

# RESOURCES

## Recruitment, Retention, and Other Workforce Issues

Prepared for the  
National Association of Psychiatric Health Systems  
2007 Annual Meeting

### Workforce Issues

- ***An Action Plan on Workforce Development: A Framework for Discussion.***  
Developed by the Annapolis Coalition on the Behavioral Health Workforce ([www.annapoliscoalition.org](http://www.annapoliscoalition.org)) for the Substance Abuse and Mental Health Services Administration (SAMHSA), this Action Plan is intended to demonstrate how public and private collaboration by diverse stakeholders can strengthen the behavioral health workforce. The plan encompasses workforce issues relevant to persons with mental health conditions, substance abuse or substance use disorders, and co-occurring mental and addictive conditions. A life-span perspective was adopted to ensure that the planning process gave specific attention to workforce development issues pertaining to children, youth, and parents, as well as older adults. Planning also was organized around the workforce needs related to culturally and linguistically diverse populations, as well as those living and working in rural and frontier areas. Read the Executive Summary at [www.samhsa.gov/Workforce/Annapolis/ExecSummaryWorkforceActionPlan.pdf](http://www.samhsa.gov/Workforce/Annapolis/ExecSummaryWorkforceActionPlan.pdf) or see the full report at [www.samhsa.gov/Workforce/Annapolis/WorkforceActionPlan.pdf](http://www.samhsa.gov/Workforce/Annapolis/WorkforceActionPlan.pdf). 2007. (347 pages)
- ***Strengthening Professional Identity - Challenges of the Addictions Treatment Workforce.*** This report summarizes trends in addictions treatment and the challenges that confront the treatment workforce. It also articulates a vision for the treatment and recovery support workforce by presenting a series of recommendations aimed at strengthening the field's professional identity. The report discusses current trends in funding, staff recruitment and retention, patient characteristics and clinical practice and identifies recommendations in the following six areas: infrastructure, leadership and management, recruitment, education and accreditation, retention and studies priorities. Read the report at [www.samhsa.gov/Workforce/WorkforceReportFinal.pdf](http://www.samhsa.gov/Workforce/WorkforceReportFinal.pdf). December 2006. (93 pages)
- ***Wisdom at Work: The Importance of the Older and Experienced Nurse in the Workplace.*** A white paper commissioned by the Robert Wood Johnson Foundation to identify promising strategies and opportunities for retaining experienced nurses. See [www.rwjf.org/files/publications/other/wisdomatwork.pdf](http://www.rwjf.org/files/publications/other/wisdomatwork.pdf). June 2006. (79 pages)
- ***Techniques for Creating a Customer Oriented Culture, Increasing Retention, and Making the Work Place More Fun*** by Jeri Davis. For a copy email [jeri.davis3@verizon.net](mailto:jeri.davis3@verizon.net).

### Child Service Workforce Recruitment / Retention

- ***Recruitment and Retention Strategies Manual.*** The ***SMART Manual*** (Strategies Matrix Approach to Recruitment and Retention Techniques) is designed to help child welfare agencies develop effective strategies for recruitment, selection, training, and

retention of personnel. It includes research-based findings as well as a wide range of experiential information, providing child welfare professionals with practical, hands-on tools and information to begin implementing these strategies in their own agencies. The *SMARRT Manual* was produced as part of the Western Regional Recruitment and Retention Project by the Butler Institute for Families at the University of Denver. The project was funded by the U.S. Department of Health and Human Services Children's Bureau. The manual is available online at [www.thebutlerinstitute.org/images/WRRRPFFiles/SMARRT%20Manual%20Final%20Nov%2006.pdf](http://www.thebutlerinstitute.org/images/WRRRPFFiles/SMARRT%20Manual%20Final%20Nov%2006.pdf). (134 pages, 1.55 - MB)

- ***Self-Assessment Workbook for Building a Stable and Quality Child Welfare Workforce***, an online book from the Center for the Study of Social Policy, provides guidance for child welfare administrators about self-assessment, promising strategies, and action items for recruitment and retention of qualified staff. See [www.cssp.org/uploadFiles/ChildWelfare.pdf](http://www.cssp.org/uploadFiles/ChildWelfare.pdf) (38 pages, PDF - 617 KB)
- ***The Retention of Public Child Welfare Workers***, a 2006 report from the California Social Work Education Center, explores worker turnover among new child welfare workers in California and reports on factors affecting turnover. See [www.csulb.edu/projects/ccwrl/Weaver\\_module.pdf](http://www.csulb.edu/projects/ccwrl/Weaver_module.pdf) (58 pages, PDF - 263 KB)

## Magnet Recognition Program®

- **Magnet Recognition Program®**. The Magnet Recognition Program® was developed by the American Nurses Credentialing Center (ANCC) to recognize health care organizations that provide nursing excellence. The program also provides a vehicle for disseminating successful nursing practices and strategies. See <http://www.nursecredentialing.org/ancc/magnet> for details.