



WORKFORCE IMPLICATIONS OF BEHAVIORAL HEALTH INTEGRATION

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Access to Care & Clinician Support

Recruitment & Retention

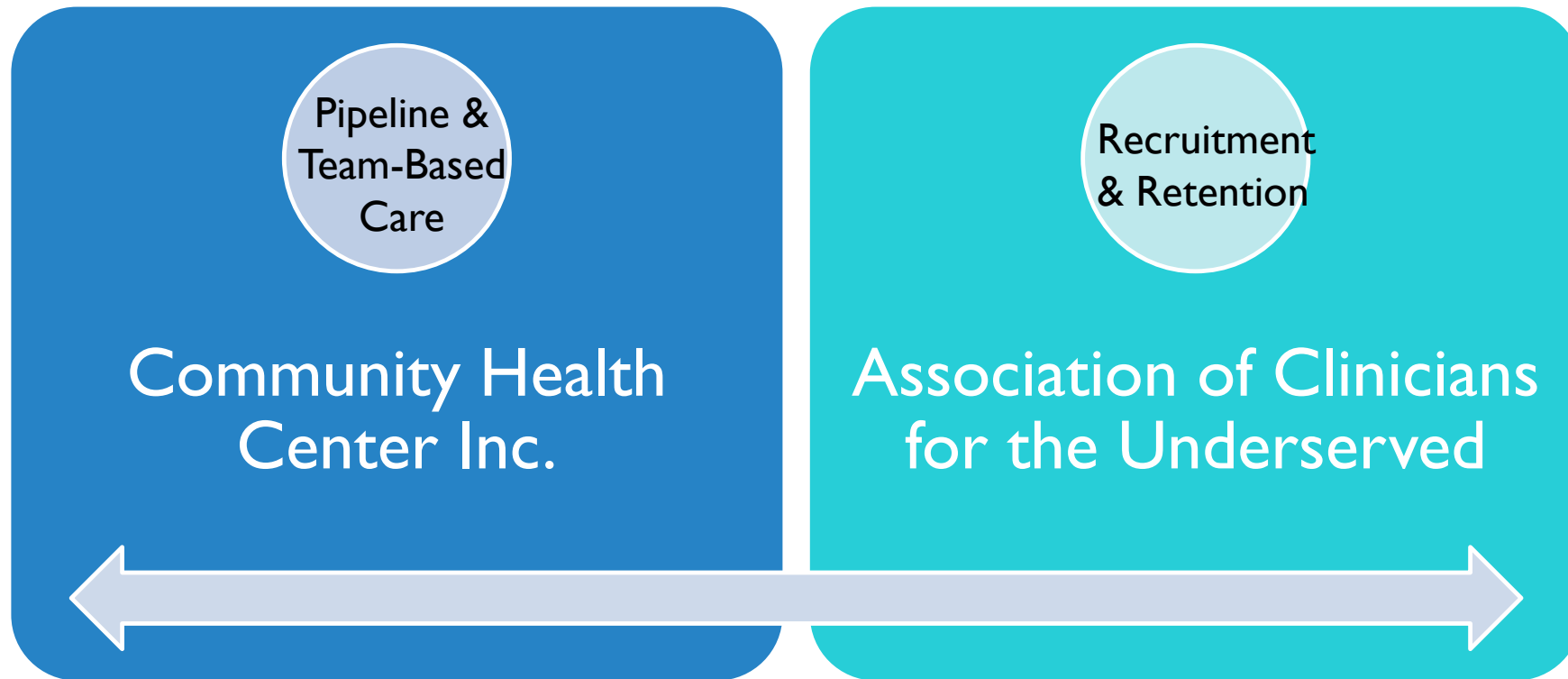
National
Health
Service Corps

Resources

Training

Networking

BPHC NATIONAL COOPERATIVE AGREEMENTS



www.healthcenterinfo.org

STAR² CENTER



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

www.chcworkforce.org



FREQUENT BEHAVIORAL HEALTH WORKFORCE QUESTIONS

...AND MORE!

Psychiatrists

Psychiatric
Nurse
Practitioners

Licensed
Clinical
Psychologists

Licensed
Clinical Social
Workers

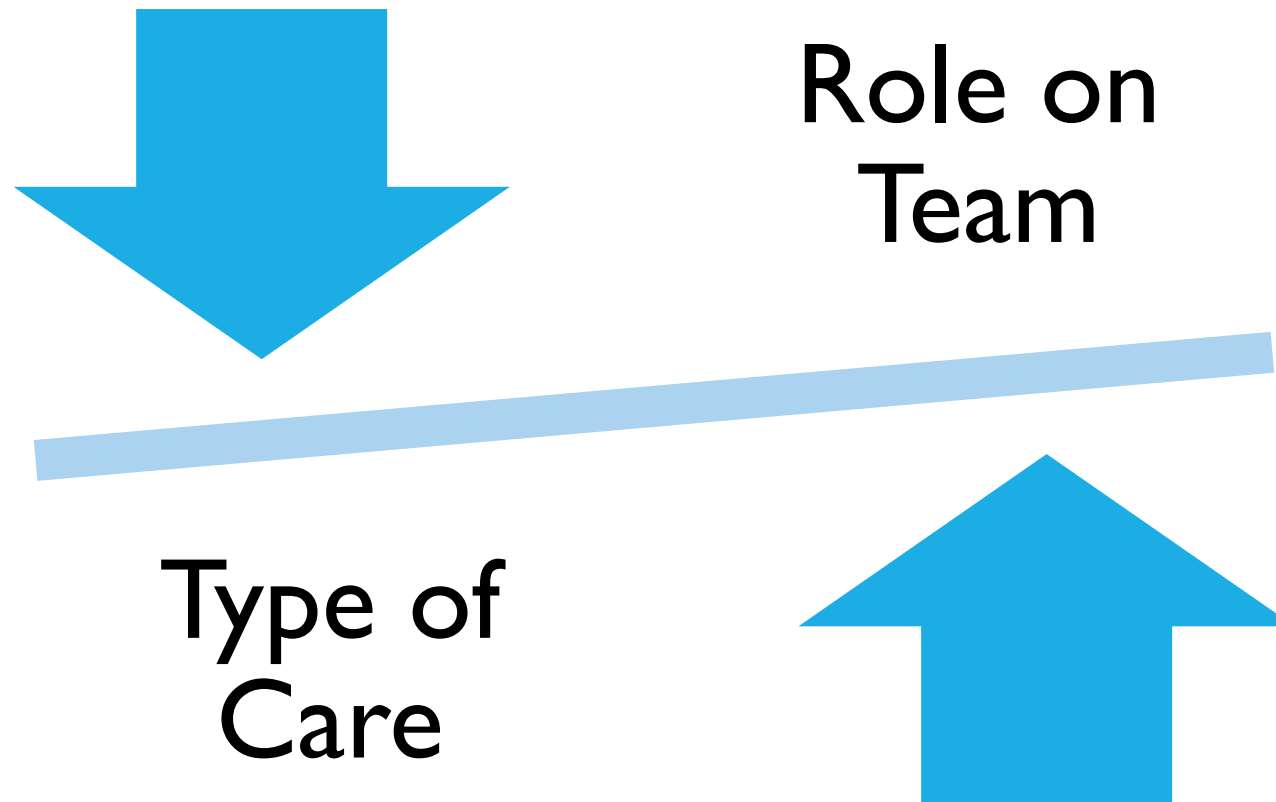
Psychiatric
Social
Workers

Family
Therapists

Licensed
Professional
Counselors

Substance
Abuse
Counselors

WHO COUNTS AS BEHAVIORAL HEALTH?



HOW DOES INTEGRATED CARE ACTUALLY WORK?

Work flows

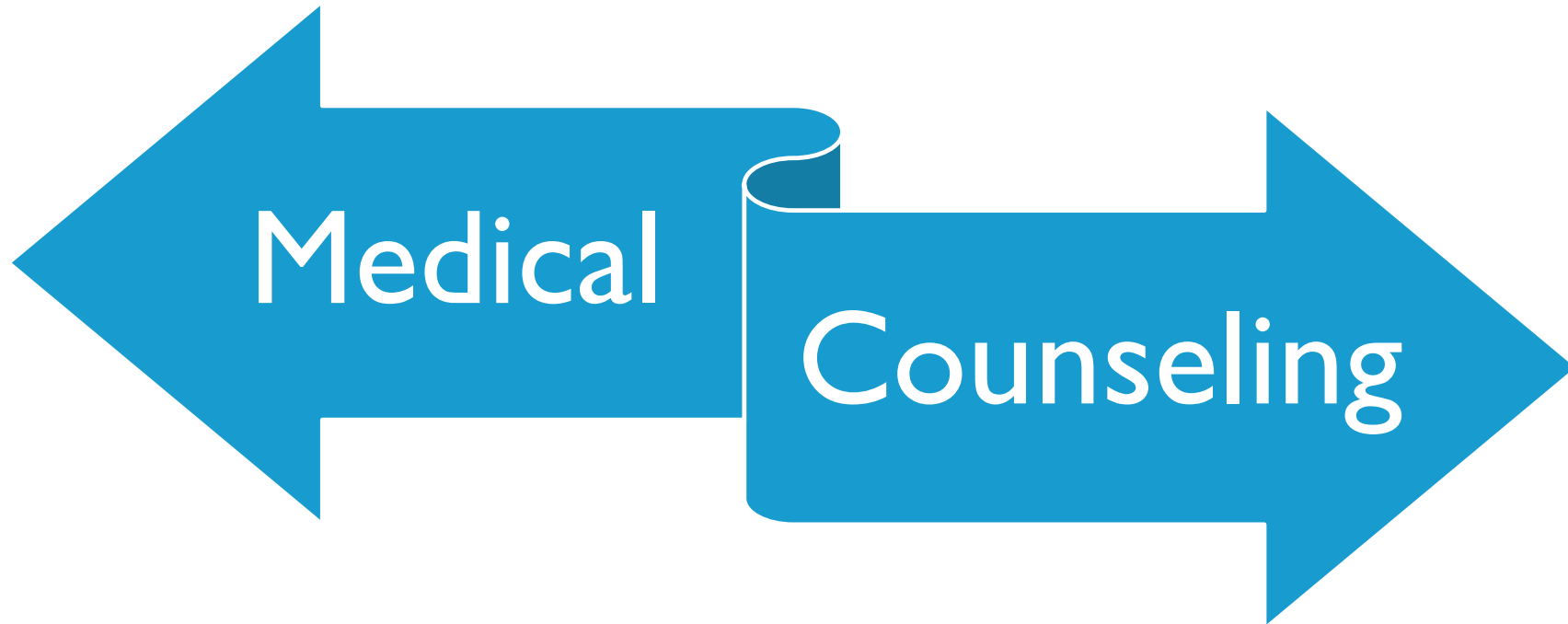
EHR

Staff Roles

Appointments

Etc...

HOW DOES BH FIT INTO MEDICAL?



HOW DO YOU PAY FOR THIS WORK?

Same-day appointments



Non-licensed staff



Training requirements



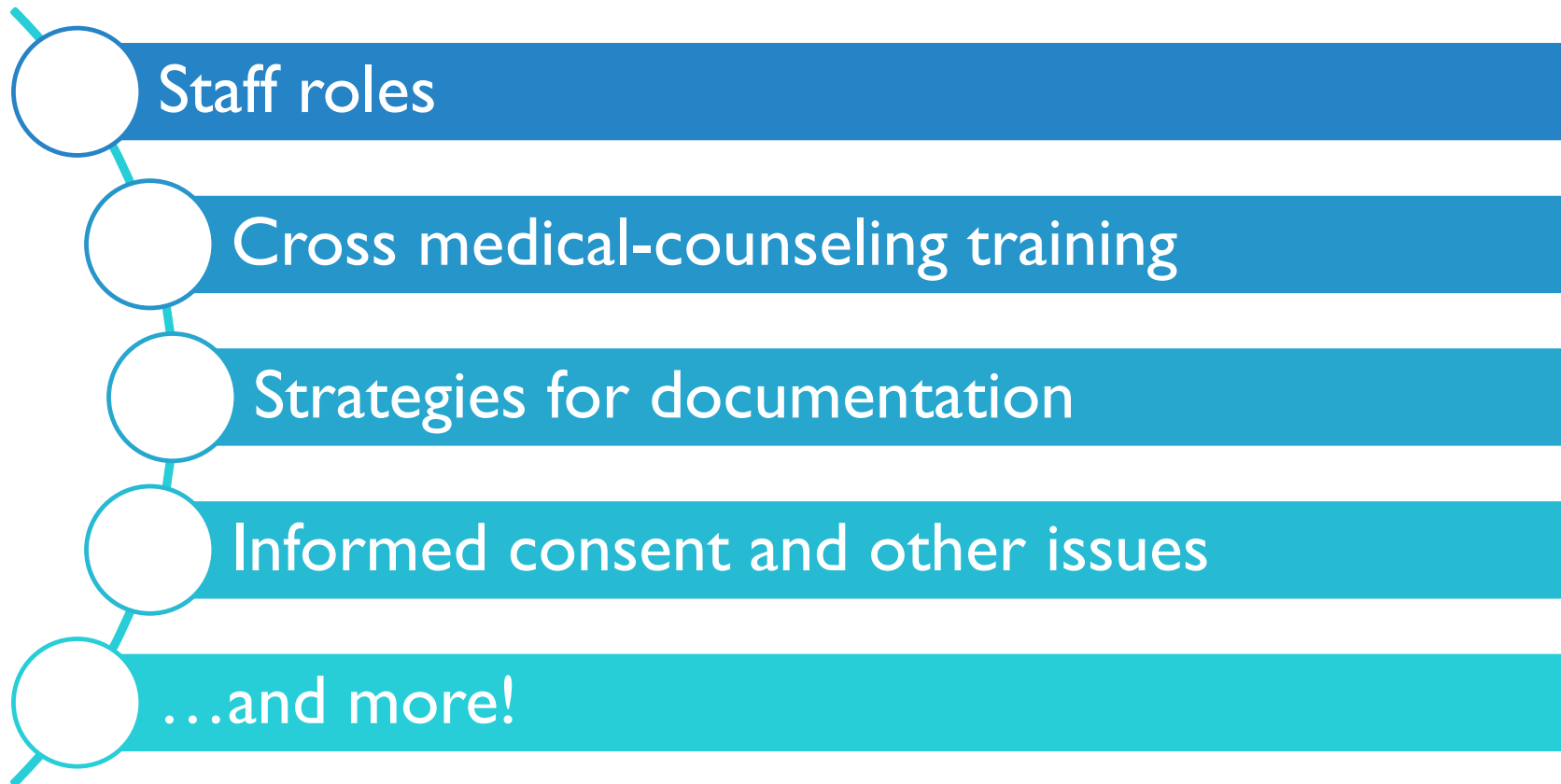
HOW DO YOU RECRUIT AND RETAIN?





COMPREHENSIVE APPROACH TO SOLUTIONS

TRAINING ON INTEGRATED CARE MODEL



SHARE BEST PRACTICES

Reduce
isolation

Based
on
work,
not title

Address
“gray
areas”
of care

EXPLORE POLICY ROADBLOCKS

Licensure requirements

Education/training on billing

Prescribing authority

DEVELOP BH-SPECIFIC WORKFORCE STRATEGIES

- Job descriptions
- Core competencies
- Health professions training
- Sourcing
- Interview strategies



WHAT IS YOUR R&R PLAN FOR BEHAVIORAL HEALTH WORKFORCE?

MAKING SENSE OF A WORLD OF OPTIONS

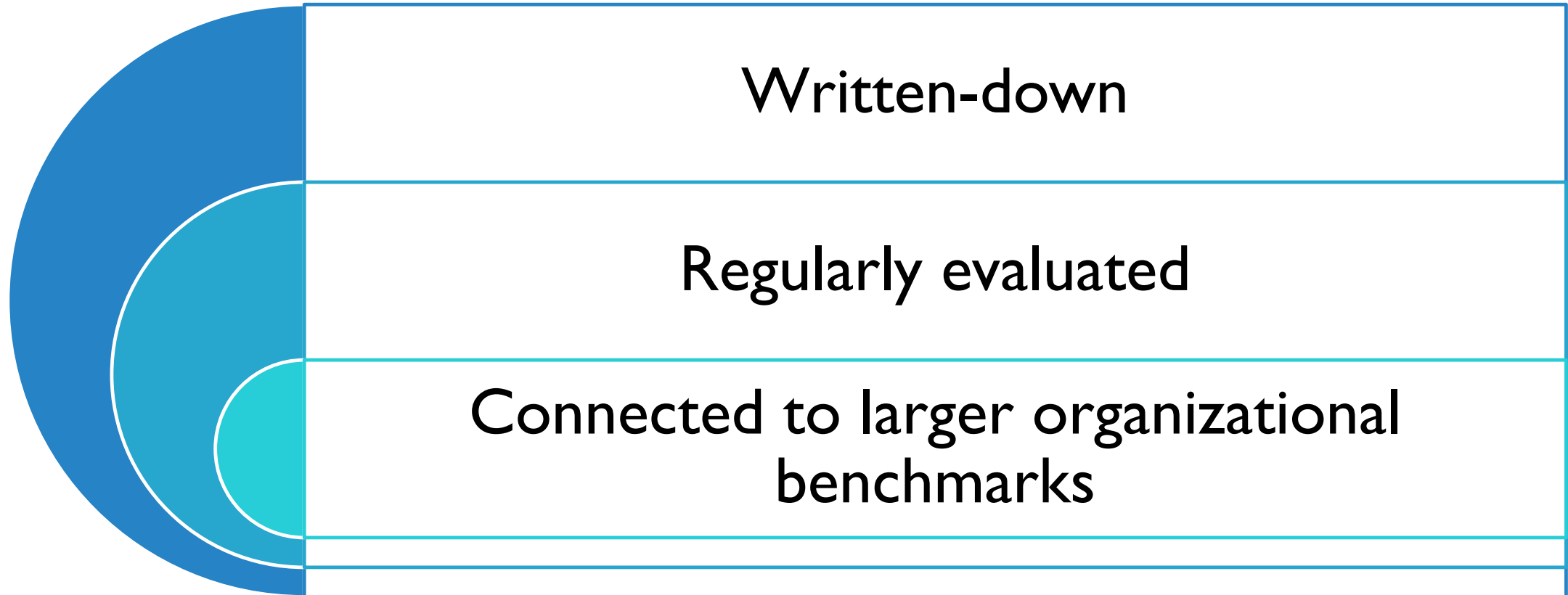
A strategy is a specific process with identified metrics.

A plan is a structure that links multiple strategies together.

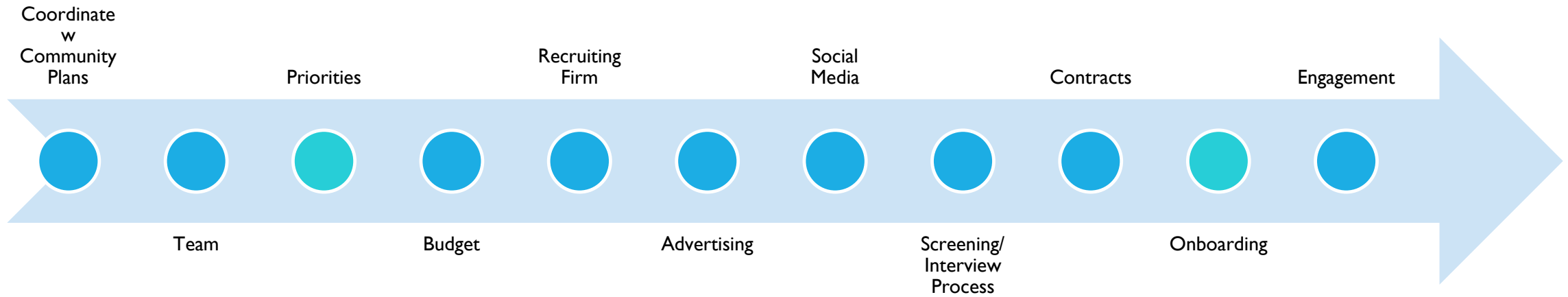
A PLAN BY ANY OTHER NAME...



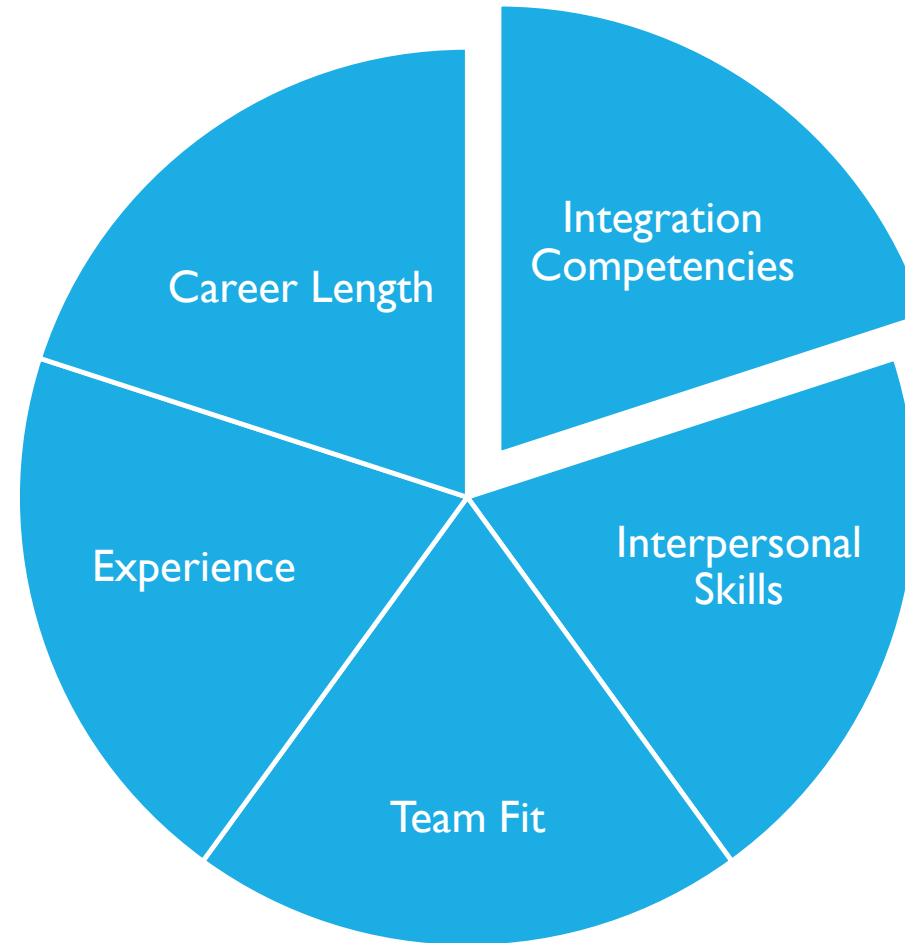
TRADEMARKS OF A FORMAL WORKFORCE PLAN



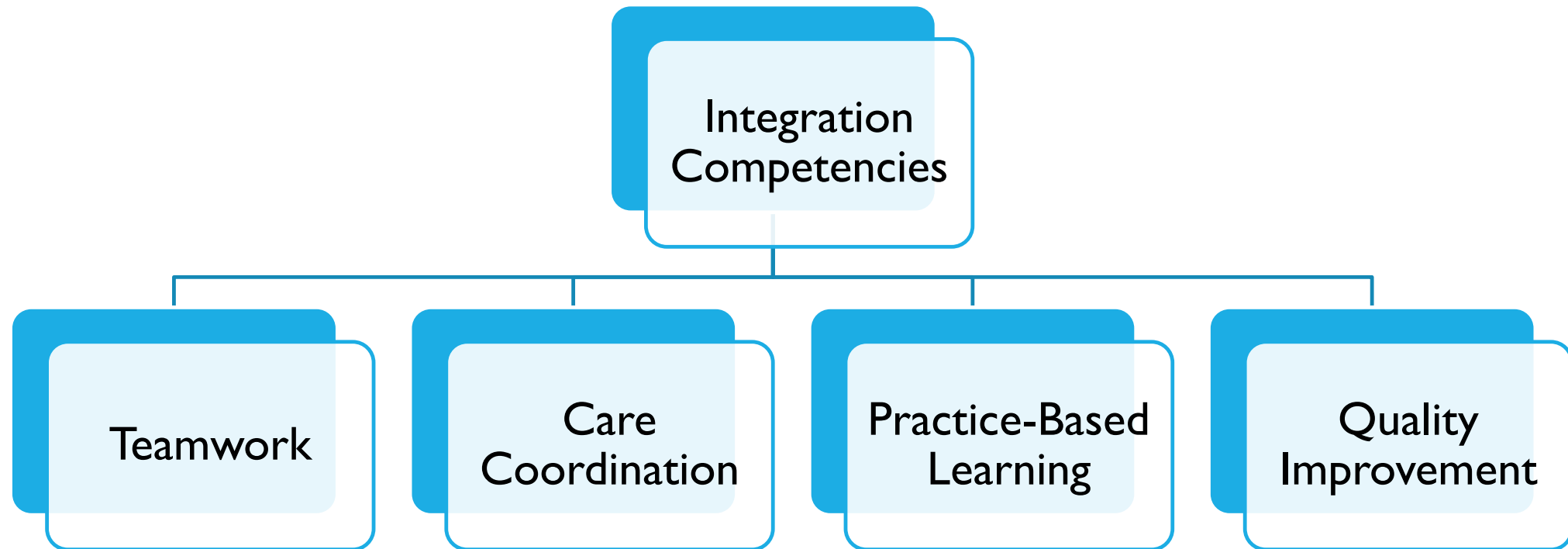
RECRUITMENT & RETENTION PLANS



PRIORITIES: DEFINE THE NEED



INTEGRATION COMPETENCIES



INTERPERSONAL SKILLS



SPECIFIC TEAM FIT

What are the strengths of your current team?



What are the challenges in your current team?



What experiences should a new person bring?



What hasn't worked in the past?



EXPERIENCE



Interprofessional Training

Non-Traditional History

Experience in Org

CAREER LENGTH

Beginner

- Exposure to Concepts
- Limited workload

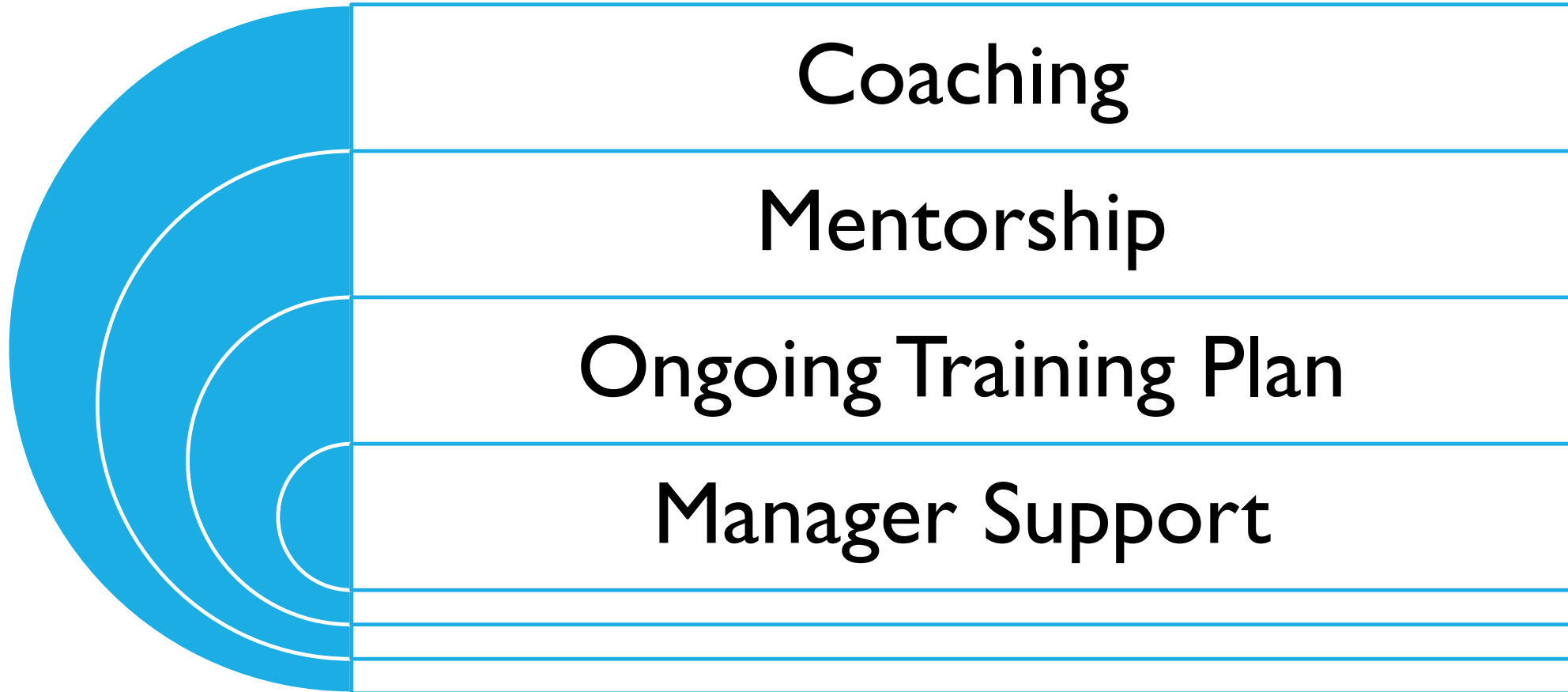
Mid-Career

- Interest in Leadership
- A lot to balance

Experienced

- Mature skill set
- Need to “unlearn” things

ONBOARDING



COACHING

Pace

Expectation

Scope

MENTORSHIP

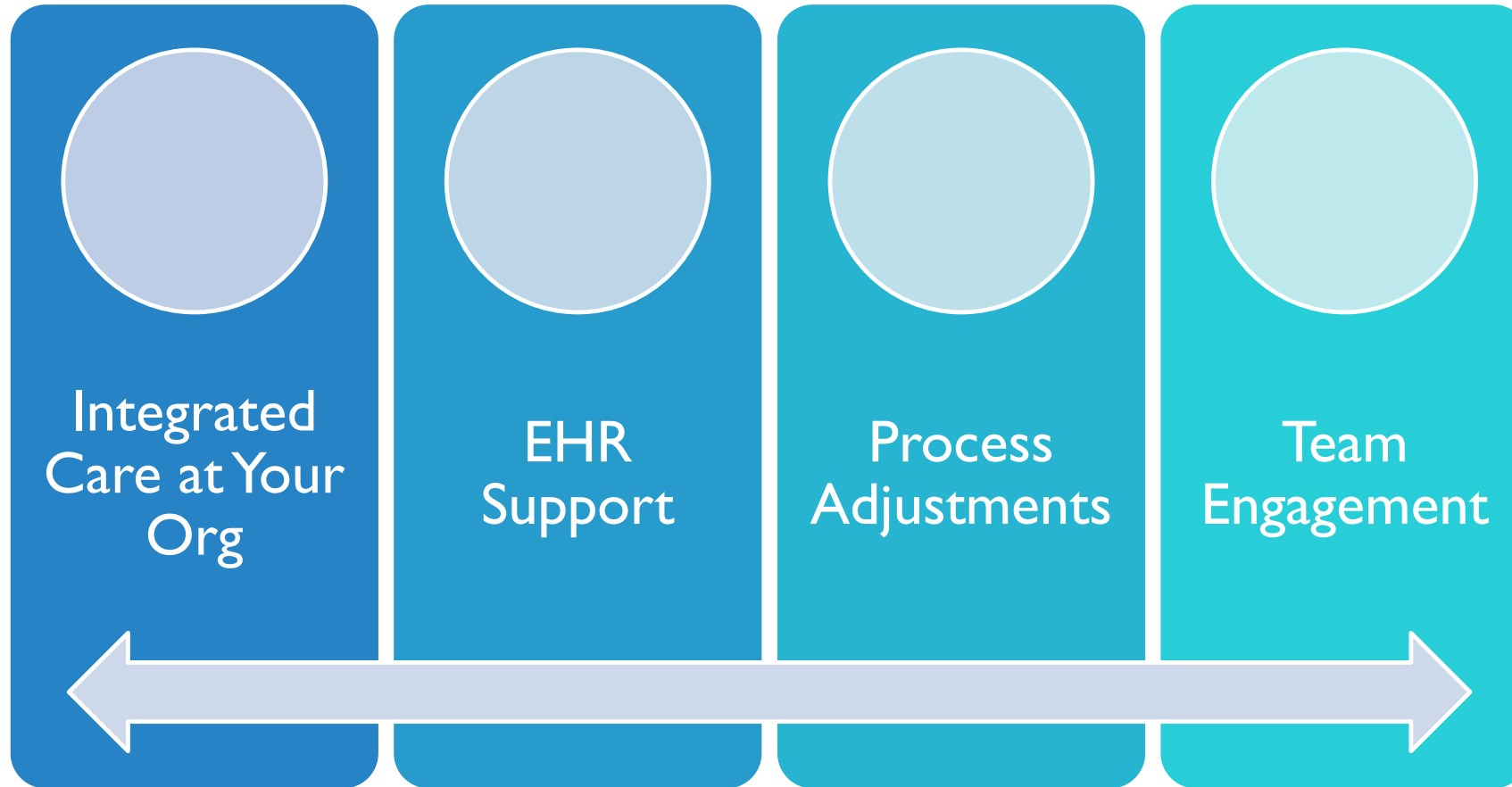
Internal

- Role on Team
- Processes & Judgement

External

- Helpful Especially if Isolated
- Ongoing Learning

ONGOING TRAINING PLAN



MANAGER SUPPORT

Training on
Integrated
Care

Support for
Management
Across
Disciplines

Time to
Engage with
Staff



MOVING FORWARD

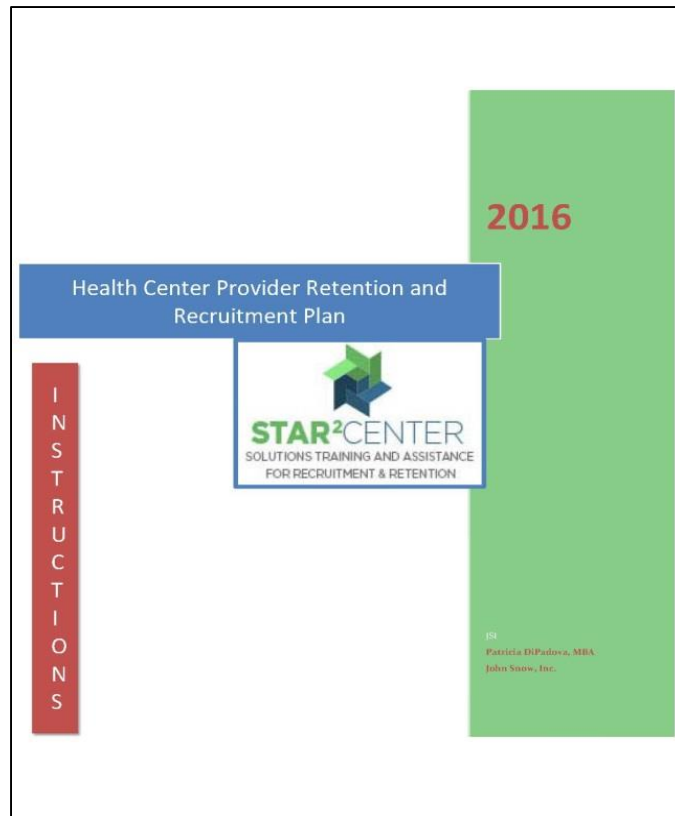
RESOURCE: R&R DATA PROFILES

- Produced annually for each health center
- Reviews nationally-available data sets to track and contextualize R&R elements
- Updated profiles coming soon in Tableau!
- Learn more here:
<https://chcworkforce.org/star%C2%B2-center-individual-recruitment-retention-data-profiles>



Image from Pixabay

RESOURCE: RECRUITMENT & RETENTION PLAN TEMPLATE



- Assists health centers in developing a written R&R plan
- Can/should be tailored to behavioral health staff
- Includes archived webinar & tools
- <https://chcworkforce.org/acu-rr-plan-template-resources>

RESOURCE: FINANCIAL ASSESSMENT TOOL

- Excel tool to help you identify the costs of separation, vacancy, recruitment, and onboarding
- Helps you adequately plan and invest in behavioral health staff
- <https://chcworkforce.org/star%20B2-center-financial-assessment-tool>

Tangible Costs	Cost
A. Termination Costs	
1. Human Resources and/ or Business Office Expense for terminating benefits, COBRA administration (if applicable), notifying health plans of provider change in status.	\$ -
2. Estimated cost of a Locums Tenens or other part time provider	\$ -
3. Malpractice tail coverage costs, if any	\$ -
A. Total Termination Costs	\$ -
B. Replacement Costs	
4. Advertising Costs	\$ -
5. Pre-Interview Staff Time - to arrange advertising; accept, sort and document applications (written and electronic); respond to telephone and written inquiries, arrange visits including logistics (hotel, travel, recruitment dinner), schedule telephone interviews and meetings with medical director, other staff involved in the decision process.	\$ -
6. Professional Recruiting Service Expenses	\$ -
7. Interview Staff Expenses	\$ -
8. Interview Direct Costs (on-site face-to-face interview visits)	\$ -
9. Post Interview Expenses - staff time for negotiation, other hiring expenses (bonus, relocation)	\$ -
B. Total Replacement Costs	\$ -
C. Net Impact to Revenue	
10. Revenue Loss from Leaving Provider	\$ -
11. Revenue Recovered from Locum Tenens	\$ -
C. Total Net Impact to Revenue [Recovered - Loss]	\$ -
D. New Hire/Onboarding Costs	
12. Payroll startup, Benefit Enrollment, establish passwords, email account	\$ -
13. Credentialing services cost (internal or Credentialing Verification Organization (CVO))	\$ -
14. Internal and external publicity announcements	\$ -
15. Equipment and Uniform expense	\$ -
16. Orientation Costs	\$ -
17. Cost of Productivity lost to startup	\$ -
D. Total New Hire/Onboarding Costs	\$ -
Total Financial Impact	\$ -

RESOURCE: BURNOUT ASSESSMENT TOOL



Image from Pixabay

- Assessment & recommendations for identifying and addressing burnout
- 7 questions, 5-10 minutes to complete
- <https://chcworkforce.org/star%C2%B2-center-burnout-assessment-tool>

STAR² CENTER SUPPORT



- Tools & Reports
- Webinars (Now: Burnout & Compensation)
- Self-Paced Courses
- Individual Technical Assistance
- ...and more in our Resource Library!

QUESTIONS?



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STAY IN TOUCH!

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