



Multistep Framework: Five Steps to Building a Stronger Behavioral Health Workforce

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Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where indigenous nations and tribal groups are traditional stewards of the land. Our California office resides in Tongva territory.
- Please join us in supporting efforts to affirm tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all indigenous people.

Whose land are you on?

Option 1: Text your ZIP code to 1-907-312-5085

Option 2: Enter your location at [Native Land CA](#)

Option 3: Access Native Land website via QR Code



Community Agreements

- Be present and be an active listener.
- Remember: One mic, one voice.
- Practice inclusivity.
- Honor pronouns and gender identity.
- Show respect. (This may look different for each person.)
- Allow conflicting perspectives to exist.
- Assume best intentions.
- Take space, make space.
- Share what you are comfortable sharing.
- Protect individual privacy.
- Practice self-care.
- Encourage growth of self and for others.
- Support resource sharing.



Today's Learning Objectives



- Identify and discuss the three categories of workforce development.
- Understand and apply a multistep framework to effectively develop, manage, and support your staff.
- Explore strategies to focus on initiatives that impact underlying recruitment and retention challenges.

Overlap

Strategic
Planning/
SWOT Analysis

DEI
Organization
Strategy

Community and
Stakeholder
Outreach

Peer Support
Core
Competencies

Supporting
Employment
Goals

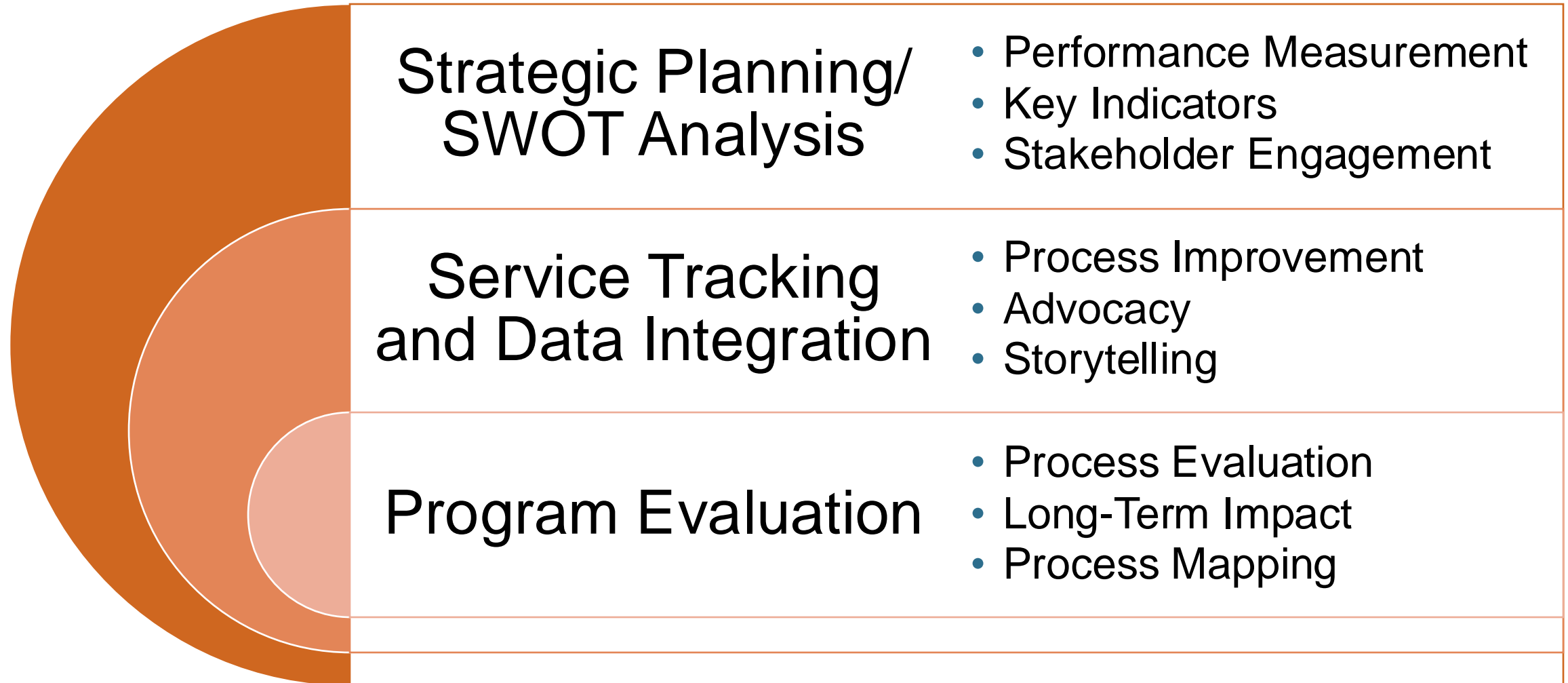
Service Tracking
and Data
Integration

Career Ladders
and Lattices

Program
Evaluation

Support for Peer
Integration

Overlap



Working Collaboratively to Build Momentum



Quality of Care



Community Well-Being



Health Equity

Behavioral Health Workforce Categories



Healthy Systems

Developing and maintaining support systems



Healthy Organizations

Cultivating healthy organizational culture



Healthy People

Prioritizing well-being and development of individuals



Healthy Systems

Developing and
Maintaining Support
Systems

- ❑ Policy alignment between public entities
- ❑ Intentional and collaborative partnerships to support pipeline development and upskilling
- ❑ Support fair and living wages
- ❑ Implementation of integrated care models



Healthy Organizations

Cultivating Healthy Organizational Culture

- ❑ Transparent career pathways
- ❑ Support and training programs for middle managers
- ❑ Embedded focus on well-being and fostering a positive workplace culture
- ❑ Integrated strategies for diversity, equity, inclusion, justice, and belonging
- ❑ Utilizes individuals' full skills and capabilities



Healthy People

Prioritizing Well-Being and Development of Individuals

- ❑ Professional development and career ladder opportunities
- ❑ Effective supervision and mentoring supports
- ❑ Fair wages
- ❑ Regular opportunities for employee engagement and input
- ❑ Benefits and supports that focus on work–life harmony and workplace well-being

Benefits of Effective Workforce Development and Management

- Increased job satisfaction
- Lower turnover rate
- Increased operational efficiency
- Improved productivity
- Enhancements in innovative thinking
- Proactive, not reactive, problem-solving

([The Upwork Team. n.d.](#))

Understanding Behavioral Health Workforce Development

- Take a long-term “people-centered” approach vs. “one and done” initiatives.
- Align strategic systems, organizational stability, and people development.
- Identify and address grantees’ workforce needs to enhance organizations’ productivity and competitiveness
- Plan, train, and develop policies and educational programs.

([The Upwork Team](#). n.d.)

Five Steps to Building a Stronger Peer/ Behavioral Health Workforce

Workforce Development Network:



Industry/Employers provide insights into the current and future workforce needs of the sector.



Public Workforce System shares information about available workforce development services and resources for job seekers, workers, and employers in the behavioral health industry.



Educators and Training Providers offer information on degree and certificate programs, internships, and other experiential learning opportunities for individuals pursuing careers in the field.



Other Stakeholders such as community organizations, advocacy groups, and government agencies, play a crucial role in addressing the workforce needs of underserved populations and identifying barriers that may hinder their access to education, training, and job placement services.



Step 1: Assess the Organization's Workforce Needs (Incumbent Staff and Recruitment Focus)

- Retention rates
 - Identify positions where turnover is notable.
 - Stabilize your current staffing (stay interviews, anonymous assessments).
- Recruitment successes
 - Revisit/review job descriptions, competency-based framework.
 - Strategic hiring (build the team you need, diversity, mix of strengths).
- Program Sustainability Assessment Tool (PSAT)
 - Identify partners and stakeholders who can provide support.

Step 2: Analyze Your Peer/Behavioral Health Workforce, Including Supply and Demand, Demographics, and Workplace Culture

- PSAT (identify stakeholders)
- Quantify how you are competitive:
 - Inclusion and equity (clearly communicated policies and procedures)
 - Workplace culture that reflects workforce expectations
 - Effective onboarding (trauma-informed, clear job roles)
- Identify your gaps or areas for development:
 - Potentially the same as above

Step 3: Develop Training Programs Tailored to the Needs of the Peer/Behavioral Health Workforce

- Prioritize where change is needed (urgency, capacity):
 - PSAT (partners and stakeholders with capacity, shared mission)
- Retention focused:
 - Supervisory trainings
 - Policy and procedures review
 - Workplace culture (employee engagement, leadership training, psychological safety, and trauma-informed practices)

Step 3: Develop Training Programs (continued)

- Recruitment focused:
 - Inclusive and equitable posting, interviewing, hiring, and onboarding practices
 - Partnership development/coordination
- Equity in responsibility and accountability:
 - Training committees
 - Share across leadership (human resources, management)
 - Develop new leaders

Step 4: Implement an Intentional Inclusive Recruitment and Hiring Process

- Leverage the support of stakeholders.
- Actively involve diverse stakeholders in the recruitment process.

Step 4: Implement an Intentional Inclusive Recruitment and Hiring Process

- Key strategies for inclusive recruitment and hiring:
 - Collaborate with DEIJB-focused organizations for access to underrepresented talent pools.
 - Review and modify job descriptions to ensure they are inclusive and do not create unnecessary barriers for diverse candidates.
 - Take proactive measures to mitigate potential biases in the recruitment and selection process.
 - Set diversity goals and establish metrics to track progress in creating a more inclusive workforce.

Step 5: Evaluate the Effectiveness of Workforce Development Initiatives

- Regularly assess outcomes.
- Continuously refine workforce development.
- Collect data, analyze trends, and seek stakeholder feedback.
- Compare outcomes with goals and objectives.
- Modify strategies, programs, and processes based on evaluation.
- Address barriers and identify challenges.

Rural/Tribal

Background

- Experiencing growth (new satellite health center, new youth/family wellness center)
- Looking to rapidly recruit and retain peer and behavioral health department staff (peers, substance use counselors)
- Significant challenges with SUD/ODD, distance/access to services

Case Study

Rural/Tribal

Recruitment

- Marketing and branding (revise/upgrade website)
- Pipeline creation (partner with educational institution, hire a marketing consultant)

Retention

- Workforce development (career ladders, monetary incentives)
- Workplace wellness (well-being room, incorporate Native American practices)



Case Study



Case Study

Urban

Background

- Recent merger with similar organization, five new sites to consistently staff (total of 17 clinical sites).
- Has established relationships with local education partners.
- Looking to recruit and retain peer and behavioral health department staff while increasing diversity to better reflect clientele.



Case Study

Urban

Recruitment

- Pipeline creation (partner with educational institution, seek funding to help with BH peer programming)

Retention

- Workplace culture (employee feedback, open-door hours, 360 evaluations, establish baseline and train to psychological safety and trauma-informed practices)

Organizational

- Sustainability planning (Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, review existing needs assessment)

Wrap-Up: Workforce Development and Using the Multistep Framework

- Three categories of behavioral health workforce:
 - Healthy systems
 - Healthy organizations
 - Healthy people
- The Multistep Framework:
 - Stakeholder mapping
 - Assess, analyze, develop, implement, and evaluate
- Addressing recruitment and retention challenges:
 - Provide targeted support and resources
 - Encourage collaboration
 - Monitor impact

Key Takeaway

Investing in workforce development strengthens organizations and benefits communities.

QUESTIONS?



Resources

Upwork Team (2023, April 11). [What is workforce development? Basics and examples. Upwork.](#)



Please fill out the attendance form and feedback survey in the chat to meet your requirements for today's event!



Thank You