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Behavioral Health Talent Council

Workforce Feedback

Frontline Worker Feedback



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- Unsafe conditions in Residential Facilities
 - No cameras for staff and client protection
 - Solo workers on NOC shift creates safety risk
 - No locking staff room to escape from escalated clients
- Community Outreach
 - Working with individuals who are acutely distressed increases risk out in the field
 - Lack of training on how to work with someone who is escalated
- Safety Equipment
 - Safety equipment like panic buttons that don't elicit a response
 - Safety equipment not maintained and checked routinely

Lack of Respect

- Hearing Frontline Voices
- Salaries that demonstrate respect for the frontline role

Frontline Worker Feedback Solutions



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- Cameras in residential facilities
- Mandatory staff rooms that lock
- Two workers per shift
- De-escalation training at hire with refreshers
- Solo community outreach can request back up support
- Ensure organizational leadership is engaged with safety planning
- Salaries that recognize the risks that frontline staff encounter
- Make mobile crisis workers “First Responders” and give them the benefit and the respect that comes with that.
- Count collateral conversations with client, community around responding to a crisis count as face to face hours for clinical licensure for mobile crisis clinicians.

Considerations for Safety Best Practice Guidelines



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- Residential Best Practices
 - Two people per shift
 - Locking staff offices
 - Cameras
- Community Outreach Practices
 - Conditions for paired community workers and exceptions
- De-escalation Training upon hire and refreshers (included in HB 2024)
- Safety Equipment
 - Proper Use, Training and Checking of Safety Equipment



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Recruitment and Retention

Action Plan: Workforce Supports



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- **Purpose:** Establishes best practices for supporting the behavioral health workforce with the goal of improving recruitment and retention by creating programs that provide supportive services, mentorship, and wraparound supports within behavioral health organizations.
- **Focus Area:**
 - Embedding supportive services within behavioral health organizations
 - Implementing mentorship programs
 - Providing wraparound supports to improve recruitment and retention
- **Lead Agencies:**
 - OHA

Action Plan: Workforce Supports



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Key Strategies and Actions

Strategy	Action
Invest in Supervisor Development and Retention	Provide statewide leadership training, pursue tax credits for clinical supervisor and preceptors and free CEUs for clinical supervisors
Workplace Safety	Workforce safety best practice guidelines to inform organizational safety plans, Promote organizational workforce safety evaluations and provide grant funding for organizations to implement safety technology such as cameras and clinic-based panic buttons
Cultural Representation in the Field	Statewide network of culturally specific mentorships for culturally specific leadership and staff
Supporting Workforce	Provide immediate support after traumatic workplace events through organizations like Riverside Trauma and Oregon Wellness program. Publish caseload size guidelines. Develop legislation to shift improper restraint and seclusion to be investigated as a licensing issue and not a child abuse investigation

Action Plan: Workforce Supports



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Key Outcomes and Goals

Outcomes	Goals
Increase retention	Through confidential supportive services, retain staff working with high acuity clients. Create statewide caseload guidelines and provide incentives
Improve supervision	Through culturally appropriate, up-to-date training and support for clinical supervisors
Establish best practices	Help create organizational environments that enable staff to thrive under stress
Promote peer-to-peer support	Sharing trauma informed strategies across organizations
Ensure safety and well-being	Strengthening safety standards by providing clear training, protocols, and guidelines.
Advance equity	Prioritize culturally and linguistically specific supports, improving supervision pathways, and promoting anti-racism and anti-oppression trainings.

Action Plan: Workforce Supports



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Equity Opportunities

Workplace training for cultural humility	Shared best practices and trainings across organizations
Prioritize culturally specific supports for culturally specific organizations	Culturally specific mentorship, incentives and other supports to grow and retain staff

Action Plan: Workforce Supports



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Implementation Considerations

- **Barriers**
 - Lack of sustainable funding for support programs
 - Marginalized providers
 - Rural & frontier county delivery issues/ staffing shortages
 - Funding inconsistencies
- **Timeline**
 - 6 to 12 months for most deliverables
 - Ongoing evaluation and refinement is required



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Action Plan: Culturally Responsive Workforce, Incentives and Cost of Education

Purpose: This action plan is focused on actions that will grow a more culturally responsive workforce and recruit and retain behavioral health talent by investing in financial incentives for education, clinical supervision and peer support development.

Focus Area:

- Increase culturally specific and culturally responsive behavioral health workforce
- financial incentives and career advancement opportunities
- Incentivize participation in targeted fields experiencing shortages
- Provide paid opportunities to address cost of education at different points along the behavioral health career pathway

Lead Agencies:

- OHA

Action Plan: Culturally Responsive Workforce, Incentives and Cost of Education



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Key Strategies and Actions

Strategy	Action
Grow-your-own regional career roadmaps	OHA to develop region-specific behavioral health career roadmaps aligned with community cultural values and local service needs.
Incentivize specialized workforce roles	prioritize workforce grants to create financial incentives for roles in crisis response, rural areas, and culturally/linguistically specific services in publicly funded behavioral health settings with service commitments.
Preceptor Incentives for Psychiatric Mental Health Nurse Practitioners (PMHNP's) operating in rural and culturally specific organizations	Fund incentives for Preceptors to accept and supervise PMHNP students and fund preceptor's organizations to backfill PMHNP's time in smaller organizations that cannot afford to take a PMHNP offline.
Expand access to supervision and licensure support	fund supervision stipends, group supervision models, and subsidize clinical supervision through grant opportunities.

Action Plan: Culturally Responsive Workforce, Incentives and Cost of Education



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Key Strategies and Actions Continued

Strategy	Action
Incentivize career advancement through funding for education	implementing a comprehensive workforce incentive program that funds scholarships, loan forgiveness, and grants through OHA and employers for behavioral health professionals who commit to working in the publicly financed system for a minimum of two years.
Incentivize Continuing Education (CE)	OHA to fund Continuing Education (CE) grants for licensed staff who need financial assistance to pursue continuing education.
Paid student internships	OHA to fund paid behavioral health internships for students while simultaneously drafting legislation to change state Medicaid rules to permit reimbursement for services provided by interns.
Operationalizing Peer Support Program	OHA to establish a statewide program to offer free technical assistance, guidance, and resources to organizations on operationalizing peer support, alongside contracting for comprehensive training, mentoring, and supervision development for individuals in peer roles.
Culturally Specific Leadership Development	OHA will contract with culturally specific organizations for the purpose of providing mentorship and leadership wellness support to culturally specific organizations, particularly those that are experiencing stress due to federal policy decisions.

Action Plan: Culturally Responsive Workforce, Incentives and Cost of Education



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Key Outcomes and Goals

Outcomes	Goals
Increase culturally specific and culturally response	Ensure that the workforce is more culturally specific and responsive to the needs of the communities it serves.
Recruit, retain and promote	Attract, retain, and offer career advancement opportunities to qualified direct-care and supervisory staff by providing a range of financial incentives..
Incentivize participation	Increase staffing levels in specific behavioral health fields that are currently experiencing critical workforce shortages by offering various incentives.
Provide paid opportunities	Mitigate the financial burden of education at every stage of the behavioral health career pathway by providing accessible, paid opportunities.

Action Plan: Culturally Responsive Workforce, Incentives and Cost of Education



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Equity Opportunities

Career Pathways and Development	Ensure participation prioritizes culturally specific, multilingual, and geographically underserved staff.
Talent Development	Support Tribal, rural, and remote community engagement through locally tailored workforce strategies.
Recruitment and Retention	Invest in culturally specific/responsive clinical supervision to help address inequities in recruitment and retention
Diversifying the Licensed Workforce	Invest in career advancement opportunities for Peers, QMHAs, and CADCs to promote retention and diversify the workforce, as the certified workforce is currently more diverse than the licensed behavioral health workforce.

Action Plan: Culturally Responsive Workforce, Incentives and Cost of Education



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Implementation Considerations

- **Barriers**
 - Fiscal
 - Long-term program sustainability
 - **Workforce Capacity**
 - **Coordination**
- **Timeline**
 - 6 to 24 months for most deliverables