



**Department of Human Services
Division of Addiction Services
Workforce Development Initiative**

April 2008

Prepared by:

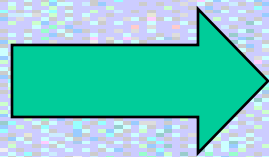
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Workforce Development Initiative Overview

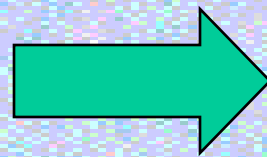
- New Jersey, not unlike other States across the country, is faced with an addictions treatment and prevention workforce crisis. Not only are there not enough counselors to staff our agencies, but nationally, there is an employee turnover rate of 17 to 33%. The formal education pipeline is too small to supply the projected national need for 5,000 (some sources cite 8,000) counselors to keep up with the demand. We know that treatment and prevention work. However, in order to ensure the quality, the effectiveness, and the availability of services, we need to strategically increase our efforts to develop our workforce.

Workforce Development Initiative Overview

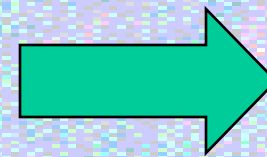
- The Workforce Development Initiative will address areas of concern that affect service access, quality, and outcomes for one of New Jersey's most vulnerable populations. The primary objective of this plan is to enhance the competency and increase credentialing of the addiction workforce by concentrating on the 3 Rs:



Recruitment



Retention



Rewards

Workforce Development Issues

National & state surveys indicate that to improve the quality & effectiveness of our treatment and prevention workforce, the following issues need to be addressed:

- o Aging out of the workforce
- o Lack of racial & cultural diversity
- o Formal education (40% of the workforce holds a BA or less advanced credential)
- o New Jersey has no recruitment process for admitting students to become an AA, BA, or MA level addiction counselor
- o Small workforce in correlation with need
- o Gender equity (females comprised 70% of workforce)
- o Low salaries

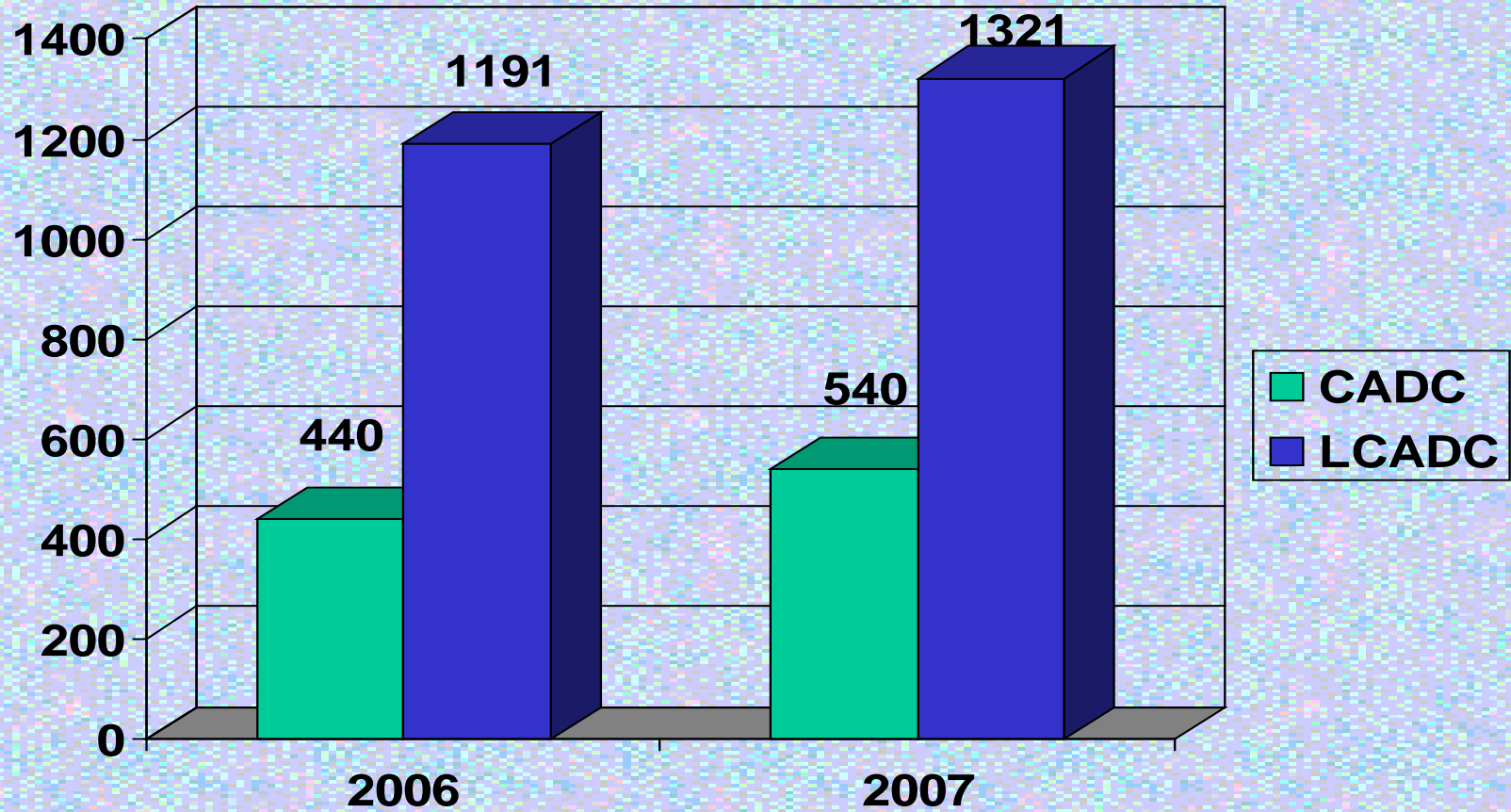


Workforce Development Issues

National and state surveys indicate that to improve the quality & effectiveness of our treatment & prevention workforce, the following issues need to be addressed (cont):

- Absence of career ladders
- Stigma of addiction and few incentives to enter field
- Excessive workloads
- Lack of supervision
- Tenuous job security
- Difficult to recruit & retain staff
- Shift towards strength-based & evidenced-based practices
- High turnover of front line staff & directors

Addiction Workforce



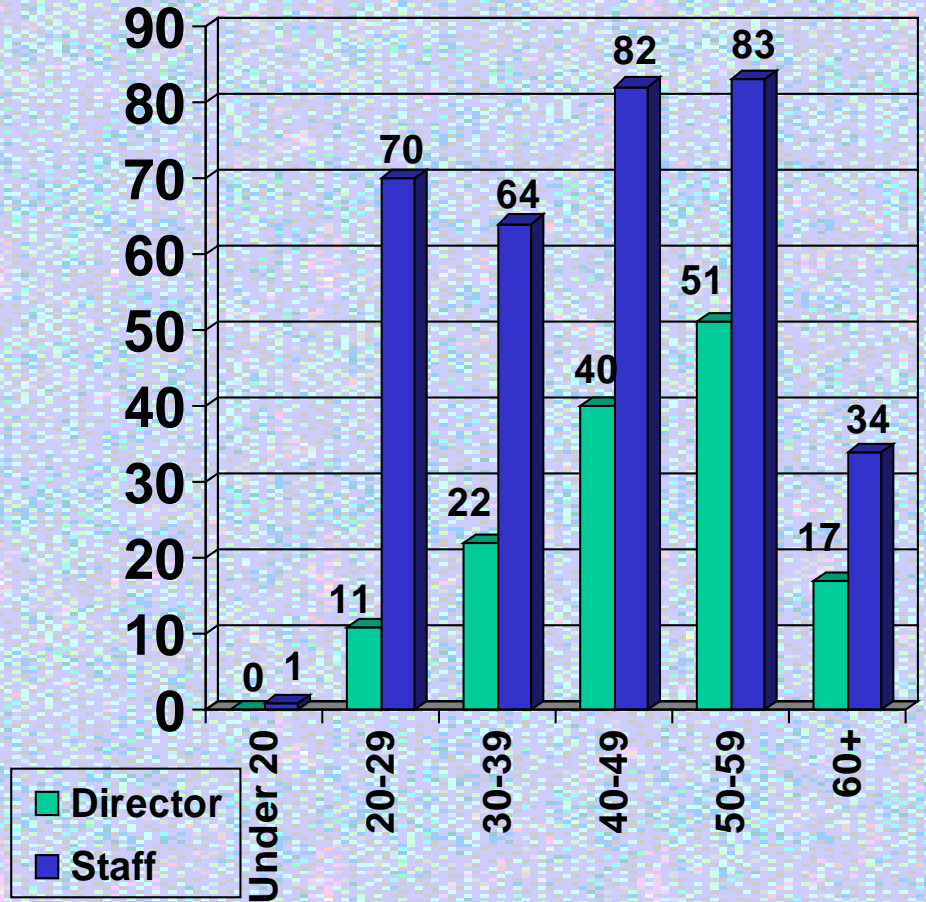
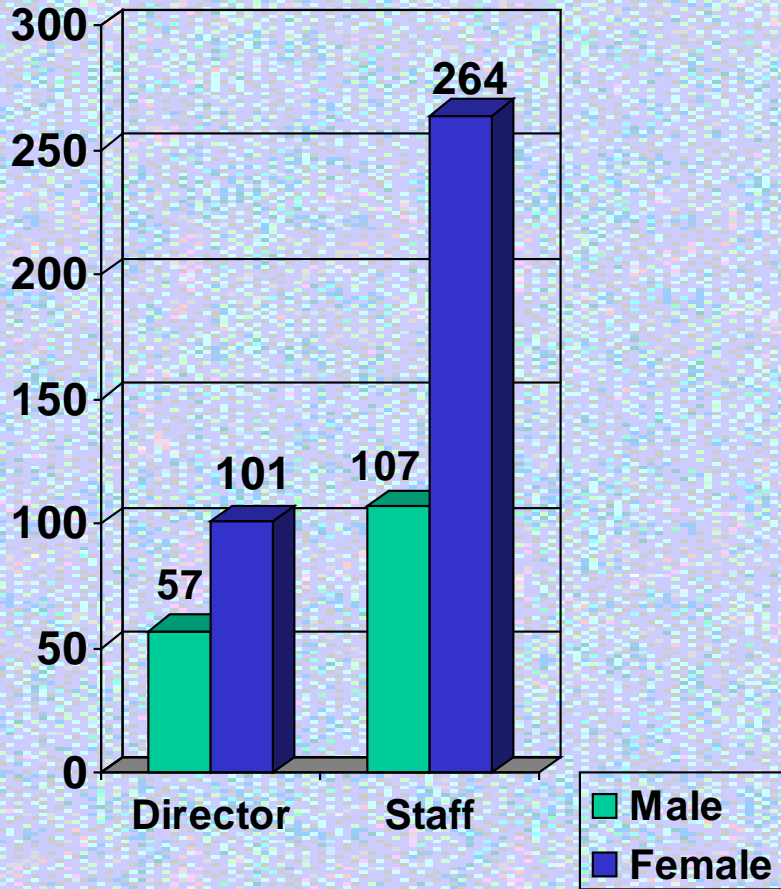
Recommendations from Multiple Sources

- Improving Substance Abuse Treatment, The National Treatment Plan Initiative, Changing the Conversation, Recommendations (November 2000)
- Workforce Development Summit II, Northeast Addiction Technology Transfer Center (October 2005)
- Northeast Addiction Technology Treatment Center Results of the New Jersey Workforce Survey, Recommendations (October 2004)

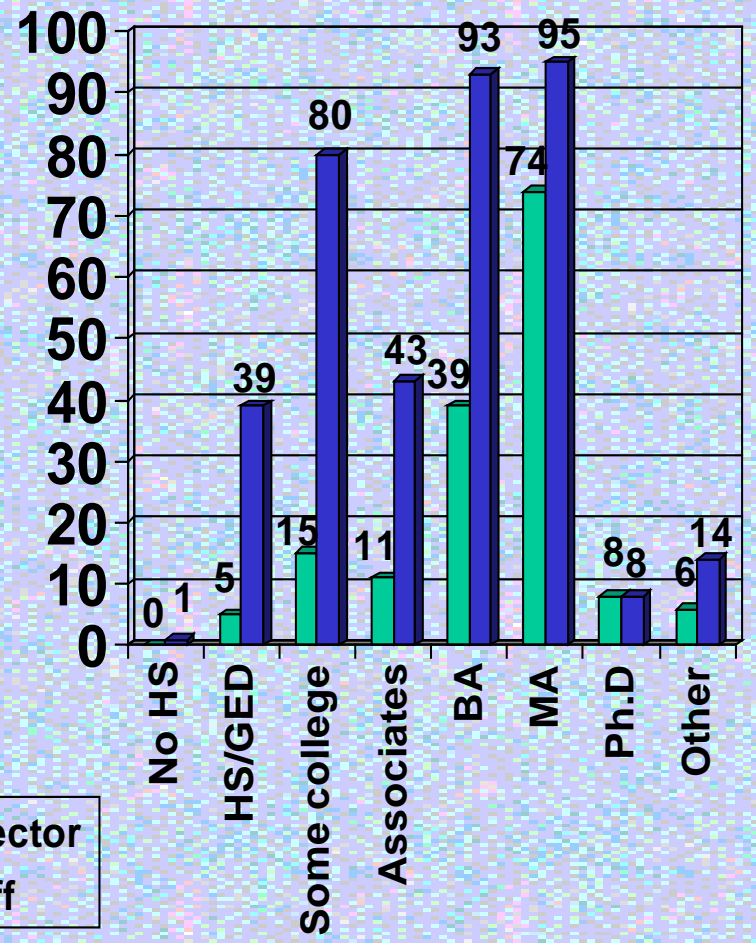
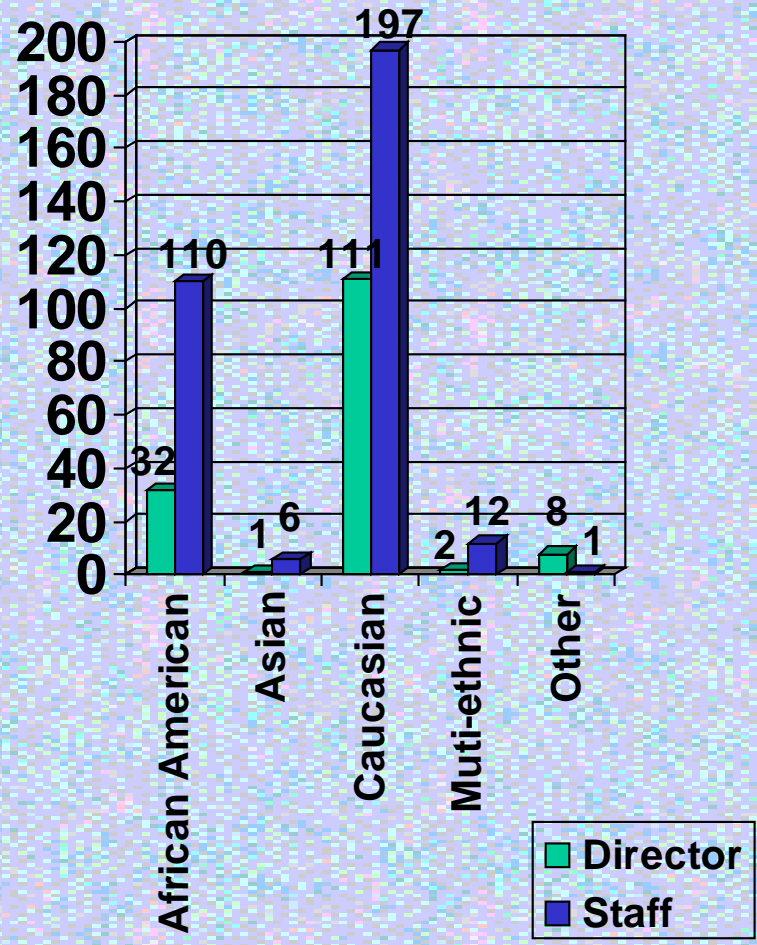
Recommendations from Multiple Sources

- Establish funding mechanisms to support workforce recruitment, retention, and development initiatives.
- Advocate for competency-based career ladder opportunities in addiction treatment settings.
- Advocate for and encourage academic institutions to develop and offer degree programs for addiction professionals at undergraduate & graduate levels.
- Ensure that addiction treatment workforce better matches that of its patient population.
- Develop aggressive, goal-directed plan for increasing certification of both agency directors & staff, and include a way of measuring progress.

Demographic Survey Results



Demographic Survey Results



Current DAS

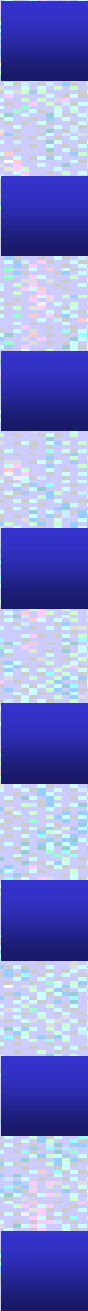
Workforce Development Activities

- Addiction training (CADC) scholarship program is provided at 12 different sites throughout New Jersey, facilitated through NJPN.
- Instructors are master's level clinicians and are approved to teach courses by APCBNJ.
- 270-hour core curriculum approved by APCBNJ.
- Obstacles to training (transportation, childcare, etc.) are addressed.
- Scholarships offered for immersion trainings.
- Scholarships offered for Certified Clinical Supervisor (CCS) and Certified Prevention Specialist (CPS) Trainings.
- NJPN utilizes database system that tracks student's progress towards completion of courses & certification.

Current DAS

Workforce Development Activities

- DAS maintains database of staff & their credentials for all licensed & funded treatment agencies.
- Those who work at DAS-licensed, DAS-funded treatment agencies have first priority to attend classes.
- Increased communication with providers supports class attendance & certification completion.
- Provides mandated Ethical & Legal Standards recertification course for CADCs & LCADCs.
- Assists students with navigating licensure & certification process.
- CEATTC provides specialized training to meet DAS emerging needs – CCS, Motivational Interviewing, etc.



Proposed Workforce Development Initiative

- A one-time investment in this initiative made possible through one-time funding, depending on availability, to:
 1. Increase number of master's level LCADCs.
 2. Increase number of agencies meeting licensure standards.
 3. Enhance capacity to provide Clinical Supervision across agencies.
 4. Increase workforce competency through enhanced educational & field experience opportunities.
 5. Identify new pool of workers to recruit.
 6. Provide comprehensive workforce data for analysis & results measurement.
 7. Establish clear career path for addiction professionals.



Proposed Workforce Development Education & Training Plan

Strategies:

1. Partner with State Colleges that offer master's level degree programs in counseling, social work, psychology, etc., to develop and offer curriculum meeting LCADC requirements.
2. Subsidize paid internships for individuals to work at DAS-licensed substance abuse treatment agencies.
3. Increase course availability for individuals in a master's level track to attain their LCADC.



Proposed Workforce Development Education & Training Plan

1. Partner with State Colleges that offer master's level degree programs in counseling, social work, psychology, etc., to develop & offer curriculum meeting LCADC requirements.
 - Subsidize a portion of tuition for students interested in following an addictions track to supplement their graduate coursework.
 - Agreements with colleges & universities throughout the State to develop & offer appropriate coursework.
 - Coursework approved by Department of Community Affairs and CACREP (Council on Accreditation of Counseling and Related Education Programs).
 - Upon completion of MA coursework, students have completed educational requirements for the LCADC.

Proposed Workforce Development Education & Training Plan

2. Subsidize paid internships for individuals to work at DAS-licensed substance abuse treatment agencies.
 - Interns must currently be enrolled in a master's program at one of the participating Colleges/Universities.
 - Must agree to complete their internship at a DAS-funded or DAS-licensed treatment agency.
 - Interns must qualify for licensure in the State of New Jersey.
 - Upon completion of internship, interns will have completed supervised practical training hours and work experience requirements.
 - Interns will qualify for dual licensure.

Proposed Workforce Development Education & Training Plan

3. Subsidize supplemental coursework for individuals in a master's level track to attain their LCADC
 - Tuition assistance for master's-level counselors who need to supplement their graduate coursework in order to obtain the LCADC.
 - Must be working at a DAS-funded or DAS-licensed treatment agency.
 - Candidates may qualify for dual licensure.



Results

1. More master's level LCADCs in our workforce.
2. More agencies able to meet licensure standards.
3. Increased capacity to provide Clinical Supervision across agencies.
4. Increased workforce competency through targeted education and structured internship experiences.
5. An infusion of new qualified workers into our workforce.
6. Tracking of student participation & progress yields comprehensive workforce data for analysis & results measurement.
7. Establish & institutionalize a clear career path for addiction professionals.

Next Steps

- Meet with Workforce Development Subcommittee regarding:
 - Recruiting issues
 - Mentoring and internship criteria
 - Ensuring diversity and cultural competencies
- Develop detailed budget.
- Schedule meetings with State colleges/universities.
- Ensure coursework meets standards of Drug and Alcohol Counselor Committee and Certification Board.
- Implement first stages of plan by September 2008.



Issues for Discussion

- Possible barriers to success
- Considerations for internships
- Coursework considerations
- Ensuring diversity & cultural competency
- Other concerns to address