



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

Georgia Primary Care Association (GPCA)

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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 & Behavioral Health Department.

# WORKFORCE IS THE FUEL

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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

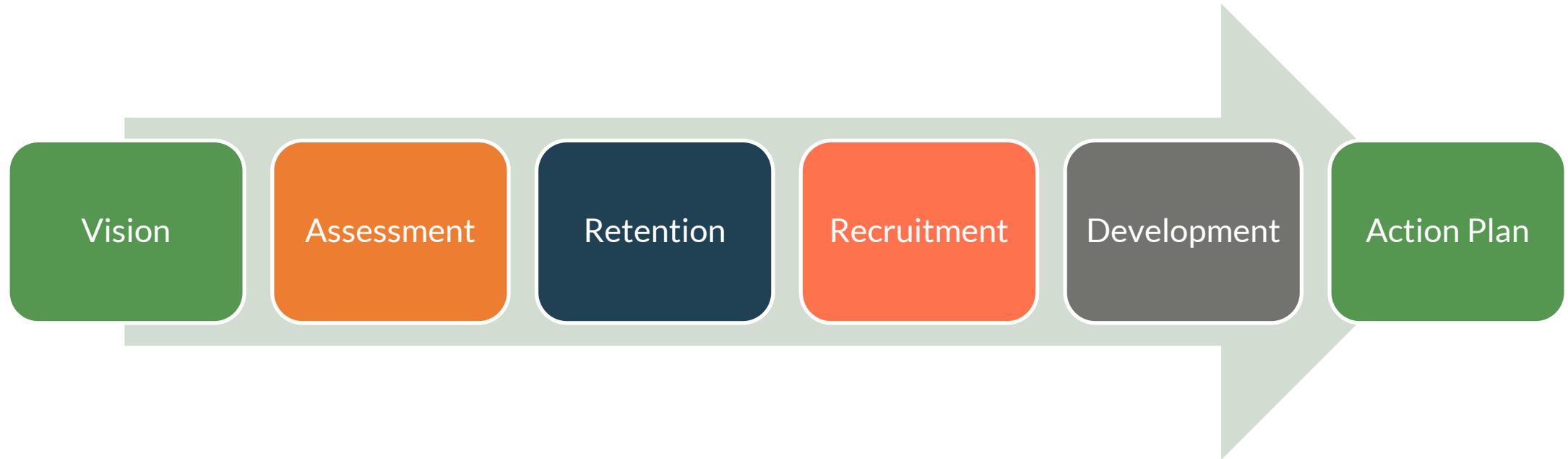


# COMPREHENSIVE WORKFORCE PLAN

## Definition & Components



A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary values.



Click [here](#) to access the STAR<sup>2</sup> Center's Comprehensive Workforce Plan Definition.



# Components of a Comprehensive Workforce Plan



HP-ET Plan

# RETENTION PLANNING

## Key Areas



# RETENTION PLANNING

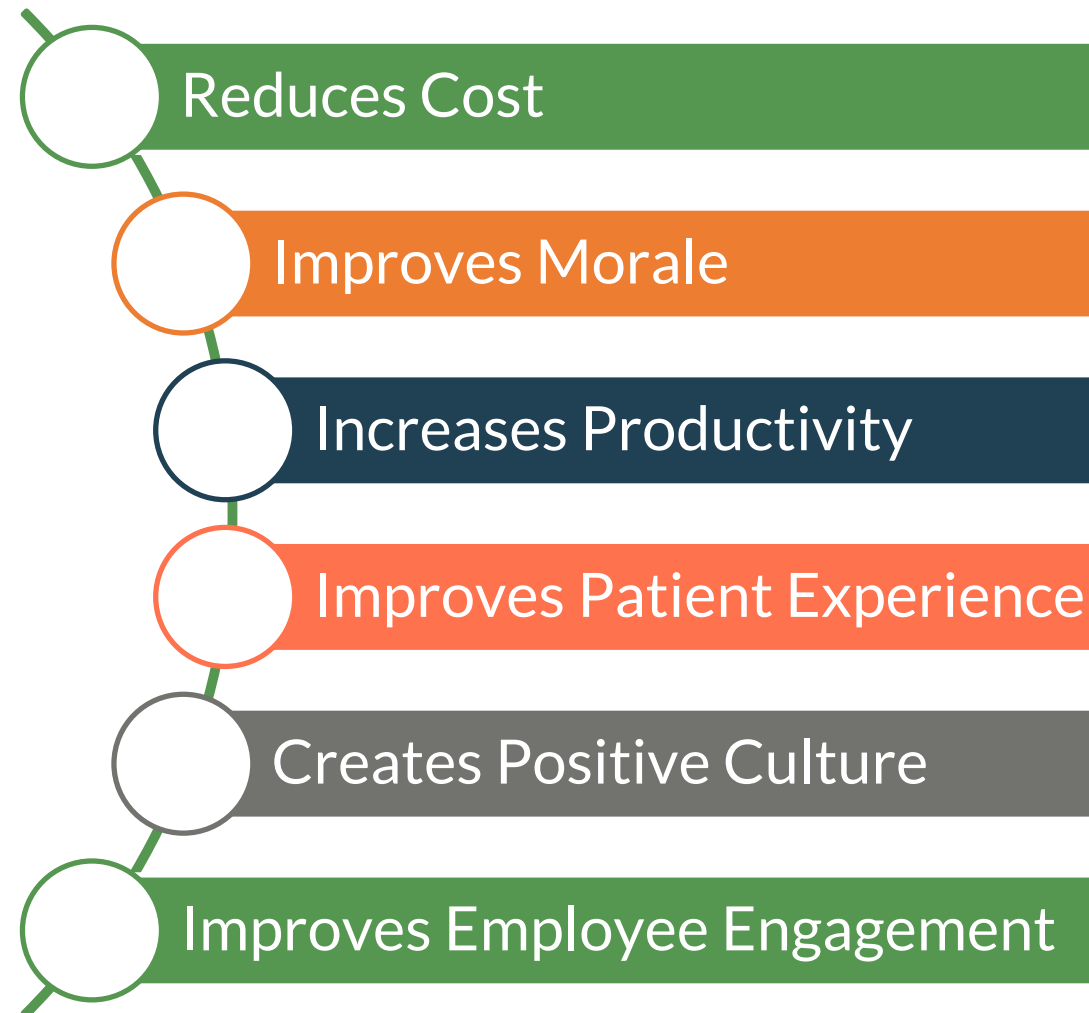
## Why Does Retention Matter?



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SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION





**MENTAL & BEHAVIORAL HEALTH**

# HEALTH CENTER STRUCTURE

Points of Contact for the Patient



## Behavioral Health/Mental Health Department

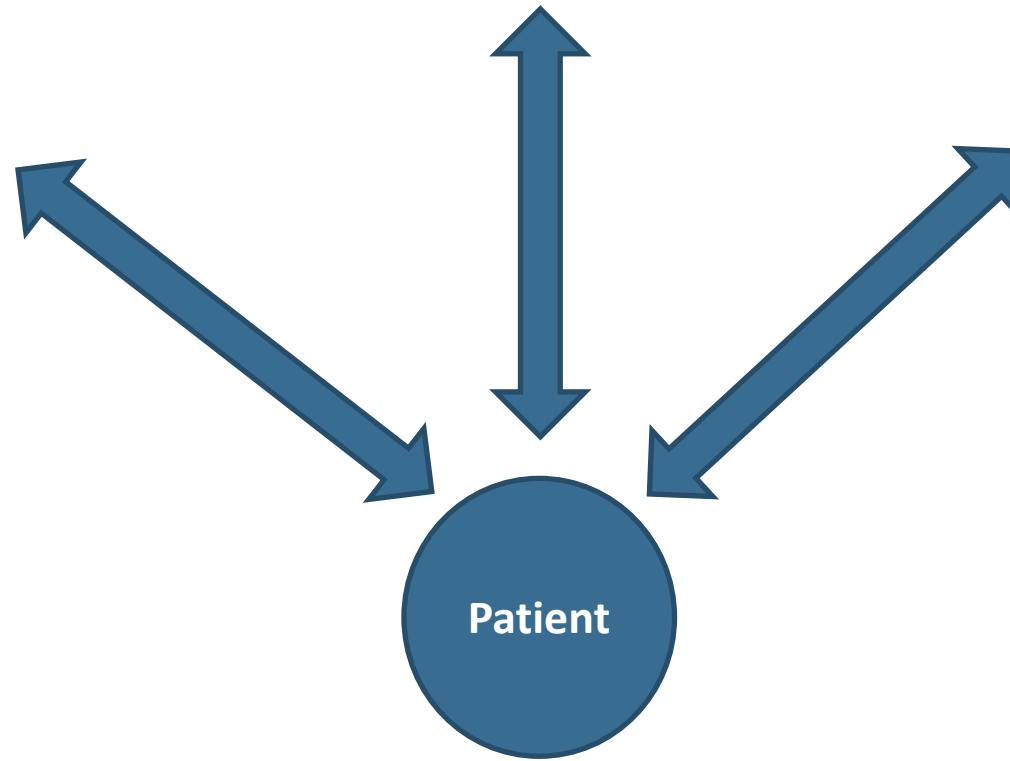
- Enabling Services
- Assessment & Psychotherapy
- Medication Management

## 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 & Behavioral Health



- Peer Support Specialists
- Community Health Workers / Promotoras(es)
- Social Workers
  - License Clinical Social Worker (LCSW); License Master Social Worker (LMSW)
- Counselors
  - Licensed Professional Counselor (LPC); Associate Professional Counselor (APC)
- Marriage and Family Therapists
  - Licensed Marriage and Family Therapist (LMFT); Associate Marriage and Family Therapist (AMFT)
- Clinical Psychologist (PsyD or PhD)
- Psychiatric Nurse Practitioner (requires Masters or Doctorate beyond an RN degree/license)
- Addiction Counselors
  - Certified Addiction Counselor (CAC); Certified Master Addiction Counselor (CMAC); Certified Clinical Supervisor (CCS); Counselor-In-Training Certification (CCIT)
- Physician (MD or DO)
  - Psychiatrist or other Primary Care Provider (ex: Internal Medicine, Family Medicine, Pediatrics)

# TYPES OF PROVIDERS

## A Note on Billing

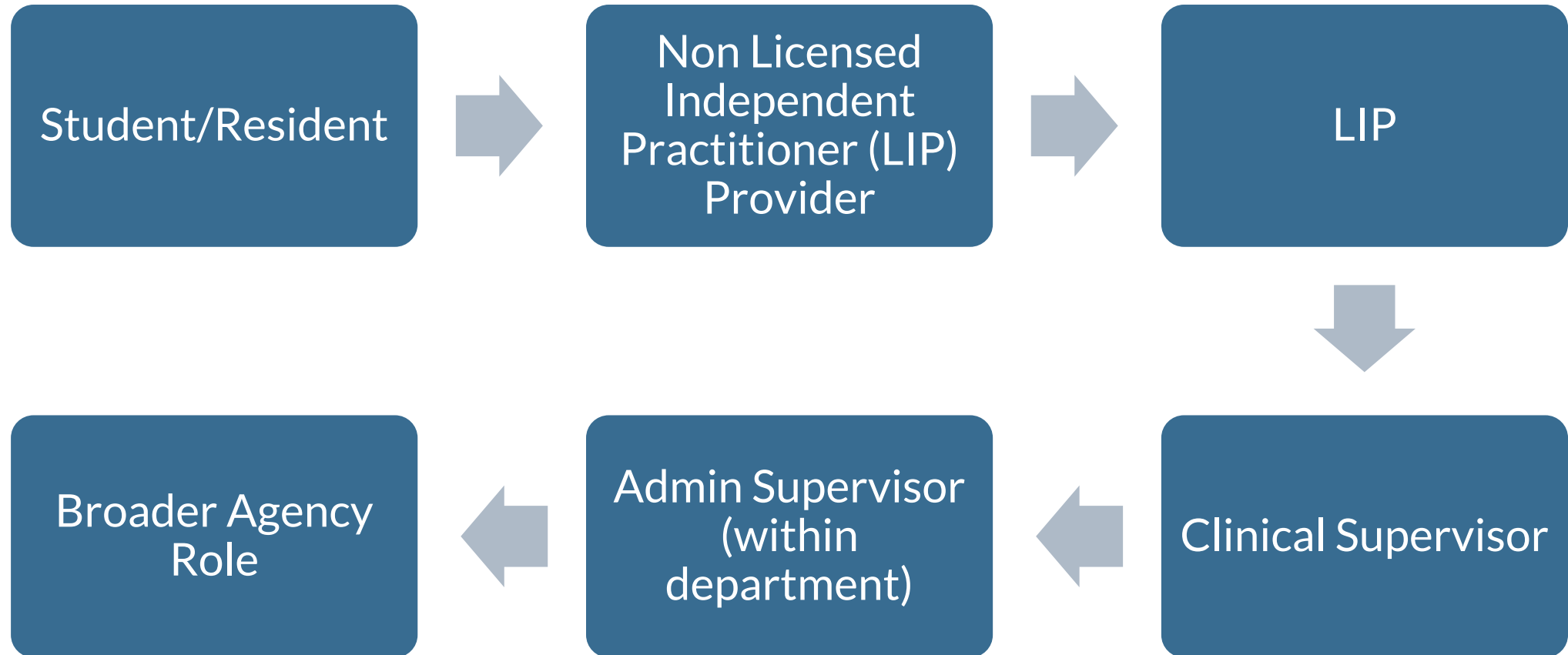


It is crucial that health centers understand how billing works for each type mental health provider, including those under supervision. This information helps to direct the recruiting needs of the health center.



# MENTAL HEALTH PROVIDERS

## Typical Career Growth Route



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



MOSES/WEITZMAN  
Health System



# MENTAL HEALTH PROVIDERS

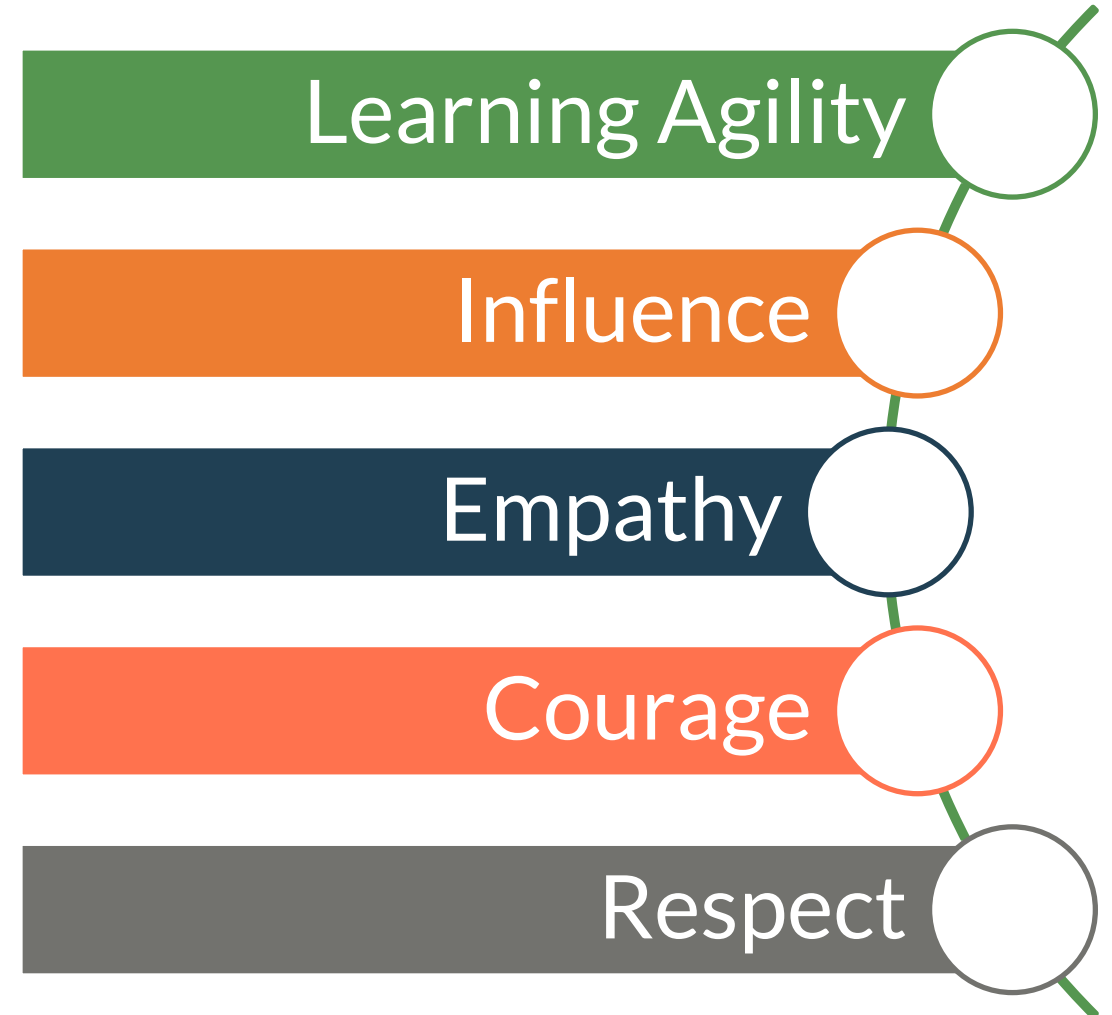
## Transferrable Skills



- 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 \(CCL\)](#)



**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>

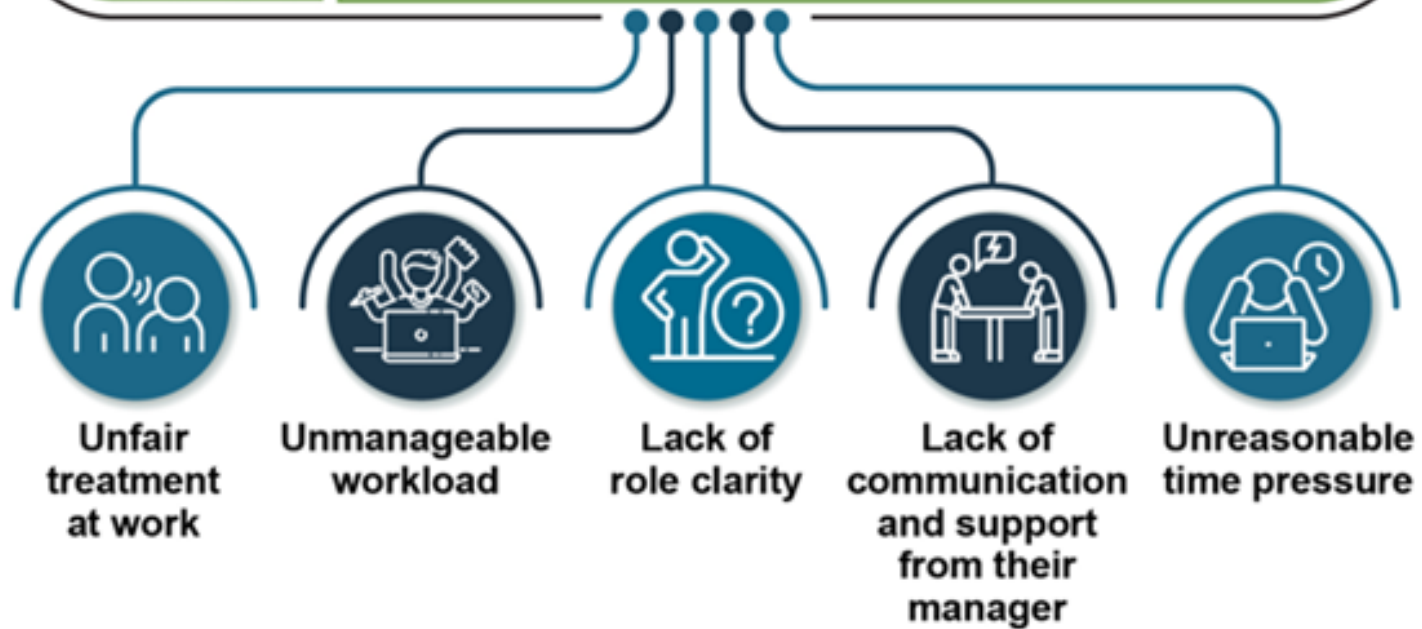
World Health Organization. (2019). *Burn-out an "occupational phenomenon": International classification of diseases*. World Health Organization. <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>

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



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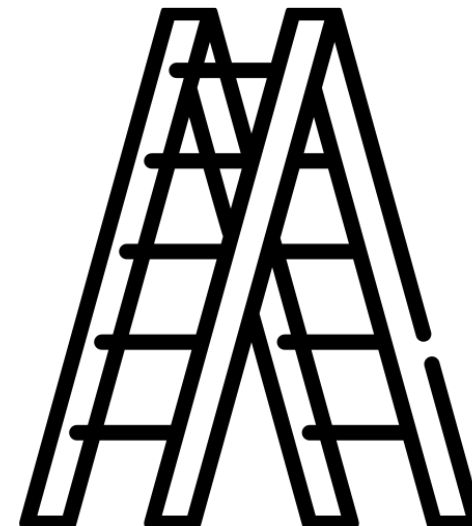


## Definitions



*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

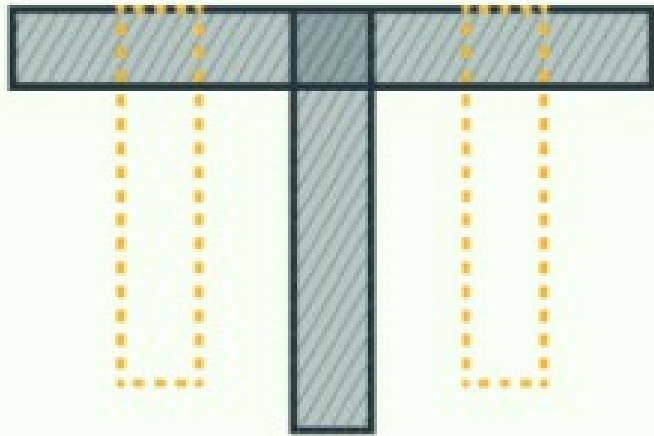


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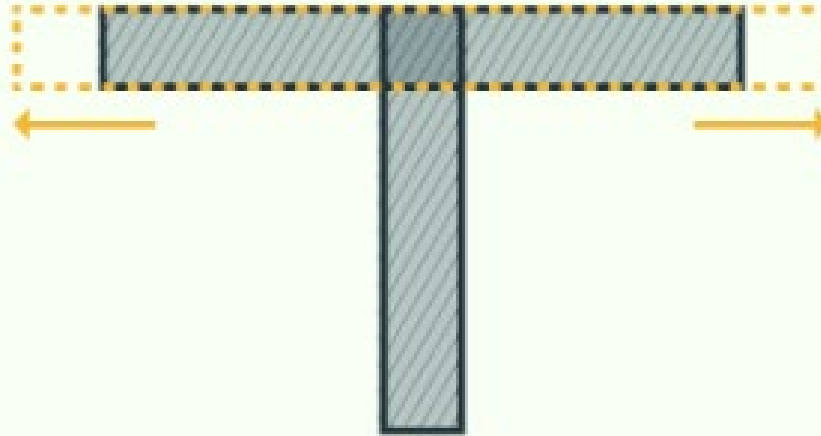


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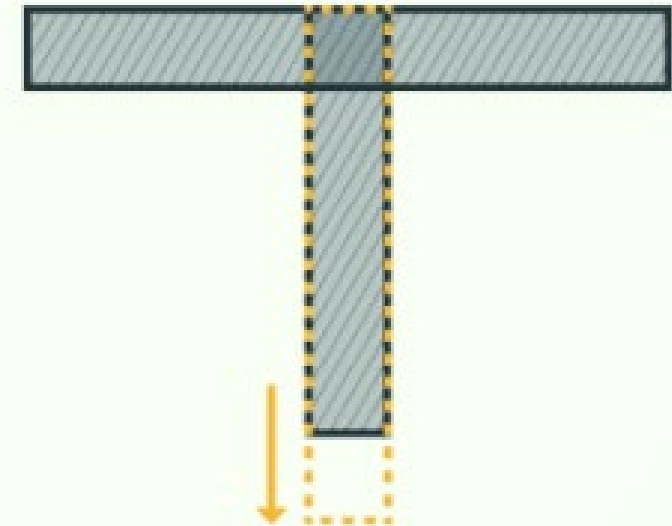
Reskilling



Cross-Skilling



Upskilling



# EXAMPLES OF TRAINING TOPICS



Vertical  
Career  
Pathways

Horizontal  
Career  
Pathways

Locating  
Appropriate  
Training

Formal  
Development  
Plan  
Evaluation

# DEVELOPMENT STRATEGIES

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- 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.**





# SUCCESSION PLANNING

# SUCCESSION PLANNING

## What Is It?



## DEFINITION

Succession planning is the “future-focused practice of identifying the knowledge, skills, and abilities to perform certain functions and then developing a plan to prepare multiple individuals to potentially perform those functions” ([Society for Human Resource Management \[SHRM\]](#)).

## KEY CONCEPTS

- Workforce Development
- Leadership Training
- Career Paths/Ladders/Lattices
- Employee Engagement & Retention
- Talent Recruitment



# SUCCESSION PLANNING

## Things to Consider



- Regularly communicate with staff about plans
  - Life changes
  - Retirement
  - Schedule adjustments
- Be proactive
- Be comfortable with letting go
- Prepare staff
  - Leadership training
- Look internally
- Think broadly
- Use a diversity, equity, and inclusion (DEI) lens



# SUCCESSION PLANNING

## Process



## ASSESS

- Identify business challenges in the next one to five years
- Identify critical positions that support business operations/continuity
- Identify competencies, skills, and institutional knowledge needed for success

## EVALUATE

- Consider “high potential” employees
- Select skills and competencies individuals needed to succeed in their new role
- Categorize skills or competency gaps
- Predict likelihood of recruiting/retaining a qualified candidate pool

## DEVELOPMENT

- Capture institutional and professional knowledge prior to employee departure (e.g., retirement, planned leave, unplanned departure)
- Develop targeted career development strategies

Source: [University of Washington Succession Planning Toolkit](#)

# SUCCESSION PLANNING

## Process



Source: [NIH Succession Planning: A Step-by-Step Guide](#)



# OTHER RETENTION STRATEGIES

# MENTAL HEALTH WORKFORCE

## Other Strategies for Retention



- Compensation and benefits that are equitable and inclusive of staff needs
- Flexible work schedules (telework and part-time options)
- Wellness-focused organizational culture
- Leadership opportunities
- Financial support for continuing education
- Support student loan repayment
- Fight against mental health and substance use stigma
- Equal support for mental health providers and staff (as important as medical and dental)
- Understand the roles and responsibility of the Mental & Behavioral Health Department
- Avoid non-compete clauses in contract or work agreement (allow mental health providers the opportunity to have a private practice while working at the health center)



# QUESTIONS





# STAR<sup>2</sup> 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 STAR<sup>2</sup> Center's free resources here](#)

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And the ACU & STAR<sup>2</sup> Center Video webpage: [www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed](https://www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed)

And the STAR<sup>2</sup> Center Podcast page: [www.chcworkforce.org/web\\_links/star%c2%b2-center-chats-with-workforce-leaders/](https://www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/)





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NASHVILLE, TN

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

2024 ACU STAR<sup>2</sup> CENTER

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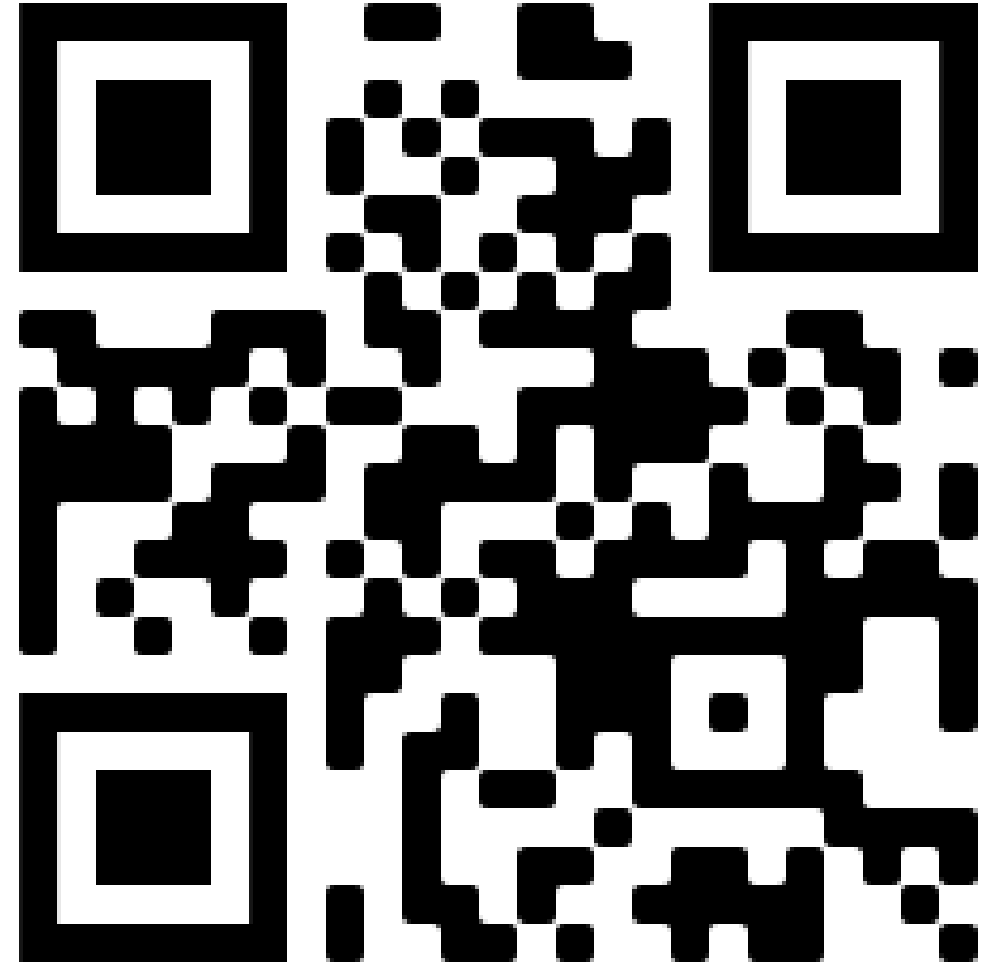


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