

Employee-Focused Career Pathways: Supporting the Full Scope of Talent in the Mental Health Workforce

February 20, 2024 | 2:00-3:00 PM ET

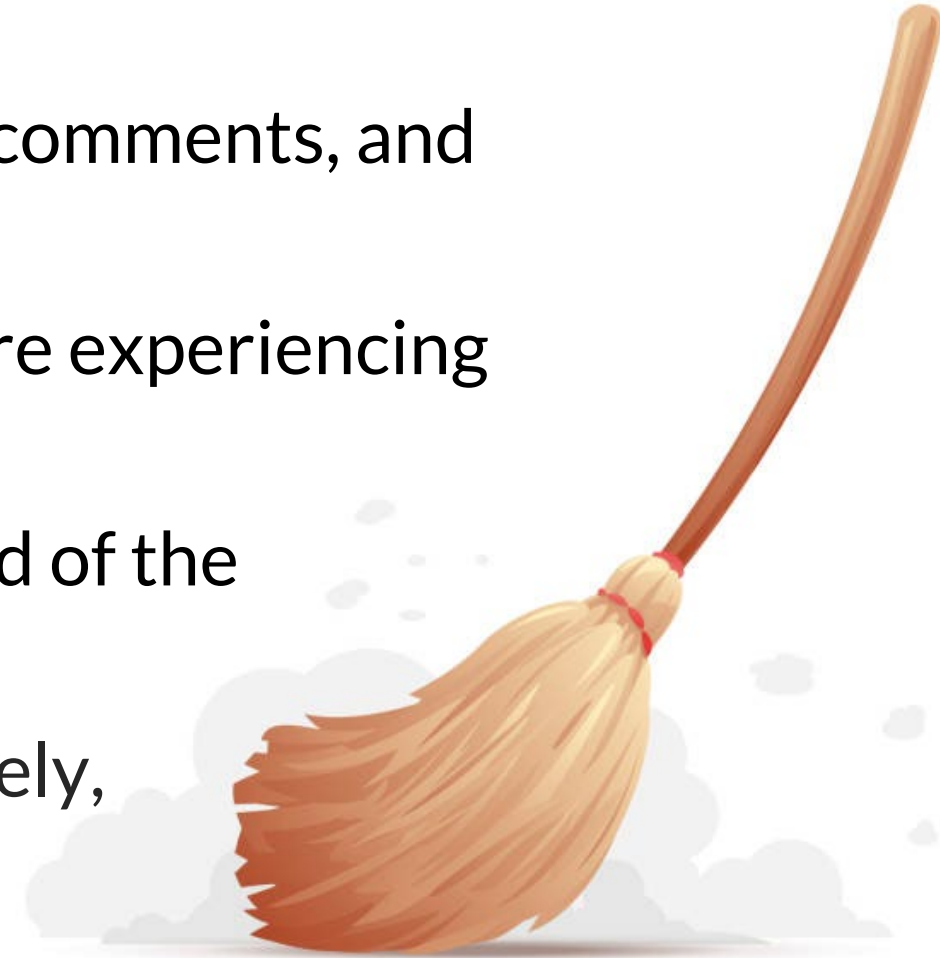
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HOUSEKEEPING



- This session is being recorded. The **recording and slides** will be sent to all registrants.
- Use the **chat box** to ask questions, share comments, and thoughts.
- Send a message to **Mariah Blake**, if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session.
- Be as present as possible, listen deliberately, share generously



Access to Care & Clinician Support

Recruitment & Retention

National
Health
Service Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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LEARNING OBJECTIVES



- Identify the importance of developing career pathways as part of a health center's retention plan for their mental health workforce.
- Understand the different types of mental health providers and their multifaceted training and skill sets.
- Examine opportunities for career advancement for the mental health workforce that extends beyond a health center's Mental Health Department.

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WORKFORCE IS THE FUEL



A health center with a **full tank** identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...

CORE COMPONENTS

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

Policies that
Support Diversity
& Cultural
Respect

Components of a Comprehensive Workforce Plan



RETENTION PLANNING

Key Areas





TYPES OF MENTAL HEALTH PROVIDERS

TYPES OF PROVIDERS

Mental Health Licensing, Scope, & Training



Mental Health Department

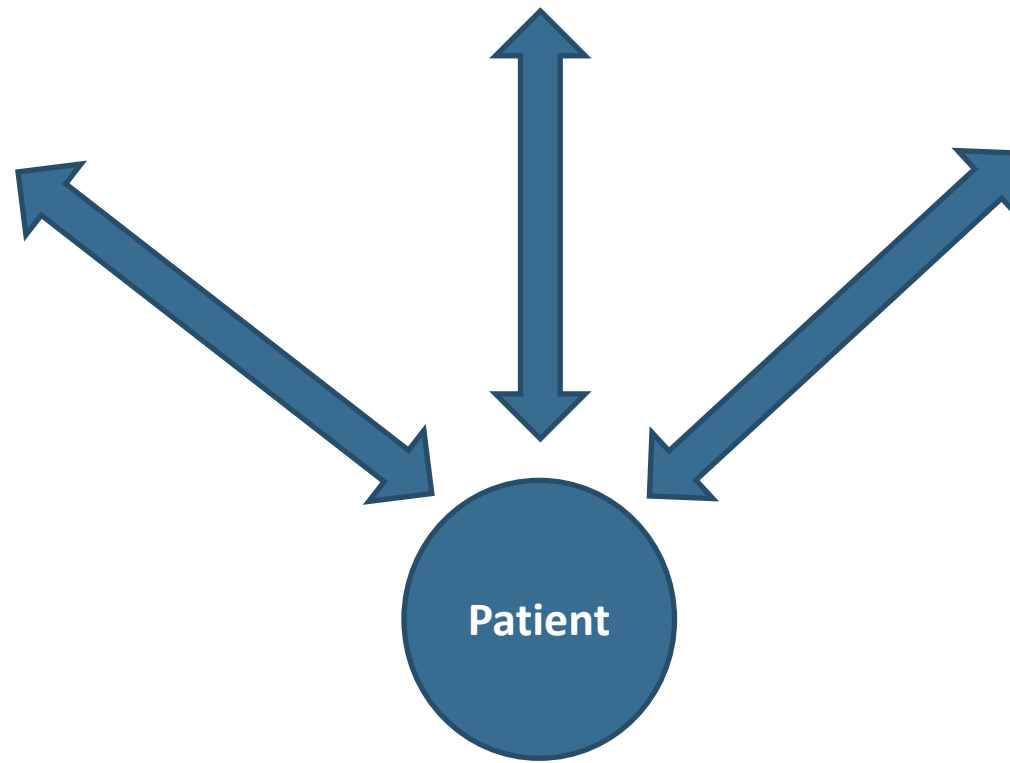
- Enabling Services
- Assessment & Psychotherapy
- Medication Management

Physical, Dental, & Vision Health Department(s)

- Medical & Preventative Care
- Assessment & Monitoring
- Medication Management

Other Health Center & Community Resources

- Financial & Career Services
- Housing
- Specialized Care (ex: Surgical, Acute Care, PT/OT, etc.)
- Spiritual
- Home Health
- And more...



TYPES OF PROVIDERS

Mental Health Licensing, Scope, & Training



Enabling Services

- Peer Support Specialists
- Social Workers (usually bachelor-level)
- Community Health Workers/Promotora(e)



TYPES OF PROVIDERS

Mental Health Licensing, Scope, & Training



Assessment & Psychotherapy

- Psychologists
- Clinical Social Workers
- Counselors
- Psychiatric Nurse Practitioners
- Psychiatrists



TYPES OF PROVIDERS

Mental Health Licensing, Scope, & Training



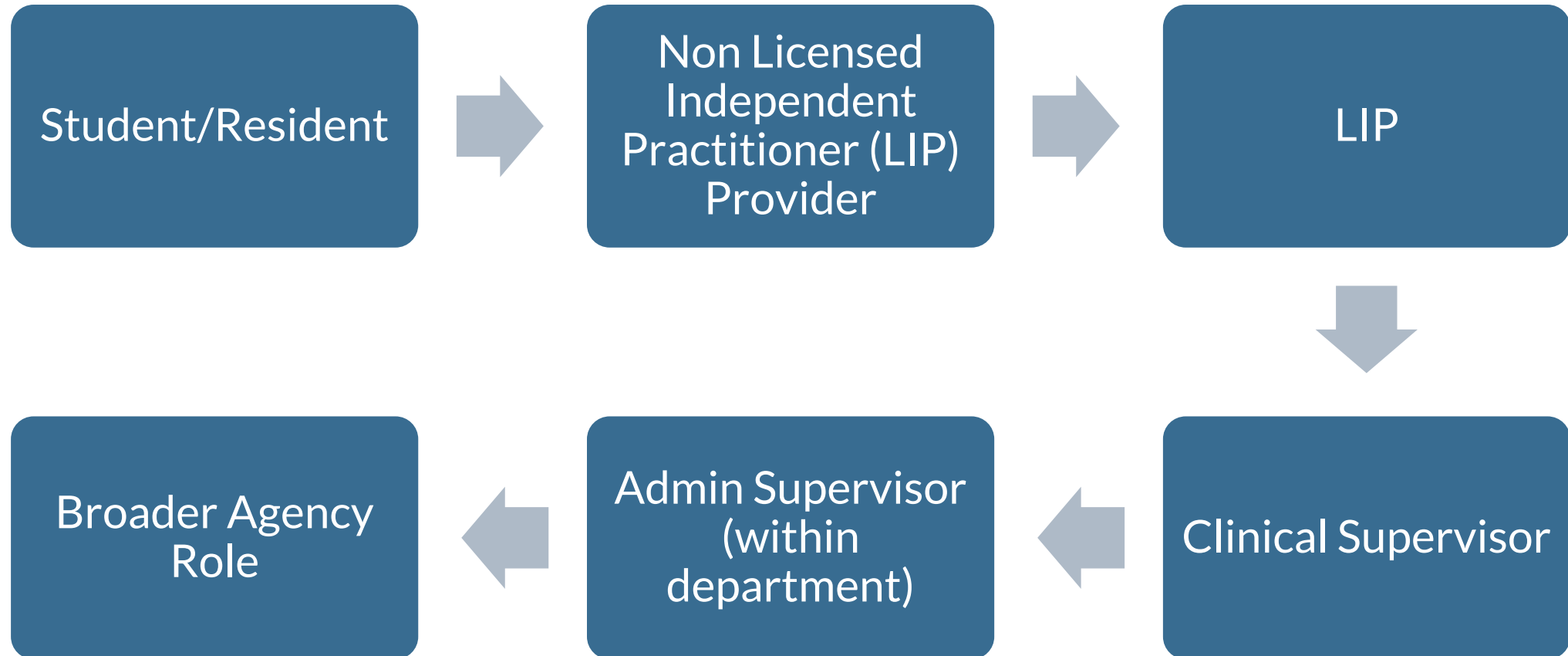
Medication Management

- Primary Care Physicians
- Psychiatrists
- Psychiatric Nurse Practitioners



MENTAL HEALTH PROVIDERS

Typical Career Growth Route



Source: [Community Health Center, Inc.](#), [Moses/Weitzman Health System](#)



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MENTAL HEALTH PROVIDERS

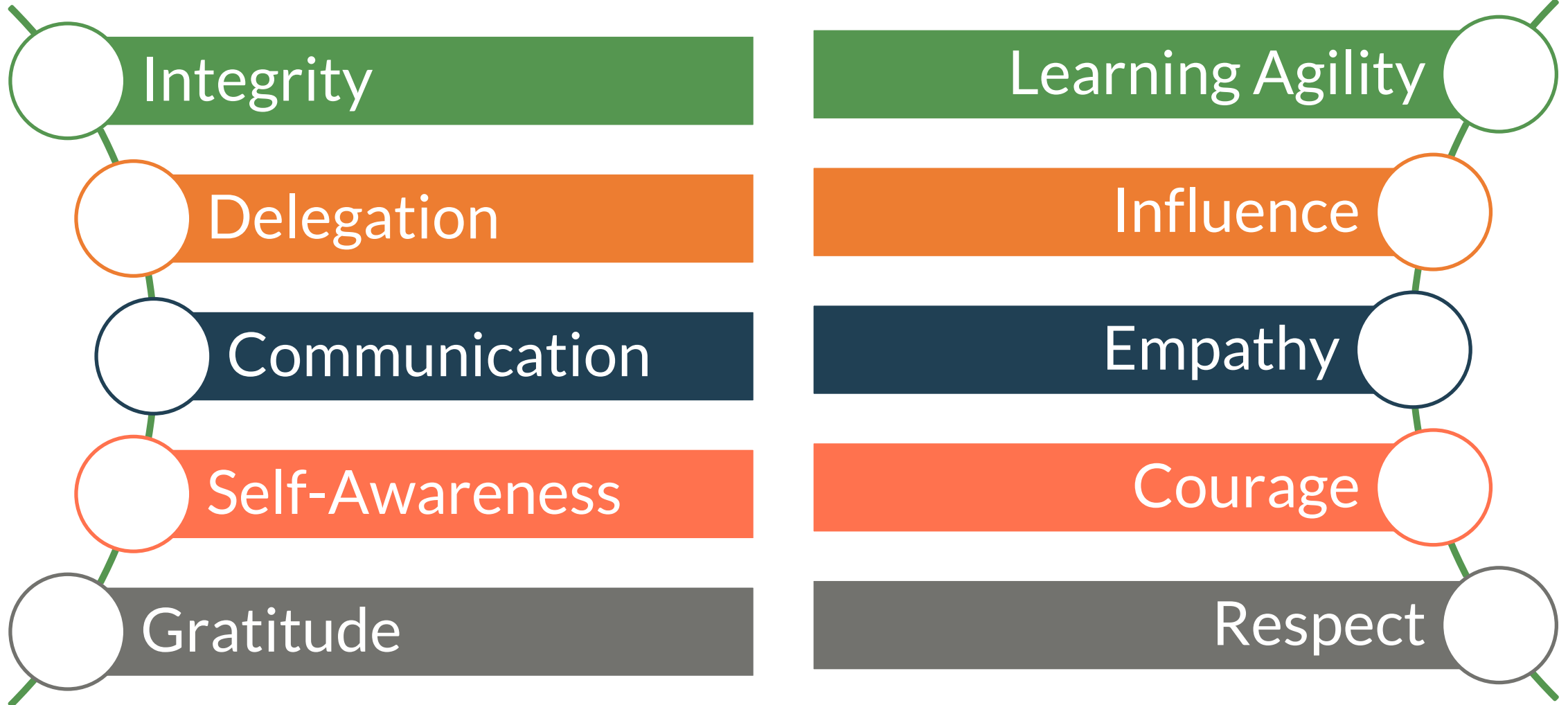
Transferrable Skills



- Communication, Listening, & Reflecting
- Human-Centered / Strengths-Based
- Clinical and Non-Clinical Training
- Emotional Intelligence
- Critical Thinking
- Leadership
- Flexibility
- Empathy



LEADERSHIP CHARACTERISTICS



Source: [Center for Creative Leadership \(CCL\)](#)

IMPACTFUL LEADERSHIP



Empathy



Humility



Vulnerability



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A STRUGGLING WORKFORCE

MENTAL HEALTH PROVIDERS

Leaving the Field



- Almost half (48%) of mental health workers have considered leaving the field because of workforce shortages
- Nationally, for every 1 mental health provider, 350 people need treatment (350:1 ratio)
- About 1/3 (68%) of mental health workers feel overburdened with administrative work (takes away from supporting clients)
- About 93% of mental health workers have experience burnout with 62% being severe



The Three Dimensions of Burnout



Sources: Morse, G., Salyers, M. P., Rollins, A. L., Monroe-DeVita, M., & Pfahler, C. (2012). Burnout in mental health services: A review of the problem and its remediation. *Administration and Policy in Mental Health*, 39(5), 341-352. <https://doi.org/10.1007/s10488-011-0352-1>

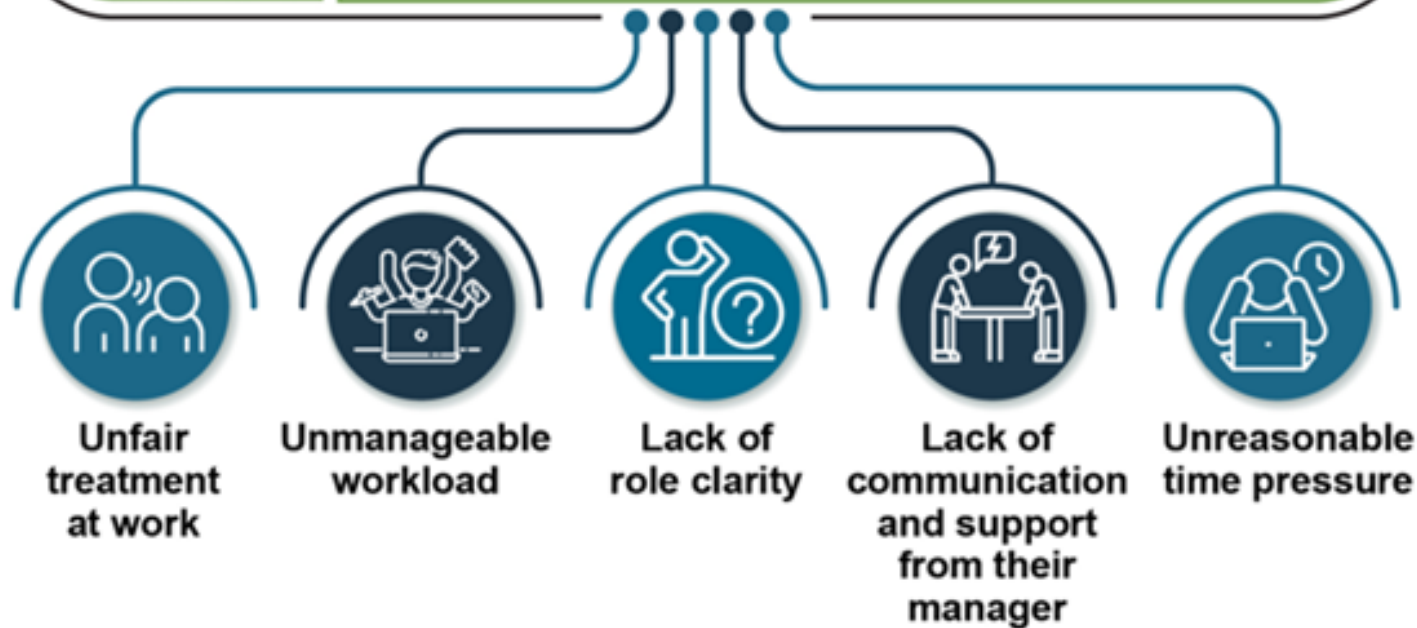
World Health Organization. (2019). *Burn-out an "occupational phenomenon": International classification of diseases*. World Health Organization. <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103-111. <https://doi.org/10.1002/wps.20311>

Source: [Substance Abuse & Mental Health Services Administration \(SAMHSA\)](#)

TOP 5 FACTORS

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



Source: Wigert, B., & Agrawal, S. (2018). Employee burnout, part 1: *The 5 main causes*. Gallup. <https://www.gallup.com/workplace/237059/employee-burnout-part-main-causes.aspx>



CAREER PATHS & DEVELOPMENT

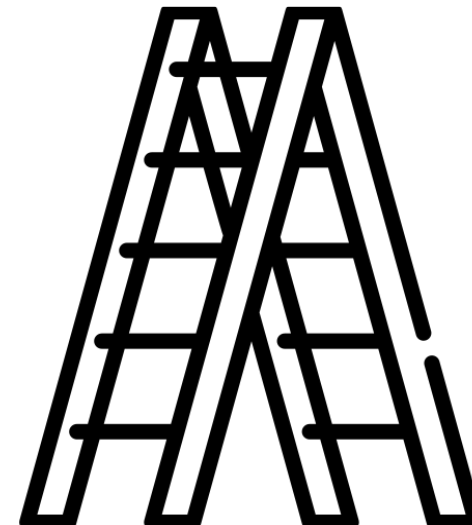
CAREER PATHS VS. CAREER LADDERS

Definitions



Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

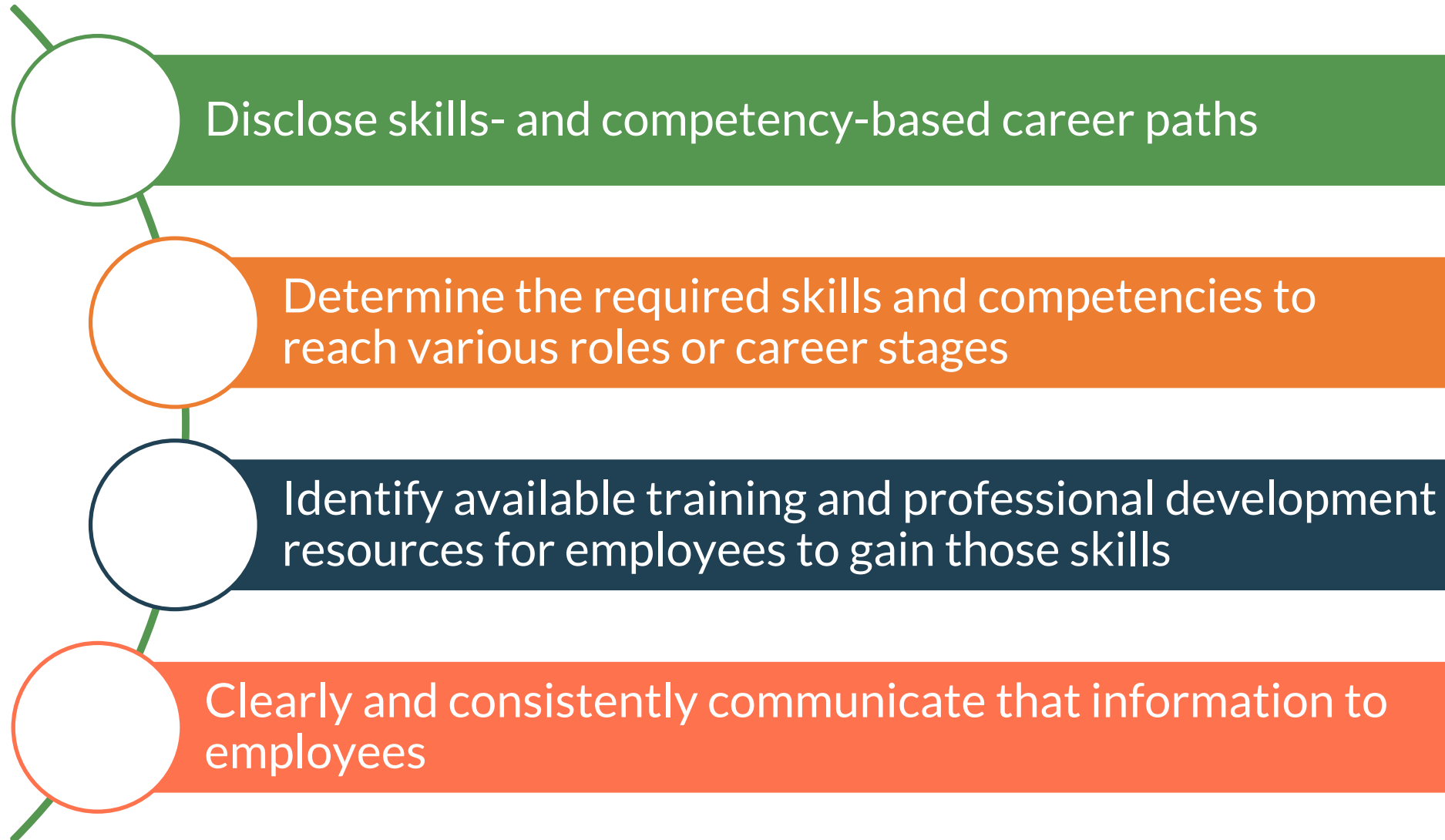
Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.



Source: [SHRM](#);
Images: [Flaticon](#)

CAREER PATHS

Key Steps



UPSKILLING

CROSS-SKILLING

RESKILLING



SKILL-BUILDING STRATEGIES

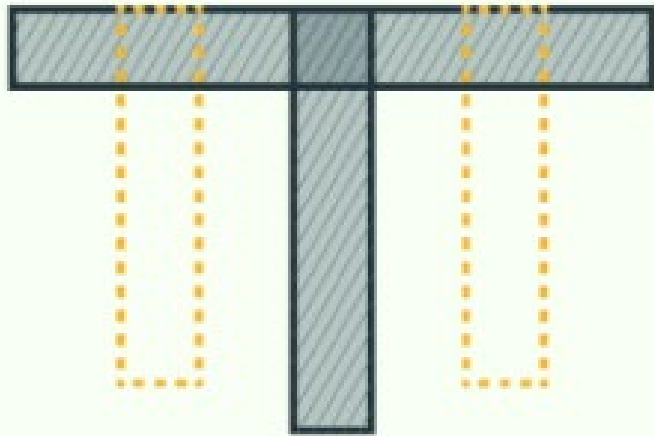
Reskilling, Cross-Skilling, Upskilling



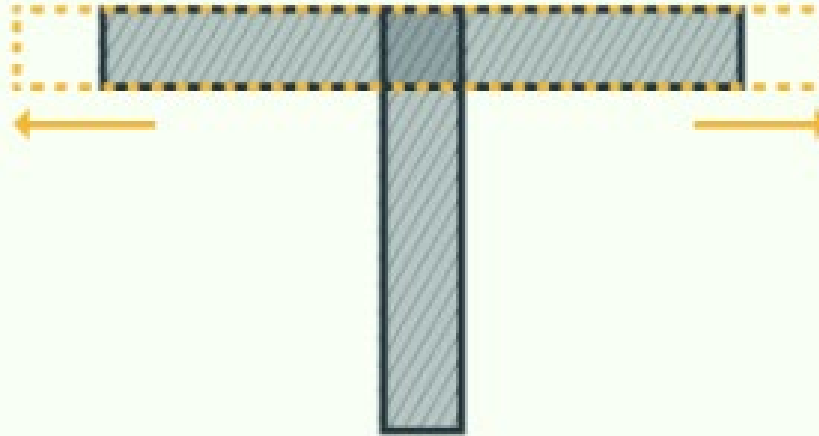
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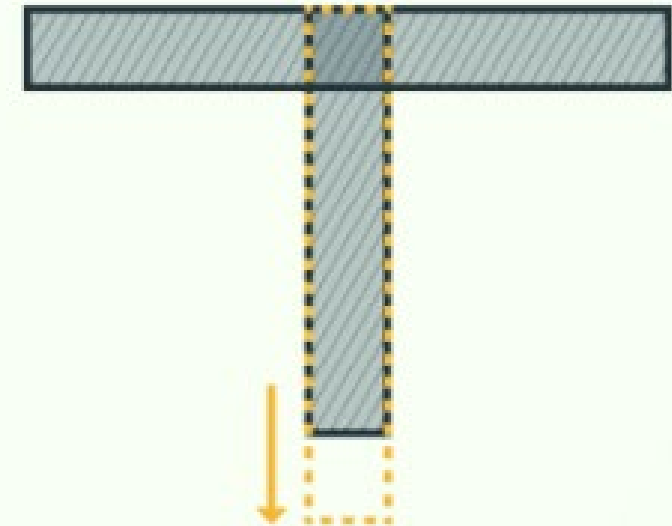
Reskilling



Cross-Skilling



Upskilling



EXAMPLES OF TRAINING TOPICS



Vertical
Career
Pathways

Horizontal
Career
Pathways

Locating
Appropriate
Training

Formal
Development
Plan
Evaluation

DEVELOPMENT STRATEGIES



- Provide professional development, continuing education, and mentorship
 - Ensure it meets the needs of BIPOC individuals and other underrepresented/diverse groups
- Remember, experience is as important as education
- Invest in career ladders that train a diverse and inclusive group of employees for the successful and equitable achievement of leadership positions

CAREER PATHS

Make Them Available and Accessible



Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement.**



MENTAL HEALTH WORKFORCE

Other Strategies for Retention



- Increased compensation that is equitable (living and thriving wage)
- Flexible work schedules (telework and part-time options)
- Wellness-focused organizational culture
- Leadership opportunities
- Support for continuing education
- Support for student loan repayment
- Fighting against mental health and substance use stigma
- Same support for mental health providers and staff as the other clinical departments
- Understanding of the roles and responsibility of the Mental Health Department
- No non-compete clause in contract or work agreement (opportunity to have a private practice while working at a health center/organization)



QUESTIONS



2024 ACU STAR² CENTER

WORKFORCE SYMPOSIUM

INCLUSIVE INNOVATION:
PUTTING

PEOPLE FIRST



APRIL 29-30
NASHVILLE, TN

- **Registration:** [Click here to access the registration process](#)
- **Hotel Information:** [Graduate Nashville – Click here to access our dedicated booking page!](#)
- **Draft Agenda:** [Click here to download the tentative agenda \(January 2024\)](#)

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May 1 - 2 | Nashville, TN



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- **Hotel Information:** [Graduate Nashville – Click here to access our dedicated booking page!](#)
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Thank you!
Please fill out the evaluation!



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STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

[You can find all of the STAR² Center's free resources here](#)

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And the ACU & STAR² Center Video webpage: www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

And the STAR² Center Podcast page: www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/



UPCOMING EVENTS: REGISTER NOW!



Creativity & Well-Being: A Harmonious Union to Improve Health Centers' Organizational Culture of Employee Well-Being

February 28 & March 27 from 3-4 PM ET

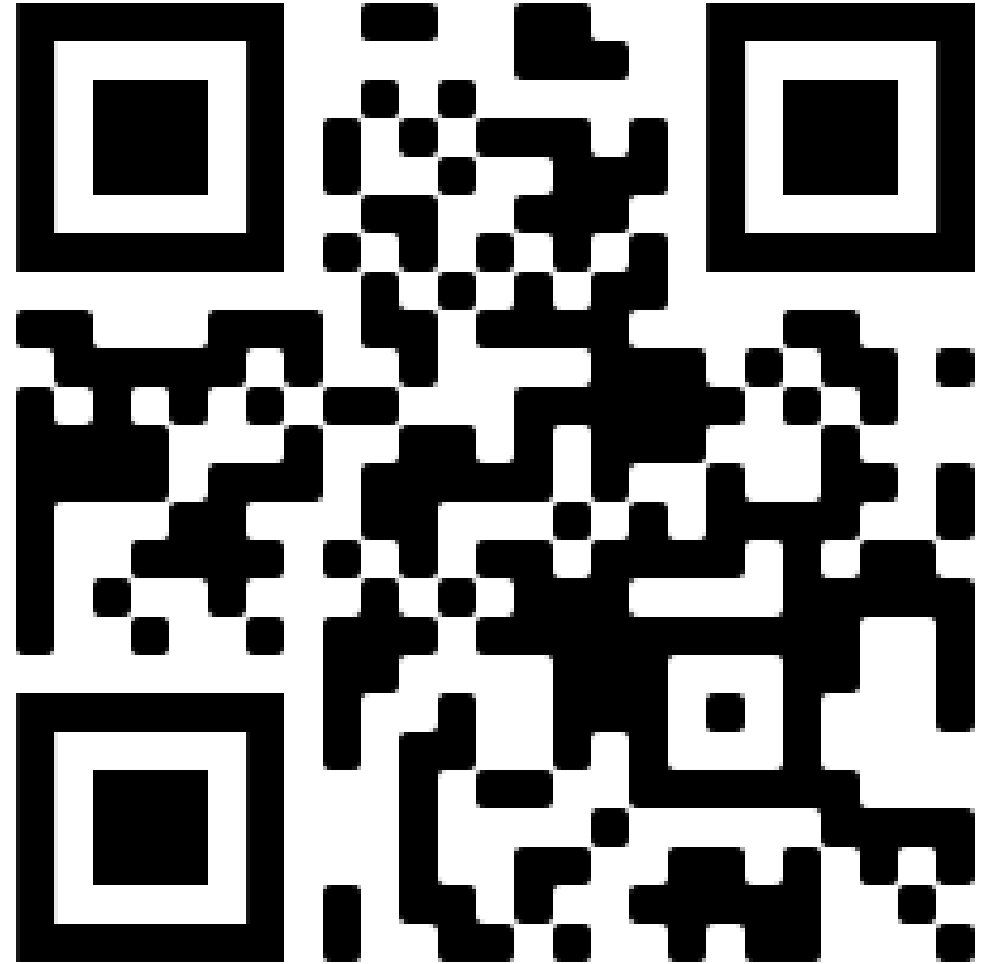
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