

Behavioral Health Workforce Initiative in South Carolina

A partnership between 3RNET and
the South Carolina Office of Rural Health



Education by the Nation's Most Trusted Resource
for Health Professionals Seeking Careers in Rural & Underserved Communities.

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South Carolina Project Funding

- The SC Office of Rural Health (SCORH) and SC Department of Health and Environmental Control (SC DHEC) are partners in a Health Equity Initiative to address COVID-19 health disparities among high-risk and underserved populations, including racial and ethnic minorities and rural residents

Why do this work?



**South Carolina is a
predominately rural
state**



**Non-Medicaid
expansion state**



**SC's behavioral
health system is
bifurcated**

Mental Health Care
Substance Use Care



**Small workforce pool
with competition
from FQHCs and
hospital systems**



**Stigma towards
providers and clients
seeking care**



**Inability to compete
with pay rates -
resources limited**

3-Part Webinar Series

- **The Power of Mindful Recruiting for Retention:**
Strategies to Recruit Behavioral Health Professionals & Create a Positive Culture for Retention
- **Part 1: Planning & Preparation**
- **Part 2: Sourcing & Screening**
- **Part 3: Retention & Renewing Your Culture**



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The Power of Mindful Recruiting for Retention: Strategies to Recruit Behavioral Health Professionals & Create a Positive Culture for Retention

The South Carolina Office of Rural Health Invites You to Join this
Three-Part Webinar Series by 3RNET

Developing effective recruitment strategies to attract behavioral health professionals is one of the biggest challenges facing the healthcare industry. It's crucial to apply creative strategies and use a multi-channel approach that emphasizes building pipelines and reaching and recruiting the right people. It is also vitally important to implement retention efforts that promote a positive culture, improving engagement, fulfillment, and workforce stability.

This webinar series will follow 3RNET's recruiting for retention guiding principles and best practices, curated by years of collective expertise in the field, particularly for rural and underserved communities nationwide. We will evaluate current workforce trends driving today's job market and discuss how this impacts your hiring abilities.

Learn how to create a recruitment and retention plan for behavioral health professionals, using your strengths to attract candidates, and identify solutions and best practices to address your challenges. You'll walk away with the tools you need to develop a plan with practical solutions for recruiting and retaining behavioral health professionals for a variety of healthcare organizations, including those local, rural, and underserved communities. We will also cover DEI strategies and generational differences in your workforce efforts.

Webinars will include surveys and polls to show comparable data and valuable insights for your state. Supporting tools and resources will be provided for a variety of needs. We will also provide the opportunity for networking through an online platform, sharing ideas, and problem-solving solutions.

Webinars will include 90-minute sessions on the following topics:

How to set your behavioral health recruitment efforts up for success
Identifying your unique selling points, identifying challenges and potential solutions
Managing costs for recruiting and retaining, and planning a strategic budget, even on a tight budget

Sourcing & Screening

Implementing a sourcing plan, valuable tips and tactics to build your behavioral health candidate pool
Effective advertising to attract behavioral health professionals, including tips for email outreach and job postings

Effective screening methods to find the right fit, virtual interviews and planning a site visit

Retention & Renewing Your Culture

- Retention strategies that enhance communication and improve culture
- Tips to keep your remote behavioral health staff engaged
- Generational considerations to keep staff engaged throughout the lifecycle

Webinar Details

Part 1: Planning and Preparation – [Register Now](#)

April 12, 2023 | 11:00 - 12:30 EST

Part 2: Sourcing & Screening – [Register Now](#)

April 19, 2023 | 11:00 - 12:30 EST

Part 3: Retention & Renewing Your Culture – [Register Now](#)

May 3, 2023 | 11:00 - 12:30 EST



Recruiting for Retention Four Part Process





Planning & Preparation

- Developing a plan to set your behavioral health recruitment efforts up for success
- Discovering your unique selling points
- Identifying challenges and potential solutions
- Understanding costs for recruiting and retaining
- Planning a strategic budget, even on a shoestring

Planning & Preparation Assessment

Which steps currently make up your R&R plan?

- Clearly defined opportunities
- Unique selling points that set you apart
- Effective strategies in place to improve culture
- Participate/track salary surveys
- Familiar with and promote LRP options
- Utilizing a total compensation statement
- Established realistic recruitment budget
- Retention budget
- Knowledge of your retention, turnover and vacancy rates
- Tap into resources available through partner organizations



SAMHSA Programs Integrating Primary Care and Behavioral Health

- [Minority Fellowship Program](#) – Grant initiative awards funding for organizations that support development of doctoral and master's level behavioral health professionals
- [Center of Excellence for Integrated Health Solutions](#) - provides free training and resources for primary care providers on mental and behavioral health
- PIPBHC [grant program](#) that promotes integrating primary and behavioral health care – one recipient per state





HRSA Grant Programs

- [Integrated Substance Use Disorder Training Program \(ISTP\) | HRSA](#)
- <https://bhw.hrsa.gov/funding/apply-grant#behavioral-mental-health>
- <https://bhw.hrsa.gov/funding/apply-grant#health-careers>

National Programs & Resource Articles

- [Behavioral Health Workforce Projections | Bureau of Health Workforce \(hrsa.gov\)](#)
- [HHS Roadmap for Behavioral Health Integration](#)
- [American Journal of Preventive Medicine | The Behavioral Health Workforce: Planning, Practice, and Preparation | ScienceDirect.com by Elsevier](#)
- [NASHP The State Perspective on Rural Behavioral Health Crisis Services](#)
- PRISM Research Project: Preparing Behavioral Health Clinicians for Success and Retention in Rural Safety Net Practices



Sourcing & Screening

- Implementing a sourcing plan
- Valuable tips and tactics to build your behavioral health candidate pool
- Effective advertising to attract behavioral health professionals
- Tips for email outreach, job postings, and virtual interviews
- Effective screening methods to identify quality hires
- Planning a compelling site visit




Retention & Renewing Your Culture

- Retention strategies that enhance communication and improve culture
- Generational considerations to keep staff engaged and fulfilled throughout the lifecycle
- Tips to keep your remote behavioral health staff engaged



Retention Facts

 **90%** of employees decide whether to stay or go within the first 6 months

 **50%** of employees leave a new job within the 1st year

 **46%** of current employees are considering a job change

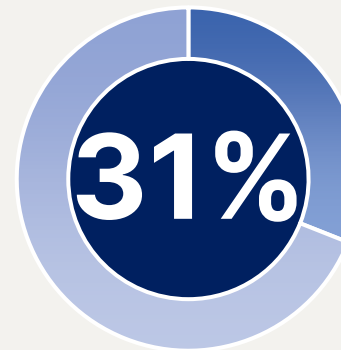
Source: BambooHR



Behavioral Health Facility 2022 Turnover Rates

17.37%	Supervisors
22.91%	Clinical professionals
24.61%	Top level executives
26.43%	Licensed practical nurses
29.36%	Registered nurses
32.24%	Administrative support
37.17%	Mental health workers/psychiatric aides

Behavioral health facilities average turnover rate



Source: "Behavioral Health Salary & Benefits Report," published by Hospital & Healthcare Compensation Service (HCS)



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Virtual Recruitment *for* Retention Readiness Assessment

The South Carolina Office of Rural Health is excited to inform you that you have been selected to participate in our Behavioral Health Workforce Recruitment and Retention Collaborative with 3RNET.

How Ready Are You to Recruit?

The Virtual Recruitment for Retention Readiness Assessment by 3RNET assesses how a facility and community engage and retain behavioral healthcare professionals. In addition to recognizing all the great practices, processes and attractions a facility and area provide, the assessment will give additional resources for best practices, help identifying unique selling points and ideas to invest in challenges.

Assessment Includes

- Participating in one virtual interview (1 hour) with representation from some or all of the following from the facility - Leadership, Community/Board, Recruiter/HR and Provider.
- External audit by 3RNET staff includes web presence, sourcing, marketing.
- Post-project virtual meeting to go over the results of the Assessment.

Assessment Takeaways

A participating facility will receive:

- A basic assessment of your Recruitment for Retention readiness. This assessment will be in a format that is easily disseminated and will include:
 - An inventory of best practices already in place
 - A list of suggested best practices to implement
 - Strategies for overcoming barriers and challenges
 - Marketing strategies for your Unique Selling Points (USP)
 - Local and state resources to aid in your recruitment efforts
 - List of free and low-cost resources to aid in your recruitment efforts
 - A compilation of retention strategies
 - Ongoing support from 3RNET

To Get Started, Schedule Your Assessment Interview

Schedule a 1-hour interview with 3RNET and members of your recruitment team here:
<https://calendly.com/gingras-3rnet/3rnet-r4r-readiness-assessment-interview>



Virtual Assessments

- 3 Substance Use Disorder Treatment Facilities in Rural South Carolina
 - Westview Behavioral Health Services
 - Tri-County Commission on Alcohol and Drug Abuse / William J McCord Adolescent Treatment Facility
 - Counseling Services of Lancaster

How the Assessment Reports are Created

The reports contain information and observation from several different sources:

- Review of the organization's web presence
- Review of the organization's various job postings
- Interview with individuals from the organization and community
- Optional post interview survey for additional anonymous feedback

The reports are meant to aid organizational and community stakeholders with the following:

- Give an unbiased review of web presence and job postings
- Provide identified unique selling points that can be used to market open positions
- List potential barriers to recruitment and ideas to overcome
- Identify key contacts in the state for incentive programs and recruitment assistance
- Supplement report with a resource guide that provides key, easy to implement strategies



Virtual Assessment Overview

- Web Presence/Google review/SEO
- Website review
- Career Page review
- Job Posting review
- Sourcing Channels
- Facebook/Social media review
- LinkedIn Business page review
- Unique Selling Points
- Recruitment process review
- Potential barriers to recruitment
- Recommendations, resources, and best practices

Executive Summary on Findings

- For all the SUD facilities reviewed, having a stable and supportive administration is key
- SUD treatment facilities are vital to the community and vulnerable populations, going above just providing treatment services meeting all the needs of the clients you serve – Good reputation and strong mission to serve are advantages
- Good benefits, flexibility, and PTO are unique selling points that can set sites apart
- Having a strong web presence is vital in today's virtual dominate space, with an emphasis on the mission, community impact, and the culture of the organization
- More compelling job postings are needed to be competitive and attract candidates - more focus on what a candidate wants vs. standard job description (what an organization wants/needs)
- The facilities reviewed have barriers to recruitment similar to other rural/underserved communities – limited pool of candidates, lack of a dedicated recruitment staff/process, limited sourcing options, competition with neighboring facilities, housing options, attracting outsiders to area, retention, NHSC requirement barriers (inpatient/sliding fee/medicare), meeting qualifications and training requirements for master's level, remote telehealth demand
- Opportunities, both short term and long term, exist to improve recruitment outcomes – developing a recruitment team, finding new ways to market jobs, connections with training programs, and engagement strategies with current employees to foster fulfillment and encourage retention

Website Findings

Best Practices:

- Clean, easy to navigate design, responsive
- Shows programs and services offered
- Staff photos/bios, recognition, testimonials
- Social media links, easy navigation
- Community happenings related content

Common Challenges:

- Client centric, not being utilized as recruitment tool – not depicting culture
- Lacking photos, testimonials and videos
- Missing community info and links
- Missing mission and community impact
- Jobs not listed on website, cumbersome application process
- No “selling” info on career page – What’s in it for the candidate?

TIP: Show culture and create a compelling candidate-focused career page with all available positions listed.



Example - <https://www.cmmc.health/>

Takeaways

- Candidates gravitate towards culture
 - Mission-driven, Passion-driven
 - Work life balance
- Need to differentiate via USPs
 - Why you?
 - Experts – existing staff/community
- Virtual presence is critical
 - First impression of org/community
 - Overcoming perceptions of isolation
- Your website/SM is a recruitment tool
 - Job postings need to sell
 - Ease of application & call to action
- Storytelling sells your opportunities
 - Photos/videos of real employees
 - Client & staff testimonials/reviews
 - Community impact, connection to your mission

Action Steps

- ❑ Review your website from a candidate's perspective
 - Both on a computer and phone
 - View jobs and go through application process
- ❑ Google yourself
 - Review first page results
 - What do the reviews say?
- ❑ Identify USPs
 - Find and communicate strengths
 - Invest in challenges
- ❑ Refresh and re-engage with your job postings
 - Create an opening paragraph highlighting your USPs
 - Highlight what's in it for the candidate
- ❑ Take a minute to breathe
 - Your work is vital and appreciated
 - Every community has challenges
 - Culture eats strategy

Sample Recommendations

- Research new potential sourcing/job posting tools - Maximize free job boards for rural & underserved - Refer to 3RNET's Sourcing Guide for tips on developing a sourcing plan and additional sourcing channels to consider
- Review 3RNET's guide to writing successful job postings, utilizing social media, and maximizing free and low-cost marketing tools (3RNET Recruiting for Retention Guide Part 2)
- Engage with state recruitment contacts to ensure you are fully utilizing state and federal incentive programs
- Explore options of incentivizing word of mouth referrals – employee referral bonus/reward program
- Continue establishing/promoting training partnerships with local programs to get students/residents introduced to your community through educational/training experiences – focus on retention strategies
- Utilize career ladders and succession planning, give incoming candidates an opportunity to voice new ideas, provide professional development and skill building, develop for future leadership positions
- Investigate telemental health options as an employer of choice/retention incentive - [Telehealth & Telemental Health: Everything You Need to Know | Relias](#); [Tele-treatment for substance use disorders | Telehealth.HHS.gov](#)

What sources are working today?

Recruitment	ONLINE JOB BOARDS	VIRTUAL JOB FAIRS	CANDIDATE DATABASES	SPECIALTY ADVERTISING
Networking	TRAINING PROGRAMS	EMPLOYEE REFERRALS	SOCIAL MEDIA CHANNELS	PATHWAY PROGRAMS
Retention	PROFESSIONAL DEVELOPMENT	CAREER LADDERS	SKILLS TRAINING	LEADERSHIP DEVELOPMENT

Behavioral Health Professional Sources



- 3RNET job board, NHSC Connector
- Linked In, Twitter interest groups, Facebook ads
- Indeed, ZipRecruiter, SimplyHired, JobList, Glassdoor, etc
- Your State job board - JobsintheUS.com
- Niche job boards - Mentalhealthwork.com, ihirementalhealth.com, BehavioralHealthJobs.com, Psychologyjobs.com, Mental Health America, etc
- Professional association job boards/career centers - national and local chapters, student chapters
 - ADAA, NASW, NAADAC, AMHCA, ACA, etc
 - [SAMHSA](#) – list of available job boards
- Handshake Career fairs – In-state, regional, and national training programs
- Training programs (Directory of Accredited Programs)
- Pipeline and pathway programs, your state HOSA or AHEC program collaboration

RECRUITMENT

NETWORKING

RETENTION

Virtual Assessment Resource Guides



- R4R Assessment Review powerpoint
- Sourcing guide and sample sourcing plan
- Referral program guide
- Free and Low-Cost Marketing Tools
- Rural Specific Resources for Rural Communities
- Resource Guide - Effective Candidate Marketing & Sourcing
- 3RNET Employer's Guide to Workforce Programs
- 3RNET Recruitment for Retention Guides
- Factors to Market your Community Guide
- Access to recorded Academy webinars and 3-part BH webinar series

Call to Action for 3RNET Members

- Join 3RNET BH special interest group – collaborate with peers
- Partner with BH training programs in your state
- Be aware of funding opportunities in this space – Workforce Grants
- Partner with your State Office of Rural Health, PCA, PCO, AHEC/HOSA
- Understand your state's credentialing/licensing requirements and incentive program requirements
- Utilize 3RNET resources and tools to help your facilities with their recruitment and retention efforts





Questions?

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Thank you!