



Crafting a Workforce Plan Workshop

Behavioral Health Recruitment and Retention

Thursday, February 21, 2024 | 11:00-12:30 p.m. PT



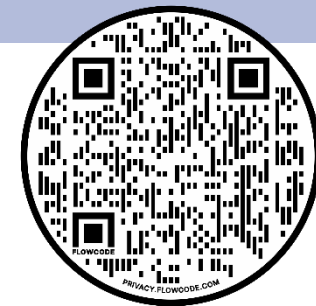
Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where indigenous nations and Tribal groups are traditional stewards of the land. Our California office resides in Tongva territory.
- Please join us in supporting efforts to affirm Tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all Indigenous people.

Whose land are you on?

Option 1: Enter your location at [Native Land CA](#)

Option 2: Access Native Land website via QR Code





Advocates for Human Potential, Inc. (AHP) Behavioral Health Recruitment and Retention (BHRR) Team



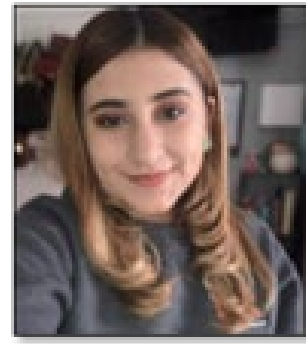
Susan Lange
*Program Director
Workforce Innovations Lab*



Kklara Moradian
*BHRR Deputy Project Director
& Grantee Coach*



Roxanne Brooks
Grantee Coach



Rosy Larios
Grantee Coach



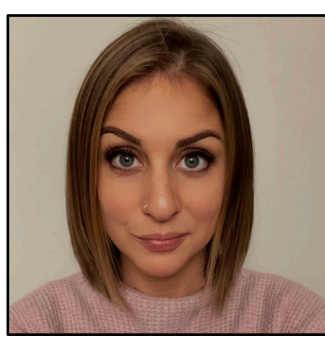
Sandra Gomez
Grantee Coach



Nate Pally
Grantee Coach



Erika Asuncion
*2nd-Year M.S.W. Intern
Grantee Coach in Training*



Cherice Cooley
Operations Specialist



Caitlin Storm
*Quality
Assurance Coordinator*



Kate Cox
*Behavioral Health
Workforce Development
(BHWD)
Operations Manager*



Kayla Halsey
*BHWD Data &
Analyses
Manager*

This project would not be possible without the many amazing people who work in the background but are not on this slide.

AHP Workforce Development (WFD) Subject Matter Expert (SME) Team



Susan Lange
*WFD SME &
Program Director*



Allen Fowler
*WFD SME &
Senior Writer*



Martina Durant
*WFD SME & Senior
Program Manager*



Sandra Gomez
*WFD SME & Senior
Program Associate*



Maurizio Martinez
*WFD SME &
Program Associate*

Agenda



Grantee Spotlight:
Five Acres



Breakout Room Discussion



Large Group Debrief



Q&A



Grantee Spotlight



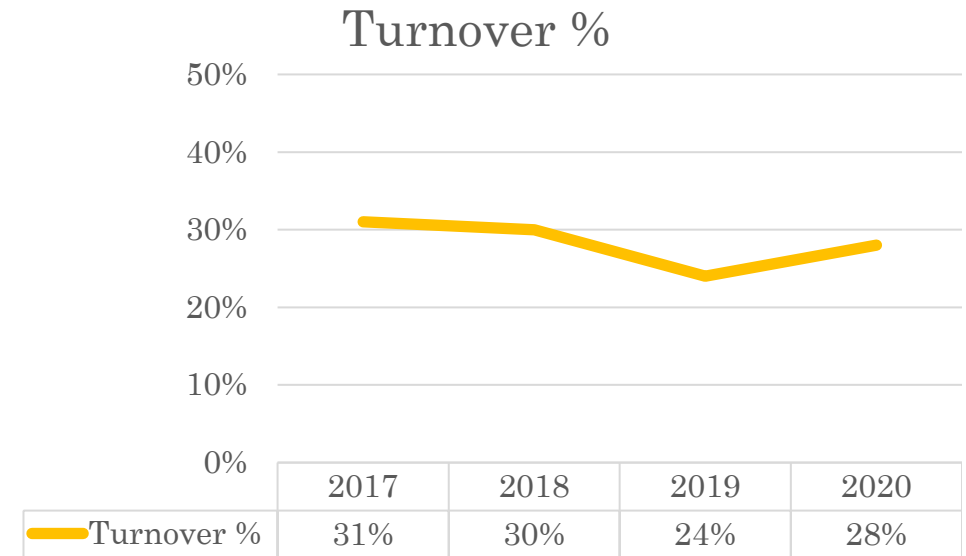
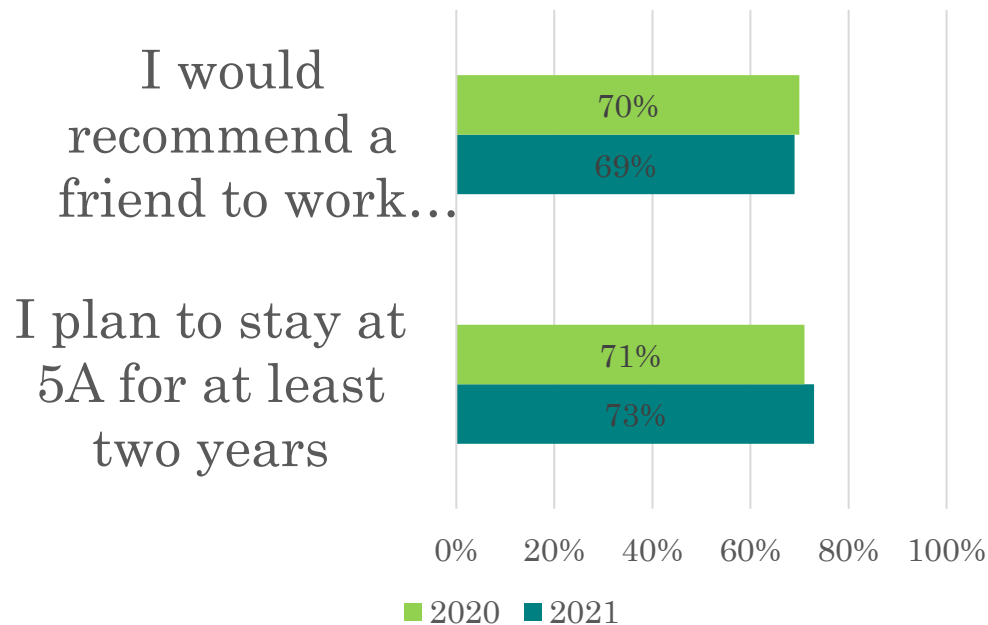
Compensation Philosophy



Five Acres (5A) believes in an attractive and industry-based total compensation program that is transparent and tied to performance, with the goal of attracting and retaining a diverse, exceptional, engaged, and committed workforce.

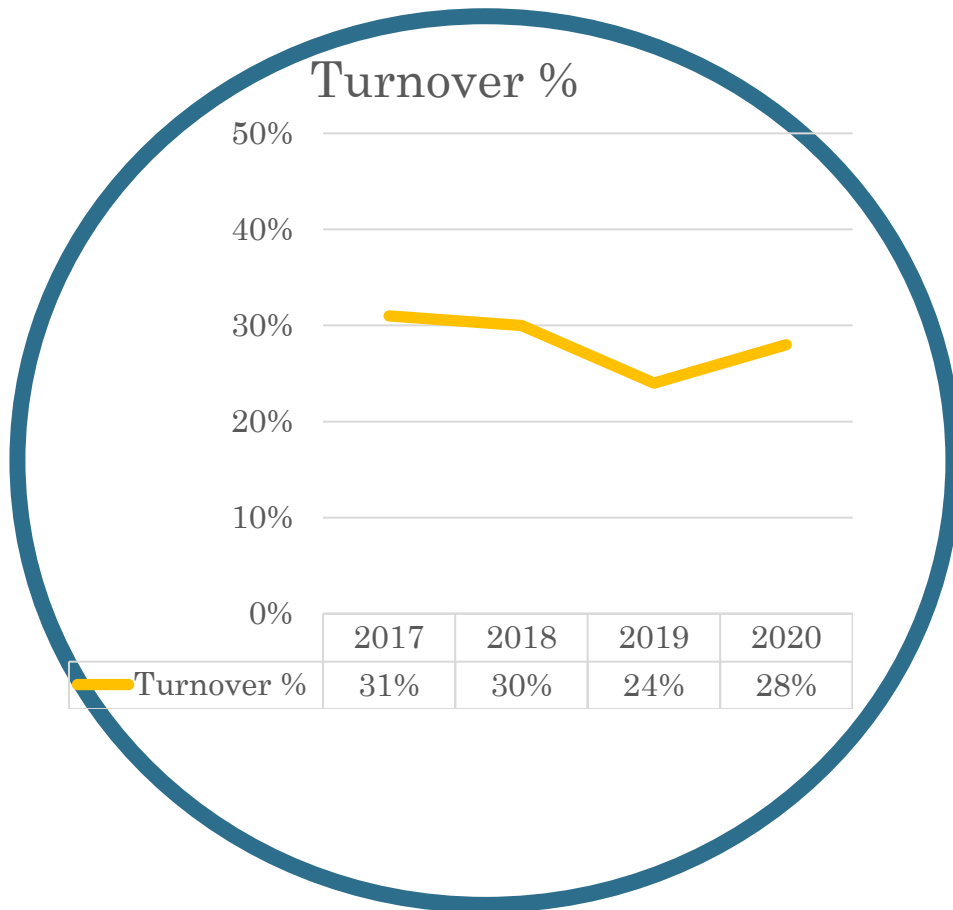
First things first...

1. Pinpoint the problem.
2. Focus on the root cause and not the symptoms.
3. **Gather data:** Speak to people involved and separate facts from opinions.



Do you invest time and money into fixing the problem?

Some turnover is healthy. Why is it a problem for Five Acres?



- 1. Impact on revenue.** Cost of turnover was a loss of \$334 a day per full-time equivalent. It took an average of 63 days to fill a new position plus 14 days to train, so 77 days of loss = \$25,718. We have 150 revenue-generating full-time team members. At 28% turnover, that would be 42 turning over annually, resulting in an annual loss of about **\$1.08 million.**
- 2. Impact on workforce wellness.** With 28% turnover and 93 days to replace, this meant more work on current team members filling in gaps. And on the staff satisfaction survey, one of our lowest scores was having enough team members to do the work.
- 3. Impact on clients.** With 28% of our workforce turning over annually, that would result in about 2,000 clients experiencing disruption in their service provider.

Gather the team that has ultimate decision-making power for pilot development.



Image: Five Acres

Retention Incentive Pilot

Target Team: Applicable to staff that are not Senior Leadership Team and Directors.

Purpose: Create incentive for longevity with 5A to increase retention with the purpose of increasing client impact and agency stability.

Cost: Projected cost is **\$1.68 million** for the 4-year pilot—about \$420,000 annually.

Effective: June 30, 2022-June 30, 2025. Kickoff check to be distributed the week of July 1-8.

Pilot Lead: CFO & Payroll

Rationale: There is projected increased turnover for staff, and turnover is disruptive to client impact and agency stability. In addition, the average length of stay is less than 3 years for our revenue-generating clinical staff. The turnover of this group and the cost to the agency is nearly \$1 million of lost revenue annually.



Retention Incentive Pilot



Active 5A employees (20+ hours/week), receive up to \$1,200 kickoff on June 30, 2022, and up to \$1,200 every June 30 thereafter through 2025 for staying on our team.



There is no increase to base pay, and the incentive will not be performance based. The incentive is discretionary, and this is a pilot program that will be assessed annually and at the close of our 2025 strategic plan.



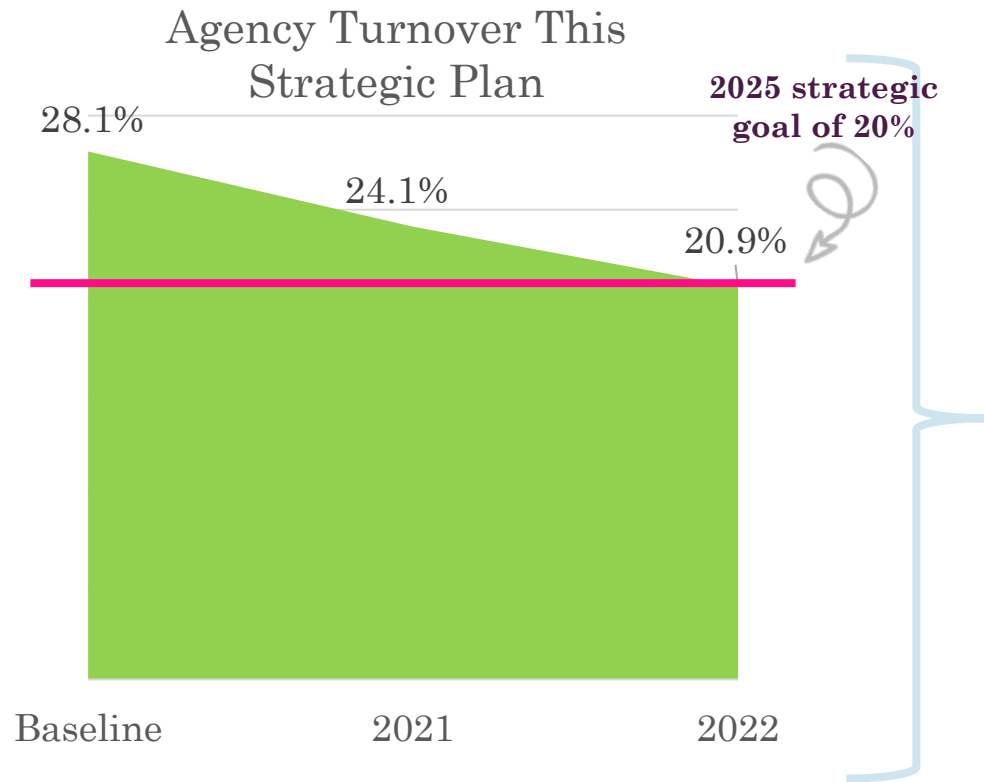
Team members that start at 5A after a distribution period will not receive retroactive distributions. They will be eligible for the next distribution date.



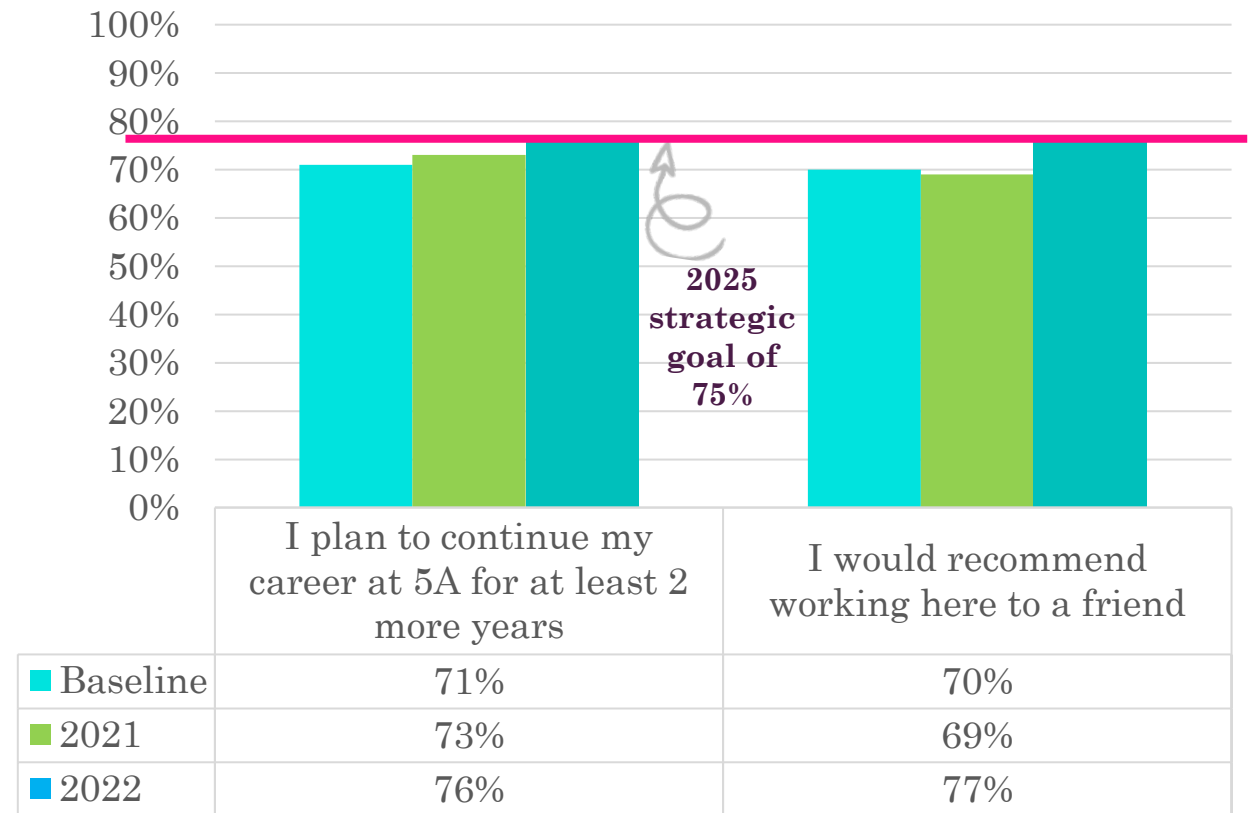
If an employee's date of resignation or date of separation is prior to June 30, they are not eligible for the retention incentive.



Monitor the data to assess and adjust as needed.



Workforce Wellness Strategic Targets



Workforce Wellness Retention Program

Top 5

FY22-23 First Collection	Keep It	Ditch It	Haven't had the opportunity
\$1200 Retention Incentive in June (not including tax & deductions) (n=259)	89.58%	.39%	10.04%
401k with up to 3% Annual Agency Discretionary Match and Profit Sharing (n=261)	89.27%	1.92%	8.81%
Annual Performance Evaluation with an opportunity for merit increase (n=260)	88.85%	1.15%	10.00%
5A Swag Store for Vision Awardees, Service Awardees, and All Staff Holiday Gifts (n=259)	80.69%	6.56%	12.74%
In-person Holiday Celebration in December (n=258)	80.23%	9.30%	10.47%
Service Awards in February (n=259)	76.45%	7.34%	16.22%
Funraisers - January: Pizza Party @ WC Office / April: Regatta @ Ketch / October: Haunted House @ FO Office (n=258)	72.48%	8.53%	18.99%
Monthly Vision Award Nominations and Winners (n=259)	71.04%	12.74%	16.22%
Birthday \$5 Starbucks Card in your birthday month (n=260)	71.92%	8.08%	20.00%
Staff Vision Awardee Videos to get to know your peers (n=255)	64.71%	20.39%	14.90%
Clinical Promotion Ladder Review during performance evaluations (n=259)	63.32%	3.86%	32.82%

Questions for Five Acres?

Please enter questions in the Q&A box
and/or raise your hand.



Breakout Room Discussion



30 minutes



Breakout Room Reflection Questions

1. How does your organization currently view the use of data in your recruitment and retention efforts?
2. What is getting in the way of implementing or improving a culture of data in your organization?
3. What resources do you need to implement data into your organization?

Regional Assignments: SoCal (Los Angeles)

SoCal (Los Angeles)		
Unique ID	Org Name	County
BHRRSBH01	Bienestar Human Services Inc	Los Angeles County
BHRRSCS01	Chinatown Service Center	Los Angeles County
BHRRSCO01	Compatior Counseling Center	Los Angeles County
BHRRSDH01	Didi Hirsch Psychiatric Services dba Didi Hirsch Mental Health Services	Los Angeles County
BHRRSFA01	Five Acres	Los Angeles County
BHRRSFB01	Fred Brown Recovery Services	Los Angeles County
BHRRSGA01	Gateways Hospital And Mental Health Center	Los Angeles County
BHRRSHC01	Health Care Integrated School Based Health SBH	Los Angeles County
BHRRSHH01	Healthy Hearts Medical Association dba Health Care Integrated Services	Los Angeles County
BHRRSHH02	Healthy Hearts Medical Association dba Health Care Integrated Services	Los Angeles County
BHRRSHH03	Healthy Hearts Medical Association dba Health Care Integrated Services	Los Angeles County
BHRRSPA01	Parents Anonymous Inc	Los Angeles County
BHRRSPL01	Penny Lane Centers	Los Angeles County
BHRRSPH01	PHOENIX HOUSES OF CALIFORNIA INC	Los Angeles County
BHRRSSD01	Samuel Dixon Family Health Center Inc	Los Angeles County
BHRRSSD02	Samuel Dixon Family Health Center Inc	Los Angeles County
BHRRSSC01	Southern California Health And Rehabilitation Program	Los Angeles County
BHRRSSJ01	St Johns Community Health	Los Angeles County
BHRRSPC01	The People Concern	Los Angeles County
BHRRSVF01	The Village Family Services	Los Angeles County
BHRRSVE01	Venice Family Clinic	Los Angeles County

Regional Assignments: SoCal 2

Southern CA		
Unique ID	Org Name	County
BHRRSCI01	City Impact	Ventura County
BHRRSCC01	Community Clinics Health Network dba Health Quality Partners of Southern California	San Diego County
BHRRSCR01	County of Riverside Riverside University Health System Behavioral Health	Riverside County
BHRRSGH01	Grandmas House of Hope	Orange County
BHRRSHC02	Health Care Integrated School Based Health SBH	Riverside County
BHRRSHG01	Higher Ground Youth and Family Services	Orange County
BHRRSMS01	Marys Shelter DBA Marys Path	Orange County
BHRRSNC01	Norooz Clinic Foundation	Orange County
BHRRSNO01	North County Health Project Inc dba TrueCare	San Diego County
BHRRSOC01	Orange County Asian and Pacific Islander Community Alliance	Orange County
BHRRSPF01	Palomar Family Counseling Service	San Diego County
BHRRSPV01	Peer Voices of Orange County	Orange County
BHRRSSP01	Serve The People	Orange County
BHRRSHL01	The Happier Life Project	Riverside County
BHRRSPR01	The Purpose of Recovery	Orange County
BHRRSUC01	Unicare Community Health Center	San Bernardino County
BHRRSUP01	Union of Pan Asian Communities	San Diego County
BHRRSVI01	Vista Community Clinic	San Diego County
BHRRSVH01	Vista Hill Foundation	San Diego County
BHRRSWA01	Waymakers	Orange County

Regional Assignments: Bay Area/Mid-State

Bay Area Mid-State		
Unique ID	Org Name	County
BHRRBAB01	Aspiranet Behavioral Health Division	San Mateo County
BHRRBAB02	Aspiranet Family and Community Division	San Mateo County
BHRRBAB03	Aspiranet Residential and Education Division	San Mateo County
BHRRBAB04	Aspiranet Resource Family Adoption and Foster Care Division	San Mateo County
BHRRBAB05	Aspiranet Transition Aged Youth Division	San Mateo County
BHRRBAB06	Aspiranet Wraparound and Intensive Home Based Services Division	San Mateo County
BHRRBCH01	Community Health for Asian Americans	Alameda County
BHRRBCS01	Community Solutions	Santa Clara County
BHRRBCU01	Cultivating Culturally Competent Clinicians Inc	Fresno County
BHRRBEB01	East Bay Agency for Children	Alameda County
BHRRBGF01	Gardner Family Health Network Inc DBA Gardner Health Services	Santa Clara County
BHRRBGR01	Greater Fresno Health Organization Inc	Fresno County
BHRRBHS01	Heart and Soul	San Mateo County
BHRRBIF01	Instituto Familiar de la Raza	San Francisco County
BHRRBJS01	Janus of Santa Cruz	Santa Cruz County
BHRRBKV01	Kings View	Fresno County
BHRRBLA01	La Clínica de La Raza	Alameda County
BHRRSLR01	LAGS Recovery Centers Inc	Santa Barbara County
BHRRBLC01	LGBTQ Collaborative	Stanislaus County
BHRRBLM01	LifeLong Medical Care	Alameda County
BHRRSMH01	Mental Health Association of Santa Barbara County DBA Mental Wellness Center	Santa Barbara County
BHRRBNS01	NAMI San Mateo County	San Mateo County
BHRRBPT01	Partnerships for Trauma Recovery	Alameda County
BHRRBRC01	Rebekah Childrens Services	Santa Clara County
BHRRSSB01	Santa Barbara Neighborhood Clinics	Santa Barbara County
BHRRBSC01	Schrank's Clubhouse	Tulare County
BHRRSTM01	Transitions Mental Health Association	San Luis Obispo County
BHRRBTR01	Tule River Indian Health Center	Tulare County

Regional Assignments: NorCal/Capital

NorCal & Capital		
Unique ID	Org Name	County
BHRRBAR01	Archway Recovery Services Inc	Solano County
BHRRCED01	El Dorado County Community Health Center	El Dorado County
BHRRCED02	El Dorado County Community Health Center Cameron Park Behavioral Health Site	El Dorado County
BHRRNGM01	Gateway Mountain Center	Nevada County
BHRRNMC01	Mendocino Community Health Center	Mendocino County
BHRRCON01	One New Heartbeat	Sacramento County
BHRRBPH01	Petaluma Health Center	Sonoma County
BHRRNRC01	Redwood Community Services Inc	Mendocino County
BHRRCSY01	Sacramento Youth Center	Sacramento County
BHRRCED03	STEPS Program at El Dorado Community Health Center	El Dorado County
BHRRBWC01	We Care Services for Children	Contra Costa County
BHRRNYT01	Yurok Tribe	Del Norte County

Solutions to Workforce Wellness



Large Group Debrief

Questions?

Please enter questions in the Q&A box and/or raise your hand.





Please fill out the attendance form and feedback survey in the chat to meet your requirements for today's event.

Upcoming Events and Important Reminders

Phase B Training and Technical Assistance–Quarter 3 of BHRR							
Q	Month	Week 1	Week 2	Week 3	Week 4	Week 5	Total Hours of Live Grantee Attendance per Month
3	January	Webinar: Responsive Leadership: Creating Healing- Centered Workspaces (1 hour) 01/04/24 12-1 p.m.		Quarter 2 (Q2) Data Report and Q2 Invoice Due 01/15/24 Workshop: Responsive Leadership (1.5 hours) 01/17/24 11 a.m.-12:30 p.m.	Update Implementation Plan(s)		2.5 hours + 1:1 with GCs SMEs as needed
3	February	Webinar: Baselines and Benchmarks: Using Data to Craft a Workforce Plan (1 hour) 02/07/24 12-1 p.m.		Workshop: Using Data to Craft a Workplan (1.5 hours) 02/21/24 11 a.m.-12:30 p.m.	Update Implementation Plan(s)		2.5 hours + 1:1 with GCs SMEs as needed
3	March	Webinar: The Power of Partnership: A Path to Advocacy and Equity (1 hour) 03/06/24 12-1 p.m.		Workshop: Advocacy Roadmaps (1.5 hours) 03/19/24 11 a.m.-12:30 p.m.	End of Q3 – Update Implementation Plan(s) Reminder: Q3 Data Report and Q3 Invoice(s) Due 04/15/24		2.5 hours + 1:1 with GCs SMEs as needed

Note: This document is a tentative plan and is subject to change. You will receive notification about changes to this plan in advance via email and through communication from your GC. Please refer to this plan for a general guideline of what to expect in Quarter 3 (Q3) of BHRR. The BHRR Team may offer optional Open Office Hours if needed. Those dates will be communicated in advance.

Acronyms:

BHRR: Behavioral Health Recruitment and Retention

SME: Subject Matter Expert

GC: Grantee Coach

TA: Technical Assistance



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Thank you!

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