Workforce Development
Part 1: Recruitment and Retention of Behavioral Health Providers

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SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

Moderators:

Andrew Philip, PhD, Deputy Director, CIHS
Roara Michael, Senior Associate, CIHS
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Learning Objectives

During the webinar, you will learn:

• Recognize the importance of considering unique characteristics of integrated behavioral health environments in hiring and retention practices

• Identify the core competencies required for staff to practice in integrated behavioral health settings and how to apply these during the hiring process

• Apply tools for decreasing provider burnout and creating a sustainable behavioral health workforce
Today’s Speakers

Virna Little, PsyD, LCSW–R, MBA, SAP  
Associate Director of Strategic Planning,  
Center for Innovation in Mental Health at  
City University of New York

Craig Kennedy, MPH  
Executive Director, Association of  
Clinicians for the Underserved

Daniel Do, LICSW, MPH  
Program Director, Lynn Community Health  
Center
Poll Question 1

1. I am a:
   a) primary care clinician
   b) behavioral health provider
   c) clinic administrator
   d) health system or health center director/executive
   e) other
Workforce and PPS

Virna Little, PsyD, LCSW-r, SAP, CCM
Dr. Little is a nationally and internationally known specialist in the integration of health and behavioral health services. Dr. Little speaks nationally on topics surrounding integration, the development of viable behavioral health services in community settings and strategies to implement effective depression identification and treatment programs in health settings. Dr. Little is currently the national depression expert for HRSA Geriatric Education Centers with locations around the country. Dr. Little has worked as part of the evidenced based depression care model, Project IMPACT, as part of the international consulting team since 2004. Dr. Little has worked with many primary care associations around the country including Ohio, New York, New Jersey and Alaska and internationally in Singapore. Dr. Little has served as a speaker and trainer for the National Health Service Corps since 2009 in the area of behavioral health and practicing in integrated settings. Dr. Little has been instrumental in promoting the use of electronic health technology in behavioral health settings, particularly in the utilization of physician portals to involve community organizations in patient care and coordination. Dr. Little has assisted organizations in obtaining patient centered medical home status, NCQ certification and has helped to lead the health home and accountable care organization efforts in her organization.
The Threshold Visit

• Should be primary visit type
• A few exceptions but not the rule
• Threshold visit provider types
• It’s all about threshold visit
• Efficiency counts more than ever
Efficiency and Optimization

- Scheduling Optimization (Workforce Part II Webinar)
- Staffing Optimization
- Billing and Coding
- Contracting
## Medicaid Adult & Child QBP Bonus Measures

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Measure</th>
<th>Measure Steward2</th>
<th>QBP Eligible Measures</th>
<th>Required QBP Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>FUH-AD</td>
<td>Follow-Up After Hospitalization for Mental Illness (adult age groups)</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>FUH-CH</td>
<td>Follow-Up After Hospitalization for Mental Illness (child/adolescents)</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>SAA-AD</td>
<td>Adherence to Antipsychotics for Individuals with Schizophrenia</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>IET-AD</td>
<td>Initiation and Engagement of Alcohol &amp; Other Drug Dependence Treatment</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>NQF-0104</td>
<td>Adult Major Depressive Disorder (MDD): Suicide Risk Assessment</td>
<td>AMA-PCPI</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>SRA-CH</td>
<td>Child and Adolescent MDD: Suicide Risk Assessment</td>
<td>AMA-PCPI</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>ADD-CH</td>
<td>Follow-Up Care for Children Prescribed ADHD Medication</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>CDF-AD</td>
<td>Screening for Clinical Depression and Follow-Up Plan</td>
<td>CMS</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>AMM-AD</td>
<td>Antidepressant Medication Management</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>PCR-AD</td>
<td>Plan All-Cause Readmission Rate</td>
<td>NCQA/HEDIS</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>NQF-0710</td>
<td>Depression Remission at Twelve Months-Adults</td>
<td>MPC</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

1. CMS-developed acronyms, except NQF-0104 and NQF-0710. CH refers to measures in the 2015 Medicaid Child Core Set, AD refers to measures in the 2015 Medicaid Adult Core Set.

2. The measure steward is the organization responsible for maintaining a particular measure or measure set. Responsibilities of the measure steward include updating the codes that are tied to technical specifications and adjusting measures as the clinical evidence changes. This list may change based on the current measurement landscape.

Abbreviations: AMA, American Medical Association; CMS, Centers for Medicare & Medicaid Services; HEDIS, Healthcare Effectiveness Data and Information Set; MPC, Measurement Policy Council; NCQA, National Committee for Quality Assurance; PCPI, Physician Consortium for Performance Improvement
Why Quality Dollars:

- In addition to PPS rate
- Start small or as a pilot
- Don’t let perfection block progress
- Paves readiness for VBP

  - If you are not talking about quality dollars with payers…
Coding is Key

- Helps with quality dollars
- Demonstrates complexity of population and services
- Additional codables like testing, crisis and transitions of care
Don’t Forget Other Payers

• Consider:
  • Medicare
  • Third Party
Changing Staffing

- Filling holes for services previously billable: Case Management/Coordination
- Hiring practices: not hiring non-billable staff...
- Example:
  - CM vs LMSW
Poll Question 2

1. Which integrated care core competency do you most often look for when hiring new staff:
   a) Strong collaboration and teamwork
   b) Intervention skills
   c) Cultural competency
   d) Other
Recruitment Strategies

- Focus on team based
- Work as part of a team
- Interview as part of a team
- Job Description/Posting
- Virtual job fairs NHSC
  - [www.clinicians.org](http://www.clinicians.org)
  - [www.peacecorps.gov](http://www.peacecorps.gov)
Workforce Retention

• Be clear on expectations (integrated setting)
• Quality indicators – shared accountability
• Visit /volume expectations
• Collaborative documentation
• Balancing Retention vs. Efficiency
CRAIG A. KENNEDY, MPH
Executive Director, Association of Clinicians for the Underserved

Craig joined ACU in 2013 after many years in leadership positions on Capitol Hill and in non-profit association management. He has management responsibility for all aspects of the Association and reports directly to the Board of Directors. ACU’s mission is to improve the health of America’s underserved populations and to enhance the development and support of the health care clinicians serving these populations. ACU was founded by alumni of the National Health Service Corps and ACU’s commitment to that program continues today. Craig previously served as the top lobbyist for the National Association of Community Health Centers (NACHC) during the 2009 Stimulus and 2010 Affordable Care Act negotiations. He also led the negotiations on the 2008 reauthorization of the National Health Service Corps and the Health Centers’ programs. He began his tenure at NACHC working to double the Health Centers program (the REACH Initiative) and subsequently drafted the current growth plan, ACCESS for All America. During the 13 years Craig worked at NACHC, the program grew from $875 million in annual funding to $5.1 billion today. Prior to working at NACHC, Craig worked on Capitol Hill and in the Oregon State Legislature. His work on Capitol Hill included a stint in the Senate Finance Committee, which has jurisdiction over all health, tax and trade issues. He also served as the Senior Legislative Assistant for a member of the House Appropriations Committee, and later as the Legislative Director for a member of the House Rules Committee. He received his Masters in Public Health from the George Washington University School of Public Health in Washington, DC, and has a Bachelor’s of Science from Willamette University in Salem, Oregon. Craig currently serves on the governing boards for First Focus Campaign for Children, the National Nurse Practitioner Residency Training Consortium and the Coalition for Health Funding.
Poll Question 3

1. True or false: Available loan repayment options can help attract and retain qualified candidates
   a) True
   b) False
THE NATIONAL HEALTH SERVICE CORPS (NHSC) builds healthy communities by supporting qualified health care providers dedicated to working in areas of the United States with limited access to care.

The NHSC is part of HRSA’s Bureau of Health Workforce (BHW).

BHW improves the health of underserved populations by strengthening the health workforce and connecting skilled professionals to communities in need.

27% of BHW funding supports the NHSC and other programs that improve the distribution of health professionals to underserved areas.
NATIONAL HEALTH SERVICE CORPS: NOW*

- Physicians: 24%
- Nurse Practitioners: 19%
- Dentists: 12%
- Physician Assistants: 11%
- Mental Health Providers: 30%
- Nurses Mid-wives: 2%
- Dental Hygienists: 2%

*As of September 30, 2015
IMPACT OF THE NHSC

MORE THAN 10,000 NHSC members are currently providing care to more than...

11 MILLION PEOPLE IN THE UNITED STATES

87% of NHSC members continue to serve in areas of greatest need after completing their service obligation.
NHSC LOAN REPAYMENT PROGRAM
PROVIDERS RECEIVE LOAN REPAYMENT IN ADDITION TO A COMPETITIVE SALARY FROM THEIR EMPLOYERS

1. Providers find a job at an NHSC-approved site

2. Apply to the NHSC for loan repayment

Watch the NHSC Site Video on the "HRSATube" YouTube channel.

Find positions at NHSC-approved sites using the NHSC Jobs Center: http://nhscjobs.hrsa.gov
UP TO $50,000 FOR 2 YEARS SERVICE

Offers fully trained primary care clinicians loan repayment in exchange for service in an area of greatest need, called a Health Profession Shortage Area (HPSA).

With continued service, providers may be able to pay off all their student loans.

Applicants working at NHSC-approved sites with higher HPSA scores are given priority.
The NHSC Loan Repayment Program offers priority funding to applicants who work at NHSC-approved sites in high-need areas, as defined by a Health Professional Shortage Area (HPSA) score.

**INITIAL AWARD AMOUNTS**

**UP TO**

$50,000
FOR 2 YEARS
Full-time

**UP TO**

$25,000
FOR 2 YEARS
Half-time

In FY15, awards were given to applicants working at sites with HPSA scores of 14 and above.
ELIGIBILITY

- U.S. citizen or national
- Currently work, or applying to work, at an NHSC-approved site
- Have unpaid government or commercial loans for school tuition, reasonable educational expenses, and reasonable living expenses, segregated from all other debts
- Licensed to practice in state where employer site is located

Must be licensed in one of the following eligible disciplines:

- Physician (MD or DO)
- Nurse practitioner (primary care)
- Certified nurse-midwife
- Physician assistant
- Dentist (general or pediatric)
- Dental hygienist
- Psychiatrist
- Psychologist (health service)
- Licensed clinical social worker
- Psychiatric nurse specialist
- Marriage and family therapist
- Licensed professional counselor
“I’m working, I’m getting my salary, I’m getting loan repayment, and I’m doing what I love.”
NHSC SCHOLARSHIP PROGRAM
STUDENTS PURSUING CAREERS IN PRIMARY CARE CAN RECEIVE

A SCHOLARSHIP NOW AND SERVE LATER

THE SCHOLARSHIP* INCLUDES:

- Payment of tuition and required fees (tax-free)
- Some other tax-free educational costs (books, etc.)
- A monthly living stipend (taxable)

*Available for up to 4 years
YEARS OF SUPPORT = YEARS OF SERVICE

Scholars commit to serve at an NHSC-approved site in a high-need area upon completion of their training: at least two years of service.
Service begins upon graduation (and completion of any required primary care residency). **The NHSC helps Scholars find a practice site** that’s right for them. When in service, Scholars earn a competitive salary paid by their site.
ELIGIBILITY

U.S. citizen or national

Full-time student at an accredited school, pursuing a degree in:
- Medicine (DO or MD)
- Dentistry (DMD or DDS)
- Nurse practitioner
- Certified nurse-midwife
- Physician assistant (primary care)
STUDENTS TO SERVICE PROGRAM

UP TO $120,000 FOR 3 YEARS Full-time Service

UP TO $120,000 FOR 6 YEARS Part-time Service

The NHSC offers **up to $120,000** in tax-free loan repayment for 3 years of full-time service or 6 years of half-time service. Loan repayment begins during residency.

With continued service, eligible providers may be able to pay off all their student loans.
ELIGIBILITY

- U.S. citizen or national
- Full-time student in the final year at an accredited school, pursuing a degree in Medicine (MD or DO)
- Planning to complete an accredited primary medical care residency in an NHSC-approved specialty (Internal Medicine, Family Practice, Pediatrics, OB/GYN, Psychiatry and Geriatrics)
- Have unpaid government or commercial loans for school tuition, reasonable educational expenses, and reasonable living expenses, segregated from all other debts
STATE LOAN REPAYMENT PROGRAM

37 STATES ARE GRANTEES

Provides cost-sharing grants to states to operate their own loan repayment programs for primary care providers in underserved areas.

Eligible disciplines vary but may include physicians, nurse practitioners, physician assistants, dental professionals, registered nurses, mental health professionals, and pharmacists.
SUPPORT FOR PROVIDERS

IN YOUR REGION

Dedicated BHW staff located in 10 regional offices provide dedicated contacts for your area.

AT YOUR SITE

NHSC Ambassadors help educate and inform current and prospective members.
RESOURCES FOR PROVIDERS

NHSC JOBS CENTER
http://www.nhscjobs.hrsa.gov

- View job vacancies at thousands of NHSC-approved sites nationwide.

Google Maps technology allows users to view the surrounding community (e.g., schools, restaurants, parks, places of worship, shops)

Narrow your job search by:
- Field of Practice
- Specialty
- HPSA Score
- Site Name
- Zip Code
- Sites with Open Positions
The President’s budget included a proposal to fund the NHSC at $310 million for the next two years.

Congress is currently debating the funding for FY2018. The House-passed legislation included $310 million for FY17 & FY18 for the NSHC. It is currently in committee in the Senate awaiting further action.
OTHER LOAN REPAYMENT & SCHOLARSHIP PROGRAMS
BUREAU OF HEALTH WORKFORCE

NURSE CORPS: Loan Repayment Program Scholarship Program

Native Hawaiian Health Scholarship Program
Faculty Loan Repayment Program
Scholarships for Disadvantaged Students
Questions
SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

Lynn Community Health Center

Daniel Do, LICSW, MPH
Daniel Do, LICSW, MPH is currently a Program Director at the Lynn Community Health Center (LCHC) for the Primary Behavioral Health Care Integration grant through the Substance Abuse and Mental Health Services Administration (SAMHSA). Dan is originally from Ohio and found his way to Boston to complete his Masters in Social Work and Masters in Public Health degrees at Boston University. In between those cities, Dan spent a year in Seattle with City Year. Having spent the past five years in integrated settings, his passions revolve around the facilitation and creation of “the culture of integration” as a way to improve patient care, access to care, and whole person health. This work combines the tools and values of both social work and public health. His team would like to add that his passions revolve around learning, travel, and chocolate.
Lynn Community Health Center

Founded in 1971 as a storefront mental health clinic in Lynn, MA in response to the community’s need

One of the founders was a pioneer in integrated health and recognized the need to hire a primary care provider
Today LCHC is an accredited Federally Qualified Health Center offering
- Primary Care
- Behavioral Health
- Substance Abuse
- Pediatric
- OB/GYN
- Dental
- HIV and HepC
- Refugee Care
- Eye Care
- Onsite Labs and Radiology
- Onsite Pharmacy
- Additional Specialty Services

We have over 600 dedicated staff, including 150 licensed medical, behavioral health, dental, eye care, and pharmacy providers.

We have 20 locations, including 13 School Based Health Centers.

In 2016, we provided 283,281 visits for 40,009 individuals—more than 40% of Lynn residents.
Poll Question 4

1. Which of the following best describes your organization’s relationship to healthcare training:

a) We have a robust relationship with a university or training institution and accept trainees regularly and participate in educational opportunities

b) We have a formal or informal relationship with a university/training institution and offer presentations or courses to their students

c) We are aware of a local training program and working to establish a relationship

d) We have no training affiliations
Recruitment and Retention: Lessons Learned from Integration

Scope and Frame for Discussion

Retention

- Culture, Diversity and Environment
- Bringing it back to theory

Recruitment

- Characteristics and styles
- “Goodness of Fit”
- Training the next generation of social workers, therapists, psychologists
Poll Question 5

1. Following this webinar, I plan to:
   a) review my current staffing strategies
   b) hire new staff utilizing a core competency approach
   c) deploy new marketing strategies for hiring
Questions ?
Additional Resources

• Workforce Connections newsletter: www.hrsa.gov/subscribe

• LinkedIn: www.linkedin.com/company/national-health-service-corps
  www.linkedin.com/company/nurse-corps

• Twitter:
  twitter.com/HRSAgov twitter.com/NHSCorps

• Facebook:
  facebook.com/HHS.HRSA facebook.com/nationalhealthservicecorps
  facebook.com/HRSANURSECorps
CIHS Tools and Resources

Visit [www.integration.samhsa.gov](http://www.integration.samhsa.gov) or e-mail [integration@thenationalcouncil.org](mailto:integration@thenationalcouncil.org)

- Core Competencies for Integrated Behavioral Health and Primary Care
- Primary and Behavioral Health Integration: Guiding Principles for Workforce Development
- Building cultural competence in healthcare
- Sample Job Descriptions
Thank you for joining us today.

Please take a moment to provide your feedback by completing the survey at the end of today’s webinar.