

WORKFORCE SOLUTIONS JAM

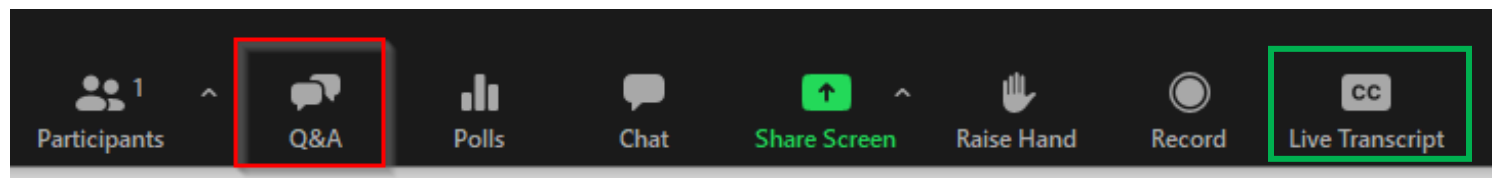
OCTOBER 21, 2025

**Resilience in Action:
Strategies for the Behavioral Health Workforce**



Housekeeping & Accessibility

- Please introduce yourself in chat: Name, location, organization
- A recording and slides will be emailed to you within the week
- 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



Chat Code of Conduct

Welcome! This is a respectful, inclusive space for shared learning.

Engagement is encouraged – please share resources and reflections in chat!

Please keep comments:

- **Relevant** to the topic
- **Respectful** of all identities and perspectives
- **Free of hate speech, spam or promotions**

Inappropriate comments will be removed.

Thanks for contributing to a thoughtful discussion!





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:

Resilience in Action

***Strategies for the
Behavioral Health Workforce***



Agenda

Welcome

Topic Introduction

Innovative Insights

Panel and Q&A

Next Steps

Chat Waterfall – let's hear from you!



*What comes to mind as
you think of the word
resilience?*

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

Topic Introduction





INNOVATIVE INSIGHTS

Financial Resiliency





Financial Resiliency

Empowerment and Stability During Times of Change

Presented by:

Angie Bergefurd, MPA

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What is resiliency?

Financial resiliency?



- **Resiliency:** The process and outcomes of successfully adapting to difficult or challenging life experiences, especially through mental, emotional, and behavioral flexibility and adjustment to external and internal demands.
 - *American Psychological Association*
- Likewise, **financial resiliency** involves the capacity to withstand, respond to, and recover from disruptions while maintaining operations and achieving goals
 - Financial or economic changes
 - Policy changes

Benefits of Financial Resilience

- Preparedness
 - Even if you don't have all the details of the pending changes
 - Enables the "pivot"
- Sustainability
 - Ability to maintain operations and fulfill mission
 - Availability of consistent programming and services
- Stability
 - Ability to navigate through policy changes, financial pressures and other impacts to the organization
 - Mitigate effects of workforce recruitment and retention challenges
- Opportunity
 - Capacity to implement creative ways of solving problems rather than being purely reactive
- Empowerment
 - Move from inaction toward identifying and using available levers



Financial Resiliency = Empowerment

FINANCIAL RESILIENCY EMPOWERS BEHAVIORAL HEALTH ORGANIZATIONS TO ADAPT, INNOVATE, AND LEAD WITH CONFIDENCE IN A CHANGING ENVIRONMENT

- Focus on what you CAN do during a time of change
- Identify or revisit priorities and focus on mission
 - What must be preserved during a time of significant change (i.e., the non-negotiables)?
- Diversify revenue streams
- Expand complementary service lines
- Engage in proactive planning/contingency planning
 - Identify your levers
- Adopt adaptive leadership
 - Be flexible and willing to pivot
- Create new partnerships and collaborations



Case Study 1

State agency or local
government entity

- > Establish priorities & non-negotiables
 - > Implementation of regional intermediary
 - > Crisis services, care coordination and access to care
- > Comprehensive review of financial picture and identification of revenue streams
- > Assumptions and estimates related to impact of federal change
 - > Funding
 - > Policy
- > Identification of levers
 - > Program, policy or regulatory changes
 - > Reconfigure funding mix
 - > Contract changes
 - > Downsize or eliminate non-priority services
 - > Partnerships
- > Determine specific levers to explore
 - > Data & research
 - > Implementation timeline
 - > Effort
 - > Impact
- > Partner outreach and collaboration
- > Development of funding strategies and other solutions

Case Study 2

Provider agency

- > Establish priorities & non-negotiables
 - > Priority services
 - > Priority populations
- > Comprehensive review of financial picture and identification of revenue streams
- > Assumptions and estimates related to impact of federal change
 - > Funding cuts associated with Medicaid
- > Identification of levers
 - > Program or service changes
 - > Downsize or eliminate non-priority services
 - > Workflow
 - > Workforce
 - > Partnerships
 - > Operations
- > Determine specific levers to explore
 - > Data & research
 - > Implementation timeline
 - > Effort
 - > Impact
- > Partner outreach and collaboration
- > Development of funding strategies and other solutions
 - > Be ready to tell your story
 - > Diversify revenue streams
 - > Grant opportunities
 - > Foundations/Philanthropy

Grant Resources



- Start with funders you know
- Consider local and regional funders
 - State, local, philanthropic
- Consider national funders who have alignment with your priorities
- [The Grant Portal](#)
- [HMA BH Grant Prospector](#)
- [SAMHSA Grants Dashboard](#)
- [Bloomerang Funding Mental Health](#) (national funders)
- Sign up for updates from Associations (NCMW, NACBHDD, local provider associations, etc.)



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Meet Our Panelists



Anthony Carter, LCSW-C *Moderator

Director, Practice Improvement & Consulting
National Council for Mental Wellbeing



Marisol Solarte-Erlacher, MA, LPC
Founder, Resilient iLeadership Institute



Genene Duran, PhD, MHA, CPH

Founder and CEO at Ducks in a Row
Human Services, Inc



Nikki Tierney, JD, MS, LPC, LCADA

Senior Case Manager, OUD Supportive
Housing

Genene L. Duran, PhD, MHA, CPH
Work Solutions Jam
October 21, 2025



My guiding compass

Mission:

Ducks in a Row Human Services Inc. develops health and human services programs and leads research which supports evidence based practices to address the social determinants of health, health disparities, and positively influence health equity outcomes.

Vision:

Health systems work cohesively to provide equitable outcomes for all members of specialized, vulnerable and underserved populations.

Values:

Equity, Community, Diversity, Evolution



Examples of my Services

- ✓ Capacity Building
- ✓ Retreat Facilitation
- ✓ Facilitation
- ✓ Mediation
- ✓ Training
- ✓ Curriculum Development
- ✓ Consultation
- ✓ Qualitative and Quantitative Research
- ✓ White Papers
- ✓ Environmental Scans
- ✓ Well-Being Programs
- ✓ Organizational Resilience
- ✓ Keynote speaking
- ✓ Panel speaking
- ✓ Breakout session facilitation
- ✓ And more! Let's discuss!



Contact Me

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Building Adaptive Capacity Across All Levels of the Organization

Marisol Solarte-Erlacher, M.A., LPC
Speaker | Trauma Expert | Resilience Consultant



The Adaptive Leadership Lens

Resilience Requires Adaptation, Not Endurance

Adaptive vs. Technical Challenges

- **Technical problems have known solutions; adaptive challenges require learning and adjustment.**
- **Resilience = our capacity to stay in the work when there are no easy answers.**
- **Adaptive leaders model flexibility, transparency, and emotional regulation under stress.**



Leaders: Model emotional regulation and fairness; name uncertainty

Managers: Translate strategy into support; hold space for emotion and feedback

Frontline Staff: Need agency, voice, and connection to mission

Each level co-regulates the next—resilience flows downward and upward.

Organizational Layers of Resilience

Resilience Happens in Relationships,
Not Isolation



Skills for Adaptive Resilience



Emotional Regulation & Co-Regulation
staying grounded under pressure.



Sense-Making Amid Ambiguity – helping others
see patterns and possibilities.



Equity & Fairness Awareness – understanding how
identity and policy shape perception.



Courage to Experiment – trying, learning,
adjusting.

Tangible Takeaways

Practical Steps for Building Collective Resilience

Leaders:

Model transparency, fairness, and vulnerability.

Managers

Protect time for recovery; normalize feedback loops.

Staff

Practice micro-resilience—pause, connect, reset.

*Resilience is built moment to moment, in how we relate to each other.
The workforce thrives when we regulate together.*



From Burnout to Belonging

Burnout → Survival →
Adaptation → Belonging

Thank You



My Life and Resilience

Nikki Tierney, JD, MS, LPC, LCADA
hopefulnesscounseling@gmail.com





OUTSTANDING AREA SOCCER players invited to play on New Jersey State and Regional United States teams are from left: Kristen Kurzynowski, Alison Garber, Nicki Tierney, Cheryl Rowe and Michelle Langlois.

Five girls get state, regional soccer honors

MYAA girls make mark in U.S. soccer camp

MIDDLETOWN — Five high school girls from the Middletown Youth Athletic Association's soccer program recently returned from the Region I Select Camp at the University of Massachusetts Amherst.

The girls were chosen to participate by the U.S. Youth Soccer Association, an affiliate of U.S. Soccer Association.

Kristen Kurzynowski, Fort Mifflin, is an original member of the Middletown Youth Athletic Association's women's travel team and has been playing for Columbus for three past seasons. She assisted them to become the 1985-86 Division II New Jersey champions.

She also plays center back for the center forward for Red Bank. She was named to the Montross County First Team. She was the high scorer in the tournament with 24 goals and eight assists last spring.

Alison Garber of Middletown was selected to play on the New Jersey State Division II girls soccer team this fall. She has been selected for the 1984 and 1985 Shore Area Division II Select Teams. She is a member of the Middletown Township High School girls varsity team and basketball squad.

Alison plays soccer and basketball for the MYAA Center for



Kristen Kurzynowski



Michelle Langlois



Nicki Tierney



Alison Garber



Cheryl Rowe

in the tournament which leads to the National Tournament of Champions to be held in Seattle, Wash.

Nicki Tierney, 14, is a student at St. Mary's (New Brunswick) and was selected to attend the Region I Division III Select Girls Camp being sponsored by the U.S. Youth Soccer Association at

the past six years. She assisted the MYAA Center in becoming the New Jersey State Cup Champions for 1985-86 and in successfully getting to the semifinals in the Tournament of Champions, a Region I Tournament sponsored by the U.S. Youth Soccer Association and held at Nagua Falls from July 11-14.

Nicki Tierney, 14, is a student at St. Mary's (New Brunswick) and was selected to attend the Region I Division III Select Girls Camp being sponsored by the U.S. Youth Soccer Association at

UMASS. She was selected to be a member of the 1984 New Jersey State and the Shore Area Girls Division III Select Teams.

Nicki was a four-year academic scholar and will be attending Mater Dei High School this fall. She plans on joining the soccer and cross country teams.

Cheryl Rowe, 14, was chosen to become a part of the Division II, New Jersey State girls soccer team. She will be attending Shore Regional this fall.

Cheryl and her family moved to Middletown two years ago, coming from Virginia where she had been a member of the Springfield Soccer Team.

Cheryl has been a member of the Maple Run Middletown School's boys soccer team and was an "All-Star" in the boys soccer state in that area where she has competed in swimming meets throughout the area. Cheryl will be competing cross country at Shore this fall.

Michelle Langlois from Middletown was selected to play on the New Jersey State Division III Girls Soccer Team this spring. She was also selected to be a member of the 1985-86 Shore Area Division III Select Girls team.

Michelle, 14, will attend Middletown Township High School North this fall where she will complement the North girls soccer team. She plays midfielder and has completed on the MYAA Swains traveling team for the past six years. She has participated for several winters on an under 16 indoor soccer team.

Michelle Langlois from Middletown was selected to play on the New Jersey State Division III Girls Soccer Team this spring. She was also selected to be a member of the 1985-86 Shore Area Division III Select Girls team.

Michelle, 14, will attend Middletown Township High School North this fall where she will complement the North girls soccer team. She plays midfielder and has completed on the MYAA Swains traveling team for the past six years. She has participated for several winters on an under 16 indoor soccer team.

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Michelle Langlois from Middletown was selected to play on the New Jersey State Division III Girls Soccer Team this spring. She was also selected to be a member of the 1985-86 Shore Area Division III Select Girls team.

Tierney leads Seraph cagers to top of D Division

By Keith Grober

Senior Oso High School girls' basketball coach Kurtis Krieger believes understanding what winning and winning have costed the school's basketball and how coaches react to pressure tests. Tierney will not just win, Krieger got around when he talks about his own performance. He's Tierney.

Tierney, a senior, has been on a winning rampage in the Mater Dei's last two games, all victories for the Seraph. Senior Mater Dei has a record 27-40 in last 3. Tierney has averaged 13.4 points per game, scoring 20 or more points in seven games.

"In the beginning of the season, I was not playing too well," said Tierney. "I had a couple of bad games, but everything is coming in over again. My shots are falling. I'm getting good passes when Laura (Shaw) is rebounding and I'm getting a lot of lay back opportunities."

Tierney's work has come at an expense.

Athlete of the Month

NICK TIERNEY

nick tierney chose the line to the Red Raiders and Mater Dei at a position where a "Shaw" Conference D Division title would be a good thing.

For her strong all-around play, Tierney has been selected as The Independent Athlete of the Month for January.



she led a three-point attack for the game, with 10 points, which the Seraph won. Finally, named by the editor, Krieger was asked by Hubbard and Mater Dei what the title.

"It was a long three-point and I was the only one I made the whole game," said Tierney. "It was good that we had a chance to come back and win it."

In the Independent area, Tierney is the premier three-point shooter. Only once this season has Tierney failed to hit at least two bombs and she leads the area with 22, with ahead of Tracy Rendon of St. John's. With the exception of situations which call for holding the ball, Tierney has the green light to unleash from anywhere.

For all her success now, Tierney's high school basketball career got off to a rough start.

After missing her first game as a freshman, Tierney hit it and needed a stomach operation, which forced her to miss almost a month of action. Tierney returned and after a rather season for Mater Dei, the Seraph have been the class of D Division.

A year without success, Tierney has also found herself in the role of co-captain, though she usually leads by example. Mater Dei also counts seniors Mary Beth Joyce, Jane Marie Klatt and Burns, who along with Tierney have played together since seventh grade. The lack of success has not hurt Mater Dei, according to Tierney.

"The last season, (captains) Karen Newhouse and (center) Jen Vermet are gone," said Tierney. "We all just want to play. Sometimes we have to say stuff to the stronger players because they get nervous, but they are really good."





Tierney too much

Mater Dei's top star scores 29 points

NJSIAA TOURNAMENT

Mater Dei girls win parochial titles

Seraphs hang on for 44-37 victory

By TONY GRAMM
Press Staff Writer

MIDDLETOWN TOWNSHIP — Little Mater Dei High School yesterday became the first Shore basketball team to advance to New Jersey's biggest scholastic show.

With a 44-37 victory over the Immaculate Conception Lions of Montclair in the New Jersey State Interscholastic Athletic Association Parochial B girls championship game at Brookdale Community College, Mater Dei became the first Shore team to gain a berth in the Tournament of Champions. No Shore team made last year's first TOC which is comprised of the four public and two parochial school winners.

"I'm just so thrilled to death we made that," said Mater Dei coach Kevin Attridge, whose team improved to 23-4. Immaculate ended with the same record. "These kids just got better and better the second half of this year," said Attridge.

Mater Dei, which was followed into the TOC some seven hours later by St. John Vianney which won the girl's Parochial A crown, will play Sterling (28-2) in a TOC first round game Tuesday at Monmouth College. Mater Dei was seeded fourth and Sterling fifth.

"It's a good feeling," said senior Nikki Tierney, voted the game's most valuable player. Tierney, a portrait of never-ending hustle, scored 18 points, grabbed six rebounds, dished off six assists, picked off three steals, and

See SERAPHUS, page C6



Nikki Tierney of Mater Dei hugs assistant coach Jean Dickinson as they celebrate the Seraphs victory over Immaculate Conception.

ALL-SHORE GIRLS BASKETBALL



NANCY RICHMOND/Asbury Park Press

From left, Christa Ciriana (St. John Vianney), Nikki Tierney (Mater Dei), Audrey Gomez (St. John Vianney), Julie Kuznetsov (Toms River East) and Chris McGuire (Freehold Township). See story, page C8.

THE STAR-LEDGER, Monday, March 12, 1990

Tierney leads Mater Dei to state title

DAILY NEWS

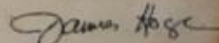
1990 ALL-STAR AWARD

PRESENTED TO

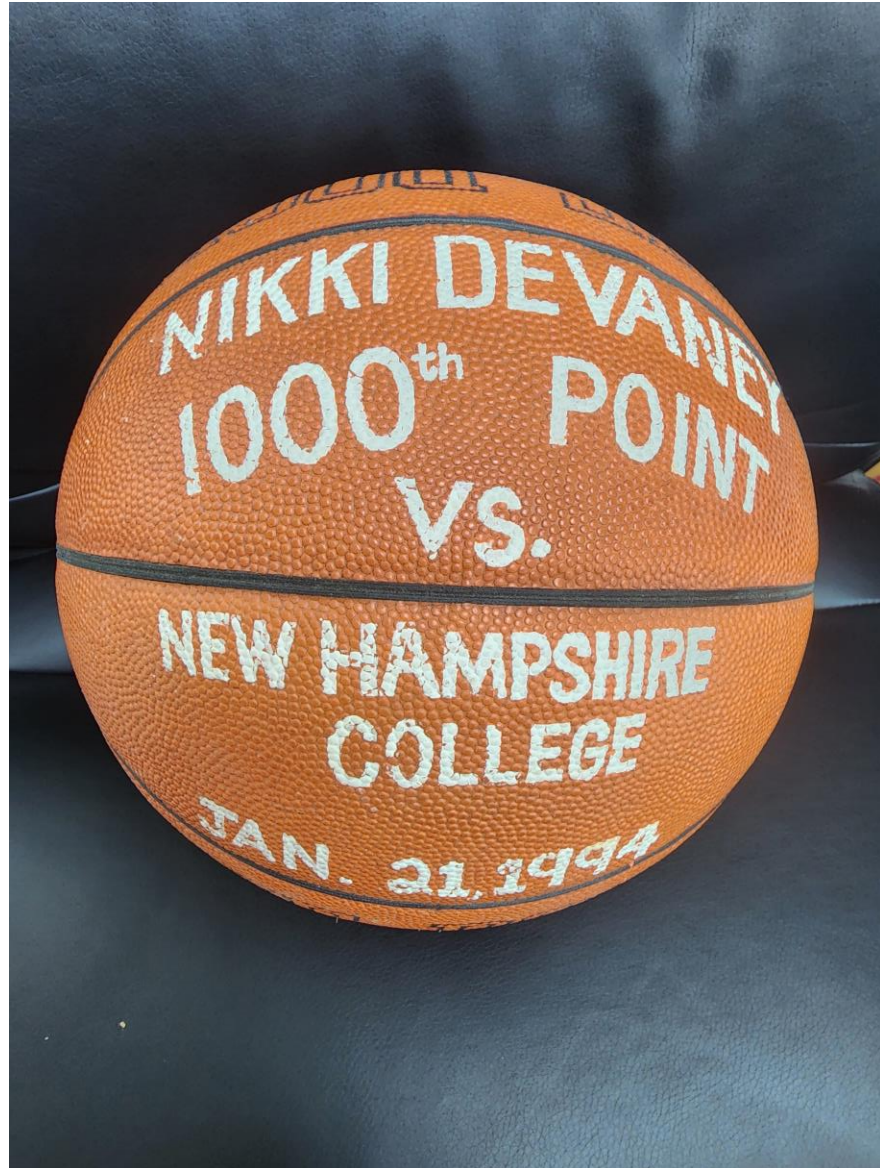
NIKKI TIERNEY

FOR OUTSTANDING ATHLETIC
ACHIEVEMENT IN

**HIGH SCHOOL
B · A · S · K · E · T · B · A · L · L**



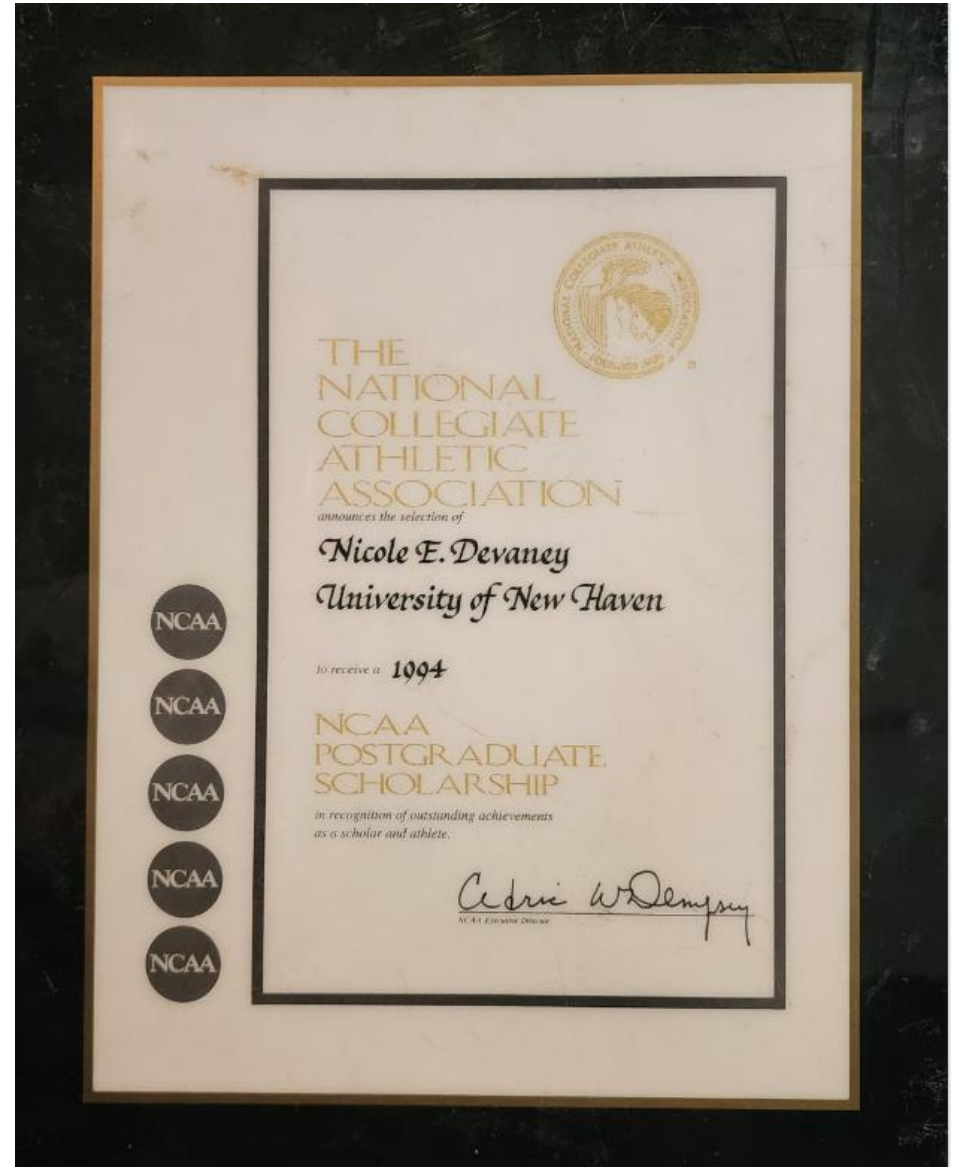
James Hoge
Publisher and President
New York Daily News

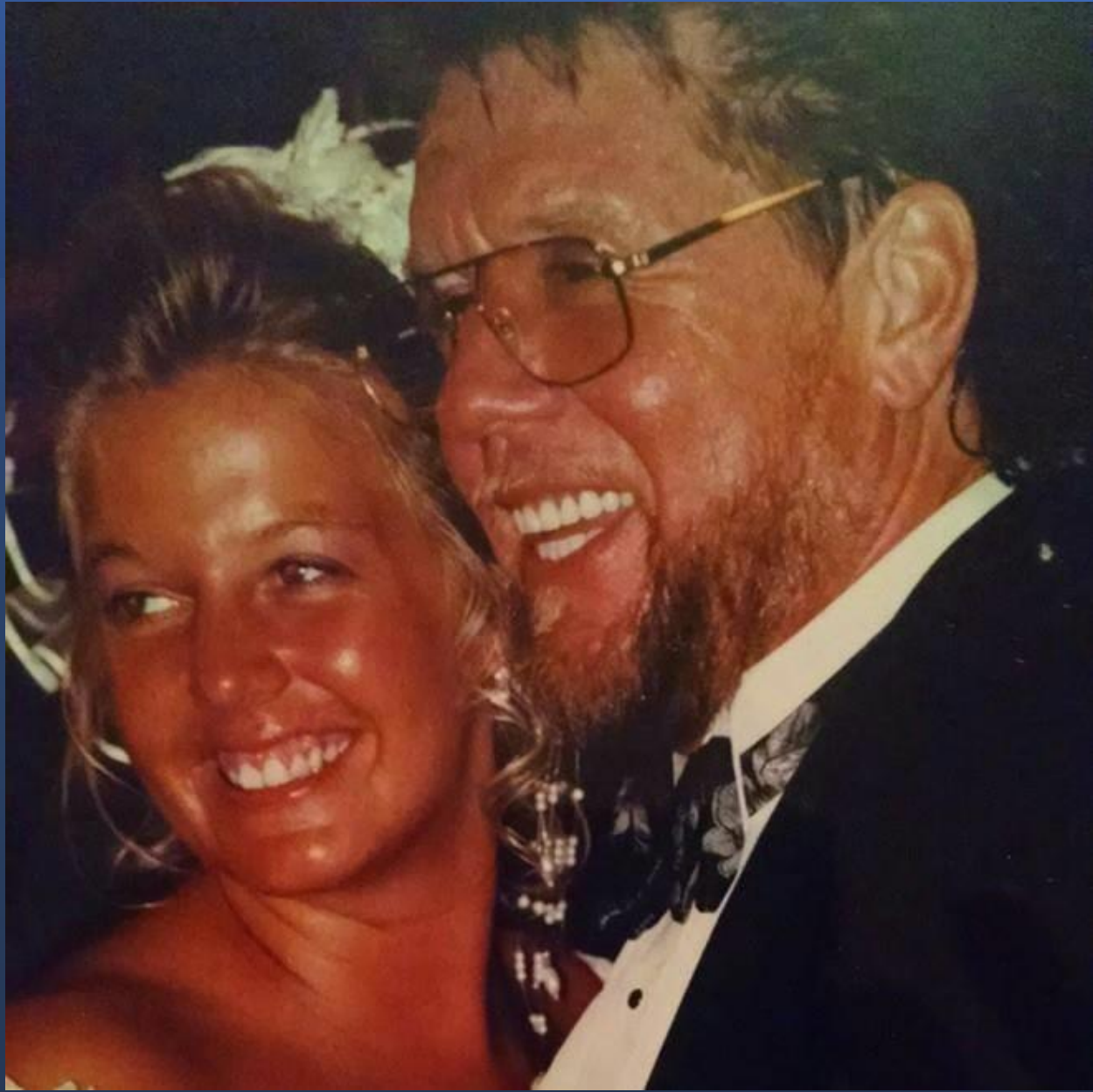


Tierney: Academic All-America pick

Nikki Tierney of Belford, who is a sophomore women's basketball player at the University of New Haven, has been named a first-team District 1 Academic All-America by the College Sports Information Directors Association.

Tierney was an All-Parochial selection by The Star-Ledger two seasons ago at Mater Dei. She is averaging 13.9 points and 3.5 rebounds this winter at New Haven, where she holds the career record for three-pointers made with 57. She boasts a 4.06 grade point average.





RUTGERS · THE · STATE · UNIVERSITY

BY VIRTUE OF THE AUTHORITY VESTED IN IT BY THE LAWS
OF THE STATE OF NEW JERSEY AND UPON RECOMMENDATION
OF THE FACULTY OF THE

SCHOOL OF LAW - NEWARK

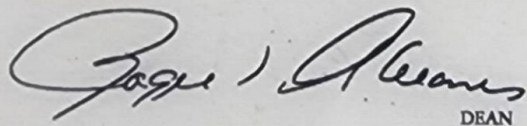
THE BOARD OF GOVERNORS OF RUTGERS UNIVERSITY CONFERS UPON

NICOLE DEVANEY

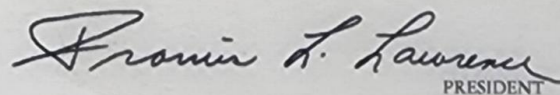
IN RECOGNITION OF THE COMPLETION OF THE REQUISITE COURSE
OF STUDY THE DEGREE OF

JURIS DOCTOR
WITH HONORS

WITH ALL THE RIGHTS PRIVILEGES AND IMMUNITIES THEREUNTO APPERTAINING
GIVEN UNDER THE SEAL OF THE UNIVERSITY ON THIS 22ND DAY OF MAY NINETEEN
HUNDRED AND NINETY-SEVEN.


DEAN




PRESIDENT





Text Size: | | | E-mail Print Subscribe E-mail Alerts

Woman charged after one car crash in Holmdel

Posted by the Asbury Park Press on 03/16/07

-- BY STAFF REPORT

HOLMDEL — A one-car crash snapped a utility pole on West Main Street and caused a power outage to several businesses around 12:47 p.m. Thursday.

The accident also knocked out a traffic light located at the intersection of Routes 34 and 520.

Police said a 2006 Nissan Armada SUV, driven by Nicole Devaney, traveling east on West Main Street in the area of Vonage, left the roadway striking a Jersey Central electrical pole.

The impact severed the pole in half causing a larger section of the pole to hang from the electrical wires. Shortly after the impact the electrical wires arced against the pole causing a power outage to the area.

Township police officer directed traffic for approximately two hours until JCP&L was able to restore power. Officers remained on West Main Street into the night while the electrical pole was replaced.

Devaney at first gave the officer at the scene a fictitious name. An investigation revealed her real name and that her driving privileges are currently suspended.

Devaney was also found to be in possession of unauthorized prescription drugs, stolen prescriptions, forged prescriptions and a container of open alcohol.

Devaney was charged with theft of prescription blanks, obtaining prescriptions by fraud, false information, possession of prescription drugs, and forgery.

Devaney was charged with the following motor vehicle charges: driving while intoxicated, possession of CDS (drugs) in a motor vehicle, open alcohol in a motor vehicle, reckless driving, and driving while suspended.

Devaney was also found to have an active warrant out of Tinton Falls Municipal Court for \$400.00. Bail was set by Judge Robert McLeod, Holmdel Township Municipal Court at \$100,000.

Woman charged after one car crash in Holmdel

Give Second Chances/Expungements to Non-Violent/Non-Sexual Offenders Who've Rehabilitated



[Nicole Tierney](#) started this petition to Governor Phil Murphy and [2 others](#)

Twelve years ago, on a fateful day, September 21, 2007, I was in active drug addiction and made a terrible decision. As a result, I pled guilty to a felony and was sentenced to Drug Court. While participating in the Monmouth

10,281 have signed. Let's get to 15,000!



At 15,000 signatures, this petition becomes one of the **top signed** on **Change.org!**



Phil Murphy: Give Second Chances/Expungements to Non-...

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Graduate Student Fights for NJ Expungement Reform

📅 February 26, 2020 👤 MEGAN RUGGLES

Nicole Tierney, a clinical mental health counseling graduate student and disbarred attorney, is one of many nonviolent offenders facing difficulties with New Jersey expungement laws.

Expungement refers to the court-ordered procedure through which the legal record of an arrest or conviction is erased from an individual's criminal record, according to New Jersey Expungement Lawyer, Katherine O'Brien, Esq.

Tierney pled guilty to a child endangerment charge involving her youngest son in 2007; she lost custody of her children and was sent to drug court, from 2008 to 2011.



Advocacy Award

Presented to the student
who displays strong advocacy skills
in the counseling profession and
working toward social justice,
as evidenced by projects and/or
leadership roles that make an impact
on their community.

Recipient:

Nicole Tierney

Department of Professional Counseling

2021



Out of the Dark

Gripped by the claws of opioid use disorder, Nikki Tierney was convicted of child endangerment. Even after 13 years of recovery, it haunted her every move: where she could work, how she could interact with her kids. So Tierney focused on changing the law—and the lives of others who are in sustained remission from substance use disorder.

By Maureen Harmon
Photos by John Emerson

COLLATERAL CONSEQUENCES RESOURCE CENTER

Collateral Consequences of Criminal Conviction and Restoration of Rights: News, Commentary, and Tools

Starr and Prescott publish groundbreaking empirical study of expungement

| [March 19, 2019](#) | [CCRC Staff](#)

Township Committee Wants Clemency for Middletown Resident

March 8, 2021

7563



By Allison Perrine



COMMUNITY CHANGE

'We're sick people getting well.' Middletown mom pushes NJ bill to help recovering addicts

Nikki Tierney has become a model citizen over 14 years of drug recovery. But she's still a felon by law. An expungement bill could change that.



Jerry Carino
Asbury Park Press

Published 5:01 a.m. ET Aug. 30, 2021 | Updated 7:08 a.m. ET Aug. 30, 2021

Middletown mom asks Murphy for clemency after 13-year-old crime; she has prominent backing

Nikki Tierney has changed from addict to community pillar, yet her nonviolent crime remains a scarlet letter. Will Gov. Murphy heed his own words?



Jerry Carino
Asbury Park Press

Published 5:00 a.m. ET Sept. 14, 2020



App.com | Asbury Park Press

No more 'felon mom'; expungement bill championed by Middletown woman becomes law

Jerry Carino, Asbury Park Press

January 20, 2022 · 5 min read



The **JOURNAL**
Publications

Middletown Mom Turns Life Around after Battling Addiction

By Shanna O'Mara

February 7, 2020



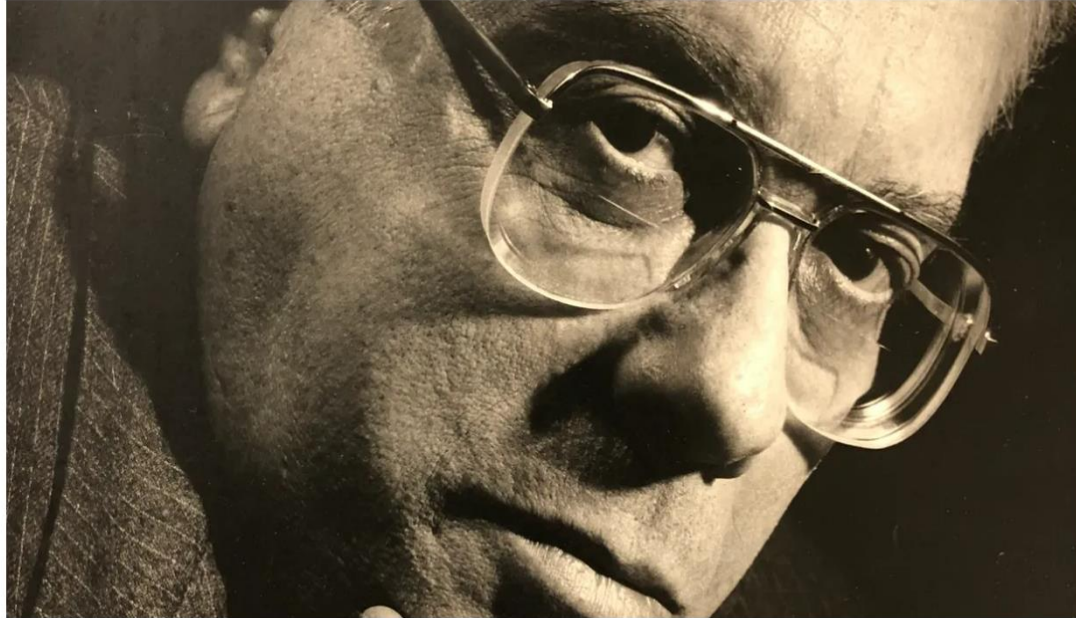
Bill would protect people from state lag in processing expungements

State police are up to two years behind in processing judges' expungement orders, a class-action lawsuit claims

BY: **DANA DIFILIPPO** - DECEMBER 18, 2023 1:07 PM







DR. HERBERT FREUDENBERGER

To fight burnout, we should never worry alone about the social determinants of health that patients face.

To fight burnout, organize.

Herbert Freudenberger, a psychologist working in a free clinic in 1974. He was the clinician who coined the term “burnout” drawing a connection between burnout and the experience of caring for marginalized patients.

“It is the experience of caring for patients when you know that their socioeconomic and structural circumstances are actively causing harm in ways no medicines can touch.”

“Never doubt that a small group of thoughtful, committed citizens can change the world.
Indeed, it is the only thing that ever has.”
Margaret Mead

“A system cannot fail those it was never meant to protect.”
W.E.B. DuBois



A red circular arrow graphic with a rounded rectangular shape, pointing clockwise, framing the text.

TAKEAWAYS & REFLECTION

We want your feedback!



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

<https://www.surveymonkey.com/r/Oct21JamEval>

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!**

November 18th, 2025

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