



Special Considerations for the Retention & Recruitment of Mental Health Providers Webinar Series

Session 1 | June 7, 2021 | 1-2 PM EST

Community Health Center Inc. (CHC, Inc.) | Weitzman Institute

Association of Clinicians for the Underserved (ACU) | STAR² Center

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Best Practices in Mental Health Staff Recruitment for Team Based Care



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Locations and Service Sites in Connecticut



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Federally Qualified Health Centers (FQHCs)

- ⊙ Nation's largest safety net setting: 1,352 FQHCs
- ⊙ Located in designated high need communities
- ⊙ Caring for 28 million patients annually
- ⊙ 93% served are below 200% poverty
- ⊙ Public reporting on cost, quality, and utilization

Elements of Model

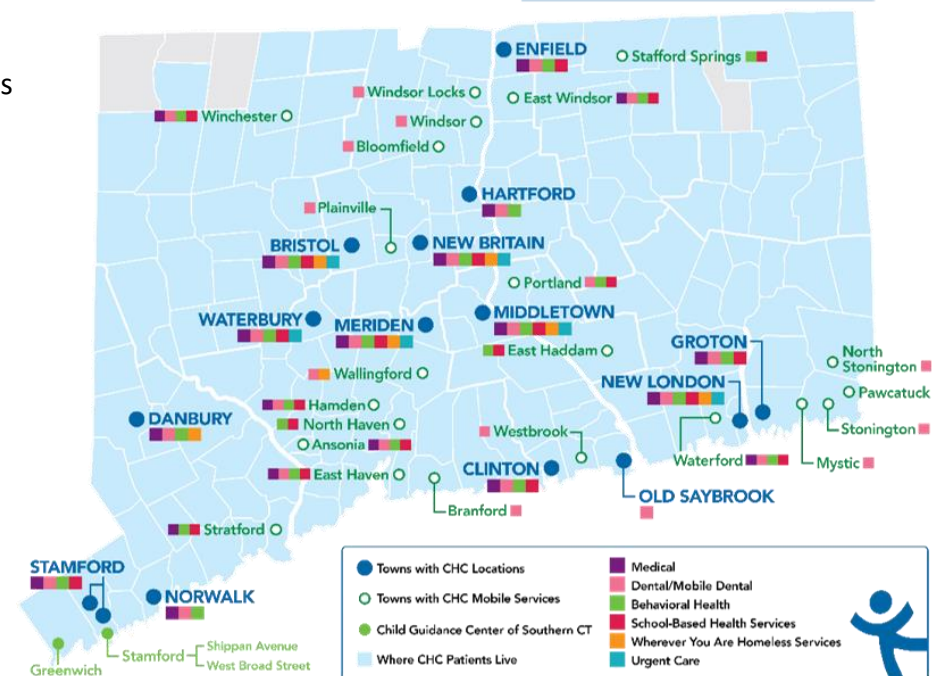
- ⊙ Fully Integrated teams and data
- ⊙ Integration of key populations into primary care
- ⊙ Data driven performance
- ⊙ "Wherever You Are" approach to special populations

CHC Profile

- ⊙ Founding year: 1972
- ⊙ Primary care hubs: 16; 204 sites
- ⊙ Annual budget: \$120m
- ⊙ Staff: 1,300
- ⊙ Patients/year: 105,000; Visits/year: 600,000
- ⊙ SBHCs across CT: 180; Students/year: 17,000
- ⊙ Specialties: onsite psychiatry, podiatry, chiropractic
- ⊙ National leaders in quality and innovation

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- ⊙ QI experts; national coaches
- ⊙ Project ECHO® — special populations
- ⊙ Formal research and R&D
- ⊙ Clinical workforce development
- ⊙ NNPRFTC / NIMAA / ConferMED





Meeting Patients Where They Are



Caring for 17,000 students annually in approximately 180 schools throughout Connecticut



- Keeping Students in the classroom
- Saving time and money for parents
- Providing services at the moment of need

SBHS strives to increase the capacity of the school and community to provide health education and promote the physical, behavioral and developmental health of all students in the school to optimize learning.

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School-Based Health Services

The Path

Objectives

1. Review recruitment and retention best practices
2. Understand how CHC, Inc. implements a culture of integration



Clinical Staffing Structure



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Medical (CMO)

- MD
- DO
- PA
- APRN

BH (CBHO)

- Psychiatry: MD, APRN
- Therapists: Psychologists, LCSW, LMFT, LPC, LADC

Nursing (CNO)

- RN
- MA

Dentistry (CDO)

- Dentists
- Dental Hygienists

4 clinical components led by Chiefs who are organizationally at the same level
Report to SVP/Clinical Director
Structure is scalable in large organizations

Divide in the BH provider world between those who have prescriptive authority and therapists

Students and Residents

Recruitment Strategies

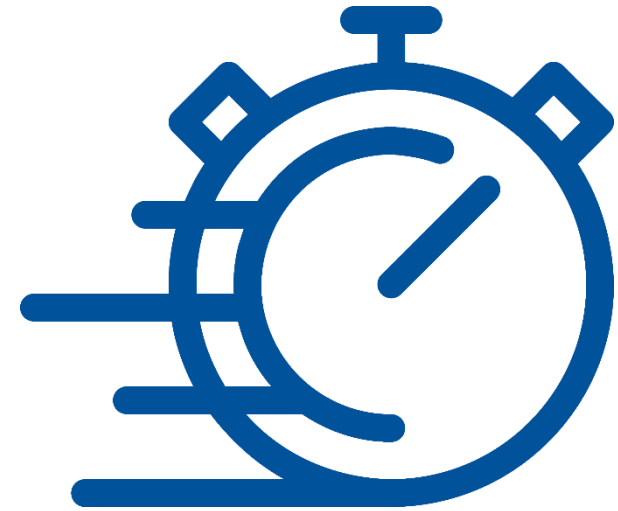
- Passive vs Active Recruitment
- Resources Used
- Referrals
- “Grow Your Own”
- Intentional and Inclusive Recruiting Strategies
(e.g. Lavender Resumes)

Communication

- Standing Meetings
- Dialogue with BH Leadership
- Candidate Tracking



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Communication and Strategies between HR & BH Leadership

1. Reviewing upcoming terminations, FMLA and expansion needs
2. Large vs Small Organization
 - Culture fit for sites
 - Unique site hours
 - Unique site needs
3. Domino effect of prospective employees needs
4. Candidate Tracking



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Recruitment Strategies

- Your Team
- Sourcing
 - Active vs. Passive recruitment
 - Job Boards: Don't Post and Pray
- Employee incentives for referrals
- Screen Candidates
- Create a thorough interview process
 - Phone / Zoom screens, Interviews, Tours and Shadowing
- Post Hire Check-In
 - Follow up on interview experience and process
- Recruitment Plan!



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Recruiting

1. WHO?

- Therapists
- Unlicensed providers?
- Experienced PMHNPs, Psychiatrists
- (Check regulations for your state!)

2. Grow your Own

- Post Doctoral Psychology Residency
- APA Accredited Internship (Pre Doctoral)
- Students
- PMHNP, FNP Residency

3. Clear expectation!



Training Behavioral Health Professions Students



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Training year 2020-2021:

- 6 Post Doc Psychology Residents
- 4 Doctoral Level Interns
- 5 Doctoral Students (Externs)
- 4 Psychiatric Nurse Practitioner Residents
- 20 MA/pre degree level students (MFT, MSW, and PMHNP)

Post-Doctoral Psychology Residency Program

- Celebrating 10 years of the Program
- APA Fully accredited as of 2019
- Offering three residency concentrations as of 2020: Child, OUD/SUD, Generalist
- Developed a training area in Supervision Training
- Awarded \$5000 to develop a three series webinar on Best Practices in Telehealth from APPIC
- GPE (Graduate Psychology Education) grant awarded 2019: 15 Doctoral Psychology students have participated, formalized this level of training
- **New: Psychology Training Programs:** A Collaboration and Education over three levels of Psychology training at CHC (Doctoral Student, Intern, Post-Doctoral Resident)



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Post-Doctoral Psychology Residency Program

	Cohort 2019 - 2020	Cohort 2020 - 2021	Cohort 2021 - 2022
Total Number of Residents	6	6	6
Postdoc Academic Institutions recruited	Fuller Theological Seminary, CA Ponce Health Sciences University, PR Carlos Albizu University, PR University of Hartford, CT Hofstra University, NY	University of Hartford, CT Springfield College Ponce Health Sciences University, PR Adler University, IL Long Island University Post, NY	University of Hartford, CT Springfield College, MA Long Island University, NY George Washington University, D.C. Yeshiva University, NY Radford University, VA
Total accepted from CGC Internship	0	0	2
Total bilingual Speaking providers	4	3	1
Total Applicants	18	28	18
Total Postdoc alum now CHC BH Clinicians	15	14	18

Graduate Level Students



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- Social work, marriage and family, counseling, substance abuse counselors. Psychiatric Mental health Nurse Practitioner students
- Names and licensure may vary from state to state: CT has two tier licensure
- Train students under supervision for degree completion then hire while the complete hours for LIP licensure
- Training year essentially on the job training and extended interview
- Considerations:
 - First or second year student?
 - Content of curriculum and match to your setting
 - Are student sessions billable?
 - What work can unlicensed provider (or tier one provider) do in your state
 - Availability of supervisors

Psychiatric Mental Health Nurse Practitioner Program

- 12 months, full time salaried positions
- Full integration into all aspects of the organization
- Continuous training to clinical complexity and a high performance model of care:
(team-based, inter-professional collaboration, fully integrated with primary care, continuous healing relationship with PCP and therapist, data driven quality improvement and expert use of technology)
 - 1) Precepted Continuity Clinics
 - 2) Specialty Rotations
 - 3) Supervision
 - 4) Didactic Sessions
 - 5) Quality Improvement Training (joint project)
 - 6) Project ECHO: Participation in Project ECHO sessions for chronic pain, pediatric and adolescent BH, treating HIV and Hepatitis C, opioid addiction, and smoking and alcohol cessation



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<https://www.npresidency.com/program/psychiatric-nurse-practitioner/>

Qualities of Psychiatric Care Providers

- Passion for the underserved
- Personal connection
- Clinical prowess
- Flexibility
- Team players
- Thoughtful & Vocal
- Problem solvers
- Leaders



Qualities of therapists/social service providers

- Heart for the underserved
- Appropriate clinical training and experience
- Understanding that therapy is not solitaire
- Creative
- Life long learners
- Culturally aware
- Appropriate licensure



Retention

- Create a retention plan
- Flexibility
- Continuing education
- Tuition reimbursement
- Teaching the next generation
- Articulate the mission
- Communication



Recruitment/Retention New Opportunities: Post-COVID Team & Environment

Tele-Team Based Care and the Virtual Team

Virtual team members

- Integrated care
- Virtual availability of the extended care team
- Onsite availability of other care team
- Operational support



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Refining the Process:

Workforce and Patient Interaction



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1. Fully Onsite
2. Fully Remote
3. Hybrid: Onsite and Remote
4. Telehealth Pods

More Work To Do Path Forward

Culture Shift

- Who you hire
- Space
- Technology
- Meetings
- Trainings



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New Challenges, New Opportunities



Road Map



UPCOMING SESSIONS

RETENTION OF MENTAL HEALTH PROVIDERS

June 16, 2021 2-3 PM EST

RECRUITMENT OF MENTAL HEALTH PROVIDERS

June 30, 2021 2-3 PM EST

Register Here: [Special Consideration for the Retention & Recruitment of Mental Health Providers](#)

