

ODADAS/ODMH Department Consolidation Workforce Development Consolidation Workgroup Summary and Recommendations

The Consolidation Workforce Team (WFT) examined issues related to assuring that a qualified, competent workforce is available to carry out the objectives of the combined departments. The final report is a compilation of input from ODADAS and ODMH staff, Board representatives, providers, credentialing bodies, and stakeholder agencies. Another area of opportunity that resonated throughout the WFT discussions was the need to ensure that there is an effort to establish a flexible, more adaptable system that is better suited to address the current and emerging workforce issues.

The WFT followed an aggressive time line that included four formal and several sub-team meetings and work over a four week time period. There was a significant amount of individual research and analysis dedicated to this effort. The approach included documenting the current state of the workforce initiatives, identifying critical issues and challenges, presenting recommendations to address the issues and establishing a well-trained workforce with access to competency and skill building opportunities. The three groups identified in the workforce analysis were external providers of services, recipients of services and departmental staff.

The WFT recognizes that a competent workforce is an essential element to provide quality services. Employers must meet employee goals for career management to ensure that employees know what skills and competencies are necessary to perform effectively in the field. Managers need to be able to attract and cultivate highly skilled employees to meet ever-increasing challenges. Keeping these concepts in mind, the WFT developed the following documents (accessible on <http://adamh.ohio.gov/>):

- Definitions for commonly used terms;
- A list of common abbreviations;
- A Functions Inventory that represents the current state of workforce initiatives; and
- Recommendations to address critical workforce issues.

Given the short timeframe of this project, the most effective use of this information is to develop a comprehensive strategic plan that addresses the critical issues and adopts the recommendations identified by the WFT. The results of an effective Workforce Strategic Plan would be the enhanced capacity to attract a skilled workforce, improved retention effectiveness through leadership and continuing education.

Recommendations:

Retention and Recruitment

1. Examine opportunities to increase total compensation for clinicians.
2. Explore the feasibility of establishing financial assistance incentives for recent graduates such as tuition reimbursement or student loan forgiveness programs.
3. Develop a structured approach to re-train graduates in the field.
4. Develop relationships with colleges and universities to ensure core competencies are developed in applicable curriculums.
5. Increase recruitment efforts for minorities.
6. Ensure that benefits consultation is included as part of workforce orientation for service recipients.

Rural Counties

1. Address existing barriers in rural areas to hire people who have received services.
2. Create infrastructure that enables rural counties to provide clinical internships.
3. Develop relationships with universities to ensure core competencies are developed in curriculum.

Competencies

1. Add credentialing of all ODADAS and ODMH staff.
2. The new Department should collaborate with licensing boards to identify potential core competencies, curriculum development, and learning objectives to recruit and market degree programs at colleges and universities.
3. Compile a list of license requirements.

Workforce leadership training

1. Train field staff and other stakeholders on the State's processes.

Cross training

1. Develop and offer cross training opportunities for ODMH and ODADAS staff, and external providers.
2. Identify developmental opportunities currently offered to the field.
3. Develop mental health and alcohol and drug addiction services certification programs for health care professionals including pediatricians, social workers, and advance practice nurses.

Increase practitioners in MH & AOD

1. Collaborate with licensing boards to increase cross credentialing between the various boards.
2. Establish a streamlined reciprocity process for clinicians licensed in states surrounding Ohio to receive approval to practice in Ohio.

Outreach to colleges and universities

1. Develop relationships with Colleges and Universities and work on curriculum.
2. Link relationships between students and practitioners in various fields of study (i.e. Nursing, Social Work, and Counseling).
3. Involve the various licensing boards that work with schools.

Accreditations

1. Collaborate with licensing boards to establish accreditation of college and university curriculums rather than program.
2. Review curriculum to ensure it meets core competencies and is consistent with what is needed in the field.

Employee classifications

1. Conduct reviews to ensure consistency of licensures held in ODMH & ODADAS.
2. Identify scope of practice for the license held by the individual.

Use of existing learning management systems

1. Make use of both systems: Netsmart University to administer training for employees and E-Based Academy for community providers to access CE programs.
2. Training staff to review current curriculum, update and develop new curriculum as necessary. Consult with IT staff to determine options