



# Value Proposition to Support Long-Term Investment in Workforce Development

## Behavioral Health Recruitment and Retention Workshop

August 21, 2024 | 11 a.m. - 12:30 p.m. PT



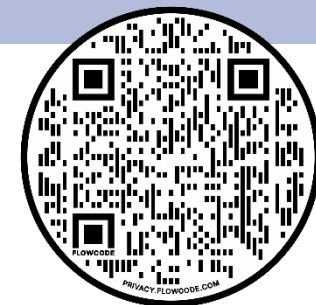
# Indigenous Land Acknowledgement

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

Option 2: Access Native Land website via QR Code





# Advocates for Human Potential, Inc. (AHP) Behavioral Health Recruitment and Retention (BHRR) Team



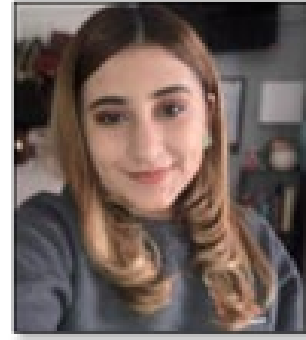
Susan Lange  
*Program Director  
Workforce Innovation Lab*



Kklara Moradian  
*BHRR Deputy Project Director  
and Grantee Coach*



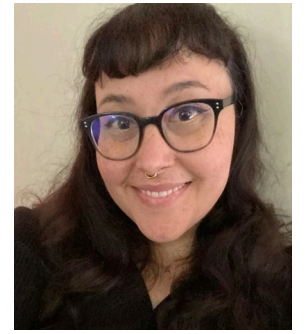
Roxanne Brooks  
*Grantee Coach*



Rosy Larios  
*Grantee Coach*



Sandra Gomez  
*Grantee Coach*



Angelica Rodriguez  
*Grantee Coach*



Neyat Tefery  
*Operations Specialist*



Caitlin Storm  
*Quality  
Assurance Coordinator*



Kate Cox  
*Behavioral Health  
Workforce Development  
(BHWD)  
Operations Manager*



Kayla Halsey  
*BHWD Data and  
Analyses  
Manager*

**This project would not be possible without the many amazing people who work in the background but are not on this slide.**

# AHP Workforce Development (WFD) Subject Matter Expert (SME) Team



Susan Lange  
*WFD SME and Program Director*



Allen Fowler  
*WFD SME and  
Senior Writer*



Martina Durant  
*WFD SME and  
Senior Program Manager*

# Agenda

Value Proposition

Grantee Spotlight

Breakout Room Activity

Large Group Discussion

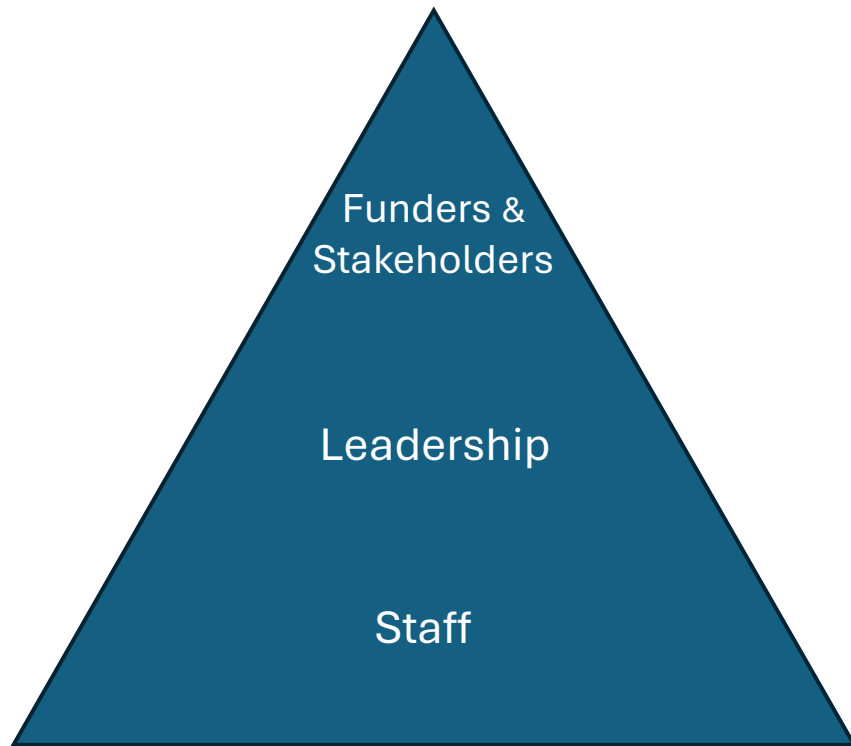
Closing Remarks and Survey



# Value Propositions

- What is a value proposition?
  - In most cases, a value proposition can be considered a sales pitch: a statement that grabs attention and remains memorable to potential consumers.
  - We are referring to value propositions from the perspectives of recruitment, retention, and sustainability.
- How can your organization “sell” itself to potential funders, leadership, and current or future staff? What makes your organization the ideal place to work and grow, beyond the material offerings potential applicants see initially?
  - Material offerings include compensation packages, flexible schedules, technology provided, office space, location, etc.
  - These are things competitors can replicate or offer themselves, and these aspects are experienced rather quickly.
- Consider the long-term experience for employees.
  - Your organization’s mission and vision—why you exist!
  - Workplace culture and community.
  - Career ladders and lattices.

# Path for Making Value Propositions



- Funders and stakeholders can see healthy workplace culture and longer retention, which shows how effective your organization is at running multiple programs, making funding or partnerships more likely.
- Value propositions can demonstrate to leadership, whether that be the C-suite, department heads, and supervisors, the importance of recruitment and retention, and its impact on workplace culture and the cost benefit analysis of retaining current staff versus recruitment efforts.
- For staff, both current and future, it lets them know why they should work at your organization beyond the material offerings that may be the initial concern. These can include:
  - Options for development and growth
  - Connection and community
  - Meaning and purpose



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*Transforming lives*

## **Mission and Values**

- **Mission:** We empower hopes and dreams.
- **Values:** Commitment, Community, Collaboration.
- **Inclusivity:** We welcome all clients regardless of gender, race, age, religion, disability, marital status, ethnic background, sexual orientation, gender identity, and gender expression.

## **History**

- **Foundation:** Founded by Ivelise Markovits (Ive; "E-vay") in 1969.
- **Origins:** Began with a dream to create a strong residential treatment program for teenage girls.
- **Growth:** From a group home to a multiservice organization serving 3,500 children, youth, and families monthly with over 500 full-time staff.
- **Locations:** Administration in North Hollywood, services in North Hills, Commerce, and the Antelope Valley.

## **Our Commitment**

- Transforming the lives of thousands of children, youth, and families each year.
- A continuum of programs across Los Angeles County.
- Leading with a heart-centered culture.
- Embracing, empowering, and protecting those in need.



# Breaking down the value proposition question *“Is this the right place for me?”*

Recruitment strategies to address this question.

# Marketing strategies

- Develop benefit flyer.
- Disseminate flyer across all hiring managers to review in interviews.
- Attach benefit flyer with job postings.

# Job Fairs

- Attend college and university job fairs and present benefits guide and job descriptions.
- Have representatives from actual programs attend job fair rather the HR reps because they can sell the benefits of their program and better answer questions.

# Development of Benefits Flyer

- Create flyers at various levels across the agency to address the items that new and existing staff have reported as important to them.
- Complete staff surveys asking staff across the agency to rank those benefits most important to them.
- Interview new staff and ask them why they chose our agency.



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# Penny Lane Center Staff Benefits

## LEADING WITH THE HEART

- We have an amazing Heart Centered Culture and we make sure that all staff are treated with respect, care and compassion so that they can thrive in their role at Penny Lane.
- All our staff go through the valuable and nationally acclaimed Core Gift Process to make their work at Penny Lane more meaningful and fulfilling.
- We offer a comprehensive training on cultural diversity called "Diversity Beyond The Basics" conducted by our innovative Racial Justice Committee.
- We are regarded as experts in the field in working with clients who identify with the LGBTQ+ community and hold an annual conference called "EDGY" to teach professionals to work effectively with this population.
- Penny Lane has a Master's Practicum Placement Trainee Program which allows staff to complete their traineeship hours at Penny Lane (as long as their primary job duties are able to be concurrently completed).
- We have an Intensive Program and clinic clients can be referred internally if a more intensive services are needed.

## ADDITIONAL PERKS

- We have a very competitive starting salary and excellent benefits!
- We offer a hybrid work schedule and a flexible work schedule that can fit for most positions.
- We offer up to \$2,000 annually in education reimbursement for position related trainings including reimbursement for BBS CEUs, intern registration and license renewal fees.
- We offer one week of paid time off (PTO) (5 work days) to study for the LCSW and LMFT licensing exam.
- Penny Lane received a generous Workforce Grant in which staff are eligible to apply for stipends up to \$25,000 for undergraduate and graduate program tuition and expenses, loan repayment stipends up to \$25,000 and recruitment and retention activities.
- We offer a \$5,000 annual bilingual differential (the passing of a verbal and written exam required).
- We offer a very generous retention bonus program.
- We offer a very generous 4 tier service time (billing) incentive program
- We offer a 401K retirement plan with an employer match and a generous profit sharing program!
- We offer regular incentives and prizes for all staff such as a WEEKLY \$50 gas card raffle in each office.
- Each staff who sees clients receives a state-of-the-art Penny Lane laptop computer and cell phone.
- We offer free electric car charging stations at various Penny Lane locations.

## SUPPORT AND TRAINING

- We offer an optional Mentoring Program to assist all new staff in transitioning and feeling welcome in their new position.
- We give all new staff excellent support and guidance throughout the initial learning process.
- Our QI Supervisor teaches and trains all new staff and supports them until they are comfortable in all aspects of documentation, including training on collaborative documentation.
- All our supervisors have an open-door policy and are available to support their supervisees and answer their questions – as they come up, on a 24/7 basis.
- We offer a large variety of clinical trainings in Evidenced Based Practices (EBPs) and other special topics throughout the year!
- We provide excellent weekly individual supervision and EBP specific weekly and monthly group supervision.
- We offer specialized group supervision for ASWs by an experienced LCSW.
- We are a Joint Commission Certified Behavioral Health Organization.

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# Breaking down the value proposition question *“Why should I stay committed to this agency?”*

Retention strategies to address this question.

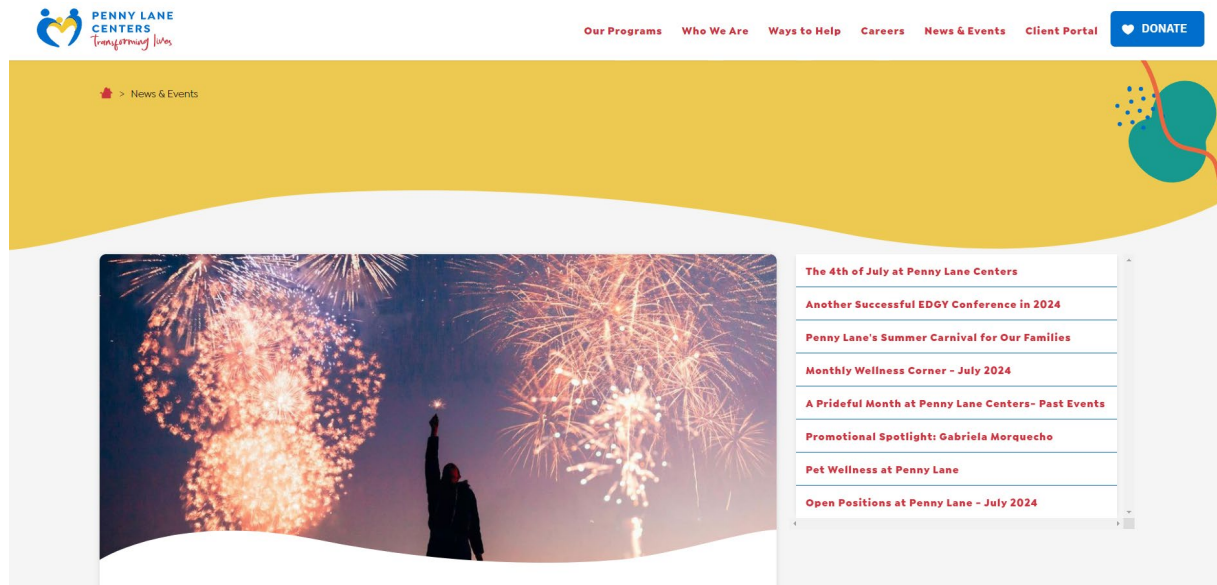
# Retention Committee

- Invited staff from all levels and across all sites/programs of the agency to participate in a committee tasked with identifying strategies to improve retention based on feedback and survey results.
- The committee representatives were responsible for gathering feedback from their respective sites/programs and for communicating identified strategies through a multipronged communication approach across the agency.

# Communicating Benefits Across the Agency

- The agency's multiple office locations and sites spread across Los Angeles County create communication challenges, particularly with over 500 employees.
- IT identified that only 25 percent of emails are opened and read, necessitating additional strategies to get the word out.
- These strategies included:
  - Open discussions with all leadership with the expectation that the information be disseminated in local staff meetings.
  - Quarterly town hall meetings at each location with executive-level staff.
  - Mailing all staff a summary of benefits paid on their behalf to demonstrate that benefits are “not just a paycheck.”

# Communicating Value Proposition to Funders – Newsletters



- **Clear impact statements:** Highlight success stories and measurable outcomes.
- **Client testimonials:** Share powerful stories from those we've served.
- **Program highlights:** Showcase unique aspects of our programs and services.
- **Infographics and data:** Use visual elements to represent impact and reach.



# Communicating Value Proposition to Funders – Annual Report

- **Executive summary:** Present a compelling overview of our achievements and strategic goals.
- **Financial transparency:** Provide financial information on fundraising, expenses, and those we serve,
- **Need, goal, and outcomes:** Outline the need, the goal, and how we do it.
- **Personalized impact stories:** Include case studies demonstrating the real-life impact of our programs.



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# Leadership-Driven Committees: Enhancing Recruitment, Retention, and Development

- **Top-down leadership engagement:**
  - Active involvement of CEO, CFO, COO, and CPO in strategic committees.
- **Committees and leadership roles:**
  - **CEO — Recruitment and retention:** Focusing on attracting and retaining top talent.
  - **CEO — Mentoring program:** Developing personalized mentorship programs.
  - **CFO — Strategic management:** Overseeing financial planning and strategic initiatives.
  - **COO — Leadership development:** Implementing continuous leadership training.
- **Data-driven strategies:**
  - Developing, designing, and implementing initiatives based on data.
  - Continuous monitoring and evaluation for effectiveness and impact.

# Leadership Development: Coaching from the Heart

- **Leadership as coaches:**

- **CEO, CFO, COO, Chief Programs Officer:** Leading by example as coaches.
- Shifting the supervisory relationship to a coaching model.

- **Coaching from the heart:**

- **Definition:** Empathy, active listening, and personal growth.
- **Key principles:** Building trust, open communication, supportive environment.

- **Benefits of a coaching approach:**

- **Enhanced employee engagement:** Improved morale and job satisfaction.
- **Increased retention rates:** Employees feel valued and supported.
- **Professional growth:** Continuous development opportunities.
- **Organizational success:** Stronger, more cohesive teams driving goals.

- **Leadership commitment:**

- Demonstrating the value we place on our people.
- Positioning Penny Lane Centers as an industry leader.

# QUESTIONS

The word "QUESTIONS" is rendered in large, white, 3D block letters with a slight drop shadow. It is centered and surrounded by a vibrant, multi-colored collage of question marks and geometric shapes. The shapes include circles, squares, and triangles in various colors like blue, yellow, red, green, purple, and pink. The question marks are also in various colors and sizes, some appearing to be part of the background collage and others floating around the main text.



# *Thank you.*

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# Breakout Room Reflection Questions

1. What are some current methods your organization is using to share value propositions with current staff (retention), or for recruitment?
2. Are there additional methods you think your organization could use to share value propositions internally, with leadership or stakeholders?
3. Any barriers to address when creating or sharing value propositions to funders?



# Activity Instructions: How to Self-Select into Breakout Rooms According to Organization Size



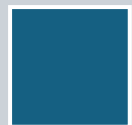
**Emerging organizations are defined as having fewer than 25 employees.**



**Small organizations are defined as having 25 to 100 employees.**



**Medium organizations are defined as having 100 to 300 employees.**



**Large organizations are defined as having over 300 employees.**



# **Large Group Discussion and Debrief**



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

Phase B Training and Technical Assistance – Quarter 5 of BHRR							
Q	Month	Week 1	Week 2	Week 3	Week 4	Week 5	Total Hours of Live Grantee Attendance per Month
5	July	Asynchronous Learning: TBD	OH: 7/11/24 12:00 p.m.-12:45 p.m.	Q4 Data Report and Q4 Invoice due 7/15/24  Workshop: TBD (1.5 hours) 07/17/24 11 a.m.-12:30 p.m.  OH: 7/19/24 9 a.m.- 9:45 a.m.	Update implementation plan(s)  Asynchronous Learning Knowledge Check due  OH: 7/30/24 3 p.m.-3:45 p.m.		1.5 hours + 1:1 with GCs  SMEs as needed
5	August	Asynchronous Learning: TBD	OH: 8/07/24 12:00p.m.-12:45p.m.	OH: 8/16/24 9 a.m.-9:45 a.m.	Update implementation plan(s)  Asynchronous Learning Knowledge Check due  Workshop: TBD (1.5 hours) 8/22/24 11 a.m.-12:30 p.m.  OH: 8/26/24 1 p.m.-1:45 p.m.		1.5 hours + 1:1 with GCs  SMEs as needed
5	September	Learning Collaborative: TBD* (2.5 hours) 9/03/24 or 9/04/24 10 a.m.-12:30 p.m.	OH: TBD	Workshop: TBD (1.5 Hours) 9/18/24 11:00am-12:30pm	End of Q5 –  Update implementation plan(s)  Reminder: Q5 Data Report and Q5 invoice(s) due: 10/15/24		4 hours + 1:1 with GCs  SMEs as needed

# Upcoming Events and Important Reminders

**Note:** This document is a tentative plan and is subject to change. You will receive notification about changes to this plan in advance via email and through communication from your GC. Please refer to this plan for a general guideline of what to expect in Quarter 5 (Q5) of BHRR. The BHRR Team may offer optional Open Office Hours if needed. Those dates will be communicated in advance.

## Acronyms:

BHRR: Behavioral Health Recruitment and Retention

SME: subject matter expert

GC: Grantee Coach

TA: technical assistance



“

*Thank you!*

”

# References

Mind Tools Content Team. (n.d.) [Creating a value proposition. \*MindTools\*.](#)

Mortensen, M. & Edmondson, A.C. (2023, February). [Rethink your employee value proposition. \*Harvard Business Review\*.](#)