

# SUPPORTING A WELL- WORKFORCE

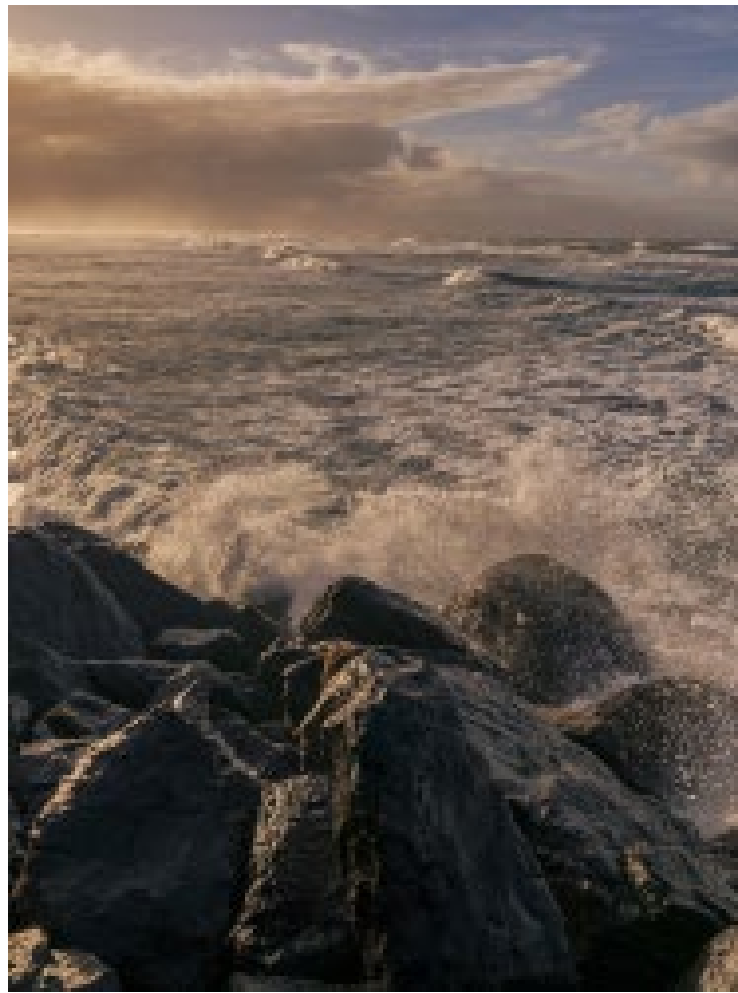
Presented by Shyra Merila-Simmons, LPC – Executive Director

10.2025

Clatsop Behavioral Healthcare







# AGENDA

1 Who We Are

2 Current CBH Stats

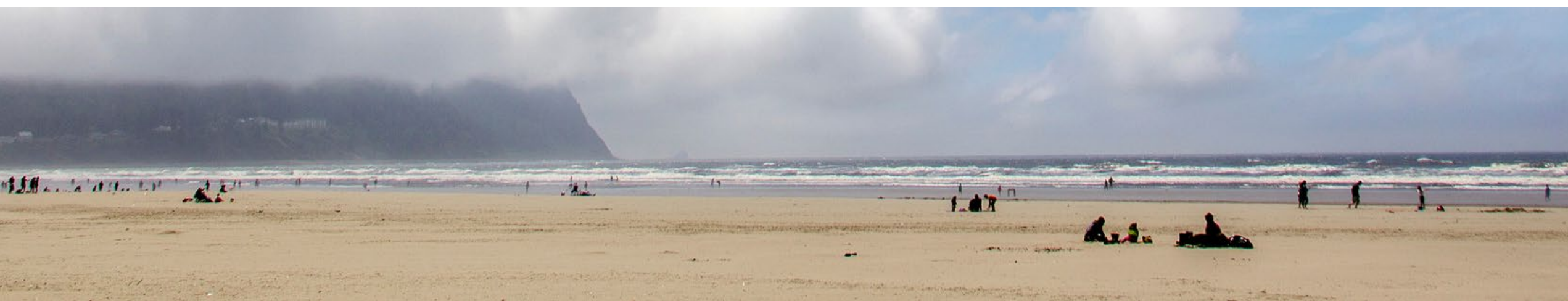
3 Retention, Recruitment, & Development

4 Questions, Comments



# Who We Are

- CBH is the LMHA, CMHP, and CDDP in Clatsop County
- We have 147 employees spread across 10 different locations. CBH offers a continuum of services, including –
  - Child and Family Services – WRAP, IIBHT, PCIT, MRSS, Parenting Education, School-based Mental Health and Substance Use Disorder Services, Outpatient Mental Health, and Psychiatry
  - Adult Services – CSS, ACT, General Outpatient, Two Rapid Access Clinics (Urgent Care), MAT, Jail-based Services, Substance Use Disorder Treatment Services, Peer Support Services, and Crisis Services (Aid and Assist, Civil Commitment, Forensic Case Management)
  - Housing – 48 Units Of PSH, 16-bed RTF, 5-bed Shelter, 3 Independent Living Apartments, And Sober Living Accommodations
  - CDDP – IDD/DD Services Coordination

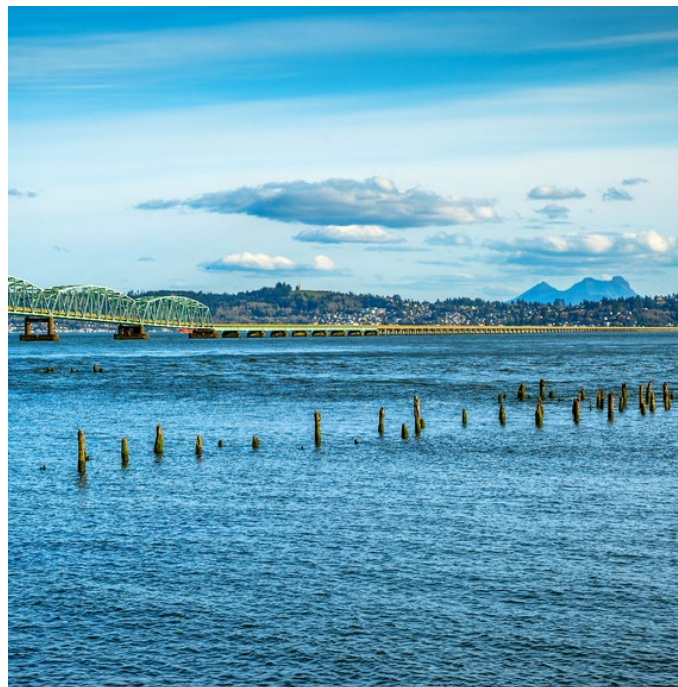




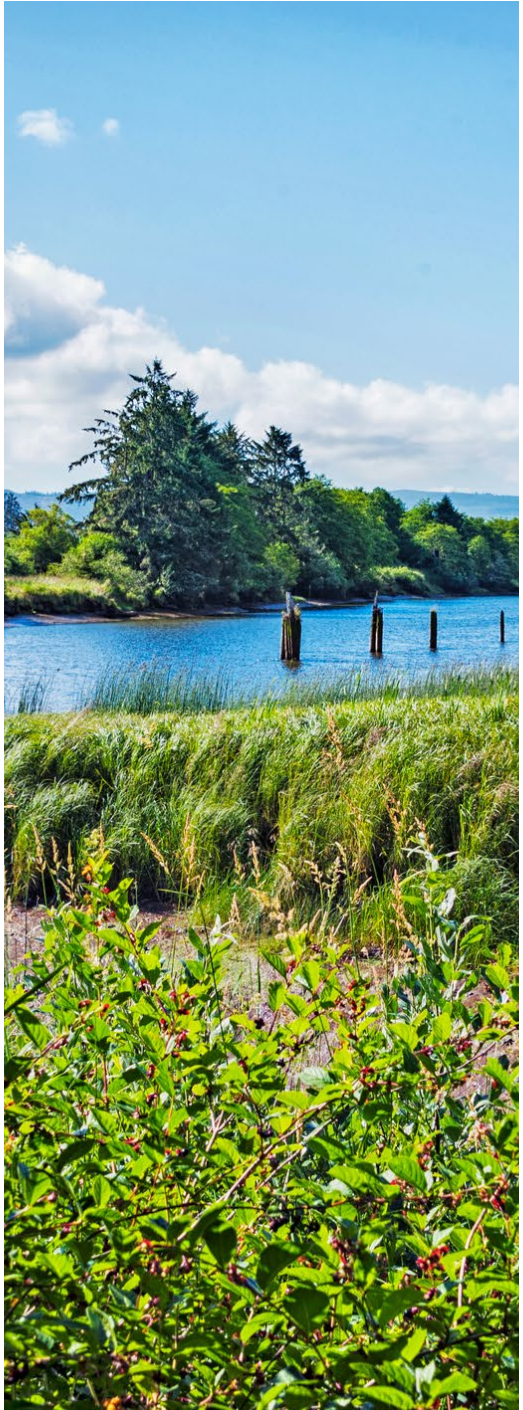
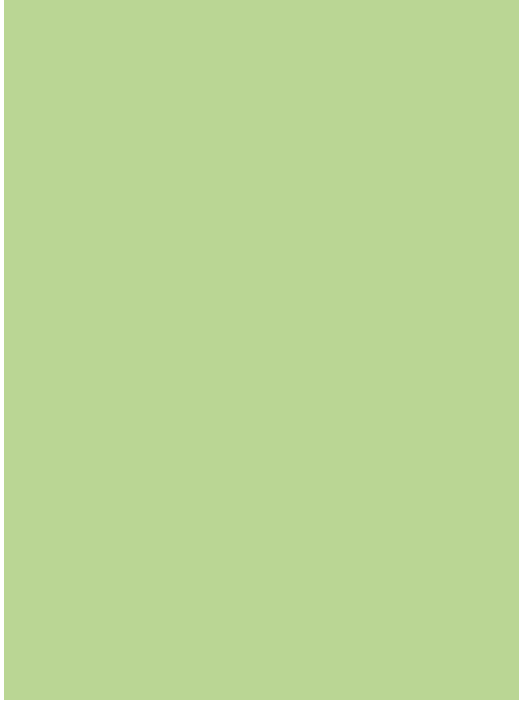
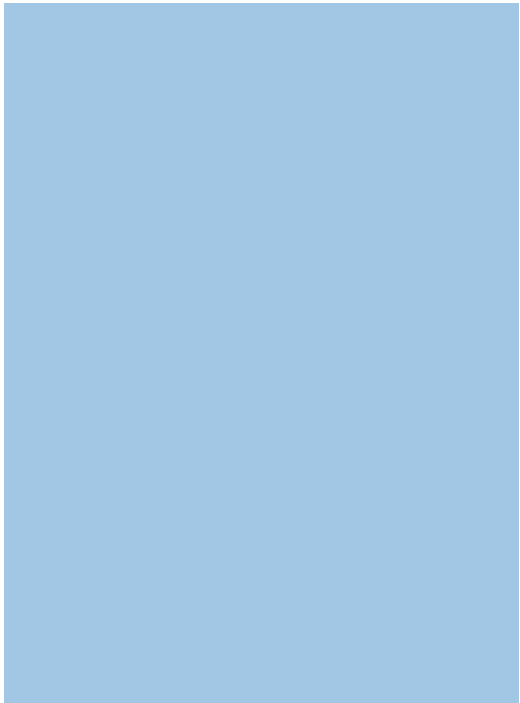
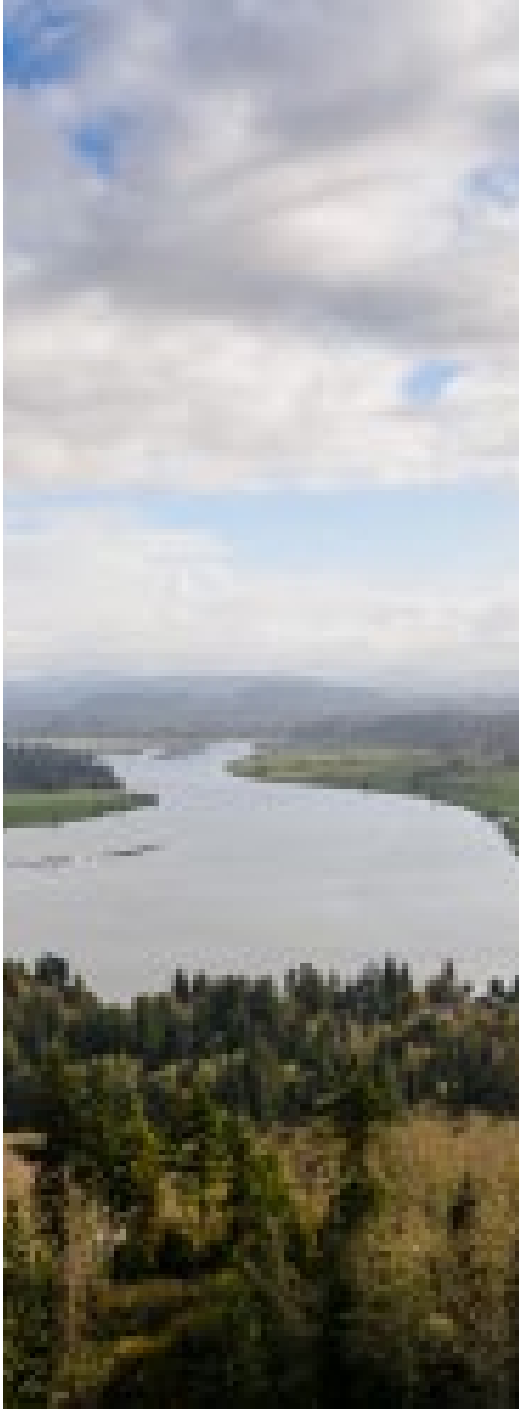
# Current CBH Stats (2025)

**Vacancy Rate – 2% • Turnover Rate– 15.03%**

- Most of CBH's turnover occurs within our Housing and Residential Department. This reflects challenges with the funding model for residential programs. Low reimbursement rates in programs with high staffing costs and high-acuity clients mean low wages for hard jobs.
- While our crisis team is staffed and our retention in this department is high, it's not a great training ground for associate-level providers, as they cannot acquire direct service hours toward licensure.









# Culture

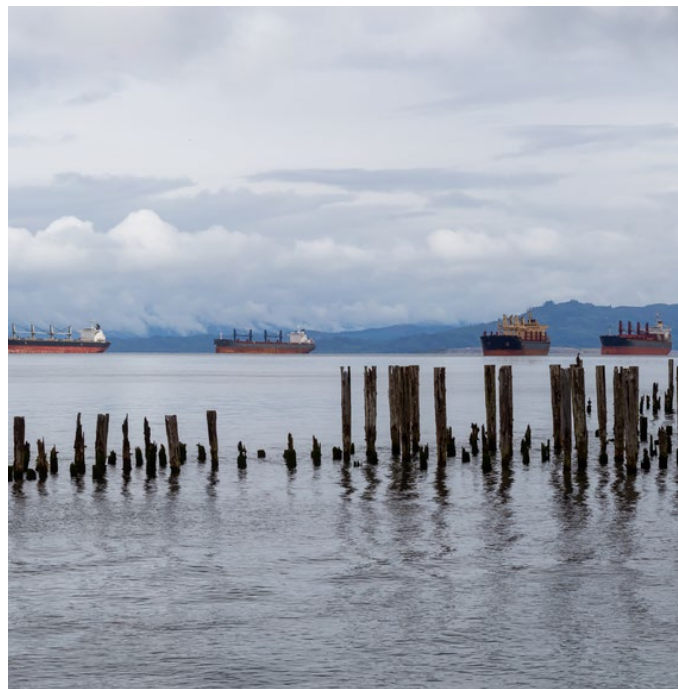
Supporting the Frontline  
**We have control. Make it count.**

## Communication and Connection –

- Clinical Rounding
- Friday Messages
- All-Staff Quarterly Meetings
- Transparency, Humility, Accountability, Vulnerability

## Wellness –

- Model Wellness
- Prioritize Retention and Health Over Production
- Invest In Wellness and Learning





# Culture

## Recruiting and Retaining a Diverse Workforce

- **Our Goal:** To build a team that truly reflects the diversity of the communities we have the privilege to serve. We believe that a variety of backgrounds and perspectives on our team allows us to provide more effective, empathetic, and relevant care.
- **Our Commitment to a Safe and Inclusive Workplace:** We are actively creating a work environment where everyone feels valued, respected, and celebrated. This is achieved through ongoing training, inclusive policies, open communication, and creating a culture of belonging.
- **Leadership Accountability:** Our leadership team openly acknowledges that the behavioral health field has not always served all communities equitably. We are committed to addressing these disparities head-on in our work and leading with transparency.
- **Expert Guidance and Training:** We partner with The People's Institute for Survival and Beyond to provide our staff with their "Undoing Racism" training. This powerful program helps our team understand and address systemic issues, which in turn strengthens our ability to connect with and support every individual.
- **Employee-Led Change:** Our "People and Culture Committee," a paid, voluntary group of staff members, is essential to our growth. The committee develops and recommends changes to our policies, training, and operations directly to leadership. It also provides a safe space for team members to connect and support one another.
- **Leading by Example:** Our entire leadership team has engaged in dedicated anti-oppression training to deepen their understanding and guide our organization forward in a more just and equitable way.
- **Visible Symbols of Welcome:** We offer branded merchandise as a tangible way to express our values. For our team, our clients, and the community we serve, these items are a visible symbol that we are a safe space, we celebrate diversity, and we warmly welcome everyone.

<https://www.clatsopbh.store>



Equality Floral Design • Eco-Friendly Cotton Grocery Tote

\$14.02 USD



Gently Puts My Mental Health in Rice • Unisex Adult Short Sleeve T-Shirt

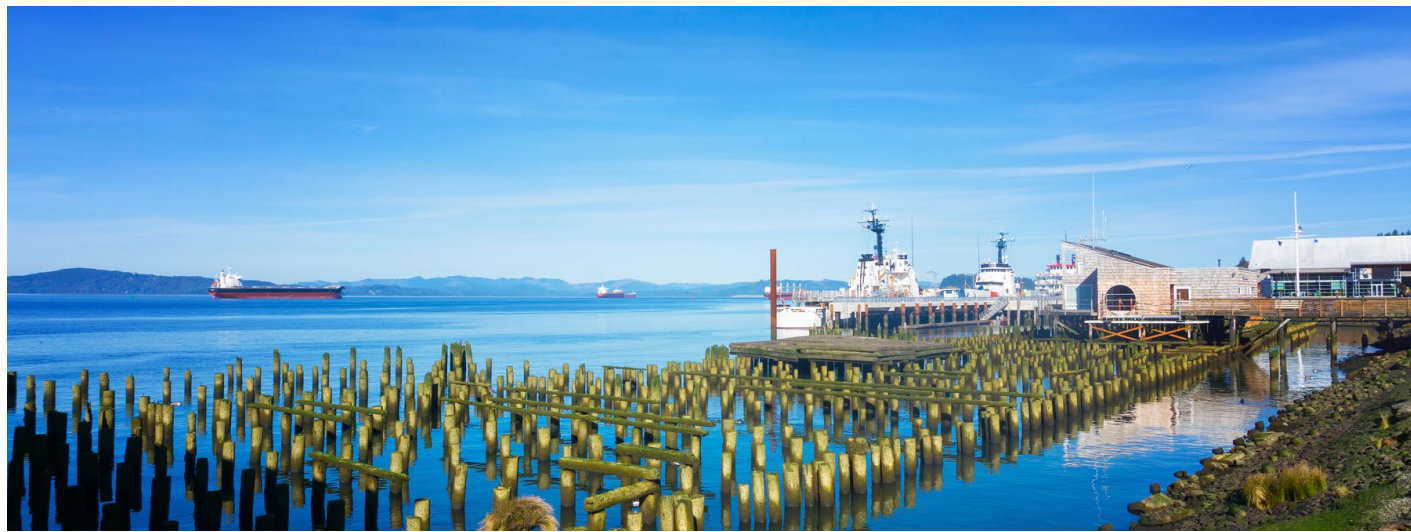
From \$16.02 USD



You're Probably DEI Too, Diversity Statement • Unisex Adult Short Sleeve T-Shirt

From \$23.93 USD





# Culture

## Inclusive Service: Access and Support for All

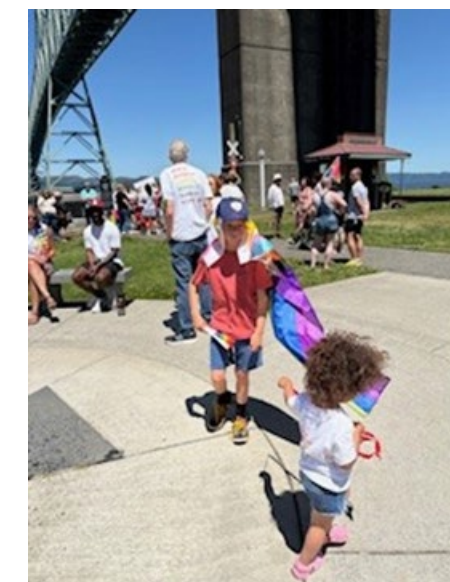
### Spanish Speaking Community Members –

- We maintain multilingual signage and translated materials across all program sites to ensure accessibility for non-English speakers.
- We pay Non-English-speaking providers a 10% differential.
- All job postings prefer bi-cultural/bi-lingual qualifications.

### LGBTQ+ Community Members –

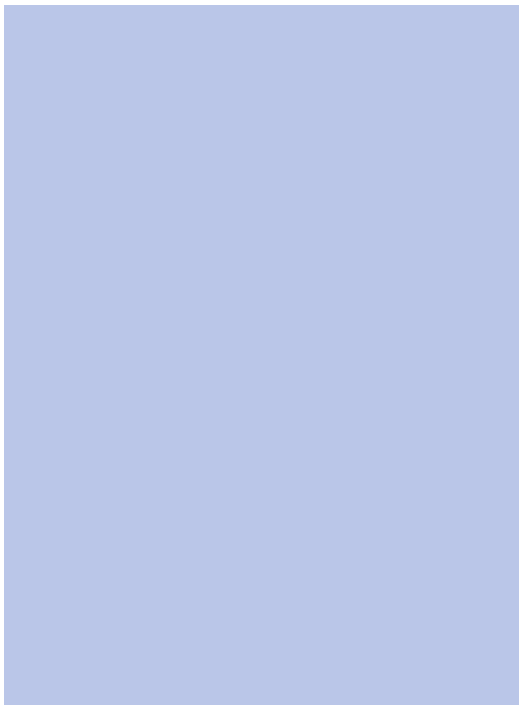
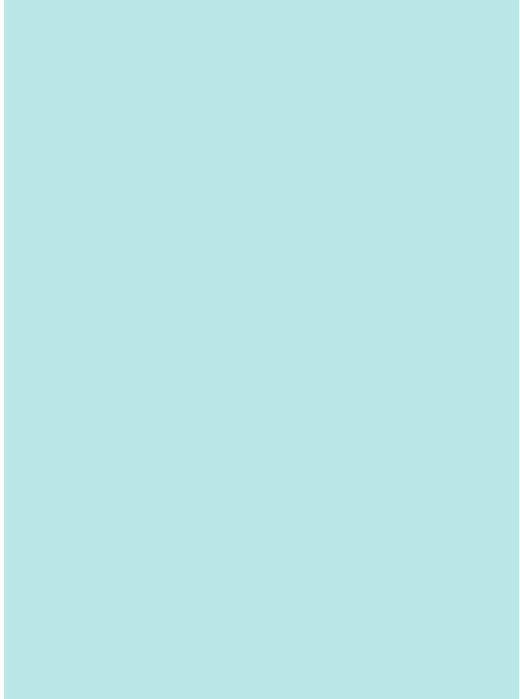
- CBH maintains a positive, collaborative partnership with the Lower Columbia Q Center

### CBH Marched in the LCQC Pride Parade

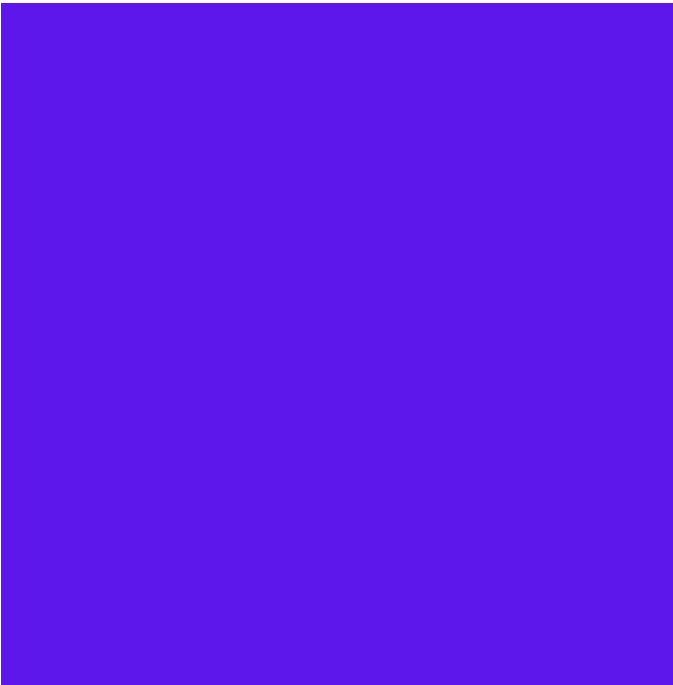
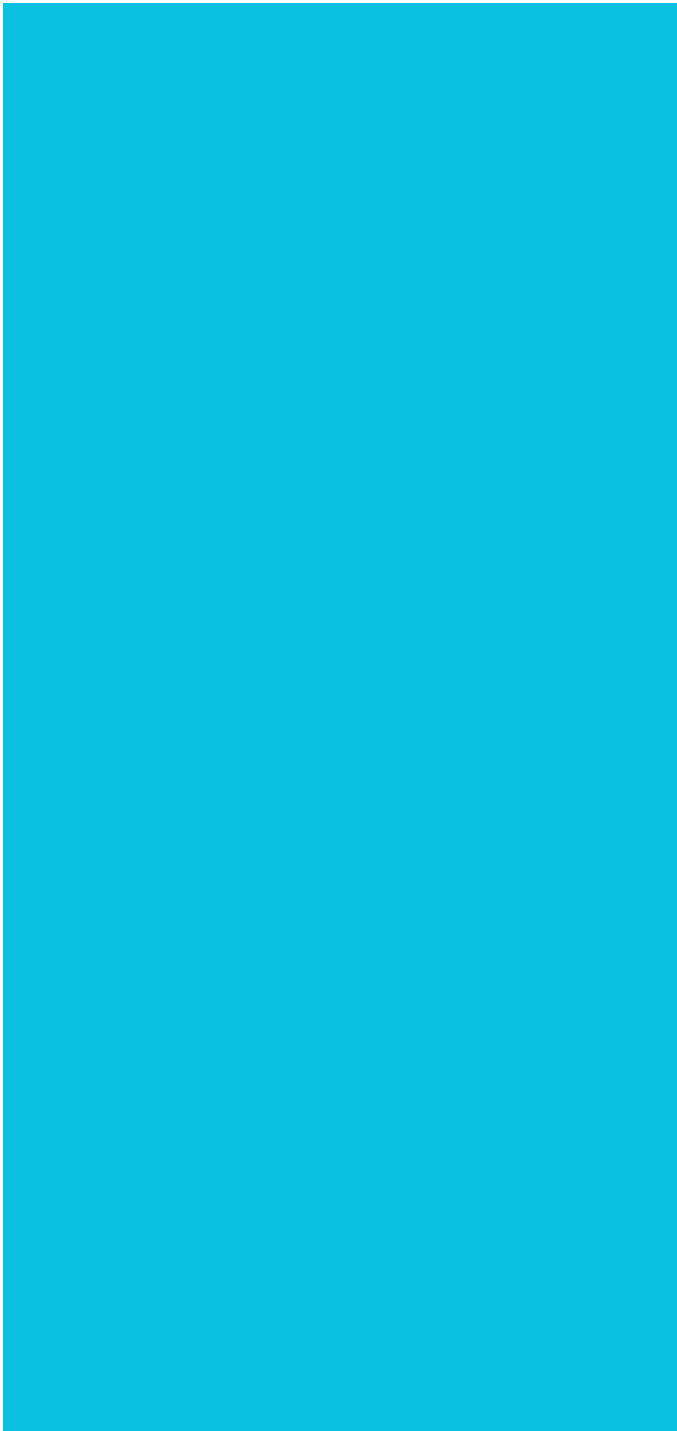
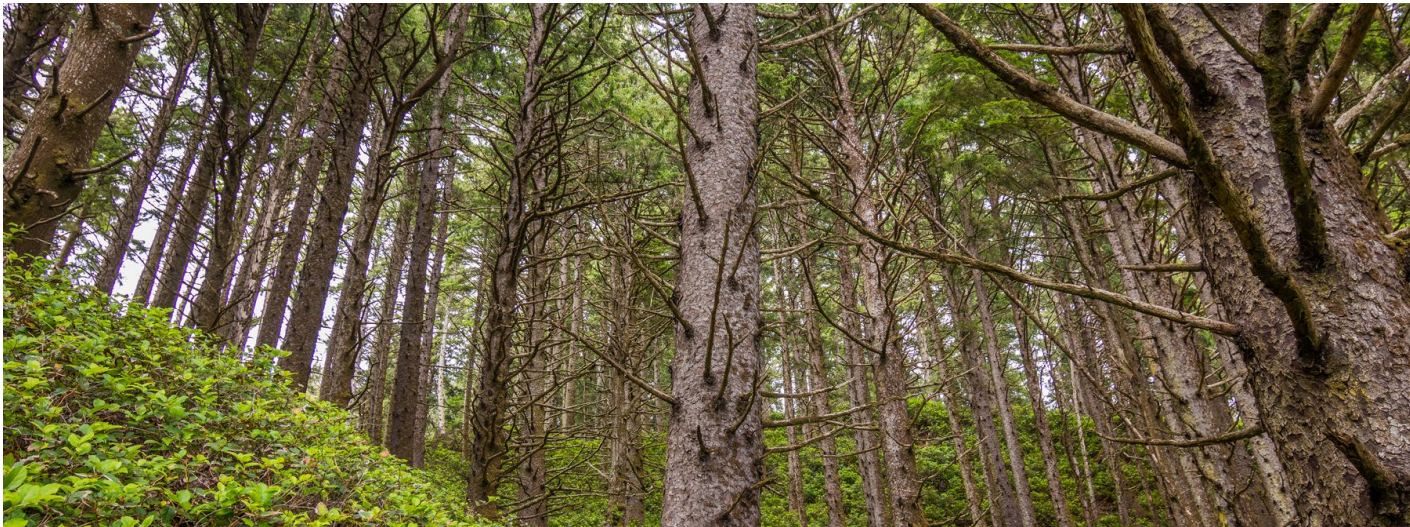




When we do the work,  
have the tough  
conversations, and take  
meaningful steps to  
address inequities and  
social disparities, the  
word spreads.  
People will come.







# Work-Life Balance

- Shortened Workweeks
  - 36 Hours – 4 Days At 9 Hours with Paid Lunches and Breaks (8-5 Facilities)
  - 12 Hours – Alternating 3 On/2 Off and 2 On/3 Off Schedule (24-Hour Facilities)
- Work From Home, When/If Possible
- Flex Schedules – Allow This When/Where Possible
- Schedule Accommodations
- PTO – Don’t Skimp Here

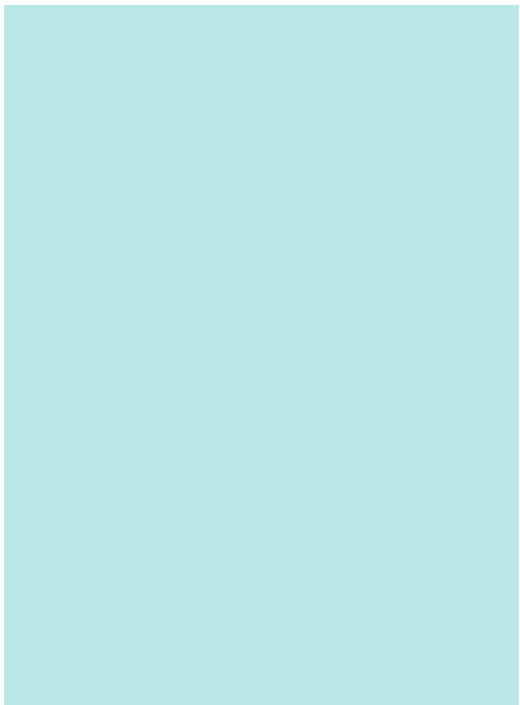
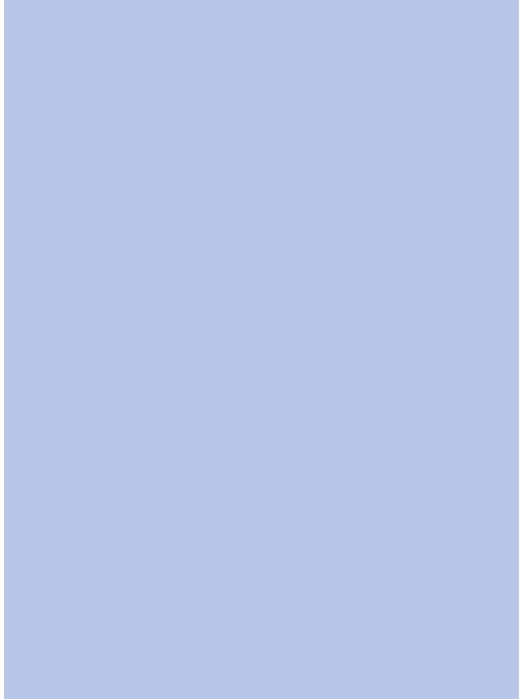
Paid Personal Leave (PTO)	
1-3 Calendar Years	6.77 hours/pay period (22 days) (176 hours/year)
Calendar Years 4-5	8.31 hours/pay period (27 days) (216 hours/year)
Calendar Years 6 +	9.85 hours/pay period (32 days) (256 hours/year)

- 12 Paid Holidays



# Wellness and Training

- Licensed Providers – \$1500 annual training dollars, \$250 of this can be used on wellness-related expenses.
- Unlicensed Providers – \$1000 annual training dollars, \$250 of this can be used on wellness-related expenses.
- Every employee has access to 40 hours of paid training time, separate from their PTO packages. To be used annually. Cannot be cashed out or rolled over.





# Career Advancement

## Grow Your Own

- CBH tuition assistance – Tuition assistance is available for those pursuing degrees or certifications that relate to their work or future work with CBH. Master's and bachelor's degrees will be supported up to \$5250 annually as approved by CBH. CBH will prioritize individuals who are pursuing a master's degree.
- At CBH, we encourage frontline staff to explore career-advancing opportunities. We support and hope frontline (reception/admin) staff pursue credentials like QMHA/ CADC and beyond.
- We pay supervisors. Any non-leadership team member who agrees to supervise an employee towards licensure or throughout their university practicum/internship receives \$100 per paid period per person, up to two for full-time staff and three for part-time staff.





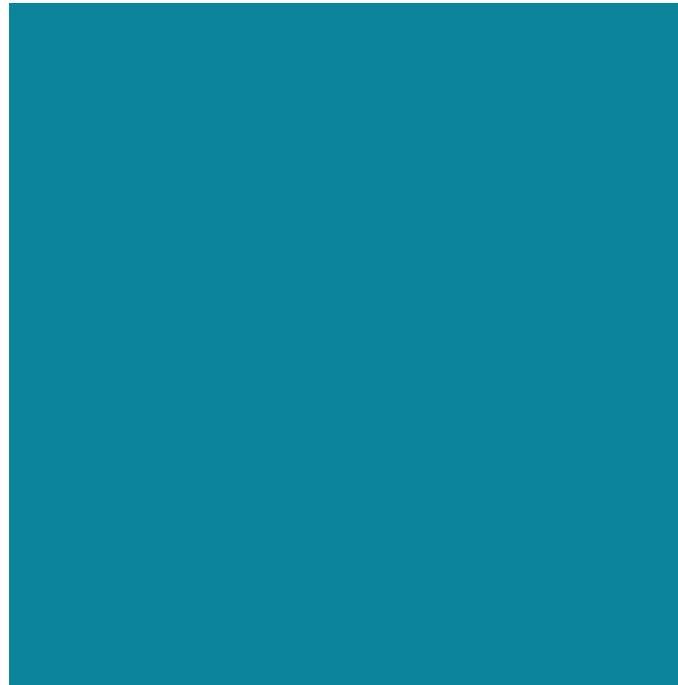
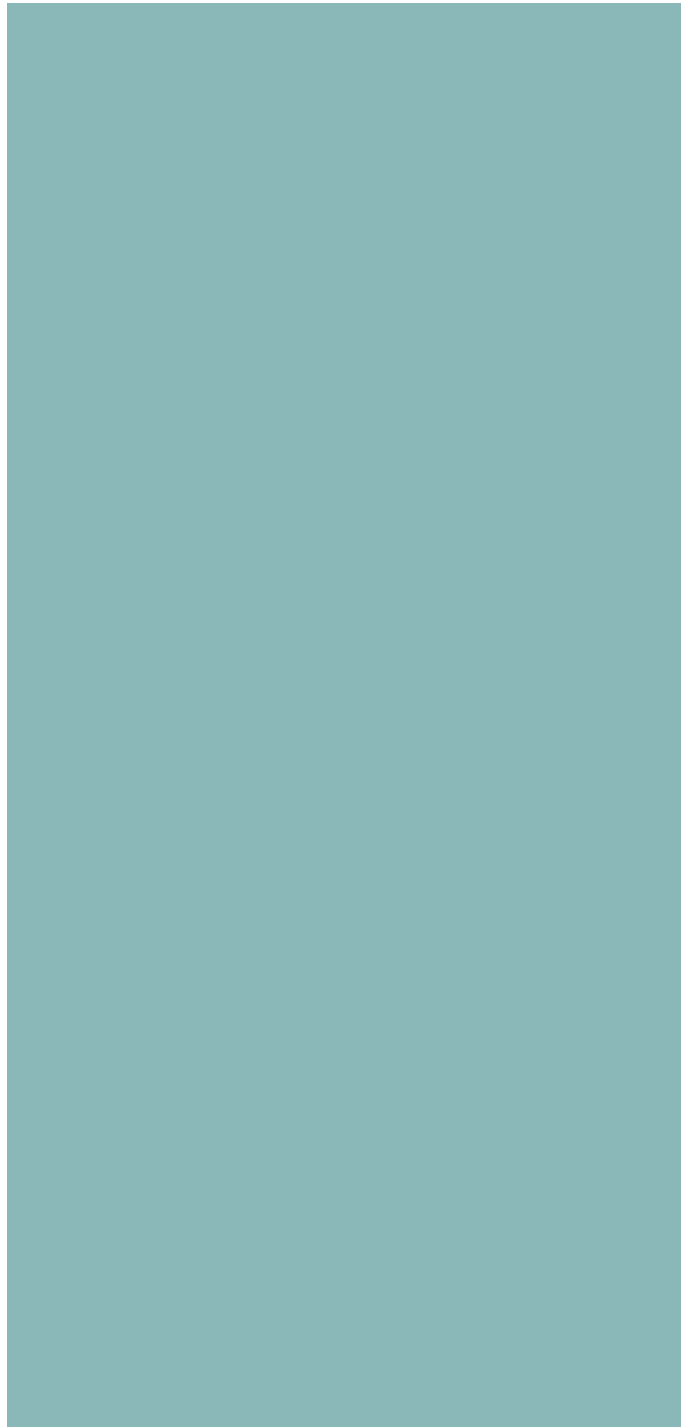
# Career Advancement

United We Heal

United We Heal Oregon creates sustainable opportunities for career advancement in healthcare through apprenticeship and training programs that are responsive to the needs of clients, patients, workers, and employers.

**Lindsay Gilinsky**  
CADC & QMHA Apprentice

"I honestly had a really great experience both times. I did my apprenticeships back to back, so it was a lot of intensive schooling and on the job training, but I had such great support from United We Heal. Both of my mentors in each apprenticeship were incredible and went above and beyond to make sure that I felt supported, that my needs were getting met in the apprenticeship as well as in my personal life."

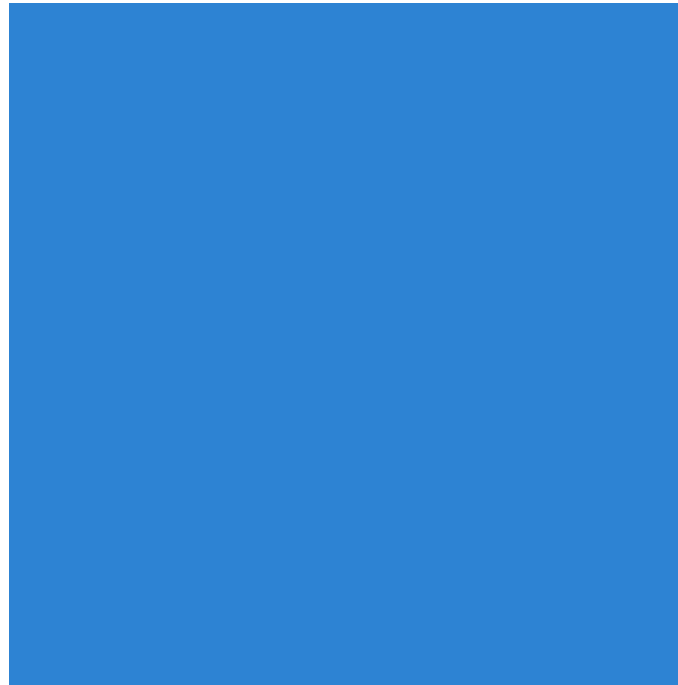






# Union Partnership

- Shared/common goals – AFSCME and CBH leadership are invested in the happiness, wellness, and satisfaction of our staff.
- CBH Leadership shares information transparently with Union Representation and works to solve problems collectively.
- AFSCME Union Reps communicate openly with Senior Leadership. Issues/Problems that might be stirring are dealt with proactively and collaboratively.





# Thank you

Questions or comments?

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