

The Workforce Dilemma

**Ideas for Incremental
Improvement**

Four Challenges to Workforce Development

1. Labor models predict the need for up to a 50% increase in workforce size in 8 years
2. Improved staff retention reduces administrative costs and enhances service continuity
3. True clinical supervision builds staff skills and improves service quality
4. Agencies of excellence achieve continuous measurable improvement in engagement, client retention, and service environment

Our Process

- Each table will address one challenge
- Brainstorm strategies that could produce the outcome you seek
- Prioritize your strategies
- Select the top 2 priorities to share with the other participants

Final Discussion

- What are the next steps that CSAT could take to assure progress in meeting the 4 challenges?
- What can your state do to produce measureable improvement in workforce development?

Meeting the Challenges Priorities

- Growing the Workforce
 - Seeking input from other industries...create partnership with allied professions like health, social service, nursing
 - Encouraging job trading between providers and state administrators
 - Marketing positions in different parts of the country
 - Establishing agencies of excellence as training centers
 - Have a vision to increase the size of the certified workforce using a targeted recruitment
 - Make it easier to become certified
 - Consider recruiting from military personnel transitioning to another

career. Military benefits might support training and education.

- Build relationship with existing volunteer programs
- People with physical disabilities may be a potential pool of talent
- Increasing co-occurring capabilities of existing workforce
- Lower barriers to current recruitment like reducing paperwork, using tele-health to make work in isolated settings more attractive.
- Leverage funds designated to retraining older workers for a second career.

- Retaining Existing Workforce

- Compensation, benefits, flex schedules

- Providing incentives in contracts for training and retaining staff
- Loan forgiveness within public health service...funded by other agencies like HRSA
- Assure in-house training for CEUs
- Increase distance learning
- Build advancement capabilities within the field
- Appreciate different generational issues in our workforce.
Supervisory challenges are different across the generations
- Build competencies for clinical supervisors
- Assure availability of professional development plans, written and shared with supervisor

- Tiered reimbursement as competency and credentials increase
- Encourage agencies to invest funds accrued from staff vacancies for bonuses to reinforce retention

- Improving Clinical Supervision
 - Require availability of qualified clinical supervisors
 - Reduce number of clients served
 - Increase training of clinical supervisors
 - Assure observation of clinical services
 - Add clinical supervision as a condition of contracting for state money

- Enhance efficiency of clinical services and investing in clinical supervision with the increased financial bottom line
- Clinical supervision is the business model we should subscribe to