

Mobile Crisis Hiring and Retention Strategies

Los Angeles County
Department of Mental Health

LA County Alternative Crisis Response Programs

- County Operated
 - Psychiatric Mobile Response Teams (PMRT)
 - Law Enforcement Co-Response Teams (LET) (with LA County Sheriffs MET Team, LAPD SMART, and other METs with city police depts)
 - Therapeutic Transport Teams (TT, with LA and Santa Monica Fire Depts.)
 - School Threat Assessment Response Teams (START)
 - ACCESS
- Contracted
 - 988 (Didi Hirsch)
 - Mobile Crisis Outreach Teams (MCOT)
 - Urgent Care Centers (UCC)
 - Crisis Residential Treatment Programs (CRTP)

ACR Positions and Vacancies

(as of May 2023)

Classification	ACCESS	PMRT	LET (includes SMART)	START	Therapeutic Transport	Total
Clinic Driver					24 (2 vacant)	
Community Health Worker	17 (9 vacant)	34 (20 vacant)		6 (5 vacant)	24 (9 vacant)	
Sr. Community Health Worker	1					
Medical Case Worker	31 (10 vacant)	7 (2 vacant)	1			
Mental Health Counselor, RN	6	13 (1 vacant)	18 (1 vacant)			
Psych Social Worker	12 (1 vacant)*	28 (5 vacant)	85 (15 vacant, 3 in process)	16 (8 vacant)	4 (4 vacant)	
Psych Tech II	20 (3 vacant)	3 (2 vacant)	1		20 (6 vacant)	
Psych Tech III	4	8 (5 vacant)	3 (2 vacant)			
Psychologist	1 (1 vacant)	8	10	8 (3 vacant)		
Substance Abuse Counselor	1					
MH Services Coordinator II	2					
Sr. Mental Health Counselor, RN	2 (1 vacant)	4 (3 vacant)	2		4 (1 vacant)	
Supervising Psychologist	1	2	2 (1 in process)	1 (1 vacant)		
Supervising MHCS	8	7 (1 vacant)	14 (3 vacant)	3 (1 vacant)		
Supervising CHW	1 (1 vacant)					
Total w/ supervisors	106 (26 vacant)	114 (39 vacant)	136 (25 vacant)	34 (18 vacant)	76 (22 vacant)	332 (130 vacant or 39%)

2023/24 Incentives

Incentive	Applies To	Action
Increased Base Salary	All DMH Community Health Workers	\$1,998.41 (+\$469.45 from Step 1) per pay period
Signing Bonus	ACR Field Personnel	\$2,500 upon hire (new County employees only)
Retention Bonus	ACR Field Personnel	\$7,500 over 18 months (new hires) \$10,000 over 18 months (existing staff)
Field Bonus	ACR Field Personnel	\$280 per month (increase of \$100 from current bonus)
Shift Differential	ACR Field Personnel Working Weekends, Evenings, Nights	Increase 100% (amount varies depending on classification)
Flexibilities	ACR Staff	Dispatch/work from home, telehealth ER option, short OT shifts
Stipends	All Clinicians, Planning for LPTs	\$18,500

Strategic Efforts to Attract Candidates and Accelerate the Hiring Process

July



Formed ACR Hiring Strike Team

September 12



Emergency Appointment Hiring Fair

September 14



Virtual Meet & Greet
Applicants met with ACR program representatives

September 21



In Person ACR Hiring Fair

November / December



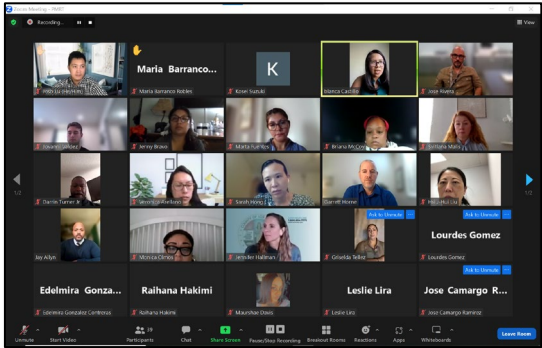
Emergency Appointment Processes

ACR hired 25 employees at the 9/12 EA Hiring Fair

Over 100 prospective employees joined ACR's first virtual Meet & Greet

ACR hired another 25 employees at the 9/21 ACR Hiring Fair

ACR hired ~6 employees at the 11/29 EA Hiring Fair



Hiring Processes Were Paired with Improved Recruitment Collateral and Marketing Efforts

- Updated website
- Flyers
- Social Media Promotion

BECOME A PART OF LA COUNTY'S NEW ALTERNATIVE CRISIS RESPONSE PROGRAM

LA County's Department of Mental Health (LACDMH) is building a group of robust, field-based Alternate Crisis Response (ACR) programs, staffed with mental health professionals to ensure that Los Angeles County residents experiencing a behavioral health crisis receive urgent, high-quality, and community-based care as an alternative to a law enforcement response. **LACDMH is seeking highly qualified, empathetic professionals to join:**

- **Psychiatric Mobile Response Teams (PMRT)**
- **Law Enforcement Co-Response Teams (LAPD SMART, LASD MET, and others)**
- **Therapeutic Transportation Teams (with LA or Santa Monica City Fire Depts)**
- **School Threat Assessment Response Teams (SMART)**
- **ACCESS Help Line**

COMPETITIVE COMPENSATION

New hires joining ACR field teams are eligible for:

- Up to **\$10,000** in **signing and retention bonuses**
- An additional field-based bonus of **\$280 per month**
- **Higher salary** for night and weekend shifts
- Additional **bilingual bonus**

MORE INCENTIVES

- Exciting wellness programs
- Education stipends
- Loan repayment/forgiveness programs
- Federal loan programs

EXCELLENT BENEFITS PACKAGE

- Flexible benefit plans
- Robust retirement options
- Generous maternity & family leave
- Commuter benefits program
- Paid time off

HOW TO APPLY

COMPLETE AN ONLINE APPLICATION
(Click to apply)

[Psychiatric Technician II](#)
Job Number: b8162G-EA

[Psychiatric Technician III](#)
Job Number: b8163B-EA

[Mental Health Clinician I](#)
Job Number: b9029I-EA

[Mental Health Clinician II](#)
Job Number: b9030D-EA

[Psychiatric Social Worker II](#)
Job Number: b9035I-EA

ATTEND OUR HIRING FAIR ON NOVEMBER 29

When: 8:30 AM - 4:00 PM
Where: DMH HQ at the Terrace Level, 510 S. Vermont Ave, Los Angeles, CA 90020
**Application must be completed prior to attending*

Learn more about ACR programs at dmh.lacounty.gov/ACR

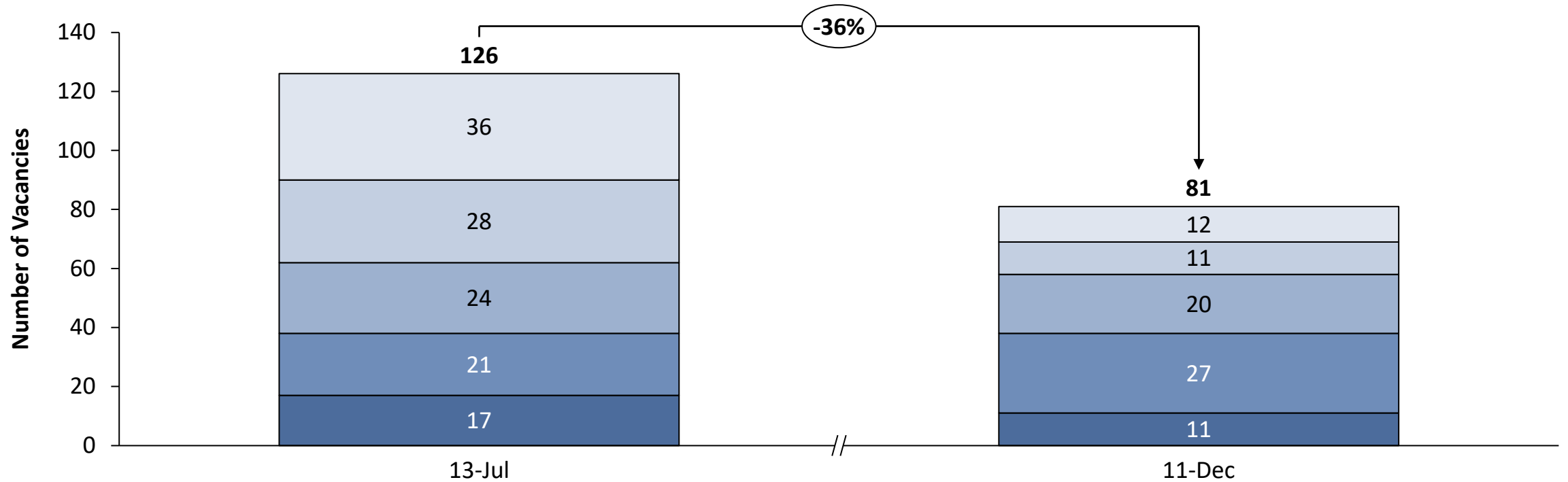
Emergency Appointments

- Available through County's Proclamation of Local Emergency for Homelessness (January 10, 2023)
- Expedited recruitment and hiring for mental health positions
- Emergency hiring bulletins issued in for key ACR vacancies, including psychiatric technicians and psychiatric social workers
- Candidates offered employment on the spot, without exam, for 90-day temporary employment

Over 5 Months, ACR Vacancies Fell by 36%

**ACR Vacancies by County Operated Program
(July – December 2023)**

PMRT ACCESS TT LET START

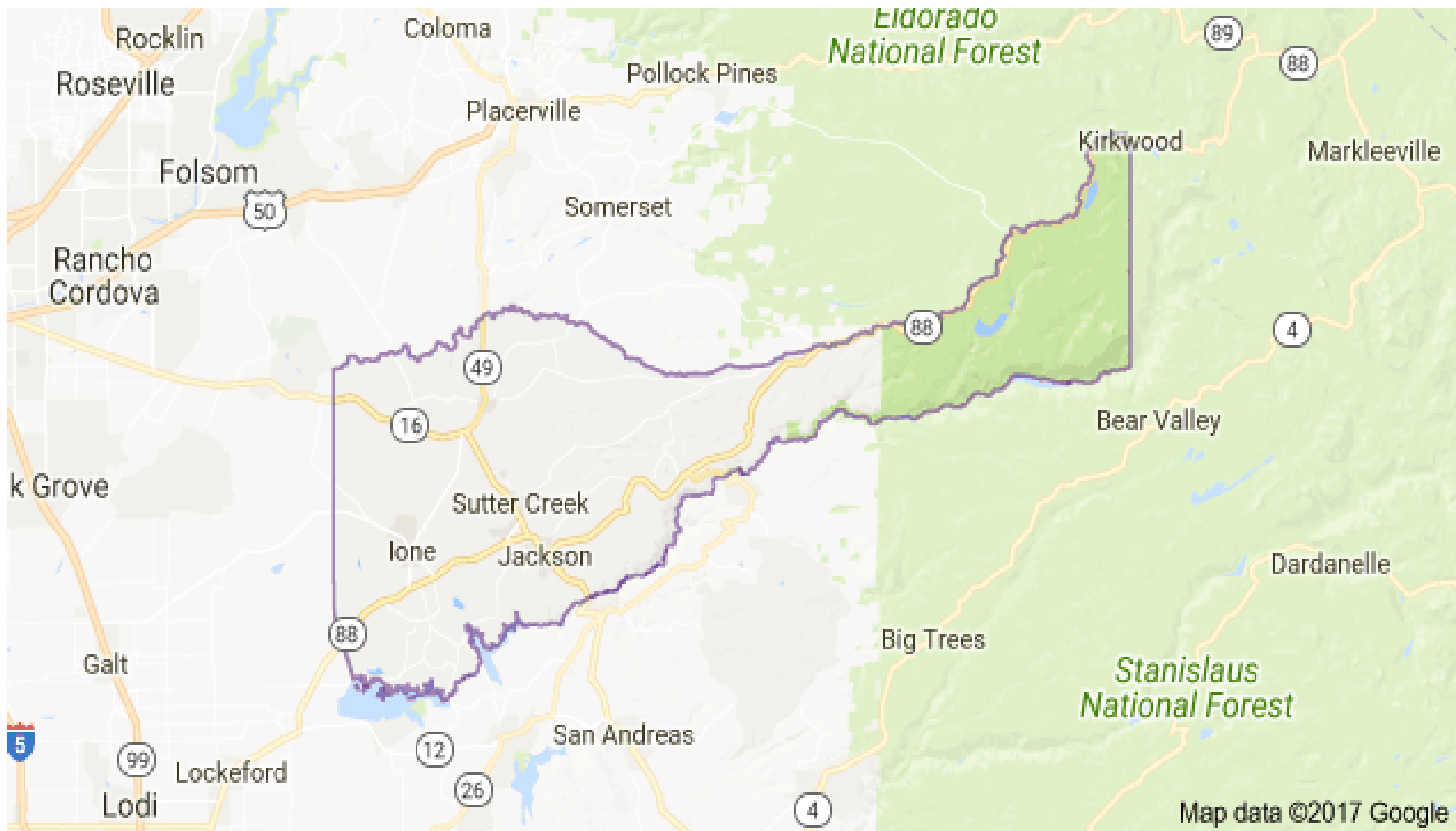


Future Strategies

- Attracting clinicians open to field work
- Focus recruiting efforts on evening and weekend shifts
- Increased marketing efforts and approaches
- Moving candidates through hiring pipeline quickly

Recruitment and Retention Strategies

Amador County Behavioral Health



Amador County

- Borders 5 counties
- US Census estimates population at 41,412
- Less diverse than the state
- Population density 27% of state average
- Percentage over age 65 almost twice state percentage

Amador County Behavioral Health

- Partially integrated Office of Behavioral Health
- Approximately 1350 unduplicated clients each year
- Pre-CCMU – 8 full time clinicians
- Post-CCMU – 9 full time clinicians
- 2020/21 clinician employee turnover >60%
- 2022–2024 clinician employee turnover <25%

What Did We Do?

- Developed plan to use CCMU funding for employee recruitment and retention
- Got approval from CAO, HR Director, and Union
- Board of Supervisors resolution approving side letters

What Now?

- **Staffing**
- **Staff retention**
- **Staff morale**
- **New initiatives**



**Siskiyou County
Crisis Assessment Response
and Engagement (CARE) Team
in partnership with
Redwood Institute of Social Research (RISR)**

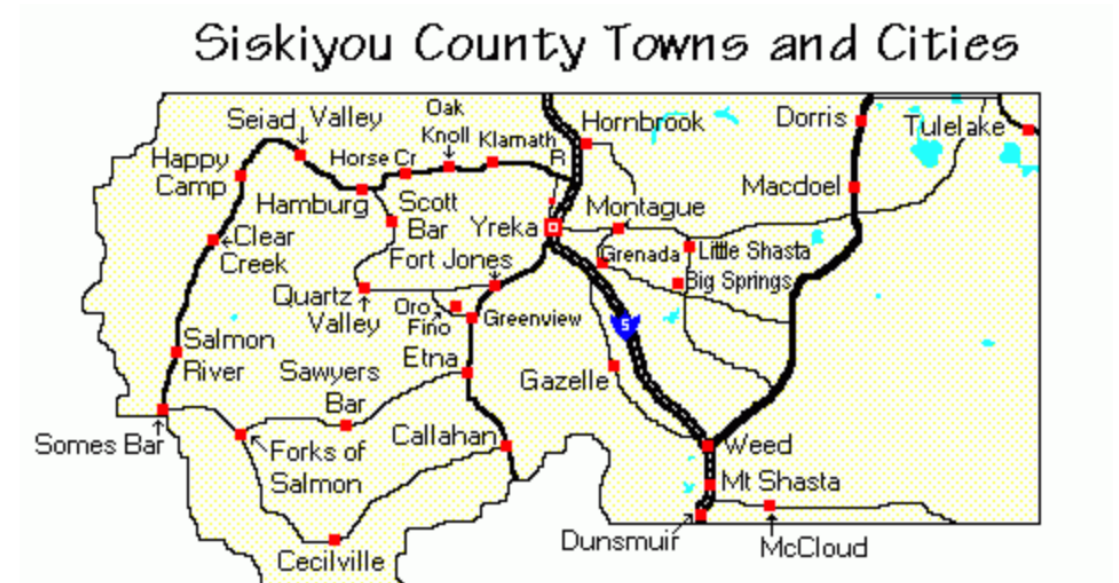


DANIEL WERNER, RISR GRANT MANAGER

February 2024

About Siskiyou County

- Fifth-largest area among California counties
- 44,000 residents
- “Frontier County”—7 people/sq. mile
- 17% below poverty line
- Limited access to resources
- A great place to enjoy the outdoors!



Planning Phase and Identified Challenges

Capacity Building Plan

Capacity Gaps/Challenges

Plan of Action

Timeline

Challenging to recruit for positions in Siskiyou

- Develop a working partnership with job recruitment agencies and college programs in Northern California, Southern Oregon, and beyond.
- Attend college/university career fairs and job posting websites to promote the position and benefits/perks of living in a rural/outdoorsy community.
- *(Potentially)* Host a recruitment/hiring event in Siskiyou County.
 - Strategize allowable relocation incentives/perks.

By
12/31/2023

Developing a Hiring Event

- Centralized location
- Lunchtime, with food
- County behavioral health officials attended



Advertising, Marketing, and Promotion

- Subcontracting with a marketing specialist
 - Logo creation
 - Flyer development
 - Event swag
- Networking and distribution
 - Within county
 - Community colleges and universities
- QR code linked to online application

Siskiyou County
CARE
CRISIS ASSESSMENT RESPONSE & ENGAGEMENT

Hiring Event

Tuesday, November 7, 2023 - 11:00am to 3:00pm
Bella Art Works - 117 West Miner Street, Yreka, CA 96097
No need to RSVP, please stop by! Lunch provided to applicants who meet minimum requirements, bring your resume!

Siskiyou County Behavioral Health Services NEW Mobile Crisis Unit "The CARE Team"
The Mobile Crisis Unit (MCU) is a mobile emergency mental health service that provides on-location services for people experiencing a mental health crisis. The Mobile Crisis Unit team arrives at the location of the individual in crisis to perform crisis intervention, pre-hospital screening, and to provide case management services and information to resources as needed.

Job Description:
Assists clients in crisis using appropriate community resources and, if available, family support systems to resolve complex or difficult client cases; performs community outreach; provides ongoing intervention assessment, treatment, and follow-up services designed to help stabilize clients.

Mobile Crisis Worker I:
•Salary Range: \$48,817.40 - \$40,819.20 Annually
•A typical way, but not required, to obtain the required knowledge and skills would be:
•Education and/or experience equivalent to graduation from an accredited college or university with a Bachelor's degree in social services, psychology, counseling, sociology, nursing, or a related field or two (2) years of experience working with individuals with substance use disorder or with mental health challenges including homeless populations.

Mobile Crisis Worker II:
•Salary Range: \$54,454.40 - \$67,849.60 Annually
•A typical way, but not required, to obtain the required knowledge and skills would be the same as Mobile Crisis Worker I in addition to:
•One year of experience comparable to the duties of the Behavioral Health Services Mobile Crisis Worker I or a similar position at another public agency.

Hiring for SIX full-time positions!

Recruitment and Retention of CARE Staff

- Consistent and ongoing support
- Student loan repayment
- Educational stipends



Highlights and Takeaways

- 9 Attended | 2 Applied | 2 Hired
- More lead time for promotion
- Consideration for on-the-spot interviews and travel accommodations
- Adaptability for other areas



Questions?



24/7 Implementation: Staffing, Recruitment, and Retention Planning The Hiring Fair Event

San Bernardino County Community Crisis Services



Erin Zamora, LMFT, LPCC
Senior Program Manager

Stephanie Jones, LCSW
Interim Program Manager II

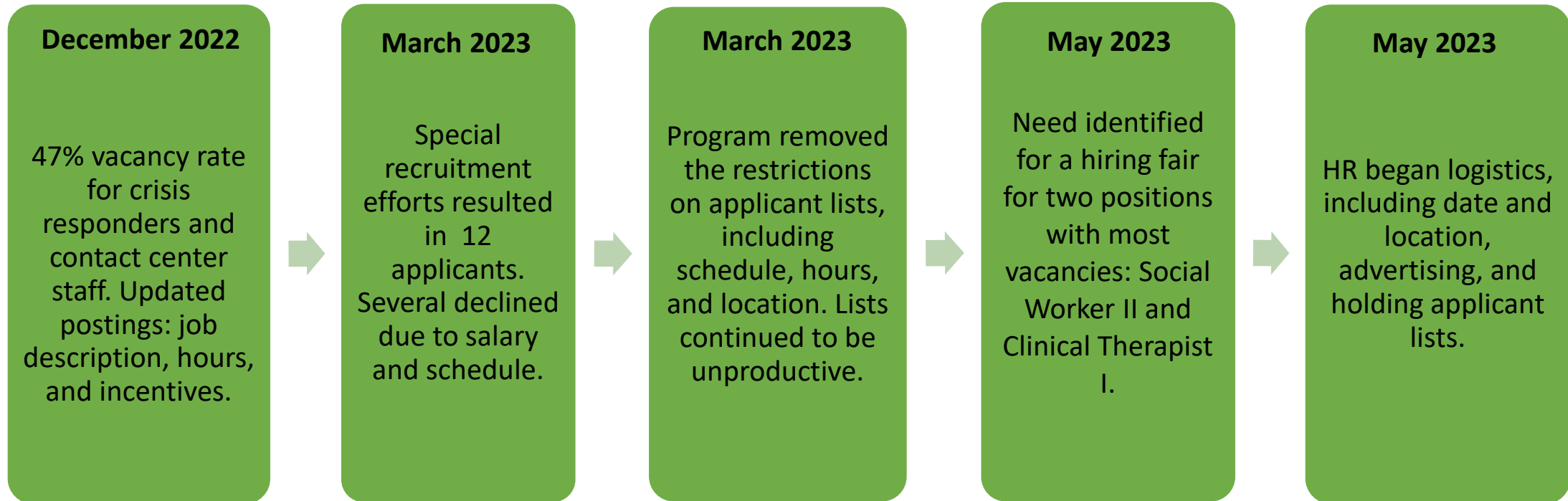
LeAnn Mast, MPA
Program Manager I

Program Overview



- 24/7/365 services provided by the Crisis Contact Center and Community Crisis Response Teams (CCRT)
- Crisis evaluation and intervention
- Webex-based evaluations countywide
- Crisis intervention and treatment support in the least restrictive environment
- Assist law enforcement with assessment and transportation
- 5150/5585 consultation at hospitals
- Community referrals and resources
- Critical incident and disaster response

Hiring Fair: Identifying A Need



The hiring fair relied on collaboration and communication between program leadership and County Human Resources.

Stakeholders

- Community crisis managers and supervisors
- Department executive team
- County Human Resources
- Administrative support

Logistics and Preparation

- Date and location
- Lists of candidates
- Advertising
- Notification of candidates
- Logistics: stations, staffing, supplies
- Coverage for interviewing supervisors
- HR staffing of check-in, CJO facilitation, fingerprinting, benefits, wellness exam scheduling
- Job description handouts

Candidate Experience

- Notified of event by HR
- On arrival, check-in with HR, receive job description and introduction to the program
- Interviewed by a team of two supervisors
- Approved candidates routed to HR to discuss CJO
- If CJO is accepted, fingerprinting, benefits, and wellness exam scheduling.

Hiring Fair: Timeline



- March 2023: Ongoing recruitment and retention needs identified. County Human Resources recommended hiring fair for two classifications.
- May 2023: Multiple planning and preparation meetings, clarification of positions, advertising and logistics.
- Sept 2023: Hiring fair held in collaboration with county HR to ensure seamless coordination and processing of applicants.
- Dec 2023: Onboarding of hiring fair candidates, averaging 12 weeks from CJO to start date.

Vacant Positions Identified



Hiring Fair CJOs



Candidates Onboarded



Program Vacancy Rate for Clinical Therapist I and Social Worker II

Pre-Hiring Fair: 47% → Post-Hiring Fair: 20%

Successes

- 21 interviews
- 18 contingent job offers (CJOs)
- 15 CJOs accepted
- One-stop process for interview, CJO, benefits, fingerprinting, and scheduling of wellness exam
- Follow-up email from leadership welcoming candidate and linking to assigned supervisor for introduction and tour of worksite

Considerations

- Post-hiring fair communications between the program and HR to ensure movement through the hiring process
- Advance step considerations and forms to be completed
- Changing programmatic needs regarding schedule and STOD
- Several months of planning, identifying candidates, and logistics

CONTACT US

Community Crisis Services
800.398.0018

[San Bernadino County Website](#)

Sacramento County Mobile Crisis Hiring and Retention Strategies