

Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.

TAMHO 2023 Annual Conference and Awards and Recognition Ceremony

December 5-6, 2023

Embassy Suites by Hilton Nashville SE Murfreesboro
Murfreesboro, Tennessee

tamho
tennessee association of
mental health organizations

Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.

OPENING GENERAL SESSION


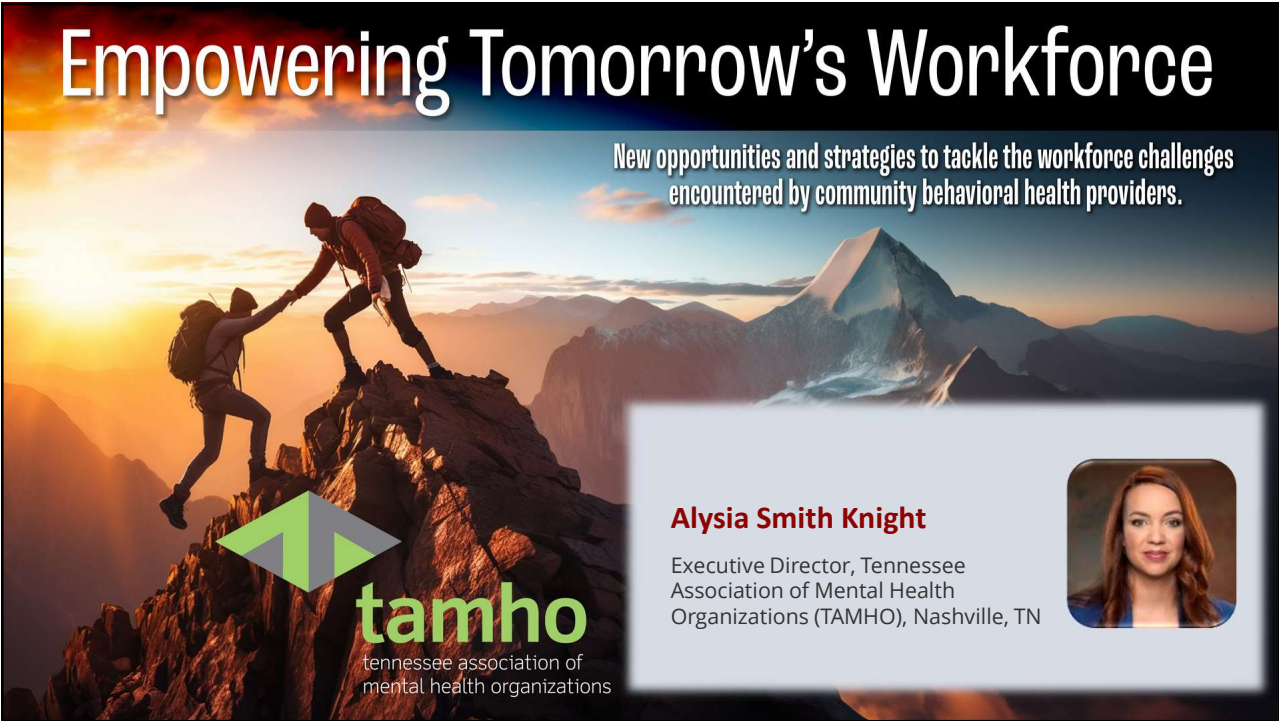
National Council for Mental Wellbeing and The Center for Workforce Solutions

Partnership in Action:
A Collective Impact Approach to Implementing Workforce Solutions


tamho
tennessee association of
mental health organizations

Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.



Alysia Smith Knight
Executive Director, Tennessee Association of Mental Health Organizations (TAMHO), Nashville, TN



Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.



Kristie Hammonds
TAMHO President
President/CEO, Frontier Health, Gray, TN



Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.

tamho
tennessee association of
mental health organizations

Anthony Carter, LCSW-C
Director, National Council for Mental Wellbeing, Center for Workforce Solutions, Washington, DC

National Council for Mental Wellbeing
TAMHO 2023 Annual Conference

December 5, 2023

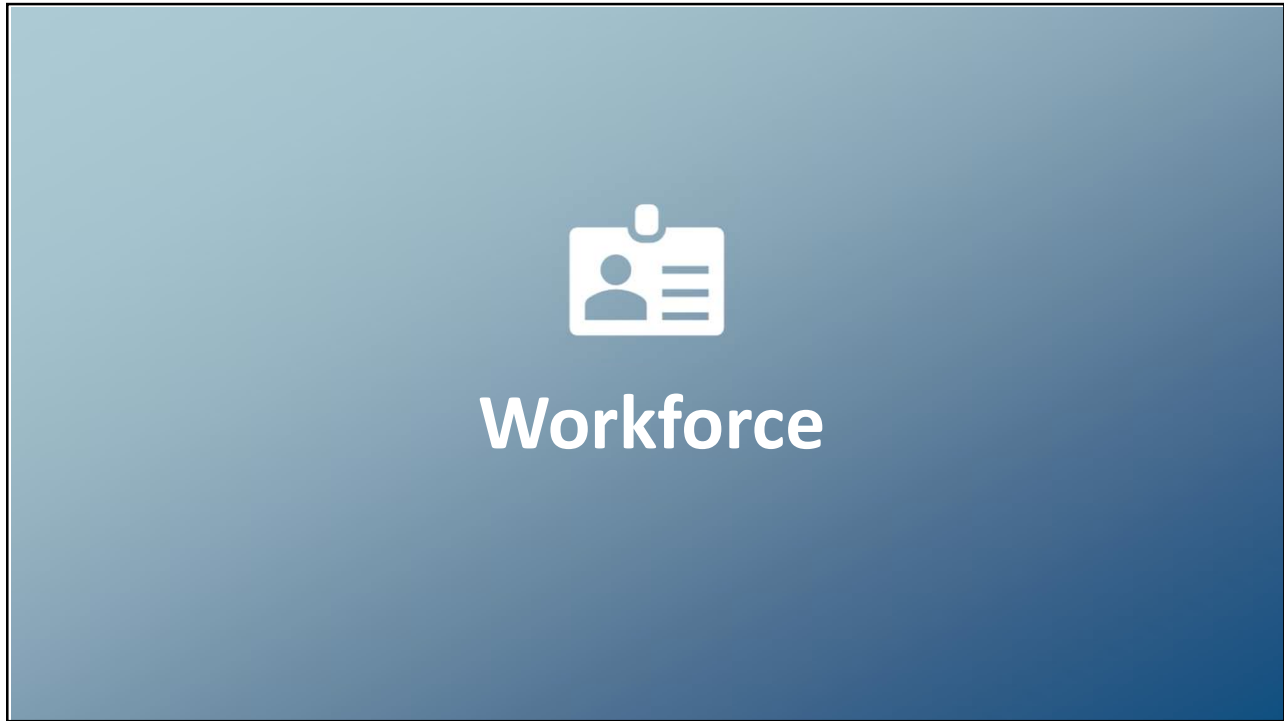
Anthony Carter, LCSW-C (He/Him)

- Director – Practice Improvement @ The National Council for Mental Wellbeing
- Background:
 - Child Welfare – Child Protective Services and Foster Care
 - Licensed Clinical Social Worker (Maryland)
 - Leadership and Workforce Development (Apprenticeship Models)

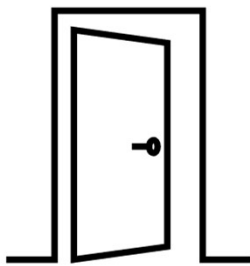


Objectives

- Understand the current landscape of the workforce crisis and identify priorities via the collective impact framework.
- Learn how to apply the collective impact pillars to developing collaborative workforce solutions.



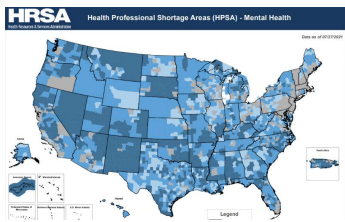
Why I Left Direct Service...



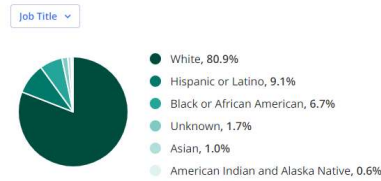
- Administrative burden
- Limited advancement opportunities
- Challenging rules and regulations
- Role confusion
- Roadblocks from within



The Workforce Crisis is now a Workforce Emergency



The most common ethnicity among behavioral health specialists is White, which makes up 80.9% of all behavioral health specialists. Comparatively, there are 9.1% of the Hispanic or Latino ethnicity and 6.7% of the Black or African American ethnicity.



CHRONIC EMOTIONAL STRESS IN HEALTH CARE STAFF...

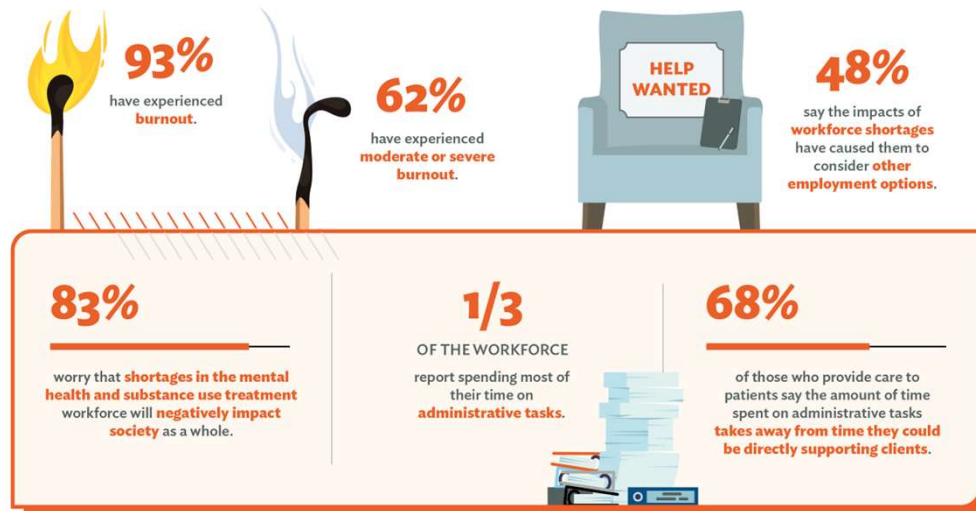
- SECONDARY TRAUMATIC STRESS**, also known as compassion fatigue, is emotional distress that mimics post-traumatic stress disorder caused by hearing about another person's firsthand traumatic experiences.
- VICARIOUS TRAUMATIZATION** is the cumulative effect of consistent exposure to hearing about other people's traumatic experiences.
- Indirect exposure to trauma can contribute to **BURNOUT**, a form of physical, mental, and emotional exhaustion caused by chronic work-related stress.



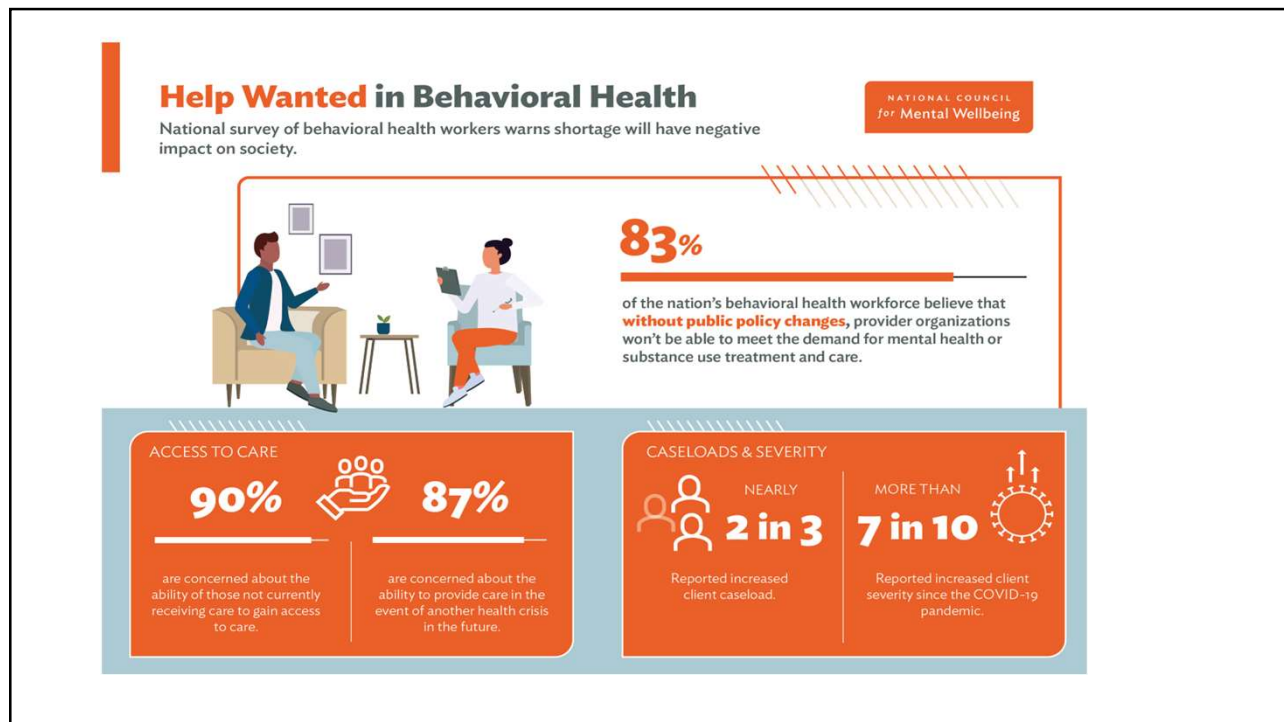
TheNationalCouncil.org

To make mental wellbeing, including recovery from substance use challenges, a reality for everyone.

Workforce Survey Findings, 2023



The research was conducted online within the U.S. by The Harris Poll on behalf of the National Council for Mental Wellbeing among 750 behavioral health employees (defined as adults age 18+ who work in the mental health and substance use treatment industry). The survey was conducted between Feb. 3-19, 2023. Data are weighted where necessary to align with their actual proportions in the population. For method details please contact: WilliamG@TheNationalCouncil.org



Diversity Among Workforce

- A HRSA Bureau of Health Workforce analysis from 2017 indicated that among dedicated behavioral health workforces, 83.5% of psychologists are white, as are 60.6% of social workers and 64.6% of counselors.
- The majority of BIPOC providers in the health care workforce, including behavioral health, are employed in non-licensed, lower-paying, lower-level positions that lack standardized career ladders for professional advancement.
- Underserved groups like people of color, non-English speakers, and LGBTQ communities often struggle to find appropriate services. As is the case with many other health care specialties, the demographics of the behavioral health workforce often do not reflect those of the people they serve.

• *Source: National Academy for State Health Policy; The Commonwealth Fund

What's Not Working?



Expansion of the Workforce

» Recommendations are often made for others (e.g., policymakers or regulators)



Paperwork & Admin Burden

» No single accountable entity to ensure recommendations move forward

» Need for cross-sector agreement on strategies and then cross-sector implementation



Team-based Care

» Scale of the challenge can create overwhelm and inertia to address big gaps

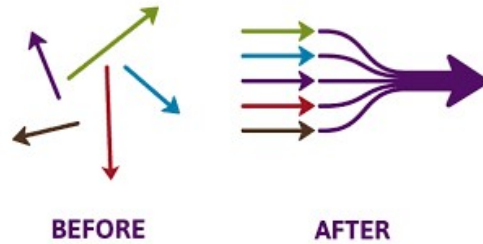
What else does the data tell us?

- **Our workforce remains passionate yet fatigued.**
- Despite challenges created by the workforce shortage, a majority of those in the behavioral health field remain passionate about and fulfilled by their work. Nearly all employees are satisfied with their ability to make a difference for their clients (96%) and to help others at their current job (95%).
- **We need solutions now.**
- The shortage shows no sign of easing. By 2025, the U.S. will be short about 31,000 full-time equivalent MH practitioners (Source: SAMHSA).

Approach to drive action

Moving to ACTION

- » Determine shared priorities
- » Engage organizations in working together
- » Leverage various strengths across partners
- » Reach more areas of work through collective effort



National Strategy Framework



Key Priorities



Regulatory: Changes to regulations at a federal or state level that impact workforce hiring, retention and even how the behavioral health workforce is defined. The lever of change or activity of focus is revision of federal or state regulations, administrative rule and statutory language.



Policy: New policy or changes to existing policy to improve or support the workforce. The lever of change or activity of focus is on federal or state policies.



Payment: Creating new payment models that support workforce recruitment, retention and pave the way for the expansion of the workforce to be inclusive of new disciplines and providers. The lever of change is focused on payment policy, reimbursement and funding of the workforce initiatives.

Key Priorities (continued)



Clinical Model: Evolution of clinical models to be aligned with what individuals with lived experience want and align with provider values and passion within the field. This may also include innovation in how providers work together and leverage cross-discipline expertise. The lever of change is at the clinical practice level and increases satisfaction of the workforce as well as effectiveness of the workforce.



Workforce Expansion: Changes to how the workforce is defined and trained and support for more active engagement and recruitment of a pipeline for the behavioral health workforce. The lever of change is focused on growing the workforce field through new roles and functions such as peers as well as growing the connections to academic and educational settings to seed the workforce.



Quality and Accountability: Changes that increase the quality of behavioral health services as well as the accountability of behavioral health providers. This lever of change is aligned with the regulatory, policy and payment levers with the notion that part of reducing administrative burden, regulation and policy limitations of behavioral health is having better demonstration of BH quality and accountability to outcomes.

Using Collective Impact

- Common Agenda**
 - Shared vision for change
 - common understanding of the problems
- Shared Measurement**
 - Collecting data and measuring results
 - shared accountability
- Mutually Reinforcing Activities**
 - Differentiated approaches
 - Coordination through joint plan of action
- Continuous Communication**
 - Consistent and open communication
 - Focus on building trust
- Backbone support**
 - Lead organization with role of support
 - Resources and skills to convene and coordinate participating organizations

To make mental wellbeing, including recovery from substance use challenges, a reality for everyone.

Backbone Support Partnership

HEALTHY MINDS • STRONG COMMUNITIES

HEALTH MANAGEMENT ASSOCIATES

To make mental wellbeing, including recovery from substance use challenges, a reality for everyone.

Ways to engage



**Addressing the Workforce
Crisis ECHO Series (Nov. 2023 –
July 2024)**



**Center for Workforce Solutions
Website / Resource Hub**



**Workforce
Jam/Trainings/Convenings**



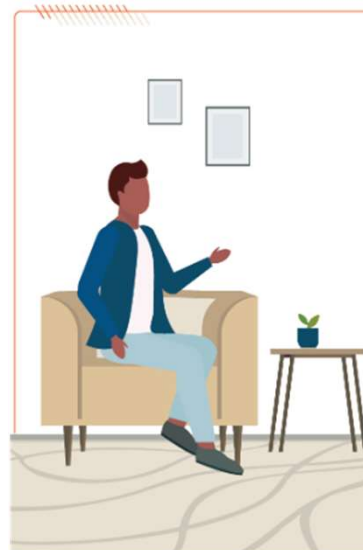
Advocacy/Public Policy



**Steering Committee/
Workgroups**

Resource Links

- [Center for Workforce Solutions Website](#)
- [2023 Access to Care Survey Results](#)
- [HMA Workforce Policy Briefs](#)



Thank You

- **Questions?**
- Email the Center for Workforce Solutions
 - workforce@thenationalcouncil.org

Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.

tamho
tennessee association of
mental health organizations

QUESTIONS?