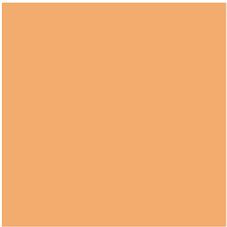
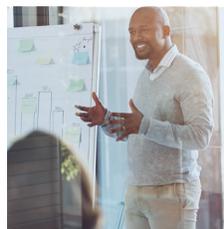
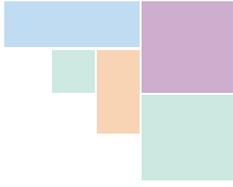


HEALTH, BEHAVIORAL HEALTH, AND SOCIAL SERVICES WORKFORCE DEVELOPMENT:
How to Recruit, Retain, and Grow a High-Performing Workforce



Advocates for Human Potential, Inc.
Real World Solutions for Systems Change

ahpnet.com



Introduction

As one of the most qualified and experienced behavioral healthcare consulting and technical assistance firms in the United States, we encourage our clients to develop a comprehensive and systematic approach to workforce development when addressing:

1. Care coordination
2. Technology adoption and information management
3. Value-based reimbursement and pay-for-performance
4. Evidence-based practices adoption
5. Clinical integration
6. Continuous quality improvement

Workforce development activities span not only recruiting and retaining top staff, but also supporting the growth of the whole organization. AHP experts excel in understanding and helping organizations create the necessary conditions and infrastructure needed to build a high-performing workforce. These conditions can be grouped into three major categories:

- 1 Healthcare corporate **communications**
- 2 The **people** who are the essential drivers of any organization
- 3 The **finances** that support a robust workforce development program

With our innovative and completely customized solutions, we partner with you to create the best possible programs in communications, staffing infrastructure, and financial stability to maximize your organization's recruitment, retention, and growth potential, all of which support the six key organizational goals.

WORKFORCE DEVELOPMENT ACCELERATES ACHIEVEMENT OF ORGANIZATIONAL GOALS





Recruitment

Become a Talent Magnet

The first component of workforce development is recruitment. AHP supports all aspects of recruitment to help you become a magnet employer in your region.

COMMUNICATIONS. Effective, ongoing communication is vital to promoting and branding your company as a respected leader that potential patients trust with their healthcare needs. It can also build your reputation as a magnet employer, attracting the highest-quality employees.

Targeted, open communication creates a culture of trust and respect. Your employees will feel more satisfied and integral to the company's success and, in turn, become ambassadors for your organization. Together, you will build a strong, credible, internal shared identity for your organization.

We can help you in all areas of communications, such as marketing, public relations, external and internal branding, audience engagement, internal communications, and inbound recruiting.

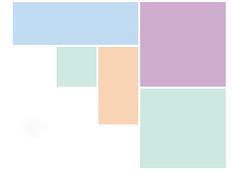
PEOPLE. We find that healthcare providers' career choices are increasingly focused on quality of life as well as professional goals. Doctors and nurses are mission-driven individuals with a broad range of interests. To be successful, recruitment and retention programs must dramatize how the health of the organization can satisfy the breadth of those interests.

The best applicants look for the best companies, and part of the favorable impression those potential employees get of your organization comes from an engaging recruitment process, transparency and clarity in job descriptions, a smooth hiring process, and a positive onboarding experience.

We will help you

- Assess and address shortages of professional and paraprofessional practitioners
- Implement behavioral health apprenticeships to build career pipelines (“earn while you learn”)
- Improve recruitment and targeted outreach
- Create a seamless hiring process and onboarding system that creates a favorable impression on all potential and new employees

FINANCES. Starting from a sound, research-based market position, we will help assess fair, competitive compensation packages that attract the types of employees who will help your company excel and grow. Through tailored recruitment campaigns, we will help build the public image of your company as an employer that exceptional candidates want to work for, giving you a competitive advantage and leveraging your position as a magnet employer.



AHP Experience

COMMUNICATIONS. Through a consistent multimedia effort, AHP helped leverage a hospital's size, experience, and breadth of expertise to enable it to gain broad recognition as the region's most technologically advanced medical center—the only logical choice for treating any serious health issue.

PEOPLE. A large, multi-specialty group medical practice in New York was experiencing rapid growth, and needed to open new facilities and hire additional staff. AHP provided a successful, award-winning campaign to attract physicians, with a website, direct mail, and a first-of-its-kind *New York Times* Magazine advertisement.

FINANCES. When AHP began a recruitment campaign for this acute-care hospital in Maryland, it was a 357-bed full-service hospital serving the 1.6 million residents of Greater Baltimore. It was ranked third highest in admissions with the busiest emergency department in the state. AHP's recruitment campaign, including internal communications and a nurse-branding initiative, helped the hospital achieve the coveted Magnet designation.



Retention

Motivate Your Staff

COMMUNICATIONS. We believe brands are built from the inside out: from the people inside your organization communicating with one another and carrying your brand to the outside world. If those experiences do not connect to your marketing communications messages, all branding efforts will miss your targets.

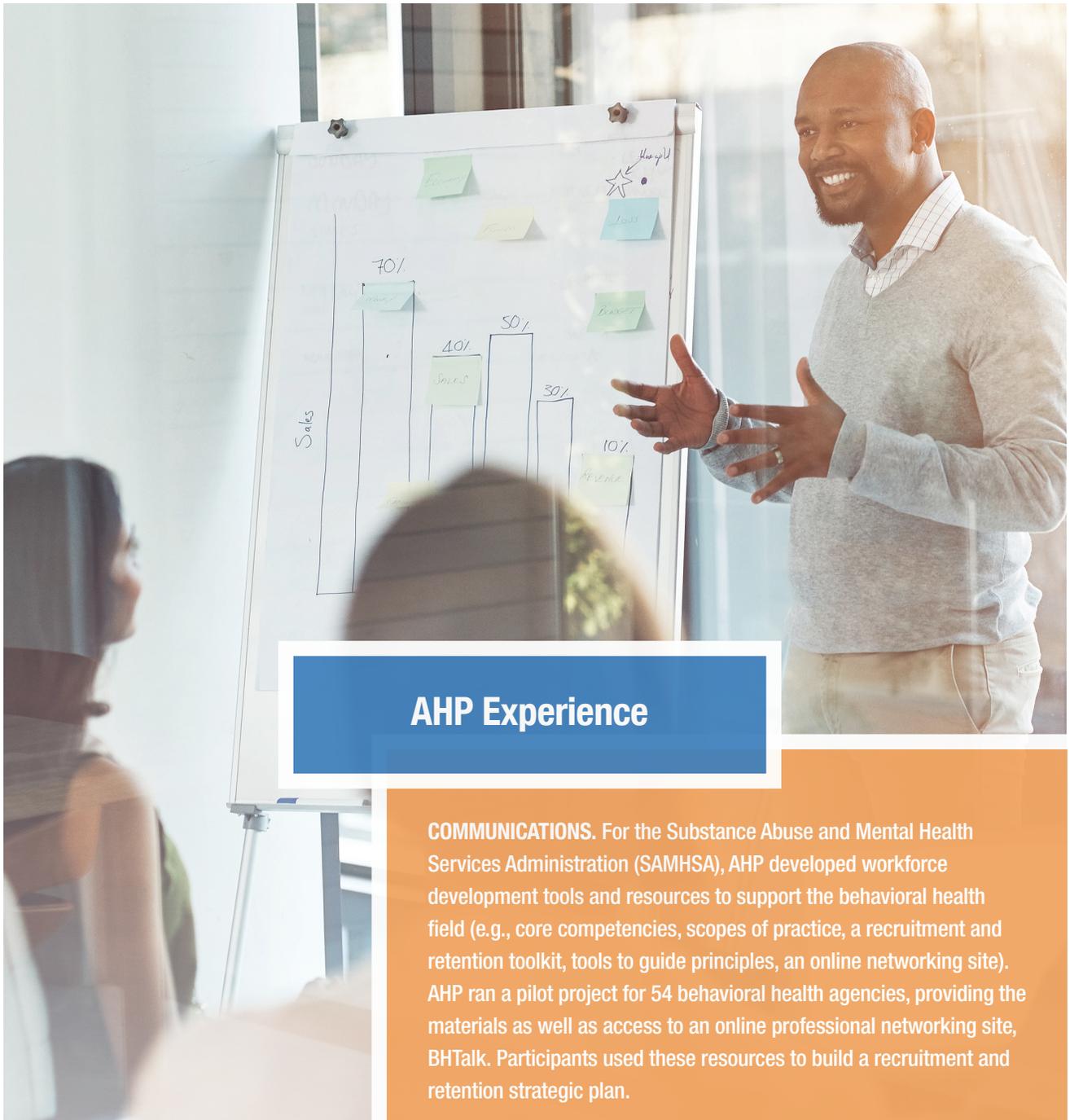
We help align your organization's image and messages with employee experience, ensuring your external messages match your internal values, mission, ethics, systems, policies, and actions. All this adds up to integrity within your organization, which helps retain excellent employees.

PEOPLE. One of the greatest challenges to expanding and improving the nation's behavioral health service systems is ensuring the availability of sufficient numbers of well-trained, high-performing behavioral health professionals and paraprofessionals who can provide high-quality services and adapt to and fulfill the changing requirements of healthcare reform in behavioral health systems. When you work with AHP, you get a team with in-depth experience in a range of workforce development issues.

We can help you

- Improve employee retention and other critical people management functions
- Develop and implement a comprehensive recruitment and retention strategic plan
- Design internal branding campaigns to bring your brand alive for employees, which bolsters their connection and loyalty to the organization
- Build a healthy organizational culture of respect and trust
- Proactively handle workplace drug use, particularly opioid misuse

FINANCES. We will assist you with a range of approaches, including focusing the efforts of clinical staff on work specifically related to state scope of practice, increasing billable productivity, improving workflow and business processes, implementing market value reimbursement, utilizing electronic records and analyzing billing performance, and evaluating compensation plans. By enhancing methods that impact financial stability and your ability to ensure proper reimbursement for clinical services, you can offer employees competitive rates of compensation to foster commitment and loyalty.



AHP Experience

COMMUNICATIONS. For the Substance Abuse and Mental Health Services Administration (SAMHSA), AHP developed workforce development tools and resources to support the behavioral health field (e.g., core competencies, scopes of practice, a recruitment and retention toolkit, tools to guide principles, an online networking site). AHP ran a pilot project for 54 behavioral health agencies, providing the materials as well as access to an online professional networking site, BHTalk. Participants used these resources to build a recruitment and retention strategic plan.

PEOPLE. For the department of mental health of an Eastern state, AHP created salary, benefits, and workload benchmarks for psychiatrists and psychologists working in state mental health facilities.

FINANCES. For a provider of intellectual/developmental disability, primary care, and mental health services in New York state, AHP helped assess and improve key business operations, leading to more efficient, productive, and profitable operations, including increasing insurance incentive payments by 125 percent.



Growth

Advance Your Organization and People

COMMUNICATIONS. Through internal and external branding and communication, AHP helps you cultivate respected thought leaders in their respective fields. We can also continually build and expand the reach of your leaders by building a speaker bank and getting them in front of audiences at conferences, as guests on media programs, and quoted in print and online media.

PEOPLE. To help grow your staff into exceptional leaders, we will work with you to

- Identify staffing required to implement new service delivery models
- Define competencies and scopes of practices for staffing positions
- Adopt emerging evidence-based practices
- Measure the workplace environment, including employee engagement and readiness for change
- Understand key workforce policy issues at the federal, state, and local levels
- Develop career ladders and professional development opportunities so employees can continually learn, foster core competencies, grow their skills, and advance in levels of responsibility

FINANCES. Inefficiencies in workflows, billing processes, documentation, and data management can result in “leaving money on the table” every year—money that could be better spent on workforce, new programs, and improvements in quality of care.

AHP’s revenue assessment and maximization (RAM) process helps organizations improve their revenue and grow as a company. This leaves them with the ability and finances to grow exceptional leaders within the organization who can help the company reach its fullest potential.

RAM helps your organization

- Increase rates of reimbursement versus your cost of doing business
- Enhance productivity and performance management while reducing inefficiencies
- Project future revenue potential
- Develop business intelligence dashboards to support emerging value-based reimbursement opportunities

AHP can also support your growth with strategic and business planning consultation. We have guided behavioral health providers across the country through strategic growth planning and execution.

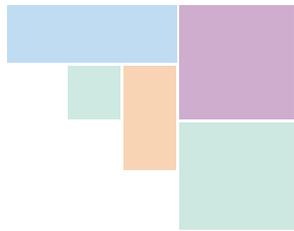


AHP Experience

COMMUNICATIONS. A large community blood bank suffered from poor internal and external brand awareness. After a communications audit, AHP developed a new logo and graphic identity and conducted internal brand education. Employees gained confidence and commitment to the company, and an external marketing campaign followed.

PEOPLE. AHP worked with an accountable care organization (ACO) to develop and launch a fully integrated health and behavioral health model, including a training plan for all staff. The training manual defined roles and practices for the members of the integrated team, workflows, and case scenarios. The ACO successfully deployed the new model, embedding behavioral healthcare clinicians directly into primary care practices as extended care team members.

FINANCES. AHP helped an agency serving children and families that sought to improve business operations. After analyzing the agency's revenue cycle performance and financial data management systems, AHP designed and built a data warehouse utility and business intelligence tools that optimized staff roles, supported migration to managed care, and improved the revenue cycle for the organization.



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