

WORKFORCE EDUCATION & TRAINING “WET” SUMMARY

Action #1 – Workforce Education and Training Coordination

Description: In collaboration with various stakeholders, including public mental health staff (both County and Contractors), consumers, family members, and local educational institutions, Santa Cruz County has created a Workforce Education and Training Plan. The County will hire a Workforce, Education and Training (“WET”) Coordinator to implement and coordinate the Plan. The WET Coordinator will ensure that the five fundamental elements of MHSA (consumer and family driven, community collaboration, recovery/resiliency strength-based services, integrated services, and culturally competency) are embedded within all training events.

Additionally, Santa Cruz County will hire a WET administrative assistant to help with the logistics in supporting training events and activities, create and maintain a web-site containing a current mental health resource directory, training needs assessments, workshop evaluations, etc. Staff in these positions will report to the MHSA Coordinator who is responsible for coordinating state and regional activities with local MHSA efforts.

Goal: To implement and coordinate the Santa Cruz County WET plan and to create a well-run welcoming environment for all training audiences the WET Coordinator will:

Objectives:

1. Implement the WET Plan by collaborating actively with the Training Task Force and other stakeholder groups as needed.
2. Coordinate and share information regarding WET efforts on the State and regional level.
3. Regularly assess the training and educational needs of paid staff, interns, consumers and their families, and volunteers.
4. Communicate regularly with various stakeholders and coordinate and provide training events for the public mental health system (consumers, families, County and mental health contract providers).
5. Establish and oversee contracts with entities providing WET services.
6. Participate with Cabrillo College to develop the Human Services and Mental Health Track Programs, resulting in better-trained people applying for entry-level public mental health positions.
7. Regularly convene the education providers to explore ways in which more cost effective in-service training can be provided to the county’s mental health workforce by leveraging their programs and funding sources.

Progress to Date:

These objectives have been met.

- We established a Workforce Education & Training (“WET”) Task Force with representatives from children’s mental health, adult mental health, alcohol & drug services, community based agencies, consumer, family and community college. The WET Task Force oversees the Training Academy, including creating and/or contracting for trainings that are needed, and assessment of the trainings provided.
- Training evaluation forms (distributed at all trainings we provide) solicit training needs of attendees. Additionally, the County assesses training needs of staff on a bi-annual basis (at minimum).

Action #2 – Professional Development for Clinical Supervisors

Description: The WET process revealed that an employee’s relationship with their supervisor significantly determined job satisfaction. The more skilled and engaged the supervisor the greater the job satisfaction reported by the employee. Staff supervisors will be offered on-going training to augment their clinical supervision skills. Emphasis will be placed upon exploring ways to create a supportive welcoming environment to all new hires, including consumers and families. Supervisors will participate in-group consultation with a master clinician; attend required supervision training and specialized trainings, as needed and/or required. The MHSA Coordinator will hire master clinicians to provide these services.

Goal: Supervisors to be better equipped to provide supportive and constructive guidance to line staff, including consumer and family employees.

Objectives:

1. To provide a welcoming and supportive environment for new employees.
2. To ensure line staff is providing effective services that embrace the five philosophical elements of the MHSA plan.
3. To amplify the view of family members as critical caregivers and essential in treatment planning.
4. To maximize supervisory performance in accordance with personnel policies and procedures in a manner that supports the five fundamental MHSA elements.
5. To offer opportunities for clinical supervisors to learn management skills for their own career pathway as a means of retention.
6. For supervisors to embrace the paradigm shift and to foster and nurture this shift in their supervisees.

Progress to Date:

- Established ongoing monthly consultation groups for supervisors.
- Provided two conflict resolution trainings for supervisors.

Action #3 – The Training Academy

Description: In order to increase the quality and success of educating and training the public mental health workforce in order to better serve unserved and underserved populations the Training Academy will offer trainings to multiple audiences. The overarching goal is to increase skills in order to improve public mental health services. Trainings will reflect the needs identified in the assessment of paid public mental health (County and Contractor) staff, volunteers, consumers and family members.

The Academy will offer workshops and on-going classes of varying sizes, areas of focus and depth and support for pertinent application of knowledge gained. The existing Training Task Force (TTF) will be replaced by the Workforce Education & Training Task Force (WET-TF) and will advise the WET Coordinator regarding the assessment tool to be used to evaluate training needs, effectiveness of the trainings, and establishment of a Three Year Training Plan with priority placed upon the five fundamental MHSA concepts (consumer and family driven, community collaboration, recovery/resiliency strength-based services, integrated services, and culturally competency). The Training Plan will also include family trainings, new hire orientation and classes to establish minimal competency regarding positive customer service attitudes, and specific skills needed for paid staff, interns, and volunteers to accomplish their jobs.

Consumers and family members will be an integral part of the Training Academy, as participants in trainings, members of the WET-TF, and as trainers and/or co-facilitators, whenever possible.

All training courses will include evaluation, and results will be used to contribute toward decision-making regarding future trainings.

Goal #1: To create a training environment that is responsive to stakeholders' needs.

Objectives:

1. The Workforce Education & Training Task Force (WET-TF) will expand membership to include consumers, families and community-based organizations that contract with mental health.
2. The WET-TF will have its size and structure determined by the MHSA steering committee.
3. The WET-TF will create a one-year and a three-year training plan, to include cultural competence, wellness/recovery/resilience, and consumer values.
4. The WET-TF will explore providing educational experiences for individuals who learn best in non-traditional settings or non-academic formats.
5. To create a paradigm shift throughout public mental health that embraces the five fundamental elements of the MHSA model.

Progress on Action #3, goal #1:

- We established a Workforce Education & Training (“WET”) Task Force with representatives from children’s mental health, adult mental health, alcohol & drug services, community based agencies, consumer, family and community college.
- The WET Task Force oversees the Training Academy, including creating and/or contracting for trainings that are needed, and assessment of the trainings provided.
- The One-year Training plan has been implemented very successfully. The WET Task Force will review the Three-year Training Plan in July 2010.

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Goal #2: To regularly offer orientations (or overviews) of the public mental health system to consumers, family members, new employees, potential employees, interns, and community members.

Objectives:

1. To describe all the services and populations served in Santa Cruz County Public Mental Health.
2. To increase stakeholders understanding of how to navigate within the Santa Cruz Public Mental Health system.
3. To expose stakeholders to areas in the system that may be of interest for future employment.

Progress on Action #3, goal #2:

- we have provided orientations for student interns. (We have not had new employees recently.)
- Provided several overview presentations about how to understand and navigate the mental health system to high school students and students at community colleges.

Unmet Goal:

- Provide orientation/overview of the public mental health system to consumers and family members.

Goal #3: To offer trainings on how to create a respectful, welcoming, and “customer service” attitude towards consumers and families

Objectives:

1. To share input from consumers and family members about what would help create a mental health system that is easier to navigate.
2. Employees will develop skills to reduce stigma and discrimination, such as actively listen to consumers’ and family members’ goals and choices, ensure their civil and human rights, and encourage independence.
3. Staff responding to community mental health needs will offer information and referrals whenever possible.
4. To create environments that value the client’s and the family’s perspective.
5. To foster supportive, solution-focused communication and collegiality between various program staff.
6. To ensure that all new employees and interns will develop skills such as respectful communication, “customer service”, as well as documentation, clinical assessments, and treatment planning.

Progress on Action #3, goal #3:

- WET project efforts dedicated to create a deeper and more effective understanding of the paradigm shift beyond just welcoming.
- NAMI Provider education Series has helped providers understand the personal experience and/or perspective of consumers and family members.
- Developing an effective response to community mental health needs, through referrals, direction and local resources through staff, volunteer and student intern orientations and trainings.
- Developed an informational, educational and Mental Health resource brochure for agencies, stakeholders and the community.
- Working on bulletin board that fosters supportive, welcoming, and one that values the client's and family's perspective.
- Working to develop an environment that also acknowledges and provides positive reinforcement for employees.

Unmet Goal:

- "Welcoming and Customer Service" training.

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Goal #4: To develop the skill sets of consumers and family members to participate more effectively in treatment and recovery.

Objectives:

1. Consumers and family members will learn concepts and terms used to describe mental illness and treatment interventions.
2. Consumers and family members will learn about their rights, the law, and their responsibilities within the mental health system.
3. Consumers and families will develop a better understanding of current treatments, medications, their intended and side effects, and alternative treatments.
4. To underscore the importance of the concepts of recovery, wellness and resiliency to increase the skills of staff and to offer strength-based services that include the use of family supports.

Progress on Action #3, goal #4:

- We have opened our trainings to a larger audience, including consumers and family members. For example (Obsessive Compulsive Disorder OCD, A Way of Life, Compassionate Presence in the Helping Profession, Homeless Services 101, New Directions in Mental Health, Trauma Informed Services Training Series, The Neurobiology of the Human Heart, Calciano Memorial Youth Symposium.
- Other trainings are being offered to underscore the importance of the concepts of wellness, Recovery and Resiliency. These have included: A Way of Life, New Directions in Mental Health, Trauma Informed Training Series, The Neurobiology of the Human Heart, and the Calciano Memorial Youth Symposium.

Unmet Goal:

- Currently in the process of working in collaboration with NAMI of Santa Cruz to develop a Mental Health Overview Training, which will provide education for consumers and family members, regarding their rights, the law, and their responsibilities within the mental health system.

Goal #5: The WET-TF will ensure involvement of consumers and families, as both participants and trainers at educational events.

Objectives:

1. To address the issues of stigma and discrimination faced by mental health consumers and by family members (of mental health consumers).
2. To ensure that staff is exposed to various client and family member viewpoints and to better understand the client and family experience.

Progress on Action #3, goal #5:

- Collaborative partnership with NAMI of Santa Cruz to provide an educational program for mental health service providers co-taught by consumers and family members.
- We had two 10 week series, and are scheduled for another one day “What is NAMI” training in May.

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Goal #6: Offer training modules on topics as a broad overview to be accessible to a larger audience and to progress to more skilled, in-depth techniques.

Objectives:

1. The training module supports prevention, identification and treatment of mental health conditions across the lifespan.
2. To develop staff clinical skills in areas identified as special need for consumers across the lifespan.
3. To identify public mental health staff that have special skill sets or assist them in developing special skill sets so they are able to train others through the Training Academy.

Progress on Action #3, goal #6:

- Provided a variety of trainings that focused on the module approach, technical assistance or booster sessions, in an effort to support ongoing staff skill development. Such as; CBT, DBT, Motivation Interviewing, MBSR.

Goal#7: To utilize local education providers to deliver in-service education where doing so will result in cost savings through leveraging existing public investments in education.

Objectives:

1. To expand the range and depth of offerings available through the Training Academy.
2. To integrate in-service and pre-service training programs and strengthen the connection between pre-service programs and the programs employing students from these programs.
3. To convene a regular and on-going dialog with education providers in order to continuously evolve relationships of productive and mutual value.

Progress on Action #3, goal #7:

- Ongoing collaborative partnership with local community college.

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Action #4 – Medical Staff (Psychiatrists and Nurse Practitioners) Training

Description: In recognition of the fact that medical staff have unique training needs and requirements, the MHSA and WET Coordinator in conjunction with the Mental Health Director will develop training guidelines for the physicians in public mental health. Required trainings will include the five fundamental elements of MHSA (consumer and family driven services, community collaboration, recovery/resiliency strength-based services, integrated services, and culturally competent services).

Goal: To ensure that public mental health psychiatrists and nurse practitioners are equipped with the education and training needed to help transform the public mental health service system towards the new MHSA paradigm.

Objectives:

1. To create a cultural shift throughout public mental health psychiatrists and nurse practitioners that embraces the five fundamental elements of the MHSA model.
2. To assess public mental health psychiatric and nurse practitioner staff for determination of training needs.
3. To provide training for psychiatrists and nurse practitioners that address the needs of families and consumers, as identified by the surveys and focus groups.

Progress to Date:

- Provided 8-week (Mindfulness-Based Stress Reduction) to support psychiatric staff.
- Integrating 5 fundamental concepts of the MHSA model in trainings to support a cultural shift.
- Support “out of Academy” training needs of medical staff.
- Provided trainings on the 5 fundamental MHSA concepts, and opened this up to psychiatrists and nurse practitioners to participate

Unmet Goals:

- Assessment of public mental health psychiatrists and nurse practitioner staff training needs.

Action #5 – Consumer “Culture” Training

Description: To support our commitment of creating a public mental health system that truly understands the consumer’s needs and perspectives, the MHSA Coordinator will contract and/or partner with persons and/or organizations to provide educational services to public mental health. This will be an integral part of the Training Academy.

Goal: To educate providers about the important role that consumers play in their wellness and recovery, and to foster consumer involvement and participation in primary clinical decision-making.

Objectives:

1. To promote increased understanding and sensitivity of public mental health staff toward consumer perspectives.
2. To foster a culturally sensitive inclusive model where consumers’ needs are an essential part of clinical decision-making and treatment planning.
3. To encourage providers to recognize consumers as an important and necessary part of the treatment team.
4. To address the issues of stigma and discrimination faced by mental health consumers.

Progress to Date:

- The WET/TF has integrated educational trainings, which recognize the important role of consumers. These trainings include:
 - Wellness, recovery and resiliency trainings
 - NAMI Provider Education training (two 10-week series completed)
 - MHCAN peer to peer trainings
- Collaborated with contractor to develop and provide trainings on the concepts of Wellness, Recovery and Resiliency.

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Action #6 – Family “Culture” Training

Description: To support our commitment of creating a public mental health system that truly understands the family’s needs and perspectives, the MHSA Coordinator will contract and/or partner with persons and/or organizations to provide educational services to public mental health. This will be an integral part of The Training Academy.

Goal: To educate providers about the important role that families can play in wellness and recovery, and to foster family involvement and participation in primary clinical decision-making.

Objectives:

1. To promote increased understanding and sensitivity of public mental health staff toward family perspectives.
2. To foster a culturally sensitive inclusive model where families’ needs are an essential part of clinical decision-making and treatment planning.
3. To encourage providers to recognize families as an important and often necessary part of the treatment team.
4. To address the issues of stigma and discrimination faced by families of mental health consumers.

Progress to Date:

- Collaborative partnership with NAMI of Santa Cruz to provide an educational program for mental health service providers co-taught by consumers and family members.
- We had two 10 week series, and are scheduled for another one day “What is NAMI” training in May.

Action #7 – Santa Cruz County Career Pathways

Description: Current County personnel processes present challenges to attracting a diverse workforce in County mental health. A special emphasis will be made to recruiting persons in the mental health field with Spanish speaking capabilities.

Student interns that graduate and apply for paid positions are not credited for their experience by the Personnel Department. This makes it difficult for supervisors to hire qualified and trained interns. Additionally, if the MHSA model is to be implemented then a person's life experience of successfully recovering from a serious mental illness as well as a family member's experience providing care and hope to that individual should be honored and valued by the County civil service process. As a result of the WET process the MHSA Coordinator is in discussion with representatives from the Santa Cruz County Personnel Department to explore ways to value different aspects of a job candidate's experience.

Goal: To create an application process and work experience that encourages all potential applicants, including consumers and family members, to work for County Mental Health.

Objectives:

1. To create a "user friendly" system when applying for public mental health positions.
2. To promote a process that allows for the creation of entry-level positions and mental health positions for consumers and family members, and encourages consumers and family members to apply.
3. To create half time and/or part time positions for consumers needing greater flexibility in their work schedules.
4. To change the training and experience rating form for Mental Health Client Specialists to give "credit" to interns for their experience working at County Mental Health when applying for paid positions.

Progress to Date:

- MHSA coordinator along with a supervisor from children's mental health, and a supervisor from adult mental health, had a series of meetings with personnel staff to revise the Mental Health Client Specialist, Senior Mental Health Client Specialist and Community Mental Health Aide Supplemental questions.
- Revised the job announcements for bilingual positions to include the following the statement that bilingual positions "require that the mental health clinician be fully fluent in Spanish and English in order to provide the full range of professional level mental health services in Spanish, including the facilitation of individual, group, family, and crisis counseling. Bilingual clinicians may be asked to translate written clinical materials and interpret for Spanish speaking clients that need to communicate with monolingual English speaking mental health professionals."
- Adapted the Community Mental Health Aide position to encourage consumer and family members to apply, and revised the application review in order to give "credit" for lived experience as a consumer, or family member, as well as credit for obtaining a Human Services Credential and/or a consumer peer training certificate.
- Changes in the training and experience rating form for Mental Health Client Specialist and Senior Mental Health Client Specialist positions to give "credit" to applicants for experience related to county mental health work, rather than solely based on years of experience.

Action #8 – High School Outreach

Description: The public mental health system needs to conduct targeted ‘outreach’ to high school students to provide information about mental illness, resources and to promote the idea of employment in public mental health. One way to accomplish this is by partnering with existing ROP programs currently in the local high schools. The Workforce Needs Assessment for Santa Cruz County reflects that there is a lack of sufficient mental health providers. Outreach will focus on Spanish speaking communities. Additionally, the local community colleges will be encouraged to target this same population in order to inform the students about the application process and supports available for students interested in pursuing higher education.

Goal: To foster knowledge and create interest in mental health as a career path amongst high school students, with a focus on bilingual (Spanish) and bicultural students.

Objectives:

1. Establish outreach strategies to recruit individuals from unserved or underserved communities for entry into mental health occupations by increasing the prevalence of mental health career development.
2. Presentations will include discussion of the need for persons to work in public mental health, dispelling the myths about mental illness, and provide information about community resources, including suicide hotline information.
3. Facilitate entrance to community college in order to produce better-prepared applicants for public mental health.

Progress to Date:

- Carried out six different presentations at local high schools and at Adult Education sites to provide education, awareness, diffuse myths about Mental Health, and to encourage students to consider a career in public mental health.

Action #9 – Entry Level Employment Preparation

Description: Cabrillo College has a record of excellence at offering educational opportunities to students interested in working within the allied health fields. Those attending the focus groups repeatedly praised Cabrillo College’s success at working with mental health clients who are re-entering the educational system. Former clients reported excellent student support services.

Goal: To develop an entry-level preparation program (for consumers and family members and the general public) for services in the public mental health sector which incorporates the five fundamental elements of MHSA (consumer and family driven services, community collaboration, recovery/resiliency strength-based, integrated services, and culturally competent services) into the courses offered.

Objectives:

1. To expand Cabrillo’s certificate programs to include courses relevant to mental health, gerontology, and substance abuse.
2. To explore providing pre-employment preparation skills training and on-going post-employment support.
3. To work with County Personnel to accept the Human Services certificate as a recognized qualification for employment, and encourage public mental health contractors to also recognize this certificate.
4. To provide support to all new hires, including consumers and family members.

Progress to Date:

- Adapted the Community Mental Health Aide position to encourage consumer and family members to apply, and revised the application review in order to give "credit" for lived experience as a consumer, or family member, as well as credit for obtaining a Human Services Credential and/or a consumer peer training certificate.
- Strong collaboration with Cabrillo College certificate program, to support consumers expressing interest in working in public mental health.
- Support the Cabrillo “College Connection” program.

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Action #10 – Public Mental Health Internship Program

Description: The internship program in Santa Cruz is not consolidated. Several supervisors do outreach with educational institutions and each trains their own trainee. Also at present, the registered interns have limited support in preparing for licensure.

Goal: To create a more cohesive internship program for trainees at county mental health, and to foster greater support for registered interns on licensure track.

Objectives:

1. To provide a single point of contact for educational institutions regarding internship placements within the County.
2. To provide and coordinate group supervision for all trainees placed within the public mental health sector.
3. To provide license track education & support to all public mental health registered interns for license examination preparation.
4. To offer funds for public mental health employees for purchase of license exam preparation materials and/or test fees.

Progress to Date:

- Established a centralized process for internship placements with single point of contact in the County. Procedures have been shared with clinical supervisors and are accessible via the intranet.
- WET clinical supervisor provides supervision to interns
- WET clinical supervisor provides education and support for all public mental health registered staff for license examination.
- Developed and implemented application process to reimburse public mental health employees for purchase of license exam preparation materials and/or tests fees. Implementation began on 12/1/08.
- \$12,154 reimbursed in 2009-2010. 61 % were contract employees; 39% were county employees

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Action #11 – Local Graduate School Initiative: CSUMB MSW Program

Description: There is a critical need for clinical social workers in the public mental health workforce, particularly bilingual (Spanish) and bicultural persons. The California State University at Monterey Bay (CSUMB) is currently conducting a feasibility study to assess the possibility of starting a masters in social work program at their campus. Monterey County mental health has been instrumental in supporting this feasibility study, and has reached out to neighboring counties (Santa Cruz and San Benito) for additional support and input. Santa Cruz is also committed to collaborate with other institutions of higher learning in order to foster mutual support in the creation of a trained workforce for public mental health.

Goal: To support the creation of a master of social work program at CSUMB and continue to collaborate with other local institutions of higher learning (such as Bethany, JFK, Santa Clara University, and San Jose State University).

Objectives:

1. Participate in stakeholder meetings to help determine the need for a School of Social Work program at CSUMB.
2. Collaborate with local colleges and universities.

Progress to Date:

- WET staff is supporting the creation of the MSW program at CSUMB (by participating on the monthly curriculum committee, and the quarterly Advisory Board meeting).
- Creation of master of social work program at CSUMB has come to fruition; first class begins in the fall of 2010.

Action #12 – Stipends for Clinical Psychologists, Social Worker and Marriage & Family Therapist Graduate Student Trainees

Description: In order to address workforce shortage of critical skills, including under representation of racial/ethnic, persons with family or consumer lived experience, cultural and/or bilingual (Spanish) groups, Santa Cruz County will provide financial incentives for student interns at public mental health. Stipends will be for interns to complete their education. This will allow public mental health and student interns to determine if future employment in public mental health will be a good match. The student interns are not considered employees and will not be receiving a salary or benefits.

Goal: To address workforce shortages of critical skills, diversity and language proficiency shortfalls.

- To create an application and a process to allocate for stipend funds.
- To encourage bilingual (Spanish) and bicultural interns to participate in our internship program.
- To create standard contract for stipend program.

Objectives:

1. To encourage bilingual (Spanish) and bicultural interns to participate in our internship program.
2. To create standard contract for stipend program.

Progress to Date:

- Eligibility requirements established (including the need to have "special Skills" and only applicable to volunteer, not paid staff).
- Developed and implemented application and process for stipends for Clinical Psychologist, Social Worker and Marriage and Family Therapist graduate Student Trainees.
- Implemented in April 2010.
- \$7,500 awarded in 2009-2010. Of these (3) persons or 50 % were contract volunteers; (3) persons or 50% were county volunteers.