



Children and Youth Behavioral Health Work Group – Workforce & Rates (W&R) Subgroup

May 28, 2025

Glossary of Terms

CCBHC: Certified Community Behavioral Health Clinic
CHW: Community Health Worker
CYBHWG: Children and Youth Behavioral Health Work Group
DCYF: Department of Children, Youth and Families
DSHS: Department of Social and Health Services
ECEAP: Early Childhood Education and Assistance Program
HCA: Health Care Authority
IECMH-C: Infant and Early Childhood Mental Health Consultation
MCO: Managed Care Organization
PAL: Partnership Access Line
WSAC: Washington Student Achievement Council

Meeting Topics

Washington Thriving process and timeline + W&R progress to date
Breakout Group Whiteboarding Session- Priority Areas
Next steps & close

Discussion Summary

Washington Thriving process and timeline + W&R progress to date

Renee Fullerton- Workforce Training and Education Coordinating Board, Hugh Ewart- Adduna Health Partner

1. The Workforce & Rates Subgroup is in the development phase of recommendations to provide Washington Thriving for the Strategic Plan.
2. The three main priorities have been identified: pathways to the workforce, administrative burden, and retention combined with financial sustainability and compensation.
 - a. Each priority area is being developed separately with the understanding that all areas are interconnected and will ultimately be tied together with the drafting of the recommendations for the Strategic Plan.
 - b. Breakout groups utilized a digital whiteboard to capture ideas and connect topics.

Breakout Group Whiteboarding Session- Priority Areas

Breakout rooms discussed the intersections of challenges and solutions within the topic areas of Pathways to the Workforce, Administrative Burden, Retention + Compensation and Financial Stability.

1. Themes from the Pathways conversation included:
 - a. Increasing exposure to BH career pathways in K-12
 - i. Raising Mental Health awareness in the educational system.



- ii. Expand BH apprenticeships and build curriculum across the state to make pathways more accessible
 - iii. Educate on the different roles in BH, Increase peer support opportunities.
 - b. How to create core competencies that translate across populations.
 - c. Need for formalizing continuity across levels of workforce.
- 2. Themes from Retention and Reimbursement conversation included:
 - a. Supervision
 - i. Professional consulting support (e.g. Partnership Access Lines for BH clinicians)
 - b. Capacity and Staffing
 - i. Supportive Work Environment
 - 1. Workforce Wellbeing
 - c. Financial Sustainability and Capacity
- 3. Themes from the Administrative Burden discussion group:
 - a. Licensure
 - i. Multiple, siloed processes
 - ii. Testing
 - b. Training Requirements
 - i. Specialty Certifications for certain populations
 - 1. Inconsistent across specialties
 - 2. Attestation is required by both Health Care Authority and Washington Administrative Code
 - 3. Supervision is not readily available in all work environments.
 - c. Medicaid and provider contract requirements
 - i. Duplicative paperwork
 - ii. Extensive documentation required
 - d. Intensive services and audit requirements
 - i. Intakes are burdensome and redundant across entities
 - ii. Complex behaviors and diagnoses needing higher levels of care require extended documentation
 - e. Intake and documentation requirements
 - i. Siloed Information
 - ii. No universal Electronic Health Record keeping
 - iii. Red tape and bureaucracy create barriers to entry
 - 1. This has significant impacts of timely response during crises

Next steps & close

1. Volunteers are needed for the recommendation drafting process after the June 10th meeting. If you're interested in assisting, please email info@bycatalyst.org, hugh.ewart@addunahealth.com, and renee.fullerton@wtb.wa.gov.
2. The subgroup will next meet on Wednesday, June 10th from 10-11:30am. *If you are not already on the W&R mailing list and would like to be added, you can email cybhwg@hca.wa.gov indicating your preference.*

Workforce & Rates Subgroup Meeting

May 28, 2025

Proposed plan for today

- Recap of our 2025 Workforce and Rates workplan
- 60 minutes of concentrated conversation on emerging subgroup priorities
 - Pathways to the workforce
 - Administrative burden
 - Retention, financial sustainability and compensation
- Reconvene all together to discuss takeaways and align on next steps

This year is different

- State budget deficit
- Pending federal cuts



There isn't a lot of money to go around
Medicaid rates will go down before they go up

- Strategic Plan due Nov 1



Opportunity to build a shared understanding of
workforce challenges and to lay out pathways for
addressing them over the next 5-10 years

- Legislative
recommendations for
the 2026 session



High bar for recommendations that will require
budget allocations

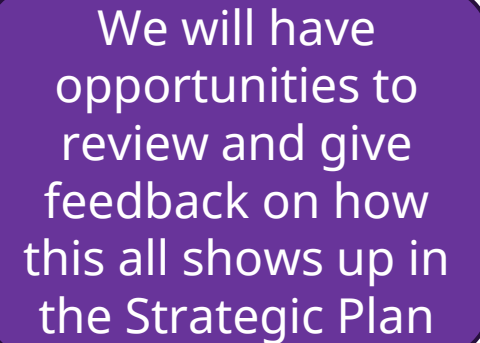
The CYBHWG will want to link any 2026
recommendations it puts forward into the (still
emerging) framework of the Strategic Plan

RECAP: What is Washington Thriving seeking from us?

- Synthesized write-up(s) of anything we collectively want the Strategic Plan to consider or address
- At the May 14 meeting, group conversation indicated support for W&R developing:
 - i. Proposed strategic change(s)/improvement(s) for resolving key system-level challenge(s) or filling major gap(s), this will likely involve some short narrative but not a “cohesive, foundational narrative”

RECAP: How will what we provide be used?

- Will inform the language the Strategic Plan uses and assertions made related to workforce
- Will inform the “Strategic Starting Point(s)” that the Strategic Plan puts forward related to workforce
- Will be the basis of more detailed “issue brief(s)” that will dive deeper than the aggregated Strategic Plan can



We will have opportunities to review and give feedback on how this all shows up in the Strategic Plan

Proposed path forward

- Agree on topic area priorities to propose a solution and roadmap (May-July)
- Use in-meeting time for breakout discussions and group
- Use asynchronous time and volunteers in-between meetings to formulate proposed actions via email

We have 6 meetings over 3 months:

- May 14
- May 28
- June 10
- June 26
- July 9
- July 23

How we will use our time

Meeting	Discussion
May 14	<ul style="list-style-type: none">• Discussed priority areas – Conclusion: all three groups feel important to engage in strategy development and will continue
May 28	<ul style="list-style-type: none">• Priority area work continues• Identify if we have enough content to start draft narrative
June 10	<ul style="list-style-type: none">• Review draft narrative• Work on chosen issues
June 26	<ul style="list-style-type: none">• Review draft write-up(s)• Work on chosen issues
July 9	<ul style="list-style-type: none">• Review draft write-ups• Begin discussing 2026 priorities
July 23	<ul style="list-style-type: none">• Review and align on final write-up(s) to submit by July 25• Continue discussion on 2026 priorities

What we've heard so far

- **The core problems:** Underinvestment and system complexity
- **The core goal:** Simplify, sustain, add value, increase efficiencies, and retain workforce and progress
- **The core areas**
 1. Pathways to the workforce
 2. Administrative burden
 3. Retention, financial sustainability and compensation

For more detail, see: [W&R Stakeholder Sessions - Summary of Input - 5_9_25.docx](#)

For reference

Foundational narrative

- To make the economics work:
 - Simplify regulations and requirements
 - Incentivize good practice
 - Cover the cost of care
 - Modernize systems
- To sustain workforce wellbeing:
 - x
 - x
 - x
- To fill geographic gaps:
 - x
- To build a pipeline of new talent:
- To diversify the workforce, :
 - x
 - x
 - x
 - x
- To ensure those with the highest needs get treated by experienced providers:
 - x

Washington Thriving's process

PHASE 1: VISIONING

PHASE 2: ASSESSING CURRENT LANDSCAPE

PHASE 3: IDENTIFYING STRATEGIC PRIORITIES

PHASE 4: MOVING TO ACTION

Exploring
(open processes)

Making choices
(narrowing processes)

WE
ARE
HERE

NOVEMBER
2025

STRATEGIC PLAN
TO LEGISLATURE

Phase 1 questions:

What's the vision?
What is the ideal
continuum of care?

Phase 2 questions:

Does WA have the
right services and
supports?

Does capacity for
each meet the need?

Phase 3 questions:

What are the gaps,
and how can we fill
them?

What are the key
levers for change
with the greatest
promise?

Phase 4 questions:

How do learnings
inform the strategy?

What are the short-
and long-term wins?

How will we know
we're on the right
track?

IMPLEMENTATION

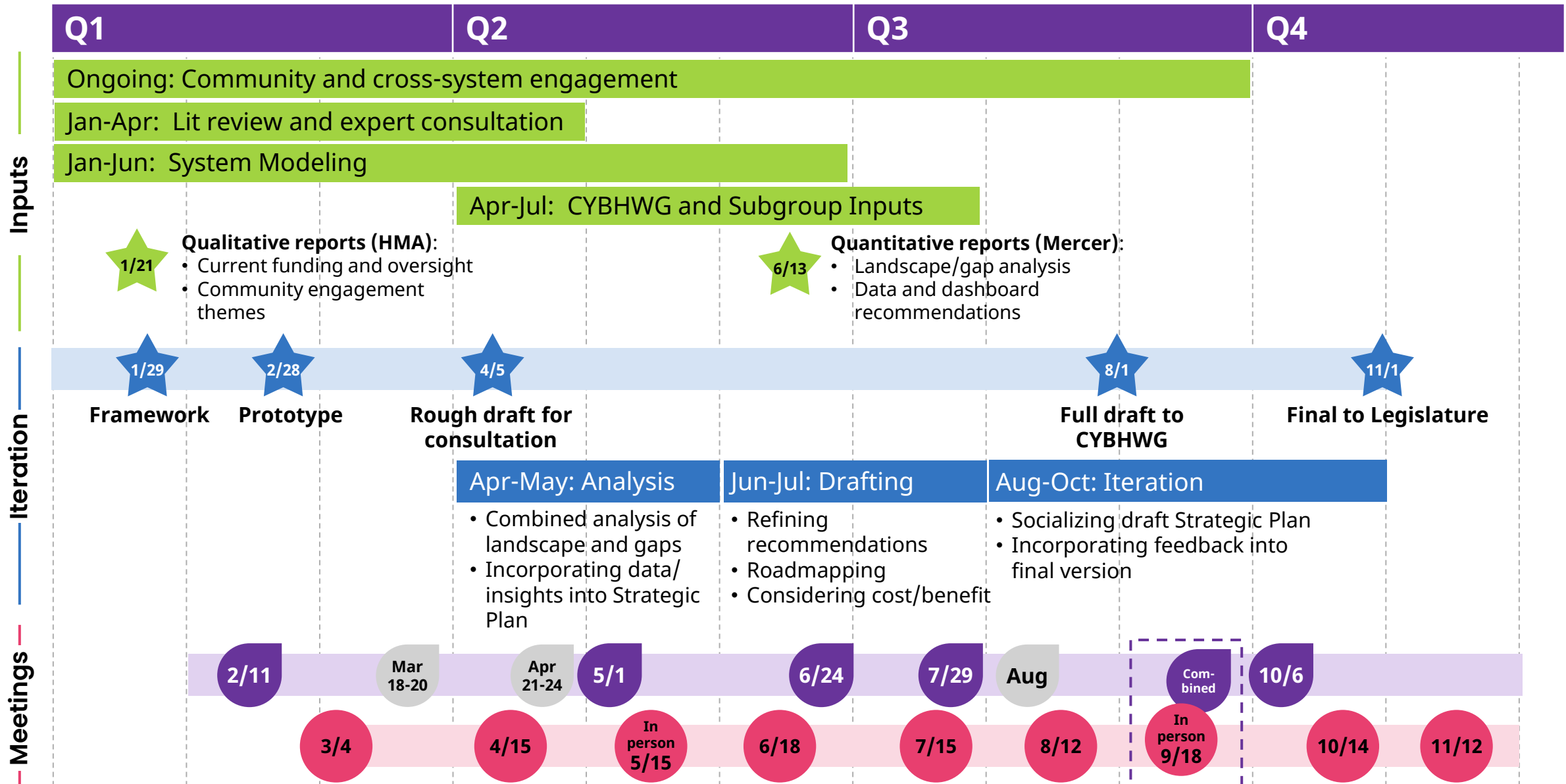
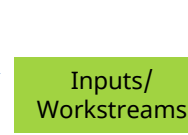
Two intersecting,
iterative strands
of work inform
the process



PEOPLE CENTERED ACTIVITIES – COMMUNITY ENGAGEMENT AND FEEDBACK

EVIDENCE BASED ACTIVITIES – DATA, RESEARCH, AND INNOVATION

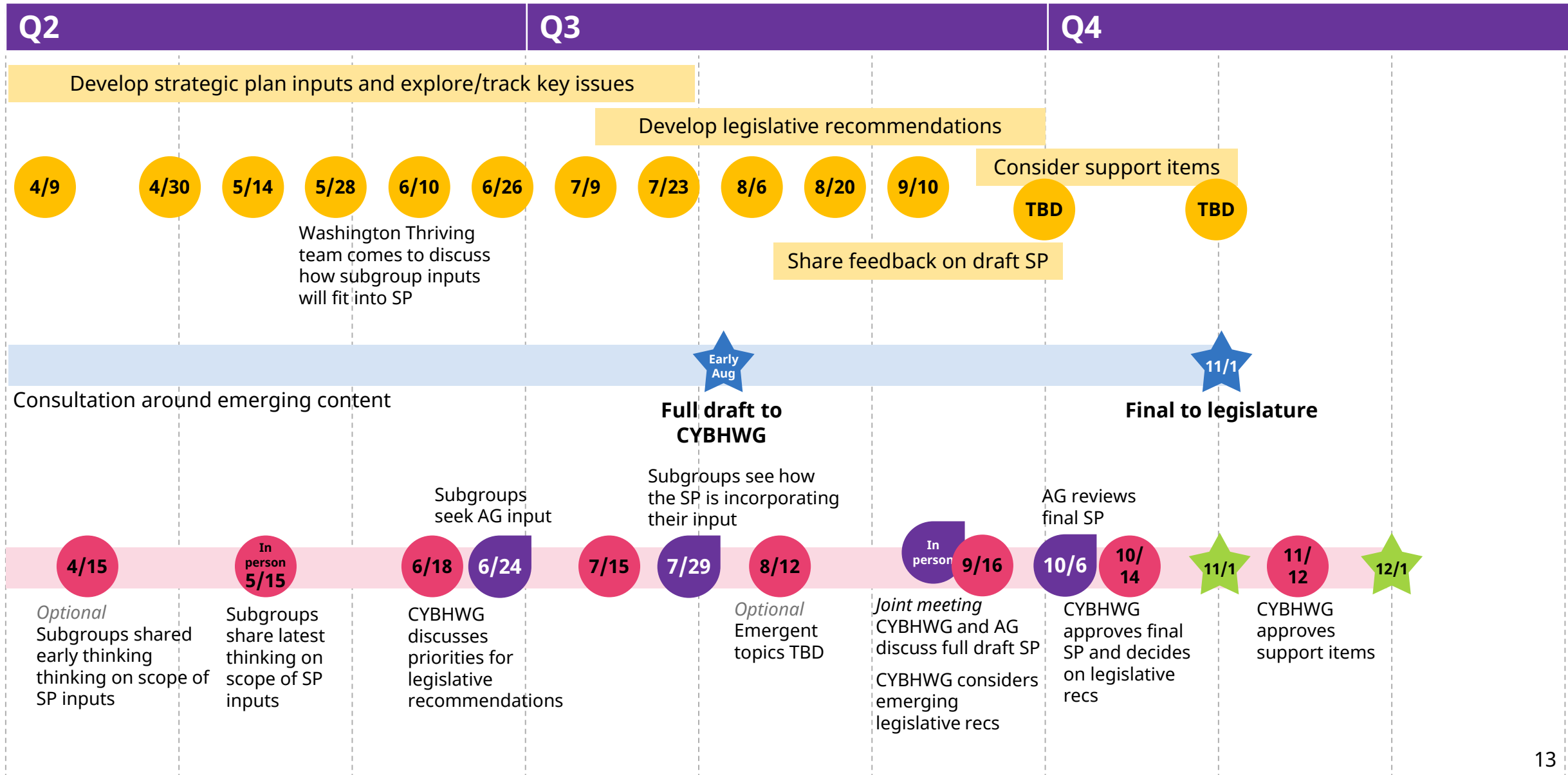
2025 Washington Thriving Workplan



W&R Timeline



Subgroups
Strategic Plan
Meetings



Building toward a System of Care

A future where every pregnant person, baby, child, youth, and young adult in Washington is thriving, supported by their families, caregivers, and communities.

Washington's Prenatal-through-Age-25 Behavioral Health System:

Every Washingtonian understands how behavioral health affects well-being and recognizes when young people need

Funding, providers and systems work together so that services are seamless, accessible, and adapt to changing needs.

Behavioral health services and supports:

- Holistically address mental health, substance use, developmental, physical health, and co-occurring needs.
- Connect into people's communities where they spend time.
- Are available when needed.
- Are available for all developmental stages, all cultures and languages, in all parts of the state.



Is informed by children, youth, caregivers and families



Ensures that all doors lead to support



Offers services to meet the individual needs of children, youth, families and caregivers



Is equitable, anti-racist, and culturally and linguistically responsive



Changes in response to new information



Invests in prevention and well-being



Includes families, caregivers and communities as key contributors to well-being

System of Care Guiding Principles:

The System of Care follows important beliefs about how to help kids and families:

Family-Centered: Families are partners in creating plans, not just told what to do

Youth-Guided: Young people have a say in their own care

Community-Based: Wherever possible, help is provided close to home, not just in faraway facilities

Culturally Respectful: Care respects each family's culture, language, and traditions

Strengths-Based: Focus on what's going well, not just problems

Early Intervention: Getting help early before problems get bigger

A modular set of Strategic Plan materials

Executive Summary

Legislators
Executive leadership

Comprehensive long-form document

CYBHWG, Advisory Group,
system partners

Supporting issue briefs

Those who want to learn more
about specific areas of interest

Companion website

Everyone



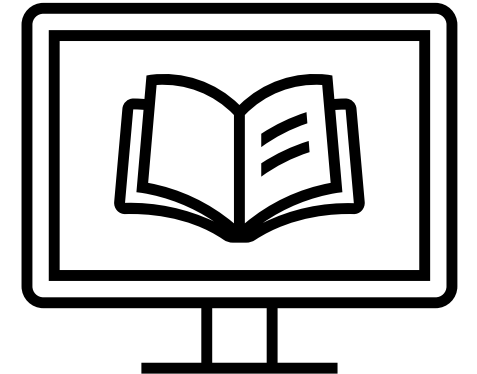
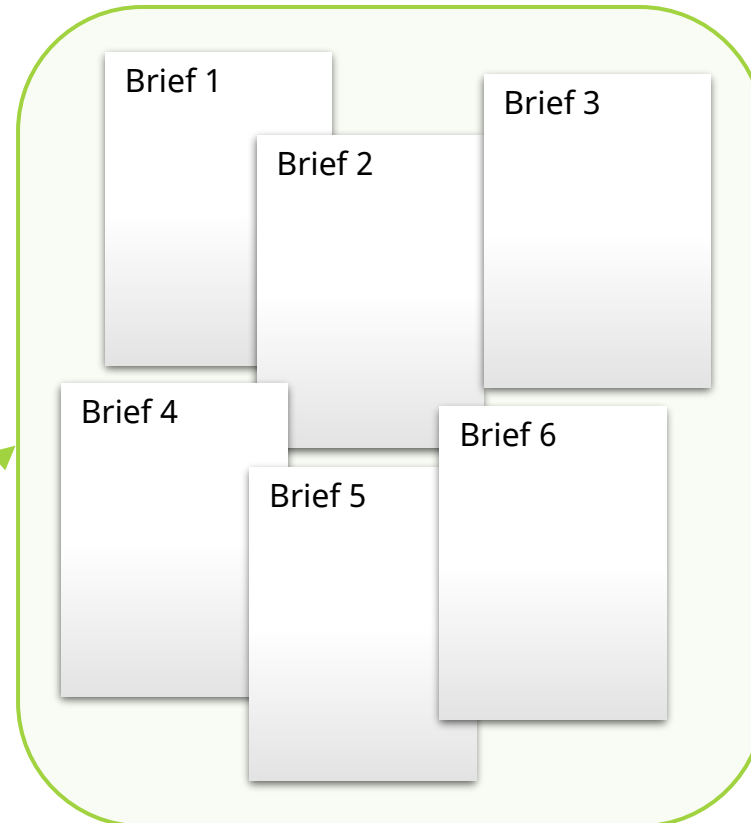
Three Priorities:

1. Strengthen the behavioral health system infrastructure
2. Expand comprehensive offerings
3. Embed core values

Washington State Prenatal-through-Age-25 Behavioral Health Strategic Plan

- I. Introduction
- II. Current State
- III. Broad Vision
- IV. Strategic Recommendations
- V. Next Steps
- VI. Conclusion

A ~~~~~
B ~~~~~
C ~~~~~



Engaging interface presenting nested levels of detail

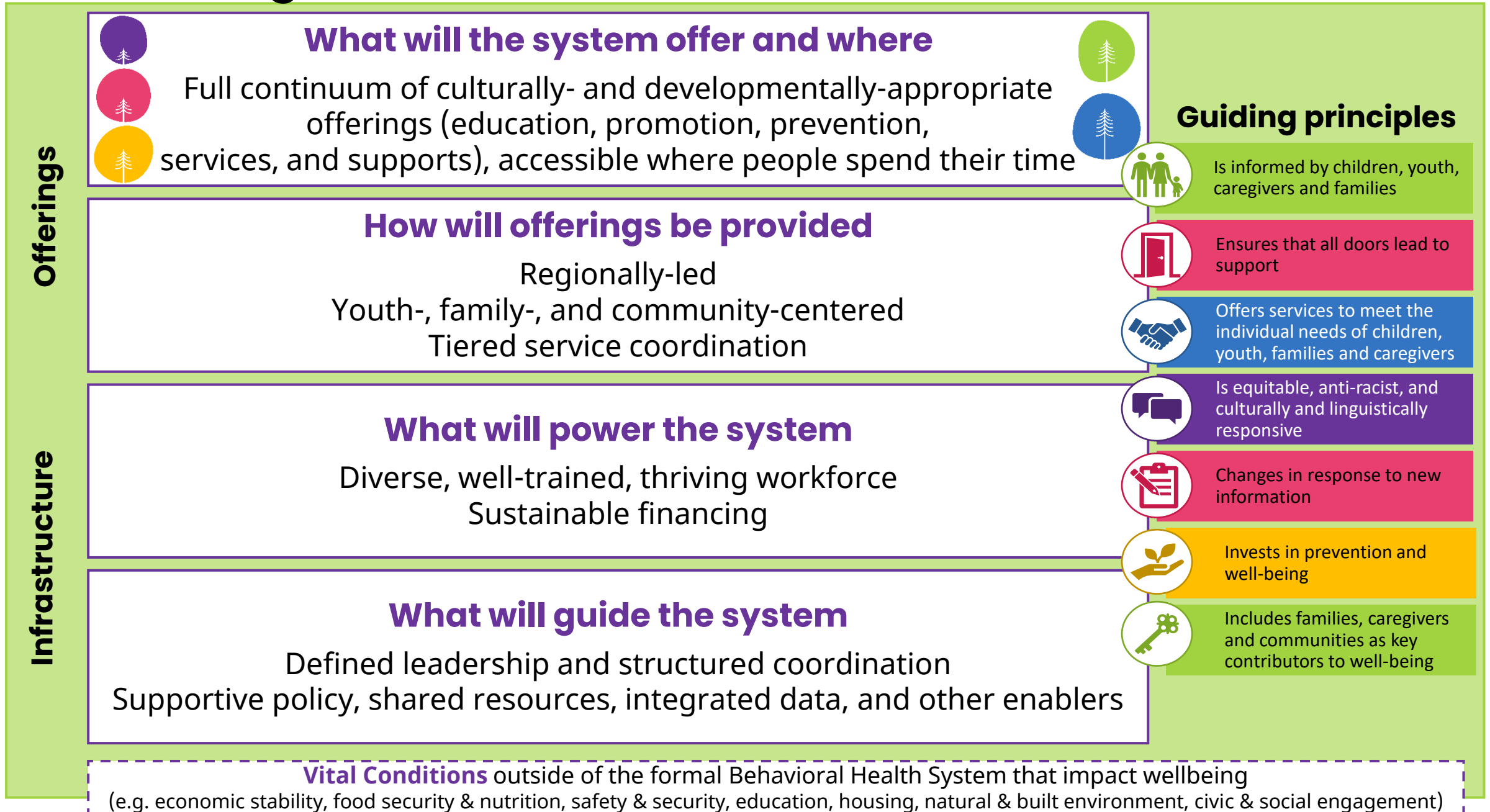
Interactive navigation to allow folks to dive deeper into areas of interest including:

- Issue briefs
- More detailed roadmaps
- References

The Strategic Plan will likely be structured as follows

P-25 BH STRATEGIC PLAN SECTIONS	INCLUDES
Section 1: Introduction	<ul style="list-style-type: none"> • Executive summary & letter from co-chairs • Washington State context & legislative charge • Summary of plan structure • Methods & approach (high level)
Section 2: Current State	Summaries of: <ul style="list-style-type: none"> • current landscape (supply & demand of supports and services) • bright spots in Washington's system • gaps, barriers, & challenges
Section 3: Broad Vision for Washington's P-25 BH System of Care	<ul style="list-style-type: none"> • Washington Thriving's purpose & vision • System of Care framing
Section 4: Strategic Recommendations (deep vision for P-25 BH System of Care)	<ul style="list-style-type: none"> • 3 interconnected priorities • Paints the picture of the breadth of system intervention • 14 (8, 3, 3) recommended strategic starting points
Section 5: Next Steps	<ul style="list-style-type: none"> • Implementation roadmap • Strategic financing considerations • Measuring success over time – indicators & data dashboard proposal • Implementation lessons & success factors
Section 6: Conclusion	
Annexes	<ul style="list-style-type: none"> • Activities undertaken in SP planning process • Inputs to SP • Register of involved parties with heat maps/disaggregation • Backlog of specific recommendations • Bibliography, relevant literature references • Definitions & acronyms

The Strategic Plan will address these areas



VISION: A FUTURE WHERE EVERY YOUNG WASHINGTONIAN IS THRIVING
SUPPORTED BY THEIR FAMILIES, CAREGIVERS, AND COMMUNITIES

WORK IN PROGRESS

STRATEGIC RECOMMENDATIONS FOR WASHINGTON'S P-25 BEHAVIORAL HEALTH SYSTEM

I. STRONG SYSTEM INFRASTRUCTURE

What guides and
powers the system

- A. Leadership Structures
- B. Coordination Playbook
- C. Data Systems
- D. Payment Models
- E. Integrated Funding
- F. Upstream & Community
- G. Workforce Retention
- H. Workforce Pipeline

II. COMPREHENSIVE OFFERINGS

What the system will
offer, where, and how
offerings will be provided

- A. Developmental Milestones
- B. Supportive Ecosystem
- C. Fill Biggest Gaps

III. EMBEDDED PRINCIPLES

What core values
frame and unify the
system

- A. Collective Learning
- B. Culturally Responsive,
Healing-Centered,
Strengths Based Starts
- C. Meaningful
Partnerships

WASHINGTON'S SYSTEM OF CARE

VITAL CONDITIONS OUTSIDE THE BEHAVIORAL HEALTH SYSTEM THAT IMPACT WELLBEING

Topline priorities

WORK IN PROGRESS



1. **Strengthening system infrastructure** through coordinated leadership, workforce development, sustainable financing, and community-responsive practices that create a cohesive, navigable system.
2. **Expanding comprehensive offerings** across all developmental stages and levels of care to ensure the right help is available at the right time in the right setting for every pregnant person, infant, child, youth, caregiver and family.
3. **Embedding core values** that guide how the system is structured, how services are delivered, and how young people, caregivers, and families experience care.

Three interconnected priorities with (14) high level recommendations that create the framework for systemic rather than piecemeal change.

Within each of these, the Strategic Plan will identify one or more Strategic Starting Points.

Governance	I. Transform the Maze into Pathways: Build Foundational Infrastructure
	A. Establish leadership structures to reduce system fragmentation
	B. Create a playbook with clear expectations for working together
Funding	C. Build integrated data systems that all the system to see itself
	D. Adapt payment models and reimbursement structures
	E. Integrate funding from multiple sources to invest meaningfully across the system
Workforce	F. Fuel upstream, community-first solutions
	G. Create behavioral health careers worth staying for
	H. Ignite the behavioral health talent trajectory from classroom to career
	II. Expand Support for Every Age, Stage, & Level of Need: Build Out Comprehensive Suite of Offerings
	A. Concentrate support at developmental milestones when impact is greatest
	B. Create one seamless supportive ecosystem around the young person and their caregivers/family
	C. Strategically fill the most critical service gaps first
	III. Get the “How” Right: Convert Key Guiding Principles that Center People into Everyday Practice
	A. Ensure adaptive, collective learning processes that power progress
	B. Operationalize culturally responsive, strengths-based, and trauma-informed assessment practices
	C. Invest meaningfully in sustainable youth, family, and community partnerships

WORK IN PROGRESS

Detail being built out for each Recommendation:

- **Problem Definition:** outlines the core issue being addressed + illustrated impact
- **Strategic Solution:** Proposes the central recommendation
- **Transformative Potential:** explains broader systemic benefits that would result
- **Alignment with State-Level Priorities:** demonstrates how the recommendation directly supports and operationalizes existing WA State initiatives and priorities
- **Learning from Others:** provides evidence-based support for the recommendation by examining successful models from elsewhere
- **Leveraging Washington's Assets:** identifies existing WA-specific assets that can be incorporated into implementation
- **Implementation Options:** outlines practical approaches to putting the recommendation into action
- **Funding Considerations:** addresses financial aspects of developing and implementing the recommendation
- **Key Success Factors:** identifies critical operational elements that determine success