

**CLERK OF THE BOARD OF SUPERVISORS  
EXHIBIT/DOCUMENT LOG**

**MEETING DATE & AGENDA NO. 10/11/2022 #10**

**STAFF DOCUMENTS (Numerical)**

No.	Presented by:	Description:
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1	N/A	
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**PUBLIC DOCUMENTS (Alphabetical)**

No.	Presented by:	Description:
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A	Karen Connolly	37 Page PowerPoint
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B		
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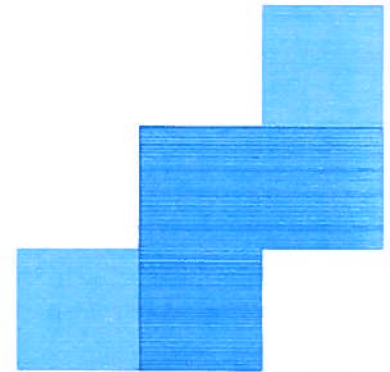
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# Addressing the Worker Shortage in Behavioral Health

Karen Connolly, M.S.W./M.P.H.  
Director of Healthcare Workforce Development

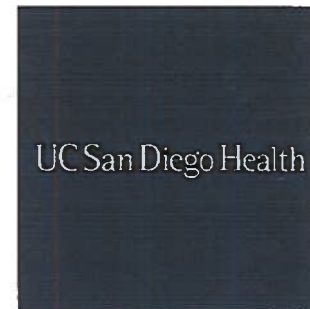






- Assemble steering committee
- Identify priority occupations
- Analyze unmet need, pay, diversity
- Focus groups and survey
- Develop recommendations
- Pilot programs

# Steering Committee





## Priority Occupations

Community Health Worker, Social Services Assistants including Peer Support Specialists

### **Psychiatric Aides**

Substance Use Disorder Counselors

### **Psychiatric Technicians**

Marriage and Family Therapists

### **Social Workers**

Psychologists

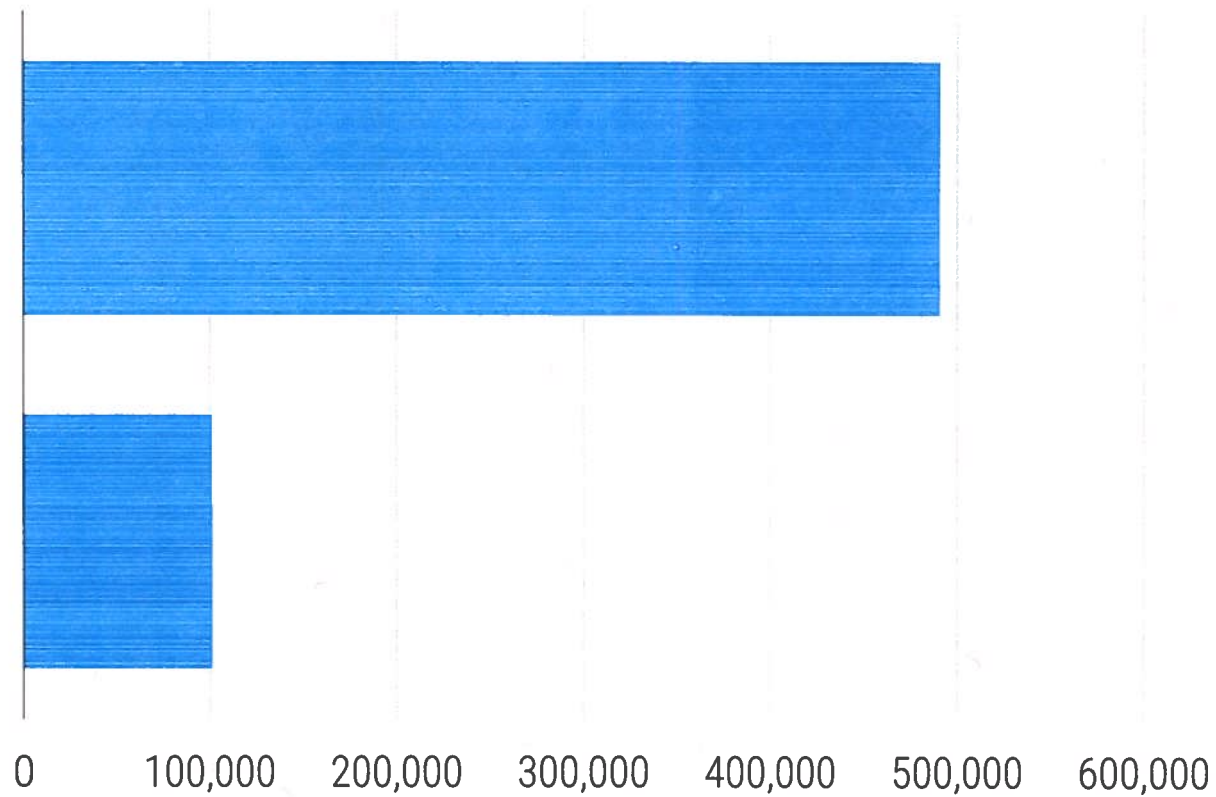
Psychiatrists

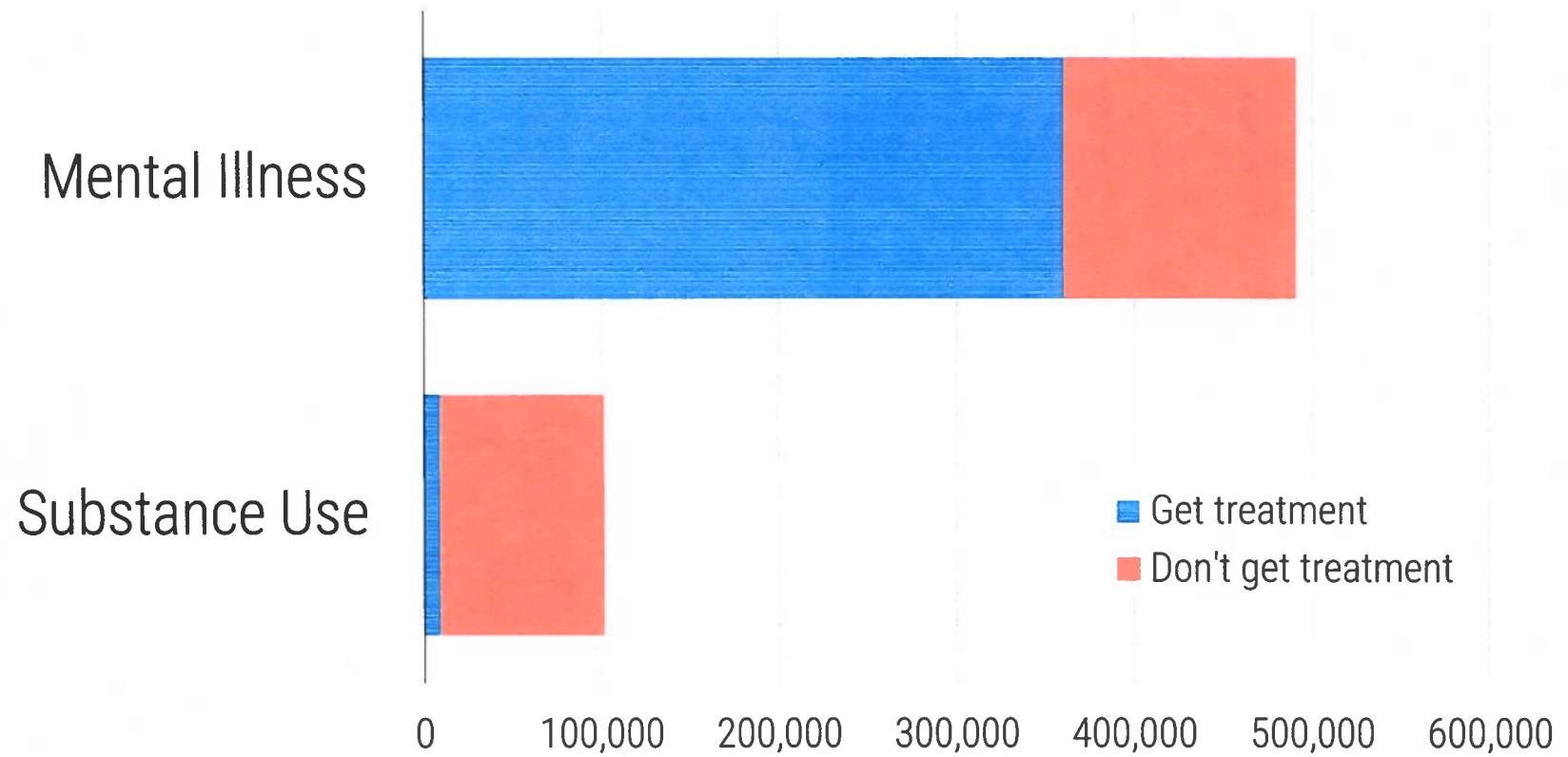
### **Registered Nurses in BH Settings**

Psychiatric Mental Health Nurse Practitioners and Physician's Assistants

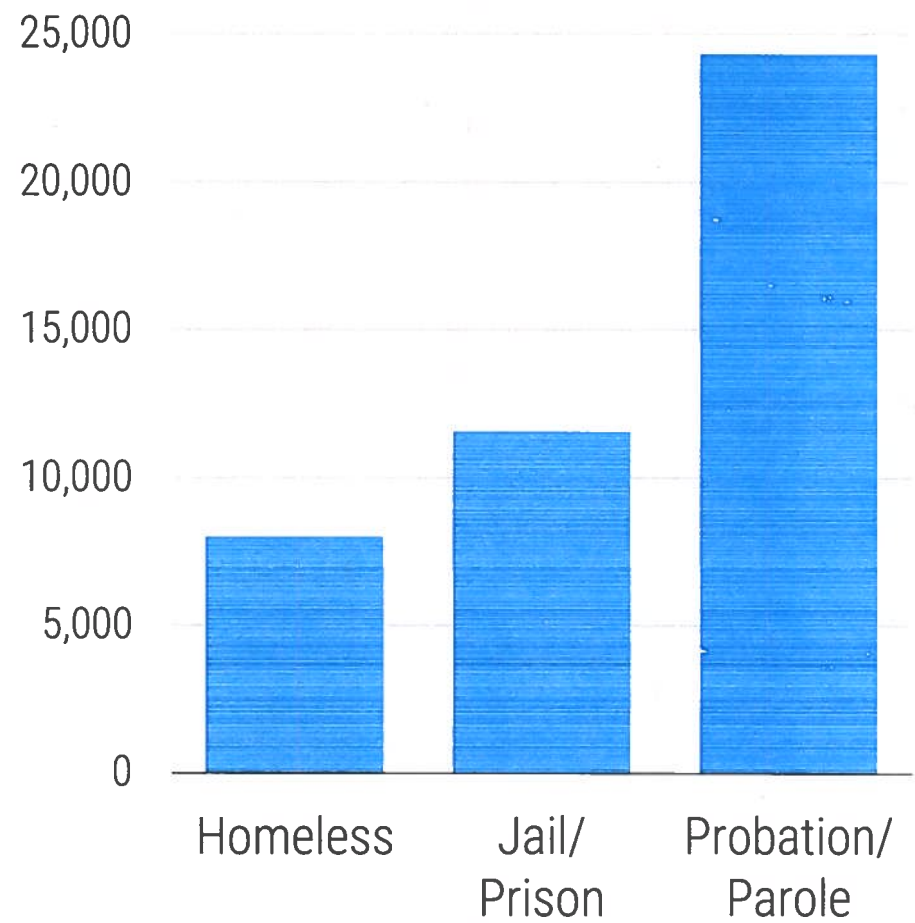
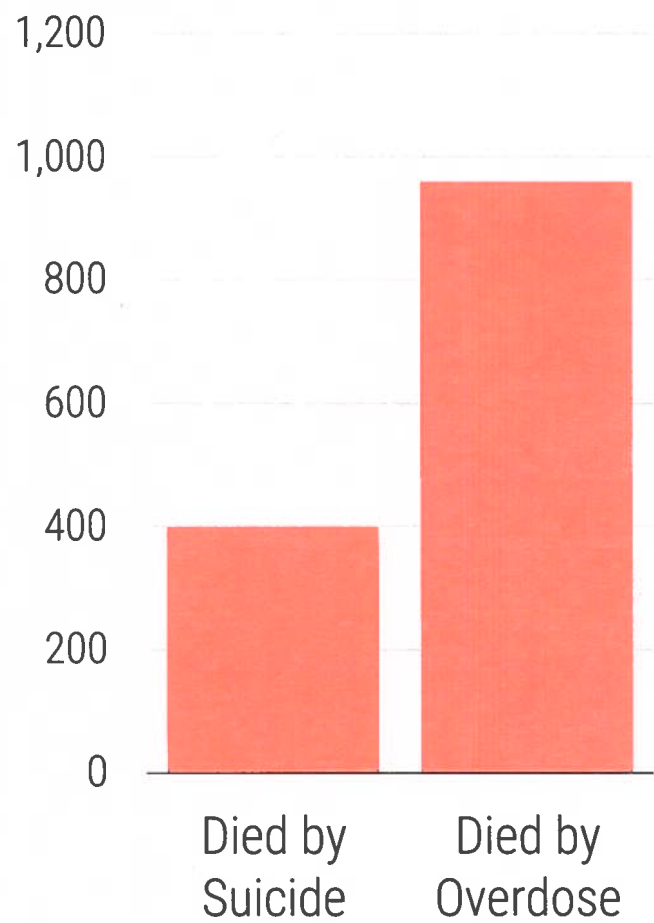
Mental Illness

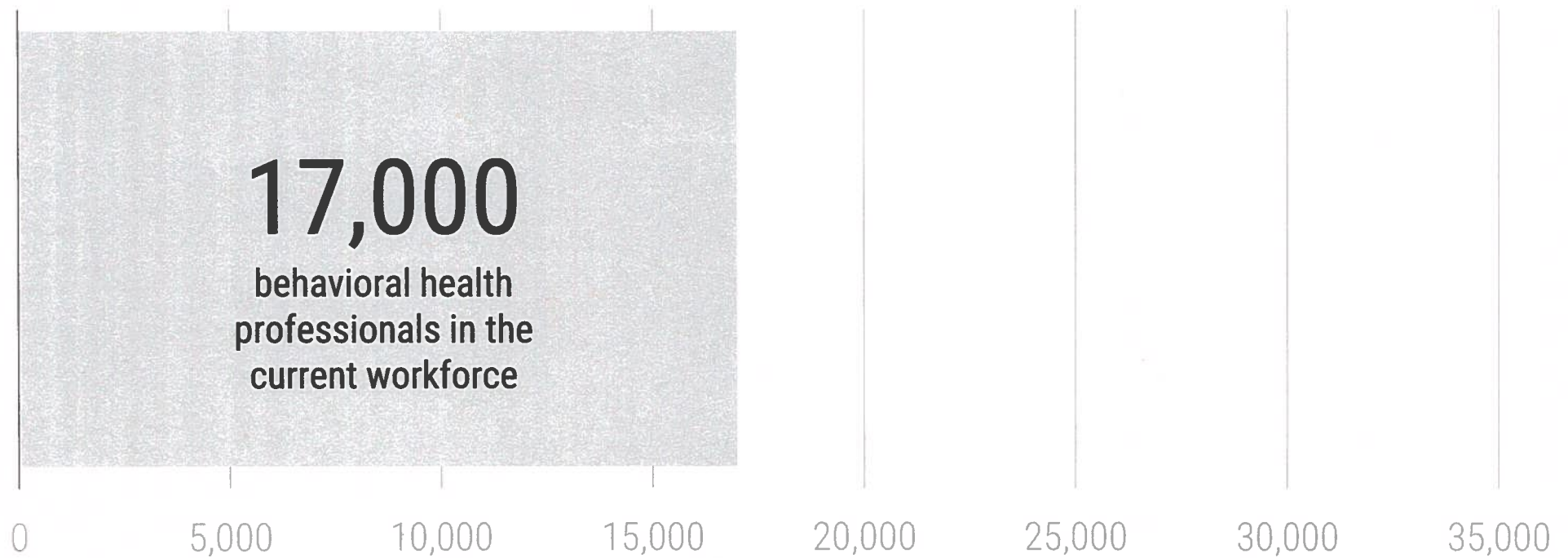
Substance Use

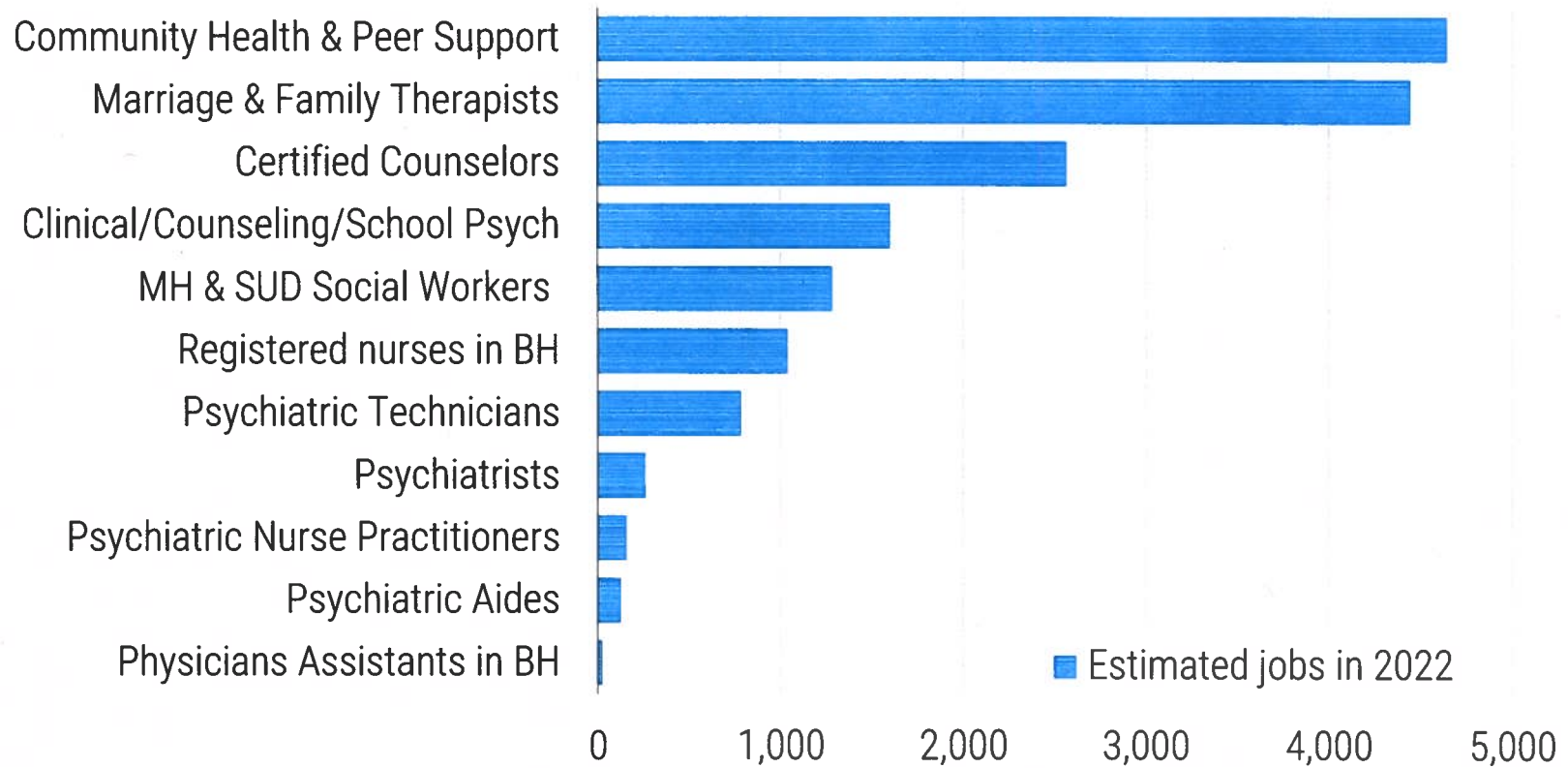
















A horizontal bar chart with a light gray background. A single dark gray bar extends from the left edge to the 17,000 mark on the x-axis. The bar is labeled with the number '17,000' in large black font, and below it, the text 'behavioral health professionals in the current workforce' in smaller black font. The x-axis is marked with vertical lines and labels at intervals of 5,000, from 0 to 35,000.

**17,000**  
behavioral health  
professionals in the  
current workforce

0

5,000

10,000

15,000

20,000

25,000

30,000

35,000





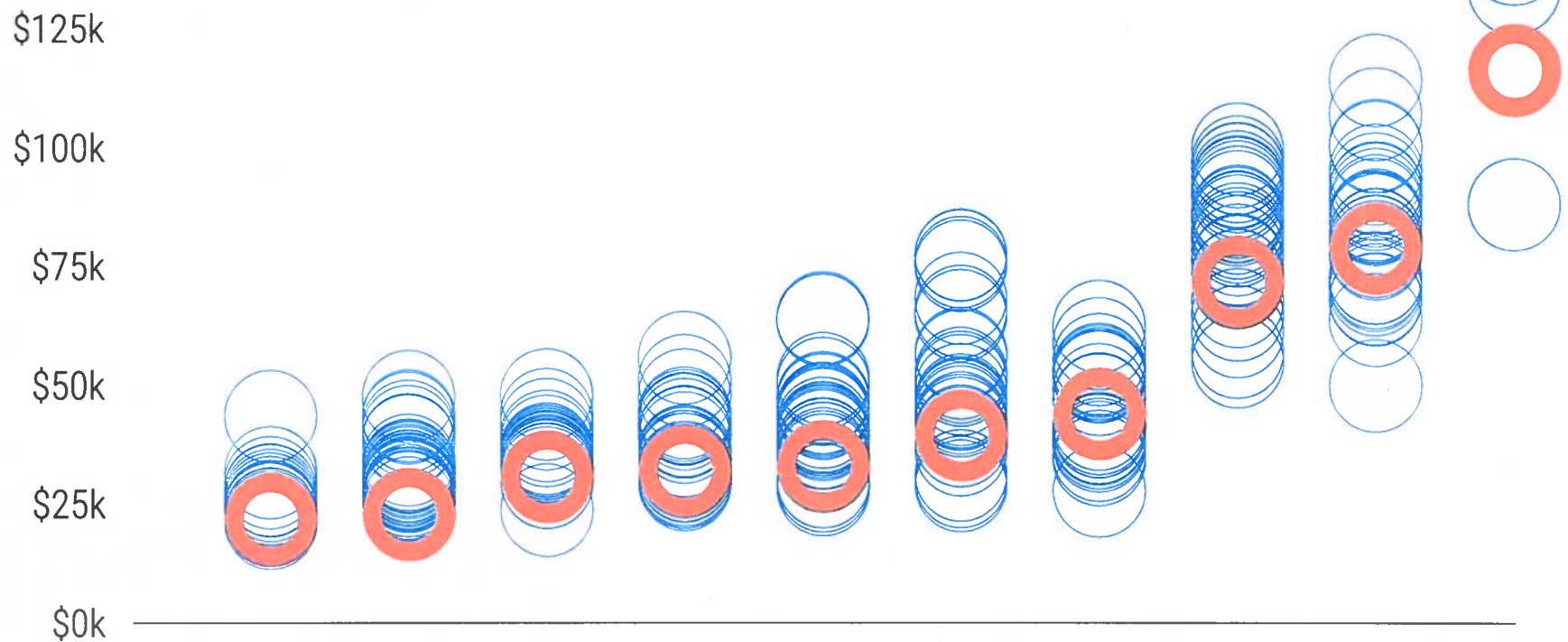




18,500 more workers needed by 2027

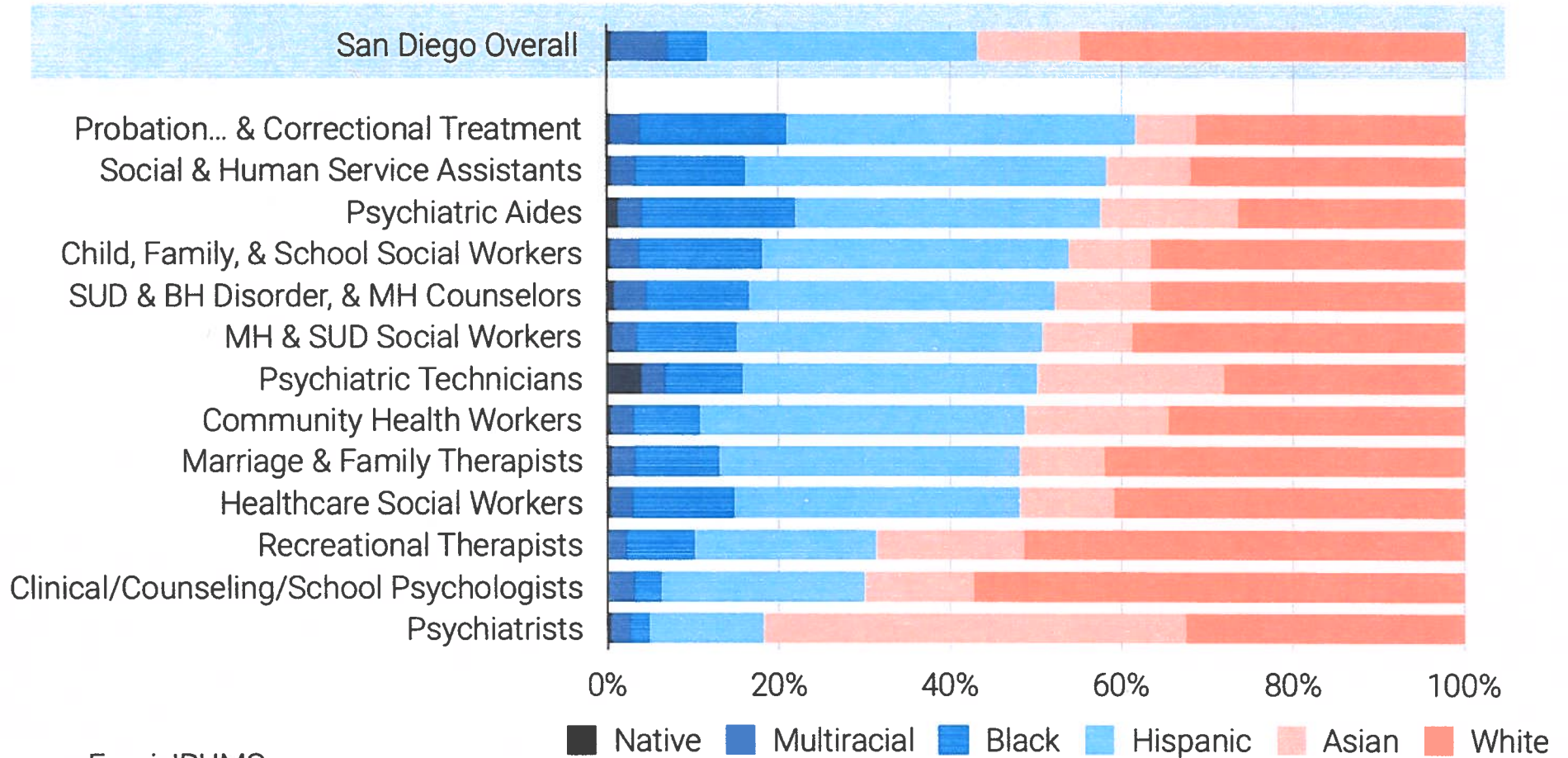


## COL-adjusted wages by MSA in CA





# Occupation Representativeness

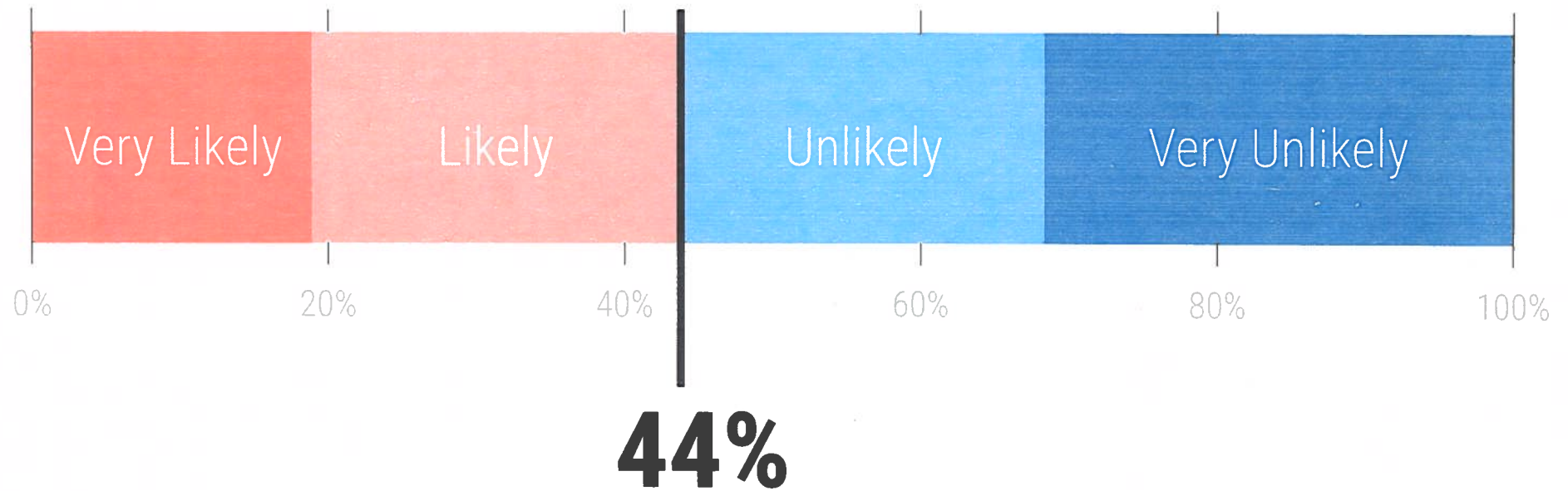


Sources: Emsi, IPUMS



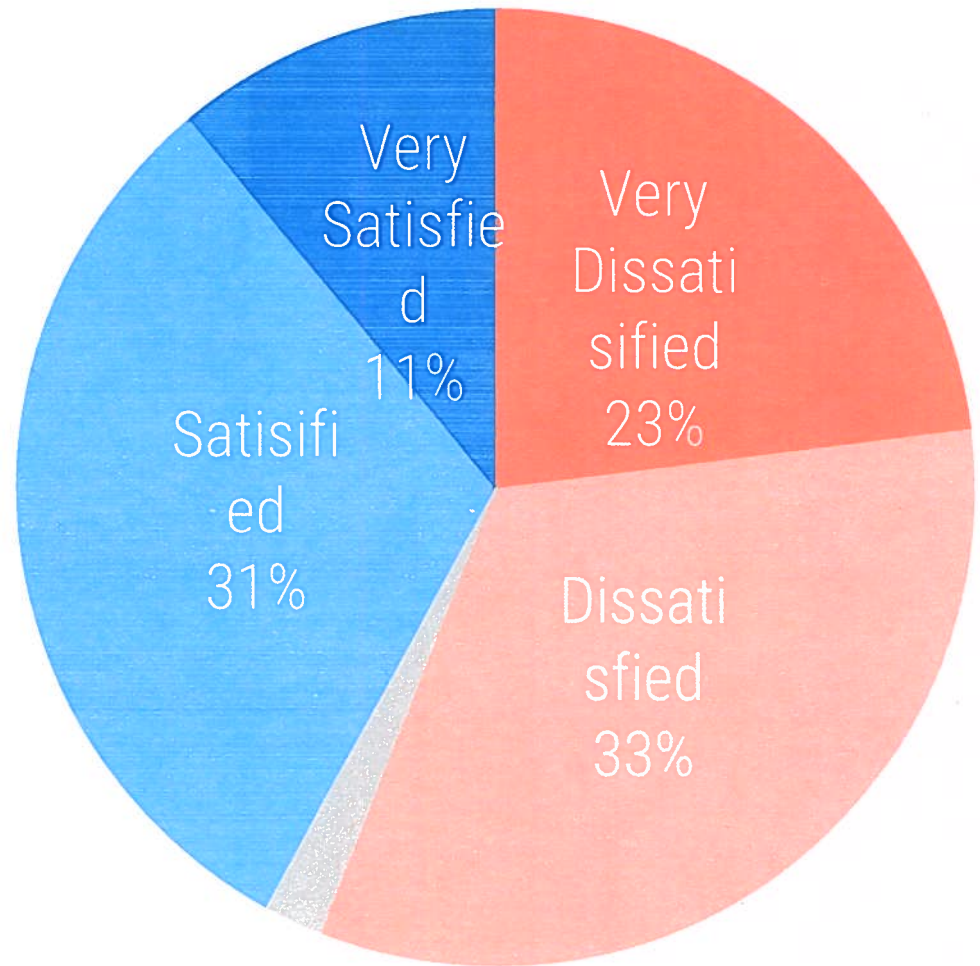
# Listening to Workers

## Intent to Leave





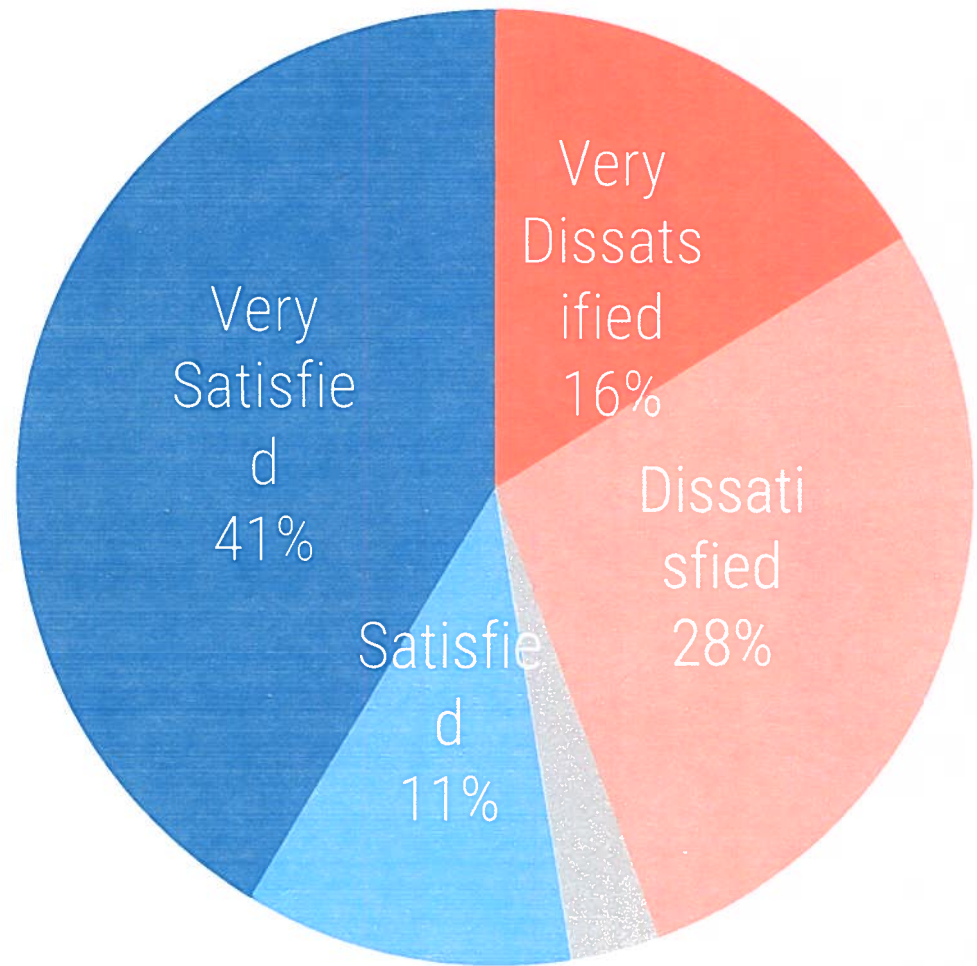
# Wages



“Panda Express was hiring at the exact same wage. I had completed a 2-year certificate, I had done hundreds of hours of an unpaid internship, and I had years of experience. I helped the interns in my program, I was training people. It really felt demeaning”

-SUD Counselor/Peer Support, left for STEM

# Stress





"Being extremely short staffed—it's brutal.  
I'm really burned out and I'm white knuckling it.  
Being hyper-vigilant in that way is not conducive  
to being a good clinician."

— Pre-Licensed Therapist

# **Documentation & Audits**

“Impossible”

“Unsustainable”

“Back-breaking”

“Bananas”

“Unethical”

“Merciless”

“Demoralizing”

“Pathological”

“Brutal”

## Good News

“I really do enjoy the population I work with. I went into this field with the interest of working with what might be called more challenging populations.”

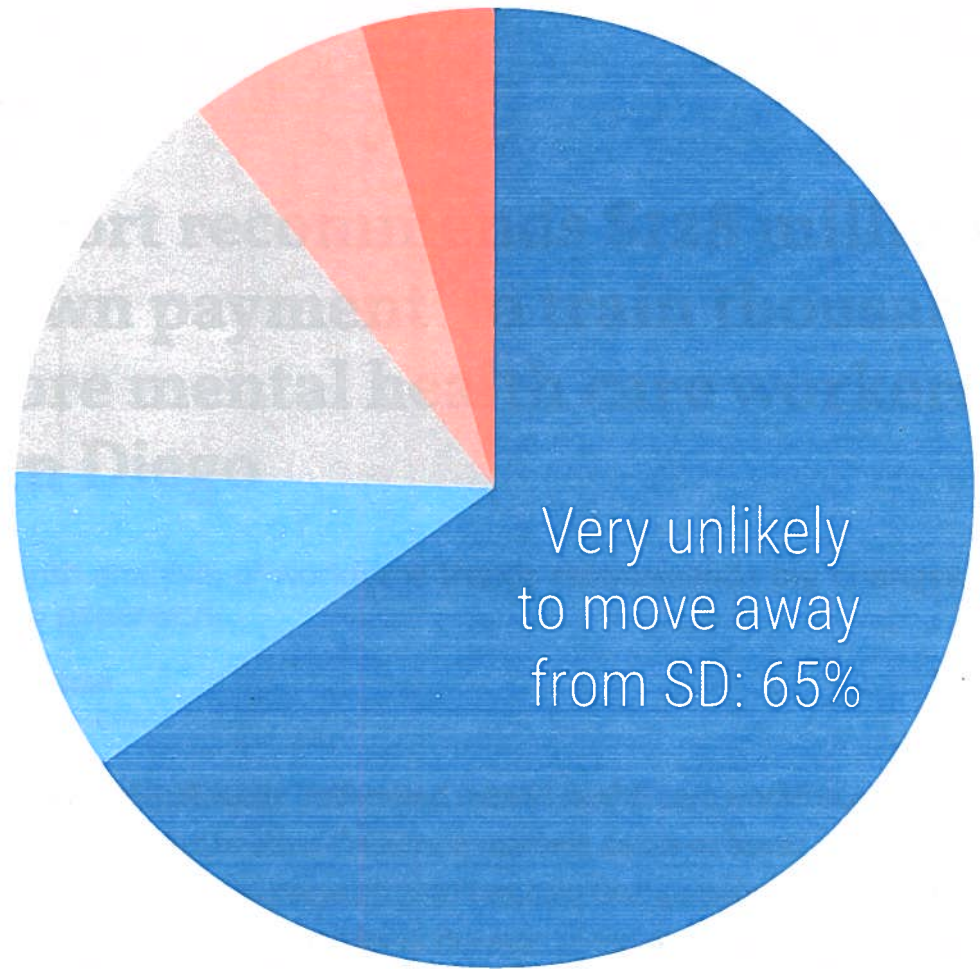
- Program Manager

“I did a little private practice on the side for a while. I’m paid four times as much there and we had a full caseload, but I love working with low income, diverse families.”

- Psychologist



**It's ours to lose**



### Wage recommendations snapshot

Occupation	San Diego percentile rank of 34 MSA's	Average 2021 San Diego Wage	Match median wage in highest paying MSA	Match median wage in 75 <sup>th</sup> percentile MSA
Human Services Assistants/Peer Support Specialists	1%	\$32,620	<b>\$73,340</b>	\$51,067
Substance Use Disorder Counselors	27%	\$45,490	<b>\$85,947</b>	\$63,837
Social Workers	17%	\$56,216	<b>\$119,113</b>	\$93,362
Community Health Workers	12%	\$43,892	<b>\$73,882</b>	\$55,669

# Proposed administrative adjustments

- Simplify
- Standardize
- Eliminate redundancies
- Modify contract management processes





## Vision for regional training “Centers Of Excellence”

**1**



**Provide Behavioral Health services to the public**

**2**



**Develop and host training programs for BH students and professionals.**

**3**



**Technical assistance to other organizations expanding training programs.**

**4**



**Research on interdisciplinary teams & workforce optimization models.**

Occupation / Job Title	Public Service Attraction & Retention Investments	Outcomes-Based Loans and Supervision Fund (OBF)	Total (\$)	Total Served	Additional Needed Next 5 Years	% of Additional Workers Needed
Certificated Community Health Workers & Certified Peer Support Specialists	\$9,000,000	\$300,000	\$9,300,000	1,230	5,727	21%
Certified Substance Use Disorder Counselors	\$7,000,000	\$1,500,000	\$8,500,000	1150	2952	39%
Psychiatric Technicians	\$1,455,000	\$400,000	\$1,855,000	290	837	35%
Licensed Clinicians (LCSW / LMFT/ LPCC)	\$12,800,000	\$14,000,000	\$26,800,000	840	6,246	13%
Psychologists (Clinical, Counseling and School Psychologists)	\$5,000,000	\$4,870,000	\$9,870,000	240	1,451	17%
Registered Nurses in Behavioral Health Settings & Psychiatric Mental Health Registered Nurses	\$5,395,000	\$2,000,000	\$7,395,000	234	656	36%
Psychiatric Mental Health Nurse Practitioners & PAs	\$12,000,000	\$7,800,000	\$19,800,000	200	212	94%
Psychiatrists	\$44,480,000		\$44,480,000	84	204	41%
<b>Total</b>	<b>\$97,130,000</b>	<b>\$30,870,000</b>	<b>\$128,000,000</b>	<b>4,268</b>	<b>18,285</b>	<b>23%</b>

# Regional Workforce Training Fund

- Establish first SUD apprenticeship in the state
- Assist local schools in building a psychiatric technician program
- Provide SW students with paid internships
- Increase supervision spots for licensure
- Increase the number of community psychiatry and psychiatric mental health nurse practitioners in the region
- Provide interest free loans for upskilling of existing workforce

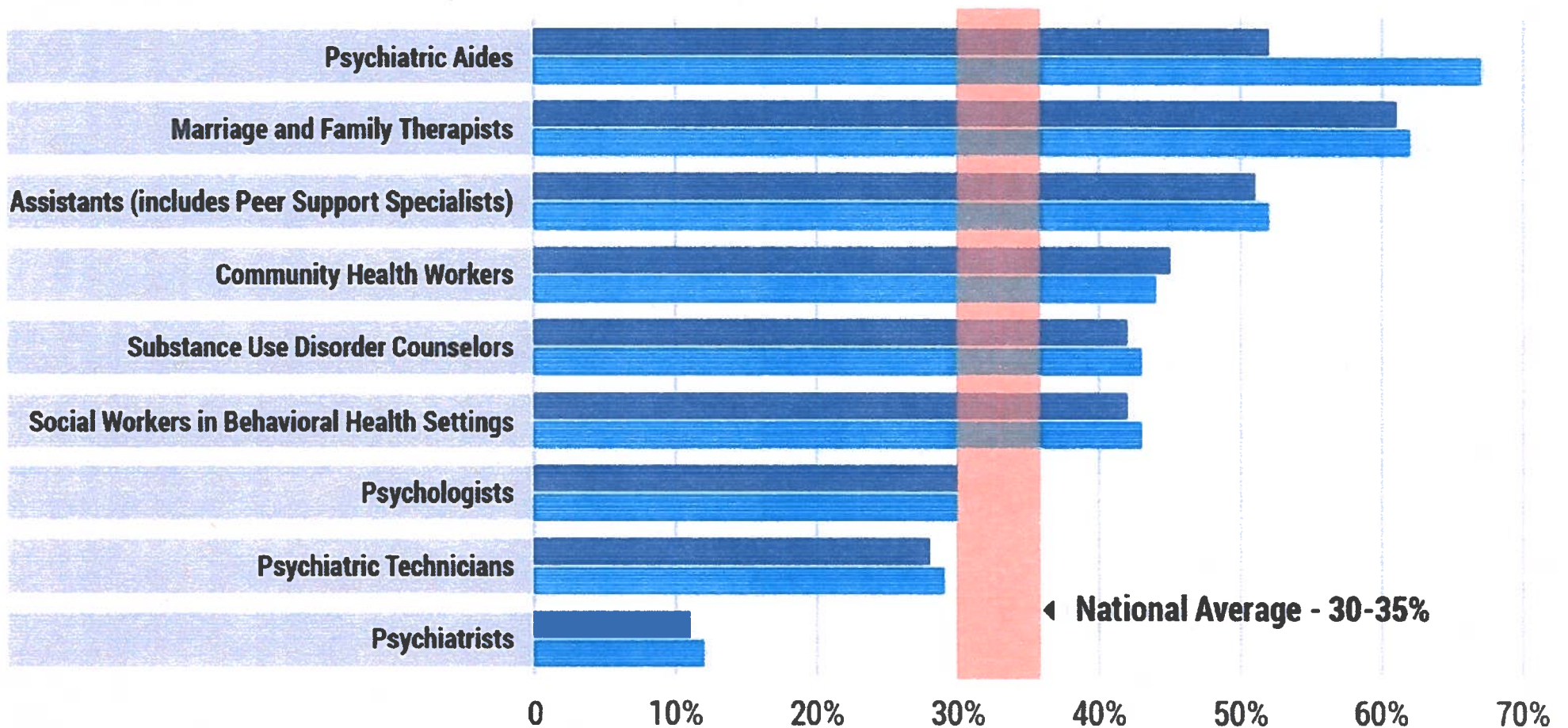




# San Diego BH Turnover Rates

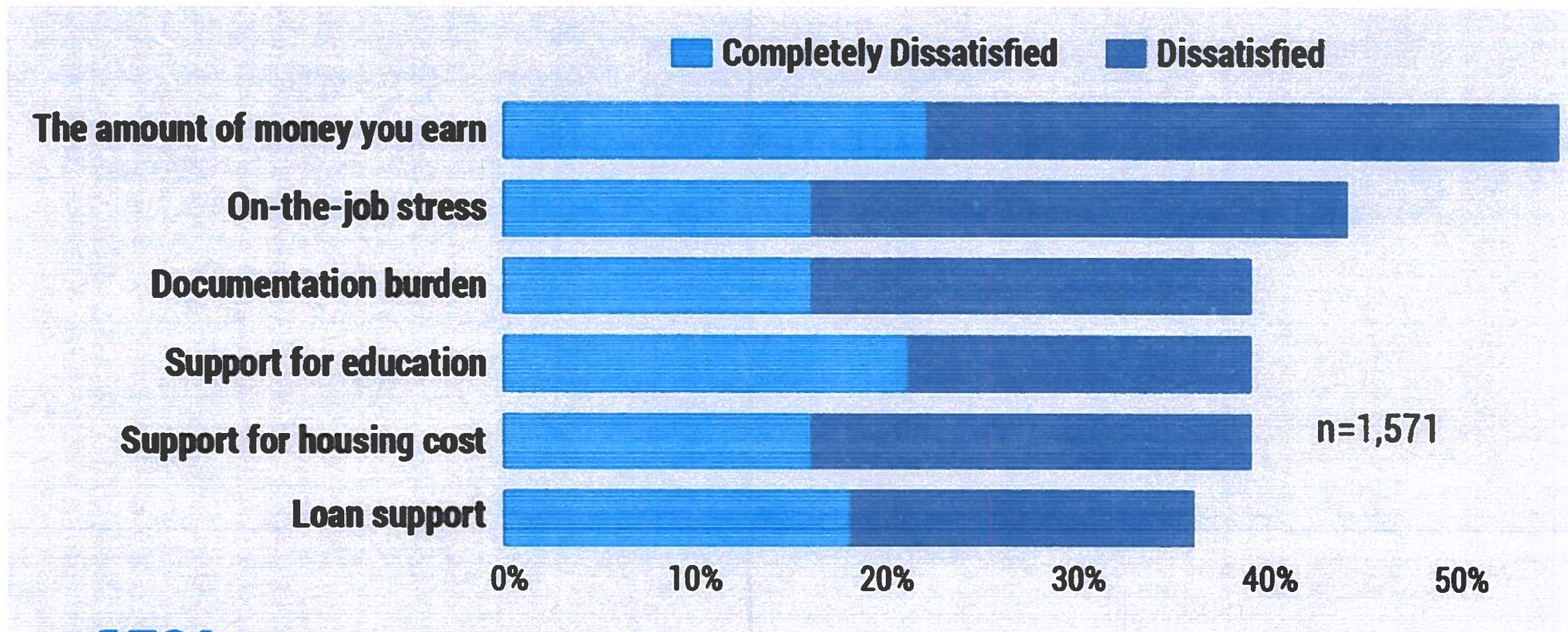
2020

2021





# Why Do BH Workers Leave Their Jobs?



**45%** turnover for San Diego behavioral health workers, vs. 42% in the rest of California.

**44%** likely to search for a job in the next 12 months, vs 18-37% nationally



# Next steps

- Continue collaborating to raise funds
- Establish a steering committee to determine DEI goals, eligibility, fund structures, outcomes and objectives
- Establish application process
- Create RFP's, contracts and terms with education and training providers
- Create DEI outreach committee to create a plan to recruit diverse students
- Continue training SUD, PSS and CHW's

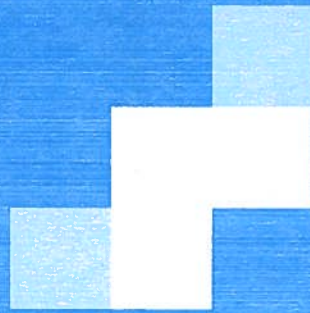


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