

Strategies for Promoting Staff Retention, Team Building and a Positive Workplace Culture

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Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where Indigenous nations and Tribal groups are traditional stewards of the land.
- Please join us in supporting efforts to affirm Tribal sovereignty across what is now known as California and in displaying respect, honor and gratitude for all Indigenous people.

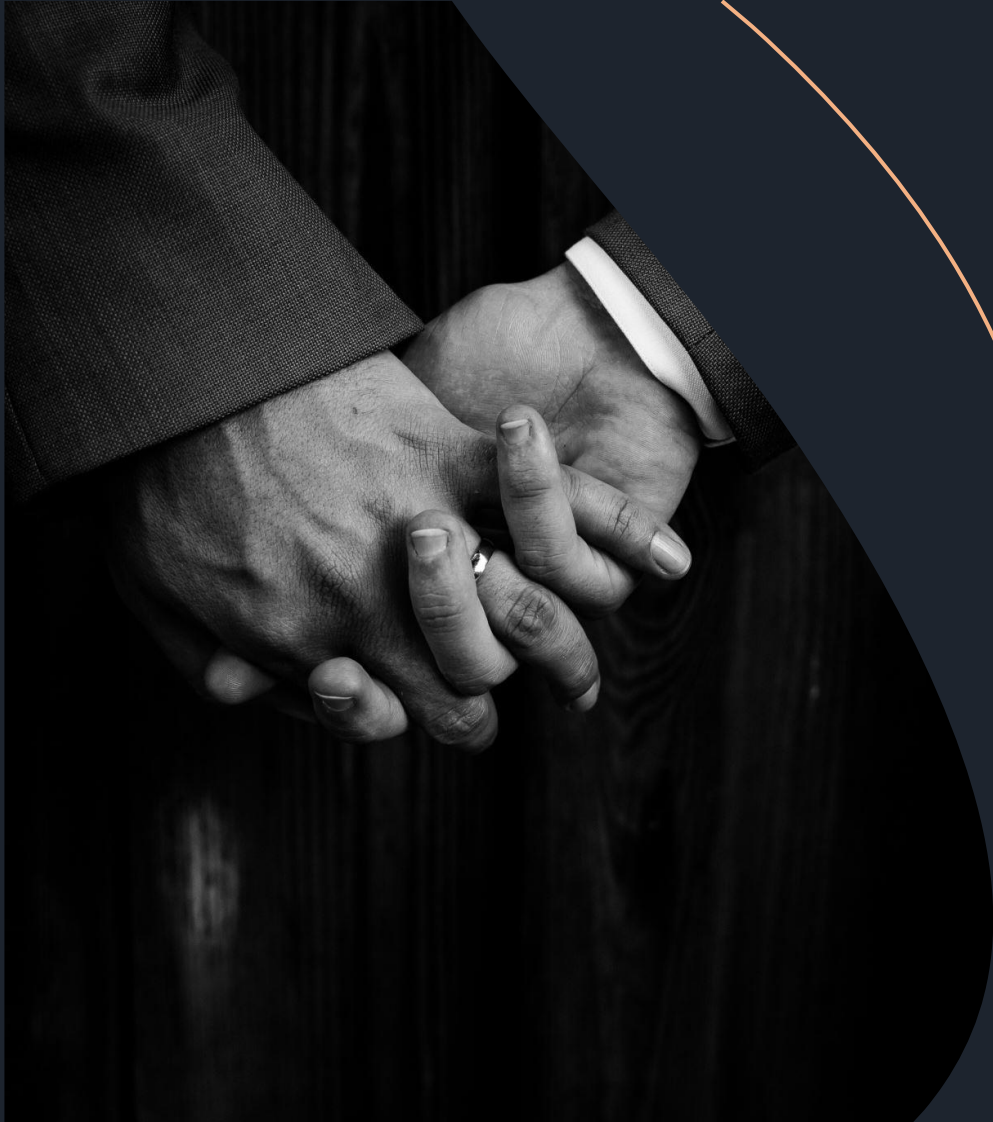
Whose land are you on?

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Option 2: Enter your location at <https://native-land.ca>

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What we say and how we say it inspires the hope and belief that recovery is possible for everyone.

Affirming, respectful, and culturally-informed language promotes evidence-based care.

PEOPLE FIRST

Language Matters

in treatment, in conversation, in connection.



September is National Recovery Month



**NATIONAL
RECOVERY MONTH**

RECOVERY IS FOR EVERYONE:
Every Person, Every Family, Every Community

Disclosures

FACULTY DISCLOSURE

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Cheryl Ho, MD

Stock or Stock options

Johnson & Johnson

Pfizer, Roche, Eli Lilly

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Mission Statement

To provide compassionate, comprehensive and integrated treatment for individuals with substance use disorders. To offer solutions for safe prescribing in the management of chronic pain.



STEPS Staff Composition

- ▶ X-Waivered Providers (2 MDs, 1 PA, 1 FNP)
 - ▶ Provide MAT/SUD Treatment Services
- ▶ Department Director (Formerly Program Manager)
 - ▶ Oversees day to day operations
 - ▶ Ensures fiscal sustainability
 - ▶ BH services
- ▶ 2 RN Case Managers
 - ▶ Chart review for incoming referrals
 - ▶ Intakes
 - ▶ Management of cases (Labs, follow up with PCP, etc.)



STEPS Staff Composition (2)

- ▶ Licensed Alcohol and Drug Counselor
 - ▶ Facilitates refill groups
 - ▶ Individual AOD counseling
- ▶ Psychologist and AMFT
 - ▶ “In house” psychotherapy and integrated BH for STEPS patients.
- ▶ 2 Medical Assistants
 - ▶ Prep patients for medical visits
 - ▶ Prep patients for refill groups
 - ▶ Tracking of patient data (For grant reporting)
- ▶ 3 Support Service Coordinators
 - ▶ Coordinate patient appointments between multiple providers and disciplines (Medical, BH, Nursing and AOD)
 - ▶ Provide operational and administrative support



Complex Care Clinic (Now STEPS) 2016-2018

- ▶ Divided staff with a lack of role clarity.
- ▶ “Toxic” culture with no core philosophies.
- ▶ Low employee morale and frequent interpersonal conflict.
- ▶ Employees with compromised boundaries (e.g. personal friends with patients).
- ▶ Turnover in program management (3 PMs in a two-year period).
- ▶ Operating costs were exceeding revenue.
- ▶ Lack of policies and procedures.
- ▶ Patient driven rather than patient focused program.



STEPS Program Philosophies/Approaches for Staff Retention and Satisfaction

- ▶ Multidisciplinary Team (MDs, FNP, RNs, LCSWs, LAADC, MAs and support staff).
 - ▶ Integrated Treatment Model (Medical and Behavioral Health)
- ▶ Effective communication is a foundational component of program.
 - ▶ Team huddles start every clinic day.
 - ▶ “Curbside” huddles when needed for complex patients
- ▶ Hire for personality and cultural fit.
- ▶ Equal but different roles within program.
- ▶ Provide upward mobility and professional development for staff members.

