

# **Strengthening the Behavioral Health Workforce Model**

*A strategy for growing, integrating and sustaining Behavioral Health services in rural hospitals and clinics in Kansas*





## PURPOSE

Rural Health Education and Services' (RHES) mission is to partner with health care providers, rural and underserved employers, and state stakeholders to advance Kansas' health care workforce through recruitment, retention, education and research initiatives to ensure that every Kansan has access to quality health care.

RHES recognizes that understanding the changing needs and health care landscape in rural Kansas is an essential aspect to providing relevant services and initiatives. Based on research data and community partner accounts, access to behavioral health is becoming increasingly challenging for many rural and underserved areas of the state.

## QUICK STATS—BEHAVIORAL HEALTH

- The National Institute for Mental Health cites that 1 in 5 American adults are living with a behavioral health disorder.<sup>1</sup>
- Approximately 1 in 8 emergency department visits involves a behavioral health condition.<sup>2</sup>
- The National Center for Health Statistics cites that suicide rates increased by 30% in the United States between 2000 and 2016.<sup>3</sup>
- Individuals living in rural areas die by suicide at higher rates than those living in metropolitan areas.<sup>4</sup>
- The growing need for behavioral health services has created an increased demand on hospitals and systems.<sup>5</sup>
- The American Hospital Association states, "hospitals and health systems are often the safety nets for behavioral health care—especially when community-based services are in short supply."<sup>6</sup>

As the necessity for behavioral health services increases, the demand for providers and specialists also increases. To address these workforce needs, RHES incorporated the recruitment of behavioral health professionals to our strategic efforts. Although these recruitment efforts have been successful, feedback from rural hospitals and clinics identified two major barriers to further develop or add behavioral health services to their team. First, identifying reimbursable services to financially support positions. Second, unfamiliarity with building and recruiting a behavioral health team. The intent of the *Strengthening the Behavioral Health Workforce Model Guidebook* is to address these barriers by providing information, resources and strategies to strengthen the behavioral health workforce.

The creation of this guidebook was funded by the Kansas Health Foundation's Capacity and Impact Grant. The Kansas Health Foundation creates strategies and develops partnerships to improve health for all Kansans by reducing health disparities and focusing on health equity.



## NAVIGATING THE GUIDEBOOK

This resource guide will provide strategies for growing, integrating and sustaining a behavioral health workforce. There are three main sections to the guidebook:

1. Exploration of Behavioral Health Professions
2. Financial Aspects and Sustainability
3. Recruitment Strategies

To assist with creating a staffing model that best fits an organization, a basic understanding of the scope of practice for various positions is essential. The section, **Exploration of Behavioral Health Professions**, will describe the academic background and scope of practice for multiple professions. Please note that this guidebook does not explore all behavioral health professions; rather, it focuses on professions that currently provide reimbursable services and may be integrated into a rural hospital or clinic.

The **Financial Aspects and Sustainability** section will provide specific examples of services that may be offered by a range of behavioral health providers. Each cited service is paired with medical billing codes and values. The easy-to-read chart will serve as the foundation for building a financial model of sustainability.

Once a staffing model has been designed, recruiting is the next key step. The **Recruitment Strategies** section will offer a broad range of resources and strategies to support your recruitment and retention efforts. Additionally, sample job descriptions and compensation trend information are included for your reference.

This guidebook is intended to provide a structured approach to building and growing a behavioral health workforce. Although this sample model leverages various strategies and resources, it is not all-inclusive; rather, it is a starting point. We encourage you to explore additional partnerships and resources that would support your behavioral health workforce goals.

# Exploration of Behavioral Health Professions



## BEHAVIORAL HEALTH PROFESSIONS

Behavioral health professionals (BHP) offer a diverse scope of practice and are well-suited to support many core services of a hospital or health system such as acute inpatient, emergency department, primary care and preventative medicine. In addition to raising awareness of behavioral health issues, BHPs support cultural competency and communication throughout the continuum of care. Many BHPs provide mental health support, screenings, interventions, referral to treatment, case management and care coordination.

The integration of behavioral health services may be provided by a variety of trained professionals. For the purposes of this guidebook, three professions will be given a closer look: Licensed Specialist Clinical Social Worker, Psychiatric-Mental Health Advanced Practice Registered Nurse, and Clinical Psychologist.

**Licensed Specialist Clinical Social Worker (LSCSW)** is the highest level of licensed social work in Kansas and allows for a wide range of billable reimbursement services. This profession requires a master's degree in Social Work followed by licensure to become a Licensed Master Social Worker (LMSW). A LMSW may continue their professional development and pursue a career as a Licensed Specialist Clinical Social Worker. To achieve a LSCSW, a minimum of 3000 hours of supervised clinical experience and a clinical level exam must be completed.

The scope of practice for a LSCSW is diverse and includes the ability to diagnose and treat all mental health and substance use disorders, provide direct client therapies, and supervise LMSW psychotherapy services. LSCSWs may also be dually licensed in addiction treatment.

**Psychiatric-Mental Health Advanced Practice Registered Nurse (PMH-APRN)** is an advanced practice registered nurse, holding a master's or doctoral degree, that specializes in psychiatric and mental health. Upon completion of their academic training, graduates must successfully take a national certification exam.

The American Psychiatric Nurses Association describes the PMH-APRN's scope of practice as being responsible for the assessment, diagnosis, treatment and evaluation of mental illness. PMH-APRNs conduct physical exams, order and interpret tests, and counsel on preventative health care.<sup>7</sup> Although PMH-APRNs make autonomous decisions, the degree of independence and supervision varies state to state. Currently in Kansas, a PMH-APRN must have a collaborative practice agreement with a physician licensed in Kansas.

**Clinical Psychologists** hold either a Doctor of Philosophy (PhD) or Doctor of Psychology (PsyD) from a program accredited by the American Psychological Association. The doctoral program must include an applied internship with at least 1,800 hours. Upon completion of the doctoral degree, providers must obtain a temporary license and acquire an additional 1,800 of supervised experience. Once the postdoctoral supervised experience is gained, the psychologist must pass the Examination for Professional Practice in Psychology and then apply for licensure as a Clinical Psychologist.

Clinical Psychologists provide comprehensive mental and behavioral health care. Their broad scope of practice includes clinical and counseling services as well as the assessment, treatment and prevention of mental, emotional and behavioral disorders. Clinical Psychologists are trained to work in many settings and may specialize to work with specific populations such as patients with chronic illnesses, aging or children groups.

### **ADDITIONAL BEHAVIORAL HEALTH PROFESSIONS (FOR REFERENCE)**

**Licensed Clinical Marriage and Family Therapist (LCMFT)** - Master's degree in Marriage and Family Therapy plus clinical license post-degree. LCMFTs specialize in marriage and family relationships.

**Licensed Clinical Professional Counselor (LCPC)** - Master's degree in Counseling plus clinical license post-degree. LCPCs assess mental health disorders, provide psychotherapy and counseling, and assist in crisis management.

**Licensed Clinical Psychologist (LCP)** - Master's degree in Psychology plus clinical license post-degree. LCPs are trained to provide individual or group counseling.

**Licensed Addiction Counselor (LAC)** - Baccalaureate degree in addictions or related field. LACs assist with the development of substance use addiction treatment goals, help clients modify behaviors, and provide education.

**Licensed Clinical Addiction Counselor (LCAC)** - Master's degree in addiction counseling plus post-graduate supervised practice. LCACs may provide independent practice of addiction counseling, specifically to the diagnosis and treatment of substance use disorders.

**Licensed Master Social Worker (LMSW)** - Master's degree and successful completion of the Association of Social Work Board exam. LMSWs may practice clinical and non-clinical social work under supervision.

**Note:** LMSW, LMFT, LPC, LMLP may apply to become licensed as a LMAC (Addiction's Counselor) by application to the Kansas BSRB and successfully passing the Master's Addiction Counselor (MAC) exam.

# Financial Aspects and Sustainability

To sustain a behavioral health workforce team, financial aspects must be considered. While other funding sources and opportunities may be available, this guidebook focuses on services that are eligible for reimbursement. The chart on the following page (7) cites services that may be offered by behavioral health providers along with their medical billing codes and values. The reimbursement rates cited in the chart are based on the Centers for Medicare & Medicaid Services' average values. Please note that the values are subject to change depending on the region in which services are rendered; additionally, rates may vary amongst alternate payers. Please consult with your billing and coding specialist for the most up-to-date information.

The chart may be utilized to assist you in developing a financial sustainability model, based on the service needs in a community, potential volume of services and the behavioral health professional delivering those services.

## SUSTAINABILITY EXAMPLE

This example is based on the utilization of a LSCSW at full-time employment with 44 weeks worked per year. It provides an example of minimal service volume levels to recover staffing expenses while leaving a significant margin for other supportive or revenue-generating activities.

Employment Expenses	
Salary	\$72,000
Fringe and Office Overhead	\$24,000
	<b>\$96,000</b>

Service	Code	Avg # /Week	Avg # /Year	Rate per Service	Annual Amount
Psychiatric Diagnostic Evaluation	90791	3	132	\$135	\$17,820
Psychotherapy w/ Patient	90834	12	528	\$135	\$71,280
Psychotherapy for Crisis	90839		12	\$150	\$1,800
SBIRT* (Screening, Brief, Intervention, Referral to Treatment)	99408	3	132	\$67	\$8,844
					<b>\$99,744</b>

\*SBIRT is a comprehensive, integrated, public health approach to the delivery of early intervention and treatment services for persons with substance use disorders, as well as those who are at risk of developing these disorders. Primary care centers, hospital emergency rooms, trauma centers, and other community settings provide opportunities for early intervention with at-risk substance users before more severe consequences occur.

Screening quickly assesses the severity of substance use and identifies the appropriate level of treatment.

Brief intervention focuses on increasing insight and awareness regarding substance use and motivation toward behavioral change. Referral to treatment provides those identified as needing more extensive treatment with access to specialty care.

Retrieved from: [samhsa.gov/sbirt/about](https://www.samhsa.gov/sbirt/about)

	<b>Psychiatric/ Psychosocial Disorders</b>	<b>Suicide Prevention</b>	<b>SBIRT (Screening, Brief, Intervention, Referral to Treatment)  Substance Abuse</b>	<b>Chronic Disease Management</b>
<b>LSCSW</b>	<b>Psychiatric Diagnostic Evaluation</b> 90791: Avg \$135  <b>Psychotherapy w/PT</b> 90832 (30 min.): \$107 90834 (45 min.): \$135 90837 (60 min.): \$175	<b>Psychotherapy for Crisis</b> 90839: \$150	<b>Full Screens or Brief Interventions</b> 99408 (15-30 min.): \$67 99409 (30+ min.): \$136	<b>Chronic Care E/M</b> 99490*: \$50  Additional Requirements Apply
<b>PMH-APRN</b>	<b>Psych Diagnostic Evaluation w/Med</b> 90792: \$260  <b>E/M Services</b> <b>New Patients</b> 99204: \$295 99205: \$383  <b>Established Patients</b> 99213: \$115 99214: \$175 99215: \$248	<b>Psychotherapy for Crisis</b> 90839: \$150	<b>Full Screens or Brief Interventions</b> 99408 (15-30 min.): \$67 99409 (30+ min.): \$136	<b>Services are potentially billable but generally handed off to other staff.</b>
<b>Clinical Psychologist</b>	<b>Psychiatric Diagnostic Evaluation</b> 90791: \$135  <b>Crisis Services</b> 90839: \$150  <b>Health Behavior Assessment</b> 96156: \$260  <b>Neuropsychological Testing</b> 96146: \$62	<b>Psychotherapy for Crisis</b> 90839: \$150	<b>Full Screens or Brief Interventions</b> 99408 (15-30 min.): \$67 99409 (30+ min.): \$136	<b>Services are potentially billable but generally handed off to other staff.</b>
<b>LCMFT, LCPC LCP, LAC LCAC, LMSW</b>	+Varies	+Varies	<b>Full Screens or Brief Interventions</b> 99408 (15-30 min.): \$67 99409 (30+ min.): \$136	<b>Independent billing not available at this time.</b>
<b>+SOME OF THESE PROFESSIONS MAY BE ELIGIBLE FOR DIRECT BILLING DEPENDING ON PAYER-TYPE AND/OR FACILITY-TYPE</b>				

**\*\*ALL VALUES ARE AN AVERAGE AND WILL DEPEND ON REGION IN WHICH THE SERVICES ARE PERFORMED.\*\***

**LSCSW** (Licensed Specialist Clinical Social Worker)

**PMH-APRN** (Psychiatric-Mental Health Advanced Practice Registered Nurse)

**Clinical Psychologist**

**LCMFT** (Licensed Clinical Marriage and Family Therapist)

**LCPC** (Licensed Clinical Professional Counselor)

**LCP** (Licensed Clinical Psychologist)

**LAC** (Licensed Addiction Counselor)

**LCAC** (Licensed Clinical Addiction Counselor)

**LMSW** (Licensed Master Social Worker)



# Recruitment Strategies

Recruiting the right people is a key factor to building a successful behavioral health team. Once hired, retaining team members is equally important. Therefore, recruit for retention. Employ best practices for recruitment and begin building strong relationships with future employees to enhance long-term retention efforts.

## BEST PRACTICES IN RECRUITMENT

- Establish a recruitment team. Designate a lead for each position that will be responsible for the progress and be the liaison between all parties. Designate specific tasks to each team member with clear expectations.
- Identify community stakeholders that can be involved with on-site visits and help promote available positions. Strong community relationships are helpful in retention.
- Create an ideal provider profile that includes characteristics, skills and talents which support organizational goals and culture. Establish a timeline for hiring new positions.
- Consider a recruitment budget. Evaluate marketing and promotional materials so they are updated and professional. Be sure to highlight the strengths of the organization and community. Develop and implement a marketing plan for each position.
- Determine what resources should be utilized to help identify qualified candidates. Consider the Kansas Recruitment and Retention Center, online job boards, academic training programs, career fairs, conferences and for-profit recruitment firms.
- Become a clinical site for student rotations and training. Leverage current providers that may serve as preceptors to students or clinical supervisors for professionals completing their post-graduate training.
- Contact candidates within 24 hours of receiving their application or referral. In addition to asking questions, engage in conversation with candidates and be prepared to share information about the workplace culture, how the organization's mission is lived, and how this position will address a need or elevate care to the population served.
- Create a positive experience for on-site interviews. Leverage community stakeholders, highlight the community, and allow time for the candidate to network with potential colleagues. Be prepared to accommodate a spouse and family. Create an itinerary that is tailored to the individual candidate's wants, needs, and interests.
- Follow-up with candidates in a timely manner after the interview. Be prepared to make an offer of employment within the projected time frame. Don't be afraid to say 'no' to a candidate if they are not the right fit.
- Keep in regular communication with new hires. Provide assistance during the transition period and help make sure on-boarding is on-track.



## ADDITIONAL RECRUITMENT STRATEGIES

### *Grow Your Own*

Cultivate a team of behavioral health clinicians from current staff that have potential and interest in this area. Partnering with current employees to pursue behavioral health degrees and licensure can be a win-win for both the employee and organization. There are several strategies that may be utilized to accomplish this goal. Examples include:

- Incentivize graduate education for current employees by offering tuition assistance when pursuing a behavioral health degree. Share information about graduate programs that are available on-line, offered in a blended format, or have campus partnerships in your local or nearby community.
- Offer to provide or pay for clinical supervision for those licensed at the MSW level to obtain their LSCSW license. This may be done on-site for organizations with a LSCSW already on staff who can provide the necessary supervision. It can be done off-site with a LSCSW who is contracted by an organization to provide supervision. The Kansas Behavioral Science and Regulatory Board allows for televideo supervision for the hours required towards LSCSW licensure.
- Many graduate programs in behavioral health have a practicum or internship requirement. Explore the opportunity to partner with academic programs to serve as an employment-based practicum. This allows employees to continue to work during their graduate program while they complete their practicum hours.

### *Recruitment in Pairs or Multiples*

Implementing creative recruitment strategies helps organizations stand-out amid the many options a candidate may choose from. A unique strategy is recruiting in pairs or multiples. If your organization has the capacity to hire two or three candidates simultaneously (or within a short time frame), consider designing a strategy and promotional materials geared towards attracting colleagues, students or spouse pairs.

Particularly when recruiting to a rural area or when building a new service line within an organization, recruiting in pairs offers many benefits. When recruiting multiple providers simultaneously, the prospect of professional and geographical isolation decreases. In addition, there is already an established trust level with the co-recruited colleague. For candidates relocating into a new or rural community, the transition may be easier as there is already social support through these formed relationships.

### *Networking*

Do not underestimate the power of networking as a recruitment strategy. Leverage current providers, staff and community partners and empower them to promote your available positions. Networking provides an opportunity to get information out about your organization, job opportunities, workplace culture and mission to a larger audience. It also helps to cultivate and increase the candidate pool. Encourage current employees to share practice opportunities with their colleagues and academic training program contacts. Consider creating reference materials that highlights the message your organization is promoting.

## *Engage with the Kansas Recruitment and Retention Center*

The Kansas Recruitment and Retention Center's (KRRC) services are designed to assist Kansas' communities in recruiting and retaining health care providers. The KRRC partners with hospitals, private physician practices, community and behavioral health centers, and other organizations to strengthen the health care workforce in communities across the State of Kansas.

The KRRC only recruits for Kansas! Health care organizations in rural, urban underserved, and metro areas can sign up to partner with the KRRC to find health care providers. Our highly skilled recruitment specialists work one-on-one with health care employers to develop an opportunity description, identify key characteristics of an ideal candidate, create a marketing plan to recruit candidates, and offer guidance throughout the interview and hiring process. The KRRC specializes in the recruitment of medical, dental and behavioral health professionals.

The KRRC will start recruiting and share the opportunity with the appropriate candidate pool. When candidates are identified, the KRRC will send referrals and schedule a time for you to connect with them. All candidates that have been referred have already been prescreened and expressed an interest in the opportunity and community. Email KRRC at [krrc@kumc.edu](mailto:krrc@kumc.edu) for more information.

## **RESOURCES TO SUPPORT RECRUITMENT AND RETENTION**

### *National Health Service Corps*

The National Health Service Corps (NHSC) administers multiple federal programs that provide scholarships and student loan repayment to health care professionals in exchange for a service commitment to practice in designated areas across the country with a shortage of health care professionals. Today, more than 16,000 NHSC participants provide comprehensive primary medical, dental, and behavioral and mental health care at more than 18,000 NHSC-approved sites, serving over 17 million people who live in rural, urban, and tribal communities. NHSC participants work at NHSC-approved sites located in and serving Health Professional Shortage Areas (HPSAs), which are communities with limited access to care.

Clinicians at NHSC-approved sites may be eligible to apply to one of the five NHSC programs, including:

- NHSC Scholarship Program
- NHSC Students to Service Loan Repayment Program
- NHSC Loan Repayment Program
- NHSC Substance Use Disorder Workforce Loan Repayment Program
- NHSC Rural Community Loan Repayment Program SLRP, NURSE Corps

For more information about becoming a NHSC-approved site or to view detailed information on NHSC scholarship and loan repayment programs, visit [nhsc.hrsa.gov/](http://nhsc.hrsa.gov/)

### *State Loan Repayment Program*

Kansas' State Loan Repayment Program (SLRP) offers eligible health care professionals assistance with the repayment of qualifying educational loans in exchange for a minimum two-year service commitment at an eligible practice site in a federally designated Health Professional Shortage Area (HPSA). The SLRP funds are to be used as an annual one-time payment toward eligible student loans. Eligible behavioral health professionals that are awarded loan repayment may receive up to \$20,000 in years 1 and 2 with potential tiered payments years 3-5.

For more information about Kansas' SLRP, visit [kdheks.gov/olrh/FundLoan.html](http://kdheks.gov/olrh/FundLoan.html)

## *Public Service Loan Forgiveness Program*

The Public Service Loan Forgiveness Program forgives the remaining balance on your Direct Loans after you have made 120 qualifying monthly payments under a qualifying repayment plan while working full-time for a qualifying employer.

To determine if your organization is a qualifying employer, visit [studentaid.gov/manage-loans/forgiveness-cancellation/public-service](https://studentaid.gov/manage-loans/forgiveness-cancellation/public-service)

## REFERENCE RESOURCES

### *Compensation Trends*

The following compensation trend chart denotes national average salaries. Salary amounts will vary based on years of experience and geographical location.

Salary ranges specifically for Kansas can be found online on a variety of websites including:

- salary.com
- bls.gov/oes/current/oes\_ks.htm
- payscale.com

<b>Behavioral Health Profession</b>	<b>National Average Annual Salary</b>
<b>Licensed Specialist Clinical Social Worker</b>	\$72,070
<b>Psychiatric-Mental Health APRN</b>	\$107,262
<b>Clinical Psychologist</b>	\$99,916
<b>Master Social Worker</b>	\$51,760



## *Job Description Example #1*

### **Behavioral Health Consultant (LSCSW, PhD, PsyD)**

#### **SUMMARY**

Provide behavioral health consultation utilizing a team-based model to children, adolescents, adults, and families to improve psychosocial functioning.

#### **RESPONSIBILITIES**

- Provide comprehensive assessment and diagnosis of behavioral health clients.
- Provide effective treatment planning and assisting clients in successfully achieving goals.
- Evaluate crisis situations and apply appropriate interventions.
- Assist in the detection of “at risk” patients and development of plans to prevent further psychological or physical deterioration.
- Assist the primary care team in developing care management processes such as the use of guidelines, disease management techniques, case management, and patient education to improve self-management of chronic disease.
- Provide assessment, consultation, and brief intervention for psychological/psychiatric problems and/or disorders.
- Teach patients, families, and staff care, prevention, and treatment enhancement techniques.
- Monitor the site’s behavioral health program, identifying problems related to patient services and making recommendations for improvement.
- Participates in Quality Improvement (QI), Quality Assurance (QA) and Continuous Quality Improvement Activities (CQI) as appropriate.

#### **QUALIFICATIONS**

##### **Education & Experience:**

Master’s Degree in Social Work or PhD/Psy.D. in Clinical Psychology

##### **Certificates and Licenses:**

Licensed in the State of Kansas as a Licensed Clinical Social Worker (LCSW) or a Licensed Psychologist

#### **REQUIREMENTS/ELIGIBILITY**

- Excellent working knowledge of behavioral medicine and evidence-based treatments for medical and mental health conditions.
- Ability to work through brief patient contacts as well as to make quick and accurate clinical assessments of mental and behavioral conditions.
- Should be comfortable with the pace of primary care, working with an interdisciplinary team, and have strong communication skills.
- Good knowledge of psychopharmacology.
- Ability to design and implement clinical pathways and protocols for treatment of selected chronic conditions.

## *Job Description Example #2*

### **Medical Social Worker**

#### **SUMMARY**

Social Work Case Manager, under the direction of the Social Work Manager and Nurse Manager in Case Management, has responsibility to provide care/service safely and efficiently for a full range of services to patients of all ages and their families. Primary role is to collaborate, communicate and facilitate coordination of services post-hospitalization as established by the healthcare team and executed by the case manager. Responsible for the psychosocial assessment of patients, for post hospital discharge needs including home care, nursing home placement, durable medical equipment, financial assistance, counseling, and other community resources. Ensure appropriate decision makers are informed of and involved in treatment planning.

The Social Work Case Manager identifies, monitors, and reports opportunities for quality and performance improvement to the appropriate department. The Social Work Case Manager takes an active role in performance improvement activities as it relates to their area of assignment.

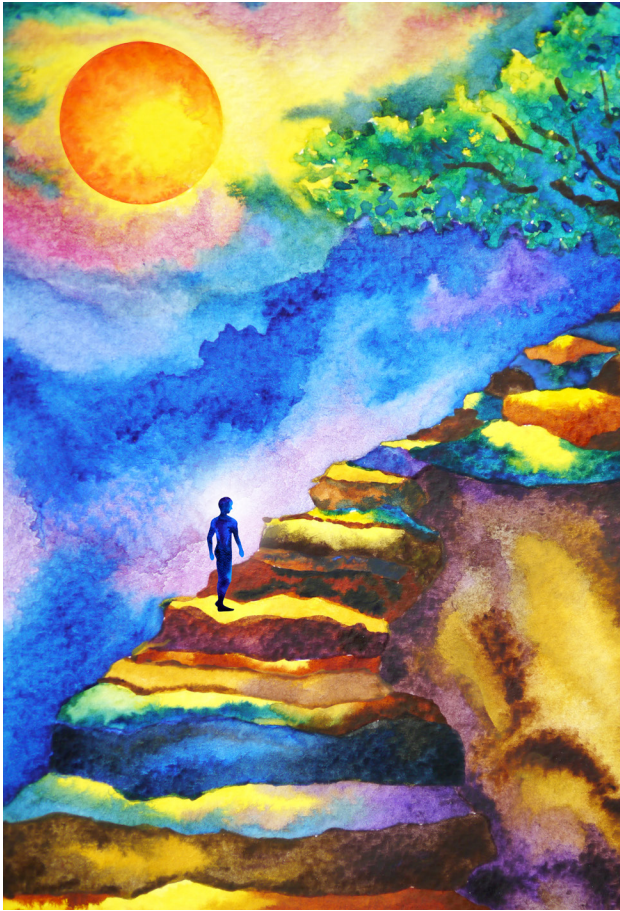
#### **RESPONSIBILITIES**

- Takes personal responsibility for completing assigned activities and seeks new opportunities to provide high-quality work/service; looks for ways to improve individual performance.
- Is clear about daily tasks and shows a flexible, proactive approach to accomplishing responsibilities in the face of changing situations (e.g. patient emergencies).
- Shows willingness to learn new technologies, tools or systems, and is eager to gain new skills.
- Understands personal and practical needs of all customers and takes appropriate action to meet expectations for quality care and/or service.
- Demonstrates the ability to work effectively within and across work units to deliver the best customer experience.
- Plans daily routine to properly organize tasks and demonstrates the flexibility to meet immediate customer needs effectively and efficiently.
- Proactively asks open-ended questions to clarify and resolve underlying issues; escalates issues promptly and responsibly as necessary.
- Allocates time appropriately to effectively handle multiple priorities and varying workload.
- Demonstrates stewardship through the identification and appropriate use of available resources (time, equipment and supplies).
- Must be able to perform the professional, clinical and or technical competencies of the assigned unit or department.

#### **QUALIFICATIONS REQUIRED**

##### **Certificate, License or Registration ~ LMSW or LSCSW**

- Certificate, License or Registration ~ State of Kansas Social Work license
- Education: Master's Degree in Social Work



## NEXT STEPS

We hope that the information provided in this guidebook helps to provide a framework for building, expanding or supporting a behavioral health team within your organization. We are here to help! Our team is ready to assist you in creating a workforce plan that best fits your organizational and community needs as well as provide recruitment services to support this effort.

The Rural Health Education and Services department offers a wide range of services, programs and resources to support the development and sustainability of a healthy workforce in your organization. Programs and services include:

- Kansas Recruitment and Retention Center
- Kansas Bridging Plan
- Kansas Locum Tenens
- Kansas Career Opportunities
- Leadership and Development Training
- Medical Mission Partners of Kansas
- Rural Kansas Photography Contest
- Marketing and Recruitment Conferences

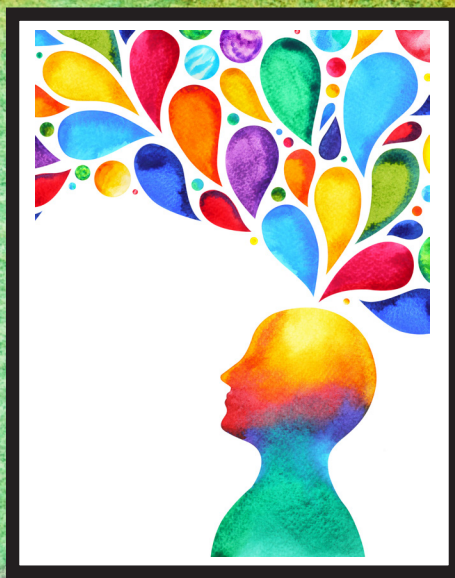
If you would like to receive a printed or electronic booklet or want more information, contact Rural Health Education and Services, The University of Kansas Medical Center at [rhealth@kumc.edu](mailto:rhealth@kumc.edu) or 316-293.2649 or visit [ruralhealth.kumc.edu](http://ruralhealth.kumc.edu).





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