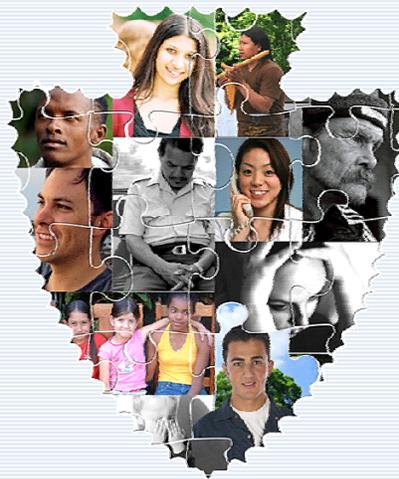


**Mental Health Services Act**  
**Workforce Education & Training**  
**Annual Report**  
**Fiscal Year 2009-2010**



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## Overview

The Workforce Education and Training (WET) component of the Mental Health Services Act (MHSA) was created to address identified shortages in occupations, skill sets, and individuals with unique cultural and linguistic competence whom provide services in the public mental health system and to provide education and training for all individuals who provide or support services in the public mental health system, including fostering leadership skills.

All actions proposed in WET Plans had to meet the following criteria:

- Develop and maintain a culturally competent workforce.
- Include clients and family members, who are capable of providing client- and family- driven services that promote:
  - Wellness,
  - Recovery, and
  - Resilience
- Lead to measurable, values-driven outcomes.

DBH chose to create actions in all five categories recommended for consideration of WET plan actions:

- Workforce Staffing Support
- Training and Technical Assistance
- Mental Health Career Pathways Programs
- Residency, Internship Programs
- Financial Incentive Programs

The purpose of this report is to provide information related to WET activities in the County of San Bernardino Department of Behavioral Health (DBH) for Fiscal Year 2009/10. DBH submitted its WET Plan to the Department of Mental Health on July 31, 2008. The plan was approved on October 27, 2008. This report will outline the **second** fiscal year of activities approved in the WET Plan.

## WET Plan Activities

During the workforce needs assessment, DBH discovered several findings from which the plan was created. Findings included:

- Disproportionate amount of prelicensed staff to licensed staff,
- Lack of bilingual staff in direct service positions,
- Loss of staff to state prison systems,
- Large number of hard to fill positions, especially in rural areas of the county, and
- Low number of staff close to retirement.

A stakeholder group, the Workforce Development Committee, was created to address these issues and oversee implementation of the WET plan. The Workforce Development Committee prioritized activities based on the findings in the workforce needs assessment. Priorities were to increase the number of licensed staff, transition bilingual

staff and from paraprofessional positions and to direct service positions, develop a pipeline of future mental health workers, continue to develop our consumer workforce, and invest in training for staff who are generally far from retirement age to increase competency and improve retention rates.

As a result of the priorities the following actions were included in the WET Plan:

- Expand existing training program
- Training to support the fundamental concepts of MHSA
- Develop core competencies
- Outreach to High School, Community College, Adult Ed and Regional Occupational Program (ROP) Students
- Create and implement a leadership development program
- Continue to develop Peer and Family Advocate (PFA) workforce support initiatives
- Expand existing Internship Program
- Develop a Psychiatric Residency Program
- Create a Scholarship Program
- Increase eligibility for federal workforce funding

## **Workforce Staffing Support**

### **Expand Existing Training Program**

A major component of this action was to create a Training Institute to provide training for DBH and contract agency staff, consumers and other stakeholders. The Training Institute opened on November 2, 2009. The Training Institute includes progressive technology tools to increase the quality, scope and capacity of training.

The expansion of training has also included work on developing distance learning methods. San Bernardino is the largest geographic county in the United States which causes many travel challenges for staff when training is held in one location, the traditional DBH method. During this fiscal year as part of the Training Institute opening, DBH obtained Webex software to enable web based learning. The first live/web combo training was held May 18, 2010. Participants got to choose whether to travel to the training or participate via the web, a first for DBH.

FY 10/11 goal: Conduct three online trainings on topics developed as a result of the training survey of staff. This will allow DBH to continue to expand the WET plan goal of increasing distance learning capacity.

## **Training and Technical Assistance**

### **Training to Support the Fundamental Concepts of MHSA**

This year had continued challenges related to delivering training for staff due to the budget constraints DBH faced. Staff was limited in the amount of time spent in live

training. A master training calendar was created in July to help staff identify when training would be offered throughout the year to provide better planning. The following live training was held:

- Trauma Resiliency Model
- The Shaken Tree video and training
- Self Injury training
- Us+Them=We, a training developed and delivered by consumers
- Saying No Gently to assist front line staff with resources to provide consumers that don't meet medical necessity criteria
- Non Violent Crisis Intervention
- Law and Ethics training
- Chart Documentation and Medicare billing training
- Perinatal Mood Disorders
- Clinical Supervision training
- Basic computer skills training

Although training was more limited, staff and consumers were able to increase their knowledge and skills in new areas, not offered by DBH previously. DBH also partnered with other organizations for trainings like the Perinatal Mood Disorders and Self Injury training to include community members in addition to DBH and contract agency staff.

FY 10/11 goal: Develop a new master training calendar that includes at least one clinical and one administrative training each month. This will allow managers and supervisors the ability to do goal setting for their employees to build competency areas by assigning them to attend training for topics specific to their needs.

## **Mental Health Career Pathways Programs**

### **Develop Core Competencies**

DBH partnered with California State University, San Bernardino (CSUSB) to develop core competencies for clinical staff. The purpose of this project is to better identify skills needed by clinicians in a public mental health system and also be able to offer training courses to staff at different levels of experience. A committee consisting of staff from the CSUSB School of Social Work and the DBH Intern Programs developed draft competencies this year. Competencies are broken down by age group. During this year, comprehensive staff surveys were completed to validate the competencies. Future trainings will be planned and advertised to staff based on the competency it provides.

FY 10/11 goal: Finalize competency description and categories for pre-licensed level staff. Begin competency for licensed clinicians.

## **Outreach to High School, Community College, Adult Ed and Regional Occupational Program (ROP) Students**

This action has had a considerable amount of progress this year. Outreach to high schools has included attending career fairs, networking with high school counselors and partnering with local Regional Occupational Programs (ROP). During this fiscal year DBH had five teachers who teach health career classes job shadow all aspects of DBH activities for a week. The teachers then incorporated a mental health component into their curriculum which included requiring the students to give a presentation about a mental illness.

DBH employs a Volunteer Services Coordinator who developed relationships with several vocational schools throughout the county. DBH now offers placements for paraprofessional staff in the billing office, medical records and clinic front offices. Additionally DBH worked with the local Workforce Investment Board to offer placements for a Summer Youth Employment Program, which significantly assisted program operations in to maintain high productivity levels during times of staffing challenges due to budget issues.

FY 10/11 goal: Conduct another ROP job shadowing week to outreach to more high school students in health career classes.

## **Create and implement a leadership development program**

DBH partnered with Loma Linda University to develop a leadership development program. During this fiscal year the knowledge, skills and abilities needed to be a mental health leader were identified and vetted. Additionally CIMH and the HR Planning Council conducted an Occupational Analysis with the Mental Health Director to represent large counties. Data from the Occupational Analysis was used to further develop a curriculum (DACUM) for the Leadership Development Program.

FY 10/11 goal: Finalize curriculum and complete selection process for the first cohort of students.

## **Continue to develop Peer and Family Advocate (PFA) workforce support initiatives**

DBH has had peer and family member employees, PFAs, employed since the initial approval of the Community Services and Supports (CSS) plan, before the WET Plan was created. The purpose of this action is to continue development of this staff to allow further growth and immersion into the workplace.

The PFAs meet quarterly to provide support for each other. At each meeting a training topic is also addressed. This fiscal year the Peer and Family Advocate Liaison worked on outreach to the contract agencies to engage the peer and family employees from those agencies. She worked on providing on the job skills training to ensure success in the agency.

FY 10/11 goal: Develop a new peer oriented training curriculum, an update for Us+Them=We.

### **Residency, Internship Programs**

#### **Expand Existing Internship Program**

In Fiscal Year 09/10 the Internship Program had six Psychology, six Bachelors of Social Work, eight Masters of Social Work and thirteen Marriage and Family Therapist interns, for a total of 32 non-employee interns.

This year the Employee Educational Internship Program was very successful. There were 11 Employee Interns including three in their second year placement and eight in their first year. DBH collaborated with Cal State University at San Bernardino to create a policy to allow students to complete both years of their field placement at DBH.

One of the biggest areas of concern identified in the Workforce Needs Assessment was the high number of prelicensed staff. The License Exam Prep Program was created to assist staff become licensed. The Workforce Investment Board received federal stimulus funds which DBH was able to utilize to help pay for this program. Almost 60 DBH and contract agency staff members received license exam prep materials at no charge. More than 20 staff passed their exam; with a much greater first time passing rate than the board statistics generally show. This program was so successful that it was recently awarded the National Association of Counties Achievement Award for 2010.

FY 10/11 goal: Renew License Exam Prep Program to offer to additional DBH staff.

#### **Develop a Psychiatric Residency Program**

A Memorandum of Understanding (MOU) was developed with the county hospital, Arrowhead Regional Medical Center (ARMC) to partner on a psychiatric residency program. Two residents are in the program. Both residents began full time rotations through DBH in July after completing orientation rotations last fiscal year.

FY 10/11 goal: Continue outpatient rotations for two psychiatric residents.

### **Financial Incentive Programs**

#### **Create a Scholarship Program**

The Workforce Development Committee developed the criteria and a draft selection process. The target for this program is staff needing to start or finish undergraduate, certificate or non-clinical masters level degrees to assist in career development. The plan is to select staff to receive awards in the fall of 2010.

FY 10/11 goal: Conduct first round of scholarship selections to award the \$25,000 budgeted amount. Awards will range from up to \$1,000 for associates or certificate levels to up to \$5,000 for bachelors and non-clinical masters degrees.

### **Increase Eligibility for Federal Workforce Funding**

This action was created to assist staff qualify for national loan repayment programs by obtaining additional Mental Health Profession Shortage Area (MHPSA) designations. During the needs assessment process, it was discovered that staff already in those areas were not aware of the designations already in place in DBH. Three applications are in process for the areas that expire this fiscal year.

FY 10/11 goal: Complete at least three Mental Health Profession Shortage Area designations in addition to the three that expire this fiscal year. If all are approved the county would have a total of six designations.

### **Statewide WET Projects**

There are a number of statewide WET projects that DBH became involved in this year including the Regional Partnerships, Marriage and Family Therapist (MFT) Stipends, and Mental Health Loan Assumption Program.

DBH is the fiscal agent for the Southern Counties Regional Partnership. In that role DBH prepared the Southern County Regional Partnership plan to request funds from DMH. The plan was submitted in January 2009 and approved in February 2009 for funding through 2011. An MOU with all of the Southern Counties was signed by all counties this fiscal year. The Regional Coordinator was hired in November and put together a regional work plan to identify the focus areas and initial projects for the group.

### **Conclusion**

The WET component of MHSA is funded for ten years. Much progress has been made this year toward achievement of the actions outlined in the County of San Bernardino's WET Plan. Continued efforts will be made to add to and improve the system in order to achieve all of the goals outlined in the plan. Should you have any questions regarding this report, please contact Mariann Ruffolo, Admin Manager, Workforce Education & Training at (909) 252-4041 or [mruffolo@dbh.sbcounty.gov](mailto:mruffolo@dbh.sbcounty.gov).