

# WORKFORCE SOLUTIONS JAM

JULY 15, 2025

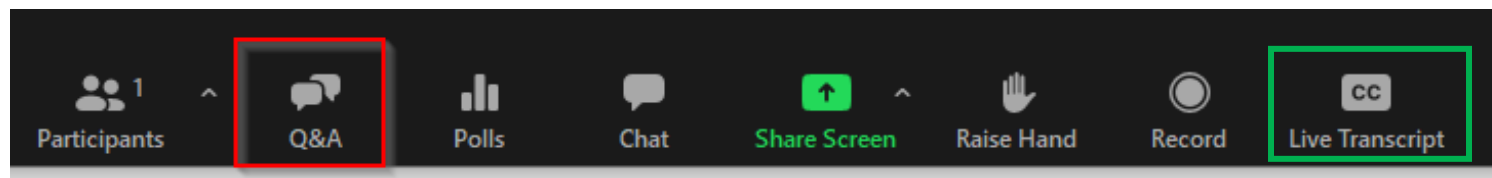
**A Global Perspective:**

**International Innovations in Workforce Development  
and Lessons Learned on Scaling**



# Housekeeping & Accessibility

- Please introduce yourself in chat: Name, location, organization
- Engagement is encouraged – please share resources and reflections in chat!
- A recording and slides will be emailed to you within 48 hours
- ASL interpretation is being provided at this event - the ASL interpreter will be spotlighted
- **Live captioning** is available – click the "show captions" button to see the transcript
- If you have technical difficulty, please chat "Hosts and Panelists" to try to troubleshoot
- **Q&A** is available – click on the Q&A feature to ask a question or upvote





NATIONAL COUNCIL  
*for Mental Wellbeing*

HMA


 The College for Behavioral  
Health Leadership

# What is the Workforce Solutions Jam?

## **A monthly webinar to build national momentum and encourage collaboration through The Workforce Solutions Partnership**

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





today:

**International innovations  
and lessons learned on  
scaling**

*Taking a Global Perspective  
To inform US strategies*



# Agenda

Welcome

Topic Introduction

Panel

Engagement Q&A

Next Steps

## Chatterfall – let's hear from you!



*What are the top 3 biggest challenges for the US behavioral health workforce?*

1. Type in your answer in chat
2. Wait to hit enter until we say go!

# Topic Introduction



# Meet Our Speakers



**Steve Appleton**

President and CEO, Global Leadership Exchange



**Annelotte Pleij**

Social Psychiatric Registered Nurse, BuurtzorgT



**Manase Lua BA, MA (Hons)**

Pacific Lead (GLE) & Pacific Equity Lead (WISE Group)



**Sean Russell**

COO & European Lead for Global Leadership Exchange



**Kirsten Windfuhr**

Associate Director,  
National Health Service

# Global Leadership Exchange

Workforce Solutions Jam

Steve Appleton, President/CEO

July 15<sup>th</sup> 2025



## About us...

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Global Leadership Exchange **connects leaders** in mental health, disability, and addiction. We create space for sharing **ideas, knowledge,** and **best practice** to help spread innovation, improve services and **change lives.**



## GLE members

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Our members come from all over the world and are committed to leading change and to learning about new or different ways of working to improve the lives of people with mental health, disability or addiction needs.

Some have many years of experience, and some are just starting out, and we believe we can all learn from each other.

Our global community is vast and wide-ranging consisting of organizational, policy, government, service, experts by experience, academic and faith leaders.

# Leadership Principles underpin our work

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We ask all members and subscribers to GLE to sign-up to our principles. We regularly revisit these and seek input from members to ensure they are relevant and reflect the everchanging and expanding environments we find ourselves in.

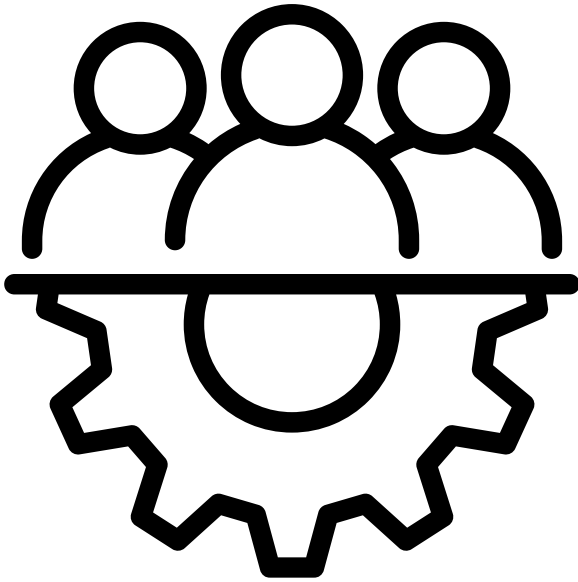


# Benefits of being a member of GLE



# International workforce issues

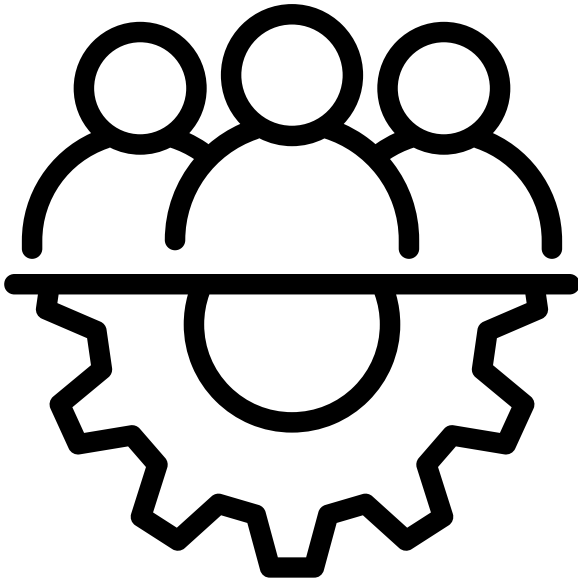
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- England
  - Workforce grew by 35% since 2019, but staffing and training gaps persist in medical and support roles, hampering basic care.
  - Consultant psychiatrist vacancies sit around 10–15%, with acute shortages in specialities like CAMHS and perinatal care
  - Crisis demand: Urgent referrals doubled in a year
  - Long wait times for assessment and treatment, especially for youth
- Australia
  - Rural–urban disparities: 94% of rural psychiatrists cite shortages and burnout; 33% intend to leave
  - Public sector resignations: Over 200 New South Wales psychiatrists resigned/threatened to resign, citing pay and unsafe workloads, impacting patient safety
  - Federal vs States and Territories funding and delivery strategies

# International workforce issues

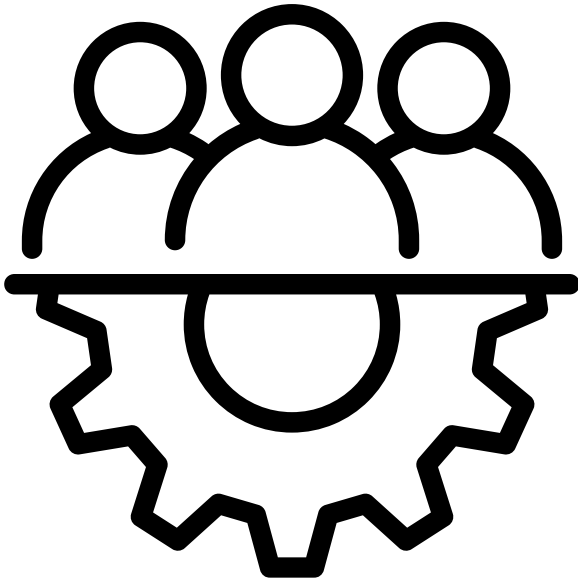
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- New Zealand
  - Over 10% of all mental health roles are vacant
  - Overly reliant on overseas staff, particularly clinical
  - Gaps in national workforce planning and system churn
- Netherlands
  - Vacancies rising with almost 10k position unfilled (74 of every 1000)
  - Long waiting times
  - High reported levels of workplace stress
- Slovakia
  - Rising demand with underdeveloped infrastructure
  - Surge in youth mental health problems linked to post Covid and Ukraine conflict
  - Low bed numbers and reliance on bed-based model – only 200 CAMHS beds in whole country

# International workforce issues

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- Pacific Islands
  - Small, overstretched systems: Under-resourced health budgets (<5% GDP), limited training institutions, salary discrepancies between states .
  - High outmigration & vacancies: Poor pay and work conditions push local practitioners abroad
  - Cultural readiness gap: Need for culturally competent, holistic care models rooted in community traditions .

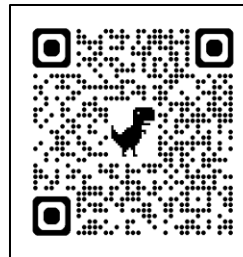
Despite shared themes—staff shortages, burnout, training constraints—each region has a unique context that requires solutions framed in that context

Today we will share some examples of the challenges and what is being done to address them.

# Workforce Benchmarking for Health and Care

Commissioned by NHS England Workforce, Training and Education Directorate

## Transformation through benchmarking



[enquiry@nhsbenchmarking.nhs.uk](mailto:enquiry@nhsbenchmarking.nhs.uk)

Ensuring a workforce of the right size, in the right place, with the right skills is essential to meet current population need and underpins the ambitious transformation plans set out in key healthcare policy documents.

Psychological Professions | Talking Therapies for Anxiety and Depression | Peer Support Workers | Children and Young People's Mental Health Services | Adult and Older People's Mental Health Services | Learning Disabilities and Autism Services (New!)

### Workforce Benchmarking Supporting Workforce Planning with Data



#### How can workforce benchmarking data support you?



##### Workforce planning & retention

Identify trends in staffing levels and retention to inform decision making.



##### Workforce productivity

Compare staff skill mix, roles, and activity levels to enhance efficiency.



##### Safe staffing & service delivery

Benchmark against peers to ensure safe and effective workforce models.



##### Workforce pressure & absence

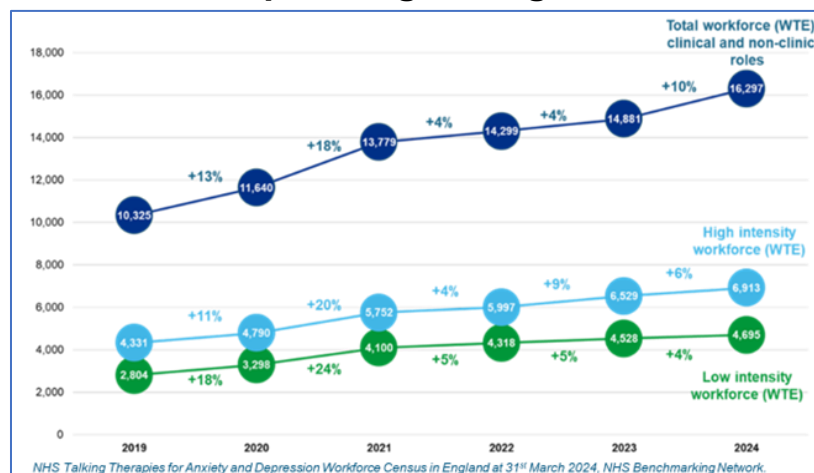
Analyse sickness rates, absences, and workforce challenges.



##### Future workforce modelling & recruitment

Plan for future staffing needs, recruitment and funding allocations based on evidence.

### Workforce planning, change, retention



### Future workforce modelling and recruitment



HR

- Vacancy rates by staff group
- Joiner rates by staff group
- Leavers by staff group
- Leaver destination



Demography

- Gender; by pay band, by sector
- Ethnicity; by pay band, by sector
- Age; by pay band, by sector
- Disability status; by pay band, by sector



Service Model, Skills, Training

- Skills and training by staff group
- Service model comparison

*"[The reports] serve a crucial role in ensuring quality and accountability, providing the necessary insights to assess progress, identify challenges, and guide future decision-making"* Carol Benson, Head of Operations for community and wellbeing services, Coventry, Warwickshire and Worcestershire Mind

# Te Whatu Ora Pacific MHA workforce

- 759 FTEs employed, 8% FTE employees
- 1 in 5 support workers (300 FTEs) are Pacific peoples
- Population rate (7%) for nurses, addiction practitioners, social workers, administrators
- Low representation among managers (6%), OTs (3%), psychologists (1%), psychiatrists (1%), RMOs (3%)
- Recruiting more than resigning for nurses, support workers (2x) and allied health workers (slightly)
- Not replacing administrators and managers

# Global Leadership Exchange

Workforce Jam - July 15<sup>th</sup> 2025

Sean Russell MBE

COO and European Lead GLE



# Trends in the European Mental Health Workforce

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**Rising Demand, Shrinking Supply:** Europe faces a growing mental health crisis, with nearly **84 million people** affected by mental health conditions even before the pandemic. Yet, the workforce is struggling to keep pace due to **staff shortages, burnout, and high turnover rates**.

**Burnout and Stress:** Surveys show that **38–44% of European workers** are at high risk of poor mental health, with anxiety, sleep disturbances, and depression being the most common conditions.

**Uneven Distribution:** Mental health professionals are concentrated in urban areas, leaving **rural and underserved regions** with limited access to care.

**Workforce Diversity Gaps:** Women, younger workers, and ethnic minorities face higher exposure to job strain and mental health risks yet are underrepresented in leadership and policy roles.



# What Workforce Expansion Means in Communities

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- **Integrated Care Models:** Expansion isn't just about hiring more professionals—it's about **embedding mental health into general healthcare**, schools, workplaces, and community services.
- **Cross-Sector Collaboration:** Communities are calling for mental health support across **education, employment, housing, and social services**, not just clinical settings.
- **Retention and Wellbeing:** Expansion also means **improving working conditions**, offering **flexible career paths**, and supporting the wellbeing of existing staff to prevent burnout.
- **Equity and Representation:** A future-ready workforce must be **diverse, inclusive**, and trained to address the unique needs of marginalized populations.



# Innovative Solutions & Promising Model

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- **AI-Powered Mental Health Tools:** ‘Yes We Can’ Healthcare Group:
  - Serving young people aged 13-27 from over 50 countries.
  - Structured data collection through tagging, predictive analytics, digitalized diagnostic tools.
  - Collaboration with Microsoft for automated report writing, transparency with insurers and government.
- **Mental Health ROI Models:** Denmark’s **Mental Health at Work (MHAW)** model translates mental health improvements into **monetary productivity gains**, helping employers justify investment in wellbeing.
- **Digital promotion and prevention tools:** The NHS **Better Health and Every Mind Matters** initiative is a public health campaign in England designed to empower people to take control of their mental wellbeing. It’s backed by the NHS and coordinated by the Office for Health Improvement and Disparities (OHID), with support from charities, local authorities, and commercial partners.
- **Policy Momentum:** The EU has launched a **comprehensive mental health strategy** with €1.23 billion in funding and 20 flagship initiatives, including legislation on psychosocial risks at work



# Takeaways & Future Direction

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- Mental health workforce must evolve to meet diverse needs
- Expansion = structural change, not just headcount
- Innovation, funding & policy alignment are key
- Local solutions, cross-sector collaboration, and inclusion are game-changers



# Thank you

Over to you...



[www.gle.world](http://www.gle.world)



[global-leadership-exchange](#)



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**Annelotte Pleij**  
The Netherlands

*Specialised mental health nurse*  
*Member of the board*



SCAN ME

### Current Challenges:

- Long Waiting Times
- Workforce Shortages
- Fragmentation and Bureaucracy
- Increasing Demand
- Youth Mental Health Crisis
- Pressure on GP's and Primary Care
- Inequities in Access

### Innovative way of working:

- No waiting time
- Self-steering teams
- Flat organization structure
- Neighborhood oriented
- Family and GP is involved
- Blended care
- Invest in trust and equality
- Autonomy of the employees and the patients

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LinkedIn: Annelottepleij



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**TAKEAWAYS &  
REFLECTION**

# We want your feedback!



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

<https://www.surveymonkey.com/r/July15JamEval>

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!**

***August 19th, 2025***

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

**We're pausing for September, but we'll be  
back with another Jam in October**