



# **SSTAR PROVIDER PERSPECTIVE**

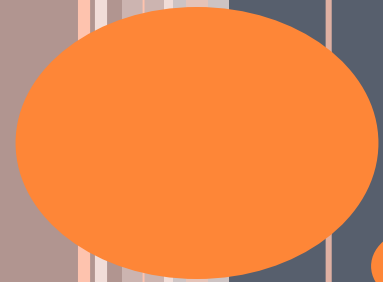
**Pat Emsellem, MS, LADCI  
Chief Operating Officer**

## 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**



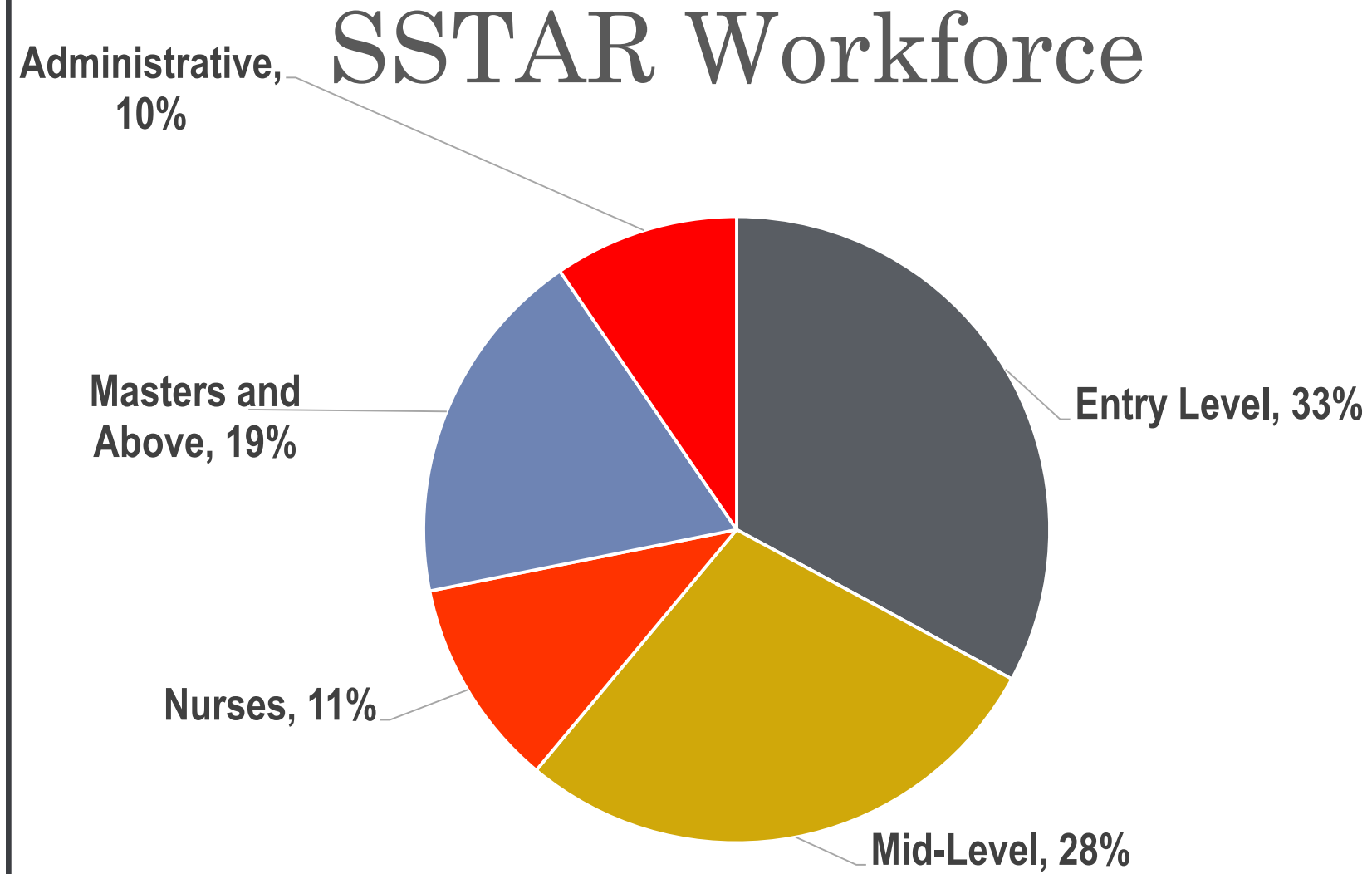
**Services and Workforce**



## 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.







# 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







# PRIMARY HEALTH

**6,000 Patients**  
**50,000 Visits P.Y.**

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







## **South End Services**

1010 SOUTH MAIN STREET

### **Family HealthCare Center**

Adult Primary Care

Pediatric Primary Care

Infectious Disease Specialty

Project Aware

### **LifeLine**

### **Behavioral Health Counseling**

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		
Total Employees	135	
Nurse	14	10%
Masters or above	8	6%
Midlevel	44	33%
Entry Level	69	51%

Outpatient		
Total Employees	90	
Nurse	3	3%
Masters	31	34%
Midlevel	23	26%
Entry Level	32	36%

Health Center		
Total Employees	102	
Nurse	17	17%
Masters and Above	24	24%
Midlevel	44	43%
Entry Level	17	17%

Lifeline Methadone		
Total Employees	34	
Nurse	9	26%
Masters and Above	11	32%
Midlevel	1	3%
Entry Level	13	38%





## INTERNAL PROMOTIONS

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
- ZipRecruiter
- 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 health care 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 CADDC 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

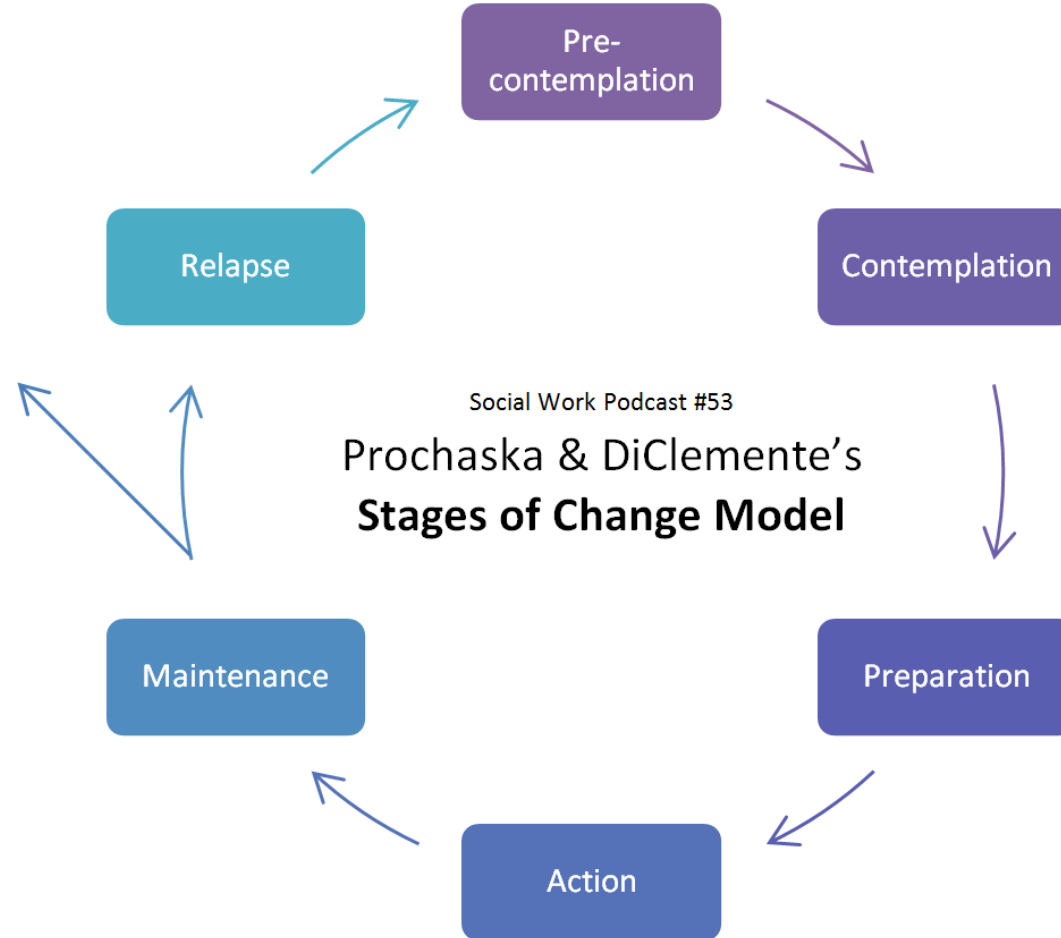
- CADC
- Recovery Coach
- Group Skills training for inpatient workers using Change Company Journaling curriculum
- Certification as Family Interventionist



# Overcoming Fears, Financial and Time Challenges Video Clip



# LEARNER MOTIVATION: STAGES OF CHANGE MODEL





# OUR WORKFORCE CHALLENGES

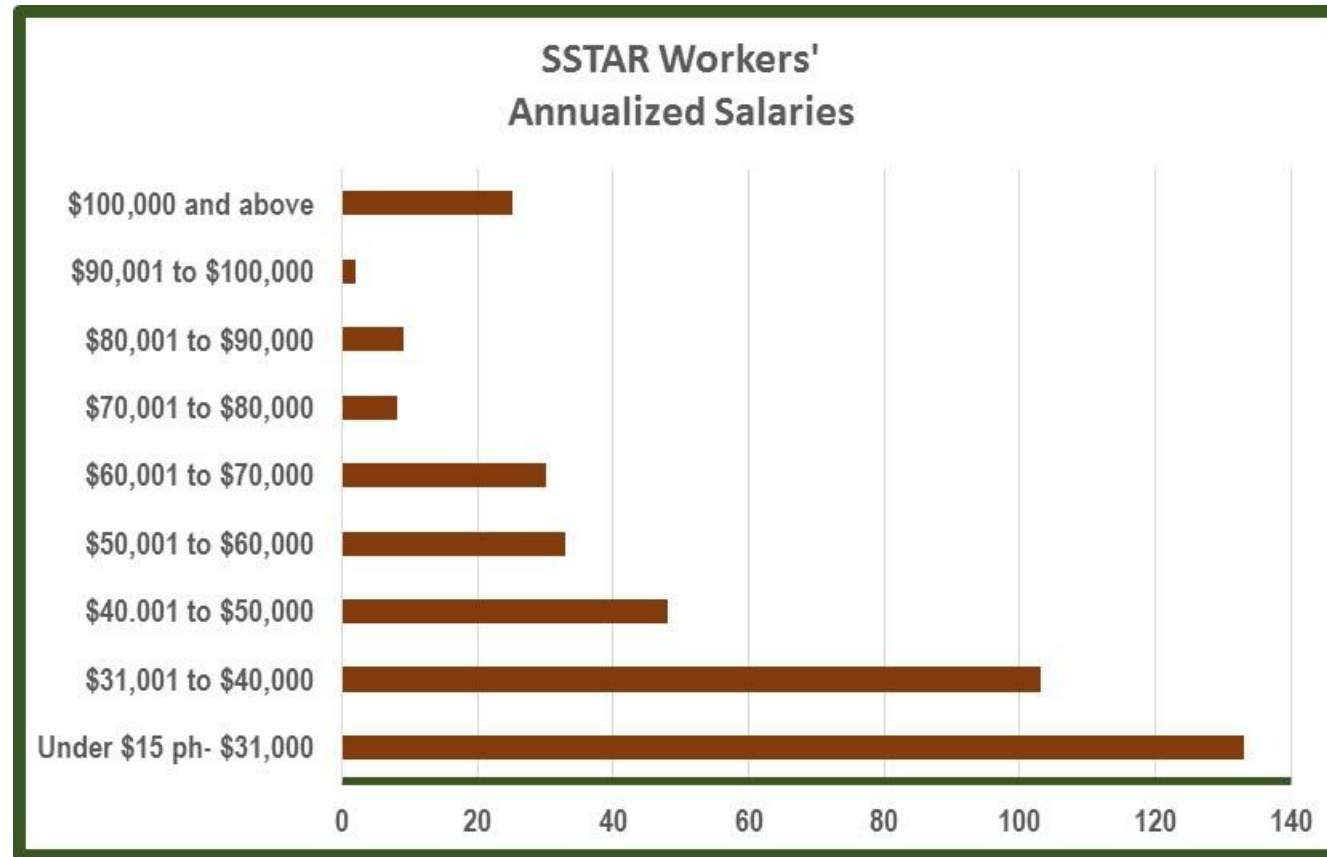


# RECRUITING/GROWING MASTER'S LEVEL CLINICIANS

- 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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