

Behavioral Health Recruitment and Retention (BHRR) Project Yearbook



Behavioral
Health
Workforce
Development



GRANTEES

- Aspiranet Behavioral Health Division
- Aspiranet Family and Community Division
- Aspiranet Residential and Education Division
- Aspiranet Resource Family Adoption and Foster Care Division
- Aspiranet Transition Aged Youth Division
- Aspiranet Wraparound and Intensive Home Based Services Division
- Archway Recovery Services Inc
- Bienestar Human Services Inc
- Chinatown Service Center
- City Impact
- Community Clinics Health Network dba Health Quality Partners of Southern California
- Community Health for Asian Americans
- Community Solutions
- Compator Counseling Center
- County of Riverside Riverside University Health System Behavioral Health
- Cultivating Culturally Competent Clinicians Inc

- Didi Hirsch Psychiatric Services dba Didi Hirsch Mental Health Services(Slides not included)
- East Bay Agency for Children
- El Dorado County Community Health Center
- El Dorado County Community Health Center Cameron Park Behavioral Health Site
- Five Acres
- Fred Brown Recovery Services
- Gardner Family Health Network Inc DBA Gardner Health Services
- Gateway Mountain Center
- Gateways Hospital And Mental Health Center (Slides not included)
- Grandmas House of Hope
- Health Care Integrated School Based Health SBH
- Health Care Integrated School Based Health SBH
- Healthy Hearts Medical Association dba Health Care Integrated Services (There are three of these)
- Heart and Soul (Slides not included)
- Higher Ground Youth and Family Services
- Instituto Familiar de la Raza
- Janus of Santa Cruz
- Kings View
- La Clínica de La Raza(Slides not included)
- LGBTQ Collaborative
- LifeLong Medical Care
- Marys Shelter DBA Marys Path

GRANTEES CONT.

- Marys Shelter DBA Marys Path
- Mendocino Community Health Center
- Mental Health Association of Santa Barbara County DBA Mental Wellness Center
- NAMI San Mateo County
- Norooz Clinic Foundation
- North County Health Project Inc dba TrueCare
- One New Heartbeat
- Orange County Asian and Pacific Islander Community Alliance
- Palomar Family Counseling Service
- Parents Anonymous Inc
- Partnerships for Trauma Recovery
- Penny Lane Centers
- Peer Voices of Orange County (Slide not included)
- Petaluma Health Center
- PHOENIX HOUSES OF CALIFORNIA INC
- Rebekah Childrens Services
- Redwood Community Services Inc
- Sacramento Youth Center

- Samuel Dixon Family Health Center Inc
- Samuel Dixon Family Health Center Inc
- Santa Barbara Neighborhood Clinics
- Schrank Clubhouse
- Serve The People
- Southern California Health And Rehabilitation Program
- STEPS Program at El Dorado Community Health Center(Slides not included)
- St Johns Community Health
- The Happier Life Project
- The People Concern
- The Purpose of Recovery
- The Village Family Services
- Transitions Mental Health Association
- Tule River Indian Health Center
- Unicare Community Health Center
- Union of Pan Asian Communities
- Venice Family Clinic
- Vista Community Clinic
- Vista Hill Foundation
- Waymakers
- We Care Services for Children
- Yurok Tribe



ARCHWAY

RECOVERY SERVICES

BHRR Presentation 2024



GEOGRAPHIC EXPANSION

Expanded to Napa County, opening a new Residential Facility.
Expanded our 19-bed Residential Facility to 50-Bed facility in Fairfield CA



PROGRAM LAUNCHES

Launched our first-ever Women's Residential Program (Napa, CA)
Launched Women's Residential Program in (Fairfield, CA)



FACILITY DEVELOPMENT

Groundbreaking approval for a new 62-bed facility in Fairfield, CA (Doors opening in 2025)



ORGANIZATIONAL GROWTH

Increased staffing from 49 to 127 staff members



PROGRAM INITIATIVES

Launched our Monthly Leadership Roundtable/Mentoring program.
Established a Staff Newsletter/Recognition Program.
Fine-tuned our Evaluation Program.



www.recoveryatarchway.com



THINGS WE LEARNED



Flexibility in adapting programs based on feedback and needs



Need for ongoing staff training and support during expansion



Value of clear communication in organizational changes



Importance of community engagement in program development



ARCHWAY
RECOVERY SERVICES

YOUR JOURNEY TO RECOVERY
STARTS HERE

- ✓ DETOX WITHDRAWAL MANAGEMENT
- ✓ RESIDENTIAL TREATMENT
- ✓ CARE COORDINATION

Step Forward Strong



Aspiranet Behavioral Health Division

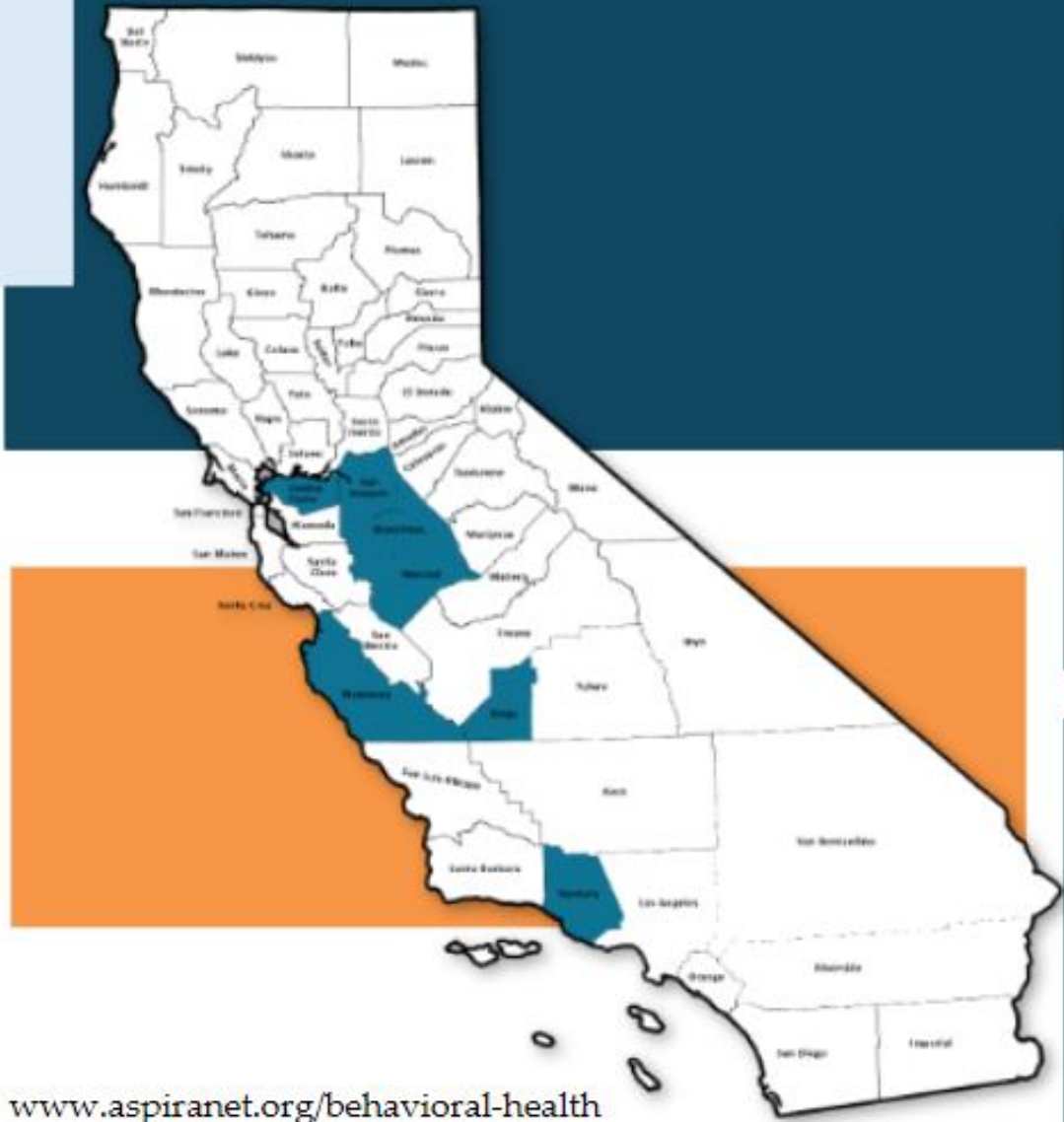


Program Goals

1. Develop internships and practicum placements for behavioral health professionals as a pipeline to employment.
1. Develop policy and procedure to provide paid internships as a method to develop a pipeline for licensed track behavioral health professionals.
2. Offer educational support and other incentives to support staff obtain and maintain behavioral health credentials.

Phase A Program Successes

1. Created Governance Committee to ensure the voice of all staff categories in decision making related to recruitment and retention.
2. Analyzed existing relationships with universities and colleges.
5. Identified hard to recruit for/retain positions and locations.



Phase B Program Success

Training/Staff Events- Topics Covered

1. Regional supervisor training and coaching on Diversity and Social Justice.
2. "Equal High Status"/Empathic Listening training for all supervisory staff.

Accomplishments

1. Updated and expanded internship and supervisor manuals.
2. Created internship opportunity landing page on website.
3. Increased number of clinical internships: currently 11 for the 24/25 academic year.
4. Offered paid internships for hard to recruit for positions/locations.
5. "Converted" three 23/24 academic year clinical interns to full-time employment after completing their internship placement.

The Four Stages of Empathic Listening

 Mimic Content	 Rephrase Content
 Reflect Feeling	 Respond

Non-Negotiable Rules of Status

1. Whenever you lower someone's status, you lower your own in the eyes of others.
2. Whenever you raise someone's status, you raise your own in the eyes of others.
3. Whenever you raise or lower someone's status, you raise or lower your own status, but also the status of your division, organization, etc.
4. Growth can only occur when all parties are operating on an **EQUAL HIGH-STATUS LEVEL.**



Aspiranet Family and Community Division



Program Goals

1. Focus marketing and outreach efforts on paraprofessional positions.
2. Increase support to new supervisors through onboarding practices and training.
3. Recruit and support staff with “lived experience”.

Phase A Program Successes

1. Governance Committee established to ensure all “levels” of staff are represented in decision-making.
2. Identified colleges and universities to partner with in high-need areas.
3. Review, edit, and develop training plans and checklists for all direct care staff.

Phase B Program Success

Accomplishments

1. Increased value of “lived experience” in recruitment efforts.
2. Improved recruitment practices to ensure an equitable and open process.
3. Served an average of 1,000 individuals per quarter.



Continue Your Path
Become a Part of the
Aspiranet Team!

APPLY TODAY
By Scanning
This Code



The graphic features a woman clapping and a young girl smiling. Below them are four small images showing diverse groups of people. To the right is a blue box with a QR code and the text 'APPLY TODAY By Scanning This Code'.

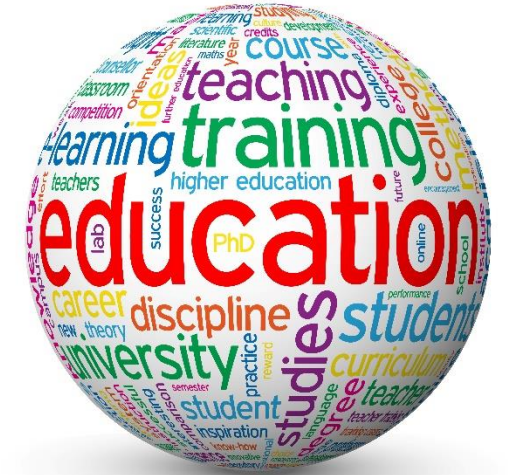
Training/Staff Events- Topics Covered

1. Supervisor's Series – focusing on essential skills for new supervisors.
2. Diversity, Equity, Inclusion, and Social Justice Training Series provided in person regionally
3. Division staff are highlighted in recruitment slideshows in several universities/colleges.



Aspiranet Residential and Education Division

Aspiranet
HOPEFORWARD CAMPUS
CENTRAL VALLEY CONSORTIUM TURLOCK • CA



**WORKPLACE
WELLNESS**

www.aspiranet.org/residential

Program Goals

1. Actively support bachelor's level staff in entry level positions to obtain additional formal education and promote within the organization.
2. Improve wellness of staff in the workplace.
3. Use data to justify salary increases.
4. Develop training specific to the unique needs of the staff and clients served by the program.

Phase A Program Successes

1. Conducted salary needs assessment and turnover analysis for hard to retain positions.
2. Completed staff "wellness survey" to identify needs and staff generated ideas for improvements.

Phase B Program Success

Accomplishments

1. Five Division staff are being supported to obtain scholarships to enter or return to a master's degree program.
2. Dedicated staff wellness areas were created.
3. Wellness discussions became part of the routine with "Wellness Wednesday" emails to all staff.



Training/Staff Events- Topics Covered

1. Supervisor's Series - Training and Coaching
- Transformational Leadership
- Cultivating Equal High Status
2. Vicarious Trauma, Secondary Trauma, and Employee Mental Wellness Training



Aspiranet Resource Family Division



Program Goals

1. Develop a marketing strategy to advertise & broaden reach among qualified candidates
2. Complete a "Value Audit" of Division's mission/vision/values
3. Develop at least 1 advanced training related to the unique needs of supervising staff to develop skills as supervisors.
4. Examine Staff Workloads to determine equity and appropriateness
5. Consistently offer existing employees on-time bonuses for referring candidates who are hired by the organization
6. Complete cost-benefit analysis & create incentives for staff required to take on-call shifts



www.aspiranet.org/foster-adopt

Phase A Program Successes

1. Identified 5Fold and Hireclicks as consultants to assist marketing and technology improvements.
2. DEIJ consultants identified
3. Determined that we need to address system needs, staff needs, and client needs.

Phase B Program Success

Accomplishments

1. 3 templates for Aspiranet website job board were drafted; reviewed with RFA Governance team in October.
2. The DEI Director shared updated progress with RFA governance during monthly check-ins
3. Workgroup established and workloads being assessed;
4. 2-week study of real time on-call usage started.
6. Survey opened to participants to gather learning reflections.



Training/Staff Events- Topics Covered

1. The CEO and a team of staff completed a statewide training tour in Spring 2024
2. Pivotal Group Supervisory Training last March; Dr. Lyn Corbett- The Leadership Challenge
 - Transformational and Transactional Leadership
 - Psychological Safety in the Workplace
 - Mastering Empathetic Listening
 - Cultivating Equal High Status
3. **Positive Staff Engagement:** We were impressed by the enthusiasm and thoughtfulness of the staff involved in the study. Your timely completion of the tasks was instrumental in our success.
4. **Meaningful Data:** The data collected exceeded our expectations and provided invaluable insights for our process improvement project.
5. **Upcoming Analysis of Trainings:** Over the next 60 days, we will be analyzing the data to identify opportunities for improvement.
6. **Sharing Results:** We look forward to sharing the findings with relevant internal and external stakeholders.

Aspiranet Transitional-Aged Youth Division



HOW TO DEVELOP LEADERSHIP SKILLS?



www.aspiranet.org/transitional-aged-youth

Program Goals

1. Complete cost benefit analysis of current types of recruiting as well as the cost of employee turnover.
2. Create an effective, efficient, and engaging onboarding process.
3. Support staff to have social justice conversations with fellow staff members and clients.
4. Establish transparent career ladders and lattices to retain skilled staff.

Phase A Program Successes

1. Developed a division-wide recruitment and retention Governance Committee to ensure diverse representation of perspectives and ongoing compliance.
2. Identified training needs of supervisors specific to the population served and program modalities.
3. Categorized expenses related to turnover.

Phase B Program Success

Accomplishments

1. After achieving increased retention of staff, began developing plan to reallocate costs related to turnover.
2. Piloted expanded onboarding and new staff support plan.
3. Developed career ladders to educate staff on opportunities for advancement.



Training/Staff Events- Topics Covered

Diversity, Equity, Inclusion, and Social Justice Training Series

- Our Path: finding our way to social justice (our “why”)
- Inclusion, Diversity, Equity, Access (IDEA)
- Structural Inequities
- Explicit and Implicit Bias
- Empathetic Listening – The Four Stages
- Equal High Status



Aspiranet Wraparound/ Intensive Home-Based Services Division

MISSION:

Our mission is to provide children, youth, and families with a foundation of support and services so they can succeed at home, at school, and in their communities.

VISION:

We envision a world in which all children and youth are loved and cared for, and all families have the resources to thrive.

OUR CORE

VALUES:

Respect,
Integrity,
Courage, and
Hope –
are central to how
we execute our
work.

Model the Way

- Clarify Values
- Set the Example

Inspire a Shared Vision

- Envision the Future
- Enlist Others

Challenge the Process

- Search for Opportunities
- Experiment and Take Risks

Enable Others to Act

- Foster Collaboration
- Strengthen Others

Encourage the Heart

- Recognize Contributions
- Celebrate the Value and Victories

www.aspiranet.org/intensive-home-based-services

Program Goals

1. Create clear and equitable job descriptions
2. Revamp recruitment website to highlight the employee value proposition
3. Solicit and implement employee feedback through “stay interviews”
4. Develop a Recruitment and Retention Governance Committee to ensure diverse perspectives in decision making.

Phase A Program Successes

1. Completed compensation assessment that lead to the development of salary grades and ranges for all positions.
2. Received initial supervisor training covering:
 - a. Transformational and Transactional Leadership
 - b. Psychological Safety in the Workplace

Bienestar Human Services Los Angeles- CA



BIENESTAR

BIENESTAR Human Services, Inc. is a grass roots, non-profit community service organization established in 1989. BIENESTAR originated as a direct result of lacking and non-existent HIV/AIDS services for the Latino community. BIENESTAR has been committed to enhancing the health and well-being of the community through education, prevention, and the provision of direct social support services.

Core Service Provision:

- Gay Men's Programing
- Transgender Women Programing
- Behavioral Health:
 - Outpatient Therapy
 - Outpatient Substance Abuse Treatment
- Medical Services:
 - Including MAT
- Harm Reduction
- Support Services:
 - Foodbank, Housing, Support Groups

BHRR Goals and Lessons

Goals

- Develop a Marketing Strategy to advertise and broaden reach among qualified candidates. We will review all open positions on a bi-weekly basis. Roles that are not filled with-in 6 weeks will have a weekly follow up status meeting.
- BIENESTAR will Revamp Organization Website to enhance the organization’s website with an employee value proposition that highlights the benefits of working for the organization.
- Solicit and Implement Employee feedback from “Stay Interviews” to understand and address the reasons employees choose to stay with the organization.
- Actively Address Burnout with Structured Support to mitigate employee burnout and promote a healthy work-life balance.

Lessons Learned

- Needed expanded recruitment opportunities
- Staff Retention Priorities
 - Employee Compensation
 - Flexible Work Arrangements
 - Training and Development

BIENESTAR

Celebrating the 35th Anniversary of Bienestar

Latin Factory
FASHION SHOW

' AN EVENT THAT BENEFITS THE HEALTH AND WELLNESS PROGRAMS FOR OUR COMMUNITY '

SPECIAL GUESTS
CELEBRITIES
RED CARPET
FOOD AND OPEN BAR!

SCAN TO PURCHASE YOUR TICKETS

WWW.BIENESTAR.ORG

NOVEMBER 9, 2024
7PM

THE VILLAGE COURTYARD AT ED GOULD PLAZA
1125 N McCADDEN PL,
LOS ANGELES CA 90038



華埠服務中心
Chinatown Service Center

Chinatown Service Center



Mission/Vision Statement of the organization:

Vision Statement: Thriving Lives in Empowered Communities

Mission Statement: To provide outstanding services and advocacy that promote better quality of life and equal opportunity for immigrants and other communities.

Program Goals

1. *Recruitment (Marketing and Branding):*
 - a. *Develop a marketing strategy to advertise and broaden reach among qualified candidates (professional job boards, attending job fairs and leveraging social media.*
 - b. *Revamp organization website and include an employee value proposition that highlights the benefits of working for the organization*
2. *Retention (Workforce Development):*
 - a. *Offer educational support, tuition reimbursement, incentives, one-time retention bonuses, and other supports to help peers and other staff move up in the workforce via credentials*
 - b. *Provide supervisor training*

Phase A Program Successes

(7/1/2023-9/30/2023)

1. *Selected HR consultant to plan and implement program goals*
2. *Completed Capacity Building Survey that functioned as a needs assessment that informed our program of Phase B goals and implementation items*
3. *Completed Program Sustainability Assessment (PSAT) Tool*
4. *Conducted a department survey to identify needs and gaps*

Phase B Program Success

(10/1/2023 - 1/15/2025)

Accomplishments

1. *Awarded NOA on 10/1/2024*
2. *Discussed Phase B SOW budgets, expenditure reports, SWOT analysis and Asset Maps*
3. *Upgraded Organization website for more features and customization*
 - a. *ADA compliant*
 - b. *Linked job postings on organization website and external recruiting platforms*
 - c. *Included brand attraction items*
4. *Purchased ADP HR Recruitment and management software*
 - a. *Collaborate with HR team to utilize ADP functionality*

Training/Staff Events- Topics Covered

1. *Behavioral Health Department Retreat*
 - a. *Program and Grant overview training*
 - b. *Staff bonding, team building, and discussion*
2. *Supervisor/Management Professional Development Day*
 - a. *Deep dive discussion across different roles and capacities*
 - b. *Team building*
3. *Health Management Training*
4. *Leadership Development Training*
5. *Staff Boba Day*
6. *Weekly in-office Luncheons*





Our Mission: Connect and Uplift youth and families through comprehensive outreach services, dedicated mentorship, and accessible mental health support.

Our Vision: Transforming communities by fostering the well-being of youth and families.

City Impact focuses on developing individually tailored solutions to specific challenges for at-risk populations in Ventura County, bringing counseling, resources and mentoring to those we serve.

CITY IMPACT'S BHRR GOALS

1. RETENTION: IMPLEMENTATION OF A STRUCTURED BIMONTHLY TRAINING PROGRAM
2. RETENTION AND RECRUITMENT: CONDUCT STAY INTERVIEWS, UPDATE AND REFRESH CITY IMPACT'S HIRING & ONBOARDING PROCESS, EMPLOYEE HANDBOOK AND JOB DESCRIPTIONS
3. ORGANIZATIONAL EFFECTIVENESS: ASSESSMENT OF CITY IMPACT'S BOARD OF DIRECTORS AND RECRUITMENT OF NEW BOARD MEMBERS
4. ORGANIZATIONAL EFFECTIVENESS: CREATE A PLAN FOR STRATEGIC AND FUTURE ONGOING GROWTH

CITY IMPACT'S BHRR ACCOMPLISHMENTS!

City Impact Implemented a Bimonthly Training Program

5 Trainings have been completed, focused on therapeutic interventions
The 6th training will be in November

Recruitment and Retention Goals

Stay Interviews were conducted; 100% Staff Participation!



City Impact's Hiring and Onboarding process was updated and refreshed to make it a positive experience for new team members
Employee Handbook has been updated and a Job Description template was created to make them more accurate to each position

Assessment of Current Board of Directors and Recruitment of New Board Members

City Impact assessed our current Board of Directors. From this assessment a Recruitment Plan was developed to bring on new members that will strengthen the Board and culturally represent our community.

City Impact's Website was refreshed with professional pictures and "attractive" language to help with recruiting Board Members as well as Service Providers and potential funders.

Three new Board Members have already been recruited!

Create a Future Plan for Strategic & Ongoing Growth

City Impact conducted research for potential future funding streams to sustain BHRR Initiatives and a Sustainability Plan was developed that includes a Luncheon Event in November and a 2024-25 Grant Writing Calendar
Individual Philanthropic Packets were created and are being utilized for soliciting individual donors.



Health Quality Partners of Southern California



Mission

To advance health equity and wellness in communities served by our members. HQP accomplishes this through collaborative research and implementation of a broad array of clinical and non-clinical programs.

Vision

We serve as the nexus for our members and partners to transform primary care through the power of innovation and collaboration.

HQP is part of the Health Center Partners family of companies.



BHRR Grant Goals:

- Develop and launch a behavioral health internship program.
- Raise the profile of local FQHCs and increase awareness of the crucial role that they play in communities.
- Advance a variety of workforce recruitment and retention initiatives for FQHC staff.

BHRR Grant Successes

Launched BH Internship program in 2023



- Increase in number of students and participating health centers from year 1 to year 2.
- Year 2 programmatic improvements include increase in student stipend amount and supportive mentorship component.
- Program evaluation measures indicate students felt more confident and skilled at the end of the internship, and more likely to work at an FQHC post graduation.

Engaged the community with educational opportunities



- Classroom presentations on FQHCs were given to MSW students at local universities.
- "FQHC 101" event

Successfully rolled out varied workforce retention strategies



- Developed burnout reduction training series
- Contracted DEI consultants to provide customized trainings and educational materials
- Funded clinically focused, CE eligible trainings for 30+ behavioral health clinicians in our network



Community Health for Asian Americans

To provide culturally and linguistically competent behavioral health services to critically unserved and underserved immigrant, refugee, POC communities in the Bay Area



Program Goals

1. *Improve retention and recruitment of staff by increasing compensation, benefits, and incentives*
2. *Improve retention of skilled service staff by creating pathways to career growth*
3. *Improve onboarding, training, and supervision*
4. *Improve work technology (EHR) to improve productivity and job satisfaction*



Phase A Program Successes

1. *Analyze/survey salary, benefits, incentive analysis internally and in the market*
2. *Analyze Electronic Health Records systems needs and market*
3. *Analyze internal systems, needs, budgets and growth capacities*

Phase B Program Successes

Accomplishments

1. *Started implementation of a new CalAim-compliant electronic health records system (EHR) improving staff efficiency and morale*
2. *Retained/maintained 100% of critical service staff; improved staff retention/recruitment by 25%.*
3. *Improved training and supervision for internal professional development; supported licensure development for 12 % of staff.*
4. *Improved internal HR and onboarding systems*

Trainings and events

1. *Managing Traumatic Political Change*
2. *Professional Clinical development seminars in Strategic Family systems*
3. *Working with difficult cases: How to deal with complex, systemic trauma*



Community Solutions

To create opportunities for positive change by promoting and supporting the full potential of individuals, the strengths of families, and the well-being of our community.



<https://www.communitysolutions.org/>

Program Goals

1. *Employ internal SWOT analysis and PSAT assessment tools to identify organizational strengths, areas for attention, opportunities, and potential challenges in developing our Leadership Development Program (LDP).*
2. *Senior Leadership Coaching for added infrastructure and organizational readiness for the staff LDP.*
3. *Increase modes and opportunities to operationalize Agency Values*

Phase A Program Successes

1. *Leadership Development Program and Employer Branding were embedded into the agency's 3-Year Strategic Plan*
2. *Employee Experience Project Manager hired as a layer of accountability and sustainability towards Recruitment and Retention efforts*
3. *Creation of employee Leadership Development Program Workgroup for equitable staff representation to rollout LDP development and ideation*

Phase B Program Success



Accomplishments

1. LDP launch date selected
2. LDP syllabi and curriculum completed
3. LDP Facilitation Team selected
4. Comprehensive Employer Branding Report completed
5. All members of leadership attended an agency-hosted Leadership Retreat that included LDP updates and leadership-related lectures and experiential learning

Staff Recognition

1. Re-launch of the staff Celebration Committee to drive positive culture and comradery within the organization
2. Celebration Committee hosted our annual Fun Day wherein all 400+ employees were invited offsite for a day of connection and self-care
3. Celebration Committee mapped out annual engagement touchpoints to recognize and highlight collective success via events, games, and contests

Community Solutions
Creating Opportunities & Changing Lives. From the inside out.

Celebration Committee **Committee Chair: Lauren McCabe**
Seeking 10 members

The Celebration Committee is a dedicated team within the agency tasked with organizing and executing various celebratory events and activities. These events are aimed at fostering a positive company culture, boosting morale, and enhancing employee engagement.



OUR GROWTH

Compatior has experienced remarkable growth across multiple dimensions. During the funding phase of this project, we successfully doubled our staffing levels, which has significantly enhanced our operational capacity and allowed us to take on more projects and serve more individuals.

This increase in personnel has not only improved our efficiency but also enriched the expertise within our BHW. We have incorporated employee wellness programs and opened a wellness center that will serve as a safe space for not only our community but also our dedicated workforce, promoting overall health and well-being.

Additionally, we have established new and valuable partnerships with treatment providers who specialize in harm reduction and medication-assisted treatment. These collaborations are crucial as they enable us to offer a wider range of services tailored to the needs of those we serve.

Furthermore, our collaboration with local school districts has opened up new avenues for service delivery, allowing us to reach younger populations and provide them with essential resources. These strategic alliances have empowered us to expand our services far beyond our initial expectations, enabling us to better serve our community and address pressing needs.

We have received approval from the Los Angeles County SAPC for Recovery Bridge Housing that will help support our patients who are homeless.

OUR SOLUTIONS



CLOSING THE GAPS

We are closing the gaps in treatment and are not only providing outpatient treatment but also receiving recovery bridge housing to meet the needs of our homeless populations; this will assist them in engaging in treatment longer and with more support.



COST SAVINGS TO TAXPAYERS

Two-fold savings occur when we offer treatment, prevention, and intervention services for substance abuse. This approach not only leads to significant cost savings for taxpayers but also enables the hiring of new Behavioral Health Workers (BHW) who are essential in delivering these vital services effectively and efficiently to those in need.



EASY TO USE

We have developed a user-friendly online referral system that is readily accessible for both service providers and referral sources when they need to refer patients to our Center. This innovative system has allowed us to efficiently monitor treatment services while also keeping track of the referral sources and the demographics of the patients. As a result, we can ensure a smoother process for referrals and enhance the overall quality of care provided to our patients.

ENGAGEMENT



CREATED INFORMATIONAL VIDEOS

We've connected with more hard-to-reach people, like those without homes who've never sought help before. Our trained staff meets them where they are, supporting them as they start treatment.

We've also expanded our reach to more young people under 18 through active involvement in substance abuse prevention and education. This has led to strong partnerships with schools, from middle to high school. They now know how to contact us when substance use issues arise on campus. Our dedicated team and targeted approach have helped us engage a broader range of individuals in need of support and treatment.

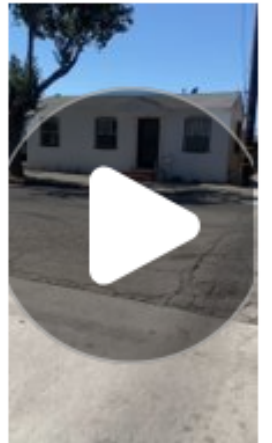
Youth Engagement Programs



New Wellness Center



Recovery Bridge Housing



Riverside University Health System (RUHS)- Department of Behavioral Health

Mission: Improve the health and well-being of our patients and communities through our dedication to exceptional and compassionate care, education, and research.

Vision Statement: Lead the transformation of healthcare and inspire wellness, in collaboration with our communities, through an integrated delivery network to bring hope and healing to those we serve.



Program Goals

1. **Recruitment:** Develop and implement effective marketing strategies to enhance recruitment efforts and strengthen employer branding to attract top talent.
2. **Retention:** Evaluate and improve retention strategies to foster a positive workplace culture, and organize hiring events to engage potential candidates and promote organizational values.
3. **Retention:** Assess and address compensation structures to meet employee needs, and implement initiatives to mitigate burnout and support employee well-being.



Phase A Program Successes

1. Conducted a comprehensive needs assessment to identify skill gaps and employee needs, enabling targeted recruitment and development strategies that enhanced job satisfaction.
2. Engaged key stakeholders, including HR, department leadership, and current staff, to gather insights and foster collaboration on recruitment and retention initiatives.
3. Conducted comprehensive planning and research to develop a strategic recruitment and retention plan based on the findings, laying a solid foundation for Phase B implementation.

Phase B

Program Successes

Accomplishments

1. Successfully implemented virtual recruitment workshops and job fairs in Q4, attracting a larger pool of candidates across various positions within RUHS.
2. Leveraged new marketing equipment and strategies through social media, job boards, and community outreach, resulting in a significant increase in qualified applicants.
3. Conducted SWOT Analysis and initiated surveys to assess employee satisfaction, with data collected and reviewed in Q6 to adjust retention strategies. These efforts helped reduce turnover rates.

BHRR Training Events

1. Fostering a Positive Workplace Culture
2. Competency-Based Frameworks in Practice
3. Responsive Leadership: Creating Healing-Centered Workspaces
4. Using Data to Craft a Workforce Plan
5. Power of Partnership: A Path to Advocacy and Equity
6. Asset Mapping toward a workforce pipeline

"We aim to improve the quality of life for those we serve and to promote the health and well-being of the broader community."



Cultivating Culturally Competent Clinicians (C4)

Located in Fresno, CA to serve the Central Valley

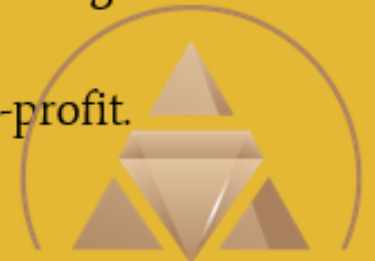
Our mission. To provide high-quality culturally responsive psychological education, services, and counseling while breaking down systemic barriers to mental health access.

Our vision. To embrace cultural humility, foster inclusivity, and lead innovative practices that bridge cultural divides. Create an environment where everyone is heard, valued, and respected. We aspire to break down barriers, build trust, and support our community's well-being, enabling each individual to thrive. Our core values are Cultural Humility, Inclusivity, Innovation, Respect, and Support.

We provide individual therapy, couple and family counseling, mental health screenings, psychological testing and diagnostic evaluations, community workshops, outreach, and collaboration.

What we've learned from this BHRR Grant:

- We are a person-centered organization, prioritizing real-people connections as opposed to virtual or automated.
- Effective techniques and modalities for employee retention and recruitment. We have been able to grow our team exponentially!
- Best practices to promote and market our organization, especially as a young and growing non-profit.
- 17 job descriptions have been created to accommodate our growing organization!



CULTIVATING CULTURALL

— COMPETENT CLINICIANS INC. —

C4: Empowering our Clinicians to be Cultural Leaders of Tomorrow

As a BHRR Grantee, we have been able to complete the following:

- Advance clinician professional preparation by providing a variety of resources and consultation
- Facilitate the completion of EMDR training and certification (n=4 clinicians)
- Provide valuable experiences serving diverse clients through counseling, assessments and outreach
- Sponsor numerous training and educational opportunities in various specialties of mental health, including:
 - Panic/anxiety attack intervention (n=10 clinicians)
 - Skills-based foundations of ACT (n=14 clinicians)

Thanks to these efforts, C4 has been able to successfully recruit and retain clinicians at various professional levels. From Graduate Students to MFTs and Psychologists, we aim to cultivate and empower the next generations of Behavioral Health Clinicians for years to come.

Thank you BHRR team for allowing us this opportunity to learn and grow as an upcoming non-profit. We appreciate all the hard work, effort, and wishes to see us succeed!! It has pushed our team to elevate.

- C4 Clinicians and Staff



CULTIVATING CULTURALLY

— COMPETENT CLINICIANS INC. —



Who We Are...

Our Mission: East Bay Agency for Children improves the well-being of children, youth and families by reducing the impact of trauma and social inequities.

Our Vision: We are committed to building a comprehensive, place-based continuum of accessible, trauma informed and culturally relevant services that build resiliency, aid in recovery, and, where possible, prevent exposure to adverse childhood experiences. We seek to reduce barriers that contribute to disparities in wellness for socioeconomically disadvantaged and racially marginalized families and to create communities where all children and families have supports to reach their full potential.

Our Goals

- **Human Resources Improvement**
 - ✓ Use data to justify compensation increases
 - ✓ Improved Job Description
- **Workforce Development**
 - Improved Supervisor Training
 - ✓ Establish Clear and Transparent Career Ladders
 - ✓ Analyze Retention and Tuition Bonus Support to determine if the affect attrition
- **Workplace Culture**
 - ✓ Stay Interviews
 - ✓ Executive Leadership Open Door Hours (Monthly)
 - ✓ 360 Degree Reviews



Our Values:

Equity

Effectiveness

Collaboration

Innovation

Humility



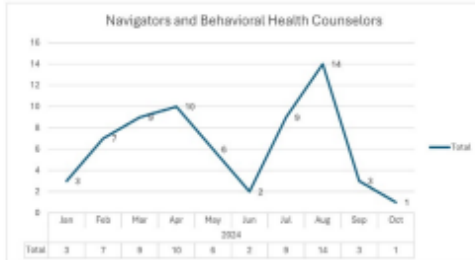
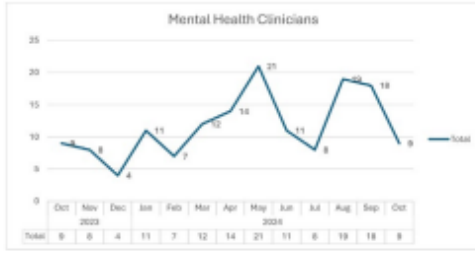
Goal Met!

- **Human Resources Improvement**
 - ✓ Use data to justify compensation increases
 - ✓ Improved Job Description

As a result of our compensation work, EBAC's Board has approved a minimum 3% compensation increase for the next 3 years! (9% minimum increase)

Job descriptions are more concise and appear to be more appealing to applicants. Many applications received. Charts show applicants referred to hiring managers.

Applications Referred



• **Workplace Culture**

- ✓ Stay Interviews
- ✓ Executive Leadership Open Door Hours (Monthly)
- ✓ 360 Degree Reviews

Stay Interviews, Executive Leadership Open Door Hours (Monthly), and 360 Degree Reviews provide managers with vital information needed to affect policy and culture change. 360 Degree Reviews were we required this year of Program Directors and above. In 2025, 360 Degree Reviews will be required of Coordinators and above; and in 2026, all staff will need at least one 360 Degree Rater.



Promotions
23-24 FY
38

In 2023-24, 38 individuals promoted at EBAC. With the addition of Career Ladders, we expect this number to increase!

• **Workforce Development**

- ✓ Improved Supervisor Training
- ✓ Establish Clear and Transparent Career Ladders
- ✓ Analyze Retention and Tuition Support to determine if the affect attrition

Training has been offered to Supervisors in the following areas: 360 Degree Reviews, Rest and Meal Breaks as Employee Self Care, Employee Goals, Retention Strategies: Stay Interviews, Workplace Safety, and Performance Reviews

Job descriptions are more concise and appear to be more appealing, based on the number of applicants we are receiving.

Attrition Rate for Employees who Received Student Loan Support



The BHRR Grant has helped EBAC make meaningful, sustainable changes throughout our organization!



El Dorado Community Health Centers: STEPS

Mission: Improving the health of our community through quality healing and preventive services.



Program Goals

1. Establish DEIJB+ committee and a DEIJB+ recruitment subcommittee.
2. Complete formal DEIJB+ managerial training.
3. Create a department safety committee.
4. Complete 3 Staff Engagement Activities.
5. Retain 2 Peer Support Specialists and create formal roles for ACSW/LCSW employees seeking out LAADC credentials.



Program Successes

1. Created a DEIJB+ Committee and DEIJB+ Recruitment Subcommittee. Recruited & Retained Bilingual/Bicultural AMFTs, and LCSWs.
2. Completed regular DEIJB+ managerial trainings for Behavioral Health and STEPS teams.
3. Established a Safety Committee. Developed and implemented quality improvement plans for risk and safety.
4. Completed monthly staff engagement activities including: National Health Center Spirit Week, Summer Party, and an Independence Day Luncheon. Upcoming events include: potluck Thanksgiving, an employee Homemade Holiday Market, and a Holiday Party.
5. Retained 2 Peer Support Specialists and created a formal role for ACSWs or LCWS seeking LAADC credentials.

El Dorado Community Health Centers: Cameron Park Site

How We'll Succeed

Our Core Strategies: Ensure timely access to care; Integrate our services; Reduce strain on staff

Our Core Behaviors: Serve Others; Appreciate Everyone; Stay Positive; Be Inclusive; Do Your Best



www.yelp.com

Program Goals

1. Attend recruitments fairs including one from a local university. Attend Recruitment Fairs
2. Create formal roles for BH Manager and BH Clinical/Department Director.
3. All - Conduct external market wage analysis
4. Purchase and implement a new HR Software.



www.bestplaces.net

Program Successes

1. Behavioral Health and HR attended multiple recruitment fairs, including fairs at local universities such as California State University, Sacramento. These fairs helped bring 6 interns to our site.
2. Created formal roles for, recruited, and retained a Behavioral Health Manager and Behavioral Health Department Director.
3. Conduct external market wage analysis. Establish tiered/tailed wage structure for all BH Clinicians.
4. Establish workplan for HR software upgrade. Purchased a HR software, developed the software and began training employees.

El Dorado Community Health Centers: Placerville Site



www.engent.com



www.cityofplacerville.org

Why We Exist

The Problem: Many in our community live without access to quality healthcare.

Our Solution: We provide essential primary, behavioral, and specialty health services to all those in need.

Why We Care: We believe everyone deserves the change to lead a healthy, dignified, happy life.

Our Vision: Our community, clinicians and staff will have access to a great healthcare experience.

Program Goals

1. Recruit and hire a Psych-SUD RN Case Manager and a Psych Nurse Practitioner
2. Update HR page on the new website.
3. Attend Recruitment Fairs Attend 1-2 conferences specific to DEIJB+.
4. Create formal advancement tracks for all IBHCs.

Program Successes

1. Recruited and hired a Psych-SUD RN Case Manager and Psych Nurse Practitioner.
2. Updated the HR page on the new website. Utilized LinkedIn to bring more applicants to the website.
3. Attended 2 conferences with DEIJB+ as a central focus.
4. Created formal advancement tracks for all IBHCs and promoted eligible clinicians into "Senior" IBHC role.

Five Acres – The Boys’ and Girls’ Aid Society of Los Angeles County

Mission/Vision Statement of the organization:

Five Acres promotes safety, well-being and permanency for children and their families by building on their strengths and empowering them within communities.

Program Goals

1. *Five Acres will be a place where people want to work by retaining, growing, developing our staff and reducing turnover to 20% by 2025.*
2. *Create incentive for longevity with 5A to increase retention with the purpose of increasing client impact and agency*



www.5acres.org

Phase A Program Successes

1. *Completed Work Plan*
2. *Completed PSAT*
3. *Completed Capacity Building Survey*

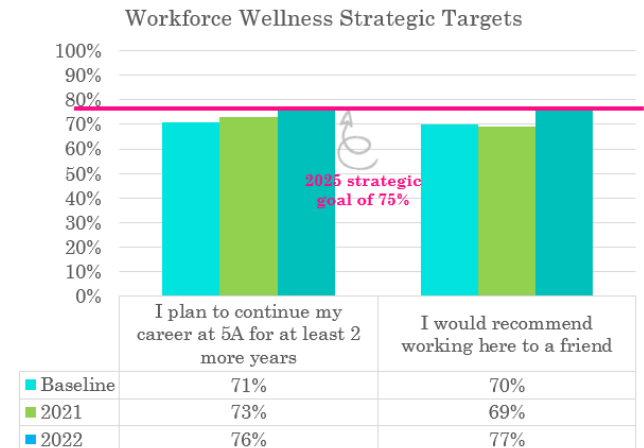
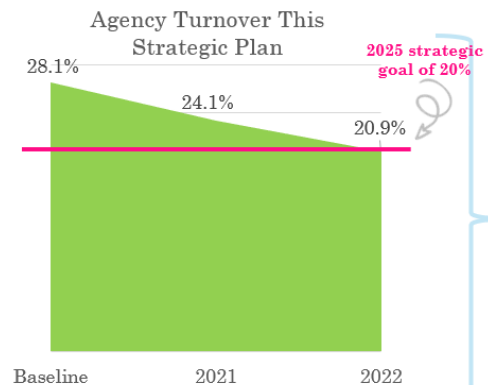
Five Acres Phase B Program Success

Five Acres Compensation Philosophy

Five Acres believes in an attractive and industry-based total compensation program that is transparent and tied to performance with the goal of attracting and retaining a diverse, an exceptional, engaged and committed workforce.

Accomplishments

1. Completed Benchmarking Survey
2. Senior Leadership reviewed SWOT Analysis
3. Developed Retention Incentive Pilot Policy



Fred Brown Recovery Services

Mission Statement: Helping individuals achieve lasting recovery from substance use disorders through personalized, evidence-based care, Fred Brown Recovery Services guides clients “out of the darkness and into the light” with residential, outpatient, and vocational support to foster lifelong healing.



Program Goals

1. *Support Lasting Recovery and Reintegration* - Provide personalized treatment and vocational support for sustainable recovery and smooth reintegration.
2. *Strengthen Workforce Stability and Engagement* - Enhance recruitment and retention through professional development, mentorship, and a supportive, inclusive workplace.
3. *Promote Community Outreach and Awareness* - Expand partnerships and raise awareness to strengthen community ties and behavioral health support.

Phase A, Planning Phase 7/1/23-9/30/23

1. *Plan to Update Training System*
2. *Plan to Hire a Recruitment and Retention Specialist*
3. *Plan to Improve Hiring Practices*

Phase B, Program Success 10/1/24-1/15/25

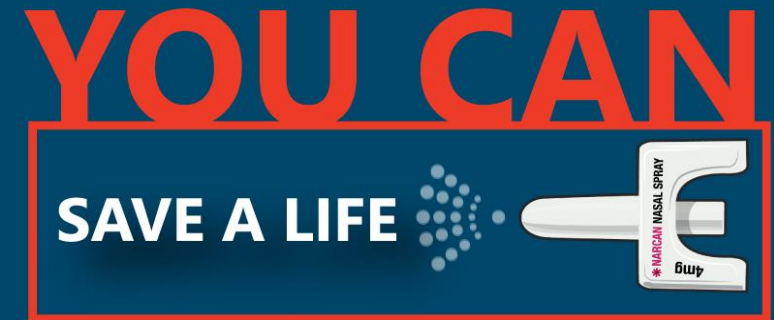
Accomplishments

1. *Updated Training System* - Enhanced inclusivity in training through Relias implementation for both cultural understanding and essential skills.
2. *Hired a Recruitment and Retention Specialist* - Established a full-time position focused on attracting and maintaining qualified staff.
3. *Improved Hiring Practices* - Developed a structured hiring process with a guided handbook for consistency and efficiency.
4. *Community Engagement and Retention Initiatives* - Represented FBRS at the Long Beach City College career fair, connecting with local talent and promoting awareness of the organization while implementing staff retention initiatives to strengthen internal support.



Training Events- Topics Covered

1. *Relias as the Primary Training Platform* - Utilized across all departments to standardize training and ensure consistent skill development.
2. *MAT Services and Narcan Training* - Provided training on Medication-Assisted Treatment (MAT) services and the administration of Narcan to equip staff with critical skills for addressing substance use disorders.



Learn how to use Naloxone (Narcan®).
Naloxone is given as a nasal spray, and can reverse the effects of an opioid overdose and **SAVE A LIFE.**



MISSION

Our mission is to provide high quality, comprehensive medical and mental healthcare, including prevention and education, early intervention, treatment and advocacy services which are affordable, respectful, culturally, linguistically and age appropriate.

Behavioral
Health
Recruitment
& Retention



Program Goals

1. Aid Gardner in fostering a just and inclusive healthcare system where diverse communities thrive through equitable access and utilization of high quality care
2. Analyze staff input and the continuous development of the DEIJB+ plan to maintain relevancy and support accountability
3. Support and advance Gardner's commitment to Health Equity by understanding and aligning the community we serve with who we are as providers

DIVERSITY, EQUITY, AND
INCLUSION AT

Gardner Health Services



Phase A Program Successes

1. DEIJB+ Implementation Plan finalized while program supervisor and project associate roles were filled
2. DEIJB+ Supervisor and DEIJB+ Project Associate attended local, state, and national taskforces/workgroups for collaboration and professional development

Phase B Program Success

Accomplishments

1. Evolved Gardner's clinical training department to host at least two DEIJB+-focused trainings monthly
2. Established the DEIJB+ Committee representing various levels of staff's voices at Gardner
3. Increased participation in DEIJB+ events and trainings
4. Created a sustainability plan for funding beyond BHRR grant's lifetime
5. Finalized DEI consultant to collaborate with Gardner's DEIJB+ program and leadership



Training/Staff Events- Topics Covered

1. Compassionate Resilience
2. Cultural Competency and Cultural Humility
3. Awareness of Microaggressions in the Mental Health Setting
4. Personal Safety for Specialty Behavioral Health Providers
5. Suicide Prevention, Intervention, and Response (C-SSRS)
6. Potluck Dessert for Latine Heritage Month Event
7. Combating Bias in Healthcare
8. Book Lunch - What My Bones Know: A Memoir of Healing from Complex Trauma by Stephanie Foo



Gateway Mountain Center

Mission: *to support young people from all backgrounds in transforming their lives through nature-based experiences that connect them to self, community and the natural world.*



Out of the Office and Into the Woods

sierraexperience.org



Program Goals

1. *Workplace Culture*
2. *Organizational Development*
3. *Pipeline Creation*
4. *HR Improvements*
5. *Workforce Development*



Year 1 Program Successes

1. *Implementation of Paychex: Hiring and Payroll System*
2. *Completion of Employee Handbook*
3. *Development of Staff Wellness Policy: Out of the Office and Into the Woods*
4. *Facilitation of Leadership Team Retreat: Leadership Pathways*

Year 2 Program Successes

1. Clinical Support Team and Policy
2. EOS Leadership Training
3. EQ2 - Crisis Intervention Training
4. Strategic Pla



Grandma's House of Hope

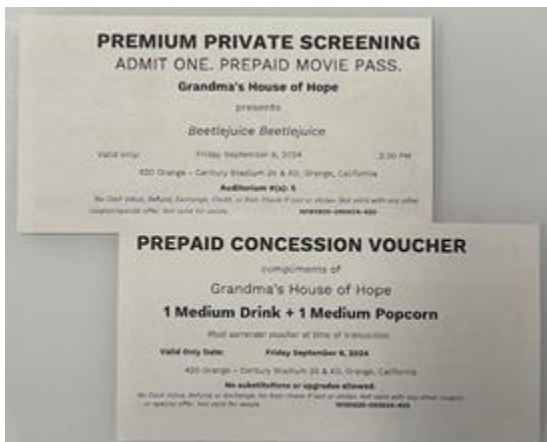
Mission - Empowering the invisible populations of Orange County.

Program Goals

1. Develop and implement a DEI Plan, a Strategic Plan, and a Marketing and Branding Plan—marking the first time any of these initiatives have existed in our organization's history.
2. Improve employee retention and wellness
3. Recruit top talent

Phase A Program Successes

1. With the support of our HR manager and consultant services from Ethos, we successfully extended 20 offers (and received acceptances) and onboarded 14 new hires before the new year
2. We promoted 6 staff members, including 3 MIP interns
3. We conducted focus groups and a wellness survey, and the results helped us determine our focus for Phase B



Phase B Program Success

Accomplishments

- *The creation and development of our Strategic Plan*
- *Launched two new homes (with two more planned by the end of the year, including one this month), allowing us to serve more people and hire additional staff*
- *Collaborating with a marketing and branding consultant to rebrand and reintroduce our organization to the community*



Training(Topics Covered/Staff) & Events

Trainings Topics:

- 1. What is DEI ?*
- 2. Implicit Bias*
- 3. Conflict Resolution*
- 4. Housing Navigation*
- 5. Case Management*
- 6. Crisis Management*
- 7. Fire Extinguisher*
- 8. Active Shooter*
- 9. Dale Carnegie Training: Leadership Series*
- 10. First Aid/CPR Training(coming soon)*
- 11. Trauma Informed Care(coming soon)*
- 12. Employee Burnout(coming soon)*

Events:

- 1. Game Night*
- 2. Step Challenge*
- 3. An afternoon at the Movies*
- 4. Staff BBQ*
- 5. Coffee Chat with our CEO*



The HCIS® model has the ability to reach far more students than any other system available today in the shortest amount of time.



This is attributed to the following factors:

- The strong foundation of trust and confidentiality between students and nurses, fostering open communication.
- Efficient triage processes that quickly connect students to the appropriate professionals and healthcare agencies within the community.
- A patented rotation schedule tailored to each school district, ensuring consistent access to services.
- The on-campus clinic, providing a safe haven where students can express themselves, receive essential healthcare interventions, and avoid the fear of being "outed" that may come with visiting a community clinic.

If there is a reason for HCIS®'s success to date, it is twofold:

- ✓ All apprenticeship courses are conducted on campus in an HCIS® community classroom, with clinical requirements completed at the on-campus clinic. These hands-on clinical rotations offer students real-life training and practical experience, equipping them with employment-ready skills. To the satisfaction of school administrators, HCIS® has observed outstanding results and received enthusiastic support from both students and their families.
- ✓ The HCIS® model integrates early assessments with effective hands-on interventions, ensuring continuity of care and follow-up throughout the entire K-12 period. This approach addresses behavioral issues, trauma, and other emotional and physical health needs of its students.



HCIS® partners with school administration and faculty to adopt a compassionate approach toward students, moving away from punitive measures. As a result, even the highest-risk students are responding positively to the HCIS® on-campus model.

Program Evaluation and Outcomes Data

HCIS® has collaborated with Ph.D. candidates from UCLA and UC Berkeley to develop a thorough evaluation of the health-related and educational services provided. This evaluation uses both qualitative and quantitative data analysis methods to assess whether the program is achieving its objectives.

The findings from this evaluation will help HCIS® measure how effectively they are meeting the physical and behavioral health needs of the student population and determine if any adjustments to programming or outreach efforts are needed.



There are three distinct parts to the evaluation process:



1. A process evaluation will be conducted to assess the clinic's outreach efforts, including how students are referred to the clinic (e.g., school staff referring students in need of care versus sanctioning those exhibiting problematic behaviors). The evaluation will also examine whether other activities and educational programs are being implemented as intended. Data for this evaluation will be collected from a variety of sources to ensure a comprehensive assessment.



2. **Service Utilization and Impact:** An outcome evaluation will be conducted to measure any changes in students' overall health and to determine if there are differences in health outcomes between those who utilized the clinic for their healthcare needs and those who did not.



3. **Medical Education and Employment Opportunities:** In addition to delivering integrated healthcare services, HCIS® has developed a career pathways program aimed at providing youth in underserved areas with opportunities to secure meaningful employment in the healthcare field immediately after high school graduation. A process and outcome evaluation will be conducted to assess the program's impact on both educational and career outcomes for its participants.



School-Based Health Centers (SBHCs) can effectively complement traditional primary care systems by addressing these challenges and providing holistic care.

Encouraging honest and open disclosure of student health issues, including social determinants of health, often requires students to share sensitive information that many adolescents may feel uncomfortable discussing with medical professionals. To help ease this process, students are shown a brief video before completing the universal screening assessment, aimed at increasing their comfort in reporting traumatic experiences. This pre-assessment activity has proven effective in helping students feel more at ease and willing to participate in the in-depth screening.



Utilizing Electronic Health Records for Patient Monitoring

In a team-based healthcare model, keeping patient information current is crucial, especially when managing over 1,000 patients. Paper records make it harder to track progress and adjust treatment plans as needed.

Electronic health records (EHRs) allow quick information sharing, supporting follow-up and ongoing care with both clinic and external providers. EHRs also enable specialized reporting, helping the team monitor enrollment goals and spot health trends across the patient population.



Building Relationships with Other Community Providers

The screening program unexpectedly revealed a large number of high school students urgently needing mental health care, exceeding the HCIS clinic's capacity. Since the clinic operates only during school hours, HCIS staff must rely on community mental health providers to support students outside these hours. However, this reliance risks some unmet health and social needs.

To ensure continuity, HCIS could establish MOUs with external providers and have clinic staff follow up with students to confirm they are receiving necessary care, adjusting plans as needed. In underserved areas like Compton, East Los Angeles, and Watts, telehealth providers may help bridge gaps in available services.



Engaging Students and Parents/Caregivers in the Treatment Process

Adolescent care begins with parental consent. When a health concern is identified, a consent form is sent home with the student for parental signature, allowing the HCIS team to proceed with referrals and deliver necessary care.

If adolescents don't return the signed consent form, they are reminded at the clinic. For cases needing further care, parents receive a notice with the findings, a recommendation for follow-up, and an invitation to contact the clinic to discuss their child's healthcare needs.

The fact that the HCIS® clinic is only open during regular school hours made it necessary for HCIS® staff to establish relationships with outside community providers. This can help ensure that students with critical health needs always have a place to go after school, during holidays, and vacations. However, there is a risk that some of the student's health and social needs go unaddressed when relying too heavily on outside providers to provide some of the services included in a patient's treatment plan.



Developing a Memorandum of Understanding with these outside providers can help reduce some of this risk. Additionally, school-based clinic staff should also be proactive in following up with their student patients to ensure they are getting the treatment they need and developing alternative plans when gaps in service are discovered.

In medically underserved areas such as Compton, East LA, and Watts, finding alternative providers in the area may be challenging. In these situations, telehealth providers might be able to fulfill any gaps in services. Engaging Students and Parents/Caregivers in the Treatment Process The process of family and adolescent participation in the care and follow-up of the students begins with parental consent. When a condition or concern is discovered through the screening, assessment, and evaluation process, a follow-up referral is initiated. The referral process begins with the adolescent being given a consent form to have their parents sign so the HCIS® clinical team can initiate the referral process.

HEALTHY HEARTS MEDICAL ASSOCIATION



Mission/Vision Statement of the organization:

HCIS's mission is to enrich the lives of children, adolescents, adults, and families through comprehensive, culturally competent healthcare and behavioral health programs. Our vision is to create a continuum of best healthcare practices that lead to positive behavior changes and healthier lives. We focus on transforming healthcare access and quality for vulnerable populations, including frequent hospital users, the unhoused, and individuals dealing with mental illness or substance use disorders. HCIS aims to bridge the gap between health treatment systems by blending treatment modalities and concepts that meet the specific needs of underserved populations.

Program Goals

1. Increase the staffing density by 100% through recruitment, retention, and pipeline creation, including bringing back recently exited staff and partnering with educational institutions to offer internships
2. Actively address staff burnout through structured support, such as open-door hours, mentorship, wellness programs, and creating a diverse, equitable, and inclusive workplace
3. Improve access to behavioral health services by increasing peer providers' clinical abilities and conducting community outreach to underserved populations
4. Conduct organizational needs assessments, SWOT analysis, and community asset mapping to develop tailored strategies that enhance recruitment, retention, and community engagement
5. Implement a Diversity, Equity, and Inclusion (DEI) strategy, establishing leadership roles and expectations to foster an equitable and inclusive workplace, with a governance body tracking progress

Phase A Program Successes

Site 01

We've expanded our workforce by focusing on outreach in underserved areas. Staff retention was strengthened through part-time roles, mentorship, and training. The team also worked to improve access to behavioral health services through a targeted community outreach plan.

Site 02

By December, HCIS restructured its HR department with transparent job descriptions and equitable compensation, reducing role ambiguity by 80%. A data-driven compensation model introduced in 2024 further supported retention, alongside professional development incentives. Community asset mapping engaged stakeholders, aligning HCIS's mission with community needs.

Site 03

We've expanded our behavioral health workforce by increasing the clinical abilities of BH peers. The team focused on outreach in underserved areas like South Central LA and Compton, improving access to services for people with SUD and mental health challenges through home visits and community outreach.



Phase B Program Success



Site 01

We've implemented DEI-focused recruitment policies, conducted stay interviews, and performed a SWOT analysis to refine workforce objectives. Partnerships were strengthened through internship programs, while employee feedback shaped strategies to improve retention, wellness, and staff satisfaction.



Site 02

We've strengthened staff management by clarifying roles and reducing ambiguity by 80%. We've created new policies, defined salary structures, and built partnerships with educational institutions to offer internships. A revamped internship program with competitive pay and mentorship aimed to attract and retain top talent.



Site 03

We've strengthened our employer brand by creating a Unique Value Proposition and marketing our commitment to evidence-based practices. We've revamped the organization's website, streamlined patient intake processes, and launched a mentorship program to enhance staff growth. Testimonials and workshops highlighted career opportunities, improving recruitment and retention.

Training/Staff Events

1. Asset Mapping Toward a Workforce Pipeline and Collaborative
2. Connecting to Local Resources and Building Sustainability
3. Competency-Based Frameworks in Practice
4. Partnerships How CBOs Can Share Their Impact
5. Longer-Term Recruitment and Retention Strategies
6. Value Proposition to Support Funding
7. SUD/OD (Deeper dive/putting into practice, referrals)
8. Crafting Advocacy Roadmaps
9. Baselines and Benchmarks: Using Data to Craft a Workforce Plan
10. From Numbers to Visuals
11. Community-Led Strategies: Navigating Community-Based Processes Series
12. Youth Mental Health First Aid
13. Vaccines For Children
14. Medi-Cal Peer Support Specialist
15. Adult Mental Health First Aid
16. QPR Institute Suicide Prevention



Higher Ground Youth And Family Services Yearbook

Mission/Vision Statement of the organization:

Engaging the entire person to facilitate exploration and discovery of life's possibilities through mentorship. Expanding purpose, possibilities, and hope for youth and families.

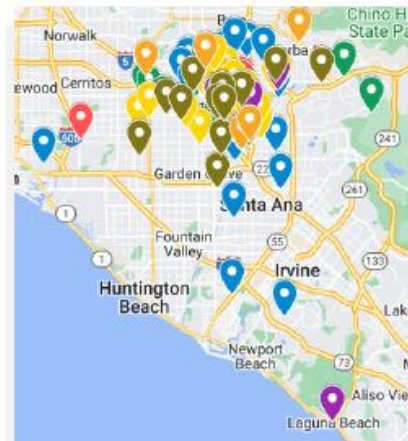


Program Goals

1. To strengthen the Behavioral Health (BH) Recruitment & Retention staff of HG and updating employee handbook, Annual work plan, & Consistent training elevating workplace culture
2. Support daily staff integrating mental health treatment care for participants
3. Continue to build rapport w/transitional aged youth, parents, implement person-centered, strengths-based, and culturally relevant services



Insert website page link



Phase A Program Successes

1. Updated HG employee Manual gaining support from HR
2. Strengthened Staff professional development with training of MATCH-ADTC
3. Increased workplace engagement with clinical supervisor and seasoned Behavioral Health Staff to better engage with the underserved youth and parents we serve

Phase B Program

Success JULY 2023 - JANUARY 2025

ALL HG Staff Training- Topics Covered

1. MATCH-ADTC
2. CANS, NOMS, & PCL-5 assessments
3. Resourceful Adolescent Program (RAP-A)

Accomplishments

1. Gained more capacity to train BH team
2. Completed Handbook that improved HG workplace
3. Establish an inclusive linguistic and culturally diverse workforce



Over 1.3 million hours of youth mentorship



Over \$4.5 million of free mental health services



23k+ hours of human trafficking prevention workshops



Over 600k meals served



Over \$4.3 million in free academic tutoring

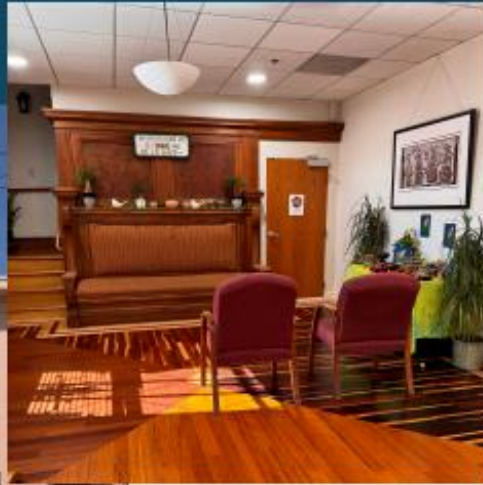


Over 6k hours of workforce development trainings

Instituto Familiar de la Raza

Mission: The mission of Instituto Familiar de la Raza (IFR) is to promote and enhance the health and well-being of the Chicano/Latino/Indígena community of San Francisco.

Vision: Our vision is to build a healthy community by honoring and building on culture and spirit for what they bring to health and healing, nurturing relationships of mutual respect, support, and collaboration across communities; offering a welcoming and safe place to heal; promoting a healthy and healing environment throughout our community; speaking out for justice and encouraging others in their own power and voice to speak their truth; and supporting the self-determination of our communities.



Phase A Program Goals

1. IFR will identify the project team that will complete the Phase A work plan deliverables by meeting with BHRR Grant Coach attending 100% of AHP TTA, and submitting completing document to BHRR Grant Coach Rosy Larios.
2. Engaging IFR leadership in relevant discussions, and preparing all budgets, SMART goals and Outcome Measures.
3. Complete and submit all items related to Phase B Implementation Plan, Sustainability Plan and PSAT, including attending Project Team meetings, meetings with Coach Larios, and other TTA meetings as indicated.

Phase A Program Successes

1. Identified staff to complete Capacity Building Survey
2. Leveraged Compiled data (strategic plan, stay interviews) to inform BHRR Strategies
3. Completed Sustainability Plan and PSAT (Program Sustainability Assessment Tool)

Phase B Program Success

Accomplishments

1. *Created a clear and transparent salary structure with knowledge, skills, and abilities criteria to support salary and positions.*
2. *Worked with IFR management to develop and implement a one-time retention bonus process by December 31, 2024 to support increased staff retention.*
3. *Developed and began implementing quarterly supervision training for current and prospective IFR supervisors to support their skills development, career advancement, and employee retention.*
4. *Informed and began implementing clinical supervision training for current mental health clinicians and direct service providers to support their skills development, career advancement, and employee retention.*



Training/Staff Events- Topics Covered

1. *Contract Compliance (Fiscal)*
2. *Contract Compliance (Contracts)*
3. *Consent Culture Two Part Training Series*
4. *Diverse Raza population variations*
5. *Introduction to Raza Traditional healing (seven directions)*
6. *Psychopathology -Trauma and Healing Framework*
7. *IFR pilares meaning and relationship to ancient healing practices & concepts*
8. *Red - Flags: Suicide Assessment Homicidal -- Danger to self and others*
9. *Dia de Muertos- Review of concepts related to this celebration/clinical/educational collective mourning*
10. *Tlamatini conceptual framework*
11. *Working with Children and Families*
12. *Trauma Informed Work*
13. *La Cultura Cura (concepts) meaning/understanding/practices clinical/educational/fortify Identity*
14. *Trauma, Soul Wound*
15. *Working with LGBTQIA+youth*
16. *Soul Wound (manifestation)*
17. *Immigration and Provision of Services*
18. *Transition & Termination / Todo Tiene su Final...!*
19. *Intersectionality (Bicultural & multi-cultural)*
20. *Drumming - as a Cultural Healing practice*
21. *Resiliency, Reconnection, Remembering, Resistance, Recreating*



Instituto
Familiar de la
Raza, Inc.

Major Accomplishments

Employee Retention Programs

- **Implementation:** Developed comprehensive staff training and development programs.
- **Impact:** Improved employee satisfaction and retention, as measured by employee satisfaction surveys and staff development check-ins
- **Sustainability:** Leveraged Paylocity to monitor development plans and create attainable goals.

Leadership Succession Planning

- **Implementation:** Established a strong leadership succession plan.
- **Impact:** Ensured sustainability and continuity at all organizational levels.
- **Sustainability:** Effective succession planning for both exempt and nonexempt areas.

Onboarding and Development Initiatives

- **Implementation:** Created effective onboarding surveys and leadership development programs.
- **Impact:** Supported new hires and existing staff, leading to a measurable impact on employee development.
- **Sustainability:** Developed programs and initiatives designed to create a measurable impact on the lives of those served.

Pipeline Development

- **Implementation:** Developed training programs to create a pipeline of peers.
- **Impact:** Enhanced job placement services and financial independence for clients.
- **Sustainability:** Provided job placement services to help clients transition into paying jobs.

Recruitment Strategies

- **Implementation:** Optimized LinkedIn and Indeed for recruitment.
- **Impact:** Significant increase in applications and filled positions.
- **Sustainability:** Integrated LinkedIn and Indeed into recruitment activities, optimizing company pages and using data-driven insights.



Growth and Impact

Labor Cost Management

- **Implementation:** Conducted labor cost comparisons.
- **Impact:** Ensured competitive and sustainable compensation structures.
- **Sustainability:** Created a comparison document for labor costs to maintain sustainability.

Organizational Restructuring

- **Implementation:** Restructured headcounts and departments.
- **Impact:** Improved efficiency and sustainability.
- **Sustainability:** Focused on the organization's capacity for sustainability and resilience within teams.

Diversity, Equity, and Inclusion (DEI) Initiatives

- **Implementation:** Focused on DEI efforts, establishing KPIs and leveraging technology.
- **Impact:** Drove value and inclusivity within the organization.
- **Sustainability:** Established KPIs and OKRs to measure and sustain DEI efforts.

Financial Planning and Sustainability

- **Implementation:** Built multiple financial planning concepts.
- **Impact:** Ensured long-term sustainability and diversified funding.
- **Sustainability:** Developed sustainable resources for financial stability, increasing predictable and diversified funding.

Community Partnerships

- **Implementation:** Developed critical partnerships across the Santa Cruz/Bay Area.
- **Impact:** Enhanced community impact and delivered on the organization's mission and vision.
- **Sustainability:** Mobilized partners to contribute through understanding the organization's impact and designing innovative programs.





KINGS VIEW
A BEHAVIORAL HEALTH AND IT COMPANY

Mission: To provide community behavioral health and social services to those with limited resources, in the spirit of Christ's example of love, compassion, and respect for all persons.

Program Goals

1. *A Great Place to Work Survey*
2. *Catalyst Marketing-Focus Groups*
3. *Improvement to Employee Benefits & Retention*



Phase A Program Successes

1. *Creation of a Phase A workplan*
2. *Completion of PSAT*
3. *Creation of a sustainability plan*

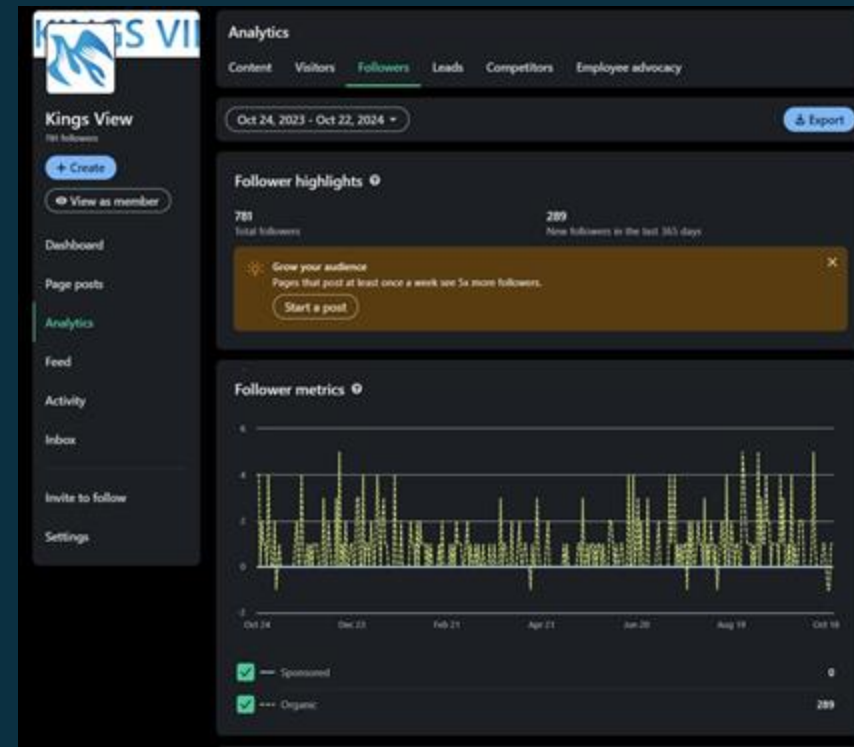
Phase B Program Success

Accomplishments

1. Great Place to Work Certified
2. Marketing & Branding-Catalyst Marketing
3. Social Media Recruiting
4. Retention and Recruitment Strategic Plan



Recruiting & hiring new talent with advertisements with the local radio station Cumulus Media.



Being able to expand and enhance the visibility of the brand “Kings View” has allowed the organization to become more visible to the community.



70% percentile in overall agreement that Kings View is certified as a “A Great Place to Work” based on the engagement survey.

Retention
 01/01/24 – 10/01/2024:
 New Hires – 210
 Terminations – 114
 01/01/23 – 12/31/23:
 New Hires – 197
 Terminations - 144

LGBTQ+ COLLABORATIVE



Mission: CalPride is an organization dedicated to the empowerment of the LGBTQ+ community through intersectional advocacy, transparent education, and trauma informed care.



PRESENTED BY: ALEX GUTIERREZ
OPERATIONS DIRECTOR | LGBTQ+ COLLABORATIVE

CALPRIDE.ORG



Program Goals

1. *Operations Department will coordinate consistent monthly staff meetings to facilitate conversation and cooperation of all Department Directors.*
2. *Complete a DEIJB+ informed employee handbook including policies and procedures. Review with all staff.*
3. *Develop an ongoing employee recognition and rewards program.*



Phase A Program Successes

1. *Organization learned best practices in preparation for Phase B.*
2. *A DEIJB+ informed employee handbook was created and reviewed with all staff previous to implementation.*
3. *Employee handbook was implemented, well received, collaboratively navigated, and led into the implementation of employee recognition and reward systems.*

Phase B Program Success

Accomplishments

1. Provide bi-annual team building activities to improve morale and group cohesion with a staff team building event to include training and development session in March 2024.
2. Develop new mission and vision statement with all staff members.
3. Develop employee goals and organizational goals that reflect newly updated mission and vision statements and SWOT analysis.



Training/Staff Events & Topics Covered

1. Organization facilitated a work retreat at which we developed concrete ways to increase team cohesion, re-center organizational values, and re-strategize internal goals.
2. Team was able to reflect on their personal and organizational successes to best represent themselves within the mission and vision.
3. Team is now better equipped to plan long-term and has a rejuvenated passion for community based leaderships and organizations.



LifeLong Medical Care

Mission: The BHRR Grant gave us an opportunity to offer stipends to our new cohort of second year MSW/MFT interns. This increased our applicant pool and created a more diverse and inclusive work place.



Program Goals

1. Institute a series of DEIB Trainings and promote an inclusive workplace
2. Improve BH Recruitment and Retention among our agency.
3. Provide a stipend to BH Interns to promote a more diverse applicant pool.



Insert website page link



Phase A Program Successes

1. Onboarded, graduated Cohort # 1 and distributed first stipend
2. Create a DEIB Curriculum for all staff
3. Attend Internship Fairs at schools and establish relationships with them.

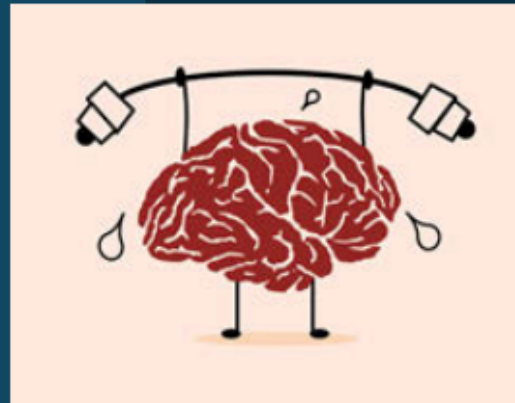
Phase B Program Success

Accomplishments

1. Improved BH Intern recruitment BIPOC applicant by 20%
2. Increase language and ethnicity recruitment among BH applicant pool
3. Establish a structure for DEIB coaching for clinical supervisors at LifeLong

Training/Staff Events- Topics Covered

1. Workshop # 1: Culturally Responsive Self Awareness: Mapping Cultural and Social Identities
2. Workshop # 2: Culturally Responsive Counseling: Addressing Cultural Biases that Influence Clinical Practice
3. Workshop # 3: Race Talk: Strategies for Effective Discussions around Race and Racism





MARY'S PATH
Changing Lives Two at a Time

Mary's Path is a nationally accredited Short-Term Residential Therapeutic Program facility for pregnant and parenting youth, ages 12-21 from the foster care system.

<https://maryspath.org>

BHRR Goals

1. Develop policy, workgroup, and plan to integrate sustainable DEIJB activities and practices in the organization.
2. Conduct compensation analysis, review and update all job descriptions, develop clear salary structures for each position.
3. Review current IT infrastructure and staff capacity to determine whether enhancements are needed to support indicated recruitment and retention strategies.
4. Research and examine sustainable strategies to improve workplace culture and facilitate workplace wellness.
5. Support the sustainability of grant activities and the organization as a whole.



Guiding Principles

The moms and babies we serve always come first. We are guided by what serves them best.



Vision

Teen moms in foster care become loving, caring mothers and raise happy, healthy children.

Phase A Success (7/1/23 - 9/30/23)

- Completed the Capacity Building Survey that functioned as a needs assessment to inform our team about the Phase B strategy selection.
- Completed the Program Sustainability Assessment (PSAT) tool.
- Put our BHRR team together!

Phase B Program Success

Accomplishments

1. Held virtual and in-person DEIJB workshops, had some tough discussions and developed a 3-year blueprint for continuing the work.
2. Implemented a new payroll system which will support better data analysis and informed decision making.
3. Defined salary ranges and developed a career pathing guide for employees.
4. Developed a Workplace Culture and Wellness plan based on feedback from employees.
5. Integrated review and monitoring of BHRR activities into our strategic plan review sessions to ensure sustainability going forward.

Organizational Impact

We want to communicate our gratitude and emphasize the profound impact this grant has had on our organization. Without this support, the growth and development we have experienced over the last 16 months simply would not have been possible. This grant has been instrumental in enhancing our organizational management, improving staff retention, and professionalizing our operations. Most importantly we are better positioned to meet the needs of the young mothers and children that we serve.



Love Where You Work

BEHAVIORAL HEALTH RECRUITMENT AND RETENTION (BHRR)

Program Goals

- 1) Build a strong employer brand with a clear mission, values, and unique inclusive culture affirmation
- 2) Renew marketing and branding materials
- 3) Develop a market strategy to advertise and broaden reach among qualified candidates



MCHC
HEALTH CENTERS

HILLSIDE | DORA ST | LITTLE LAKE | LAKEVIEW

As a community-based healthcare provider serving people of all ages and walks of life, we are committed to helping our patients feel better by providing medical, dental and behavioral health care in Mendocino and Lake Counties.

Accomplishments

PHASE A

- ✓ Improved staff recruitment efforts to better reflect the community we serve through targeted hiring of bilingual BH staff
- ✓ Improved retention by conducting stay and exit surveys
- ✓ Implemented Employee Recognition program

PHASE B

- ✓ STAFF EVENTS: Department wellness retreat covering self-care and emotional intelligence trainings.
- ✓ Created new branding and marketing materials
- ✓ Produced five videos promoting our workplace culture featuring current employees, our CEO and BH Program Director
- ✓ Recruited new providers





Mental Wellness Center in Santa Barbara

Mental Wellness Center is dedicated to empowering individuals on their mental health journey by providing support, education, and housing.



Program Goals

- 1. Improve utilization and satisfaction of the Human Resource electronic employee portal for all staff.*
- 2. Create an employee-designed training program that fosters a culture of lifelong learning .*
- 3. Improve internal staff communication across multiple methods and channels.*

Mental Wellness Center Phase B Program Success

Accomplishments

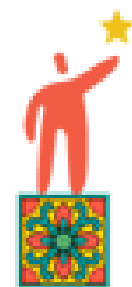
1. *Achieved 100% employee utilization in the electronic employment record system.*
2. *Increased employee involvement in the training program.*
3. *Launched an internal communication platform that promotes real-time recognition of employee performance.*



mental
health
matters

Training/Staff Events- Topics Covered

1. *Bamboo HR system for all employees*
2. *Bamboo HR for supervisors/managers*
3. *Performance goal setting and monitoring for supervisors/managers*
4. *Performance Improvement Plans for supervisors/managers*
5. *Motivosity basics for all employees*
6. *Training metrics, expectations and timelines for all employees*



wellness
connection
club ★ ★ ★

A MENTAL WELLNESS CENTER PROGRAM

- ▶ NAMI San Mateo County prides itself on serving our entire county by providing both Education and Support to all of our residents.
- ▶ Our courses are designed to facilitate a better understanding of mental illness, increase coping skills and empower participants to become advocates.
- ▶ Our Support groups are designed for family members, caregivers and individuals living with mental illness. Our groups are designed for those hoping to gain insight from the challenges and successes of others facing similar circumstances.
- ▶ We have been able to grow these services tremendously through BHRR – we have expanded our main office in San Mateo and opened two satellite offices – one in Menlo Park and one in South San Francisco.

BHRR has allowed us the opportunity to make needed changes to facilitate this extreme growth and expanded impact.

We have met our goals in:

- ▶ DEI
- ▶ Strategic Planning
- ▶ Hiring/Recruitment
- ▶ Brand Definition
- ▶ Employee Culture Improvement/Wellness
- ▶ And much, much more.

**For more information, please visit: namisanmateo.org
Or contact: Leslie@namisanmateo.org**

Norooz Clinic Foundation

Mission: Norooz Clinic Foundation dismantles barriers to mental health, improves outcomes, and advocates for a stigma-free world by utilizing culturally competent care, expanding community outreach, and leveraging the latest advancements in technology.



Program Goals

1. Improve bilingual staff's clinical language skills to better serve diverse populations with culturally sensitive care.
2. Foster a supportive and learning-driven work environment by establishing a sustained mentorship program that encourages professional growth and active participation from staff members.
3. Improve overall staff proficiency and encourage cross-functional collaboration through targeted training, ongoing development, and performance tracking systems.
4. Expand access to culturally sensitive mental health services, working towards reducing stigma and providing comprehensive care for underserved communities.



<https://noroozclinic.com/>



Phase A Success (7/1/23 - 9/30/23)

- NCF completed a Capacity Building Survey that functioned as a needs assessment to inform us about our Phase B strategy selection.
- NCF completed a Program Sustainability Assessment (PSAT) tool.
- NCF assigned staff for specific sustainability development tasks and consulted with experts for development of a plan

Phase B Program Successes

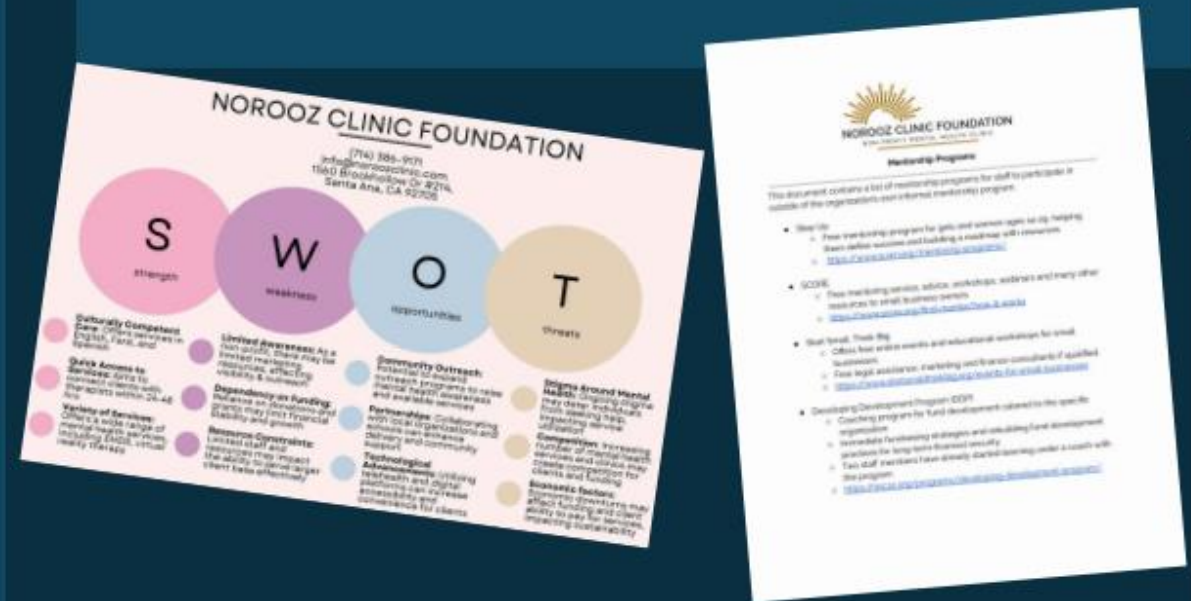


Accomplishments

1. *Established a mentorship program that boosted staff engagement, professional growth, and career development.*
2. *Transitioned to CalChamber for HR, streamlining compliance, improving policy management, and giving access to essential legal resources.*
3. *Managers received key training in Agile Project Management and conflict resolution, enhancing team collaboration and operational efficiency.*
4. *Improved bilingual staff's clinical language skills, enhancing communication with underserved communities and providing culturally sensitive care.*

Training/Staff Events- Topics Covered

1. *AI Tools for Growth in Healthcare Settings*
2. *Workplace Conflict Resolution and Team Empowerment*
3. *Using Data to Track Staff Learning Performance*
4. *Bilingual Clinical Communication Workshops*
5. *Financial Literacy and Fundraising for Non-Profits*
6. *Mentorship and Career Development Workshops*





To improve the health status of our diverse communities by providing quality health care that is comprehensive, affordable and culturally sensitive.



Program Goals

- 1. Marketing and Branding TrueCare as a preferred employer.*
- 2. Leveraging technology in our recruitment efforts.*
- 3. Improve Provider Wellness and Workplace Culture to increase retention.*



Phase A Program Successes

- 1. Established goals and deliverables to measure success.*
- 2. Developed plan for adoption of new ATS.*
- 3. Developed tools for measuring Provider satisfaction and identifying weaknesses.*

Phase B Program Success

Accomplishments

1. *Implemented platform for improved communications and employee relations.*
2. *Developed relationships with area training programs in order to increase sourcing and applicants.*
3. *Produced provider-centered marketing and branding collateral.*

Activities and Milestones

1. *Provided wellness opportunities for Providers and Staff.*
2. *Adopted new ATS Platform resulting in increased applicants.*
3. *Completed Employee Opinion Survey.*



Lattice – Our People Success Platform

One New Heartbeat, Inc.

Mission/Vision Statement of the organization: One New Heartbeat (ONHB) is committed to improving the well-being of under-resourced communities by Providing Continuous Education and Support regarding personal mental, physical, and emotional well-being. We provide support for individuals and organizations in dealing with the everyday challenges that life brings.

Vision Statement: We envision thriving communities where everyone, especially those facing mental health and substance use challenges and their families, has access to the resources, support, and skills needed to achieve lasting recovery and wellness. Through our holistic approach, we aim to uplift BIPOC, LGBTQIA+, and underserved populations by expanding outreach and strengthening support networks across diverse platforms.

Program Goals

1. **Increase Organizational Capacity:** Build infrastructure to support staff development and enhance service delivery.
2. **Foster a Resilient Workforce:** Focus on retention through training, mentorship, and staff advancement pathways.
3. **Expand Recruitment Efforts:** Target recruitment of individuals with lived experience for peer support roles.

Phase A Program Successes

1. ONHB strengthened the long-term sustainability of its initiatives by creating a comprehensive Sustainability Plan that incorporates insights from our organizational needs assessment, program sustainability review, SWOT analysis, and community asset mapping.



Phase B Program Success

Key Achievements:

1. **Workforce Development:** Increased organizational capacity through recruitment, retention, and staff advancement programs.
2. **Sustainability:** Developed a comprehensive Sustainability Plan to ensure long-term program viability.
3. **Certification Assistance Program (CAP):** Provided up to \$5,000 in financial support for staff pursuing job-specific certifications.

Recruitment, Retention, & Organizational Development

1. Invested in employee retention through ongoing training, wellness support, and leadership opportunities.
2. Actively supported staff with lived experience to advance within the organization by providing development opportunities and mentorship programs.
3. Over the course of the grant, BHRR funding provided staff development and training for five new hires.



BHRR and OCAPICA

- The BHRR funding has impacted OCAPICA on different levels
 - Recruitment- this funding provides OCAPICA the opportunity to create career/training pipeline of bilingual/bicultural behavioral health providers through partnerships with the local UCs, Cal States, and community colleges.
 - Especially those with Master in Social Work and Marriage and Family Therapy programs.
 - OCAPICA provides clinical support, training, and supervision for students.
 - The supervision under established bilingual/bicultural providers (LMFTs, LCSWs, PsyDs).
 - Coach and model bicultural services.
 - Increase cultural awareness of diverse needs and community resources.



BHRR and OCAPICA

- Retention of bilingual/bicultural staff
 - Support with necessary training, CEUs, and licensure renewal.
 - Create opportunity for bilingual/bicultural staff to improve clinical skills through culturally competent trainings
 - Ensure adequate clinical support (licensed clinical supervisors, LMFT/LCSW, etc.) and available training.
 - Human Resources policy changes
 - Extended our recruitment pool to include F-1 Visa, Optional Practical Training (OPT) to H1B Visa applicants.
 - Modification of new staff policy: shortened the introductory period from 6 months to 3 months through the support of an HR consultant.
 - Modification of vacation policy: staff can accrue more vacation hours as part of the retention effort.





Parents Anonymous Inc.

Mission Statement of the organization: We support the empowerment journey of diverse Parents, Children, and Youth to build on the strengths of families and communities through shared leadership® strategies to advance equitable social change resulting in positive outcomes for all.

Vision Statement of the organization:

We envision a just society where all Parents, Children, and Youth thrive in resilient families and communities.

Program Goals

1. *Integrated approach to attract top talent, promote the organization's dynamic image, and support the empowerment of internal staff, ultimately resulting in increased applications, a higher website engagement rate, and measurable skill enhancements, thereby fortifying the organization's recruitment success and overall impact.*
2. *Enhance workforce retention and organizational efficiency through the establishment of a Wellness Committee, administration of comprehensive Capacity Building and Wellness Surveys by a DEI/HR consultant, and strategic utilization of technology.*
3. *Establish a strong organizational framework for sustainable growth by successfully creating and implementing a comprehensive Sustainability Plan, informed by insights derived from the completion of a program sustainability assessment tool and strategic plan.*



Phase A Program Successes

1. *Explored various technologies, particularly Smartsheet and LMS*
2. *Embarked on a search for a DEI/HR consultant and a Strategic Planning Consultant*
3. *Established an internal wellness committee*
4. *Implemented Smartsheet for teams to optimize variety of collaborative workflows*
5. *Completed PSAT to inform sustainability.*





Phase B Program Success

Accomplishments

1. Awarded Best Non-Profit of the year award.
2. Set up organizational Smartsheet with 60 workspaces, 75 customized and automated reports, and 21 functional dashboards.
3. Went from 32 FTE and 5 PTE to 49 and 10 respectively.
4. Implemented Employee Financial Literacy 1:1 with a CFP.
5. Won and successfully implemented 3 grant programs + DMH Contract.
6. Successfully launched National Parent & Youth Helpline™
7. Continue to advance LMS-driven internal and external training.
8. Continuous DEIB+ trainings with DEIB+ resources for staff.

Staff Events- Topics Covered

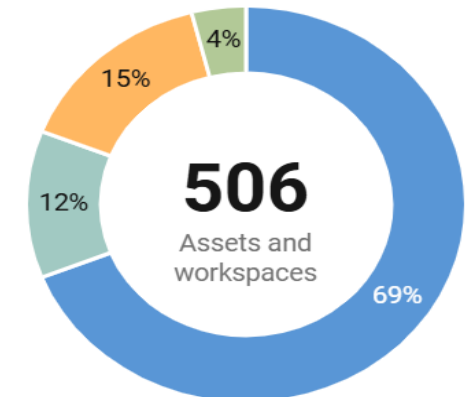
1. Assemblymember Holden visits HQ + Tree Dedication
2. DEIB+ Trainings – Raising DEIB+ awareness, Microaggressions and Psychological Safety
3. HR Trainings to outline
4. Fun in the Sun at Ganesha Park, Pomona
5. National Parent & Youth Helpline™ Launch
6. Fall Potluck at the park
7. Halloween Contests 2023 and 2024

Plan usage

Evaluate how your team uses Smartsheet in their daily processes.

Explore insights

Sheets	350
Workspaces	60
Reports	75
Dashboards	21





Mission:

To address the psychosocial impacts of trauma among international survivors of human rights abuses through culturally aware, trauma-informed, and linguistically accessible mental health care and case management, community outreach, training, and policy advocacy.

Vision:

A world in which mental health and freedom from violence are central components of policy and program priorities.

PROGRAM GOALS:

HR IMPROVEMENTS

DEIJB+

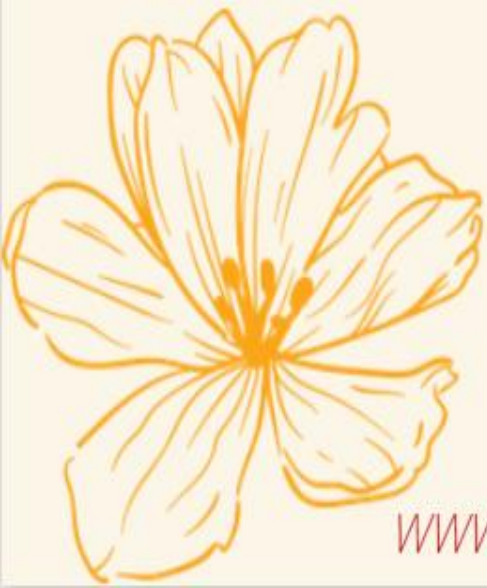
ORGANIZATIONAL DEVELOPMENT

PHASE A PROGRAM SUCCESSES:

CAPACITY BUILDING SURVEY

PROGRAM SUSTAINABILITY ASSESSMENT TOOL

SMART GOALS IDENTIFIED



PHASE B PROGRAM SUCCESS

- *Hired HR Director*
- *Completed Compensation Review and Increased Salaries*
- *Created Events to Improve Employee Morale*
- *Updated Employee Handbook*
- *Created New Policies & Procedures to Improve HR Framework and Structure*
- *Created Paths for Internal Advancement*
- *Created Compensation Policy/Framework*
- **Training/Staff Events**
- *Attendee of Board Development Symposium*
- *Attendee of Alternative Leadership Training*
- *Quarterly Staff Wellness Wednesdays*
- *Employee Appreciation Events*
- *Workplace Violence Prevention Training*
- *SF Aloha Run*



PARTNERSHIPS
FOR TRAUMA RECOVERY



Penny Lane Centers

Mission and Values: We empower hopes and dreams. Our values are commitment, community and collaboration. We welcome all clients regardless of gender, race, age, religion, disability, marital status, ethnic background, sexual orientation, gender identity and gender expression.



[Penny Lane Centers | Supporting Children, Youth & Families](#)



Program Goals

Recruitment Goal:

- **Goal:** Implement an HR technology platform for data-driven recruitment and efficient processes

Retention Goal:

- **Goal:** Enhance employee engagement and success through an HR platform supporting data-driven retention and positive staff experiences.

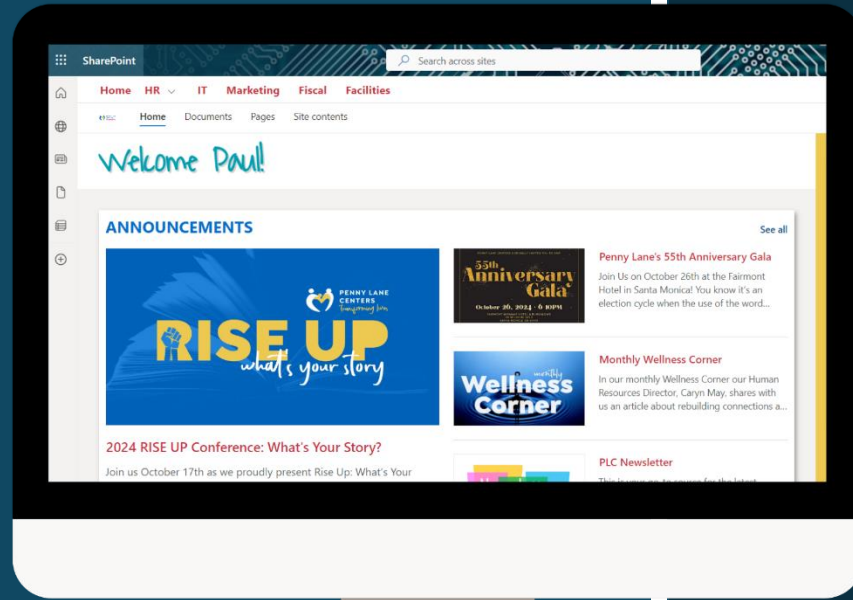
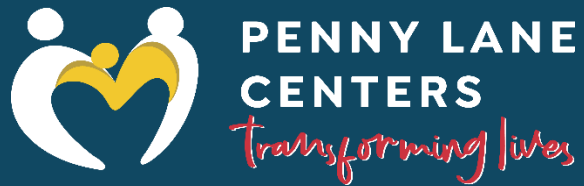


Phase A Program Successes

- **Strategic Team Formation:** Established a dedicated project team with targeted goals, building the groundwork for collaborative and technology-driven solutions in Phase B.
- **SMART Goal Development for Phase B:** Defined measurable goals and selected strategies to optimize recruitment and retention, paving the way to leverage technology effectively in Phase B.
- **Foundation for Technological Integration:** Phase A success provides a clear roadmap, enabling us to maximize technology's impact in Phase B to enhance recruitment, retention, and overall operational efficiency.

Leveraging Technology for Recruitment and Retention Success

Phase B represents a significant step in Penny Lane Centers' commitment to improving staff experience and operational efficiency through strategic technological investments.



Accomplishments

Implementing an intranet for recruitment and retention at Penny Lane Centers has delivered several impactful accomplishments, including:

Centralized Hub:

Staff easily access essential documents, policies, and job postings, saving time and boosting productivity.

Improved Communication:

Built-in messaging and announcements keep staff aligned with updates, fostering community and clarity.

Streamlined Onboarding:

New hires access consistent orientation materials, helping them transition smoothly into their roles.

Data Insights:

The intranet tracks feedback, onboarding completion, and engagement metrics, enabling targeted improvements.

Higher Engagement:

Features like peer recognition and collaboration tools increase connection and morale across teams.

Phoenix Houses of California, Inc.

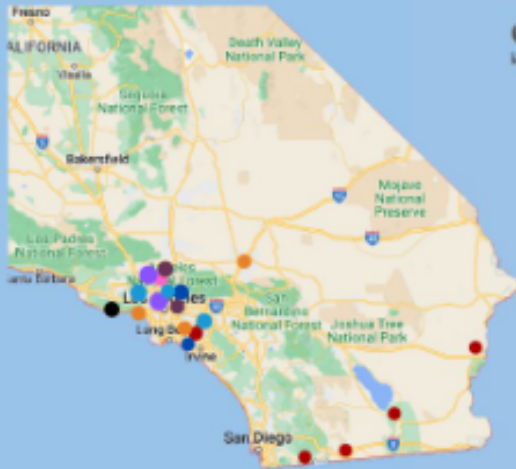


Our Mission: At Phoenix House California, we are passionate about healing individuals, families and communities challenged by substance use disorders and related mental health conditions

Program Goals

1. *Develop a marketing strategy to advertise and broaden reach among qualified candidates, e.g. using professional job boards, attending job fairs, and leveraging social media.*
2. *Create a clear and transparent salary structure with knowledge, skills, and abilities criteria to support salary and positions.*
3. *Provide regular feedback, employee performance evaluations, "360 evaluations," and recognition opportunities.*
4. *Provide Supervisor Training*

Services & Locations



- Adult Corrections & Rehabilitation
- Adult Residential
- Adult Substance Use Disorder Outpatient
- Adolescent Corrections & Rehabilitation
- Adolescent Prevention Programs
- Adolescent Mental Health Outpatient
- Adolescent Substance Use Disorder Outpatient
- Administration

Phase A Program Successes

1. *Develop an implementation plan based on what areas of improvement are needed amongst the HR department to further enhance our People Pillar.*
2. *Identify consultants to help ensure that the agency is meeting our goals set forth in the Implementation Plan.*
3. *Hired a new Human Resources team member who would be the Coordinator for our site.*

Phase B Program Success

Accomplishments

1. *Increased our applicant pool by 20% since establishing our marketing strategy, which also resulted in more qualified candidates.*
2. *Experiencing less employee relations issues since implementing our Supervisor Training, enabling supervisors to have the skills and resources to effectively resolve employee issues.*
3. *Established a new Annual Performance Review, which resulted in positive feedback on the new process.*
4. *Conducted a salary administration plan review of all positions and salaries, which resulted in salary adjustments for employees.*
5. *Revamped our job descriptions to ensure they are uniformed amongst the different programs.*

Training Events

1. *Our consultant created a Supervisor Training Plan that offered 8 live sessions and created a complimentary LMS course per session that will be utilized for all new managers joining the organization.*
2. *Created a supervisor training on supervision of staff and the importance of conducting staff supervision.*
3. *Created a training on the new process of conducting Annual Performance Reviews.*



**Phoenix
House**

CALIFORNIA

OUR PROGRAM MISSION

Petaluma Health Center (PHC) is committed to serving under-resourced, culturally complex, and linguistically and ethnically diverse communities with a focus on inclusive, culturally-centered recruitment and retention. This includes prioritizing bilingual staff and those with personal experience in recovery to ensure equitable access to behavioral health services. Building a pipeline that allows for our current behavioral health staff to continue to flourish while also allowing future behavioral staff to be onboarded lends itself to that mission. The mission of our organization aligns closely with that of the grant.

- *Petaluma Health Center's Behavioral Health Pipeline Program*



Phase A Successes

- Q1: Execution of Contract with AHP
- Development of the Phase A Workplan with successful Implementation
- Identification of a Project Coordinator and Project Director to oversee the grant program
- Participation in all learning collaboratives, webinars, and coaching calls to take advantage of resources to carry out the grant program goals and move towards Phase B
- Awarded \$50,000 for completion of Phase A: Planning



Master of Social Work Internship Program

Thank you for your interest in Petaluma Health Center's MSW Internship Program.

About our Internship Program

Petaluma Health Center's MSW Internship Program is an evidence-based mentorship program specific to Masters of Social Work students seeking field experience in an integrated healthcare setting, working with individuals, families and groups in various clinical departments. Interns will gain valuable, hands-on experience with rotations in Intake, Integrated Case Management, Recovery Services, Child & Youth Services, Psychiatry and Wellness.

PHC's mentorship strategy includes:

- Cohort-based didactic learning sessions specific to an integrated, interdisciplinary practice environment
- Practicum integration with a performance and/or quality improvement focus to support applied learning
- Structured 1:1 mentorship between mentor and mentee with mentors remaining constant across different rotations; 2nd year students who remain in field placement beyond the first academic year will have the opportunity to change mentors in Year 2.
- Group convenings of mentors and mentees for reflection and collaboration
- Participation in communities of practice, learning communities, and trainings

Internship Information

- Open to **MSW students**, 2nd year students preferred
- Generous **Stipend** for interns
- **Flexible Hours**
- Internships run from **August – May** (some flexibility depending on your program requirements)
- **Bilingual in Spanish** preferred

[MSW Students Apply Here!](#)

Someone will reach out to you within 2 weeks to discuss your inquiry. For questions, please email mswinterns@phchealthcenter.org

Phase B Successes

- Development and completion of vital Job Descriptions throughout each Quarter
- March: BH providers sent to a multi-day training to meet the requirements of Triple P certification as a professional development and job retention effort
- July 1st, 2024: Promotion of BH staff member from within to Associate Behavioral Health Director
- September: Contract placement via internship offers and onboarding of 3 MSW Interns from SFSU and SJSU, two of which are bilingual
- Enhancement of the onboarding process through creation and refinement of Behavioral Health Handbook which includes practices and guidelines. This will be a comprehensive playbook for success within PHC's BH Department

Rebekah Children's Services

Our Mission: We are committed to seeing our community flourish by building pathways to hope, happiness, and well-being.

Our Vision: To be the best agency for quality care, education, and employment.

Program Goals

- 1. Implement new technology to increase employee satisfaction*
- 2. Forge new partnerships with local agencies*
- 3. Bring in an outside consultant to conduct management training*



Phase A Program Successes

- 1. Completed Capacity Building Survey & PSAT*
- 2. Created our SMART Goals, with corresponding timeline*
- 3. Developed a thorough Implementation Plan and Budget*



<https://www.rcskids.org/>

Phase B Program Success

Major Accomplishments

1. *Awarded California Nonprofit of the Year for Assembly District 29*
2. *Graduated 19 Interns for the 2023-2024 Academic Year and Onboarded an additional 17 Interns for the 2024-2025 Academic Year*
3. *Partnered with Santa Clara County Behavioral Health for career opportunities*



Other Accomplishments

1. *Created a training center/work stations for community workers to have a quiet space to get their documentation completed*
2. *Attended 15 University Intern & Career Fairs*
3. *Conducted stay interviews with staff from each department*
4. *Created a comprehensive RCS Program Overview booklet that showcases all of our programs to advertise services to the community*
5. *Created a contact list of all the universities that we partner with for internships*





Our mission is to enhance accessibility and engagement through innovative technology, supporting career pathways and delivering seamless, user-friendly experiences to empower our community.

Program Goals

1. *Successfully migrate the website to a more robust platform, enhancing functionality and user experience.*
2. *Integrate necessary tools and plugins to support the Interactive Careers Pathway project.*
3. *Ensure seamless content transfer and optimization to maintain accessibility and community engagement.*



JOINRCS.org

Phase A Program Successes

1. *Successfully evaluated the current Squarespace site and secured WP Engine as the new WordPress hosting provider.*
2. *Completed content export from Squarespace, with ongoing manual transfer and recreation of custom pages and media.*
3. *Installed essential plugins to replicate previous site functionalities, including SEO and e-commerce capabilities.*



Training/Staff Events- Topics Covered

1. Conducted training sessions for staff on the new WordPress platform to ensure smooth transition and familiarization with updated tools and functionalities.
2. Organized collaborative workshops for staff to provide hands-on experience with content management, plugin use, and troubleshooting.
3. Hosted staff events focused on team-building and enhancing communication, fostering a supportive environment during the website migration process.

Accomplishments

1. *Website Migration Progress:* Successfully initiated and advanced the process of migrating the organization's website from Squarespace to WordPress to support the Interactive Careers Pathway project, including setup on a new hosting provider (WP Engine).
2. *Content Transfer:* Completed evaluation and began manual transfer of custom pages and media files, ensuring essential content and functionality are moved seamlessly to the new platform.
3. *Plugin Integration and Testing:* Installed necessary plugins for SEO and e-commerce capabilities and conducted thorough testing for cross-browser compatibility and performance, setting the stage for a smooth site launch and post-launch monitoring.



SAC YOUTH CENTER

MISSION:

Sacramento Youth Center serves the youth of Sacramento, providing them with tools and life-changing experiences – for a hopeful future

ACCOMPLISHMENTS:

- Recruit and hire 8 new staff members since the beginning of Phase B.
- Acquire a permanent building for our Youth center.
- More than double the number of Certified Peer Specialist we have on staff.
- Offer Staff promotions and pay raises
- Implement Employee Retention Rewards Program



PHASE B SUCCESS

- Create and implement stay interviews called “Pulse Checks”.
- Undergo organization wide rebranding and marketing.
- Roll out brand new website.
- Create and sustain internship pipeline.
- Improve work place culture and satisfaction
- Create and implement over 15 SOP's



TRAINING/ STAFF TOPICS

- Communication: How to give presentations and written communication
- Self Leadership
- Hospitality & Client Services

Samuel Dixon Family Health Center

Mission/Vision Statement of the organization: As a full-service health safety-net provider, we strive to provide high-quality, culturally sensitive, affordable, and accessible primary healthcare, dental, mental health, and enrollment services to all residents of the Santa Clarita Valley and other underserved neighboring communities. We have specialized programs for all who are in need. We believe that everyone should have access to quality healthcare, dental, and mental health services and we will never refuse service due to an inability to pay or lack of insurance.



Program Goals

1. *Recruitment - Increase recruitment within the behavioral health department by implementing a pipeline creation by offering internships to school-based and bilingual students.*
2. *Retention - Increase retention among behavioral health staff through workforce development such as bonuses for qualified bilingual and school-based counselors, student loan repayment, training/exam/license preparations, leveraging technology, and salary increases.*



<https://www.sdfhc.org/>



Phase A Program Successes

1. *SDFHC hired an outside consultant to conduct a company wide needs assessment*
2. *SDFHC hired an employment law attorney*
3. *SDFHC completed a sustainability plan*

Phase B Program Success

Accomplishments

1. SDFHC completed a comprehensive company wide needs assessment
2. SDFHC gave behavioral health staff a one-time retention bonus, up to \$10,000 student loan repayments, and temporary salary increases for bilingual clinicians
3. SDFHC provided various evidence-based trainings to all behavioral health staff and interns

Training/Staff Events- Topics Covered

1. 3-Day Certification Course - Dialectical Behavioral Therapy
2. 2024 Latinx Mental Health Conference
3. Suicide Prevention Training
4. Certified Youth Mental Health Specialist Course: Interventions for Anxiety, Depression, Toxic Stress, Self-Harm, & More
5. 2-Day Intensive Training: Cognitive Processing Therapy: An Evidence-Based Approach to Treat PTSD and Related Conditions
6. Spanish Terminology for Bilingual Clinicians



Santa Barbara Neighborhood Clinics

Santa Barbara Neighborhood Clinics (SBNC) was founded with a mission to provide healthcare services for all people, regardless of their ability to pay. SBNC provides medical, dental, and behavioral healthcare, medically assisted treatment and enabling services through four primary medical clinics, two dental clinics, a bridge clinic for substance use disorder treatments, a medical mobile unit, and a mobile dental van.



Program Goals

1. *Evaluate organizational needs*
2. *Engage stakeholders for buy-in*
3. *Develop strategies that align with goals*



Phase A Program Successes

1. *Assessments were clear and involved a diverse group of staff and leadership*
2. *Areas of opportunity for increased retention and recruitment activities were discovered*
3. *Full funding received and utilized*

Phase B Program

Accomplishments

1. *Developed new recruitment strategies which led to increased applicants*
2. *New website integrates employment opportunities and includes resources for current staff*
3. *Rate of retention increased each quarter*



Leadership Engagement

1. *Leadership trainings*
2. *Growth strategics*
3. *DEI engagement at the board, executive, and staff levels*
4. *Town hall meetings with staff to hear frustrations and areas of opportunity for improvement*
5. *Benefits review and overhaul*
 - a. *Salary increases*
 - b. *additional benefits*



Schrank's Clubhouse

How We're Attracting and Building BH Workforce Capacity within
the Community Based Peer Organizational Communities

Mission/Vision Statement of the organization: *Our mission is to be a community of love, understanding, and support to help those who suffer from mental illness, substance abuse, or trauma recover and become integral parts of society. We see ourselves working and thriving through various partnerships and services to help people have access to care when they need it!*

SCHRANK'S CLUBHOUSE

DONATE TODAY



1. BUILD SOCIAL COMMUNITY

Our supporters, followers and fans are the best marketing team. We will involve them and engage with them. We will share stories and interview people, so their voices are heard.

2. RECURRING DONATIONS

To boost our cashflow, we will offer an easy option to donate on a regular basis with recurring donation options.



3. PARTNER UP

Boost donations by partnering with a community organizations and partners to collect donations.

Who We Are WWW.GSCLUBHOUSE.ORG

RE-IMAGINING HEALING

WWW.GSCLUBHOUSE.ORG

- YOUTH PROGRAMS
- WOMEN'S GROUPS
- YOUNG ADULT GROUPS
- LEADERSHIP
- INTERNSHIPS
- PEER SUPPORT
- TRAUMA GROUPS
- GRIEF SUPPORT
- MENTAL HEALTH
- SUBSTANCE ABUSE
- HOUSING (AGE 18-24)



HELP US CHANGE THE WAY HEALING LOOKS IN OUR COMMUNITY
PROVIDING LOVE, VALUE, RESPECT, AND COMMUNITY

Community

CREATING CHANGE TOGETHER

Connection

Movement

BECOME A COMMUNITY CONNECTION MEMBER TODAY

WWW.BREATHEMAGAZINE.NET OR WWW.GSCLUBHOUSE.ORG



Program Goals

- **Goal #1- Retention:** *Schrank's Clubhouse goal was to focus on workforce development and provide our staff with organizational structure, educational support, transparent career ladder and ensure effective team leadership.*
- **Goal #2- Recruitment:** *Our Recruitment Goal was to create and implement a marketing and branding strategy would help us attract individual with diverse cultural backgrounds, broaden our reach among qualified candidates while demonstrating a commitment to evidence-based practices through active engagement.*
- **Goal #3- Sustainability:** *Our Sustainability Goal was to maintain and obtain additional streams of revenue with local, state, and community partners.*

Where BHRP Project All Began- Phase A Program Successes

1. *Schrank's Clubhouse Completed a SWOT Analysis that would give us the ability to determine the best plan to help us create achievable goals and objectives.*
2. *Created a high level team that included Board, leadership, staff, and stakeholders.*
3. *Created an Implementation Plan with the goals, objectives, and action plans to help us improve and achieve future success and helping us increase Behavioral Health Capacity.*

Insert website page link

Schrank's Clubhouse

It Takes A Community To Accomplish Big Things!

Accomplishments

1. Received a Notice of Award (NOA) for Phase A, and B.
2. Expanded Network Partnerships Statewide in 20 Counties to Increase Workforce Capacity and increased staff by 50% and Retention Rate of 75%.
3. Created multiple and creative revenue streams to help us continue to grow and thrive. (Expanded Mental Health Magazine Ad sales, sell merchandise, Created Fee for Services, (Training Programs for Community Organizations and Peer Organizations, etc.)

Strategic Planning Retreat

We held a hybrid Strategic Planning Retreat that gave leaders the opportunity to attend in-person or via zoom

- It Included Key Stakeholder Leaders from multiple counties, organizations, and other advocacy groups.
- Team Building and Collaboration Opportunity
- Worked together to create action plans and responsibilities
- Priceless

1. People who participate and engage can move mountains
2. Every Voice Matters
3. Representation from many areas of California
4. Having a plan to work on makes all the difference in staying on task.

Workshops, Trainings, and Advocacy- Topics Covered

1. BHRR Workshop – Presented about Advocacy
2. Bi-Monthly Peer Connect and Collaborate Partner Coalition Trainings and Strategic Planning Retreat
3. Medi-Cal Billing and Expanding Peer Led Capacity

JOIN US ON ZOOM FOR PEER SUPPORT GROUP

Life Skills, Ideal Scene

If you are looking for tools, resources, and support, join us for this group



THINK A YEAR OUT!
WHAT DOES YOUR LIFE LOOK LIKE?
WHAT STEPS WILL YOU TAKE?

Group Leader/Peer Support Specialist

Register for free on www.gsclubhouse.org or on Facebook @Schrankclubhouse



www.gsclubhouse.org

MENTAL HEALTH AWARENESS

YOU ARE NOT ALONE ON THIS JOURNEY

LET'S FIGHT THE DARKNESS TOGETHER

Breathe YOU MATTER!



Serve the People

Community Health Center

Mission: To provide the physical, mental, emotional and mentoring needs of the poor, children, sick, needy, uneducated, oppressed and lost people. To serve people regardless of religion, ethnicity, race or gender with love, compassion and generosity.



<https://serve-the-people.com>



Program Goals

1. Improve and strengthen Serve the Peoples' capacity to effectively recruit staff via use of transparent hiring practices, clear job descriptions and competitive salary structure.
2. Increase the capacity of the program to serve all ages across the life span via increasing knowledge, skills and abilities while providing compensation that rewards staff investment in their development.
3. Create and sustain access to trainings, individual supervision as well as opportunities for regular staff feedback, to create and retain a workforce of invested professionals.

Phase A Program Successes (7/1/23-9/30/24)

1. Recruited and hired 2 LCSW's, 1 LMFT and 1 ACSW, MD for MAT and BH Case Manager
2. Provided staff with sign on and retention bonus
3. Training opportunities to enhance KSA's via EMDR, Brainspotting, CPT, Compassionate inquiry as well focus on special populations (Latine/x and LGBTQI+)

Serve the People Phase B

10/1/24-01/15/25

Accomplishments

1. ACSW retention and 65 % completion of needed supervised hours
2. Staff completed EMDR Training , Cognitive Processing for Trauma Training, SBIRT, Compassionate Inquiry Training and ACE's training.
3. Staff satisfaction survey were completed and results used to inform ongoing retention strategies.
4. Expanded service delivery to include children under 10 years of age including hiring PCIT certified LCSW to provide dyadic sessions for children and families as needed
5. Increase and expansion of patients served due to retention of staff
6. BH staff sponsored events to provide opportunities for staff unanimity



Training

1. Case Management for Behavioral Health
2. Eye Movement Desensitization and Reprocessing (EMDR)
3. Cognitive Processing for Trauma
4. Compassionate Inquiry
5. Adverse Childhood Experiences
6. Engagement Strategies for Working with LGBTQI+ Clients
7. Supporting Latinx Survivors of IPV/DV through a Culturally Affirming Lens
8. Screening, Brief Intervention, and Referral to Treatment (SBIRT)



Southern California Health & Rehabilitation Program

SCHARPS Mission Statement: *To build personal and community potential through high impact services and maximize wellness, one person at a time.*

Program Goals

1. *Develop strategies to increase awareness about SCHARP's behavioral health positions and attract qualified candidates*
2. *Provide an employee recognition initiative to enhance staff morale and engagement.*
3. *Improve employee retention rates through insights gathered from an employee survey.*

Phase A Program Successes

1. *Developed comprehensive implementation plan to help us better understand the scope and feasibility of the project.*
2. *Hired on and on boarded new staff to assist with the roll out of this grant.*
3. *Created a comprehensive budget that met all our project needs.*



SCHARP Phase B Program successes

Accomplishments

1. Conducted an employee engagement survey that identified areas for improvement.
2. Launched an employee recognition program as part of the BHRR grant, boosting appreciation and team morale.
3. Updated the Career section of its website to improve job visibility, align with recruitment goals, and attract more candidates.

Training Events- Topics Covered

1. *Your role in Workplace Diversity*
2. *15 Things Veterans Want You to Know*
3. *Trauma Sensitive communication*
4. *Enhancing Professional Wellbeing*
5. *Introduction to Case Management*
6. *Communication Essentials: Communication Effectiveness*
7. *Kindness Counts: Strategies for Self-Compassion*
8. *Safety and Crisis Prevention Intervention and Response*



BHRR ACCOMPLISHMENTS: BUILDING STRONG EMPLOYER BRAND

- ❖ Articulated clear mission, values and unique inclusive culture and disseminated through:
 - Brochures for career fairs and graduate student fieldwork recruitment
 - Recruitment video posted on website and other online platforms <https://sjch.org/employment/>
- ❖ New Marketing Strategies
 - Increased Linked-In follower base by 12.65% Optimized job postings, strategically followed key organizations/partners; increased interactions among followers, employees, partners; more frequent and expanded content posting



EXPANDED & RETAINED BH WORKFORCE

- ❖ **Identified gaps in onboarding and training new BH staff**
 - **Created curricula for EHR technical training for new and existing staff**
 - **Will implement IRL trainings during onboarding and monthly for all**
 - **Will produce training videos**

- ❖ **Brokered Fieldwork Placement agreements with two additional universities: Pepperdine and Loyola Chicago**

- ❖ **Created new position of BH Project Coordinator**
 - **To provide logistical support to new hires**
 - **To coordinate growing portfolio of BH-specific grants**

- ❖ **St. John's Community Health expanded its Behavioral Health staff from 17.4 Full-Time employees in 2022 to 48 as of 10/15/24**

The Happier Life Project

Our Mission: *To provide community support for people and families impacted by substance use disorders and mental health challenges through education, advocacy, and peer-based recovery support services with the intent to normalize recovery.*

Our Vision: *We envision a world in which all pathways to recovery are accepted, celebrated, and supported by all.*

Program Goals:

1. To develop a recruitment and retention strategy
2. To recruit a Program Coordinator
3. And finalize the budget

Phase A Successes

1. We build a cohesive team of peer coaches
2. Received budget approval
3. Settled into the new office building



Phase B Successes

Accomplishments

1. 2358 individuals served
2. Formal contract with IEHP to provide CHW services
3. Implemented new hiring process
4. Collaborated with LAUNCH & Foundation for California Community Colleges to bring peer recovery services to opportunity youth in the IE



Events & Trainings

First Ever Recovery Walk in the City of Lake Elsinore



Peer recovery coach training in Spanish



The People Concern

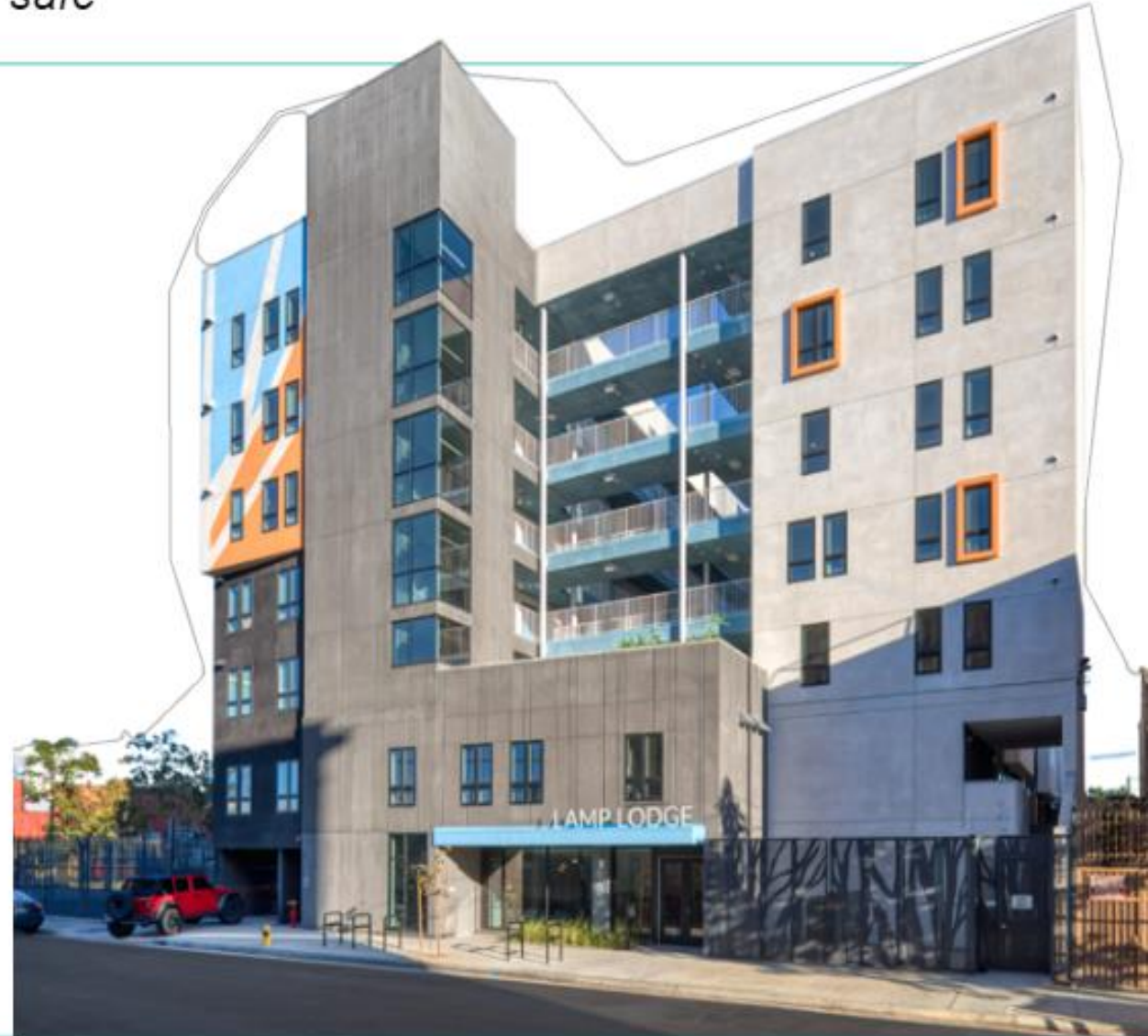
Because everyone should be housed, healthy, and safe

About us:

- One of Los Angeles County's largest homeless service providers
- Our core philosophies are Harm Reduction, Trauma-Informed Care, and Housing First
- Served 16,154 individuals in FY23-24
- 92% of people who we support in permanent housing remain housed

Our DEI work:

- The People Concern creates a workplace that reflects the communities we serve
- We are committed to a culture that fosters connection and belonging



The People Concern

BHRR Grant Activities – Training for Sustainability



- Leadership Development and Training
 - Trained 80+ supervisors in Consciously Inclusive Leadership
 - 143 courses were offered through our Learning Department's People Concern University
 - Leadership Development centering People of the Global Majority/BIPOC, employees with disabilities, and LGBTQIA2+
- Organizational Training – Informed by our annual DEI Survey
 - Worked with consultants to develop additional training on disabilities in the workplace, experiences of marginalized/oppressed groups in the workplace, and LGBTQIA2+ employee experience with a focus on Trans experiences
- PplCoCon (People Concern Conference)
 - Internal 2-day conference for all 900+ staff of the organization (1st time since before Covid!)
 - Topics included Case Manager and Support Staff Caucuses, Advancement at The People Concern, Gender and DEI, interactive Department and Club tabling, Standing-in-Solidarity group gatherings, and Self-Care and Wellness Practices
- Case Management Apprenticeship Pilot Program
 - Utilized a Cohort model for 9 case management apprentices over 5 weeks
 - Focused on the expected behaviors of an employee at The People Concern with an emphasis on personal reflection, shadowing professionals in the field, and hard skill development





Program Goals:

- HR Improvement/Pipeline
- Culture
- Organizational Development

Phase A Program Successes:

- SWOT Analysis
- Phase B Proposal
- iCAT and PSAT Completed
- Identified SME's

THE PURPOSE OF RECOVERY

Vision Statement:

We envision a world where individuals find purpose to sustain their long-term recovery.

Mission Statement:

We are committed to building and sustaining a robust peer community for individuals in recovery and their families by providing practical support and access to resources.

PHASE B PROGRAM SUCCESSES

- *Training/Staff Events:*

- Staff 2024 Launch Event
- Sociocracy Leadership Training
- Nonviolent Communication Training
- Immunity to Change Training
- Motivational Interviewing Training
- Recovery Management Planning
- Recovery Coach Skills Development
- Invitation to Change Training
- Successful Life Skills Training

- *Accomplishments:*

- Incorporated Peer Leadership Model
- Working with SME Consultants
- Updated EHR
- DEI and Peer Mentor Policies
- Stay Interview Survey
- Job Descriptions Updated
- Developing Marketing Strategy
- Community Partner Education Presentations
- Updated Staff Evaluation to



the **village**
family services

Our mission is to protect children from abuse, preserve families, and build a stronger, safer community.

BHRR PROGRAM GOALS

1. Conduct research and analysis on organizational salary ranges for each of our behavioral health staff positions.
2. Gather input from behavioral health staff on best retention efforts by conducting interviews to include stay interviews and key informant interviews.
3. Provide up to 18 staff members with retention bonuses to increase behavioral staff retention.

PHASE A

Program Successes

1. Identified 18 staff members to receive the retention bonus.
2. Created and distributed STAY Surveys
3. Developed a recruitment and retention committee

TRAINING/EVENT

- Hosted a training for behavioral health workers
 - Sent Staff to California Child and Family Services Conference.

PHASE B

Program Successes

1. Distributed retention bonuses to 18 staff members
2. Increased retention
3. Hired new behavioral health employees
4. Created anonymous survey for behavioral health workers
5. Evaluated and updated salary structure



the **village**
family services

Transitions-Mental Health Association

www.t-mha.org



San Miguel

1 Unit Housing

Atascadero

Wellness Center
Family Services
48 Units Housing

Morro Bay

Family Services
5 Units Housing

Los Osos

4 Units Housing

Pismo Beach

4 Units Housing

Arroyo Grande

Wellness Center
Family Services
8 Units Housing

Oceano

7 Units Housing

San Luis Obispo

TMHA Headquarters
Community Housing Office
Homeless Outreach Office
70Now Office
Growing Grounds Nursery
Growing Grounds
Downtown

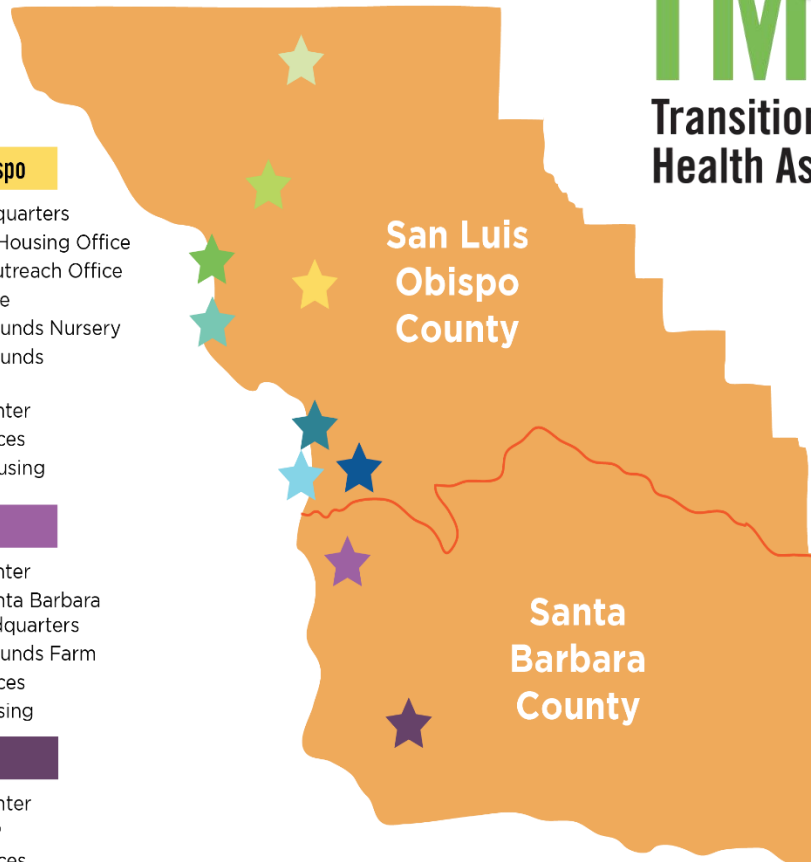
Wellness Center
Family Services
132 Units Housing

Santa Maria

Wellness Center
Northern Santa Barbara
County Headquarters
Growing Grounds Farm
Family Services
12 Units Housing

Lompoc

Wellness Center
Lompoc FSP
Family Services



Mission Statement:

Transitions-Mental Health Association (TMHA) is a nonprofit organization dedicated to eliminating stigma and promoting recovery and wellness for people with mental illness through work, housing, community and family support services.

Program Goals:

- Create recruitment strategy for agency
- Create marketing strategy for agency
- Offer Student loan payments to employees

Phase A Success!

- Developed a new advertising campaign aimed at recent graduates of both undergraduate and clinical programs.
- Assessed all current recruitment strategies, including our web site, job postings, and interview process
- Designed a student loan payment program that can entice staff to make longer-term commitments while expending grant funds for benefits with the greatest impact before the end of the grant cycle

Digital Media Results

Channel	Creative	Impressions	Clicks	CTR	Comp Rate
Google Search	Variety of Search Terms	79,902	7,296	10.01%	N/A
Social Media: FB & IG	TMHA Recruitment & Interview (Zandra)	1,562,769	11,337	0.73%	0.99%
Programmatic PreRoll	TMHA Recruitment	305,359	326	0.11%	82.1%
YouTube	Why People Love Working at TMHA - Zandra (Spanish)	101,748	1,971	1.94%	13.64%
LinkedIn	Why People Love Working at TMHA - Zandra (Spanish)	46,227	40	0.09%	24.32%
Meta Boosted Posts	<ul style="list-style-type: none"> Want to find a career... At TMHA we believe... 	29,590	2,493	0.77%	N/A

Summary of Performance

The paid media tactics utilized by Transitions Mental Health Association for the April through June campaign included Google Search, Meta, and Programmatic PreRoll. In June, additional tactics were incorporated for the last couple of weeks of the campaign, including LinkedIn, Meta Boosted Posts, and YouTube.

From April to June, these tactics generated over **2 million impressions** and over **23,000 clicks** to the recruitment/career page. While the Meta ads led in impressions, Google Search was the top-performing tactic for CTR, achieving a **10.01% CTR**. The interview ad, "Why People Love Working at TMHA - Zandra," was a strong performing creative piece across multiple platforms. We recommend creating and utilizing additional versions of this type of interview video.

Although LinkedIn was a late addition to the campaign, it quickly performed well and, given more time, would have met and exceeded benchmarks. For future campaigns, we recommend implementing LinkedIn from the beginning.

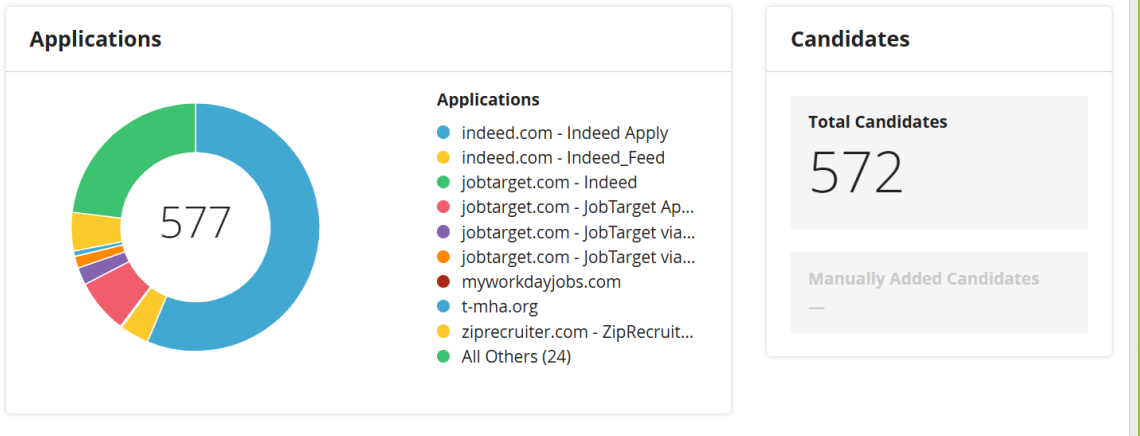
Based on performance, recommendations for the next TMHA campaign include adjusting tactics and having campaigns on LinkedIn, Google Search, Meta, and YouTube.



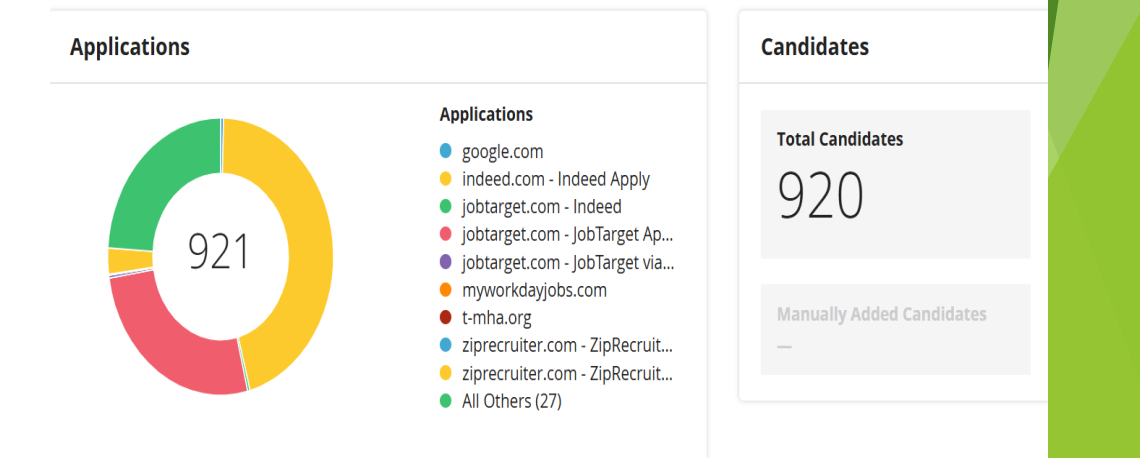
Accomplishments:

- ✓ Implemented a new advertising campaign aimed at recent graduates of both undergraduate and clinical programs! We saw a 61% increase in applicants.
- ✓ Updated all current recruitment strategies, including our web site, job postings, and interview process!
- ✓ Implemented a student loan payment program that supported staff to make longer-term commitments while expending grant funds for benefits with the greatest impact!

Applications Before BHRR Grant Funding



Applications during BHRR Grant Funding Phase B: 61% increase in applicants



Tule River Indian Health Center, Inc.

Our Vision: Healthier Native American Families and Communities

Our Mission: To improve the health status and quality of life of those we serve



TRIHCI.org



Program Goals

- 1. Develop Marketing & Branding strategies to increase the number of qualified individuals who apply for behavioral health positions.*
- 2. Secure a formal agreement from a minimum of one (1) four-year institution to staff a behavioral health internship position at Tule River.*
- 3. Increase employee retention by 10% as a result of professional training support as measured by employee feedback.*

Phase A Program Successes

- 1. Assembled a project team who created SMART goals for Phase B.*
- 2. Finalized Phase B Implementation Plan.*
- 3. Completed Sustainability Plan and PSAT.*

Phase B Program Success

Accomplishments

1. Onboarded a Masters in Social Work Intern from Fresno Pacific.
2. Hired a Marketing & Branding team.
3. Finalized plans for the Employee Well-being Room.

Accomplishments to be Completed by End of 2024

1. Establish and open the Employee Well-Being Room.
2. Schedule staff trainings as per employee survey results.
3. Update the website employment page.



Unicare Community Health Center

Unicare Community Health Center strives to provide high quality health care to the communities it serves. Our goal is to provide easily accessible, comprehensive and affordable medical, dental and behavioral health care to every family member, while reducing visits to emergency rooms and urgent care facilities. Our mission is to be a community health care organization that treats everyone with dignity, respect and cultural sensitivity to help create an environment in which all can prosper.



Program Goals

- ❖ Strengthen Unicare's capacity to effectively recruit and retain skilled behavioral health providers
- ❖ Develop a program plan that addresses the unique needs of each life cycle and special populations
- ❖ Implement a comprehensive behavioral health integration program
- ❖ Develop a team culture and environment that is collegiate, supportive and collaborative
- ❖ Design a Behavioral Health program model to build, strengthen and sustain the program
- ❖ Conduct ongoing grant research for funding to further enhance the program and delivery of services



Phase A Program Success

- ❖ Unicare was awarded \$50,000 for the Phase A Planning Phase
- ❖ A needs assessment was completed to guide Phase B planning and strategy selections
- ❖ A structured budget was designed to guide the organization with its expenditures over the course of the grant period to ensure effective recruitment and retention

Phase B Program Success

Accomplishments

- ❖ Unicare successfully recruited and retained multiple behavioral health providers including a Director of Psychiatry, a Licensed Clinical Social Worker (LCSW) and a Licensed Marriage and Family Therapist (LMFT)
- ❖ A SWOT analysis was performed to identify and evaluate Unicare's internal strengths and weaknesses, as well as external opportunities and threats, to help assess its competitive position and develop effective strategies to capitalize on opportunities while mitigating potential risks
- ❖ A new Behavioral Health Program Model was designed to provide a solid foundation to build upon moving forward
- ❖ A monthly organization-wide newsletter was distributed which includes program and staff spotlights along with other exciting news and resources
- ❖ A recruitment brochure was designed to showcase Unicare's values, benefits and culture to prospective employees during their job search
- ❖ Job postings and descriptions were revised and rewritten to be more inclusive, closely align with the positions, and to appeal to a broader number of potential applicants
- ❖ Organization-wide salary benchmarking was performed to ensure that the staff-body was being offered competitive compensation and to continue to attract and retain top talent

Accomplishments (continued)

- ❖ A Behavioral Health team dinner was hosted at Flemings Prime Steakhouse to discuss the future of the Behavioral Health program. The event was a great success and the BH team loved it!
- ❖ One of the lead LCSW's completed her certification for ASW supervision
- ❖ In furtherance of the development of the Behavioral Health team, monthly meetings have taken place to discuss program goals, challenges, updates and future developments
- ❖ Unicare was selected to receive HRSA's FY 2024 Behavioral Health Service Expansion grant award to increase the number of patients receiving mental health services and to increase the number of patients receiving substance use disorder services (SUD), including treatment with medications for opioid use disorder (MOUD)





U P A C

Mission: We are committed to providing person-centered and holistic services, prioritizing culture and ethnic identity to enhance the overall health, well-being, and self-sufficiency of those served.

UPAC Values

A Pillar In Our Community:

We serve as a pillar in our community and offer hope and assistance, empowering people to seek and receive the help they deserve

Compassion Through Action:

We approach each individual with empathy and understand the courage it takes to seek help.

Cultivating Inclusion:

We believe in the power of diversity to enrich our community and advance our approach to wellness.

Unwavering Commitment:

That means safekeeping our client's trust and narratives and standing ready to support them whenever they are ready to take the next step.

Achievements:

- Created an executive team with biweekly meetings
- Updated and revised all job descriptions
- Purchased a badge printing machine for our social enterprise program and updated new staff badges
- Found a way to highlight client success stories
- Hired a Social Media person and IT person and Maintenance
- Hired a website developer and created a whole new website
- Hired a branding company and designed a whole new company rebrand
- Created and communicated to the board our new mission statement and values
- Completed staff opinion/stay and salary surveys organization wide and created plans to implement the results.
- Updated the performance review form
- Created a monthly newsletter
- Created a career development policy
- Leveraged technology to use Paylocity for annual training, check requests, PCNs, etc.
- Created and implemented a new agency organization chart with updated titles and positions
- Created a working strategic plan that is being implemented by the board of directors for the next 5 years
- Created a staff recognition plan by purchasing pins, swag and awards
- Created an MOU with National University to help get staff discounts on classes they take
- Hired a recruitment team to help with filling positions that were vacant for periods of time
- Created a plan to celebrate cultural events for the agency and staff through DEI expertise
- Created sustainability plans to ensure that all progress for the organization remains



Venice Family Clinic

Our Vision: To improve the health of people and communities through accessible, quality care.

Our Mission: To provide quality health care to people in need.

PHASE A SUCCESSES: (7/1/23-9/30/23)

- July: Developed the Phase A workplan, a Scope of Work, and conducted a Capacity Building Survey (CBS) with Behavioral Health staff to identify needs and priorities.
- August: Developed two SMART program goals for Phase B (above), selected strategies based on the results of the CBS, and proposed the Phase B budget.
- September: Compiled all work into the Phase B Implementation Plan.

PROGRAM GOALS:

1. To enhance our **pipeline creation** strategy by hosting, supervising, and mentoring at least 20 students for internships or volunteer positions by January 31, 2025.
2. To enhance the **workplace culture** by providing monthly staff recognition opportunities and annual opportunities to anonymously provide feedback to leadership by January 31, 2025.

Phase B Successes (10/1/24-1/15/25)

PIPELINE CREATION ACCOMPLISHMENTS

- Our Behavioral Health Department supervised, mentored, and funded 33 students through internship positions.
- Formal partnerships with 9 educational institutions were developed and maintained to obtain student interns.
- Surveys were developed and conducted quarterly to assess intern satisfaction and implement any necessary changes to the program. Interns reported high satisfaction with mentorship received, opportunities provided through the program, and more.

WORKPLACE CULTURE ACCOMPLISHMENTS

- An annual survey to receive staff feedback on Behavioral Health supervisors was developed and conducted twice to inform leadership improvement. Survey results demonstrated high staff satisfaction with department leadership.
- Staff recognition opportunities included retreats, trainings provided at monthly staff meetings, twice yearly in-person staff appreciation events, and gifts of books to further staff training opportunities.

Vista Community Clinic: Behavioral Health Recruitment & Retention Project

Our Vision

A community where every person chooses health.

Our Mission

Valuable **C**onconnected **C**are:
Meeting the health and wellness needs of our community.

Vista Community Clinic (VCC) is an FQHC with:

- ❖ 12 Clinics located in San Diego, Riverside, Orange Counties (1 pending in Los Angeles County) and 5 Mobile Units.
- ❖ 2 locations with on site BH services, expanding to 1 additional site. Telehealth at all sites.

- ✓ We need LCSWs!
- ✓ Our Behavioral Health clinicians want training!

What can we do?

BHRR Goals

- Hire at least 1 LCSW with Clinical Supervisor Certification
- Research and attend at least 6 career fairs
- Conduct BH staff training needs survey
- Educate BH staff on the benefits of longevity in the workplace
- Hire consultant to conduct staff training
- Partner with at least 3 local educational institutions to recruit ASW candidates
- Hire a consultant to provide a SWOT Analysis for BH Department

BHRR Accomplishments

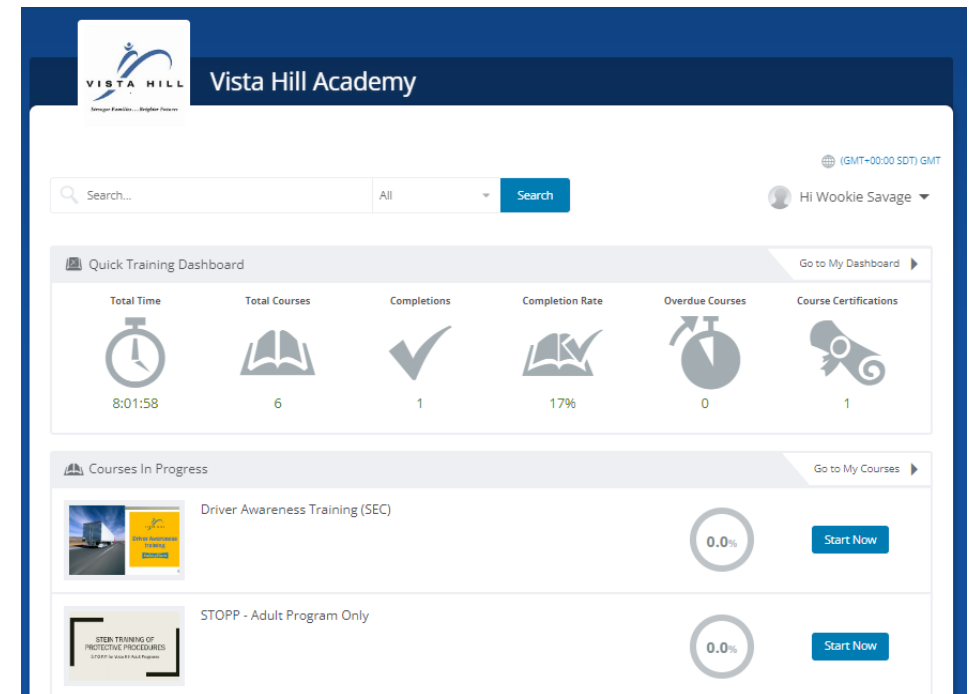
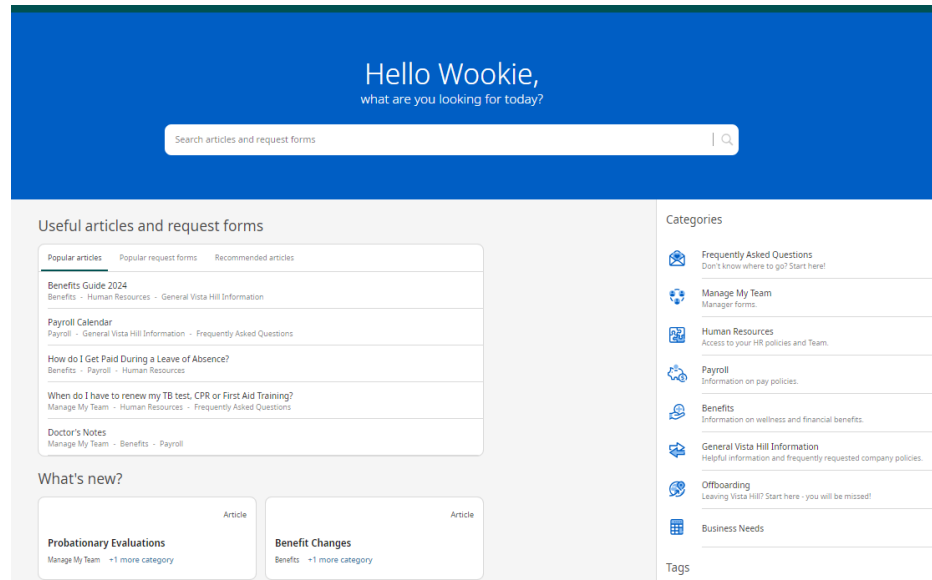
- 4 existing staff completed Clinical Supervisor Certificate
- Attended 11 career fairs in 2024 and 3 were focused on BH
- Completed BH staff training needs survey
- Developed and shared flyer on the benefits of longevity
- Conducted a full day training/retreat day specifically for our BH staff. The training was wonderfully received by the staff and morale is at a high level as a result.
- Recruited and hired 1 APCC, 1 AMFT and 2 ASWs to date; 3 are in the hire process to start 11/4/2024.
- Consultant is completing SWOT analysis.

About Vista Hill Foundation

- Founded in 1957 in San Diego
- 450 employees serve over 25,000 clients annually in the areas of:
 - Substance Use Disorders,
 - Mental & Behavioral Health, and
 - Developmental Disabilities.
- Our BHRR Goals:
 - **Leverage Technology:** Implement a new HR system that would make recruiting and onboarding easier, and have a Learning Management Platform.
 - **Workforce Development:** Cover the cost of some development opportunities & create new training in the new system.

Progress to Date

- First part of system launched in August
- Employees are engaging the new site
- There is an “Ask HR” web portal, launched September
- “Vista Hill Academy” launched October





**EMPOWERING
A PATH TO
PROGRESS**

OUR MISSION

It is Waymakers' unending mission to build **SAFER COMMUNITIES** by **HELPING INDIVIDUALS** make their way through conflict and crisis to a place of strength and stability.

MAKING AN IMPACT

RESOLVING CONFLICTS

2,203

disputing parties

SUPPORTING VICTIMS

19,892

crime victims served

\$1.9m

financial restitution secured for victims

COUNSELING FAMILIES

3,245

youth and family members served

7,763

counselling hours provided to youth and family members

SHELTERING CHILDREN

1,292

youth and family members served

94%

of youth successfully reunified with their families

EDUCATING COMMUNITIES

4,652

individuals received education trainings



Goals: Recruitment & Retention

Our BHRR goals for Waymakers focused on two key areas: enhancing **recruitment** through effective marketing and branding strategies, and improving **retention** by leveraging technology to support our team members.

Key Achievements

Waymakers has successfully partnered with UKG, a cutting-edge software solution for our payroll and HRIS needs. This collaboration will enable our staff to streamline operations and access advanced functionalities, ultimately enhancing the quality of their work, a key goal in our retention efforts.

Key Achievements

Waymakers has effectively engaged subject matter experts, consultants, and strategic meetings to strengthen the foundation for future decision-making, enabling us to enhance our branding and marketing efforts for recruitment.



We Care Services for Children

We Care's Mission is, through targeted, compassionate and effective early intervention services, to help young children and their families reach their full potential, regardless of their abilities or circumstances.



Program Goals

1. Conduct baseline assessment to determine needs related to DEI in both recruitment and retention
2. Create employee led groups to discuss and direct solutions
3. Management team to work with employee led groups to implement solutions
4. Conduct summative assessment to measure changes in the areas measured in baseline assessment and assess remaining needs related to DEI to improve employee retention and recruitment



<https://www.wecarechildren.org/>



Employee Survey - November 2021
Survey Title
1. I believe it is important for us to improve DEI in our workplace because We Care has many of needed diversity in
2. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
3. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
4. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
5. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
6. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
7. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
8. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
9. I believe it is important for us to improve DEI in our workplace because it is the right thing to do
10. I believe it is important for us to improve DEI in our workplace because it is the right thing to do

Phase A Program Successes

1. Created Smart Goals related to Recruitment and Retention
2. Assembled Project Team
3. Completed SOW and Project Budget

Phase B Program Success

Accomplishments

1. Conducted Employee Satisfaction Survey
2. Invited all employees to review results and identified 4 Main Themes
3. Created 4 Small Employee Led Focus Groups based on 4 Main Themes from Employee Satisfaction Survey from which action steps emerged
4. Management Team worked with Small Group Leaders to implement action items
5. Promoted IDEA (DEI Team) as a resource for all employees
6. Established two new annual We Care traditions: Heritage Potluck and Escape Room to foster Teambuilding and Connectedness

Four Main Themes Identified through Employee Satisfaction Survey:

1. Connectedness
2. Equity and Repair
3. Staff Needs from Management
4. Policies and Procedures



YUROK TRIBE NER-GERY OOHL' DIVISION

Implemented brand new Recruitment Database Neogov.

- Increased job applicants by 100 in the first 30 day period.

Promotional Jobs: We have started posting our in-house opportunities to NEOGOV.

- **Referring Process:** We have defined our screening process to send the best applicants to the hiring managers.
- **Career Pages:** By utilizing this system, we can clearly track the on-boarding process and keep accurate record of our open positions.
- **Individualized Needs:** We have tailored the site to fit the Organization's needs.
- **On-Boarding:** We have set up the "first half" of the interview process and are slowly implementing the "second half" which is after the referral process we are needing to set up a "hire work flow" which will then allow Hiring Managers to set up a time they are available and NEOGOV will notify us to reach out to the Candidates that they want to interview.



YUROK TRIBE NER-GERY OOHL' DIVISION



New social media job announcements have increased number of applicants

Employee wellness space created and will continue to be added to



Thank You
For all Your Contribution!

We wish you all the best.

- BHRR Team