

# Empowering Communities to Address America's Mental Health and Substance Use Needs

## Session Two - Workforce

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Clinical Psychologist

Founder – Institute for Research, Education and Training in the Addictions (IRETA)

Board President, Annapolis Coalition on Behavioral Workforce Development

The Great Lakes Addiction Technology Center  
July 11th, 2024

# Focus

Addressing America's Mental Health  
and Substance Use Needs Today

Workforce needs, plans and solutions

How a ROSC enhances workforce

# America's MH and SU Needs and Workforce Today

Most Americans with Behavioral Health Concerns Are Not Getting Treatment (1) (2)

- 2/3 of Americans unable to access in 2021
- Half of Americans with a MH Dx. live in a Mental Health Provider Shortage Area (2023) 160,000,000 people live in these areas
- America has less than 1/3 of the psychiatrists it needs to address MH/SU
- Access to care is geographically very non-uniform
- Growing public health and private health divide

# US Population Health

“Age-adjusted mortality for OUD in the US is almost 13x higher than in the rest of the world (BMC Public Health). On the treatment side, studies show that up to 85% of Canadians with OUD have access to care. Compare that to the US, where our best numbers don’t even break the 20% mark (STAT News).”

(ASAM Weekly, Nicholas Athanasiou, MD, MBA, DFASAM. Editor in Chief, July 2, 2024, [ASAMweekly@asam.org](mailto:ASAMweekly@asam.org))

# America's MH and SU Needs and Workforce Today <sup>(2)</sup>

## Mental Health Conditions:

45 Million Adults with MH Dx. a year  
39% receive treatment

## SUD Conditions:

22 Million Americans dx. a year  
1 in 10 (10%) receive treatment

# Nationally – a 21st Century Reality

Between 2001 and 2021, suicide death rates increased by 32% (14.1 deaths per 100,000 population in 2021 vs. 10.7 in 2001) and drug overdose death rates have increased by 376% (32.4 deaths per 100,000 in 2021 vs. 6.8 in 2001)

Since the July 2022 launch of 988 it has received over 23 million calls, texts, etc.

# GLATTC Prevalence by State

(Commercial, Medicaid, Medicare BH claims) (1) (5)

<u>2021</u>	<u>BH Dx</u>	<u>OD Deaths ('23)</u>	<u>Per 100,000</u>
▪ <u>Indiana</u>	34%	2,682	41
▪ <u>Illinois</u>	34%	3,849	30
▪ <u>Michigan</u>	40%	2,997	30.7
▪ <u>Minnesota</u>	37%	1,384	24.8
▪ <u>Ohio</u>	38%	5,144	45.6
▪ <u>Wisconsin</u>	35%	1,792	31.8
<u>National ('23)</u>		107,543	32.4

# Help Wanted in Behavioral Health

National survey of behavioral health workers warns shortage will have negative impact on society.

NATIONAL COUNCIL  
for Mental Wellbeing



## 83%

of the nation's behavioral health workforce believe that **without public policy changes**, provider organizations won't be able to meet the demand for mental health or substance use treatment and care.

### ACCESS TO CARE

## 90%



## 87%

are concerned about the ability of those not currently receiving care to gain access to care.

are concerned about the ability to provide care in the event of another health crisis in the future.

### CASELOADS & SEVERITY



NEARLY

## 2 in 3

Reported increased client caseload.

MORE THAN

## 7 in 10

Reported increased client severity since the COVID-19 pandemic.



# Impact on Today's Workers



## 93%

have experienced burnout.



## 62%

have experienced moderate or severe burnout.



## 48%

say the impacts of workforce shortages have caused them to consider other employment options.

<https://www.thenationalcouncil.org/news/help-wanted>

## 83%

worry that **shortages in the mental health and substance use treatment workforce** will **negatively impact society** as a whole.

## 1/3

OF THE WORKFORCE report spending most of their time on **administrative tasks**.



## 68%

of those who provide care to patients say the amount of time spent on administrative tasks **takes away from time they could be directly supporting clients**.



# Projection of Need – 2024 (6) (6a) (7)

- 3% increase in Adult Psychiatry
  - 22% increase in Child Psychiatry
  - 15% increase in Nurse Practitioners
  - 8% increase in Physician Assistants
  - 5% increase in Psychologists
  - 12% increase in Social Workers
  - 9% increase in Marriage and Family
  - 15% increase in Addiction Counselors
  - 13% increase in Mental Health Counselors
  - 3% increase in School Counselors
- 
- Or 8,000 more BH workers needed today !!



# A Plan – The Annapolis Framework <sup>(8)</sup>

Nine objectives organized into three major categories:

- A. Broaden the workforce
- B. Strengthen the workforce
- C. Build structures to support the workforce

- <https://youtu.be/8qciYA1K4Ks>



# A. Broaden the Workforce

1. Expand roles for persons in recovery and their families (e.g., peer specialist; family advocates; recovery coaches)
2. Expand the role of communities (e.g., anti-drug coalitions; inclusion and oversight)
3. Expand role of all health & social service providers (e.g., screening & brief intervention; integrated care; recovery)

## **B. Strengthen the Workforce**

4. Systematic recruitment & retention of a diverse workforce
5. Increase the pipeline, relevance, effectiveness and accessibility of training and education (more, more diverse, & better trained for careers)
6. Training and development of supervisors & leaders (e.g., ATTC initiative; MHTTC, SAMHSA, etc.)

# C. Structures to Support Workforce

7. Financing systems that enable competitive compensation commensurate with required education & responsibility
8. Technical assistance infrastructure that promotes adoption of workforce best practices
9. Workforce tracking plus evaluation of workforce development initiatives (with data!)

# Surgeon General Report (9)

A healthy workforce is a thriving workforce – and the foundation for a healthy community.

The U.S. Surgeon General's  
Framework for

## Workplace Mental Health & Well-Being

2022



Office of the  
U.S. Surgeon General

# What is a ROSC?

A **recovery-oriented system of care** is a coordinated network of *community* services and supports that are person-centered and built upon the strengths and resiliencies of individuals, families, and the community itself to achieve recovery and measured improved health, wellness and quality of life for those at risk in the community.

# How a ROSC Enhances Workforce

1. Expand roles for the entire community, especially persons in recovery and their families (e.g., peer specialist; family advocates)
  - decrease stigma
  - peer support to build recovery -24/7
  - warm handoffs to close gaps
  - community connectors and informers
  - improve treatment/recovery outcomes
  - keep focus on recovery – not TAU



# How a ROSC Enhances Workforce

2. Expand the role of communities (e.g., anti-drug coalitions; peer oversight, leadership, ownership)
  - Programs more tailored to community need & DEI
  - Sustained awareness and voice of community
  - Build measurable community wellness and recovery capital/population health (e.g. recovery centers; housing, special pops., linkages to service, etc.)

# Summary

A ROSC strengthens treatment and recovery by developing and utilizing an expanded workforce of community and peer supports while measuring improved wellness and recovery across a continuum of care ... *over a lifetime.*

# Hancock County, Ohio



“People recover in a community,” said Precia Stuby, the official who heads the county’s addiction and mental health efforts. “We have to build recovery-oriented communities that support individuals.”

[pstuby@yourpathtohealth.org](mailto:pstuby@yourpathtohealth.org)

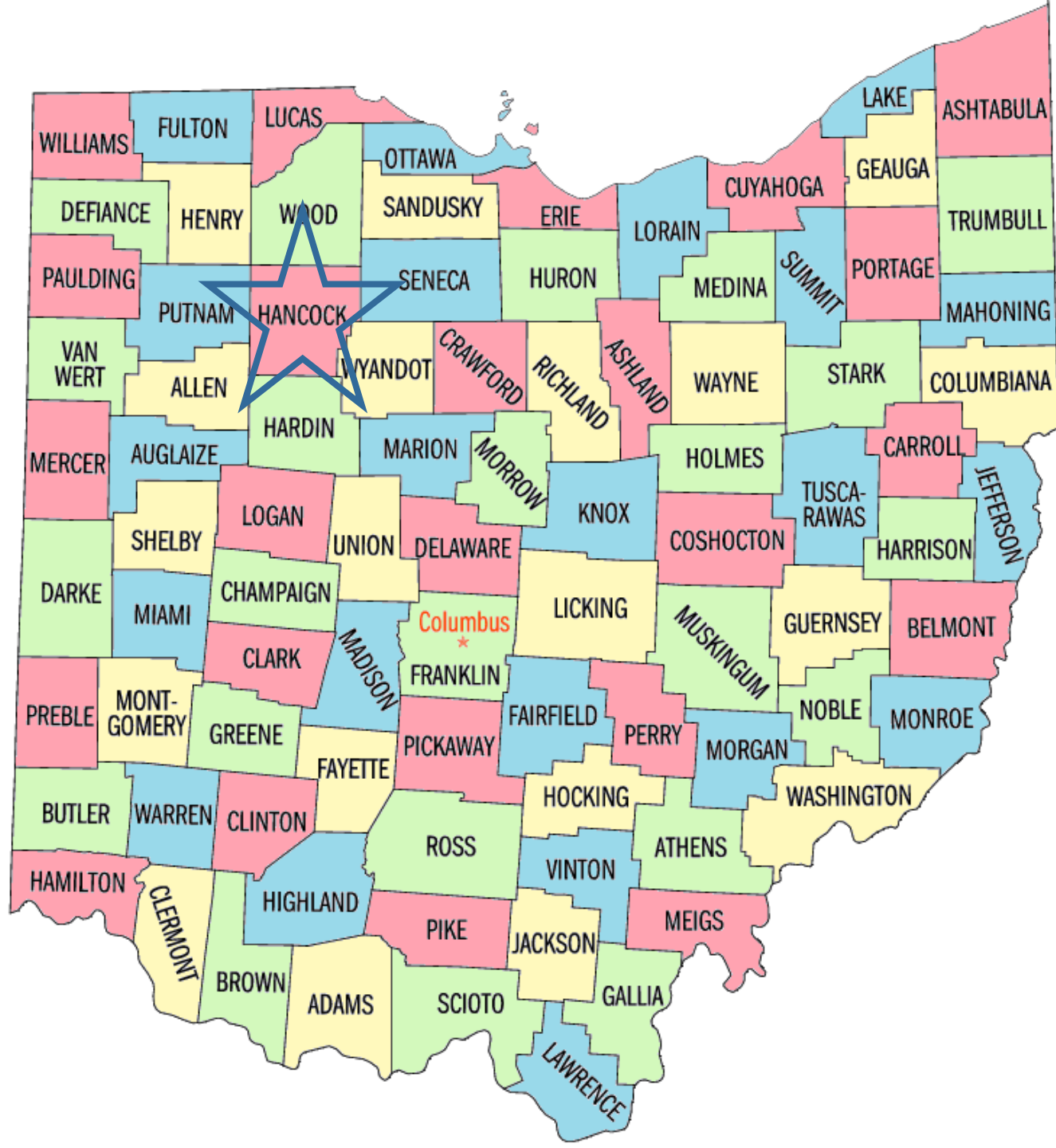
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2. Annapolis Coalition On Behavioral Workforce Development. Action Plan and Web site <https://annapoliscoalition.org/our-products/national-action-plan/>) and <https://youtu.be/8qciYA1K4K> retrieved June 26, 2024.
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8. Annapolis Coalition on Behavioral Workforce Development - <https://annapoliscoalition.org/8qciYA1K> <https://youtu.be/4Ks>
9. Surgeon General Framework for Mental health and well being in the workplace. (2022) <https://www.hhs.gov/about/news/2022/10/20/us-surgeon-general-releases-new-framework-mental-health-well-being-workplace.html>

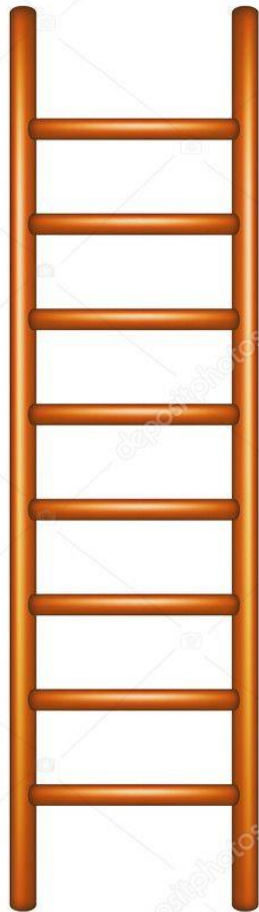
# Workforce Development

Precia Stuby  
Executive Director  
Hancock County ADAMHS

July 2024



# Peer Workforce Development

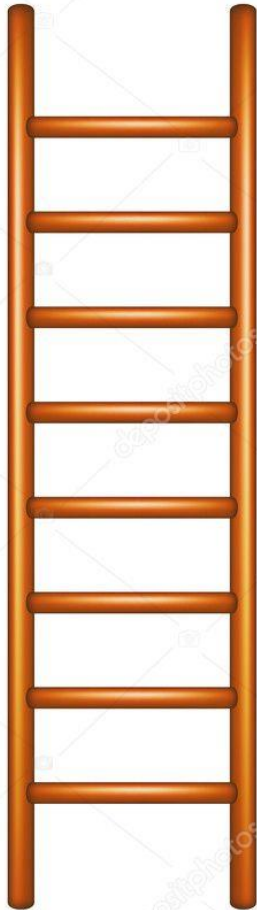


Peer Partnership

Paid Peer Support

Peer Guides / Battle Buddies

# SUD/MH Workforce Development



Ongoing Training & Support

SUD Minor/Certification Program at UF

College Internships

High School Curriculum



# Workforce Collaborative



**Hancock County will become a destination for individuals who want to work in Health & Human Services.**

# 3 Buckets



Education



Best Practices



Non-Traditional



# Resources

Evidence Informed Interventions:

Hancock County Health and Human Services Workforce Retention Final Product

Organizational Self Assessment:

Survey Directions



**Tending to Diversity & Inclusion**

# Contact Information

Precia Stuby, Executive Director  
Hancock County ADAMHS  
[pstuby@yourpathtohealth.org](mailto:pstuby@yourpathtohealth.org)  
419-424-1985



# Conscious Inclusion

**Zachary Thomas**

Director of Wellness & Education

Hancock County ADAMHS

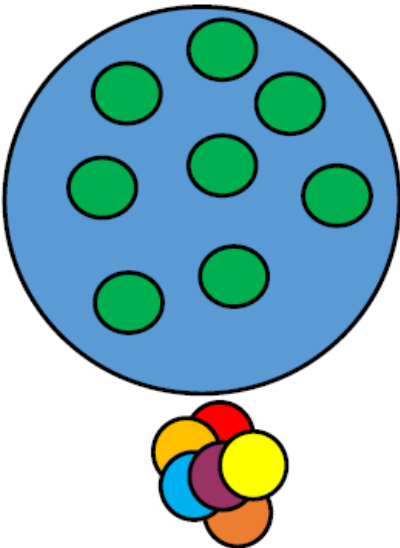
July 2024

# Conscious Inclusion

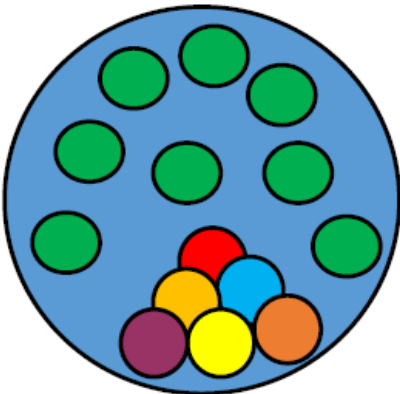
Supporting and improving organizational capacity through governance, data collection and workforce development



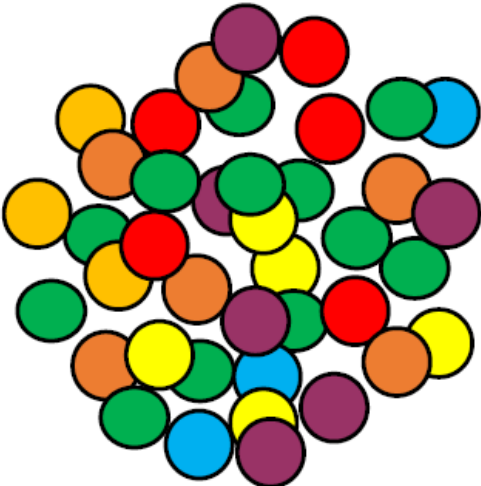
# The Hancock County Cultural Humility & Health Equity Delegation



Othering



Inclusion

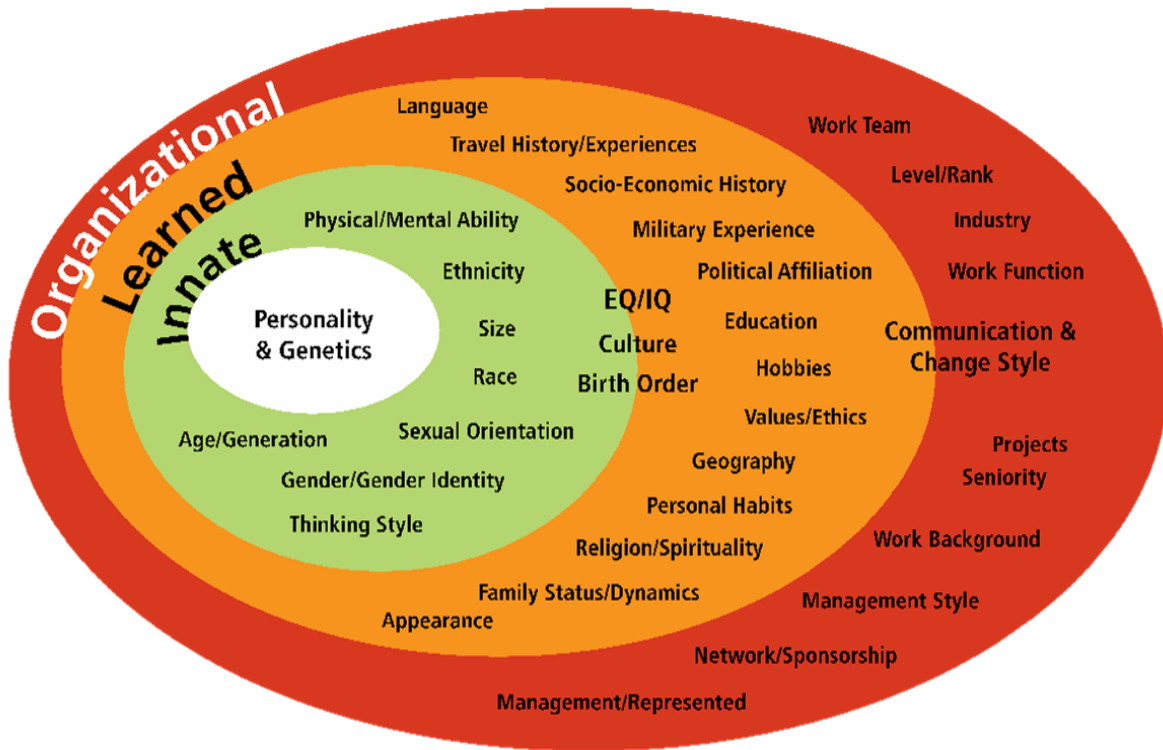


Belonging



# Objectives of Part I Training

- Create a strong sense of connection
- Discuss Elements of Individuality Model and Social Distance Model
- Explore bias, stereotypes, and discrimination
- Learn how unintentional exclusion and unregulated bias can reduce organizational productivity and climate

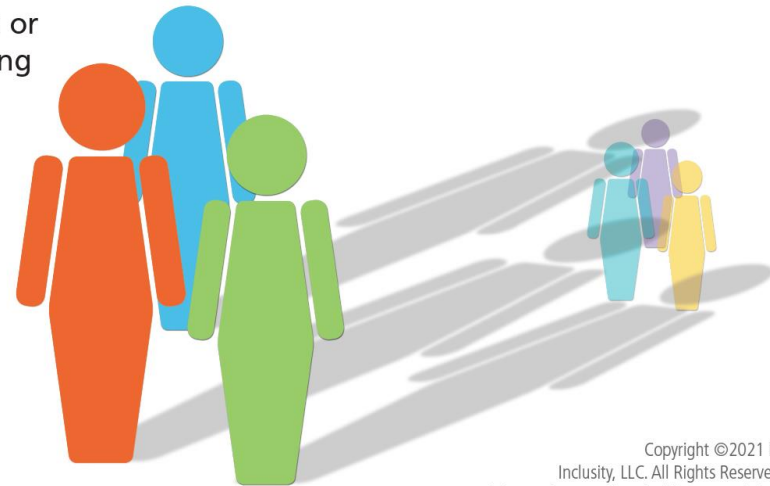


Elements of Individuality Model

Social Distance Shadow Model

**Social distance** is the extent to which individuals or groups are removed from or excluded from participating in each other's lives.

**Social distance casts a Shadow** that leads to disengagement and reduced productivity.



# Objectives of Part II Training

- Building a Business Case for inclusion
- Inclusive Policy Tool
- Climate Survey Tool
- Inclusive Hiring

# INCLUSIVE POLICY TOOL

Types of Policies

Tests for Current Policies

Domains to Consider

Writing Inclusive Policies



<http://www.yourpathtohealth.org/wp-content/uploads/2024/07/Inclusion-Toolkit-DRAFT-2.pdf>

# Behavioral Health Workforce

Ginny Williams

Chief Culture & Transformation  
Officer, Family Resource Center

July 2024

# The Behavioral Health Workforce



**93% Have experienced burnout**



**62% Have experienced moderate or severe burnout**



**48% Say the workforce shortages have caused them to consider other employment options**

**1/3 Of the workforce report spending most of their time on administrative tasks**





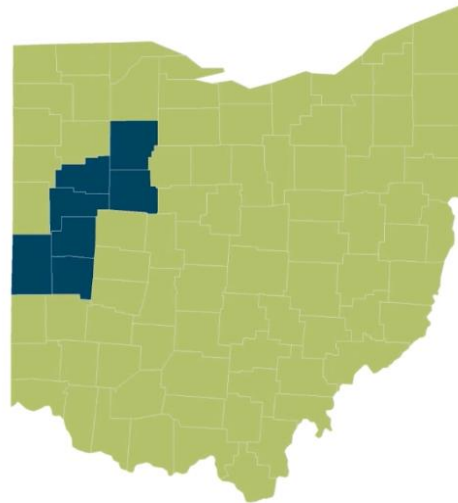
Who We Are & What We Do





The Mission of Family Resource Center is to provide specialized behavioral health services to children, youth, adults and families in our multi cultural communities in order to strengthen family life and promote personal growth.





## **Our Locations & Our**

3 Board Areas  
**Team**

9 Physical Locations

Serving 10 Counties

# 2019 FRC Completed Learning Collaborative on Workforce Recruitment & Retention



Great Lakes (HHS Region 5)

**MHTTC**

Mental Health Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration



**THE ANNAPOLIS COALITION**  
ON THE BEHAVIORAL HEALTH WORKFORCE



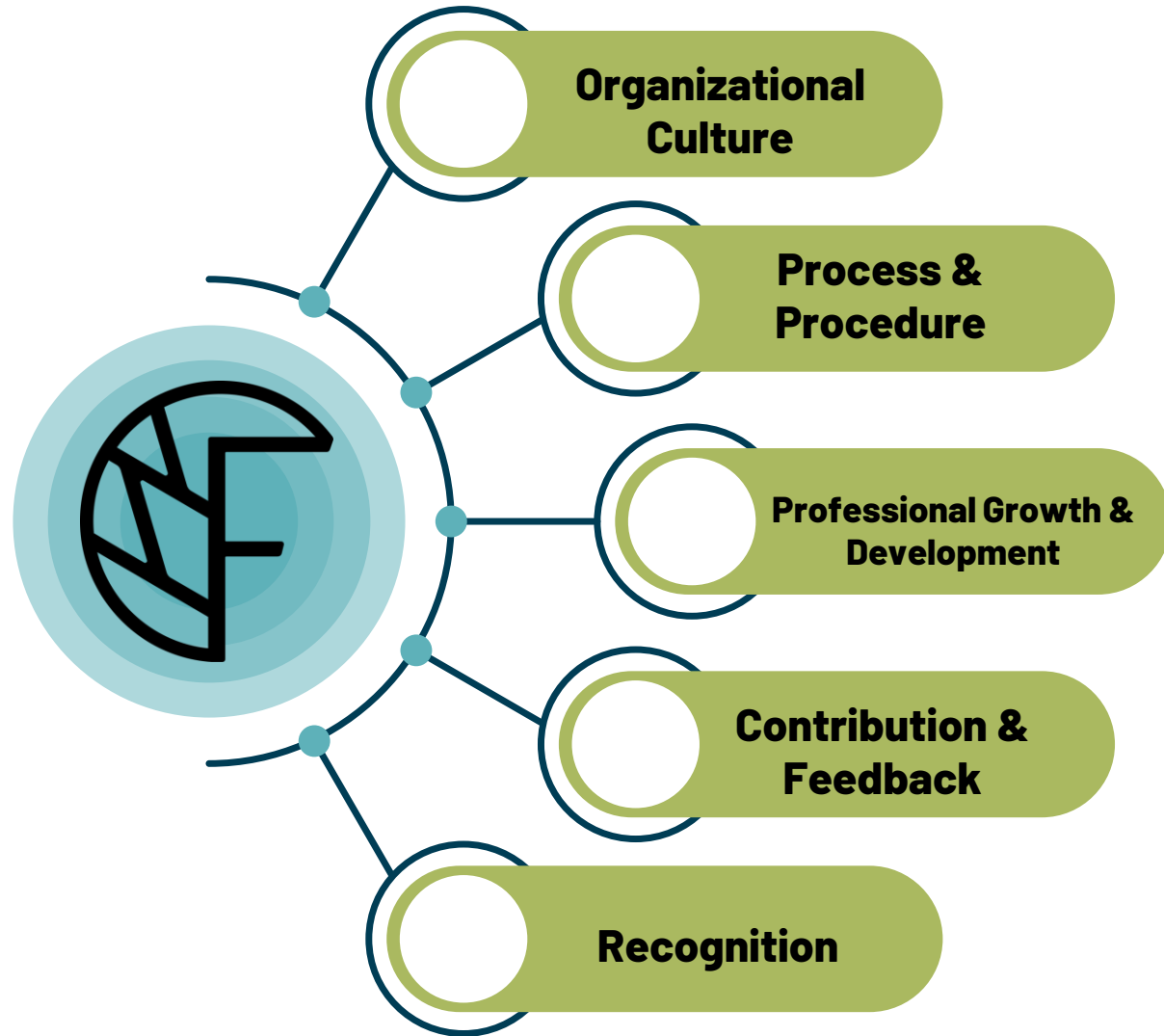
# KEEP MOVING FORWARD



Where can you find easy wins?

Where is something already  
happening that you can create

more momentum?





# Organizational Culture

What is the day-to-day experience like?

What is the emotional commitment to the organization & its goals?

Expectations and accountability are clear.

## **FRC Guiding Principles**

Operationalized for day-to-day examples

Used to celebrate and identify opportunities for improvement

Incorporated into quarterly review process

Annual Recognition

## **Team Based Approach To Client Care**

Everyone is a part of the client's treatment team

## **Workforce Expansion**

Embrace being a training ground



# Process, Procedure & Policy



## **Recruitment Process**

Predictive Index Behavioral Assessments, Job Targets & Interview Guides

## **New Hire Training**

Week One intensive standardized live training modules and training pools

## **Policy Changes**

Training Expectations By Role Matrix

New hires eligible to use earned PTO within first 30 days.

Dress For Your Day Philosophy



# Professional Growth & Development

## **Formal & Informal Opportunities**

FRC University

System of Care Leadership Academy

Test Preparation Opportunities

Lead Roles

## **Required & Optional Opportunities**

Optional Lunch & Learns

Supervisor Cohort

Launching Leadership & Strategies For Success

## **Make Room For Individual Contributors**

Recovery milestone recognitions

Diagnostic Boosters & Fresh Sparks

Volunteer Committees--Equity and Staff Self Care



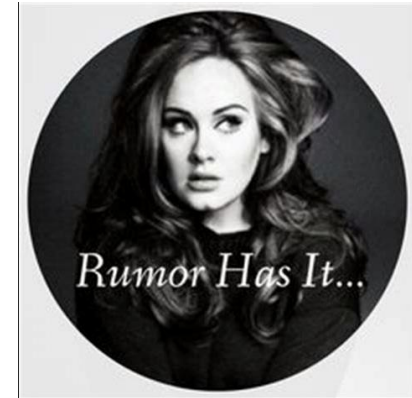
# Contribution & Feedback

## **We Are Good Communicators**

Monthly Leadership Site Visits

New hire formalized check in process

Rumor Has It



## **Support Individuality & Fun**

Staff Self Care Committee Initiatives--Spirit Days, Prayer Group, Book Club

Ducks & Mushrooms

Food Trucks





# Recognition

## **Any & Every Way Possible**

Written words matter

Annual letters from CEO with quotes from client satisfaction data

"5 Questions With..."

Stakeholder feedback

Forums for sharing client successes



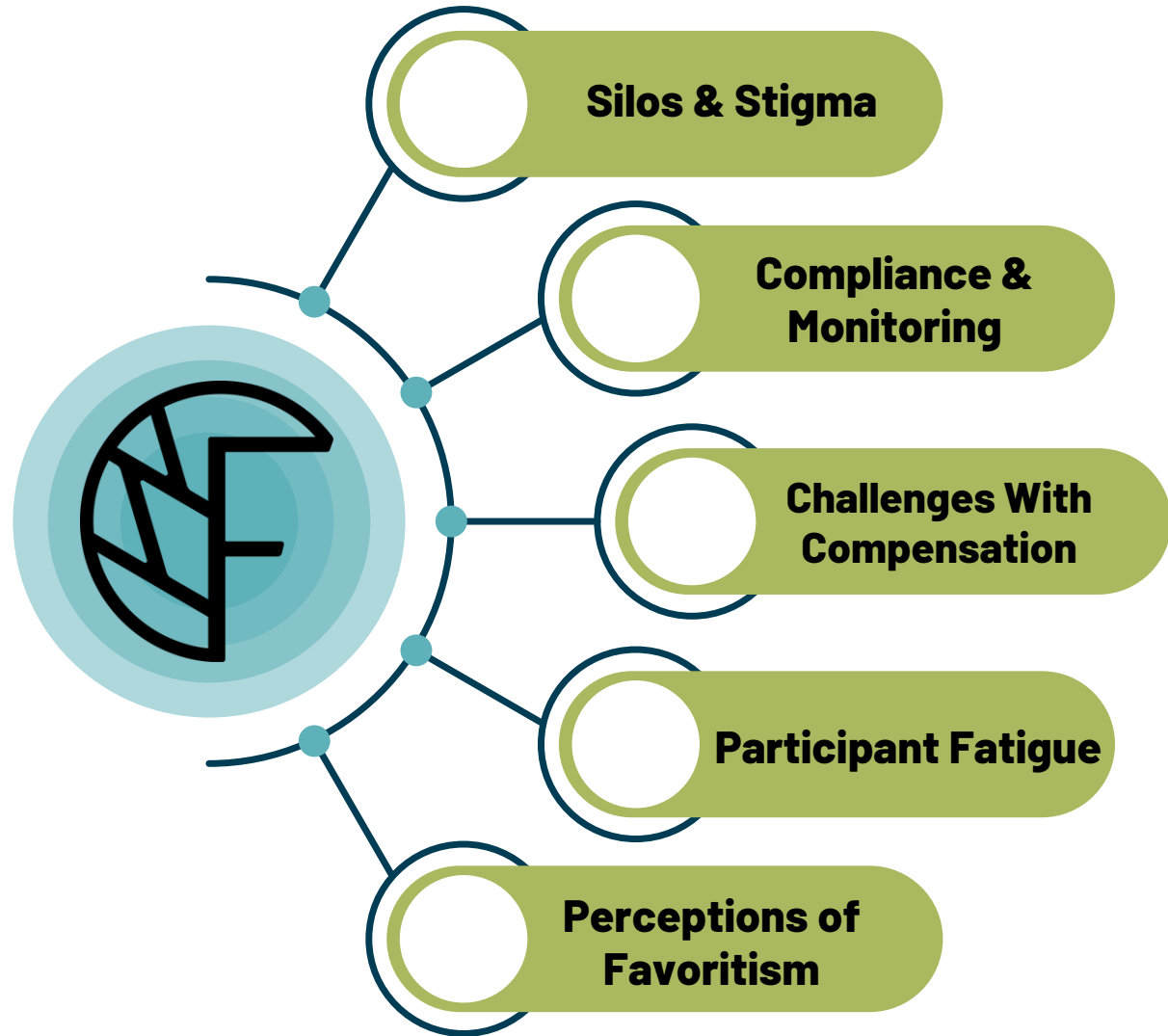
# The Impact

**Employee Experience Data**

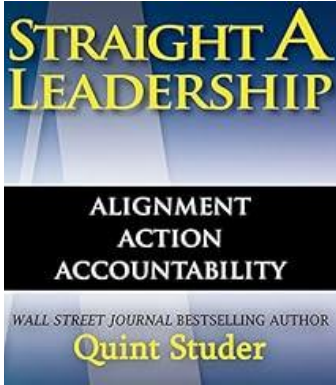
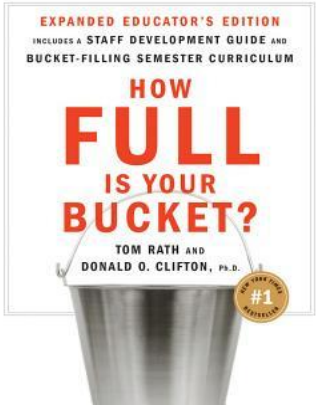
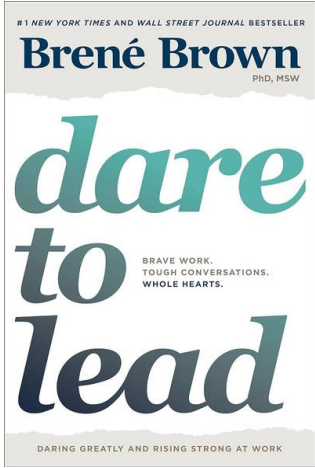
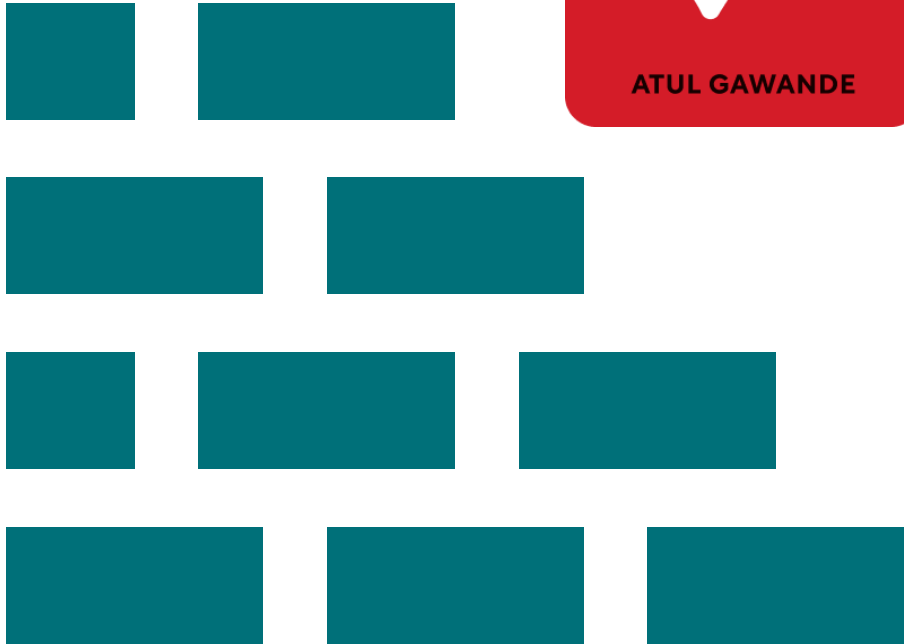
**Employee Turnover Data**

**Client Satisfaction Data**





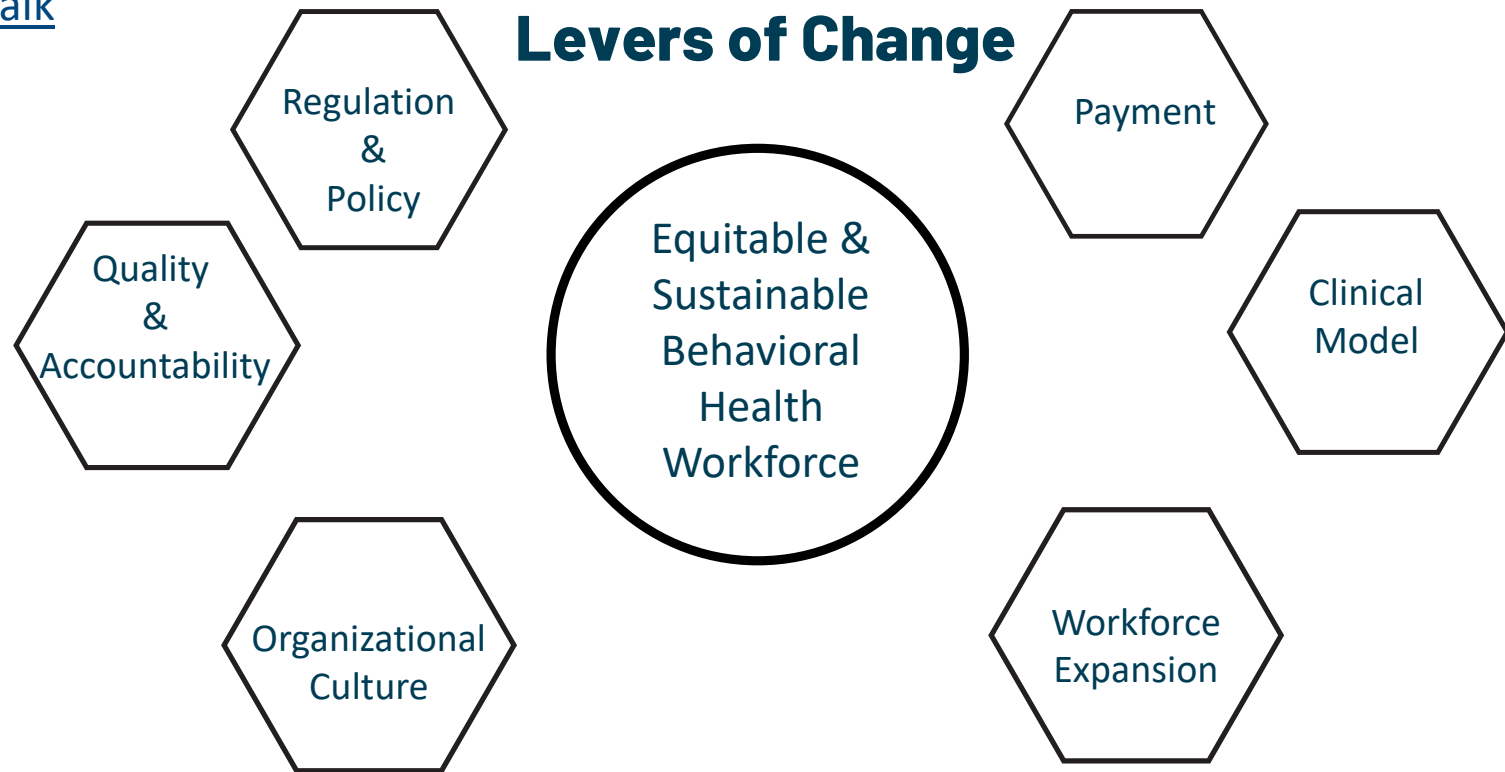
# Invaluable Resources



# Center of Workforce Solutions

Crosswalk of National Behavioral Health Workforce Recommendations--May 2024

## Crosswalk







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