universities Center of Excellence in Behavioral Health
- New AANHPI, Hispanic/Latino, and AI/AN Center of Excellence grants include requirement to develop a workforce recruitment and training plan.

Programmatic Grants - Examples

- SUPTRS & MH Block Grant
- Discretionary grant programs
 - SOR/TOR
 - SPF-PFS
 - CCBHC
 - FR CARA, PDO, ODTA
 - BCOR
 - 988 Local Capacity Building Grant
 - Treatment, Recovery, and Workforce Support Grant



Training and Technical Assistance

SAMHSA currently funds over 40 Training & TA initiatives that offer professional skill development & implementation support to BH field



National Training and Technical Assistance Center for Child, Youth, and Family Mental Health (NTTAC)



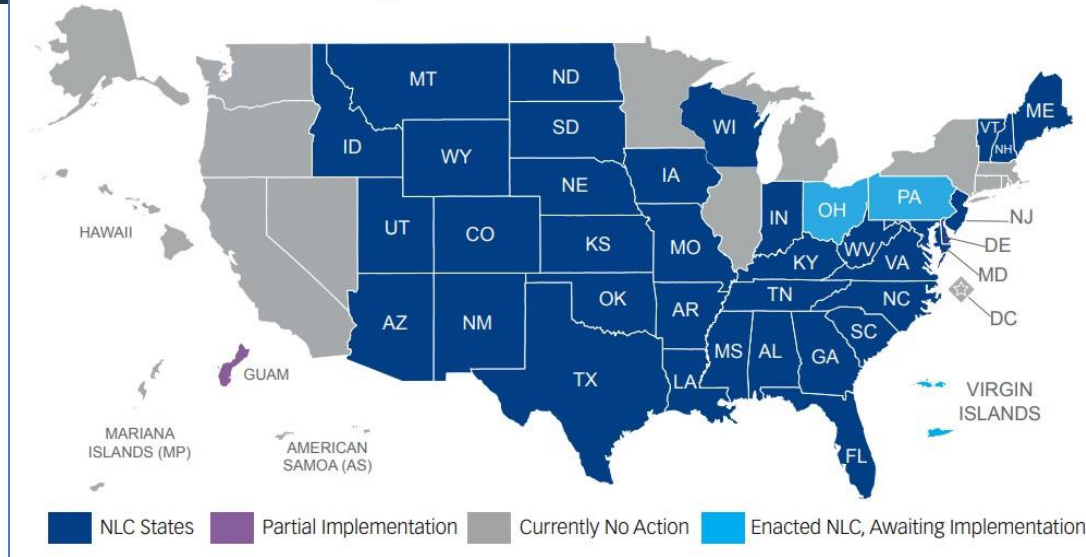
Leadership and Partnerships

- Behavioral Health Workforce Careers Webpage
- Standards and Resources
- Technical Expert Panels and Reports
- Partnership with other Departments and Agencies
- Partnerships with State and Local Partners (e.g., interstate compacts)
- Regulations (e.g., Part 8, MAT/MATE)
- NASADAD prevention workforce assessment



NLC States

39 states have enacted the NLC



National Model Standards
for Peer Support Certification

47

SAMHSA ADVISORY
Substance Abuse and Mental Health Services Administration

JUNE 2022

PEER SUPPORT SERVICES IN CRISIS CARE

Peer support workers—also known as peers—are individuals with lived experience who have sustained recovery from a mental or substance use disorder, or both. They assist others entering or in recovery with reducing the recurrence of symptoms, more commonly known as relapse.¹ Peers model recovery, promote shared understanding, focus on strengths, offer positive coping strategies, and provide information and resources.

Peers may engage in a range of non-clinical activities to support individuals or families of individuals in or seeking recovery from a substance use disorder, mental illness, or both. Activities may include mentoring, advocating for people in recovery, leading recovery groups, and building relationships. These activities supplement other services an individual may receive. The role of the peer is unique in that it is based on the concept of mutuality—or sharing similar experiences. Peers offer a non-hierarchical relationship that differs from individuals' relationships with clinicians. Peers enhance the work of an individual's clinical care team and support them and their families as they navigate recovery.^{1,4}

Key Messages

- Peer support services are an integral component of the behavioral health continuum of care—from prevention and early intervention to treatment, recovery, and crisis services.
- Crisis care provides services to anyone, anywhere, at any time. Three essential elements comprise crisis care: crisis phone lines, mobile crisis teams, and crisis receiving and stabilization facilities.
- There are several benefits to including peers in crisis care, including strengthening engagement in treatment and improving outcomes for individuals experiencing a crisis who receive these services.
- Peers working in crisis service care settings provide opportunities for individuals in crisis to talk with someone who has similar experiences, embodies recovery, and can offer messages of encouragement and hope.
- Peers may experience challenges related to role integrity, stigma from co-workers, and sustainable employment. They also face challenges unique to providing crisis care, including the complexity of managing crisis situations and, often, a lack of specialized crisis training.

EVIDENCE-BASED RESOURCE GUIDE SERIES

Addressing Burnout in the Behavioral Health Workforce Through Organizational Strategies

What is the **COUNSELING COMPACT?**
The Counseling Compact is an occupational licensure compact that:

- ✓ Addresses increasing demand to provide Professional Counseling services.
- ✓ Authorizes both telehealth and in-person practice across state lines in Counseling Compact states.
- ✓ Is similar in form and function to occupational licensure compacts for nursing, psychology, medicine, physical therapy and emergency medical services.

10 STATES
The Counseling Compact is operational when 10 states enact the legislation for the compact.

BENEFITS

- Increasing access to crisis care
- Facilitating continuity of care when clients relocate or travel
- Clarifying that consumers have met acceptable standards of practice
- Promoting cooperation among Counseling Compact states in the areas of licensure and regulation
- Offering a higher degree of consumer protection across state lines

IMPACTS

- Allowing licensed counselors to practice their skills or through telehealth across state lines without having to become licensed in additional Counseling Compact states
- Providing counselors to people in need who are unable to travel or geographically isolated
- Allowing on their personal and agency to more easily collaborate in their profession when relocating.

For more information visit counselingcompact.org



Behavioral Health Workforce Careers by State

- There are varying requirements for entry and continuation in the BH field, which may vary by state
- This tool provides individuals with information on the basic requirements to enter the field for different roles
- Range of career paths – from peers to addiction psychiatry
- Developed by SAMHSA in conjunction with an external contractor
- Can be a one-stop shop to find information that may help guide career paths and choices

Thank You

SAMHSA envisions that people with, affected by, or at risk for mental health and substance use conditions receive care, achieve well-being, and thrive.

www.samhsa.gov

1-877-SAMHSA-7 (1-877-726-4727) • 1-800-487-4889 (TDD)

A red circular arrow graphic that starts at the top, goes down the right side, then up the left side, and back to the top, forming a continuous loop.

TAKEAWAYS & REFLECTION

We want your feedback!



Scan the QR code, or type this link into your browser:

<https://www.surveymonkey.com/r/May21JamEval>

Have a suggestion for a future presentation?



Scan the QR code, or type this link into your browser:

<https://www.surveymonkey.com/r/workforcesolutionsjam>

JOIN US AT THE NEXT WORKFORCE SOLUTIONS JAM!

June 18, 2024

at 10:00am PT / 1:00pm ET