



Great Lakes (HHS Region 5)

ATTC

Addiction Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

Workforce Recruitment & Retention Webinar Series

Organizers: Michael Hoge, PhD
& Manuel Paris, Jr., PsyD





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Workforce Recruitment & Retention – Part 1: An Overview

Michael Hoge, PhD

The Annapolis Coalition on the Behavioral Health Workforce

Jennifer Parks, MSW

Massachusetts Department of Public Health

May 24, 2018



Content of this Webinar



1. Overview of key concepts and data on recruitment and retention problems
2. An example of innovation at the state level
3. Participant experiences, comments and questions



Unexpected Findings

- Study of SUD treatment effectiveness
- Over 16 months:
 - 53% turnover in directors
 - Similar turnover rate among counselors

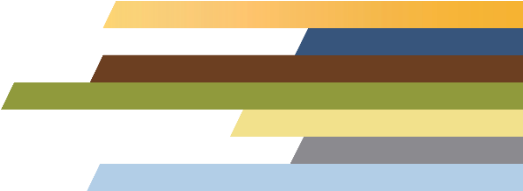
(McLellan, Carise & Kleber, 2003)

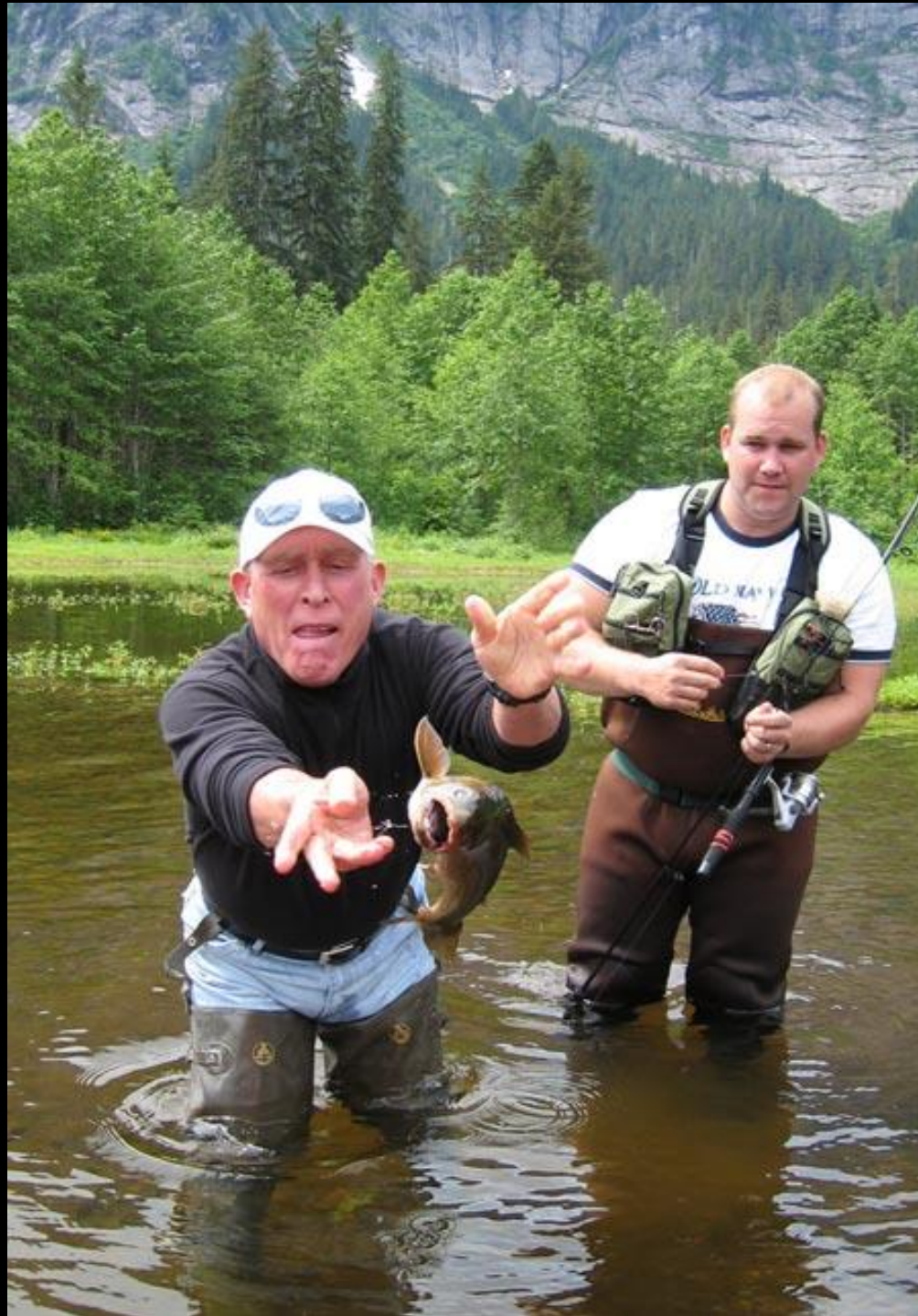


Simple Terms – Complex Issues



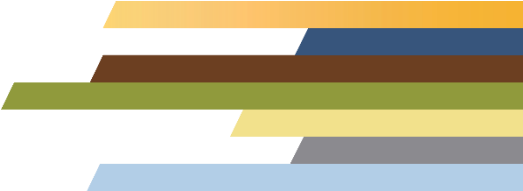
RECRUITMENT

- Into the substance use disorders field
 - Into specific professions
 - Into specific specialties within the field (populations)
 - Into faculty roles
 - Into substance use disorder jobs: direct care, supervisors, managers, directors
 - To geographic locations
 - For diversity
- 



Simple Terms – Complex Issues

RETENTION

- In specific jobs or roles
 - In a specific agency
 - In a geographic location
 - In the substance use disorders field
- 

Other Concepts



- Shortages
- Maldistribution
- Turnover
- Burnout
- Aging out



Varied Workforce Types



- Addiction counselors
- Other professionals with SUD specialty training
- Direct care workers
- Recovery coaches
- Other health and social service professionals (integration)



”Where You Stand Depends on Where You Sit”

- Federal policymaker
- State agency director
- Service agency director
- Program manager
- Supervisor
- Insurer or Payer
- Managed Care Org
- Professional association
- Grant maker
- Advocate

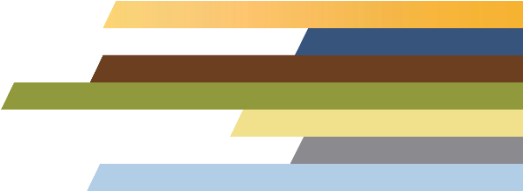


The Data



- Variable in amount, quality & precision
- Mostly survey & qualitative data
- Very limited evidence-base
- Outdated by time of publication

While we should ask precise questions about recruitment & retention, we can't expect clear direction from the data.



Sources of Data



- AHP Provider Availability Index (PAI) (2015)
 - ATTC surveys & reports
 - Vital Signs (2012)^{***}
 - National Workforce Report (2017)
 - Strengthening Professional Identity (2006)
 - Other workforce reports
 - Peer reviewed & gray literature
 - Relevant research from other fields
- 

Providers per 1000 adults needing SUD Treatment PAI (Vestal, 2015)



- 70 - Vermont (high)
 - 33 - Minnesota
 - 32 - National mean
 - 30 - Wisconsin
 - 29 - Ohio
 - 28 - Illinois
 - 23 - Michigan
 - 18 - Indiana
 - 11 - Nevada (low)
- 

Demographic Data Relevant to R&R



- Age: 60% of clinical directors are age 50 or older
- Ethnicity White:
 - 86% of clinical directors / 64% of direct care staff
- Recovery status:
 - 34% of clinical directors / 29% of direct care staff
- Masters degree or above:
 - 65% of clinical directors / 39% of direct care staff
- Licensure or certification:
 - 77% of clinical directors / 54% of direct care staff

Additional Data Relevant to R&R



- Clinical director opinion of staff caseloads
 - 72% "about right" / 21% "too large"
- Mean # of staff supervised by clinical director = 23
- Time by clinical directors in direct care = 17%
- Clinical directors reporting difficulties filling open direct care positions: 49%

Varied Turnover Rates Among Substance Use Workforce

- Quality study (McLellan et al., 2003)
 - 53% direct care staff and clinical directors
 - Toughest Job You'll Ever Love (Gallon et al., 2003)
 - 25% among treatment staff
 - Longitudinal study (Eby et al., 2010)
 - 33.2% counselors
 - 23.4% clinical supervisors
 - Vital Signs (2012): Turnover during past year:
 - All direct care staff = 18.5%
 - Direct care staff hired past 12 months = 52%
- 

Potential Factors Contributing to Turnover



- Salary, healthcare coverage, & other benefits
- Paperwork burden
- Hours (length, lack of flextime or job sharing)
- Caseload size
- Lack of promotion and career growth opportunities
- Lack of mentoring
- Lack of varied work opportunities
- Lack of recognition & appreciation

Source: Vital Signs



2011 Behavioral Health Survey

Median salary of a direct care worker in a 24 hour residential treatment program = \$23,000

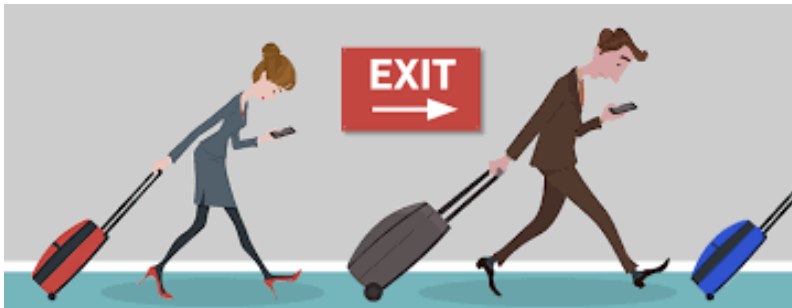
Average salary for a graduate degreed counselor

- \$41,000 – Addiction treatment org (outpt & residential)
- \$48,000 – General or psychiatric hospital
- \$58,000 – Federally Qualified Health Center
- Behavioral health social workers make \$5,000 less on average than other social workers in healthcare
- They earn less than a manager of a Burger King



The Impact of Turnover

- Disruption of client therapeutic relationships
- Disruption in delivery of care
- Costs and administrative burden of new employee recruitment and orientation
- Decrease in EBP implementation & fidelity
- In some situations, small amounts of turnover may make the adoption of EBPs easier



The Dynamics of Turnover

- Reasons for turnover (Woltman et al., 2008)
 - 57% Resignation
 - 12% Termination
 - 29% Intra-agency transfer
- Job reassignment within an agency can be as disruptive to service delivery and EBP fidelity as leaving an agency



Reasons for Difficulty Filling Positions



- 63% Insufficient number of qualified applicants
- 43% Insufficient funding for open positions
- 41% Lack of interest in position due to salary
- 36% Small applicant pool due to geographic area
- 13% Lack of interest in position: work or stigma
- 12% Lack of interest in the location of work
- 11% Lack of opportunity for advancement
- 3% Reputation of the facility

Reasons Applicants Do Not Meet Minimum Requirements

- 50% Little or no experience in SUD treatment
- 49% Inadequate training and education
- 43% Lack appropriate certification
- 26% Lack of practical applied skills
- 20% Lack of social or interpersonal skills



Source: Vital Signs



Current Factors Complicating Recruitment and Retention

- Patient Protection & Affordable Care Act (ACA)
 - Expanded access to SUDS treatment
 - New educational & licensure requirements to bill for services
- Opioid Crisis
- Focus on evidence-based practices, including medication assisted treatments
 - Competency needs among direct care staff & supervisors
 - Stigma related to using medications to treat SUDS
- Focus on integration with MH & primary care
- Qualified staff being hired away by larger systems

Source: National Workforce Report 2017



The Forecast

- Bureau of Labor Statistics projects a growth rate of 22% in the number of SUD counselors by 2024
- Among the highest grow rate among occupations
- Does not account for replacing those who leave the field
- Looking forward: A compelling need to find new workers and keep the ones we have

| TUE | WED | THU | FRI | SAT | SUN | MON |
|---|---|---|---|---|--|---|
|  |  |  |  |  |  |  |
| -- | 43° | 44° | 49° | 49° | 51° | 52° |
| 36° | 36° | 40° | 36° | 44° | 43° | 44° |
| ↑70% | ↑70% | ↑90% | ↑30% | ↑90% | ↑50% | ↑80% |

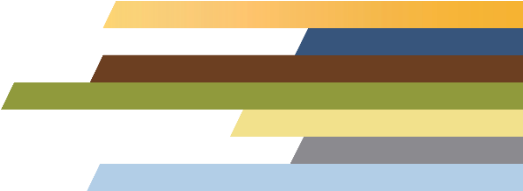
Source: National Workforce Report 2011

Four Major Challenges

1. Demonstrating effectiveness
2. Dissemination and broad adoption
3. Sustainability and continuous improvement
4. Scaling workforce interventions to “move the needle”



The Impact of Underfunded Services Agencies

- Workforce size is constrained
 - Wages and benefits are suppressed
 - Caseloads, burden, burnout, and turnover increase
 - Economic benefit of pursuing a career in this field declines
 - Recruitment become more challenging
- 

Do Not Despair



Advocate and Act





CAREERS OF SUBSTANCE

Supporting the Massachusetts Substance Use and Addictions Workforce

Search[Advance Your Career](#)[Grow Your Organization](#)[Communicate & Collaborate](#)

A central resource for anyone involved in **preventing, intervening in, treating, and supporting recovery from addictions** in Massachusetts.



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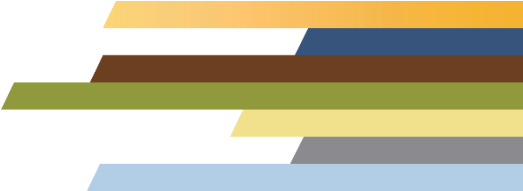
Thanks for Listening!



- Comments?
- Questions?
- Innovations?

Future Webinars



- June 28, 11:00 Central, Noon EDT
 - Recruitment & Retention Strategies
 - Recruitment & Retention of People of Color
 - July 25, 11:00 Central, Noon EDT
 - Additional Strategies & Resources
 - Recruitment & Retention of People in Recovery
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For Additional Information



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