Workforce Development

San Mateo County

BHRS Leadership College
These Slides are Adapted from the Following Documents:


- Report to Congress on the Nation’s Substance Abuse and Mental Health Workforce Issues. SAMHSA; US Department of Health and Human Services (January 24, 2013)
Training Components

Values

Knowledge

Skills

Attitudes

The Competent Leader
I would really like to talk about my age

1. Absolutely
2. H… No!
3. Will it get me anything?
4. Kristin has lost her mind
Great. Good job on the Test Question. So....what’s your age? Yes, it’s anonymous

1. 68+
2. 49-67
3. 33-48
4. 23-32
# Welcome to the Four Generation Workforce

<table>
<thead>
<tr>
<th>Generations</th>
<th>Current Age</th>
<th>Years Born</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (AKA the Greatest Generation or The Silent Generation)</td>
<td>68+</td>
<td>1922-1945</td>
</tr>
<tr>
<td>Boomers</td>
<td>49 – 65</td>
<td>1946-1964</td>
</tr>
<tr>
<td>Gen Xers</td>
<td>33-46</td>
<td>1980-1965</td>
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</tbody>
</table>
Remember as we speak about any social science

- Culture
- Context
- Zeitgeist
That said, each of the above has a zeitgeist

Add to that these trends....

- Not Happy.
  - Over half of the American Workforce is unsatisfied with their jobs.
- Rapid Technological Change.
  - We connect anytime, anywhere
Given this, how do we lead a workforce

- Know the collective workforce
- Know ourselves
Your learning Style

1. **Traditional;** instructor-led; reading: homework: “teach me”, tech challenged
2. **Independent;** expert or instructor led, goal-oriented; competitive, “lead me to information”, tech-latecomers
3. **Individuals also collaborative;** peer to peer, “connect me to people”; tech-adept
4. **Need to see context and value;** search and explore with each other, online, in their time, in their place, “connect me to everything”, tech savvy
Your Experience in the Workplace

1. No discussion of work-life balance; work is performed in the office, work measured by hours worked
2. Little emphasis on work-life balance; work done in the office; work long hours; sought stellar career
3. Witness the end of life-long employment, move toward a portable career; increased emphasis on work-life balance; work can be performed in and out of the office
1. Believe that work should be measured by results, not hours, actively seeks work-life balance, move toward building parallel careers
Characteristic of Generations

- Traditional – Do without; respect authority, details, less into change, dedication, sacrifice, duty and hard work
- Boomers – Health economic era, optimistic, defined by job, mixed attitudes toward authority and management
Characteristic of Generations

- Gen X - Distrust of national institutions; cynical and pessimistic; comfortable with change; high degrees of self-reliance
- Millennials - Financial boom; tech savvy and into social networks, multi-task; expect instant reward and gratification
Why know any of this? Consider the Workforce Trends

1. Trend One: Increased use of new technologies
2. Trend Two: Increased expectation for work-life flexibility
3. Trend Three: Increased expectation for continual development
Why know any of this?

Consider the Workforce Trends

4. Trend Four: Increased need for new ways to reward and recognize employees

5. Trend Five: Increase need to engage the entire workforce

6. Trend Six: Increased emphasis on innovation
What to do....Develop

- Develop “soft skills”
- Find ways to use social media to educate
  - Start with having the entire staff sign up for the San Mateo Change Agent website
  - Facebook
- Identify work that people find meaningful.
  - Frame work as meaningful
- Mentoring
  - Include reverse mentoring
What to do.... *Be More Flexible*

- Where can we provide more flexibility in schedule?
  - Some jobs can be more flexible
  - Some aspects of jobs can be performed elsewhere
- What is productivity in your office?
What to do.... *Reward*

- Re-evaluate your rewards
  - Be flexible with rewards
- Create menu of rewards
- On the spot rewards
- Create culture of rewarding
  - Encourage staff to reward each other
What to do.... *Engage*

- **Retain** and support your best employees
- **Transform** the partially engaged to engaged
- Focused on **disengaged last**... help them move on, if necessary

[http://www.youtube.com/watch?v=ULkbhrKxGeQ](http://www.youtube.com/watch?v=ULkbhrKxGeQ)
Knowledge and Skills

What the Workforce of the Future Needs to Know
The Skills Needed in a Changing World

- More diversity in the communities served and entitled to health care, means a need for a more diverse workforce
  - Reduce health disparities – we need to have a more diverse workforce
  - Expect more peer providers
The Skills Needed in a Changing World

- More diversity in the communities served and entitled to health care, means a need for a more diverse workforce with skills to work with the following:
  - Children and adolescents
  - Older adults
  - Rural residents
The Skills Needed in a Changing World

- Integrated Care - holistic, public health care model
  - Core competencies for national health care is lacking
  - Licensure does not include any preparation for working with primary physical disorders
The Skills Needed in a Changing World

- Competencies in Co-Occurring mental health and alcohol and other drug treatments.
  - Knowledge of both types of conditions
  - Partnering skills – how to work cross discipline
The Skills Needed in a Changing World

- More medicine-based treatment
  - Need for more physicians
  - Need for more allied professionals who have knowledge of the body, brain and a variety of medications used
Accountability

- Evidence Based Practice
  - Wellness and Recovery
- Community Based Practice
  - Relevant for the Community
- Competencies
- Outcomes and Data
- Technology
Given all this information, I am most in need of training around (pick one)....

1. Integrated treatment with Primary Care
2. Co-Occurring Disorders
3. Working with peers
4. Work with Older Adults
5. Work with Youth and Adolescents
6. How to Work with Data and Outcomes
7. Using Technology
Exercise!

- Write a job description for a behavioral health provider – you decide the affiliated profession – using some of the discussion we had today about the core competencies needed for the behavioral healthcare workforce of the future.
Workforce Development
Blows my mind. I want to be involved in... *check all that apply*

1. Training Committee meetings
2. Being a mentor or being mentored
3. Presenting a training
4. Organizing a training
5. Collecting outcomes
6. Signing up for Change Agent Page on Facebook
Thank You!

For Workforce Development and Training Needs...

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