

DRAFT

DACUM Competency Profile for

Large County Behavioral Health Director

March 8, 2011

Produced by:

California Mental Health Planning Council
California Institute for Mental Health

DACUM PARTICIPANTS

SUBJECT MATTER EXPERTS

Allan Rawland, MSW
Mental Health Director
San Bernardino County Mental Health
268 West Hospitality Lane, Suite 400
San Bernardino, CA 92415

DACUM FACILITATORS

Brian Keefer, Project Manager
California Mental Health Planning Council
Human Resources Project
1600 9th Street
Sacramento, CA 95814

Adrienne Shilton, Program Director
Local, Workforce, Education and Training
California Institute for Mental Health
2125 19th Street
Sacramento, CA 95818

Overview

The California Mental Health Planning Council (CMHPC) has identified the shortage of mental health workers as one of the greatest challenges facing the public mental health system. In 1999, the CMHPC initiated a Human Resources Project (HRP) to develop recommendations and strategies that would assist in the development of an inclusive and qualified workforce. One strategy for developing and deploying mental health workers promoted by the HRP was the mapping and analysis of critical occupations at all levels of services in the public mental health system. Consequently, the Career Lattice Project was initiated, with the understanding that to adequately prepare and train the future workforce one needs to have an understanding of the knowledge, skills, and abilities (KSA) required today. The Career Lattice Project is a collaborative effort between the CMHPC, the California Institute for Mental Health (CiMH), and the California Mental Health Directors Association (CMHDA).

This Developing a Curriculum (DACUM) was conducted by the Career Lattice Project to assist with understanding the KSA of Large County Behavioral Health Directors, identify a career and training pathway for future Directors, and examine this established occupation in mental health.

Recommended Career Pathway

Clinical/Administrative>>>Mental Health Director

Business Orientation>>>Mental Health Director

Human Service Orientation>>>Mental Health Director

Public Administration>>>Mental Health Director

**Domains of Leadership – Administration, Policy/Political, Financial, Community,
Staff/Program>>>Mental Health Director**

Director Role Occupation>>>Mental Health Director

Tools, Equipment, Supplies and Materials

- | | |
|--|--|
| Assoc. Support | Newspaper Informal Reporting |
| Basic Office Supplies | Office Furniture |
| Board Agenda Items | Policies and Procedures |
| Business Cards | Policy Updates (External Info Base) |
| Cell Phone (Blackberry) | Press Clippings (Rough and Tumble, Urban
Caucus) |
| Computer Programs, including PowerPoint | Professional Attire |
| Computer with Internet Access | Reference Materials |
| Copy Machine | Relationships External (DMH, CiMH,
CMHDA, etc.) |
| County/Department Policies | Relationships Internally (Department,
Organizations) |
| Data Documents | Reports Generated by Dept. |
| Dedicated Work Space (Group Capacity) | Research Data/Written Materials |
| Desk | Resource Materials (from NAMI, SAMHSA,
CiMH, CA Network of Mental Health Clients,
Mental Health Association of CA, MHSA,
United Advocates for Children and Families
Secretarial Support) |
| Driver’s License | Retention of Information |
| Dry Erase Boards | Self-help Materials |
| Educational Tool | Water |
| E-mail Account | Written Skills |
| Fiscal Documents (Conference Reports,
Status Reports) | |
| Flip Charts | |
| Forms in PDF Format | |
| Grammar | |
| Iron Key Flash Drive | |
| Knowledge of MHSA | |
| Memo Correspondence (Boards, etc.) | |

Future Trends and Concerns

Academic Institutions	Expanding Tech Nodes (Managing Tech)	Motivate People to come into the Field
-----------------------	---	---

Access to Healthcare	Facilitate Local Community Involvement	Research and Accountability
Broaden the Population and Whole Area of Corrections	Fiscal and Financial Uncertainty of DMH	Role of Community Stakeholders
Business Skills versus Service Skills	Fiscal Aspects are becoming Difficult	Role of Consumers Expanding
Can I be an Island? Mutual Agreements and Contracts	Health Care Reform	Siloed Systems
Collaboration/Mutual Agreements	Healthcare Reform	Stigma and Discrimination (Market Own Program)
Competencies of Future Mental Health Director	Integrated Health Care System	Stigma Associated with Mental Health
Cultural Competency	Integration of Primary Care and Mental Health	Technology and its Utilization
Development of Training and Succession Training	Management Competencies Program?	Trying to Produce Major System Change
Education to Work (Gap)	Marketing and Public Relations	We Do Not Tell Our Story
Expanding Partnerships	Medicaid	

General Knowledge and Skills

Accounting and Budgeting	Knowledge of Diagnostics Symptomatology	Regular Agencies
Business Management	Knowledge of Higher Education	Stress Management
Critical/Analytical Thinking	Knowledge of Regulations	Teaching (Mentoring, Coaching)
Delegation Skills	Knowledge of Treatment Programs	Technology
Fiscal Aspects of Mental Health	Multitasks	Understand Accreditation Processes
Funding Saves—Medi-Cal	Need to Understand Importance and Value of Data	Understanding Community Org and Development
Healthcare Laws and Regulations	Professional Staff Development (Retention, Recruitment)	Understanding of Mental Health Programs (i.e. wrap)
Interest in Learning	Program Development	

Worker Characteristics/Behaviors

Anger Control	Flexible	Life Learner
Arrogant	Frustration Control	Like Inconsistency
Can't Internalize Personal Issues or Want Them All to Like Me	Good Judgment	Management of Pursuant and Private
Collaborative	Gutty	Passion
Comfortable to Change Information	Have a Vision	Political Self—Value Working with Diverse People
Compromise	Have People Smarter than You	Risk Taker
Constantly Thirsts for Knowledge	High Ethical Standards	Say Thank You
Don't Fear Making a Decision	High Values	Secure in Your Position/Abilities/Ideas
Don't Shoot Always from the Hip	Insightful	Trusting Your Own Gut
EMR Learning	Intuitive—Brought by Experience	Use Humor
Feel What You are Doing is Worthwhile	Learning	

DACUM Competency Profile for a Mental Health Director

A Behavioral Health Director

Functions		Systems				
A	 Planning	A-1 Create a Planning Capacity	A-2 Develop Structure	A-3 Ensure a System is Established to Examine Demographics	A-4 Best Practices Key Org: Contractors, MHB, MH Community	A-5 Research
		A-6 Hold Meeting with Key Management Staff	A-7 Discussion of Training Skill Sets	A-8 Lead Organization Vision and Mission Development	A-9 Incorporation of External Players	
B	 Implementation and Development	B-1 Communication to Local Political Entities	B-2 Problem Solving/Risk Assessment	B-3 Plan Approval	B-4 Determine Planning Direction	B-5 Negotiate the Implementation Environment
		B-6 Navigate Ideology	B-7 Monitor Implementation (Meetings)			
C	 Budgetary and Fiscal	C-1 Time Management Priority	C-2 Knowledge of Fiscal Structures	C-3 Meet with CAO	C-4 Establish Pathways of Communication	C-5 Lead Deputy Director Fiscal Team
		C-6 Intervention with State, Assist with Fiscal	C-7 Make the “Next Call” – Critical Intervention			
D	 Control (Internal): Supervisors, Compliance, Regulation	D-1 Time Management Priority	D-2 Meet with Compliance Office to Ensure	D-3 Staff Provide Updates and Review	D-4 Manage a Control Program	D-5 Meet with County Counsel
		D-6 Assign Staff to Review Compliance	D-7 Macro-Review	D-8 Learning Environment	D-9 Accountability in Presentation	D-10 Skill Uptake Among Staff

E

Human Resource Training: Staff, Discipline, Recruitment, Retention

D-11 Conceptual Skill Development/Issue Papers	D-12 Edit	D-13 Multi-Phase Project Planning (Budget/Program/ Outcome)		
E-1 Appoint Authority	E-2 Delegate Hiring	E-3 Facilitate Framework for Hiring Process	E-4 Discipline: Sign Ups, Skelly Offices	E-5 Key Positions – Steer Hiring Panel
E-6 Select Key Applicants	E-7 Facilitate the Hiring Process to Take into account Community	E-8 Direct Job Classification Development	E-9 Review and Assess Job Classification	E-10 Capacity Assessment
E-11 Determine the Sanction	E-12 Progressive Supervision/ Discipline	E-13 Made Aware of Disciplines	E-14 Determine Level of Communication	E-15 Communication of System Problems

F

Evaluation (Formal): Program, Outcomes, Data Collection

F-1 Developed a Centralized Unit	F-2 Frame what is Needed and Who Needs It	F-3 Examine Required and Provided Data	F-4 Examine Data/Emerging Data	F-5 Look at: Variables, Data Elements
F-6 Content and Communication				

G

External Community (Relations Development): Partners, Other Departments

G-1 Communication of System Problem	G-2 Community Relations and Development	G-3 Examine Local Communities – Groups	G-4 Collaborate with Different Departments	G-5 Organizational Relationships
G-6 Met with Organizational Leaders	G-7 Assigned Staff to Attend Meetings	G-8 Attend a Group of Local Faith Leaders	G-9 Delegate Participation with Faith Groups	G-10 Create an Environment whose Staff Participates in the Community and with the Organization
G-11 Work with MHB – Mental Health Stake				

Domains of Leadership

Administrative	Policy	Financial	Community	Staff/Program
----------------	--------	-----------	-----------	---------------