**Ohio Workforce Recruitment & Retention in Behavioral Health Learning Collaborative**

*Request for Applications*

**Informational Webinar: March 28, 2019, 12:00noon EDT**[**View Recorded Webinar**](https://youtu.be/BXK_HMOiNNI)**.**

**Application deadline: Friday, April 19, 12:00noon EDT**

# Overview

Recruiting and retaining a workforce is a major challenge for many organizations that provide mental health and addiction services. Vacant positions are common. Organization-wide turnover rates have been reported as high as 50% per year. Finding and keeping specific types of workers, such as prescribers, can be particularly challenging. High vacancy and turnover rates are costly to organizations, place a burden on existing employees, and decrease access to care and quality of care for individuals in need.

To assist behavioral health organizations in addressing their recruitment and retention challenges, technical assistance is being offered through a Learning Collaborative. This is being offered to organizations providing behavioral health services in the state of Ohio. Space is available for 10 organizations to participate.

Organizations that apply and are selected to participate will each create a small Change Management Team for this initiative. All teams will participate in a one-day meeting of the Learning Collaborative and receive: (1) information on best practices in recruitment and retention, (2) technical assistance on developing a recruitment and retention plan for their organizations, and (3) guidance on managing the change process in their organizations. After the meeting, teams will return to their organizations to develop their recruitment and retention plans, and then implement their plans with ongoing technical assistance from the Learning Collaborative leader.

Cost

There is ***no fee*** for organizations to participate in the Learning Collaborative. Organizations ***are*** responsible for covering the cost of travel for their teams to attend a one-day meeting in the Columbus, Ohio metro area.

# The Sponsors

This initiative is sponsored by the *Great Lakes Addiction Technology Transfer Center* (<https://attcnetwork.org/centers/great-lakes-attc/home>) and the Great Lakes Mental Health Technology Transfer Center (<https://mhttcnetwork.org/centers/great-lakes-attc/home>), with funding from the *Substance Abuse and Mental Health Services Administration*.

It is co-sponsored by *Ohio Mental Health and Addiction Services*, the state’s behavioral health agency (<https://mha.ohio.gov>), in collaboratin with the Ohio Association of County Behavioral Health Authorities ([https://oacbha.org](https://oacbha.org/)). The Learning Collaborative is designed and managed by *The Annapolis Coalition on the Behavioral Health Workforce*, one of the nation’s leading technical assistance organizations focused on mental health and substance use workforce issues ([www.annapoliscoalition.org](http://www.annapoliscoalition.org)).

Learning Collaborative Leader

The Learning Collaborative will be led by Michael Hoge, Ph.D., Professor of Psychiatry at the Yale School of Medicine and Senior Science & Policy Advisor of the *Annapolis Coalition*. Dr. Hoge, a clinical psychologist, is a founding member of the *Annapolis Coalition* and a noted expert on workforce issues. His workforce expertise is drawn, in part, from 30 years of managing a broad array of publicly-funded behavioral health services for adults and adolescents in Connecticut.

Eligibility

Inclusion Criteria

1. Any non-profit or for-profit organization providing mental health and/or substance use services in the State of Ohio.
2. Organizations in good standing with the state’s behavioral health, public health and Medicaid agencies, as well as the federal Centers for Medicare and Medicaid Services (CMS).

Exclusion Criteria

1. Applications from multi-agency consortiums. This Learning Collaborative is designed to strengthen recruitment and retention practices within individual organizations.
2. Organizations involved in other major change initiatives must attest to their ability to manage this initiative in addition to the others.

The Learning Collaborative Process

Following are additional details about process:

* Interested organizations will apply to participate.
* Organizations selected will form their recruitment and retention Change Management Teams comprised of three members. Optimally, the team will include the director of human resources and director of services.
* A Learning Collaborative orientation call will be held with the senior leaders of participating organizations and their Change Management Teams.
* Change Management Teams from all participating organizations will meet together for one day, during which they will learn about effective recruitment and retention methods, as well as strategies for bringing about change in workforce practices in their organizations. They will be provided with templates to guide the development of a recruitment and retention plan for their organization.
* The Teams will begin selecting their recruitment and retention goals and strategies during the one-day meeting, and will continue development of their plans after the meeting in consultation with senior leaders and others in their organizations.
* Throughout the process, the Learning Collaborative leader will provide technical assistance by phone and feedback on plans and implementation. This includes a review of each organization’s recruitment and retention plan prior to implementation.
* Organizations will submit relatively brief bimonthly reports on implementation outlining activities, progress and barriers.
* All Teams will participate in three Learning Collaborative conference calls at the beginning, middle, and end of their plan implementation in order to share ideas, successes and challenges with others in the Collaborative.
* Change Management Teams will complete a questionnaire about their satisfaction with the Learning Collaborative.

Expected Outcomes

Organizations can expect the following outcomes from participating in this Learning Community:

1. Increased knowledge among key organization leaders about best practices in recruitment and retention
2. Identification of recruitment and retention priorities and goals for the organization.
3. Identification and implementation of processes and interventions to improve future recruitment and retention.
4. Baseline measurement of relevant recruitment and retention variables.
5. Implementation of sustainability strategies to ensure the continuation of recruitment and retention efforts in the organization.
6. Measurement of change in selected recruitment and retention variables over time. This may occur during the formal Learning Collaborative or after, depending on the types of goals and interventions selected.

Note that improved outcomes in recruiting and retaining a workforce are dependent on a sustained focus on these issues. This Collaborative will assist an organization in implementing the processes and interventions that, over time, can bring about significant changes in its ability to find and keep its workforce. Measurable change in recruitment and retention may be experienced by organizations during the formal phase of the Learning Collaborative or during a follow-up phase when the interventions begin to take effect.

Effective workforce development involves a continuous focus on workforce issues, rather than brief interventions. This Learning Collaborative is built on the concept of “continuous workforce development” just as efforts to improve the quality of care focus on “continuous quality improvement.”

Key Dates

Application Phase

| **Event** | **Date/Time** |
| --- | --- |
| Request for Application (this document) is released. | March 15, 2019 |
| Informational Webinar  [**View Recorded Webinar**](https://youtu.be/BXK_HMOiNNI)**.** | March 28, 2019  Noon EDT |
| Application submission deadline – due electronically to: [alfredo.cerrato@wisc.edu](mailto:alfredo.cerrato@wisc.edu) with a copy to [michael.hoge@yale.edu](mailto:michael.hoge@yale.edu) | April 19, 2019  By Noon EDT |
| All applicants notified of selection decision via email | April 26, 2019 |

Questions about the RFA should be asked during the webinar. Questions about the application or its submission should be directed to Alfredo Cerrato at [alfredo.cerrato@wisc.edu](mailto:alfredo.cerrato@wisc.edu).

Learning Collaborative Phase

|  |  |  |
| --- | --- | --- |
| **Date/Time** | **Participants** | **Location** |
| Learning Collaborative  Orientation Call  **April 29, 2019**  Noon – 1:00 pm EDT | Senior Leaders and Change Management Team Members | Teleconference |
| Learning Collaborative Meeting  **May 16, 2019**  8:30 am – 4:30 pm EDT | Change Management Team Members | In Person  Columbus, OH Metro Area (location TBA) |
| Learning Collaborative  Conference Call  **July 31, 2019**  Noon – 1:30 pm EDT | Change Management Team Members | Teleconference |
| Learning Collaborative  Conference Call  **September 16, 2019**  Noon – 1:30 EDT | Change Management Team Members | Teleconference |
| Learning Community  Conference Call  **November 13, 2019**  Noon – 1:30 pm EDT | Senior Leaders and Change Management Team Members | Teleconference |

Required Organizational Commitment

Senior Leaders

* A commitment to this initiative and ultimate responsibility for its implementation in his or her organization.
* Appointment of a three member Change Management Team with a designated team leader.
* Participation in the orientation call and final Learning Collaborative teleconference.
* Review and approval of the recruitment and retention plan developed by the Change Management Team.
* Support of the Change Management Team and plan implementation within the organization.

Change Management Team Members

* Participation in the orientation call.
* Participation in the one day Learning Collaborative meeting.
* Development, securing organizational approval, and implementation of the recruitment and retention plan within the organization with support from the Learning Collaborative.
* Development and implementation of a sustainability plan.
* Submission of bimonthly reports.
* Active participation in the three Learning Collaborative teleconferences.
* Completion of a survey on satisfaction with this Learning Collaborative.

Selection Criteria

1. The submitted application is complete.
2. The organization meets the eligibility criteria for participation.
3. Proposed members of the Change Management Team have appropriate roles and authority to participate in the Learning Collaborative and develop and implement a recruitment and retention plan.
4. The application demonstrates recruitment and retention needs that participation in this Learning Collaborative could address.
5. The application demonstrates the commitment and capacity of the organization to effectively participate in the Learning Collaborate as evidenced by support from the CEO/Executive Director and the absence of conflicting initiatives.

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**Ohio Learning Collaborative on Workforce Recruitment & Retention in Behavioral Health**

*Application*

**Instruction: To create your application, please delete the pages above (1-5) and use the remaining pages to complete your application.**

# Part I. Agency Information

Provider Agency Name:

Main Address:

CEO/Executive Director Name:

CEO Email Address:

CEO Phone Number:

Primary Contact for this Application:

Title of Contact:

Email Address of Contact:

Phone Number of Contact:

# Part II. Eligibility

Place an X before the correct answers below:

1. Does the organization provide mental health and/or substance use services in the State of Ohio? \_\_\_ Yes \_\_\_ No
2. Is the organization in good standing with the state’s behavioral health, public health and Medicaid agencies, as well as the federal Centers for Medicare and Medicaid Services (CMS). \_\_\_ Yes \_\_\_ No If “no” please explain:
3. Is this an application from multi-agency consortium? \_\_\_ Yes \_\_\_ No If “yes” please explain:
4. Is the organization involved in other major change initiatives? \_\_\_ Yes \_\_\_ No. If “yes” please list these initiatives and indicate whether these would, in any way, impede the organization’s ability to participate in this Learning Collaborative and develop and implement a recruitment and retention plan.

Part III. Narrative Response

1. Provide a one-paragraph overview of your agency, including: profit or non-profit status; years in operation; range of services; number of employees; and number of clients served annually.
2. Provide a one paragraph overview of the recruitment and retention challenges faced by your organization.
3. Provide a one paragraph overview of any strategies you have implemented to date to address the recruitment and retention challenges.
4. Identify at least two challenges you foresee regarding participation in the Learning Collaborative and how your organization would manage them.

Part IV. Proposed Members of the Change Management Team

Please indicate below the three individuals your organization has tentatively identified to be a part of the Change Management Team for this initiative. Most often, members of these teams are senior or senior-middle managers. The team optimally should include the director of human services and the director of services.

| **Name** | **Position Title** | **Email** |
| --- | --- | --- |
| **Team Leader** | | |
|  |  |  |
| **Other Team Members** | | |
|  |  |  |
|  |  |  |

If either the director of human services or the director of services was not included, please describe the rationale here:

# Part V. Letter of Support from Chief Executive Officer/Executive Director

As part of this application, please submit a signed letter from your CEO/Executive Director on agency letterhead stating that she/he has reviewed the Request for Applications and commits the organization to full participation in this Learning Collaborative if selected.

**VI. Instructions for Submitting the Application**

1. Scan the application and letter from the CEO/Executive Director as one electronic document.

2. Put the name of the organization in the electronic document name.

3. Submit the application by email to [alfredo.cerrato@wisc.edu](mailto:alfredo.cerrato@wisc.edu) with a copy to [Michael.hoge@yale.edu](mailto:Michael.hoge@yale.edu)

4. Enter the words “R&R Application” and organization name in the email subject line.

If you have questions about the application, contact Alfredo Cerrato at [alfredo.cerrato@wisc.edu](mailto:alfredo.cerrato@wisc.edu)

Applicants will receive an email reply within 24 business hours confirming receipt of the application. Contact Alfredo Cerrato at [alfredo.cerrato@wisc.edu](mailto:alfredo.cerrato@wisc.edu) if a confirmation is not received. **Only applications from those agencies that receive an electronic confirmation are considered during the review process.**

The application deadline is **April 19, 2019 by noon EDT.**