Brainstorming Activity for Work Plan Development

March 3, 2016 CRP Face-to-Face Meeting

The counties of the Central Region Partnership have specific workforce development needs that sometimes match the needs of other counties in the Region. We would like to address the most pressing, overlapping needs.

To develop Work Plan Activities for FY 16/17, we will engage in:

- 4-Step Creative Problem-Solving Activity
- in-person consensus-building activity (succeeded by a similar process via email)
- develop a table of possible solutions/activities that will be shared with directors to prioritize based on:
  1.) The priorities of the participants of the Creative Problem-Solving and Consensus Building Activities;
  2.) The cost versus the budgetary constraints; and,
  3.) The sustainability of the proposed activity.

1. **The Regional Mental Health Workforce Problem:**


   - Significant shortages exist for the following positions: 1.) Psychiatrists; 2.) LCSW’s; and, 3.) LMFT’s
   - Significantly hard-to-fill/retain positions are: 1.) Psychiatrists; 2.) LCSW’s; 3.) MFT’s; and, 4.) Bilingual staff (esp.: Spanish-speaking, then Hmong-speaking, then English-speaking)
   - Race/ethnicity needs are: 1.) Hispanic/Latino; 2.) African American; 3.) Native American; and , 4.) Asian Pacific Islander
   - Age needs are: 1.) Older Adults (33%); 2.) TAY (25%); and, 3.) Children (17%)

2. **Identifying objectives of what will be possible solutions:**

   Split the room into 4 groups. Those on the phone will need to work individually on this step. Each group will be responsible for the objective(s) of one of the 4 categories, below. After reviewing the example objectives below, each small group will take up to 10 minutes to improve the example objective or add new, specific objectives for that category (Limit: 3 objectives per category).

   Each group will report out their improved objective(s) and accept feedback from the larger group. Those on the phone can suggest changes, as well. If anyone would like to suggest edits or new objectives, then the group can help shape the verbiage around that objective. This should take up to approximately 5 minutes per category. The finalized objective(s) will be posted on the wall next to the categorically titled easel pad page it represents.
Below is 1 example objective from each category:

- **Training and Technical Assistance Objective** Example:
  - “To improve the quality of the work of the Central Region Workforce to improve the care of consumers of public mental health services by teaching evidence-based practices to practitioners and mental health literacy training to non-clinical staff and general community members.”

- **Career Pathway** Example:
  - “To facilitate the promotion of and/or formal or informal benefits of staff in the public mental health system to the improvement of care of consumers.”

- **Residency, Internship, Educational Pipeline or Other Programs that increase the number and/or improve the quality of the Regional Public Mental Health Workforce** Example:
  - “To provide opportunities to students to learn about positions in public mental health and to provide supports and technical assistance in pursuing work in those fields, especially for the positions of highest need.”

- **Financial Incentives that increase the number and/or improve the quality of the Regional Public Mental Health Workforce** Example:
  - “To incentivize and support public mental health workforce staff by offering financial incentives, or technical support in pursuing financial incentives.”

3. **Try to identify solutions individually:**

Offer 5 minutes on each category for **individuals** to brainstorm 3 – 5 possible solutions/activities that address the need/objective. Consider recommendations from the Training Sub-Committee and PNP/Psychiatrist Project Sub-Committee as possible solutions/activities.

4. **Once folks have gotten clear on the Regional Workforce problems, the objectives and their personal and individual solutions to the problems, then work as a group:**

Spend 15 minutes with a few other people (work with different people from your original small group) sharing and discussing your solutions and prioritize as a small group each activity based on how well it meets a need/the objective(s), its estimated cost and whether the activity would be sustainable if no further funds were available from the Region.

Posted around the room are easel pad pages titled by the 4 categories (e.g., Training and Technical Assistance), above. For reference, the objectives for each category are posted next to these easel pad pages.

Legibly write (in 10 words or less) your top 3 solutions/activities in each category from each small group onto the easel pad pages provided. Be prepared to explain to the larger group what each activity is/entails and why your prioritized activities should be chosen. Be ready to estimate a cost or share how sustainable the activity could be (if at all possible). If cost is known, please add it next to the solution/activity.

(The 4-step process was provided by Ralph Keeney: [http://www.forbes.com/sites/susanadams/2013/03/05/4-steps-to-successful-brainstorming/#531f936c388f](http://www.forbes.com/sites/susanadams/2013/03/05/4-steps-to-successful-brainstorming/#531f936c388f) )
Shift gears to the Consensus-Building Portion of the Work Plan Development Activity...

Consensus Building Process (In-Person, to be done via email for participants unable to attend face-to-face):

CONTEXT: This process is intended to help determine which activities are most valuable to those who have developed them to represent the interests of their counties’ workforces and the consumers that they serve.

Prioritizing with color coded stickers:

- **Green** - means “this item has the MOST value to me in this category” (3 points)
- **Yellow** - means “this item has the 2nd MOST value to me in this category” (2 points)
- **Orange** - means “this item has the 3rd MOST value to me in this category” (1 point)

Each individual gets 4 sets of stickers (one set for each category). Allow them 15 minutes to browse the room by category and to put a sticker by the activities that they value the most.

**Is it lunch time yet? This is a good time for a break...**

During the lunch hour, determine which activities have the MOST value, the 2nd MOST value and 3rd MOST value in each category.

After lunch, report out the **preliminary** results sharing that this process will also be done via email for those who could not participate. The results of the email process will be combined with these results and be put into a table by prioritized activity, estimated cost, and sustainability plan. Directors will vote on the activities for the FY 16/17 Work Plan.

Sample of table of activities that directors will vote on:

<table>
<thead>
<tr>
<th>Category</th>
<th>Activity</th>
<th>Estimated Cost</th>
<th>Sustainability Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training/Technical Assistance</td>
<td>Cultural Competency Plan training and TA</td>
<td>$40,000</td>
<td>None – one-time but training improves workforce skillset</td>
</tr>
<tr>
<td>Residency /Internships, etc.</td>
<td>Roving Psychiatrist project – counties pool funds, CalMHSA administers and Region pays admin costs</td>
<td>Admin fees of 15% of budget to contract with 5 Psychiatrists @ $300K each ($1.5M/yr) = $225,000.</td>
<td>This is like seed money to get legs under the project. Counties would need to pay admin fees in future.</td>
</tr>
</tbody>
</table>