

HEALTH MANAGEMENT ASSOCIATES

Behavioral Health Workforce Needs in the Context of COVID

By: The HMA Behavioral Health Workforce
Strategy Development Team
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W W W . H E A L T H M A N A G E M E N T . C O M

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AGENDA

Context

- COVID's Trajectory
- Learn from Each Other: Poll 1
- Behavioral Health System in the Context of COVID & Lessons Learned
- Learn from Each Other: Poll 2 & Chat

Closer Look at Behavioral Health Workforce

- Recalibration
- Resilience
- Midterm Strategies
- Learn from Each Other: Poll 3 & Chat
- Establishing a New Normal

Wrap Up

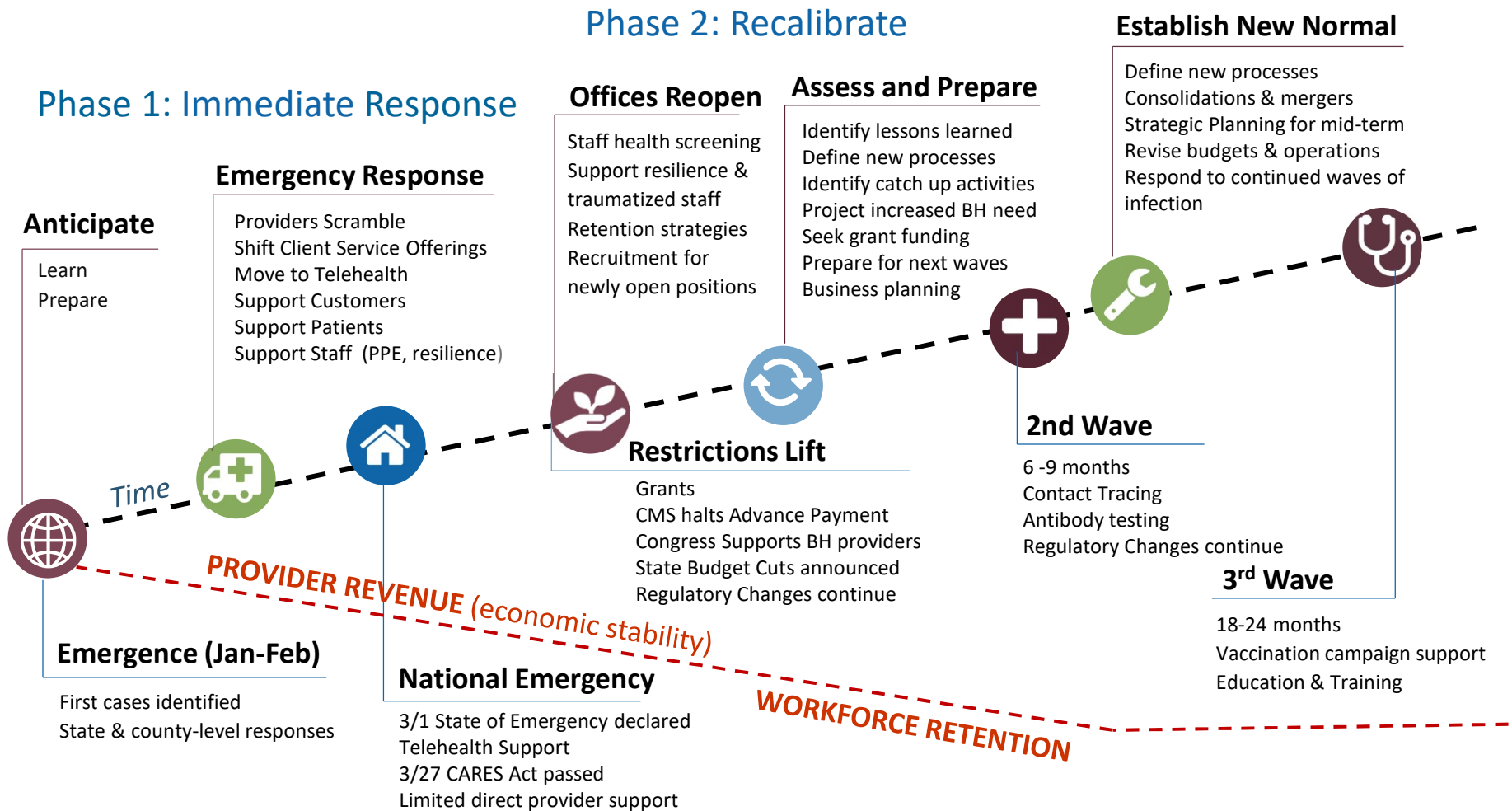
- Learn from Each Other: Chat & Poll 4
- Stronger Together

CONTEXT:
BEHAVIORAL
HEALTH &
COVID

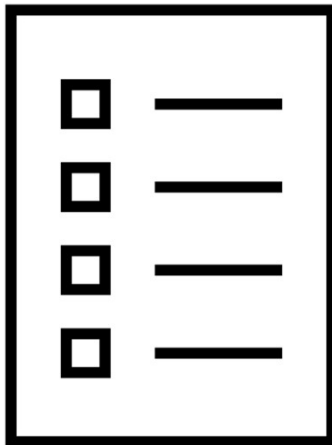


COVID TRAJECTORY: DIFFERENT PHASES IN DIFFERENT PLACES

Phase 3: Systems Change & Continued Response



THE QUESTIONS



3 minutes

- 1. What type of organization do you work in?*
- 2. Where do you see your organization on this trajectory?*
- 3. What type of community does your organization serve?*
- 4. Has your organization closed a part of its operations?*



■ BEHAVIORAL HEALTH CONTEXT

- + Widespread budget deficits
- + Workforce Crisis
- + “PTSD and Burnout Threaten Medical Workers” (NYTimes)
- + Regulatory relief
- + Pandemic of Despair
- + Task shifting

Prepare for the future now, while mitigating crisis needs that emerge everyday.

■ DISASTER MENTAL HEALTH: WHAT'S YOUR ROLE GOING TO BE?



THE NEEDS WE'RE HEARING

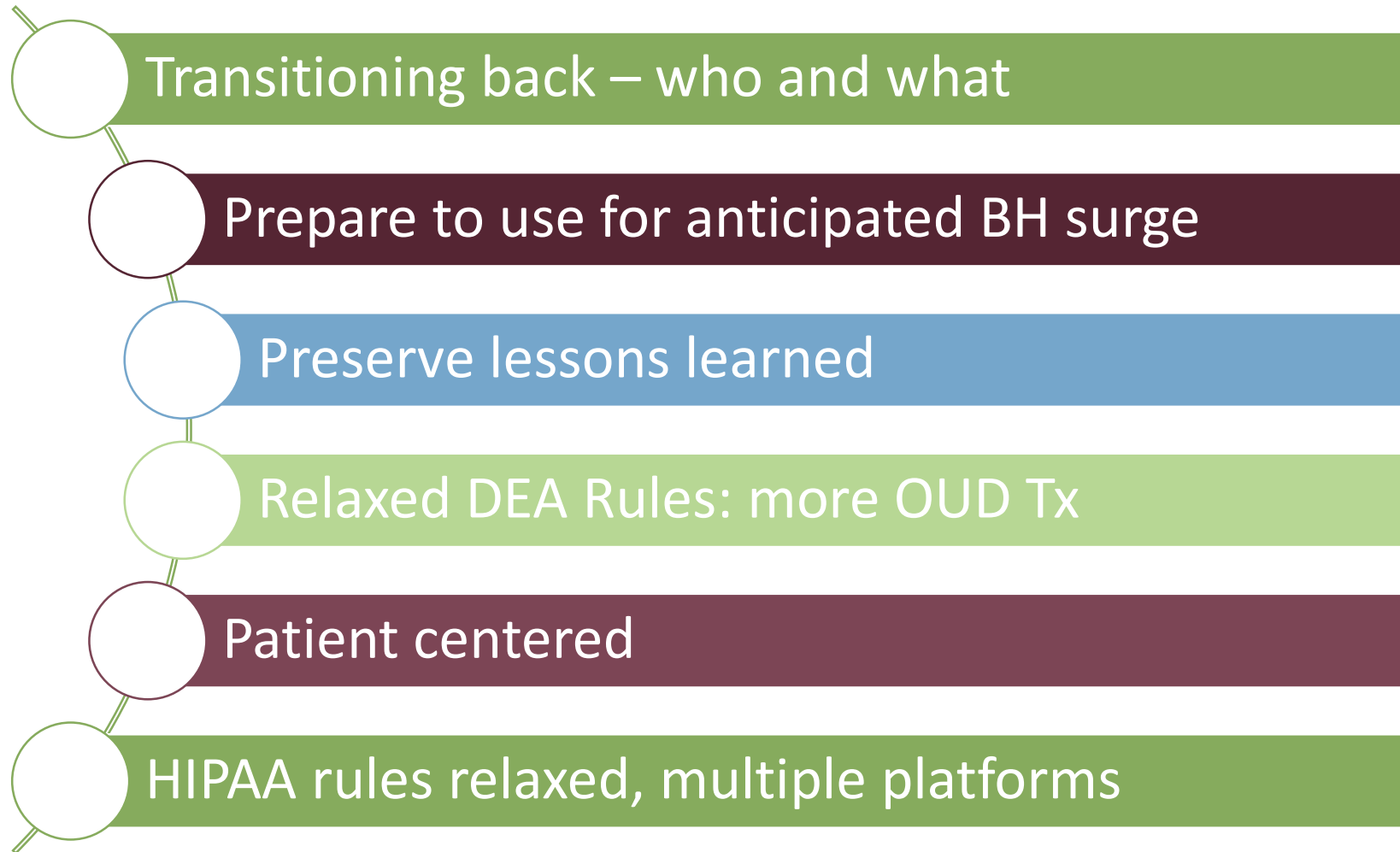




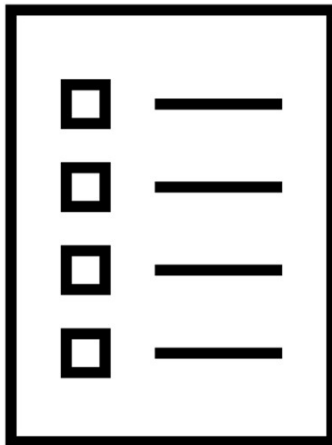
LESSONS LEARNED: COVID IMPACT ON BEHAVIORAL HEALTH

- + Pivots are Possible
- + Catalyst for Structural Change
- + BH Contribution is Visible
- + Information Sharing Needs
- + New Operational Structures
- + Workforce Strengths & Gaps
- + Telehealth Here to Stay
- + Financial Strain & Viability

**TELEHEALTH:
IT HAS BEEN SUCCESSFUL IN MANY WAYS AND HERE TO STAY**



THE QUESTIONS



4 minutes

- 1. What percentage of your organization's former services are now being delivered through Telehealth?*
- 2. What has been staff's response to providing services via Telehealth?*
- 3. What benefits have you seen to implementing Telehealth?*
- 4. What challenges (if any) has your organization experienced while implementing Telehealth?*

INSTRUCTIONS

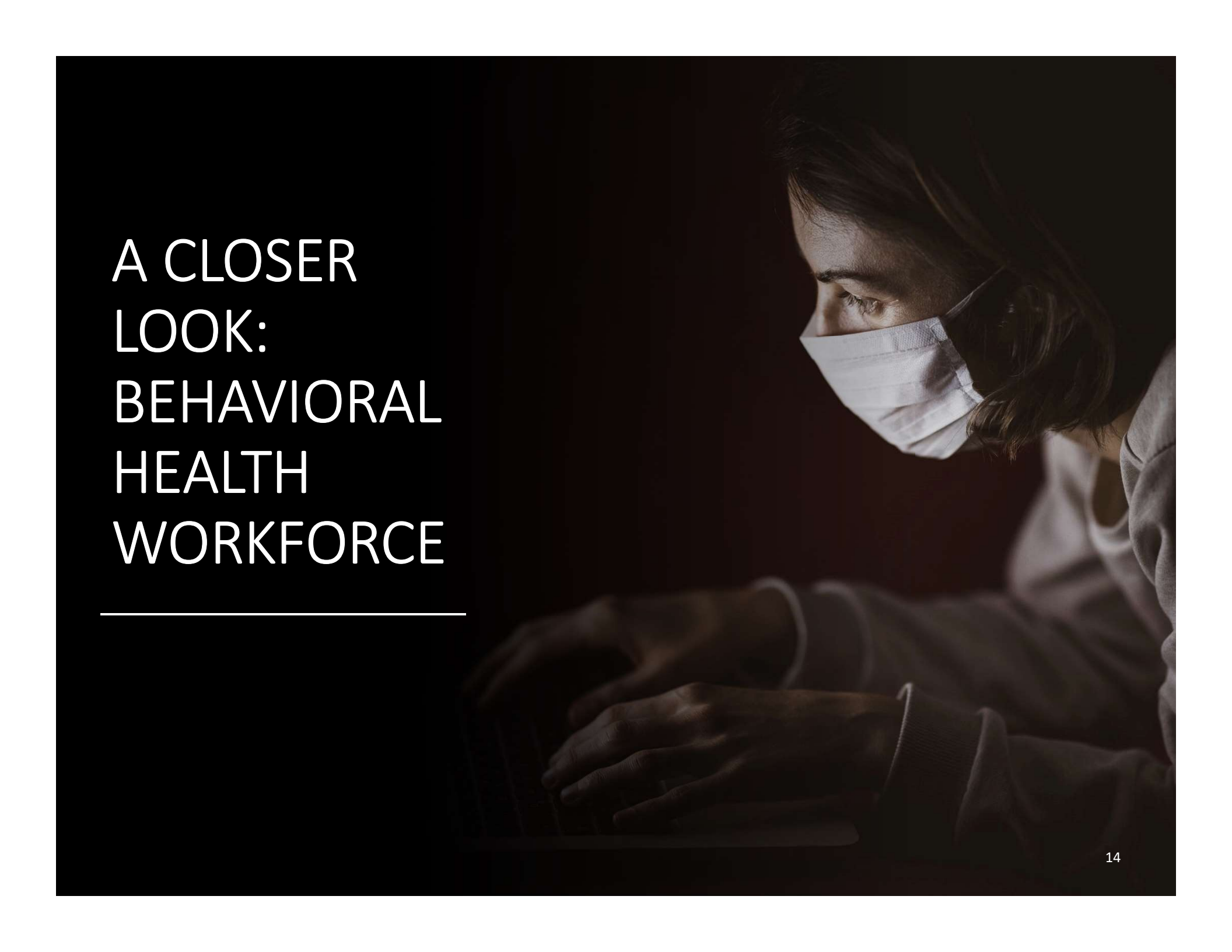


2 minutes

- Consider the prompt below:

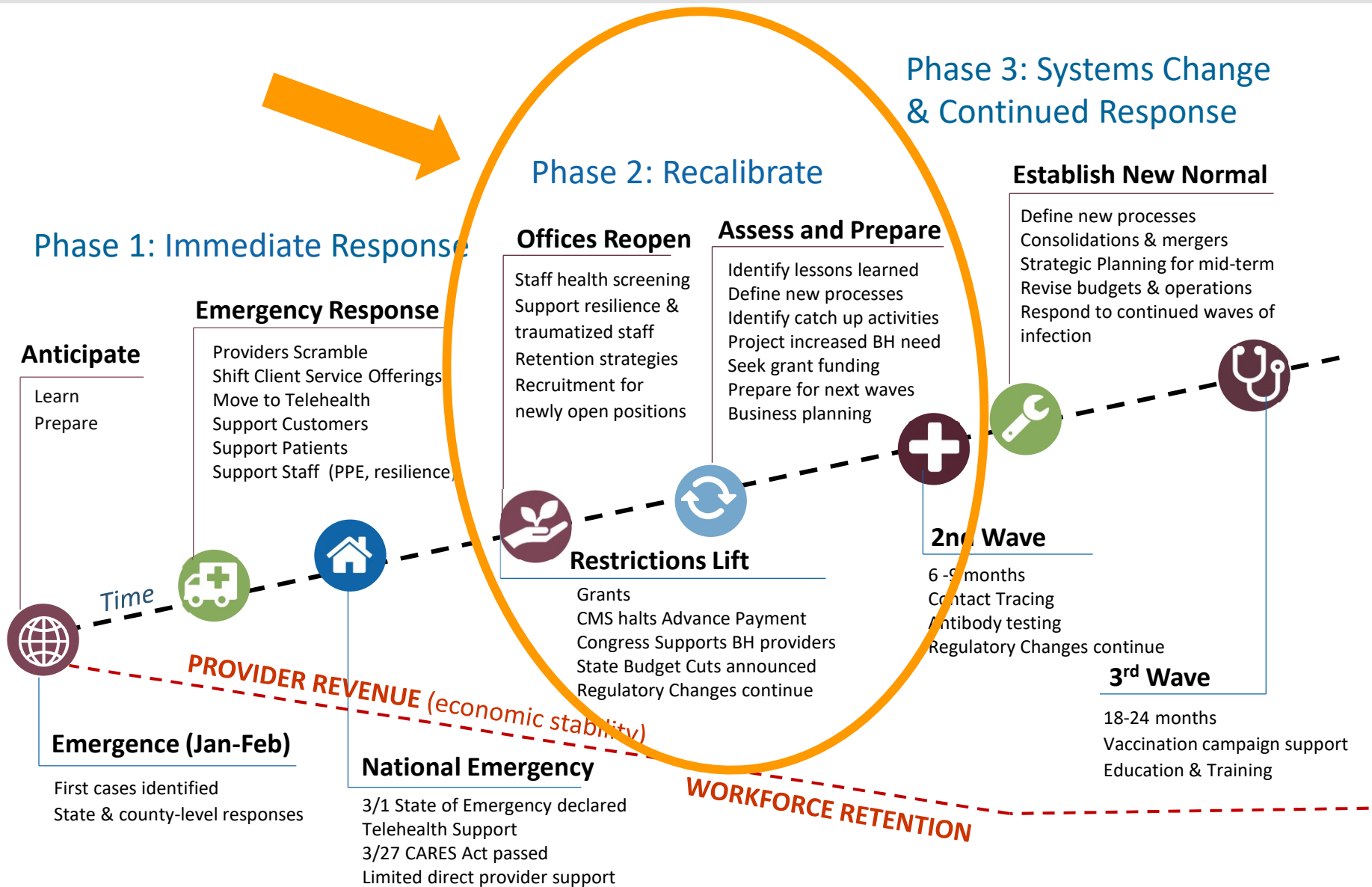
“Thinking back over your organization’s experience during COVID, what’s one ‘Lesson Learned’ you’ll be attentive to as you prepare for the ‘New Normal’?”

- Share your response in Chat

A person wearing a white surgical mask is shown in profile, looking down at their hands. The scene is dimly lit, with the person's face and hands being the primary focus against a dark background. The person is wearing a grey long-sleeved shirt.

A CLOSER LOOK: BEHAVIORAL HEALTH WORKFORCE

COVID TRAJECTORY: DIFFERENT PHASES IN DIFFERENT PLACES



■ RECALIBRATION: BLEND OF OLD AND NEW WORKFORCE-SPECIFIC NEEDS

Re-Tool

Health and
Safety

Resilience

Retention

Recruitment

LEADERSHIP: TECHNICAL, ADAPTIVE AND FUNCTIONAL

- + Go back to the basics
 - + Avoid trying to recreate the past
- + OVER-COMMUNICATION
- + Attend to culture
- + Innovate engaging rapid iteration
- + Attend to diverse forms of risk
- + Review roles, structures and infrastructure



STATES & HEALTH PLAN – IMPORTANT ROLE IN SUPPORTING WORKFORCE



- + Expedite process for **temporary licensure** of high demand professionals, credentialing and redeployment of providers
- + Expand **paraprofessional workforce**
- + **Support mobility** across state lines
- + **Expedite APMs**, Bundled Payments and Prospective Payments
- + **Disseminate information** and best practice (grants, policies, research, etc.)



- + Access and distribute **PPE**
- + Support **partnership and networked** communication and planning
- + **Data** and supports

Health Plans

- + **Technical assistance**, provider support
- + **Virtual training** updates
- + Evaluate **Peer to Peer** solutions; support investment

State Governments

- + **Apply for Grants**
- + **Rules and Regulation**
- + **Administrative Burden**
- + **State Resources/Supports**

■ STEPS TOWARD RECALIBRATION

Deliverables

- + Training curricula
 - + Revised policies and procedures
 - + Office hours or ad hoc consultation support
 - + Standardized policies
 - + Checklists
 - + Employee Training
-

Considerations

- + Infection Control Expert – APIC/National IC Organization
- + Support leadership addressing staff anxiety & mistrust
- + Preparing for 2nd wave
- + Regional partnerships support

Create Protocols for Managing Infected/Exposed Staff and Return to Work Plans

- + Establish guidelines /criteria for workforce health screening to monitor workforce
- + Establish treatment, quarantine and isolation protocols
- + Establish work environment controls
- + Develop return to work process
- + Develop checklist check list to ensure processes meet identified standards
- + Provide train-the-trainer training for leadership



PROMOTE SAFETY: CLIENTS & STAFF

- + Consider new architectural approaches**
- + Change waiting rooms**
- + Decrease the number of clients and staff in the building at any one time**
- + Stagger workflows**
- + Access to PPE**

PROVIDER RESILIENCE

Helping our providers with self-care to prevent burnout and increase retention and the overall health of our most precious resource

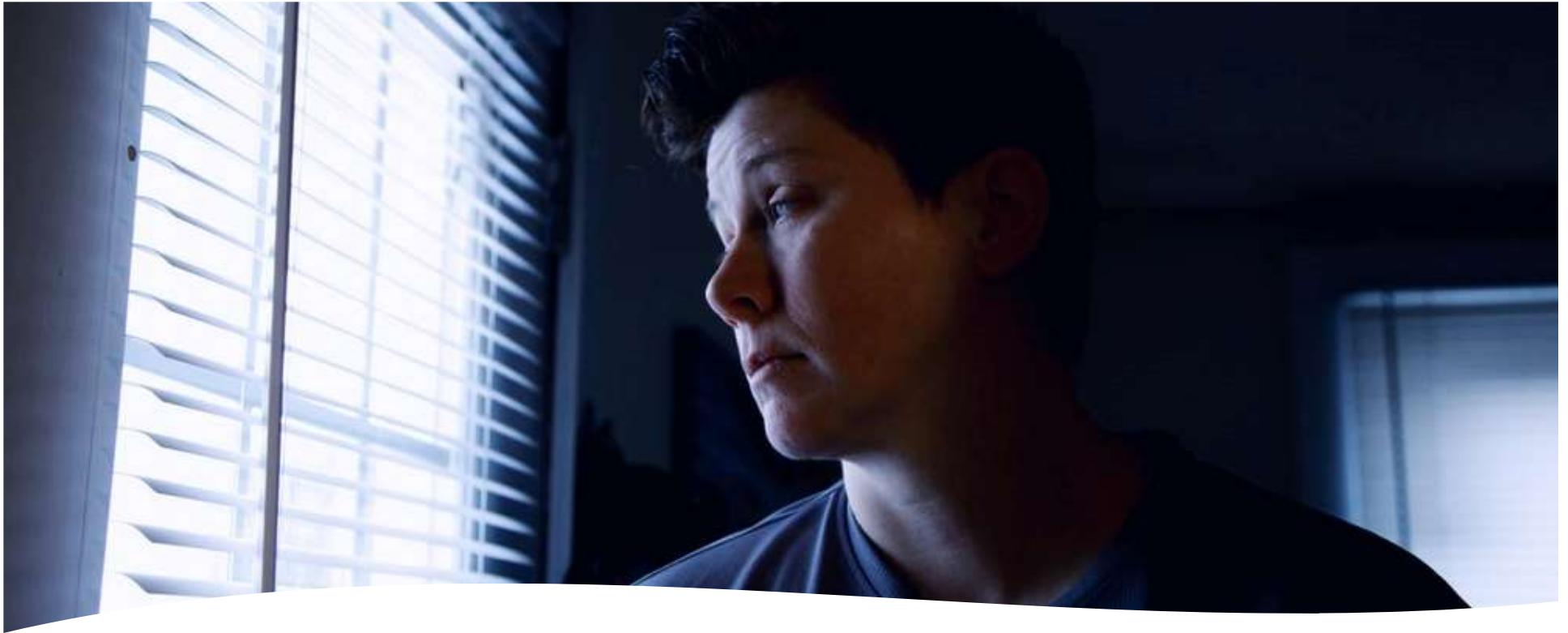
Flexibility for our workforce to adapt to their changing needs and environment

Resiliency support for individuals and communities

Protect their safety and engender trust (access to PPE and more)

Leadership and supervision support and training (leading through a crisis is a different muscle)

Repairing and healing (support them through secondary trauma)



POLICIES AND PRACTICES TO SUPPORT PROVIDERS THROUGH CRISIS

- + Health screening at start of shift for signs of infection, stress, and fatigue
- + Availability of rest/sleep areas, nourishment, counseling to relieve stress
- + Debriefings
- + Provide online training & workshops on self-care & resilience building
- + Provide crisis intervention services for anxiety reduction, clinical care, supervision

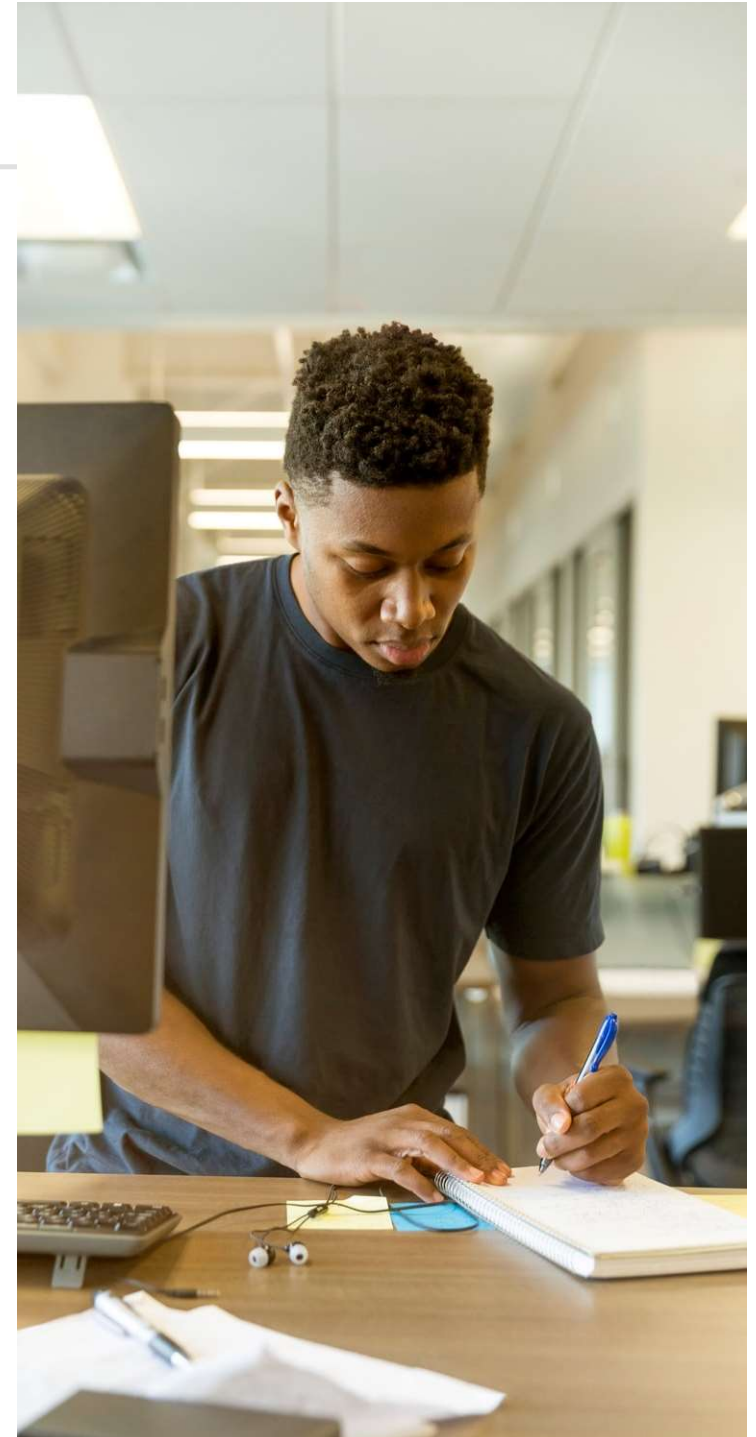


■ MID-TERM STRATEGIES

- + Infrastructure Support
- + Redeploy Clinical Workforce – Top of License
- + Behavioral Health Pipelines
- + Expand Unlicensed Workforce
- + Remote Tools
- + Support State Policy Development

IMPROVE STAFF RETENTION & RECRUITMENT

- + Identify ongoing pain points in their ability to oversee services**
- + Develop an action plan to address pain points and support their effectiveness**
 - + Remove non-value-added activities and barriers to required activities**
 - + Modify procedures to expedite care and support staff**
 - + Identify and add clerical resources possible to free up management time**
 - + Assist with change management & PDSAs**
- + Provide resources for problem-solving and info on funding to answer staff questions**



RECALIBRATION: ASSESS & PREPARE WORKFORCE-SPECIFIC NEEDS

Lessons
Learned

Modeling
Future Need

Backlog &
Pent Up
Demand

Business
Planning

Prepare for
Future Waves

COVID TRAJECTORY: DIFFERENT PHASES IN DIFFERENT PLACES



■ ESTABLISHING A NEW NORMAL: WORKFORCE-SPECIFIC NEEDS

Lessons
Learned

Define New
Processes

Consolidations
& Mergers

Business
Planning

Respond to
Next Waves

Wrap Up



INSTRUCTIONS

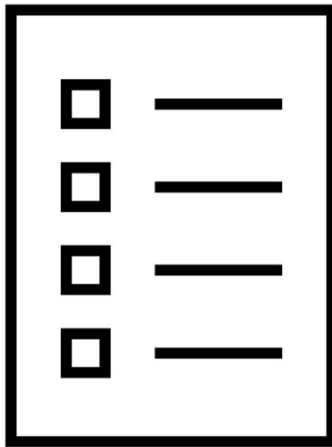


2 minutes

- Consider the prompt below:
“What new perspective have you gained from this webinar?”

- Share your response in Chat

THE QUESTIONS



3 minutes

1. *As you think about meeting the tactical and strategic needs of Recalibration and Establishing the New Normal **what are you hungry to learn more about?***
2. *Of the formats listed below, please **select the 2 most valuable ways for you to receive information** on the areas you noted above.*

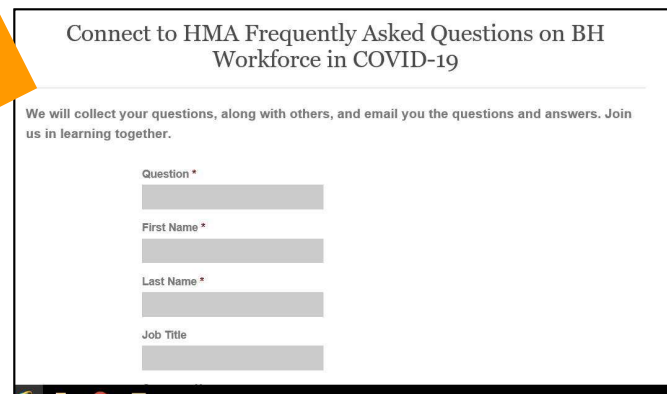
FAQ RESOURCE

Access from HMA website: <https://www.healthmanagement.com>

- From HMA website
- Go to Behavioral Health Section
- Navigate to COVID area
- Click on box
- Complete Form



The screenshot shows a webpage with a navigation menu on the left. The menu includes 'COVID-19 Resources & Support', 'Behavioral Health & Substance Use Providers', 'Connect to HMA Frequently Asked Questions on BH Workforce in COVID-19', 'Healthcare Workforce', 'Hospitals and Hospital Associations', 'LTSS Providers and Nursing Homes', and 'Telehealth'. A large orange arrow points from the 'Connect to HMA...' menu item to a corresponding button on the main content area. The button is titled 'Connect to HMA Frequently Asked Questions on BH Workforce in COVID-19' and features a right-pointing arrow icon. To the right of the button, there is a text block titled 'Challenge: Behavioral health (BH) and substance use disorder (SUD) providers are facing numerous complex challenges to continue their work providing care during the COVID-19 pandemic.' Below this, there are two paragraphs of text discussing the impact of COVID-19 on BH and SUD care, and a section titled 'BH and SUD Provider Issues – COVID-19' which lists several issues.



The screenshot shows a form titled 'Connect to HMA Frequently Asked Questions on BH Workforce in COVID-19'. The form includes a introductory sentence: 'We will collect your questions, along with others, and email you the questions and answers. Join us in learning together.' Below this, there are four input fields: 'Question *', 'First Name *', 'Last Name *', and 'Job Title'. Each field is represented by a grey rectangular box with a white arrow pointing to the right, indicating that the text has been redacted for privacy.

■ STRONGER TOGETHER: NOT JUST A CATCHPHRASE

Providers need to band together for strength, efficacy and quality

Share learning and best practices

Increase efficiencies to reduce costs

Clinical integration and information sharing

Funding models

Provide services at top of License

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