

SIM PROJECT SUMMARY: TRIAD Project: Behavioral Health Workforce Development

Project Summary

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| <p>Project Description The Executive Office of Health and Human Services (EOHHS) and the Department of Behavioral Healthcare, Developmental Disabilities and Hospitals (BHDDH) have invested in behavioral health workforce transformation. This project built off of the findings of the Rhode Island Healthcare Workforce Transformation Assessment which identified the following challenges in Rhode Island: low wages, high turnover, limited career opportunities, challenging working conditions, and increasing need for services. The Triad, a partnership between John Snow, Inc. (JSI), Rhode Island College, and The Leadership Council, was funded to address these challenges through workforce development. The Triad conducted in person training, technical assistance and coaching, and developed e-Learning modules. The activities, based off a needs assessment, were designed to complement and expand on existing training resources available from a range of initiatives and entities in the state and avoid duplication of effort.</p> | <p>Project Goals and Objectives</p> <ul style="list-style-type: none"> ➤ Improve life outcomes for consumers with behavioral health conditions. ➤ Increase the skills and effectiveness of providers to deliver core competencies and Evidence-based Practices. ➤ Improve provider capacity to address leadership development, recruitment and on-boarding of new staff, and develop a process to empower and support existing staff to move along a career lattice. ➤ Create an approach to organizational and staff development that can be maintained and sustained. |
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| Vendor Information: | State Contact: | Total Funds Leveraged: | Target Populations: |
|---|--|------------------------|---|
| Shannon Spurlock, JSI Shannon_Spurlock@jsi.com 401-824-2121 | Olivia King, SIM olivia.king@bhddh.ri.gov 401-462-3408 | SIM: \$993,301.00 | ■ ■ |

Major Accomplishments

Impacts on Healthcare Workforce Transformation
 The Triad created a multi-layered approach to train, coach, and provide technical assistance to build the infrastructure within 17 community mental health centers. This tiered approach addressed targeted, team-based learning for staff, and agency-level implementation. Participants involved in a learning cohort (case manager or SUD) developed competencies to be used in an onboarding process, and on-site coaching has helped agencies carry out and sustain those processes. The Leadership Academy has been training the administrative leadership to help build an organizational culture that is supportive of workforce transformation.

Key Metrics and Evaluation Insights

Outcomes Achieved

| Action | Original Target | Achieved |
|-----------------------------|-----------------|----------|
| Participating Organizations | 25 | 39 |
| Training/Activity Sessions | 150 | 148 |
| Persons Participating | 500 | 1,112 |

- **273 staff participated in training across 17 organizations via sub-contractors' (RIC and SUMLHC) activities/trainings.**
 - Participants rated highly the quality of the activities and trainings provided, intend to incorporate the knowledge gained to change practice at their organization including onboarding practices, supervision, monitoring recruitment and retention, leadership and clinical supervision.
- **128 individuals in collaborative statewide meetings**
- **711 staff in subcontracted agencies impacted by professional development and infrastructure changes**
- **21 organizations engaged in workforce infrastructure development**

Lessons Learned and Evaluation Insights

- All layers of agencies need to “buy in” to infrastructure change

Impacts:

| | | |
|---|--|---|
| ■ Patients | ■ Specialists | ■ Hospital & Long-Term Care Staff |
| ■ PCPs | ■ State Government | ■ Community Based Organizations |
| ■ Payers | ■ Community Mental Health Center Staff | |

- Workforce development i.e. on-boarding, training, coaching, is not billable therefore difficult to implement
- Larger system issues i.e. salary parity, timely reimbursement, over-taxed staff, impact engagement
- Contact Olivia King or Shannon Spurlock to request a copy of the Final Behavioral Health Workforce Pilot Evaluation Report

Sustainability Efforts

- Onboarding process has been developed and can be adapted and replicated
- E-learning of BH system can be utilized as a component of onboarding
- Case manager and SUD competencies, based on provider input, can be replicated
- Behavioral Health Assistant, Milieu Counselor and Nursing competencies, with input from local providers, can be replicated
- Through the engagement of higher education, creation of new undergraduate and graduate courses across health related programs
- RI College nursing program integrating BH simulations
- Ongoing, sustainable partnership between academia and providers established and can be replicated
- Continue building infrastructure of agencies through sub-contracts, SOR funded
- BHDDH will maintain ownership of all resources, courses, and toolkits created and these will be available for public use by contacting Olivia King at BH

Toolkits and Online Training

<https://www.sumhlc.org/workforce-development/triad-project/professional-development-education-and-tools/default.aspx>

RESOURCES

- [RI BH - Case Manager Role - Online Training and eLearning Opportunities](#)
- [RI BH - SUD Counselor Role - Online Training and eLearning Opportunities](#)
- [Peer Recovery Specialist and Role Comparisons](#)
- [BHDDH Grant New Courses](#)
- eLearning Module: available at <https://www.sumhlc.org/e-learning/behavioral-healthcare/#/>
- [On-boarding Flow Chart](#)
- [Preparing for your New Employee](#)

TOOLS

- [Core Competencies for Case Managers in Behavioral Health](#)
- [Core Competencies for Substance Use Disorder Counselors in Behavioral Health](#)

Disclaimer

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Impacts:

Patients

PCPs

Payers

Specialists

State Government

Community Mental Health Center Staff

Hospital & Long-Term Care Staff

Community Based Organizations