

# DEMAND FOR AND ACCESS TO BEHAVIORAL HEALTH SERVICES: What is the “hidden pipeline”?

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# Understanding the Workforce Crisis



- Workforce Crisis Data
  - Emphasis on the “pipeline”
    - Recruitment, Mentoring, Student Support, Loan Forgiveness, Tax Relief, etc.
- Hidden pipeline information
  - What happens to the workforce when they are in the work setting -- AKA the provider agency?
    - Why are workers “at risk”
    - Relationship between worker stability and access/quality of care
    - Data is missing



# What do behavioral health providers say?

- NMBHPA Providers responses to why there is a workforce shortage:
  - Reluctance to participate in training students because of the cost and effort
  - Cannot fill open positions; applications are simply not there
  - Cannot keep staff long enough to offset the cost of on-boarding them into the agency
  - Turnover costs inhibit service delivery



# Data Resources

- HRSA Study - National behavioral health workforce estimates for 2016 through 2020
  - Highlights how workforce shortages and an unequal distribution of providers have intensified access to care challenges for patients
  - Shortage is exacerbated by high turnover rates, a lack of professionals, aging workers and low compensation
- UNM Health Care Workforce in New Mexico
  - Supply and demand
  - Recommended funding workforce report staff positions
- State generated utilization and claims data
  - Measures access, utilization and outcomes

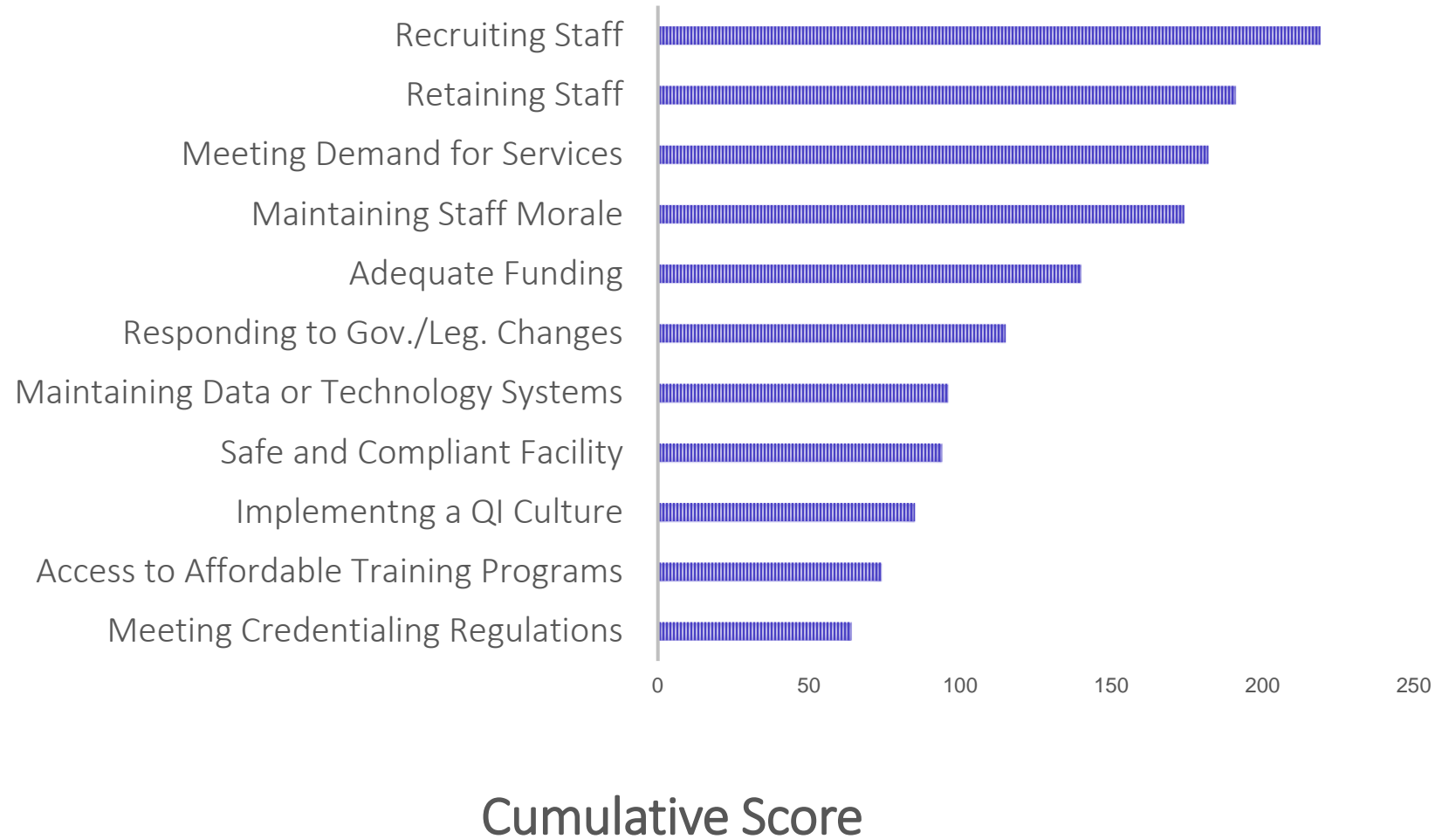
# Who was surveyed?

- Type of Practice (combined responses)
  - BHS, CMHC, CSA, FQHC
- Legal Status
  - Non Profit - 54%
  - For Profit - 31%
- Accredited
  - CARF, Joint Commission - 50%
- Evidenced Based Practice - 100%
  - Trauma Informed Care, EMDR, DBT, Motivational Interviewing
- Revenue Source
  - Client Based Fee for Service/Government Funds - 100%, Additional Fundraising - 76%, Private Insurance - 82%, other - 35%.
- Number of Clients Served TOTAL - 35,705
- All areas of the State were represented in the survey



# Challenges BH Providers face

Agency Challenge

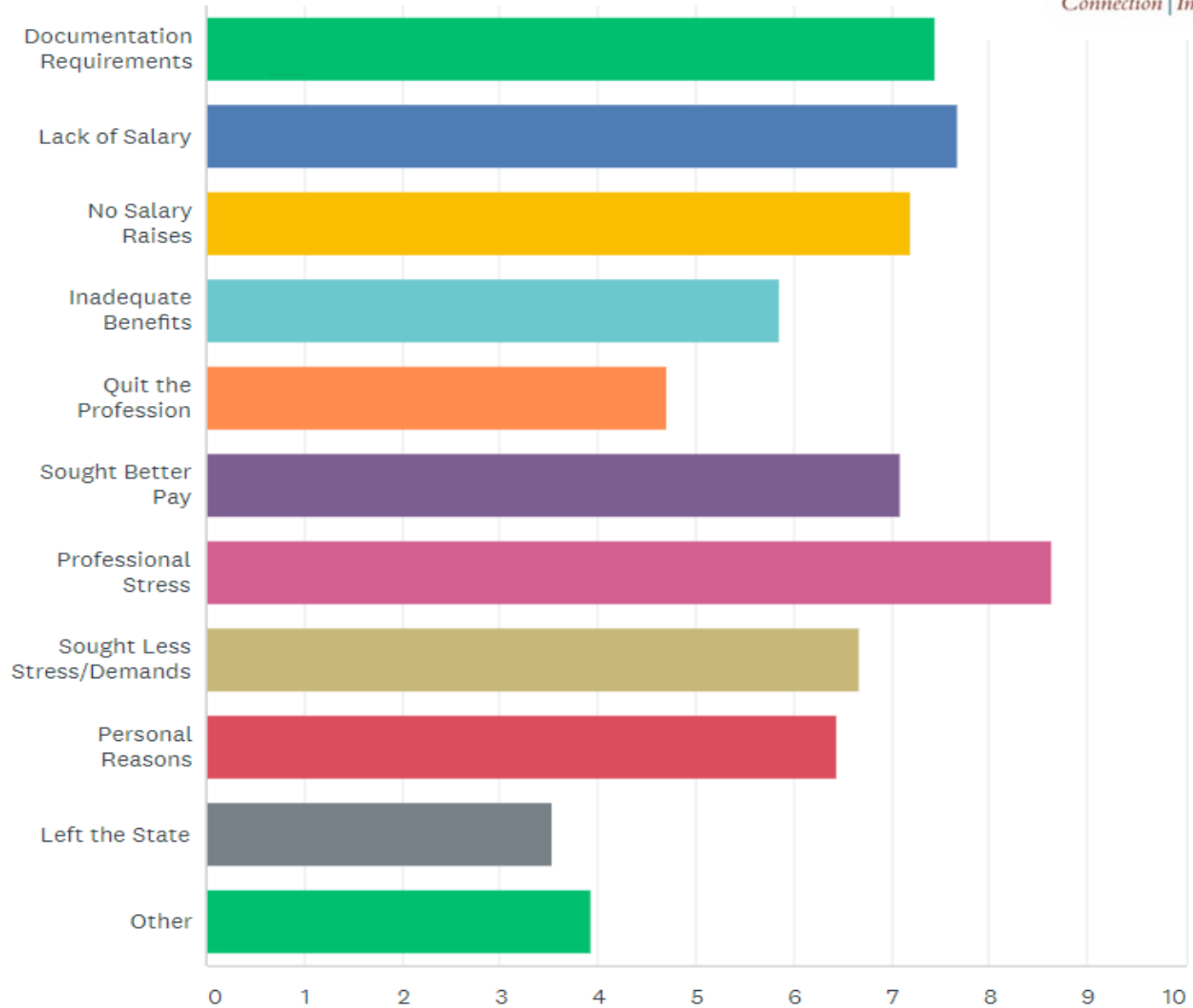


# #1 Challenge: Recruiting staff

- Time/cost to orient students (internships)
  - 40 hours per intern x \$31 = \$1,240
  - Loss of billable hours
    - 90791 - Evaluation @ \$125
    - 90837 - Therapy @ \$146
    - 90847 - Family Therapy @ \$102
    - Average = \$124
  - \$124 x 40 = \$4,960
  - TOTAL Orientation cost \$6,200
  - On-going Supervision: 4-6 hours per week = 5 hours per week x \$31 = \$155/week
  - and 5 hours x \$124 billable hours lost = \$620
- Financial support for educating students
  - Except for a recent one-time grant, 100% said “0”
- Return - hiring students
  - Low return due to competition, goodness of “fit”, low pay, poor performance, lack of qualified supervision
  - Workforce building opportunity



# # 2 Challenge: Retaining Staff - Why They Leave





# #2 Challenge: Retaining Staff – Why they leave

- High Levels of Professional Stress
- Lack of Livable Salary
  - Salary Range for New Master's Level Therapists
    - \$24,000 to \$60,000, Average - \$40,840
  - Salary Range for Independently Licensed Therapists
    - \$66,000 - \$70,500, Average - \$64,480
  - State Employee Comparison:
    - New Mexico - \$34,266 - \$59,553  
\$38,000 - \$66,300
    - Colorado - \$37,000 - \$48,000  
\$52,000 - \$65,000
    - Arizona - \$38,000 - \$46,000  
\$52,000 - \$60,000
- Excessive Documentation
- No Expectation of Reasonable Salary Increases
- Turnover Rate – Average 30%; Range 5% – 84%



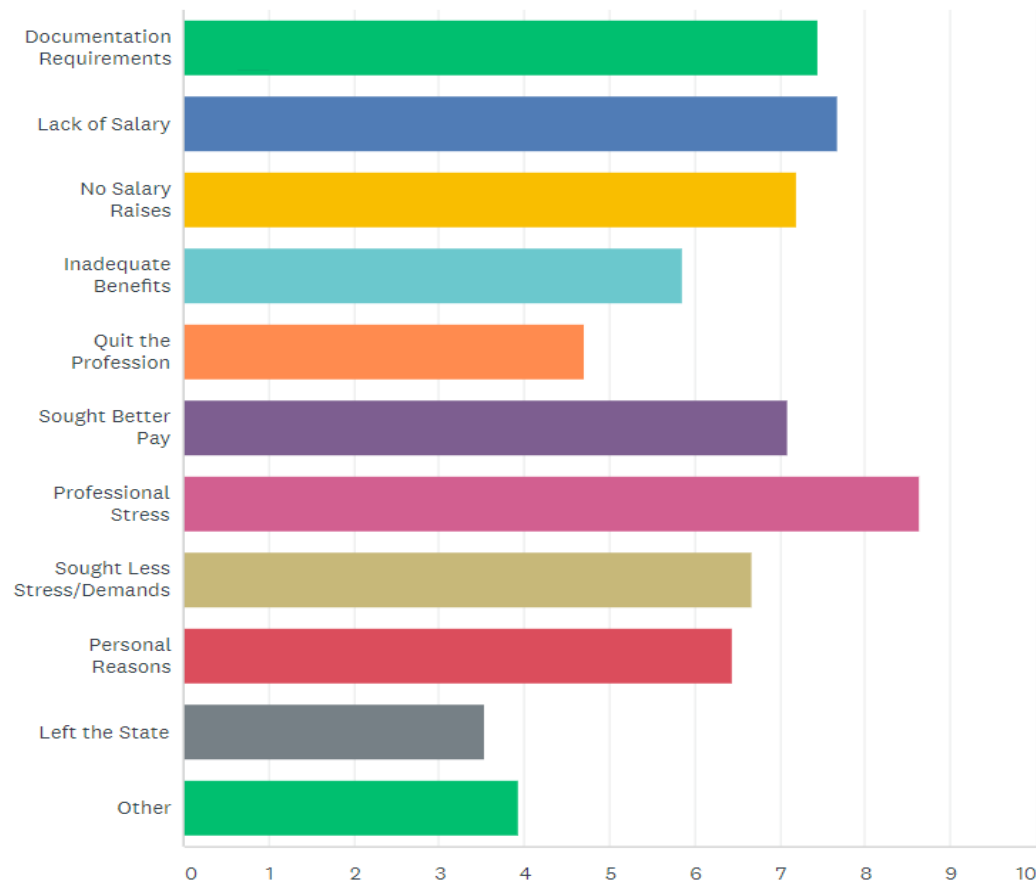
# #3 Challenge: Meeting the Demand for Services

- Time/cost to orient new staff
  - 40 hours per employee  $\$31 = \$1,240$
  - Loss of billable hours
    - 90791 - Evaluation @ \$125
    - 90837 – Therapy @ \$146
    - 90847 – Family Therapy @ \$102
    - Average = \$124
  - $\$124 \times 40 = \$4,960$
  - TOTAL orientation (turnover) cost - \$6,200
- Wait List – 67% of responding agencies have an active wait list (or did within the last year)
- Closed Admissions - 45% of the agencies responding have closed admissions for 136 weeks
- Interrupted Treatment – 1,002 clients had treatment interrupted at least once due to agency staff turnover



# #4 Challenge: Maintaining Staff Morale

- Remember slide #8? It all ties together)



# Proposed Solutions

## State funding to BH Services to Support:

- Salary increases
- Unpaid administrative cost
- Internship Program support
- Cost of supervision and building provider pipeline

## Funding for NMBHPA Behavioral Health Analytics Plan

- \$250,000
- Recurring data collection and analysis (not random surveys) will provide more informative and useful data
- Development of an analytics plan for NM Behavioral Health Services will focus on workforce solutions for provider organizations and strengthen service access, delivery, and outcomes.





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**Thank you**

