

CIBHS Workforce Development

Proposed Customer Services Areas for California

Workforce Education and Training (WET) Regional Partnerships

Introduction

On June 4, 2020 CIBHS met with CBHDA and the Regional Partnership Leads to discuss potential opportunities to support the regions in their implementation of the new 5 Year WET plan. This document is in response to a request from CBHDA and the Regional Leads to create a detailed overview of the areas CIBHS could support.

CIBHS has a long history of supporting California counties in the area of behavioral health workforce development. In 2008, when the first WET 5 Year Plan was launched, CIBHS facilitated WET Round Tables to assist the Regional Partnerships in development of funding utilization plans and to start forming WET partnerships across the state. CIBHS's Workforce Development Team has supported a range of statewide, regional and local county efforts focused on public mental health workforce development. This includes strategies to develop the future workforce, as well as support the ongoing professional development of current staff working in public mental/behavioral health and integrated settings. Our statewide efforts include Mental Health Services Act (MHSA) Workforce Education & Training (WET) funded contracts under the Office of Statewide Planning & Development (OSHPD) for consumer and family member employment technical assistance.

CIBHS has contracted for three Regional Partnerships – one of the MHSA WET strategies—for the Superior, Central and Greater Bay Area regions. Currently, CIBHS is operating the Greater Bay Area partnership. These partnerships focus on workforce development projects that include counties, contracted agencies, education and other partners. Examples of these efforts include the start-up of new MSW Programs at California State University Monterey Bay, and a new distributed learning BSW/MSW Program through California State University Chico and California State University Humboldt. We are also working with several community colleges throughout the state regarding the development of curriculum offerings focused on psychosocial rehabilitation, along with supporting high school career pathways development.

CIBHS serves counties individual needs through contracts, and have assisted counties in developing financial incentive programs, offered ongoing training on cultural competency and is currently developing behavioral health/primary care integration consultation. We staff these efforts through a combination of deploying a range of internal staff with specific skillsets alongside a well-developed cadre of consultants. We also have staff who specialize in serving the needs of small and rural counties. CIBHS can build program activities that are consistent with the MHSA values.

CIBHS Proposed Service Areas

Strengths, skills and assets CIBHS brings to the Administration of Workforce Development Regional Partnerships:

- CIBHS has the proven ability and experience to fully administer Regional Partnerships in California. We can assist counties in administering these new programs to accomplish the three outcomes identified in the 5 Year Plan:
 - Ensure that the funds are distributed throughout the state.
 - Help determine what workforce programs best meet local needs.
 - Build on the success of pipeline and scholarships to foster participants receipt of financial award, leading to career development into and within the Public Mental Health System (PMHS).
- Relationships and partnerships across California with subcontractors that can support implementation and administration of the Regional Partnerships.
- Ability to quickly convene regional stakeholder meetings to support RPs to launch new 5 Year WET Plan and assist counties to identify the PMHS need in their region.
- Support to complete OSHPD deliverables including the Stakeholder Engagement Activities Report and the collection of the 2020 PMHS Workforce Surveys.
- Collecting and analyzing data and developing surveys as requested by Regional Partnership.

Regional Partnership Program Administration Staffing:

- Workforce Development Team includes 2 Directors, 1 Senior Associate, 2 Associates, and 1 Senior Program Coordinator
 - Subcontracted labor as determined by Regional Partnership will include but is not limited to Consultants for engaging Stakeholders in the Regions.
 - Virtual Trainers as well as in-person trainers.
 - Contracted agencies as needed for loan repayment, scholarship and stipend programs.

CIBHS Project Management Proposal-Administration of the 5 WET Program Categories

1. **Pipeline Program:** Introduce the PMHS to kindergarten through 12th grades, community colleges and universities, ensuring the pipeline programs incorporate developmentally appropriate concepts of mental health needs, selfcare, de-stigmatization, and target resources at educational institutions with underrepresented communities. The Grantee would administer pipeline activities and may identify students as potential scholarship and stipend candidates.

Proposed Pipeline Activities and Deliverables:

- Build relationships with K-12 schools, community colleges and universities in coordination with local County Behavioral Health partners, identifying community liaisons to work directly with the schools.
- Facilitate one-day (virtual) conferences with schools and County Behavioral Health Departments (virtual), Half-Day Seminars and Career Saturday Institutes (virtual).
- Community Colleges: work with Human Services programs to support behavioral health curriculum development and program support.
- Support Regional Partnerships to design pipeline programs using best practices utilizing the following models to meet their needs: Academic Support, Career Development, Mentorship and Career Counseling, Grow-Your Own Model, Financial Assistance Strategies, and Career Transitions Model.

- 2. Undergraduate Scholarship Program:** Provide scholarships to undergraduate students in exchange for paid or volunteer work in a local mental health setting. The Grantee may consider the following factors in determining the scholarship level: student's academic aspirations (including certificate, associate degree, bachelor's degree, and career development), pre-placement training and education received, lived experience, and/or other possible factors. The Grantee shall determine the amount they award and length of volunteer or paid work commitment.

Proposed Undergraduate Scholarship Program Activities and Deliverables:

- Work with Regional Partnerships to establish applicant eligibility criteria.
- Disbursement of awards directly to awardees.
- Develop an annual evaluation/follow-up survey for awardees to complete.
- Provide fiscal administration of the scholarship program.

- 3. Clinical Master and Doctoral Graduate Education Stipends:** Provide funding for post-graduate clinical master and doctoral education, with paid or volunteer work performed in the PMHS. The Grantee would select students in advance of their final year of education, considering applicants who previously received a scholarship. The Grantee shall determine the amount they award and length of volunteer or paid work commitment.

Proposed Clinical Master and Doctoral Graduation Education Stipend Activities and Deliverables:

- Assist counties in developing terms of agreements with awardees.
- Disbursement of stipends directly to awardees.
- Develop an annual evaluation/follow-up survey.
- Provide fiscal administration of the stipend programs.

- 4. Loan Repayment Program:** Provide educational loan repayment assistance to PMHS professionals that the local jurisdiction identifies as high priority in the region, with consideration given to applicants who previously received scholarships and/or stipends. The Regional Partnership may consider the following factors when determining award amounts: applicants who previously received scholarships and/or stipends, educational attainment, the level of unmet need in the community served, and years of service in the PMHS. The Grantee also determines the amount they award and length of volunteer or paid work commitment.

Proposed Loan Repayment Program Deliverables:

- Program support for Regional Partnerships in developing eligibility requirements.
- Develop an annual evaluation/follow-up survey.
- Disbursement of loan repayment directly to awardees and provide the required loan verification statement.
- Provide fiscal administration of the loan repayment program.

- 5. Retention Activities Definition:** Increase the continued employment of PMHS personnel that county behavioral health agencies identify as high priority by developing and enhancing evidence-based and community-identified practices.

Proposed Retention Activities Deliverables:

- Work with Regional Partnerships to develop retention programs, policies and practices in the following strategy areas: Enhance Workers' Day-to-Day Experiences; Enhance and Support Staff Development; Strengthen Management and Supervision of Workers; and Enhance Organizational Climate and Culture.
- Develop and enhance evidence-based and community-identified practices.
- Identification and coordination of trainings, policy implementation and advocacy to increase retention in the PMHS.
- Research effective strategies and EBP's for retention and share with the Regional Partnerships, supporting implementation.

Summary

CIBHS successfully administered three Regional Partnerships for ten years. CIBHS has highly specialized skills including the ability to manage high quality virtual convenings and an unparalleled ability to quickly deploy high quality consultants. CIBHS has close and long-standing relationship with statewide partners, associations and oversight entities and has a commitment to behavioral healthcare workforce development as a critical area of service for our organization.

The development of the behavioral health workforce for the PMHS was never as critical as it is now. County behavioral health is currently faced with a myriad of complex issues including:

- Preparing for the CalAIM system changes including behavioral health payment reform, changes to medical necessity and integration of mental health and substance use disorders.
- Higher incidence of mental health and substance use disorders due to COVID 19.
- Increased use of telehealth as a key method for service provision.
- Health outcome disparities highlighted by the disproportionate impact of COVID 19 on communities of color.
- Structural and systemic racism and its impact on mental health.
- Meeting network adequacy and timeliness standards.

Never has it been more important to invest in the workforce through pipeline programs, undergraduate scholarship programs, graduate stipend programs, loan repayment programs, and retention programs. These programs are designed to encourage unrepresented and underrepresented students to pursue PMHS careers, assist them in paying for their undergraduate and graduate education, help them to pay back their loans, and, train, mentor, and coach them to retain and advance once they are in their PMHS career. OSHPD and County Behavioral Health will benefit from a partner that can support the administration of these programs and who is immersed in the policy and program changes currently impacting PMHS.

CIBHS has demonstrated expertise in helping the behavioral health workforce to navigate the many changes to the field. In addition to having provided leadership and coordination to three Regional Partnerships in the past, CIBHS has offered curriculum and program development support to community colleges and CA state universities and has an almost 20-year history of successfully providing training and technical assistance to PMHS for the retention and development staff. This includes evidence based practice training, core competency development, improving skills in behavioral telehealth, training/coaching to help PMHS staff to recognize implicit bias, evaluation and research support, assisting substance use providers to complete gap analyses and design action plans to meet national standards for Culturally and Linguistically Appropriate Services in Health and Health Care (National CLAS Standards), and training/coaching to address social determinants of health such as increasing employment, education, housing, and improving social support systems and meaningful community involvement.

The three individual level WET programs (scholarship, stipend, and loan repayment) can also benefit from CIBHS serving in the role of program administrator. Counties within all regions will need to be prepared to establish applicant eligibility and evaluation, terms of the agreements with students, including amounts of support available per award, post award activity expectations and commitments, and what to do if students do not meet the terms of the agreements. CIBHS has a well-established evaluation department as well as experience in fiscal administration of many large county contracts. Our already existing infrastructure can serve as a foundation upon which we can build to support all of the activities needed for counties to successfully implement the individual level WET programs.