

Exploring Workforce Needs and Opportunities for Growth

Presented on
February 27, 2024



Maine Behavioral Health
Workforce Development Collaborative

Agenda for webinar

- Introduction
- Topic 1: Recruitment & Retention
 - Panel Discussion
 - Group Discussion
- Topic 2: Training and Continuing Education Topics
 - Panel Discussion
 - Group Discussion
- Topic 3: Career Development Information & Accessibility
 - Panel Discussion
 - Group Discussion

About the survey

- This survey was conducted in October and November 2023 by CCSME on behalf of the Maine Behavioral Workforce Development Collaborative.
- It was distributed via email from CCSME, AdCare, the Alliance, and the Rural Behavioral Health Workforce Center.
- Intended respondents
 - Individual members of the workforce including clinical and peer support roles
 - Leadership representatives from behavioral health organizations or other organizations employing staff in behavioral health roles

Total responses

ANSWER CHOICES	RESPONSES	Total N	Number who <i>completed</i> survey
Individual member of the behavioral health workforce in a clinical or peer support role	67.22%	285	158
Leader at a behavioral health organization or other organization employing staff in behavioral health roles	18.87%	80	28
Both	13.92%	59	32
TOTAL		424	218

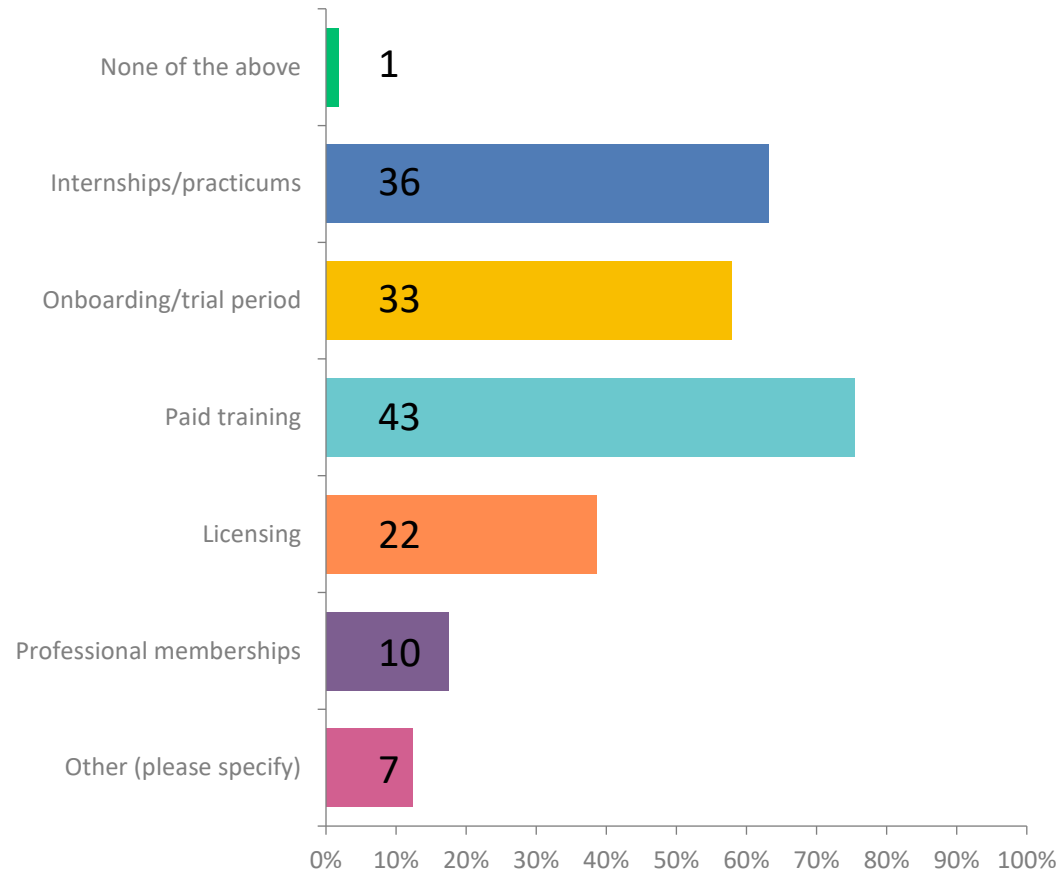


Organizational responses – Recruitment and Retention

Responses provided by organizational leaders




What types of opportunities do you offer for prospective employees or folks seeking to enter the field?




Other:

- On-the-Job Training
- Volunteer experiences & free training opportunities
- Clinical ladders of development
- Tuition reimbursement
- Apprenticeship

N = 57



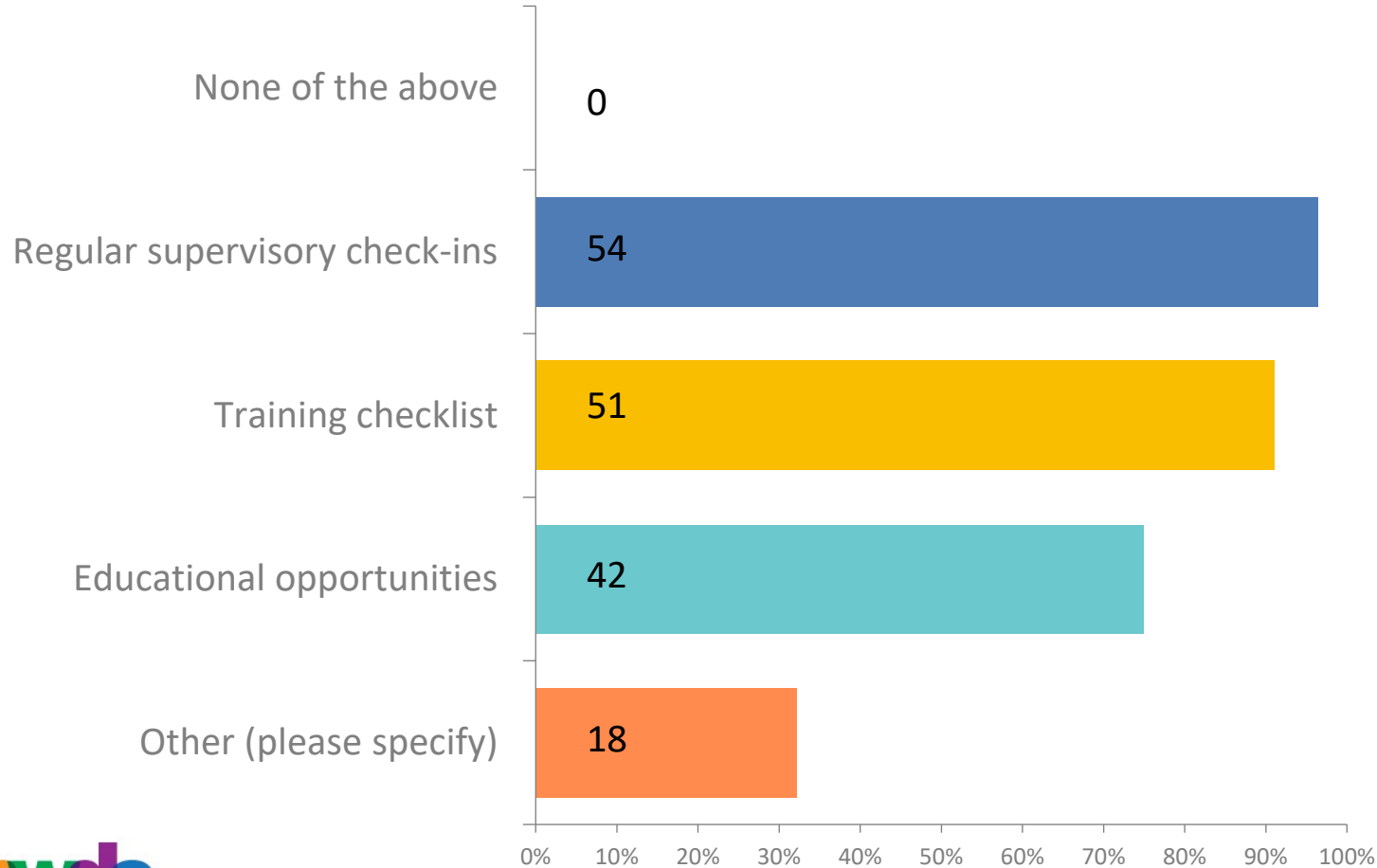
What other
types of
benefits
does your
organization
offer?

- Over 65% of respondents said their organization provides the following:
 - Flexible hours
 - Family or parental leave
 - Paid educational opportunities
 - Employee Assistance Programs
 - Paid professional development
 - 19% offer student loan repayment assistance
 - Less than 10% offer help with criminal records appeals or paid volunteer opportunities
- 

N = 57

What steps do you take to acclimate employees to the day-to-day operations of their positions beyond orientation?

Answered: 56

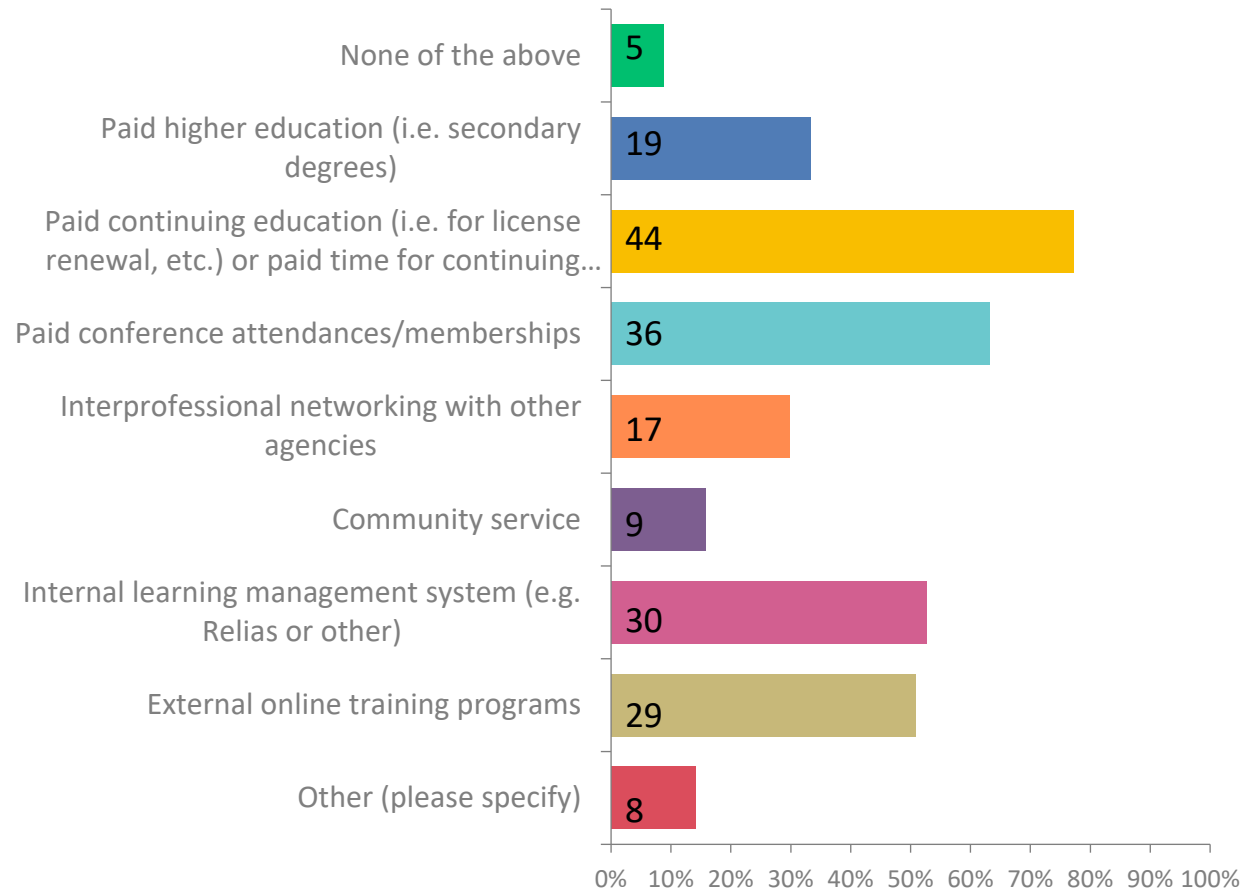


Other:

- Standard Operating Procedures
- Group supervision
- Shadowing
- Peer mentoring (with small incentive for staff mentors)
- In-house MHRT-C training



What types of professional development opportunities do you offer to staff?



Other:

- In-service training
- Tuition reimbursement
- External training for special topics



Most common reasons staff provide for leaving:

Entry level:

- Time constraints – lack of time to maintain a recovery coach position
- Documentation requirements

Supervisor level:

- Better opportunity for career advancement
- Moving up in employment level
- Staffing stress

Management level:

- Retirement
- Changing career path/advancement
- Challenges meeting state contracted requirements
- Need for more structured agency

Common themes across all levels:

- Financial concerns
- Career advancement
- Workload and stress
- Organizational factors
- Transition to private practice
- Geographical or life changes



Open-ended: What other types of staff retention strategies has your organization used successfully?

- **Flexibility**
 - Operating hours, schedules and remote work options
 - Project choice- allowing staff to work on projects aligned with their interest
- **Fostering a supportive culture**
 - Valuing kindness, respect, work-life balance priorities
 - Strategies to observe and address signs of burnout
 - Clinical support and crisis debriefing
- **Wage & Benefit Improvements, Incentive Programs**
 - Higher wages, merit increases, retention bonuses, health benefits, compensation adjustments, and increased leave time
- **Employee recognition and engagement**
 - Recognition programs, employee of the year awards, and regular feedback and evaluation contribute to a positive work environment.
 - Implementing regular surveys, feedback sessions, and an open-door policy for communication
 - Wellness initiatives & camaraderie building activities
- **Clinical Ladder and Educational Reimbursement**
 - Implementing clinical ladder programs and educational opportunities/reimbursement



Key Takeaways: Recruitment & Retention



Retention: Flexible, supportive work environment with opportunities for growth, wage & benefit improvements



Paid training opportunities for staff entering field are common



Most agencies provide professional development opportunities such as paid continuing education, conference attendance, etc.



May be opportunity for agencies to offer other benefits, onboarding tools to assist in recruitment and retention

Panel Questions

1. What other ideas do you have to advance recruitment and retention?
2. Supervisors and Management tend to leave for similar reasons, yet entry level employees seem to leave for very different reasons. What factors do you think contribute to this difference?
3. Which benefits have the biggest impact on which level of employee – entry-level, supervisor, management?



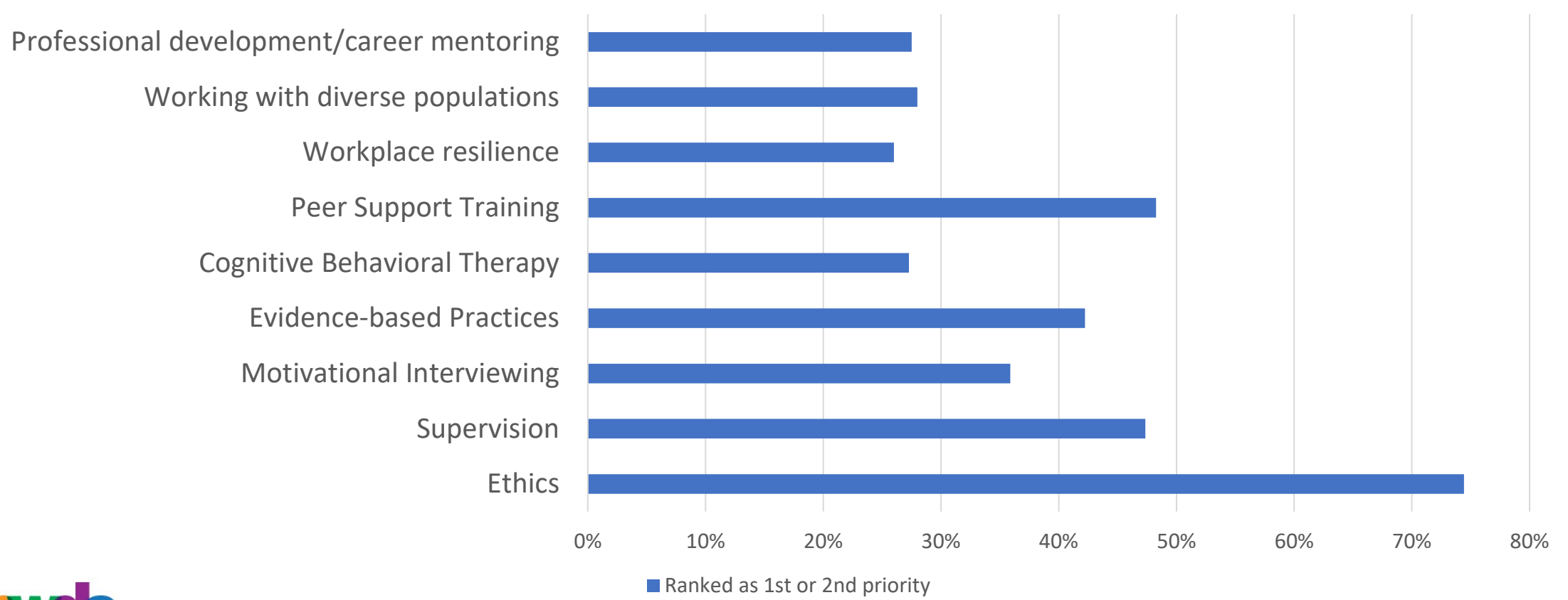
Training topics

Questions directed to individuals and employers about professional development needs



Please rank the top 5 training topics that you need **to get work/be certified/maintain certification**

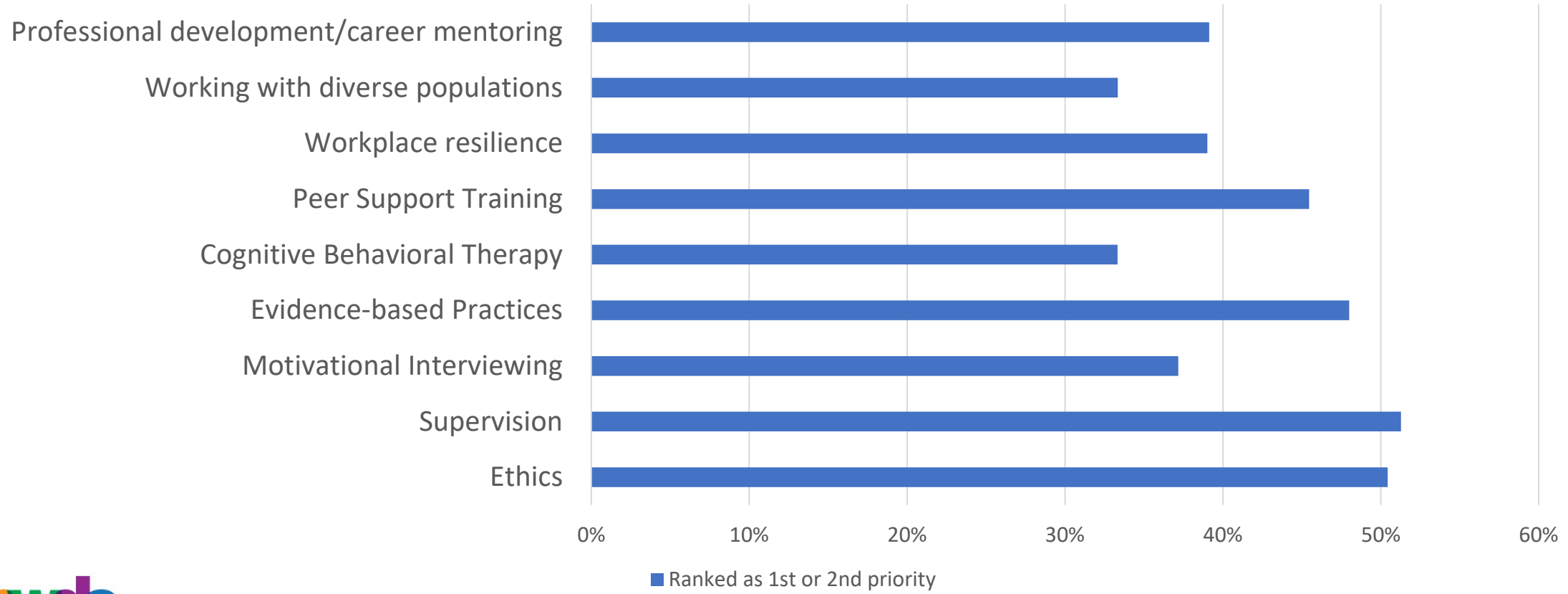
Ranked as 1st or 2nd priority





Please rank the top 5 training topics that you need to be successful and feel good about the work you do

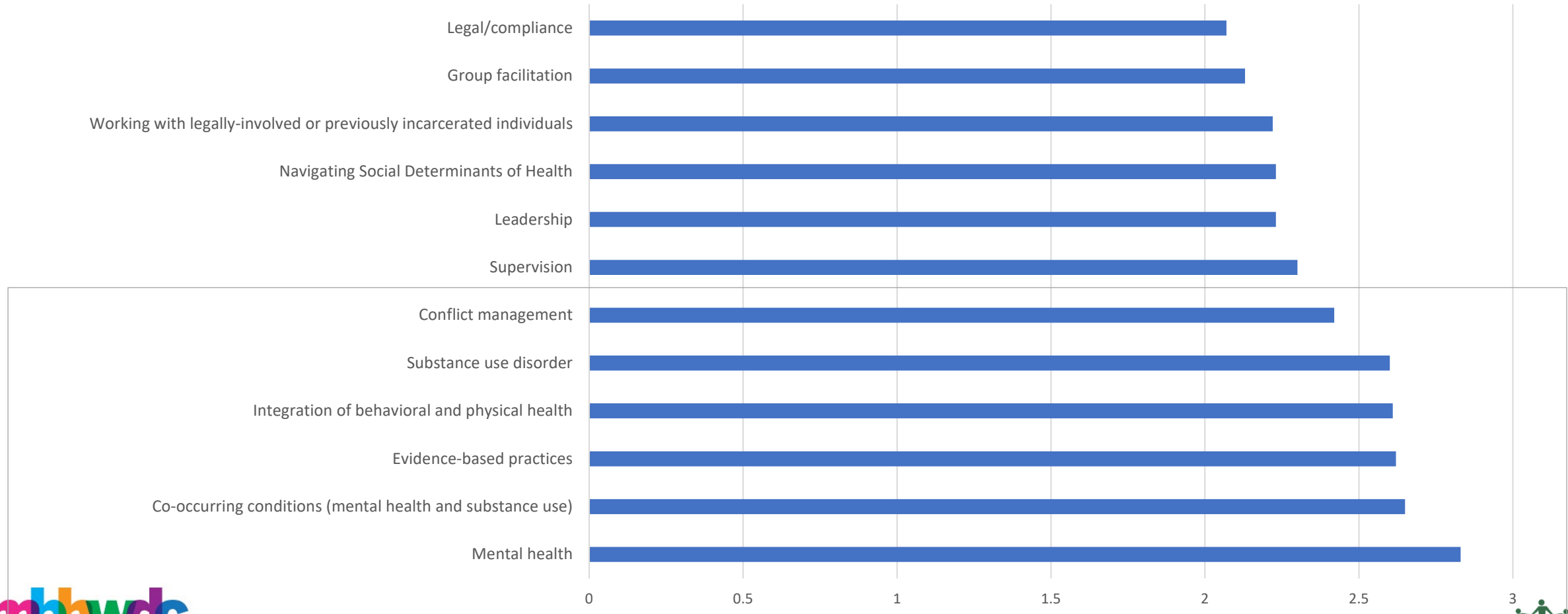
Ranked as 1st or 2nd priority





If more trainings were to become available, what topics would be of interest or greatest use to you?

- Weighted average



If offered, what technical assistance topics would be of interest or greatest use to your staff?

• Answered: 51



Top 5

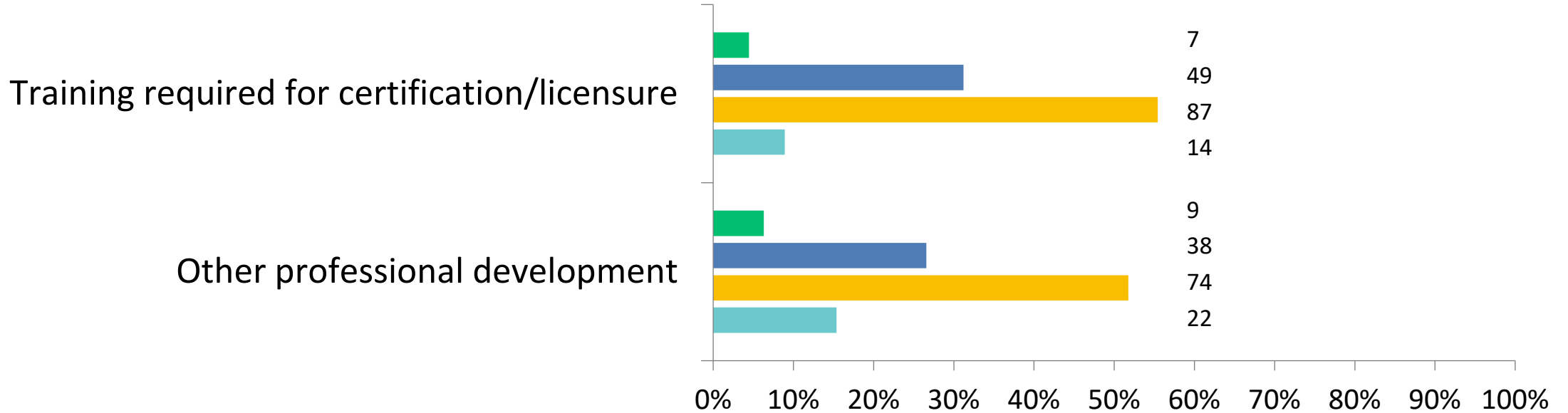
1. Supervision
2. Substance Use Disorders
3. Workforce Development
4. Conflict Management
5. Managing team dynamics

Other:

Crisis management & De-escalation



Considering your highest ranked responses above, what levels of trainings do you find you need more of, or better access to?



- 1 - Basic Knowledge
- 2- Essential Knowledge (functional application of knowledge/skill)
- 3- Advanced (Superior knowledge, advanced application of knowledge/skill)
- 4- Expert knowledge (thought leader, systems designer)

What training or other resources would be most helpful to you in your professional development?



Peer Support & Recovery Coaching

Interest in training for peer support and recovery coaching.

Training related to peer support in crisis response

Training related to recovery group facilitation like SMART Recovery and AA



Specialized Clinical Approaches and EBPs

Specific therapy styles and techniques like DBT, EMDR, IFS, and alternatives.

Motivational Interviewing

Trauma training, certifications, and trauma-based modalities.

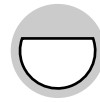
More advanced level mental health and substance use disorder treatment topics



Ethics and Legal Compliance

Need for ethics training, especially to fulfill continuing education requirements.

Interest in legal and compliance topics.

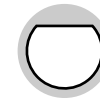


Career Advancement Opportunities

Interest in advancing careers, program management, exploring new job opportunities, and creating non-profit organizations.

Interested in free education for recovery coaches

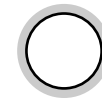
Leadership and supervision training



Collaboration and Engagement with systems

Learning about collaboration with other systems, especially when facing resistance or challenges.

Interest in training on documentation for case management – applying for SNAP, benefits



Specific Population Focus

Engaging clients with long-term recovery.

Perinatal mood and anxiety disorders.

Working with unhoused/housing insecure populations

Working with incarcerated individuals for advocacy

Key Takeaways: Training Topics



Need for more advanced-level training across topics



Within agencies, leadership recognize need for additional training on leadership, supervision, and management topics



Continued need for ethics trainings to receive or maintain certification



Peer support and recovery coach training as an identified area of need



Training in evidence-based practices or advanced level clinical skills for mental health and substance use treatment

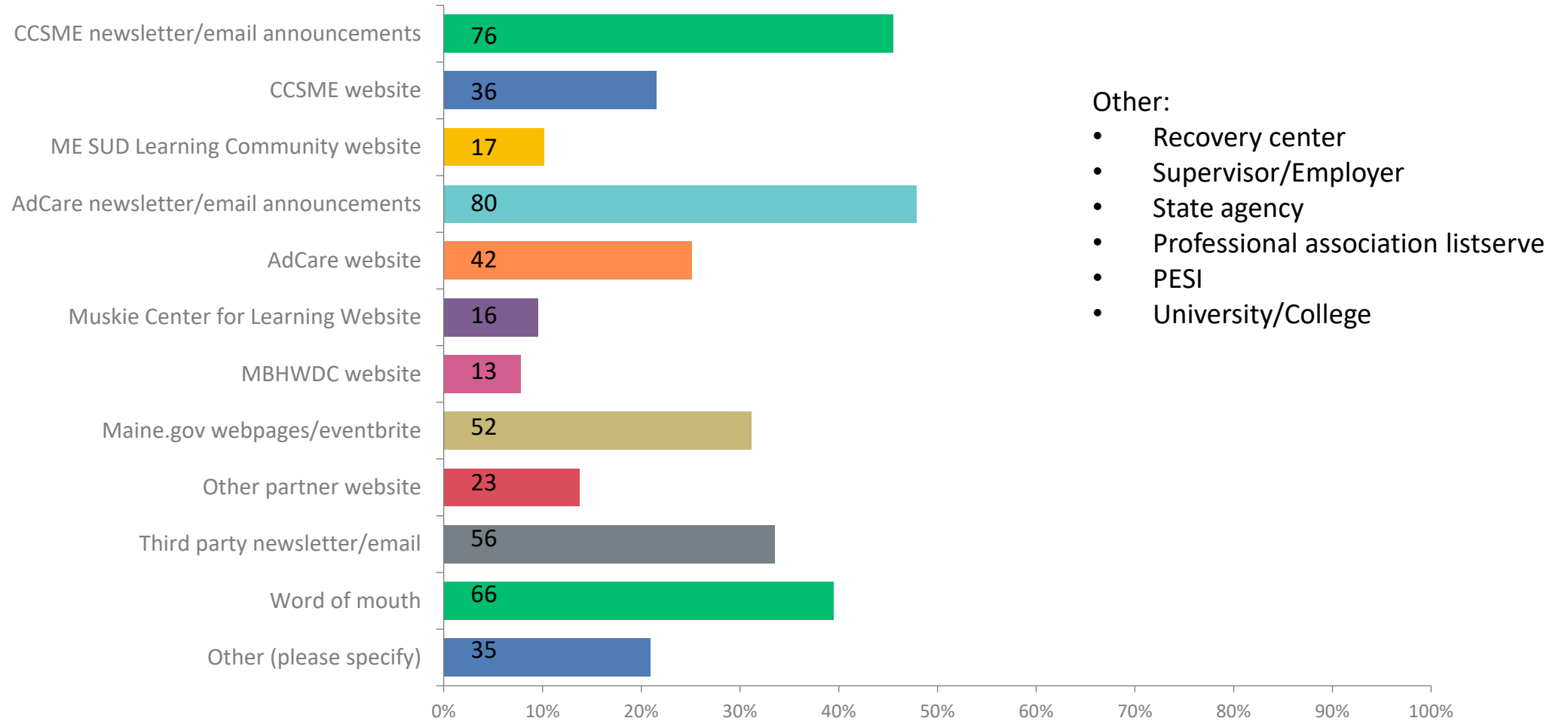
Panel questions

1. We see a strong need for more advanced training. How do we best address this?
2. Q20, Q21, and Q28 reveal that trainings on evidence-based practices are needed for certification, to feel good about the work one does, and are of greatest interest for respondents. How can organizations and CCSME support this pursuit of knowledge of evidence-based practices?
3. Where are the gaps or the emerging needs for training?

Finding Career Development Information

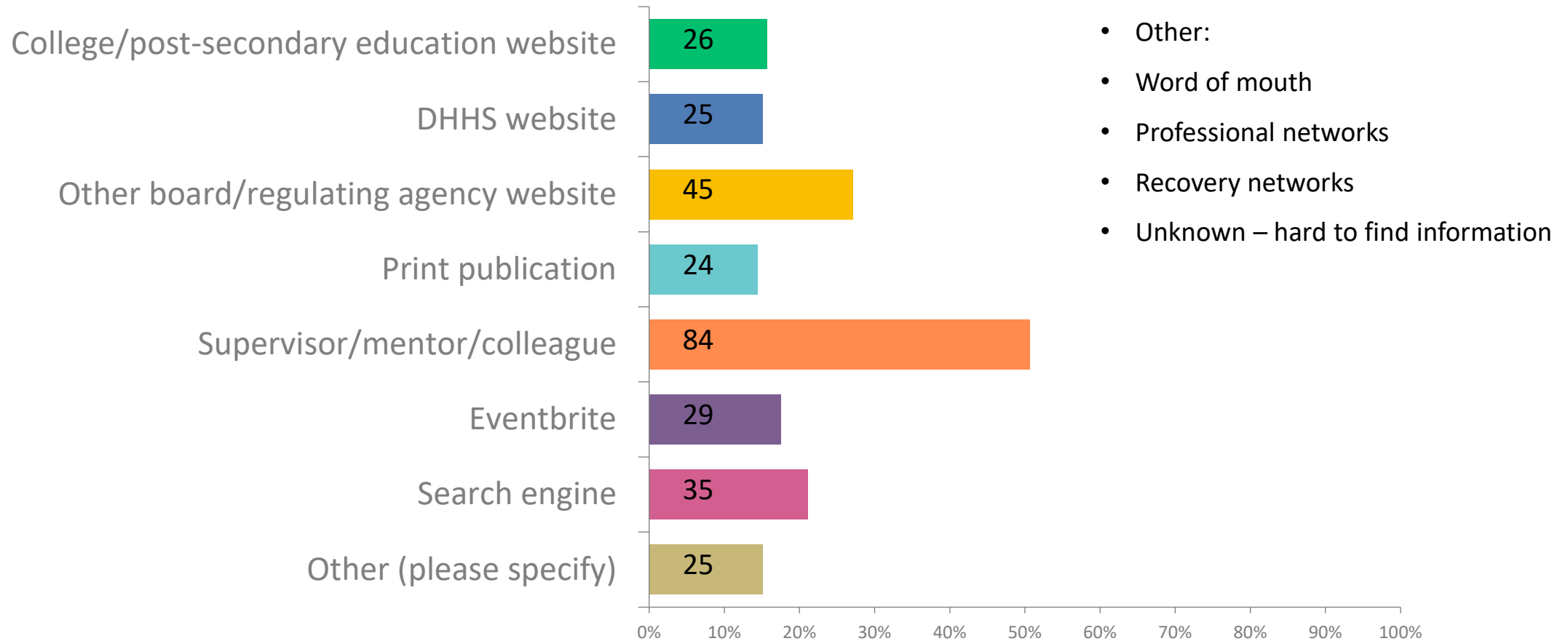
Where do you find information about currently available or upcoming continuing education programming?

• Answered: 167



Note: Survey distributed primarily via CCSME & AdCare email list

Where do you find information about the next steps in your career/certification/advancement and how to achieve them?



What resources or tools would make it easier for you to find relevant training or professional development programs?

Centralized Information Hub:

Interest in a centralized, one-stop-shop platform and /or email list where they can find comprehensive information about all available training programs in Maine. This includes a state listing of all trainings, updated websites, and a user-friendly hub.

Enhanced Accessibility and Awareness:

Increased accessibility to training opportunities, especially for in-person sessions. Respondents suggest more free webinars, weekend trainings, and improved marketing to raise awareness of available options.

Agency-Sponsored Trainings:

Some respondents prefer that the training offerings come directly from their agencies instead of relying on external sources. They emphasize the importance of having the information easily accessible within their organizations.

Financial Support:

Some respondents mention the need for grants or funding support to cover the costs of costly trainings. Financial assistance is seen as a facilitator for individuals seeking professional development.

Professional Licensing Support:

A desire for support in navigating professional licensure requirements is mentioned, including a hub on the Maine DHHS website that tracks accomplishments and provides reminders.

Networking Opportunities:

Respondents express interest in networking opportunities, both online and in physical newsletters, to collaborate and share information about recovery resources and educational opportunities throughout the state.

Collaborative Efforts:

Collaboration between organizations and agencies is emphasized, and respondents express interest in collaborative efforts that consolidate educational opportunities.

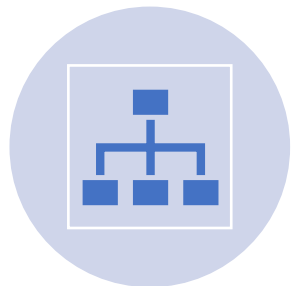
Key Takeaways: Career Development Information



Email lists most common method for learning about training opportunities, followed by word of mouth



For information on career advancement and certification, supervisors are most common resource




Need for more centralized information on training, licensing, and workforce development



Need for training and education that is accessible in terms of schedules, cost, time, and location, with in-person and virtual options

Panel Questions

1. How can we make training and professional career development more accessible?
2. We see a strong preference for email lists. How do you/your team use email lists? How can these emails/announcements be more engaging, relevant, and targeted to different audiences?
3. Respondents indicated that supervisors, mentors, and colleagues are the largest source of information about next steps in careers, certification, and advancement. How can we formalize this information and ensure consistent info is available for all employees?



What else
would you
like us to
know?

- Work-Life Balance, Flexibility & Virtual Opportunities
 - Financial Considerations
 - Systemic Changes
 - Challenges in the Field
 - Access to Training and Education
 - Advancement Opportunities
 - Specific Training Needs
- 