

2022 Behavioral Health Workforce Assessment

| Washington State Workforce Training & Education Coordinating Board (WTB)

OVERVIEW

Halcyon Northwest (*Halcyon*) developed a Legislative report for the Washington Workforce Training & Education Coordinating Board (WTB) evaluating progress on increasing the behavioral health (mental health and substance abuse) workforce in Washington State.

The report addresses the recommendations that the workforce board had set for itself and offers recommendations for new approaches. Recommendations under evaluation spanned three previous reports over six years and were grouped into six categories:

- | | | |
|------------------------------|---------------------------|---------------------|
| 1. Recruitment and Retention | 3. Education and Training | 5. Supervision |
| 2. Reimbursement | 4. Licensing | 6. Care Integration |

The final report also contained an executive summary of the work, and a short roll up of all Legislative and other major initiatives related to each recommendation.



CLIENT COMMENTS

Your team, along with...our staff, did heroic work to develop this report.

WORK SCOPE

- **Project Management.** Halcyon used project management best practices to create a charter, a stakeholder register, a timeline, and an iterative risk register and issues register.
- **Policy Review.** Halcyon reviewed the previous reports from 2017, 2020, and 2021, identifying throughlines in the reports and key recommendations that needed to be evaluated and suggesting categories for the new report.
- **Key Informant Interviews.** Halcyon conducted a series of interviews with key stakeholders representing 16 stakeholder organizations to get detailed information on the progress of the recommendations to date.
- **Facilitation.** Following the interviews, Halcyon facilitated six virtual stakeholder feedback sessions with knowledgeable stakeholders about the progress of each of the recommendations from the past reports and to elicit verbal written feedback. These sessions also included a set of polling questions to allow stakeholders to evaluate the priority, progress, and relevance of each recommendation. Representatives from over 50 stakeholder organizations attended these sessions, which had between 40-55 participants at each session.
- **Report Writing.** Halcyon and WTB staff reviewed the collected stakeholder feedback and wrote draft chapters for each category, reflecting the best-fit recommendations in each one. This included analysis of past recommendations and collection of the most up-to-date information on what action had been taken. It also included detailed stakeholder feedback on where policies had been successfully achieved and where they had fallen short of goals.
- **Feedback from Stakeholders.** Following a stakeholder review period for the chapters, Halcyon and WTB writers developed suggested future considerations to further advance the work for each recommendation. They also created the upfront material for the report, including an executive summary reflecting substantial policy and investments from the Legislature, the Ballmer Group, and others. Halcyon also included an explanation of research design and engagement methods.
- **Final Report.** Halcyon copy-edited and proofread the chapters and formatted them in Adobe InDesign. WTB submitted the final draft to the Governor's Office for their review prior to submission to the Legislature.



KEY ELEMENTS

CONTRACT DATES: May 2022 – Nov 2022

CONTRACT VALUE: \$124,000

OWNER: Washington Workforce Training & Education Coordinating Board (WTB)

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RESULTS

- **Schedule.** On-time delivery to the Governor's Office with final draft plan.
- **Policy.** Comprehensive evaluation and analysis of behavioral health workforce policy, with a six-year review of the success and challenges of the recommendations and their implementation, including extensive stakeholder input.
- **Stakeholder Engagement.** Included interviews and feedback sessions as well as chapter review and response to the draft chapters.
- **Final Report.** A well-designed, easy-to-read report with a detailed evaluation of behavioral health workforce policy.

2022 Behavioral Health Workforce Assessment:

A report of the Behavioral Health Workforce Advisory Committee

