



# Renewing and Expanding the COD Treatment Workforce

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# Issues To Be Addressed

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- Turnover
- Retirement
- Recruitment
- Diversity
- Skills training
- Retention



# Workforce Issues in Health Care – National Concerns

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- CSAT addressing these for a decade
- IOM Report: ***Crossing the Quality Chasm: A New Health System for the 21<sup>st</sup> Century*** (<http://www.nap.edu>)
- Emphasis on academic accreditation and national core competencies



# Levers for Change

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- Financing
- Infrastructure development
- Legislation
- Regulation
- Accreditation (education programs, service delivery organizations)
- Certification and licensure
- Performance based contracting



# Who is the Work Force?

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- All those who provide treatment, care and support to people with COD
- Caregivers in other systems:
  - Criminal justice system
  - Primary care settings
  - Social services
  - Schools
  - Natural caregivers: mental health consumers, people in recovery and their families



# What are the Core Competencies?

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Goal: create workforce that is proficient in addressing both substance abuse and other mental disorders in a variety of systems in which people present themselves

Proficiency: recognize and assess for SUDS or other mental disorders; skills to address mild to moderate problems

Specialists: address severe cases of SUDS and mental disorders/illness, in some combination



# Core Competencies for COD

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Develop minimum core competencies for each clinician, in accordance with job role, level of training or license to provide properly matched integrated service to individuals in their system

- Competencies Defined: TIP #42
  - Basic
  - Intermediate
  - Advanced



# Measuring Addiction Competencies

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- TAP #21 gives detailed description of the competencies
- Work in progress on benchmarks or descriptions of behavior to document progress in mastery of competencies
- Rubrics describe effective behaviors for the developing, proficient, and exemplary counselor
- Will need to be adapted for COD



# Clinical Training

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- Need for a comprehensive approach with appropriate sequence of courses
- Incentives: Certificate of Achievement, CEU's, recognizing proficiency in evaluations and promotions
- Proceed in tandem with relevant system changes



# Cultural Competence

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- Program staff do not match the ethnic groups they are serving
- Strategies for recruitment
- Identify unique needs of cultural groups in service area
- Relationship skills are crucial
- Build the ability to communicate across cultural boundaries



# Expanding the Workforce

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- Status and salary are low
  - Average counselor salary: \$34,000
- Need executive management curriculum to train leaders and managers
- Recruit from diverse ethnic and cultural groups
- Employ some licensed professionals to offer practicum, intern and postdoctoral experiences



# ATTC Leadership Institute

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Goal: Cultivate new leaders through development of competencies in mid level managers ([no@nattc.org](mailto:no@nattc.org))

Traditional training seminars and field experiences over 6 months

Mentor/protégé pairs focus on Individual Leadership Development Plan

Leadership project presented at graduation



# Retaining Members of the Workforce

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- Factors influencing turnover
  - Job autonomy
  - Good communication within the program
  - Recognition and rewards for performance
  - Augment existing sources of satisfaction
- Onsite training builds skills and enhances morale
- Streamline paperwork



# What Next?

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- Synthesize disparate studies of workforce
- Describe distinctive issues for those working with COD
- Determine effective methods for training, improvement and retention
- Develop effective ways of determining and promoting competency
- Raise standards without creating barriers