



# Behavioral Health Integrated Care Workforce Recruitment and Retention Strategies

**Philip Rainer, M.S.W., LCSW-R, Facilitator**

**Katie Crowley, B.S., Co-Facilitator**

**Tuesday, January 9, 2024**

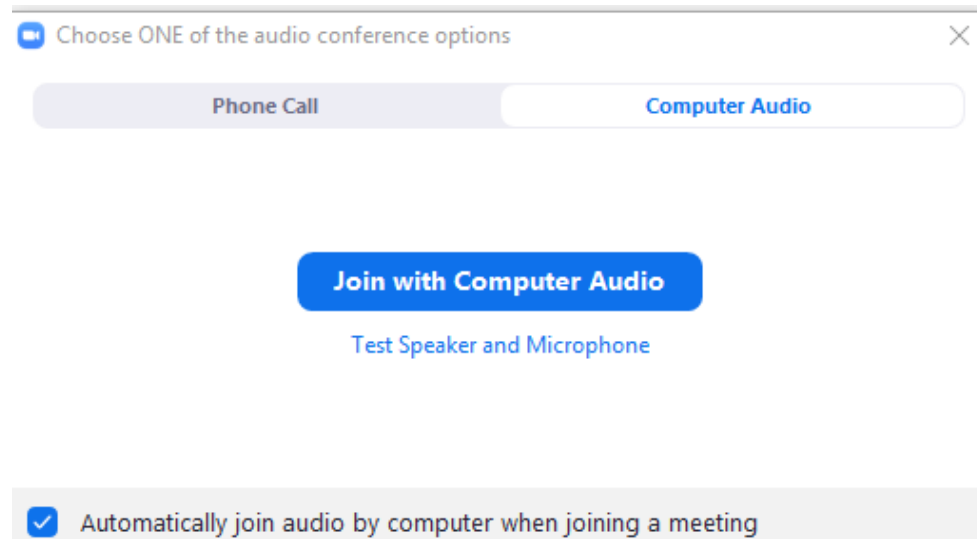
**Vision: Healthy Communities, Healthy People**



# Connecting to Audio

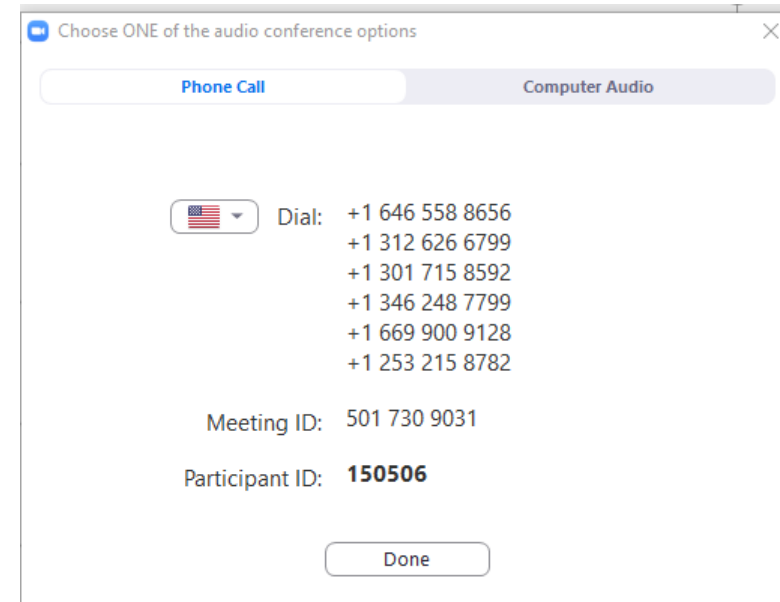
## By computer:

- Click **Join with Computer Audio**.



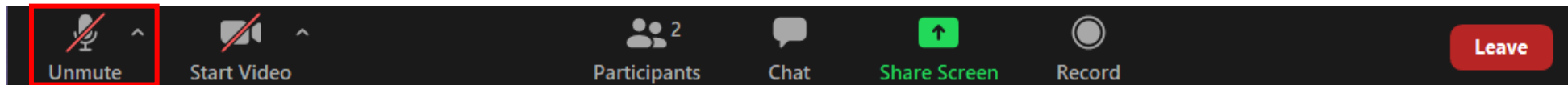
## By phone:

- Click the **Phone Call** tab, dial a listed phone number, and enter **Meeting ID** and **Participant ID**.

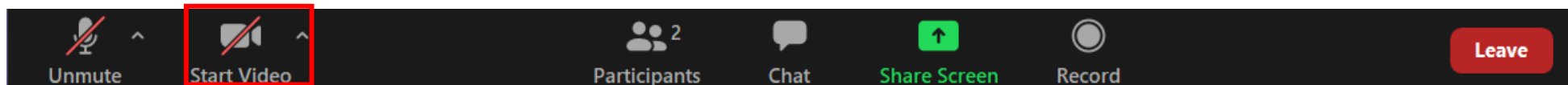


# Zoom Participation

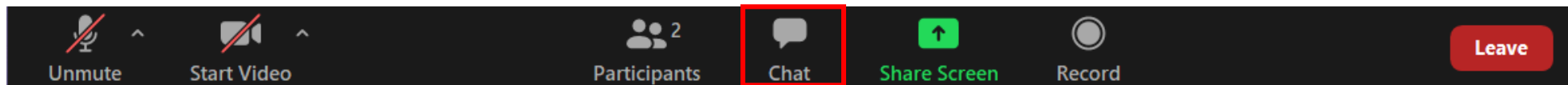
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- We encourage everyone to keep their video enabled. Click **Start Video** to join by webcam.



- To ask a question using the **Chat** feature, click the **Chat** icon located at the bottom center of your Zoom window.



# Accessing Slides and Captioned Recordings

- The 508 compliant slides for this presentation **are available now** on the BHTA Portal in the section "Technical Assistance Resources"
- Captioned videos will be posted to the same location within two weeks

<https://bphc-ta.jbsinternational.com/technical-assistance-resources>



# Continuing Education (CE)

- We will be offering **1 CE credit** for attending today's CoP session.
- You **must** complete the Health Center Satisfaction Assessment at the end of the workshop.
- We will provide more information about how to complete the Satisfaction Assessment and details about applying for CEs at the end of the workshop.



JBS International, Inc. has been approved by NBCC as an Approved Continuing Education Provider, ACEP No. 6442. Programs that do not qualify for NBCC credit are clearly identified. JBS International, Inc. is solely responsible for all aspects of the programs.

# Announcing! Two day In-Person Training

 **WHO** Selected HRSA-funded Health Centers & PCAs

 **WHAT** Primary and Behavioral Health Integration

 **WHEN** Mon & Tues, July 22-23, 2024



Interested? Let us know!



<https://bit.ly/PCBHITrainingInterestForm>

 **WHERE** HRSA Headquarters in Rockville, MD

 **WHY** Practice Transformation

 **HOW** Limited to 65  
Travel, Lodging, and Registration Included



# Upcoming Communities of Practice January 16

## "Effective Behavioral Health Strategies for Primary Care Settings"

**Dates:** Jan 16 – April 23, 2024 (8 sessions, every other Tuesday)

**Time:** 2:00 – 3:00 PM ET

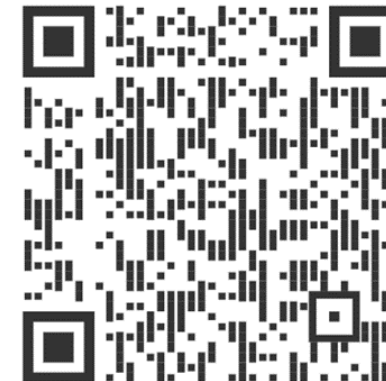
**Presenters:** Joseph Hyde, MA, LMHC, CAS; Laura Ross, MS, LMFT

**Description:** Practice-focused sessions offer behavioral health skills and techniques for health center settings. Addresses patient-centered care planning, enhanced cultural relevance in clinical practice, and health center adapted practices for motivational interviewing, brief consultation, and strategies for supporting behavioral activation. Behavioral health professionals may earn 1 continuing education credit for attending each session.

### Registration Link:

<https://us06web.zoom.us/meeting/register/tZMvf-itqjMoGdaHrIR6fSXzncG-W8akHHW>

### Registration QR Code:



# Upcoming Webinar

## “Regulation Changes Regarding Prescribing Buprenorphine for Opioid Use Disorder”

**Date:** Thursday, January 18

**Time:** 2:00pm – 2:30pm ET

**Presenter:** Joseph Hyde, MA, LMHC, CAS

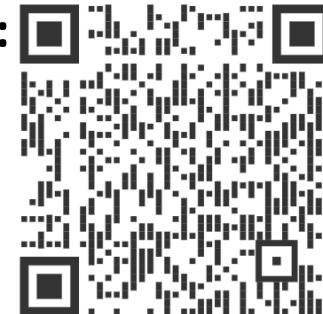
**Description:** Overview of changes in DATA Waiver and DEA Training requirements for medication-assisted treatment (MAT). Provides background and summarizes the "Waiver Elimination Act," describes the benefits to providers and prescribers, and details opportunities for no-cost training and consultation regarding treatment of patients with Opioid Use Disorder (OUD).

*Behavioral health professionals may earn 0.5 continuing education credits for attending this session.*

### Registration Link:

[https://us06web.zoom.us/webinar/register/WN\\_5itd5ifvRxqg0HeD2JE\\_rg](https://us06web.zoom.us/webinar/register/WN_5itd5ifvRxqg0HeD2JE_rg)

### Registration QR Code:







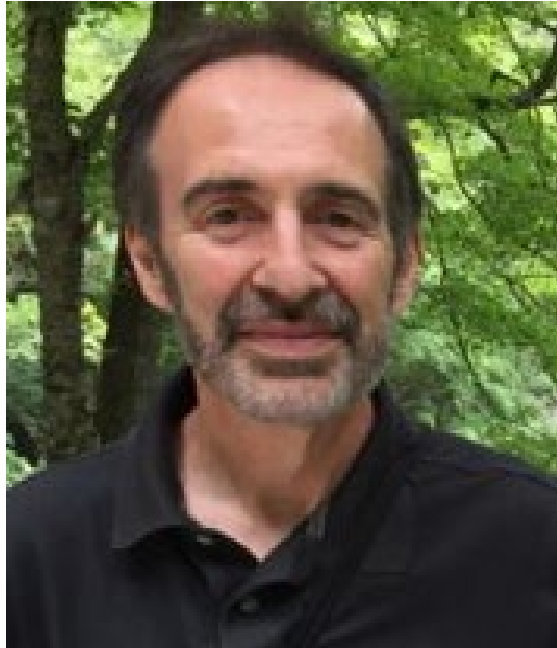
# Community of Practice (CoP) Orientation and Brief Content Overview

**Welcome!**

**Vision: Healthy Communities, Healthy People**



# CoP Facilitators



Facilitator:  
Philip Rainer, M.S.W., LCSW-R  
Senior Program Associate II  
Advocates for Human Potential, Inc.



Facilitator:  
Tara Fischer, MSW, LICSW  
Senior Program Manager II  
Advocates for Human Potential, Inc.



Co-Facilitator:  
Katie Crowley, B.S.  
Program Associate  
Advocates for Human Potential, Inc.



# Agenda

- Participant Introductions
- CoP Structure
- Objectives
- CoP Agenda
- What to Expect
- Group Discussion
- Wrap Up/Next Steps



Image source: iStock

# Getting to Know Each Other



Image source: iStock by Getty Images

# CoP Participants



# Today's Discussion Question

## Later in the session, we will ask:

- What strategies have you found to be effective in recruiting and retaining employees in your integrated behavioral health services?
- What challenges have you been facing in recruiting and retaining employees?

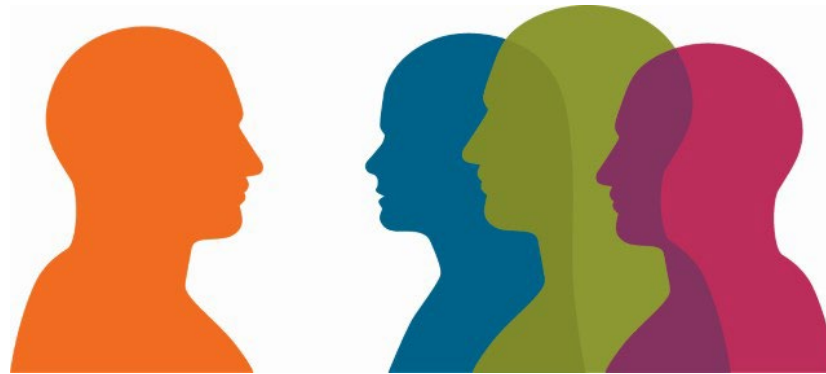


Image source: ThinkStock

# CoP Structure



# CoP Learning Objectives

**At the end of this CoP, participants will be able to**

1. Describe integrated care team policies and practices that improve workforce recruitment, retention, and well-being;
2. Design practices and policies that establish a workplace culture that values and supports the well-being of all staff, and
3. Implement strategies to support integrated primary care and behavioral health workforce resilience and retention.



Image Source: iStock



# CoP Agenda

**Session 1 (January 9):** Orientation and Overview

**Session 2 (January 23):** Recruitment

**Session 3 (February 6):** Onboarding and Engagement

**Session 4 (February 20):** Multidisciplinary Integrated Teamwork

**Session 5 (March 5):** Positive Workplace Culture

**Session 6 (March 19):** Compensation and Benefits

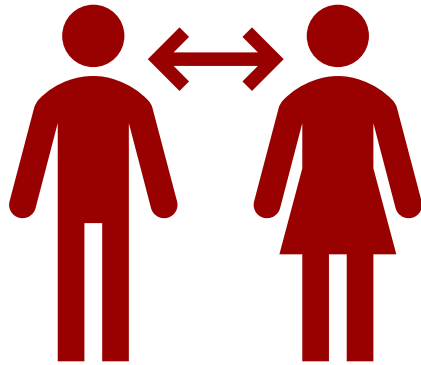
**Session 7 (April 2):** Workforce Well-being

**Session 8 (April 16):** Participant Sharing



Image source: iStock

# What to Expect



Interactivity

LIST THE STEPS NECESSARY TO ADVANCE YOUR WORK IN _____	PERSON RESPONSIBLE	BY WHEN	COMMENTS/POTENTIAL BARRIERS/CONCERNS
1.			
2.			
3.			
4.			
5.			
6.			

Action Planning



Report Outs

# Change Takes Time—Set SMART Goals

- SMART goals are designed to be realistic, achievable goals.<sup>1</sup>
- Use SMART goals to inform your work plans and build toward desired change.

**S**

**SPECIFIC**

**M**

**MEASURABLE**

**A**

**ATTAINABLE**

**R**

**RELEVANT**

**T**

**TIME-BOUND**

# Overview

## Workforce recruitment and retention are affected by

- Community health, health system, and organizational factors;
- Leadership, management, and supervisory practices;
- Health center staff practices and attitudes; and
- Needs assessment and effective strategy implementation at all levels.



# Successful Recruitment

- Develop an inclusive culture that celebrates diversity.
- Use data to identify who is a good fit for the position and organization.
- Have and spread a positive story about your organization.
- Develop a Strategic Recruitment Plan.



# Onboarding

## Onboarding:<sup>2</sup>

- Process of integrating a new employee with the team, organization, and culture.
- Considered crucial to ensuring high retention, high productivity, and contentment.
- Should be a strategic process lasting at least 1 year.



# Employee Engagement<sup>3</sup>



Employee engagement is the level of enthusiasm and dedication a worker feels toward their job.

High employee engagement leads to

- Better performance,
- Less burnout, and
- Increased retention.

# Employee Retention Planning

Employee retention: The ability of an organization to retain quality employees.



Gather baseline data and root causes of retention challenges.



Define retention goals, benchmarks, and milestones, and select retention strategies.



Pilot strategies and monitor outcomes.



Evaluate outcomes, identify necessary adjustments, and implement.



# Multidisciplinary Teamwork<sup>4</sup>

- Employees who feel positively connected with their team members report less burnout and are more likely to stay.
- Building effective integrated multidisciplinary teams requires
  - A well-defined evidence-based model of care,
  - Clear team roles and responsibilities,
  - Clear and practiced workflows, and
  - Effective communication.



# Positive Workplace Culture



# Compensation and Benefits

---

Pay scale

Benefits

Flexibility

Employee assistance and other mental health support



# Workforce Well-Being<sup>5,6</sup>

- An integrated approach to well-being can lead to healthier and safer employees.
- Benefits include
  - Improved market performance;
  - Safer workplaces;
  - **Increased productivity and worker satisfaction;**
  - **Reduced absenteeism and turnover rates;**
  - **Increased employee participation in safety, health, and well-being initiatives;**
  - Stronger health and safety programs; and
  - Greater improvements in health-related behavior changes.



Source: Microsoft® PowerPoint®  
for Microsoft 365.

# Assessment and Implementation<sup>7</sup>

- Ongoing workforce assessment protocols
- Global communication
- Participatory planning
- Leadership investment in workforce well-being
- Implementation strategies
- Evaluation and follow-up



Source: Microsoft® PowerPoint® for Microsoft 365.

# Group Discussion Question

What strategies have you found to be effective in recruiting and retaining employees in your integrated behavioral health services?

What challenges have you been facing in recruiting and retaining employees?

- What are your roses?  
(A success, something going well, or something that gives you energy)
- What are your thorns?  
(A setback, challenge, or area where you need support)



Image source: ThinkStock

# Food for Thought

---

Thorns are areas that can be worked on as part of your action planning!



# Next Steps

- Identify the “thorns” that you will tackle as part of your action planning.
- Identify the “roses” you would like to see more of as part of your action planning.
- Prepare to share these in our next session.
- Virtual or Onsite Technical Assistance (VOTA)
  - A very limited number of VOTAs are available. As soon as possible, **let us know if your health center is interested.**



Source: iStock by Getty Images



# Virtual or Onsite Technical Assistance (TA)

- 6 hours of expert TA organized around staff availability
- Topics may include;
  - Implementing Integrated Care (IC)
  - BH Skills & Practice in PC settings
  - Workforce Development; Billing, Coding & Documentation
  - Cultural Considerations in Integrated Care
- Limited number of slots available
- Interested? Contact us!
  - <https://bphc-ta.jbsinternational.com/virtual-and-site-ta>



This Photo by Unknown Author is licensed under [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/)



# Behavioral Health Technical Assistance Portal



The screenshot shows the homepage of the BPHC-BH TA website. At the top left is the logo for BPHC-BH TA, Bureau of Primary Health Care Behavioral Health Technical Assistance. To the right are links for 'About Us' and 'Contact Us'. Below this is a navigation bar with 'Home', 'Technical Assistance Resources', 'Learning Management System', and 'Event Calendar'. The main content area features a large heading: 'Behavioral Health Integration Technical Assistance (TA) for HRSA-funded Health Centers'. Below this heading is a paragraph: 'The HRSA Bureau of Primary Health Care (BPHC) provides funding and other types of support to nearly 1400 health centers across the country. More than 28 million people rely on HRSA-funded health centers for affordable, accessible, coordinated, comprehensive, and patient-centered care, with a wide range of...'. To the right of this text is a box titled 'Learn About BH TA Options' containing a bulleted list: 'Virtual and On-site TA', 'Join a Community of Practice (CoP)', 'E-Learning Webinars', and 'Primary & Behavioral Health Care Integration Meeting'. Below this list is another box titled 'Upcoming Events'.

<https://bphc-ta.jbsinternational.com/>

Visit the Bureau of  
Primary Health Care  
Integrated Behavioral Health  
Technical Assistance Portal

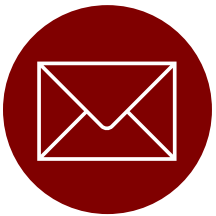


# Additional TA Opportunities



## BPHC BH TA PORTAL ONLINE REQUEST FORM

<https://bphc-ta.jbsinternational.com/ta-request-form>



## EMAIL

[healthcenter\\_BHTA@jbsinternational.com](mailto:healthcenter_BHTA@jbsinternational.com)



## BH TA WEEKLY UPDATE

[healthcenter\\_BHTA@jbsinternational.com](mailto:healthcenter_BHTA@jbsinternational.com)

# CEs Revisited - Health Center TA Satisfaction Assessment

---

- You **MUST** complete the Health Center Satisfaction Assessment after this session to receive CEs.
- The link to the Satisfaction Assessment will automatically open in your browser at the conclusion of this webinar.
- We will also email you a link to the Satisfaction Assessment
- You can also click the link for the Satisfaction Assessment provided in the Zoom chat feature; click the link now to have the browser open.

***Please take 2–3 minutes to complete the Satisfaction Assessment directly following this session.***

**THANK YOU!**





# Thank You!

**Philip Rainer, M.S.W., LCSW-R**  
[phrainer@ahpnet.com](mailto:phrainer@ahpnet.com)  
**(518) 729-1203**

**Katie Crowley, B.S.**  
[kcrowley@ahpnet.com](mailto:kcrowley@ahpnet.com)  
**(978) 424-4164 Ext: 517**

**Tara Fischer, M.S.W., LICSW**  
[tfischer@ahpnet.com](mailto:tfischer@ahpnet.com)  
**(978) 261-1463**

**Vision: Healthy Communities, Healthy People**



# Endnotes

1. University of California. (2017). *SMART goals: A how to guide*. <https://www.ucop.edu/local-human-resources/files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf>
2. Maurer, R. (2021, July 14). New employee onboarding guide. *SHRM*. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>
3. Stein, D. (2021, October 13). *How companies can improve employee engagement right now*. Harvard Business Review. <https://hbr.org/2021/10/how-companies-can-improve-employee-engagement-right-now>
4. Mayo, A. T., & Woolley, A. W. (2016, September). *Teamwork in health care: Maximizing collective intelligence via inclusive collaboration and open communication*. AMA Journal of Ethics. American Medical Association. <https://journalofethics.ama-assn.org/article/teamwork-health-care-maximizing-collective-intelligence-inclusive-collaboration-and-open/2016-09>
5. McLellan, D., Moore, W., Nagler, E., & Sorenson, G. (2017, August). *Implementing an integrated approach: Weaving worker health, safety, and well-being into the fabric of your organization* [Executive summary]. Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being. [https://centerforworkhealth.sph.harvard.edu/sites/default/files/11.08.17\\_ExecutiveSummary\\_Separate\\_Web.pdf](https://centerforworkhealth.sph.harvard.edu/sites/default/files/11.08.17_ExecutiveSummary_Separate_Web.pdf)
6. National Institute for Occupational Safety and Health. (n.d.). *Professional wellbeing*. Centers for Disease Control and Prevention, U.S. Department of Health & Human Services. Retrieved December 15, 2023, from <https://www.cdc.gov/niosh/impactwellbeing/professional-wellbeing.html>
7. Institute for Healthcare Improvement. (n.d.). *How to improve: Model for improvement*. Retrieved December 14, 2023, from <https://www.ihl.org/resources/how-to-improve>



# References

Kirkland, C., Oldfield-Tabbert, K., Karnik, H., Orr, J., Martin, S., & Leider, J. P. (2022). Public health workforce gaps, impacts, and improvement strategies from COVID-19. *International Journal of Environmental Research and Public Health*, 19(20): 13084. <https://doi.org/10.3390/ijerph192013084>

Counts, N. (2023, May 18). *Understanding the U.S. behavioral health workforce shortage*. The Commonwealth Fund. <https://www.commonwealthfund.org/publications/explainer/2023/may/understanding-us-behavioral-health-workforce-shortage>

Gallup. (n.d.). *Employee retention & attraction*. Retrieved December 14, 2023, from <https://www.gallup.com/467702/indicator-employee-retention-attraction.aspx>

Hostetter, M., & Klein, S. (2023, August 17). *Transforming care: Burnout and moral injury among clinicians*. The Commonwealth Fund. <https://www.commonwealthfund.org/publications/2023/aug/responding-burnout-and-moral-injury-among-clinicians>

National Academy of Medicine. (n.d.). *Action collaborative on clinician well-being and resilience*. Retrieved December 14, 2023, from <https://nam.edu/initiatives/clinician-resilience-and-well-being/>

Perlo, J., Balik, B., Swensen, S., Kabcenell, A., Landsman, J., & Feeley, D. (2017). *IHI framework for improving joy in work* [White paper]. Institute for Healthcare Improvement. <https://www.ihl.org/resources/white-papers/ihl-framework-improving-joy-work>

