Workforce Solutions

AHP approaches workforce development as the nexus of strategic systems alignment, organizational stability, and people development that ensures a robust, thriving workforce. Organizational leadership can apply key principles and practices of strong workforce development programming across three interconnected levels.

Healthy Systems	Healthy Organizations	Healthy Employees
• Collaborative partnerships among stakeholders (e.g., education, workforce, government, funders) for pipeline and upskilling • Integrated care, whole person, care coordination, and population health models • Qualitative research that informs policy alignment to meet labor force needs. • Fair wages and relevant benefits • Research funding mechanisms	• Retention and recruitment strategies • Integrated DEIJB+ strategies and practices • Well-being and workplace culture • Support and training for middle managers • Staff working at the top of their license. • Transparent career pathways • Fair wages and relevant benefits	• Professional development and career opportunities • Effective supervision and mentoring • Employee engagement and voice • Fair wages and relevant benefits • Work-life harmony and workplace well-being

Systems and **organizations** invest in workforce development to ensure there is a pipeline of new workers to maintain robust staffing and to continue to thrive and be competitive in the sector, build upon and recruit toward diversity, build upon and develop the skills of their staff, improve wellbeing and productivity, and innovate in providing quality care.

At the individual **employee** level, workforce development includes identifying and enhancing the knowledge, skills, and attributes (KSAs) of employees to meet the changing needs and demands of the labor market. Management and employees also benefit from trainings focused on knowledge and practices that improve workplace culture.

How Does AHP Work With Clients At Each Level To Strengthen The Workforce?

- We offer thought partnership at the **systems'** level informed by the field to advocate for policy alignment, a strong financial foundation that supports education, credentialing, and fair wages, and the shared goals of quality care, community wellbeing, and health equity.

- Our experts work with **organizations** to identify needs, establish benchmarks, and implement initiatives that build strength, pipeline capacity, workplace wellbeing, and financial stability.

- We educate, train, and coach **employees** to increase knowledge, develop skills, and foster attributes that positions them to provide better quality care, manage their career arc, and seek voice in moving the BH field forward.

What Does Workforce Development Look Like?

Coordinating strategic partnerships among stakeholders (e.g., policy makers, educational institutions, workforce boards, employers) to ensure the workforce can access the necessary education, training, certification, and technology skills to be successful through deliverables such as

- **Facilitated stakeholder engagement** (e.g., educational and public workforce systems, employer and trade organizations) to develop, coordinate, and sustain effective pipelines (Systems/Organizations),

- **Learning collaboratives/communities of practice** where colleagues from across stakeholders meet to share, collaborate, and learn from each other (Systems/Organizations), and

- **Policy initiatives** focused on engaging with federal, state, and local policymakers to address, inform, and help craft legislation supporting BH workforce development (Systems).

Collecting and analyzing data to inform funders, clients, and stakeholders, to assess efficacy of programming and current strategy, develop data-driven problem statements to quantify presenting problems, and to set baselines to drive change and improvement through deliverables such as

- **Common minimum data set** including wages, staffing levels, turnover and retention rates, etc. (Systems/Organizations),

> Pierce County Washington (2022)
>
> California Behavioral Health Workforce Development (2021)
>
> Tulane University & Louisiana (2021)

- **Needs and gap analysis** through environmental scans, focus groups, and key stakeholder interviews to compliment hard data with anecdotal experience (Systems/Organizations), and

- **BH workforce roadmaps/blueprints** to address challenges in retention, recruitment, and pipeline development (state- and county-level) including prioritized action areas, strategies, and identifying key stakeholders (Systems/Organizations).

Defining career pathways and building pipelines, from engaging high school students to master's candidates to reentry populations to those exploring second careers through deliverables such as

- **Comprehensive career mapping** that identifies a full range of entry points, the credentialing/education requirements, effective retention and recruitment strategies, and the supports needed to better ensure success (Systems/Organizations/Employees),

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- **Facilitated stakeholder engagement** (e.g., educational and public workforce systems, employer and trade organizations) to develop, coordinate, and sustain effective pipelines (Systems/Organizations), and

- **Inclusive hiring and employee engagement practices** to create a workforce more representative of populations served using competency-based job descriptions and hiring practices, collaborative leadership training, and implementing inclusive practices honoring employee voice and autonomy (Organizations/Employees).

California Behavioral Health Workforce Development, Mentored Internship Program (2021-present)

California Behavioral Health Workforce Development, Behavioral Health Recruitment and Retention (2023-present)

Using research-based workforce development practices to drive program improvement and improve workplace wellbeing through gap and needs assessment, prioritizing next steps, and providing targeted TTA through deliverables such as

- **Rubric-based assessments and implementation planning tools** for program development (e.g., hiring and onboarding, supervision, DEIJB, workplace wellbeing, employee engagement, career pathways, data collection, infrastructure) (Organizations/Employees),

- **TTA for supervisors and leadership** addressing topics such as workplace culture, DEIJB-integrated strategies, responsive supervisory practices, retention and recruitment strategies, and mentorship (Organizations/Employees),

- **TA and coaching** (individual and group) in support of program development and sustainability (Organizations/ Employees),

- **Pilot programs** to evaluate innovative practices such as mentored internship programming, career exploration using virtual reality (VR), etc. (Organizations/Employees), and

- **Learning collaboratives/communities of practice** where colleagues from across stakeholders meet to share, collaborate, and learn from each other (Organizations/Employees).

University of Wisconsin Behavioral Health Excellence Technical Assistance Center (2022-present)

California Behavioral Health Workforce Development, Mentored Internship Program (2022-present)

HRSA HIV/AIDS Bureau (HAB): Enhancing HIV Care of Women, Infants, Children and Youth: Building Capacity through Communities of Practice (2022-present)

Providing professional development to create stronger organizations, more effective collaboration and teamwork, and better quality of care through deliverables such as

- **Webinars and TA** covering topics such as retention and recruitment, workplace wellness/wellbeing, supervisory practices, mentoring/mentorship, trauma-informed care, and cultural responsiveness (Organizations/Employees),

- **Toolkits and guides** offering interactive, scaffolded information, education, activities, resources, and guidance on the topics listed above (Organizations/Employees),

- **Learning collaboratives/communities of practice** where professionals with common experiences, responsibilities, and vision meet to share, collaborate, and learn from each other (Organizations/Employees), and

- **TA and coaching** (individual and group) in support of professional development and sustained changes in practice (Organizations/Employees).

California Behavioral Health Workforce Development, Peer Workforce Investment, Expanding Peer Organization Capacity, and Mentored Internship Programs (2022-present)

Iroquois Health Association (2022-present)