SSTAR
PROVIDER PERSPECTIVE

Pat Emsellem, MS, LADC
Chief Operating Officer
THIS PRESENTATION WILL DESCRIBE:

- Intro to SSTAR and our workforce
- Who we want to hire – personal qualities we look for - why empathy is critical
- Previous workforce development initiatives – growing our own
- Current and future workforce needs
SSTAR
Services and Workforce
**SSTAR employs about 400 people in Fall River**

- 350 employees on our Stanley Street campus
- 50 work at the Lifeline methadone clinic and satellite primary care health center located at in the south end of the city.
Entry Level, 33%
Mid-Level, 28%
Masters and Above, 19%
Nurses, 11%
Administrative, 10%
INPATIENT SERVICES

- 74 beds
- 20 ATS/Detox
- 17 Dual Diagnosis
- 37 CSS/Step Down
OUTPATIENT SERVICES

4,700 Clients
49,000 Visits P.Y.

- Open Access Groups and Individual Counseling
- Psychiatric services
- Opioid Triage Center
- ARISE Family Interventions
- Recovery Coach and CSP
6,000 Patients
50,000 Visits P.Y.

- Pediatrics
- Family Medicine
- Infectious Disease
- Suboxone & Vivitrol
- Endocrinology
LIFELINE METHADONE

835 Patients
61% OF OUR POSITIONS ARE EITHER ENTRY LEVEL OR MID-LEVEL

**Entry Level** means no/minimal academic or other credential required

Examples: inpatient Recovery Specialist, CSP worker (Community Support Program), receptionist, greeter, security guard. We’ll provide on-the-job training leading to certification for otherwise qualified candidates for Recovery Coach or ARISE Family Interventionist.

**Mid-Level** – Requires a recognized certification and/or Bachelor’s Degree or experience and progress towards certification.

Examples: case manager, inpatient counselor, lead recovery specialist, certified Recovery Coach, ARISE Interventionist
## Inpatient

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>Nurse</td>
<td>14</td>
<td>10%</td>
</tr>
<tr>
<td>Masters or above</td>
<td>8</td>
<td>6%</td>
</tr>
<tr>
<td>Midlevel</td>
<td>44</td>
<td>33%</td>
</tr>
<tr>
<td>Entry Level</td>
<td>69</td>
<td>51%</td>
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## Outpatient

<table>
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<tr>
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<tbody>
<tr>
<td>Total Employees</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>Nurse</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Masters</td>
<td>31</td>
<td>34%</td>
</tr>
<tr>
<td>Midlevel</td>
<td>23</td>
<td>26%</td>
</tr>
<tr>
<td>Entry Level</td>
<td>32</td>
<td>36%</td>
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## Health Center

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</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>102</td>
<td></td>
</tr>
<tr>
<td>Nurse</td>
<td>17</td>
<td>17%</td>
</tr>
<tr>
<td>Masters and Above</td>
<td>24</td>
<td>24%</td>
</tr>
<tr>
<td>Midlevel</td>
<td>44</td>
<td>43%</td>
</tr>
<tr>
<td>Entry Level</td>
<td>17</td>
<td>17%</td>
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## Lifeline Methadone

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Nurse</td>
<td>9</td>
<td>26%</td>
</tr>
<tr>
<td>Masters and Above</td>
<td>11</td>
<td>32%</td>
</tr>
<tr>
<td>Midlevel</td>
<td>1</td>
<td>3%</td>
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<tr>
<td>Entry Level</td>
<td>13</td>
<td>38%</td>
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</table>
A significant number of mid-level openings filled through internal promotions

4% of our workforce experience a promotion over the course of a year.

With our new Behavioral Health Community Partners initiative, there are 17 internal promotions in June alone
How and Who We Recruit
Looking for empathy
WHERE DO WE RECRUIT?

- Indeed
- SSTAR website
- Internal announcements
- Career Center
- Journal ads and recruiters (MDs, sometimes NPs)
- National Health Service Corps Loan Repayment Site (MD)
- BSAS Careers of Substance
- Job Fairs
- Linkedin
- Glassdoor.com
- Zip Recruiter
- Outreach to graduate programs (internships/clinical rotation – nursing, counseling, social work, PsyD, MD)
WHAT DO WE LOOK FOR IN CANDIDATES?

1. Work experience, academic or other credentials mandated for the role
2. Work history - demonstrated ability to show up and deal with the challenges of working for and with other people, OR a credible explanation of why they have had a poor work history that reflects self-awareness and realistic approach to changing previous patterns

Personal Qualities:

- Problem solving ability.
- Initiative
- EMPATHY
Dictionary Definition:

“Empathy - the action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another”

“What’s it like to be you?” Dave Gustafson, Director of NIATx - Network for the Improvement of Addiction Treatment

Imagine walking in the other person’s shoes
Training for Empathy = Healthcare Quality

Cleveland Clinic- a national leader in healthcare quality and patient experience design.
Cleveland Clinic Video Clip
Varieties of lived experience among SSTAR workforce underlies their commitment to their work, makes them especially empathetic and effective
Varieties of Experience
Video Clip
GROWING OUR OWN
SSTAR Workforce Development Initiatives
Workforce Training Fund – 2003 – computer /EHR training for clinicians

Southeast Healthcare Collaborative – a training initiative of the WIB and Commonwealth Corp- funded our first on-site CADC training program and our first training for certification of ARISE family Interventionists

BSAS- contract supported another ARISE Intervention series of trainings and training to certify three SSTAR interventionists as supervisors for ARISE Interventionist Interns
JOBS TO CAREERS – 2009 – A ROBERT WOOD JOHNSON-HITACHI FOUNDATION INITIATIVE TO DEVELOP MODEL PROGRAMS TO TRAIN ENTRY LEVEL HEALTHCARE WORKERS TO MORE SKILLED ROLES.

- CADC through the Trundy Institute, college courses on site, GED-related activities.
- Collaborated with Bristol Community College for on-site college courses
- BCC agreed to grant 15 credit hours for any employee who acquires a CADC.
- Program helped prepare school-phobic employees for academic work: the College’s innovative partnership with SSTAR on this benefitted both organizations
- Our program won a national Pacesetter award for innovation in behavioral health workforce practices

Video – impact of J2C on SSTAR workers. 
https://youtu.be/G6r3Zviep7A
CURRENT: COMMONWEALTH CORP WORKFORCE TRAINING FUND

- CADC
- Recovery Coach
- Group Skills training for inpatient workers using Change Company Journaling curriculum
- Certification as Family Interventionist
Overcoming Fears, Financial and Time Challenges
Video Clip
LEARNER MOTIVATION: STAGES OF CHANGE MODEL
OUR WORKFORCE CHALLENGES
Recruiting/Growing Master’s Level Clinicians

- Shortage of people with these credentials.
- These are the positions that generate revenue.
- Especially hard to find credentialed providers who are interested in and effective with our population:
LOW WAGES – IF WE WERE TO INCREASE MINIMUM TO $15 IT WOULD COST $408,693
NEW FACILITY 2019-2020: NEED TO RECRUIT 175 WORKERS

- 60 more inpatient beds
- Medication Assisted Treatment
- Satellite Health Center
- Research
Giving someone a job, fostering their career, can profoundly affect their family for generations.
Workforce Development Strengthens Families Video Clip
Questions?
THANK YOU!

SSTAR youtube channel:  **SSTARinc**  

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