



*Welcome to*  
**Building Blocks for Behavioral  
Health Recruitment and  
Retention**



Resources for Recruitment and Retention

**Plan It**

Support in the Workplace

**AHR**

A Life in the Community for Everyone  
**SAMHSA**  
Substance Abuse and Mental Health Services Administration  
U.S. Department of Health and Human Services



# Build the Behavioral Health Workforce for Tomorrow Using...





# Building Blocks for Behavioral Health Recruitment and Retention

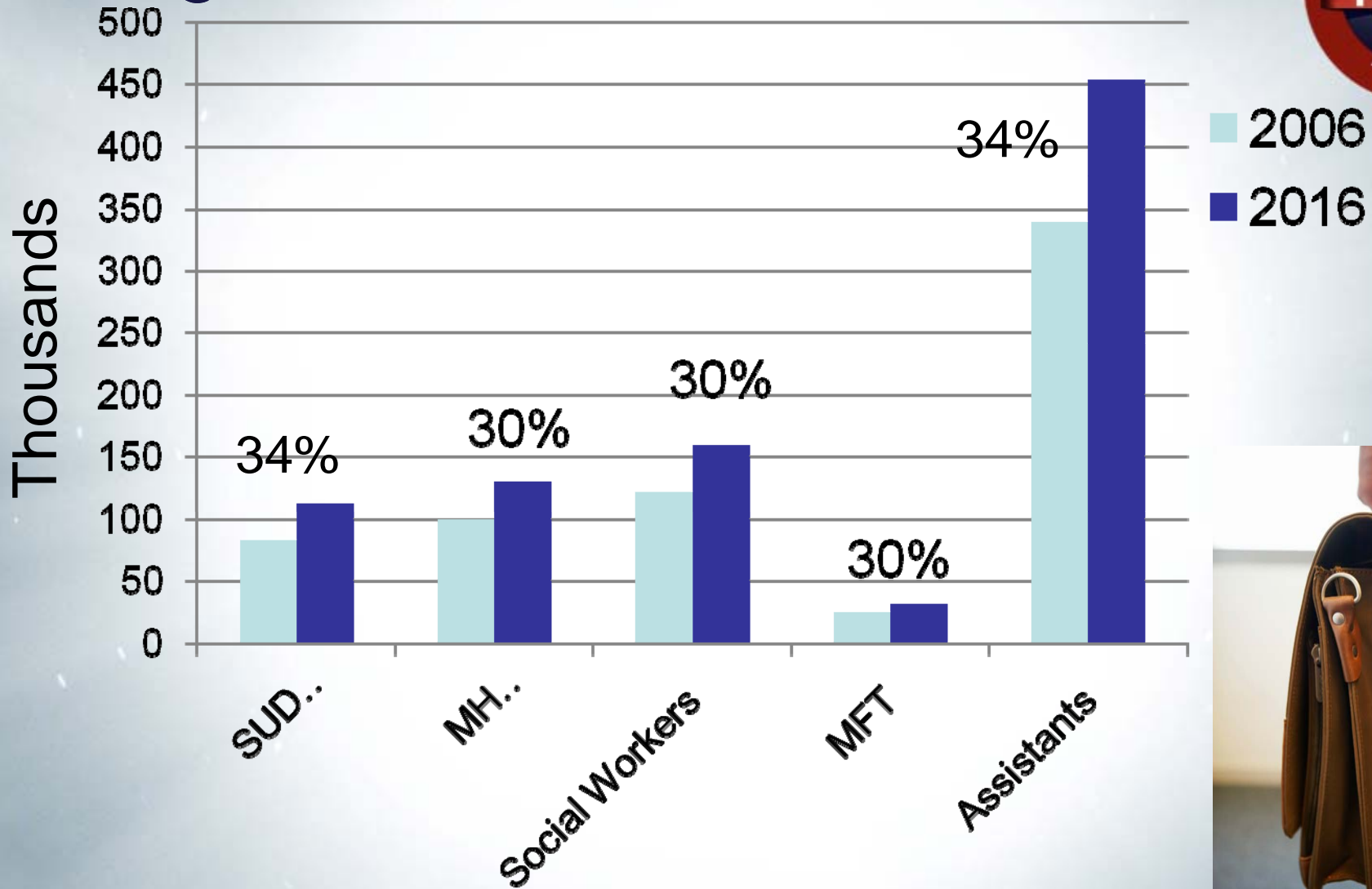


# Agenda



- BH workforce crisis as it relates to Illinois
- Overview of Building Blocks and Professional Networks
- Review the online Building Block resources
  - Details of chapters and examples of resources (handout and online)
- Review the components of BHTalk and BHLinked (handout and online)
- Questions/Answers

# Projected Increase in Need





# The issues we are facing...

- Voluntary reductions
- Inadequately and inconsistently trained workers
- Education and training programs that do not reflect the current research base or contemporary practice environments
- Inadequate compensation
- Lack of experienced supervisors
- Extraordinarily high levels of turnover and burnout; people leaving the field
- Poorly defined jobs, competencies, and career pathways
- Difficulties recruiting new people to the field, especially minorities, and especially those capable of addressing co-occurring disorders and various special populations

Staff trained to  
your methods

A skill set already  
developed

A specific personality  
that may be a critical  
component of the team

A potential  
coach, mentor  
or supervisor

Higher productivity  
that often comes with  
experience

Historical  
knowledge of  
your agency

A gap that can impact  
client or customer  
satisfaction

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What do you lose when you  
lose staff?

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**Worker  
competencies  
and training**

**Career progression  
& upward mobility**

**Stress  
*FRUSTRATION*  
and burnout**

**Infrastructure  
needs** billing,  
collect data etc.

# The Issues

**Recruiting/retention  
of the right staff**

**Facing staff  
reductions or  
gaps in staffing**

**Clinical and non-  
clinical staffing  
needs**

**Updating job  
descriptions**

**Parity and  
how it will  
affect your  
business  
and clients**

**Client choice of  
vendors – will  
my agency be  
left standing**



Does... or  
will... the  
front  
door of  
your  
agency  
look like  
this?





Or will your staffing portal be hard to find or a bit scary?...



Or maybe  
a little  
outdated?

# Overview



- **Building Blocks for Recruitment & Retention**  
*online toolkit to support behavioral health workforce development*
- **BHTalk/BHLinked** – *web-based behavioral health online learning community*

# A Bit of History...



- The **Building Blocks for Recruitment and Retention** developed by AHP as part of the SAMHSA Behavioral Health Workforce Development Initiative
- In 2007, an expert panel identified staff recruitment and retention as a field priority
- Developed an online format that includes EBP content knowledge and resources (templates, samples, worksheets)

# A Bit of History...



- A professional networking site was added (BHTalk)
- Pilot program (in partnership with SAAS) was conducted with 54 agencies and the data was integrated
  - Rosecrance Health Network, Rockford (Group A)
  - Annie B. Jones (ABJ) Community Services, Inc., Chicago (Group B)
  - Healthcare Alternative Systems, Chicago (Group B)
- Will offer a second professional networking site (BHLinked)

# Current Status...



- SAMHSA is in the process of “housing” the site at a web location
- Current toolkit access is through registration at <http://toolkit.ahpnet.com/register.aspx>
- Registration is open for BHTalk and will be open soon for BHLinked
- AHP can provide contractual TA

# *Building Blocks for Recruitment & Retention*



## Purpose:

To build a workforce to meet current and future needs by sharpening organizational skills in recruitment, selection and retention practices

## Online format:

Similar to a corrective plan with intervention chapters and retention support





# *Building Blocks for Recruitment & Retention*

- ❖ Entry through any point or follow guided steps and tasks
- ❖ Includes resources for download and customization
- ❖ “Living” resource that will grow and evolve

# *Building Blocks for Recruitment & Retention Chapters*



- ✓ Building a Recruitment and Retention Plan
  - ✓ Recruitment
  - ✓ Selection (*coming soon!*)
  - ✓ Employee Orientation and On-Boarding
  - ✓ Supervision
  - ✓ Recognition
  - ✓ Training
  - ✓ Career Development (*coming soon!*)
- ✓ Support Topics – *frustration, stress, burnout, wellness*

# BHTalk and BHLinked



- Online learning communities
- Promote collaboration and knowledge development in behavioral healthcare
- BHTalk has diverse members from:
  - Professionals, paraprofessionals and peer providers
  - It hosts communities for WASLI Associates and Alumni, Trauma Informed Practices, RR Pilot, National Health Care for the Homeless and more+

# About Professional Networking

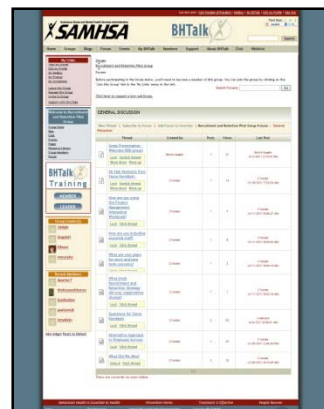


A “Professional Network” is an online community where members with common interests build networks, partnerships, and collaborate around common interests

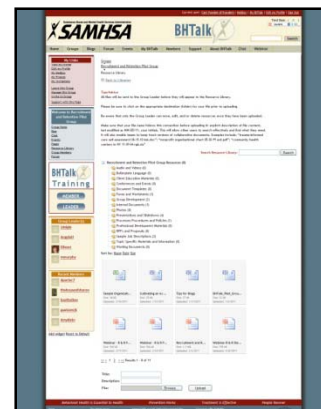
**Major features of online professional networks includes:**



Announcements



Forums



Resources



Blogs



# BHLinked will offer (see handout)

- Custom member profiles
- Private messaging, groups, and chat
- Email message blasts
- Forums, blogs, polling, and discussion boards RSS newsfeeds from vetted sources
- Specialized content-specific affinity groups on topics of interest to the behavioral health field
- Group calendars
- Customizable resource library for studies, reports, screening models, and campaign materials
- eLearning training integration
- Monthly training webinars with tools and resources

# Coming Soon to BHLinked!



- Complete Webinar management and hosting which includes project and task management
- Exclusive Continuing Education courses through ClickED (Click Education)
- Secure project management groups for document sharing, meeting planning, and webinar hosting



# Building Blocks for Behavioral Health Recruitment and Retention



- <http://toolkit.ahpnet.com/register.aspx>

**The steps and tools  
needed to build and  
complete a  
successful RR plan**



# Using the Building Blocks online toolkit



Two ways to navigate the resource:

- Guided
  - ❖ Following prompts
  - ❖ Reading each chapter in order
- Any entry
  - ❖ Click around
  - ❖ Find what you are looking for and use it!

***Either way works!***



# Building a Recruitment and Retention Plan

## The first chapter





**Why bother to  
develop a plan?**



# A recruitment and retention plan



- **Gives information**
  - Provides a baseline for future comparison
  - IDs precise staffing problems
  - Shows what did and did not work
- **Determines mutually agreed upon, achievable strategies to address challenges**
- **Brings everyone on board**
- **Saves \$\$\$, time and resources**



# Where are you on the planning continuum?



- An organization without a plan –
  - *use the online resource to build your plan*
- An organization with an ineffective plan
  - *Use the online resource to update and improve your plan*
- An organization with a specific problem
  - *Use the online resources to augment or test a new approach, and then update your plan*

# Intervention Chapters



- With or without a formal plan you can use the intervention chapters for positive workforce development and strategies
  - ✓ Recruitment
  - ✓ Selection (*coming soon!*)
  - ✓ Employee Orientation and On-Boarding
  - ✓ Supervision
  - ✓ Recognition
  - ✓ Training
  - ✓ Career Development (*coming soon!*)

# Support Topics for Staff Retention



- This chapter addresses overarching staff retention issues
- *Frustration, Stress and Compassion Fatigue/Burnout Quick Tool:*
  - How to identify and reduce frustration to retain staff
  - The impacted of stress and methods to reduce it
  - Compassion fatigue – what it is, how to spot it and treat it
  - The difference between stress and burnout
  - Burnout and stress phases
  - Extensive wellness information specific to the behavioral health workforce
- Additional topics will be added as requested to support and retain staff

# Steps to Building a Recruitment & Retention Plan



- Step 1: Gather organizational baseline information
- Step 2: Decide on priority R/R focus
- Step 3: Analyze the selected job position
- Step 4: Write an accurate job description
- Step 5: Identify Strategy/Intervention
- Step 6: Develop an action plan

# Step 1 as an example



- In this Step - *Gather organizational baseline information* - there are three types of resources to help you:
  - 4 resources to identify current retention/ vacancies
  - 2 resource to review historical approaches to retention (includes worksheet to capture data)
  - 7 resources to gather data



# Step 1: Gather Baseline Information

- Identify turnover, vacancies, and retention rates
- Interview stakeholders – key informants
- Research recruitment and retention materials
- Gather input from current and exiting employees

# Step 1: Gather Baseline Information



- What this information can do for you...
  - *Provide a baseline to compare rates pre- and post-intervention*
  - *ID areas of concern*
  - *ID patterns in staff turnover, vacancies or retention*

# Step 1: Gather Baseline Information



- Considerations....
  - *Time frame for data collection and activities*
  - *Will you identify issues in the entire organization or by department or position*
  - *Who to involve*
  - *What data sources*

# Step 1: Gather Baseline Information



- This information will:
  - *Help you determine the root causes of your recruitment and/or retention challenges*
  - *Assist you in focusing your efforts to give you the largest return for your investment, i.e., enhance your ability to recruit and retain a qualified workforce*



# Onsite tour

## Building a Recruitment and Retention Plan chapter



# An example of RTV data use from the pilot



- Retention Rate 85%
- Turnover Rate 21%
- Voluntary Turnover Rate 19%
- Average Tenure = 48 months
- Average Tenure of Employees who left = 24 months

They dug deeper...to the source of the “pain”



# Most turnover was with the program assistant position

(line staff at 2 residential programs)

- Retention Rate **62%** (down 23% )
- Turnover Rate **40%** (up 19%)
- Voluntary Turnover Rate **36%** (up 17%)
- Average Tenure = **21 months** (down 68%)
- Average Tenure of PA who left= **9 months** (down 62%)

# As a result...



They developed interventions to start before former “turnover points” (6, 12 and 24 months)

- Developed specific training
- Provided coaching and mentoring
- Identified gaps in their orientation program
- Conducted focus groups and exit interviews
- Revamped the job description
- Looking at a “recognition” intervention for existing staff and a Realistic Job Preview for recruitment



# The 7 Intervention Chapters

- ✓ Recruitment
- ✓ Selection *(coming soon!)*
- ✓ Employee Orientation and On-Boarding
- ✓ Supervision
- ✓ Recognition
- ✓ Training
- ✓ Career Development *(coming soon!)*



# Onsite tour

## Intervention chapters





# Support Topics for Staff Retention Chapter

## Retention Support Quick Tools

- *Frustration*
- *Stress*
- *Compassion fatigue and burnout*
- *Wellness*



# Onsite tour

## Retention Support

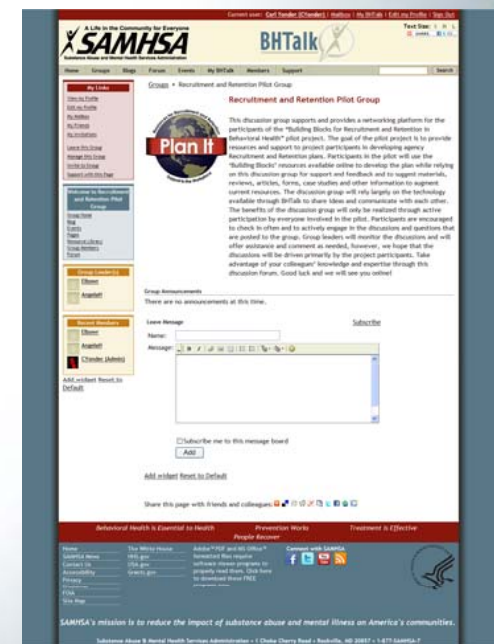
*Frustration, Stress, Compassion Fatigue,  
Burnout, Wellness*



# BHTALK Members Matter



- Members make the professional networks meaningful, useful, and vibrant resources through their participation in groups and other community features.
- For example, within the R/R Group, members can:
  - Find out about the pilot program
  - Access the R/R resource guide
  - Build their R/R plan
  - Engage in lively forum discussions
  - Read and comment on the group blogs
  - Share and collaborate on documents
  - Provide feedback on the resource guide



# BHTalk members shared Lessons Learned



- Recruitment and retention needs to be a joint effort between Mgmt/HR/Program staff
- Many organizations have started addressing WFD – but have focused on credentialing
  - *Need to address stress, burnout, training, recruitment, career development, orientation and on-boarding*

# Lessons Learned



- Many organizations would benefit from more direct support from corporate and board leadership
  - *In order for RR activities to be viable - need leadership to sponsor and be visibly supportive of these activities*
- The Building Blocks for Recruitment and Retention can be used independently...
  - *But employing technical assistance and/or learning collaboratives and social networking can increase understanding and implementation efforts*



# Onsite tour

## BHTalk/BHLinked



# Important Links



- Building Blocks for Recruitment and Retention
  - <http://toolkit.ahpnet.com/register.aspx>
- BH Talk
  - <http://www.bhtalk.org>

# AHP Project Team



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# Thank You!!

