

# DPH-SAPC PROVIDER WORKFORCE SURVEY

## DO NOT SUBMIT PAPER VERSION- USE LINK

Los Angeles County Department of Public Health  
Division of Substance Abuse Prevention and Control  
Agency Level Survey on Workforce 2023

### Introduction

Los Angeles County's substance use disorder (SUD) treatment system continues to transform and evolve under the State's California Advancing and Innovating Medi-Cal (CalAIM) initiative and payment reform. Here's how:

- Reimbursement is moving from fee-for-service to achievement of patient outcomes (value-based).
- Clinical and counselor workforce need to deliver care in a manner that achieves patient and provider performance outcomes.
- Multiple systems (SUD treatment, mental health treatment, school-based behavioral health services, managed care plans) are competing for the same limited workforce.
- Agencies need to ensure that their business model, inclusive of compensation package, advancement opportunities, and overall organizational culture, attracts and retains the most qualified workforce.
- Agencies need to create the conditions for the organization to thrive in the new service environment, including patient-driven care which is also culturally and linguistically relevant.

This survey, and the summary findings to follow, are a key step to impacting workforce goals and learning how comparable your compensation package and other human resources strategies are to your peers within the network. De-identified and aggregated information from respondents will provide you with information to assess current practices and determine if changes are needed to build a sustainable and capable workforce while reducing recruitment and turnover costs. This information will also inform DPH-SAPC on how to design future workforce related efforts that more specifically target identified needs and priorities.

### Instructions

This agency level survey asks questions about workforce composition and potential impacts for recruitment and retention. The survey includes the following sections: Agency Information, Recruitment, Staff Composition, Workforce Development and Support, and Retention.

The person completing the survey will need to compile information for all locations in advance of completing the online version in SurveyMonkey, including following:

- Direct services staffing
- Salaries and benefits
- Recruitment

This survey should take approximately 1.5 hours or less to compile the information and 15-minutes to enter responses into the SurveyMonkey link.

**NOTE: Only one survey will be collected per Agency (inclusive of all sites/locations)**

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### Agency Information

1. Agency Name: [Response Required, Open Ended Text]

2. Who is completing this survey? (Name/Title) [Response Required, Open Ended Text]

3. Email address: [Response Required, Open Ended Text]

*The following information is requested to ensure that communication related to Capacity Building reaches the correct staff. Please include staff from all locations who will be working on these efforts. We recognize that this may change over time.*

4. Please indicate designated leads (Name/Email) for Capacity Building: Workforce Development. [Response Required, Open Ended Text. If multiple, separate leads using commas]

5. Please indicate designated leads (Name/Email) for Capacity Building: Access to Care R95. [Response Required, Open Ended Text. If multiple, separate leads using commas]

6. Please indicate designated leads (Name/Email) for Capacity Building: Fiscal and Operational Efficiency. [Response Required, Open Ended Text. If multiple, separate leads using commas]

7. What are your contracted levels of care (LOC)? Check all that apply. [Response Required, Check All that Apply]

- ASAM 0.5 Early Intervention
- ASAM 1.0 Outpatient
- ASAM 2.1 Intensive Outpatient
- ASAM 3.1 Residential
- ASAM 3.3 Residential
- ASAM 3.5 Residential
- ASAM 1-WM Ambulatory Withdrawal Management
- ASAM 2-WM Ambulatory Withdrawal Management
- ASAM 3.2-WM Residential Withdrawal Management
- ASAM 3.7-WM Inpatient Withdrawal Management

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- ASAM 4.0-WM Inpatient Withdrawal Management
- ASAM 1-OTP Opioid Treatment Program

8. Is your agency currently accredited? Check all that apply. [Response Required, Check All that Apply]

- Currently Joint Commission accredited
- Currently CARF Accredited
- Preparing Joint Commission accreditation application
- Preparing CARF accreditation application
- Considering becoming Joint Commission or CARF accredited
- No current plans to become Joint Commission or CARF accredited

9. Which best describes your agency and its DPH-SAPC contracts: [Response Required, Select 1]

- For-Profit
- Non-profit

10. What is your DPH-SAPC designated tier level? [Response Required, Select 1]

- Tier 1
- Tier 2
- Tier 3

### Recruitment

11. How has your agency recruited counselors and clinicians in the last 6-months? Check all that apply. [Response Required, check all that apply]

- Treatment graduates / former clients
- Employee referral program
- Your agency job board / website
- Job recruitment sites (e.g., LinkedIn)
- Social media
- Job / career fairs
- Outreach to college campuses
- Outreach to certifying bodies
- Outreach to local agencies
- Participation in DPH-SAPC Tuition Incentive Program (TIP)
- Offering bilingual bonuses to registered/certified counselors
- Offering bilingual bonuses to clinicians/LPHAs
- Offering signing bonuses for registered counselors

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- Offering signing bonuses for certified counselors
- Offering signing bonuses for clinicians/LPHAs
- Other – Please explain: \_\_\_\_\_
- None – We have not recruited new staff in the last 6-months

**12. What was the most effective recruitment strategy your agency used the last time you hired Registered Counselors or LPHAs? [Response Required, Use drop down to first indicate N/A, then rank all that apply.]**

- Treatment graduates /former clients
- Employee Referral program
- Your agency job board/website
- Job recruitment sites (e.g., LinkedIn)
- Social media
- Job / career fairs
- Outreach to college campuses
- Outreach to certifying bodies
- Outreach to local agencies
- Participation in DPH-SAPC Tuition Incentive Program (TIP)
- Offering bilingual bonuses to registered/certified counselors
- Offering bilingual bonuses to clinicians/LPHAs
- Offering signing bonuses for registered counselors
- Offering signing bonuses for certified counselors
- Offering signing bonuses for clinicians/LPHAs

**13. If Other, please explain:**

**14. How does your agency promote diversity, inclusion, and equity in its recruitment efforts? [Response Required, Open Ended Text]**

**15. What are the biggest challenges your agency faces in recruiting new employees? [Response Required, Open Ended Text]**

**16. Individual values, beliefs and behaviors about health are shaped by various factors (race, ethnicity, nationality, language, gender, sexual orientation, disabilities, etc.) Cultural competence is broadly defined as the ability of providers to understand and integrate these factors into the delivery and structure. The following questions will address this by asking, In the past 6-months, which have you done? [Response Required, check all that apply]**

**A. Language**

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- Referred a person to another provider because you did not have sufficient number of bilingual counselors/clinicians who could deliver services in their preferred language.
- Provided interpreter services because you did not have a counselor/clinician who could deliver services in a person's preferred language
- Hired counselor(s) to deliver treatment services in the main language(s) of your geographic area(s)
- Hired clinicians(s) to deliver treatment services in the main language(s) of your geographic area(s)
- Conducted training to increase cultural awareness, knowledge and skills
- Other – Please explain: \_\_\_\_\_
- None – We have not done cultural competence related hiring in the past 6-months

#### 17. OTHER

- Referred a person to another provider because you could not accommodate their needs based on their gender identity or sexual orientation.
- Provided services on sexual orientation or gender identity
- Referred a person to another provider to accommodate a physical or sensory disability (e.g. mobility issues, deaf or hard of hearing, blind)/accessibility issue
- Were able to provide services accommodate a physical disability
- Referred a person to another provider because you did not have a counselor/clinician that could assist with addressing needs based on housing status
- Referred a person to another provider because you did not have a counselor/clinician to meet needs based on their age (youth, older adults)
- Referred a person to another provider because you did not have a counselor/clinician to meet needs based on other factors (culture/race/nationality)
- None – We have not done cultural competence related hiring in the past 6-months

#### 18. Please rate the effectiveness of your agency's recruitment strategies as it relates to onboarding new employees to address diversity and inclusion. [Response Required, Select 1]

- Very Effective
- Effective
- Slightly Effective
- Not Effective

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### Staff Composition

**19. How many total (employed/contracted) staff are currently employed at your agency (this includes all locations, administrative staff, direct service staff, etc.) allocated to DMC program? [Response Required, Open Ended Text]**

**20. Please indicate the number of Employed DMC Program staff currently at your agency in the following classifications [Enter 0 if none in that classification]**

DMC CLASSIFICATIONS	Number Employed
Physician (MD/DO)	
Nurse Practitioner (NP)	
Supervising Nurse Practitioner (NP)	
Registered Pharmacist (RP)	
Physician Assistant (PA)	
Registered Nurse (RN)	
Supervising Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Supervising LVN	
Licensed Clinical Psychologist	
Supervising LPHA/Licensed Eligible LPHA	
Licensed Eligible – Psychological Associate/Registered Psychologist	
Licensed Clinical Social Worker (LCSW)	
Licensed Eligible – Associate Clinical Social Worker (ACSW)	
Licensed Marriage and Family Therapist (LMFT)	
Licensed Eligible – Associate Marriage and Family Therapist (AMFT)	
Licensed Professional Clinical Counselor (LPCC)	
Associate Professional Clinical Counselor (APCC)	
Certified Alcohol and Drug Counselor	
Supervising Certified Alcohol and Drug Counselor	
Registered Alcohol and Drug Counselor	
Peer Support Specialist	

**21. Do you currently utilize Contracted direct service staff in the DMC Program? [Response Required]**

- Yes
- No

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**22. Please indicate the number of Contracted DMC Program staff currently at your agency in the following classifications [Enter 0 if none in that classification] (if no, skip this question)**

DMC CLASSIFICATIONS	Number Employed
Physician (MD/DO)	
Nurse Practitioner (NP)	
Supervising Nurse Practitioner (NP)	
Registered Pharmacist (RP)	
Physician Assistant (PA)	
Registered Nurse (RN)	
Supervising Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Supervising LVN	
Licensed Clinical Psychologist	
Supervising LPHA/Licensed Eligible LPHA	
Licensed Eligible – Psychological Associate/Registered Psychologist	
Licensed Clinical Social Worker (LCSW)	
Licensed Eligible – Associate Clinical Social Worker (ACSW)	
Licensed Marriage and Family Therapist (LMFT)	
Licensed Eligible – Associate Marriage and Family Therapist (AMFT)	
Licensed Professional Clinical Counselor (LPCC)	
Associate Professional Clinical Counselor (APCC)	
Certified Alcohol and Drug Counselor	
Supervising Certified Alcohol and Drug Counselor	
Registered Alcohol and Drug Counselor	
Peer Support Specialist	

For the next questions, please indicate the Entry-Level Hourly Rate and Maximum Hourly Rate for Employed and Contracted DMC Program staff in your agency. Please use decimal numbers in amounts indicated. If you do not hire that classification enter 0.

**23. What is the Employed Entry Level hourly wage for the following in your agency? Please include decimal numbers (i.e., 15.00 or 15.25). If you do not hire that classification, enter 0 only. [Response Required]**

DMC CLASSIFICATIONS- EMPLOYED	Entry Level Hourly Wage
Physician (MD/DO)	
Nurse Practitioner (NP)	
Supervising Nurse Practitioner (NP)	
Registered Pharmacist (RP)	
Physician Assistant (PA)	
Registered Nurse (RN)	

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Supervising Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Supervising LVN	
Licensed Clinical Psychologist	
Supervising LPHA/Licensed Eligible LPHA	
Licensed Eligible – Psychological Associate/Registered Psychologist	
Licensed Clinical Social Worker (LCSW)	
Licensed Eligible – Associate Clinical Social Worker (ACSW)	
Licensed Marriage and Family Therapist (LMFT)	
Licensed Eligible – Associate Marriage and Family Therapist (AMFT)	
Licensed Professional Clinical Counselor (LPCC)	
Associate Professional Clinical Counselor (APCC)	
Certified Alcohol and Drug Counselor	
Supervising Certified Alcohol and Drug Counselor	
Registered Alcohol and Drug Counselor	
Peer Support Specialist	

**24. What is the Employed Maximum hourly salary range for the following in your agency? Please include decimal numbers (i.e., 15.00 or 15.25). If you do not hire that classification, enter 0 only.**  
**[Response Required]**

DMC CLASSIFICATIONS- EMPLOYED	Maximum Hourly Wage
Physician (MD/DO)	
Nurse Practitioner (NP)	
Supervising Nurse Practitioner (NP)	
Registered Pharmacist (RP)	
Physician Assistant (PA)	
Registered Nurse (RN)	
Supervising Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Supervising LVN	
Licensed Clinical Psychologist	
Supervising LPHA/Licensed Eligible LPHA	
Licensed Eligible – Psychological Associate/Registered Psychologist	
Licensed Clinical Social Worker (LCSW)	
Licensed Eligible – Associate Clinical Social Worker (ACSW)	
Licensed Marriage and Family Therapist (LMFT)	
Licensed Eligible – Associate Marriage and Family Therapist (AMFT)	
Licensed Professional Clinical Counselor (LPCC)	
Associate Professional Clinical Counselor (APCC)	
Certified Alcohol and Drug Counselor	
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Registered Alcohol and Drug Counselor	
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25. What is the Contracted Entry Level hourly wage for the following in your agency? Please include decimal numbers (**15.00 or 15.25**). If you do not hire that classification, enter **0** only. **[Response Required]** (skip, if 21 was answered no).

DMC CLASSIFICATIONS- CONTRACTED	Entry Level Hourly Wage
Physician (MD/DO)	
Nurse Practitioner (NP)	
Supervising Nurse Practitioner (NP)	
Registered Pharmacist (RP)	
Physician Assistant (PA)	
Registered Nurse (RN)	
Supervising Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Supervising LVN	
Licensed Clinical Psychologist	
Supervising LPHA/Licensed Eligible LPHA	
Licensed Eligible – Psychological Associate/Registered Psychologist	
Licensed Clinical Social Worker (LCSW)	
Licensed Eligible – Associate Clinical Social Worker (ACSW)	
Licensed Marriage and Family Therapist (LMFT)	
Licensed Eligible – Associate Marriage and Family Therapist (AMFT)	
Licensed Professional Clinical Counselor (LPCC)	
Associate Professional Clinical Counselor (APCC)	
Certified Alcohol and Drug Counselor	
Supervising Certified Alcohol and Drug Counselor	
Registered Alcohol and Drug Counselor	
Peer Support Specialist	

26. What is the Contracted Maximum Hourly Wage for the following in your agency? Please include decimal numbers (\$**15.25**). If you do not hire that classification, enter **0**. **[Response Required]** (skip, if 21 was answered no.)

DMC CLASSIFICATIONS- CONTRACTED	Maximum Hourly Wage
Physician (MD/DO)	
Nurse Practitioner (NP)	
Supervising Nurse Practitioner (NP)	
Registered Pharmacist (RP)	
Physician Assistant (PA)	
Registered Nurse (RN)	
Supervising Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Supervising LVN	
Licensed Clinical Psychologist	
Supervising LPHA/Licensed Eligible LPHA	

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Licensed Eligible – Psychological Associate/Registered Psychologist	
Licensed Clinical Social Worker (LCSW)	
Licensed Eligible – Associate Clinical Social Worker (ACSW)	
Licensed Marriage and Family Therapist (LMFT)	
Licensed Eligible – Associate Marriage and Family Therapist (AMFT)	
Licensed Professional Clinical Counselor (LPCC)	
Associate Professional Clinical Counselor (APCC)	
Certified Alcohol and Drug Counselor	
Supervising Certified Alcohol and Drug Counselor	
Registered Alcohol and Drug Counselor	
Peer Support Specialist	

**27. What is the number of unpaid/volunteer peers agency-wide? [Response Required, Select 1]**  
**Drop down Options: 0, Less than 5, 6-9, 10-19, 20+**

**28. What is the number of unpaid master’s level trainees/graduates/interns? [Response Required, Select 1]**  
**Drop Down options: 0, Less than 5, 6-9, 10-19, 20+**

**29. If you have multiple locations across Service Planning Areas (SPA) does the salary vary based on geography? [Response Required, Select 1]**

Yes  
 No  
 We do not have multiple locations

### Workforce Development & Support

**30. Do you currently provide financial support to licensed-eligible clinicians employed by your agency to assist them in becoming licensed? [Response Required, Select 1]**

YES  
 NO

**31. Do you currently provide financial support to registered alcohol and drug counselors employed by your agency to assist them in becoming certified? [Response Required, Select 1]**

YES  
 NO

**32. If you answered yes to both above, what are your agency’s requirements for staff selection to receive financial support to become licensed (clinicians) or certified (counselors)? Check all that apply. [Response Required, Check all that apply]**

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- Must be an employee, no minimum time with agency
- Must satisfactorily pass probationary period of employment
- Must be employed at least one year with the agency
- Must be identified as individual on promotional track
- Must earn a passing grade in all covered courses/trainings
- Other: Describe \_\_\_\_\_
- I did not answer yes to the 2 questions above

**33. Does your agency support/reimburse employee costs for the following expenses? Check all that apply. [Response Required, Check all that apply]**

- Tuition / Coursework Reimbursement
- Books/Materials Costs
- Parking fees
- Transportation Costs
- Child Care Costs
- Flexible Hours
- Part Time Hours
- Paid time off to attend courses/training
- Other: Describe \_\_\_\_\_
- Not applicable – Do not provide this type of support to staff

**34. How many registered counselors have you hosted (or interned) as part of the DPH-SAPC Tuition Incentive Program (TIP)? Enter "0" if you have not participated in TIP to date. [Response Required, Number up to 100]**

### Retention

**35. Does your agency offer direct service employees (clinicians/counselors) any of the following options and benefits? Check all that apply. [Response Required, Check all that apply]**

- Flexible Hours
- Telework
- Retirement Accounts, 401k
- Bilingual Bonus
- Health Benefits
- Paid Vacation
- Paid Holidays
- Paid Sick Time
- Paid FMLA Leave

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- Other – Please explain: \_\_\_\_\_
- None

**36. Which best describes your health insurance coverage plan? [Response Required, Select 1]**

- Platinum- Covers 90% of costs
- Gold-Covers 80% of costs
- Silver-Covers about 70% of costs
- Bronze-Covers about 60% of costs

**37. When does the employee become eligible for health benefits? [Response Required, Select 1]**

- Day 1
- After 30 days
- After 60 days
- Other-

**38. Are family members covered or employee only? Response Required, Select 1]**

- Family Coverage Offered
- Employee Only

**39. Is the same benefit package offered to all employees? [Response Required, Select 1]**

- YES
- NO

**40. If your agency offers paid holidays, which ones? Check all that apply. [Response Required, Check all that apply]**

- New Year's Day
- Martin Luther King, Jr's. Birthday
- Presidents' Day
- Cesar Chavez Day
- Memorial Day
- Juneteenth
- Independence Day / 4<sup>th</sup> of July
- Labor Day
- Indigenous People's Day
- Veterans Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Day
- Other – Please Explain: \_\_\_\_\_
- Not applicable – Do not offer paid holidays to staff

**41. Do you offer separate or combined sick/vacation paid time off (PTO)**

- Separate

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- Combined

### Separate Paid Sick/Vacation Days

42. How many **paid vacation days** do the following classifications receive within the first year of employment? [**Response Required, Number up to 100**]

- Peer Support Specialist \_\_\_\_\_
- Registered Counselor \_\_\_\_\_
- Certified Counselor \_\_\_\_\_
- Licensed-Eligible Clinician (ACSW, AMFT, APCC) \_\_\_\_\_
- Licensed-Clinician (MD, DO, LCSW, LMFT, LPCC, NP, RP, PA, RN, LVN) \_\_\_\_\_

43. How many **paid sick days** do the following classifications receive within the first year of employment? [**Response Required, Number up to 100**]

- Peer Support Specialist \_\_\_\_\_
- Registered Counselor \_\_\_\_\_
- Certified Counselor \_\_\_\_\_
- Licensed-Eligible Clinician (ACSW, AMFT, APCC) \_\_\_\_\_
- Licensed-Clinician (MD, DO, LCSW, LMFT, LPCC, NP, RP, PA, RN, LVN) \_\_\_\_\_

### Combined Paid Sick/Vacation Days

44. How many **combined paid sick/vacation (PTO=paid time off) days** do the following classifications receive within the first year of employment? [**Response Required, Number up to 100**]

- Peer Support Specialist \_\_\_\_\_
- Registered Counselor \_\_\_\_\_
- Certified Counselor \_\_\_\_\_
- Licensed-Eligible Clinician (ACSW, AMFT, APCC) \_\_\_\_\_
- Licensed-Clinician (MD, DO, LCSW, LMFT, LPCC, NP, RP, PA, RN, LVN) \_\_\_\_\_

45. Do vacation days/PTO increase with years of service or hours worked? [**Response Required, Select 1**]

- YES
- NO

46. If yes to above question, please describe (**Open Text**) (if no skip question)

47. How likely is it that you will increase the hourly wage/salary for registered counselors within the next 3-months as a result of new Fiscal Year 23-24 rates? [**Response Required, Select 1**]

- Decided - Yes
- Highly Likely
- Maybe
- Highly Unlikely
- Decided - No

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48. How likely is it that you will increase the hourly wage/salary for certified counselors within the next 3-months as a result of new Fiscal Year 23-24 rates? [Response Required, Select 1]

- Decided - Yes
- Highly Likely
- Maybe
- Highly Unlikely
- Decided - No

49. How likely is it that you will increase the hourly wage/salary for clinicians (LPHA) within the next 3-months as a result of new Fiscal Year 23-24 rates? [Response Required, Select 1]

- Decided - Yes
- Highly Likely
- Maybe
- Highly Unlikely
- Decided - No

50. What contributed to how you responded to question #45-47 about raises for registered and certified counselors and/or clinicians (LPHA)? [Response Required, Open Ended Text]

51. Has your agency developed a workforce retention plan? [Response Required, Select 1]

- YES
- NO

52. How does your agency promote a diverse and inclusive work environment? Check all that apply. [Response Required, Check all that apply]

- Maintain policies and procedures specifically addressing Diversity, equity, and inclusion (DEI)
- Require all staff to participate in trainings that address bias and promote diversity and inclusion
- Ensure agency leadership (including Board of Directors) is culturally diverse and inclusive
- Recruitment and hiring practices prioritize diversity in staffing that is representative of the communities served
- Support and promote culturally rich events and celebrations throughout the organization
- Established positions or roles with the responsibility is to assess and maintain a diverse, equitable, and inclusive environment for staff and patients (e.g diversity ambassadors, DEI director, etc.)
- Other, please explain \_\_\_\_\_
- None – Agency does not conduct specific activities to support a diverse and inclusive work environment

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**53. How does your agency’s leadership think their DMC program direct services counselors and clinicians would describe job satisfaction (ability to contribute, work environment, schedule, benefits, understanding of expectations, development opportunities) level? [Response Required, Select 1]**

- Extremely Satisfied – Excellent place to work
- Very Satisfied – Very good place to work
- Somewhat Satisfied – Good place to work
- Not Very Satisfied – Substandard place to work
- Extremely Unsatisfied – Not a good place to work

**54. How does your agency’s leadership think their DMC Program direct services counselors and clinicians would describe their current compensation package (salary, paid time off, health benefits, tuition support, other perks)? [Response Required, Select 1]**

- Extremely Satisfied – Excellent Compensation Package
- Very Satisfied – Above Standard Compensation Package
- Somewhat Satisfied – Standard Compensation Package
- Not Very Satisfied – Below Standard Compensation Package
- Extremely Unsatisfied – Minimal or No Compensation Package

**55. How long do the following DMC Program classifications on average stay employed at your organization before they move to another employer or leave the field? [Response required for each row, Select 1 in each row]**

Classification	0-5 months	6-12 months	1-2 years	3-4 years	5+ years
Peer Support Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Registered Counselor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certified Counselor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Licensed-Eligible Clinician (ACSW, AMFT, APCC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Licensed Clinician (MD, DO, LCSW, LMFT, LPCC, NP, RP, PA, RN, LVN)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**56. Over the past two years, has COVID-19 negatively impacted the frequency of employee turnover in your agency? [Response Required, Select 1, if No, skip to 56]**

- YES
- NO

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57. Please indicate what strategies your agency has used to mitigate the impact and reduce turnover: **If Yes, Response Required, Select all that apply** [If no, skip question]

- Hired Part-Time Staff
- Hired Peer Counselors
- Managers take a case load
- Reduce the number of patients served
- Make referrals to another agency
- Allow staff to work from home providing telehealth services
- Increased benefits
- Hosted employee appreciation events
- Provide stress relief coaching/mindfulness coaching

<input type="checkbox"/> Other: Indicate
--

58. How much does counselor/clinician turnover (people leaving your agency to work elsewhere) impact your ability to deliver and grow services at your organization? **[Response Required, Select 1]**

- Workforce turnover is not impacting ability to deliver services as we are expanding capacity
- Workforce turnover is not impacting ability to deliver services at current capacity
- Workforce turnover somewhat impacts our ability to deliver services at current capacity
- Workforce turnover significantly impacts our ability to deliver services at current capacity

59. What has your agency identified as top reasons for staff leaving your agency? **[Response Required, Use drop down to first indicate N/A, then rank all that apply.]**

- Better salary/wage at another SUD provider
- Better salary/wage in another field (e.g., healthcare, food/retail service)
- Better benefits package (e.g., paid time off, healthcare)
- Better schedule (e.g., flexible work hours, telework)
- Better work location
- Less stressful work environment (e.g., impact of patient care)
- Better work – life balance
- Reduced workload (e.g., administrative tasks, caseload size)
- Improved supervision and management
- Improved recognition or ability to promote in the SUD field
- N/A

60. If other, please describe:

61. Does your agency complete exit interviews when employees leave your organization? **[Response Required, Select 1]**



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- YES
- NO

62. Do you have a structured professional development plan/process in place? [Response Required, Select 1]

- YES
- NO

63. How does your agency promote professional development and career advancement opportunities to retain staff? Check all that apply. [Response Required, Check all that apply]

- Onboarding process that clearly outlines responsibilities and expectations
- Staff development training plan
- Mentoring/Coaching
- Other – Please describe: \_\_\_\_\_
- N/A – Agency does not offer professional development

64. How often do clinical supervisors meet with staff (clinicians/counselors) to discuss performance? [Response Required, Select 1]

- Do not meet with staff
- Weekly
- Monthly
- Quarterly
- Annually
- Other – Describe: \_\_\_\_\_

65. How do you recognize and reward employee achievements? Check all that apply. [Response Required, Check all that apply]

- Shout out during Staff Meetings
- Write a thank you card/email
- Encourage staff-to-staff recognition
- Gift Card
- None of the above
- Other – Please Explain: \_\_\_\_\_

66. By submitting this survey, I am attesting that this information is true and accurate to the best of my knowledge.

- YES
- NO

**You have completed the Provider Workforce Survey. Thank you for your time in completing!**

DPH-SAPC PROVIDER WORKFORCE SURVEY  
**DO NOT SUBMIT PAPER VERSION- USE LINK**  
**PAPER DRAFT VERSION NOT ACCEPTED**  
**COMPLETE SURVEY USING THE**  
**FOLLOWING LINK ONLY:**

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