



SANTA CLARA COUNTY MENTAL HEALTH SERVICES ACT

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## Workforce Education & Training Plan July 2009

### EXECUTIVE SUMMARY

#### Background

In November 2004, California voters approved Proposition 63: The Mental Health Services Act (MHSA), which levied a 1% tax on incomes over \$1,000,000 to fund new mental health services. The MHSA provides a unique opportunity to increase funding, personnel and other resources to support county mental health programs, and increase access to services for children, transition age youth, adults and older adults with mental health needs and their families. The MHSA also seeks to establish prevention, early intervention and innovative programs as well as workforce education and training to address the serious shortage of mental health service providers in California.

The Workforce Education and Training (WET) component of MHSA includes the requirement for the California Department of Mental Health to develop a Five Year Plan for Workforce Development. Counties participating in this endeavor are required to develop a local WET Plan that addresses:

- Identified shortages in occupations, skill sets, and individuals with unique cultural and linguistic competence in urban and rural county mental health programs and private organizations providing services in the Public Mental Health System.
- Education and training for all individuals who provide or support services in the Public Mental Health System, including fostering leadership skills. This education and training should contribute to developing and maintaining a culturally competent workforce. It should include clients and family members and provide client- and family-driven services that promote wellness, recovery and resilience, and lead to measurable values-driven outcomes.

Counties must also complete a workforce needs assessment of county operated and contracted mental health services, identifying specific shortages and needs.

The Santa Clara County Mental Health Department's (MHD) WET Plan supports the achievement of the following goals:

- To have a workforce that is fully integrated and reflective of the cultural and ethnic diversity of consumers and family members at all levels of the workforce, including employees, interns, and volunteers;

- To provide employment opportunities and integrated support mechanisms throughout the system to enhance employment and retention of consumers and family members;
- To enhance staff training and develop opportunities and career pathways for County and Community Based Organizations (CBO) staff, including management development opportunities;
- To provide training and educational opportunities in the mental health system, with local educational institutions and the community at large.

MHD's WET activities will total approximately \$4,100,000 annually. This expenditure level will be supported by funds from the Mental Health Services Act. In addition to discretionary allocations from the County's Community Services and Supports Component, the County is eligible for a total of \$9.9 million that can be used over a ten year period. MHD will retain 16% administration and indirect expenses and the remaining funds will be utilized to implement the WET actions and financial incentive programs described in this plan. MHD is committed to implementing the critical elements of the MHSA workforce education and training goals that are intended to transform and change the way mental health services are delivered. Embedded in the seven actions of this WET Plan are the MHSA workforce elements that include:

- 1) the integration of wellness, recovery and resiliency;
- 2) increased cultural and linguistic competency;
- 3) the provision of consumer and family member employment and supports;
- 4) addressing needs for an integrated mental health system and
- 5) establishing outreach strategies and career pathways and programs to recruit and retain individuals in the public mental health field.

## **Planning Process**

The MHD has had a strong commitment to the involvement of a broad-based stakeholder and advisory participation in all of its MHSA planning processes. The WET planning process, in particular, emphasized from the outset, a goal of having consumers and family members comprise 50% of the team involved in all phases of the planning. Although this goal was not always achieved in number at all events, the values and principles that support the design of a workforce and education plan that helps transform the lives of consumers, family members, the underserved, and the un-served were consistent frontline elements to the entire process. A WET Committee composed of 25 individuals, diverse in experience, expertise, ethnicity and perspectives met monthly to review and guide the process. At each step of the process, and whenever appropriate, participants were reminded of the MHSA values and principles and the broader goals of transformation of the mental health system.

**Participants:** Over 350 individuals attended one or more planning meetings, thirteen (13) focus groups, individual interviews, and two (2) community Town Hall meetings. Participants included representatives from the Department of Rehabilitation, Human Services, Human Resources, Consumer Affairs, the Ethnic and Cultural Community Advisory Committees, NAMI, Self Help Centers, mental health administration, multiple community-based organizations, staff, consumers, family members, diverse community groups, educational partners, and other community partners. In addition, a total of 1355 individuals participated in two training needs and interest surveys. This included 777 consumers, family and community members who completed a Community Survey and 578 staff who completed a Departmental and Contract Agency staff survey of training needs and interests.

## Data Resources

**Both quantitative and qualitative data**, generated from the various focus groups, individual interviews of key stakeholders, Town Hall meetings, the Training Needs Surveys of County and Contractor Agency staff and the Community Survey aimed at obtaining training needs and interest of consumer, family and community members were collected and analyzed for developing the WET Plan.

**A Workforce Needs Assessment Survey**, required by the California Department of Mental Health, provided information on occupational categories of licensed and unlicensed direct service staff, managerial and supervisory staff, and support services staff. The Workforce Needs Assessment survey was completed by CBOs representing 95% of Contractors and incorporated data reflecting all 1,883 full time equivalents (FTE) in the County's public mental health system.

## Selected Key Findings

- MHD has made good progress towards maintaining a diverse workforce that is similar to the overall county population.
- A major challenge continues to be the recruitment, hiring, and retention of consumer and family members from ethnic, cultural and linguistic communities.
- There are shortages in:
  - Psychiatrists with special skills working with children and older adults.
  - Non-White individuals in managerial and positions requiring licenses and advanced degrees.
  - Direct care providers, especially licensed staff, with cultural and linguistic competence for work with Native Americans, Hmong, Vietnamese, Somali and other immigrant and refugee groups.
- Contract/CBO providers report more difficulty with filling positions than the County.

- Overall, one-half of persons in all racial/ethnic groups completing the Community Survey (consumers, family and community members) expressed interest in opportunities to assume roles in the mental health system, in both paid and volunteer positions.
- Education goals varied among Community Survey respondents interested in public mental health, with about one-half interested in AA or higher degree. Forty percent were interested in Certificate programs; 25 % in volunteer training programs.
- Financial assistance for school and training was viewed as very important.
- Departmental and CBO staff, consumers and family members agreed that training is needed on a wide range of subjects aimed at increasing their competencies in a transformed recovery focused system.
- More than half of staff and community partners were interested in learning how to work better with people that were between the ages of 16-24 years of age.
- Forty seven percent rated cultural competence training as their most desired form of training and 82% wanted further training in speaking Spanish.
- County staff, contractor providers, consumers, family and community partners identified stigma and discrimination as underlying barriers to accepting and welcoming consumers into the workforce.
- Training on culturally appropriate programs for consumers and family members and strategies for effective engagement was also seen as a high priority.

## **Actions**

Workforce Education and Training plans are organized into “Actions” (aka work plans). The MHD’s WET Plan includes the following seven actions.

<b>Action</b>	<b>Program Description</b>
<b>1. WET Coordination</b>	This action provides for the leadership, management, evaluation and administrative support to oversee implementation of effective WET work plans and alignment with local, regional and statewide education and training initiatives and partnerships.
<b>2. Training in Recovery Principles &amp; MHSA Standards</b>	Expansion of training programs to County and contractor staff, consumers, family members and key system partners are provided. The training will promote and encourage the integration of evidence-based and promising practices that are consistent with the MHSA General Standards. Training plans will be developed annually and will be open to the entire lifespan from infancy to older adulthood.
<b>3. Improved Services and Outreach to Unserved and Underserved Populations</b>	This action is focused on developing specialized cultural competency training to all staff to improve services to ethnic and cultural populations. This work plan includes special training for staff to effectively outreach to and engage unserved and underserved populations

<b>4. Welcoming Consumers and Family Members</b>	This action provides for training, workshops, consultation and structured dialogues that create an environment in which consumers and family members are welcomed and contributing members of the public mental health system. This action also provides ongoing support for all staff during the transition period.
<b>5. Collaboration with Key System Partners</b>	MHD will collaborate with key system partners to develop and share training and education programs so that consumers and family members receive more effective integrated services.
<b>6. Comprehensive Mental Health Career Pathways Model</b>	A comprehensive mental health career pathways model will be established to increase consumers, family members, bi-cultural and/or bi-lingual staff in the workforce. Career pathways will include the different levels of employment opportunities, training requirements, competencies and skills required, and available resources to support those wishing to obtain certificates, AA/AS, BA/BS and higher educational degrees.
<b>7. Stipends &amp; Incentives to Support Mental Health Career Pathways</b>	This action establishes a flexible financial assistance program that supports the implementation of the local Mental Health Career Pathways Model. Educational stipends and incentives are made available to attract consumers, family members, high school students, and individuals from ethnic, cultural and underserved populations to enter the field of public mental health; as well as internship and supervision support to graduate students.

For further information, please contact:

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Summary of Proposed WET Work Plans (aka Actions)  
(Revised: 6-22-09)

Action (Work Plan)	Funding Category	Description	Objectives	Budget Justification	Annualized Budget for FY10
1. WET Coordination	Workforce Staffing Support	Leadership, management and administrative support to oversee implementation of effective WET work plans and alignment with local, regional and statewide education and training initiatives and partnerships.	<ul style="list-style-type: none"> <li>a. Implement and integrate WET plans into the entire public mental health system.</li> <li>b. Establish collaborative WET relationships throughout the County, regionally and Statewide.</li> <li>c. Evaluate and communicate the effectiveness and outcomes of WET activities.</li> <li>d. Provides staff support to the Learning Partnership Steering Committee.</li> <li>e. Oversee ongoing stakeholder participation in the implementation and development of WET plan.</li> </ul>	1.0 FTE WET Coordinator (P13)  1.0 FTE Office Specialist (OSIII)  Operating Expenses	\$ 152,904  \$ 77,472  \$ 23,038
2. Training to Improve Competencies & Move Towards MHS General Standards	Training & Technical Assistance	Expansion of training programs to County and contractor staff, consumers, family members and key system partners. The training will promote and encourage the integration of evidence-based and promising practices that are consistent with the MHS General Standards. Training plans will be developed annually and will be open to the entire lifespan.	<ul style="list-style-type: none"> <li>a. Develop and implement integrated training programs to develop core competencies throughout the workforce.</li> <li>b. Develop and implement protocols for assessing education and training needs on an annual basis.</li> <li>c. Develop and implement protocols for evaluating the effectiveness of training programs.</li> <li>d. Continually identify and introduce wellness and recovery practices via a continuous learning model.</li> </ul>	.50 FTE Training Coordinator (MHPSI/II)  Training Programs and workshops  Operating Expenses	\$ 68,706  \$ 1,000,000  \$ 6,871
3. Improved Services and Outreach to Unserved and Underserved Populations	Training & Technical Assistance	Specialized cultural competency training to all staff to improve services to ethnic and cultural populations. This work plan includes special training for staff to effectively outreach to and engage unserved and underserved populations.	<ul style="list-style-type: none"> <li>a. Develop and implement annual training plans to improve the effectiveness of staff in meeting the needs of unserved and underserved populations - including but not limited to: TAY, monolingual clients, and the hearing impaired.</li> <li>b. Develop and implement annual training plans that enable staff to effectively conduct outreach and engagement activities to unserved and underserved populations.</li> </ul>	.50 FTE Training Coordinator (MHPSI/II)  Cultural Competency Training Programs and Workshops  Training for Outreach Workers  Operating Expenses	\$ 68,706  \$ 330,000  \$ 200,000  \$ 6,871

Summary of Proposed WET Work Plans (aka Actions)  
(Revised: 6-22-09)

Action (Work Plan)	Funding Category	Description	Objectives	Budget Justification	Annualized Budget for FY10
4. Welcoming Consumers & Family Members	Training & Technical Assistance	Training, workshops, consultation and structured dialogues that create an environment in which consumers and family members are welcomed and contributing members of the public mental health system.	a. Design dialogues to improve working relationships among clinicians, consumers, peer support and family member staff.	1.0FTE Consumer / Family Member Training Coordinator (MHPS I/II)	\$ 137,412
			b. Provide education and training for providers on how to work effectively with consumer and family partners as providers.	Training Programs, Outreach, Workshops & Operating Expenses	\$ 385,000
			c. Provide consumer and family member staff ongoing support and training to help them transition into the Public Mental Health workforce.  d. Provide existing staff and managers with ongoing support and training to help them effectively integrate consumers and family members into the public mental health workforce.  e. Expand the utilization of peer-, client- and family member-driven / directed training throughout the system.	Operating Expenses	\$ 13,741
5. WET Collaboration with Key System Partners	Training & Technical Assistance	MHD collaborates with key system partners to develop and share training and education programs so that consumers and family members receive more effective integrated services.	a. Determine the training needs of system partners that are strategically aligned with those of the public mental health system.  b. Develop and implement a training plan that brings MH training to system partners and vice versa.	Training Programs, Workshops, & Events (e.g. CIT)	\$ 100,000

Summary of Proposed WET Work Plans (aka Actions)  
(Revised: 6-22-09)

Action (Work Plan)	Funding Category	Description	Objectives	Budget Justification	Annualized Budget for FY10
6. Comprehensive MH Career Pathways	Mental Health Career Pathways	This work plan establishes career pathways to increase consumers, family members, bicultural and/or bilingual staff in the workforce. Career pathways will be established utilizing specialized certificate, AA/AS, BA/BS and Masters Level programs. This work plan works in conjunction with financial incentive programs.	a. Establish a local MH Career Pathways Program to increase consumers and family members in the workforce.	MH Career Pathways & Internship Coordinator (MHPS I / II)	\$ 137,412
			b. Establish a local MH Career Pathways Program to increase bicultural/bilingual staff in the workforce.	Community Education (Marketing, Outreach)	\$ 30,000
			c. Establish a collaborative and sustainable relationship with educational institutions that allow for continuous evaluation and refinement of effective career pathways.	Operating Expenses	\$ 13,741
			d. Develop marketing and outreach strategies for local implementation to support career pathways.		
			e. Establish County position codes that prioritize the live experience of consumers and family members.		
			f. Develop and implement strategies to encourage high school students to enter MH Career Pathways.		
7. Stipends & Incentives to Support MH Career Pathways	Financial Incentive Programs	This work plan establishes flexible financial assistance programs that supports the implementation of local MH Career Pathways.	a. Develop, implement and evaluate financial incentive programs that allow target populations to complete their training/education and to enter the workforce.	Financial Incentives for Education / Training Programs (Certificate Programs, AA and BA Programs)	\$ 288,000
			b. Develop and implement internship programs for graduate level students in support of established MH Career Pathways and workforce needs.	Stipended Graduate Level Internship Program (80 Slots)	\$ 480,000
				Funding to Support C/FM to Transition into the workforce via Stipended Volunteers	\$ 40,000
				Funding to Support Supervision	\$ 146,000

<b>Sub-Total of Work Plans</b>	<b>\$ 3,705,874</b>
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<b>County Administration</b>	<b>\$ 411,858</b>
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<b>WET Plan Total Annualized</b>	<b>\$ 4,117,732</b>
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