



# Developing Workforce Retention and Resiliency Within an Integrated Care Setting

**Wednesday April 20, 2022**

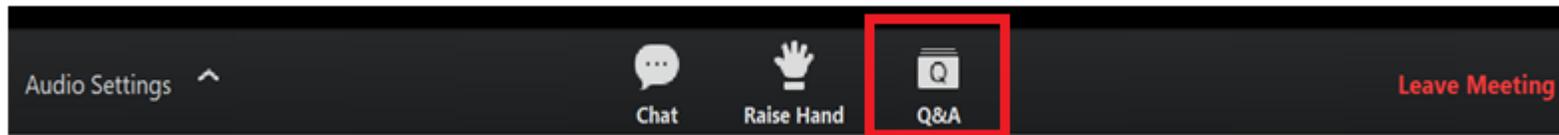
**1:00 – 2:00 p.m. ET**

**Vision: Healthy Communities, Healthy People**

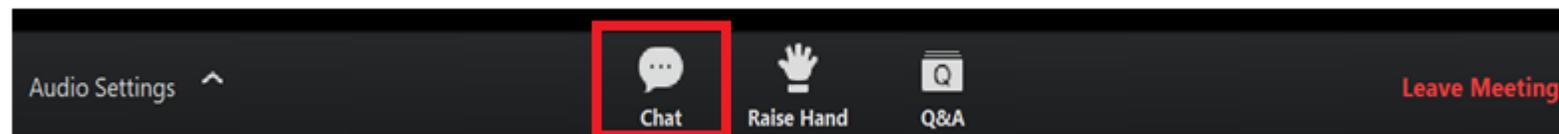


# Submitting Questions and Comments

- Submit questions by using the Q&A feature. To open your Q&A window, click the Q&A icon on the bottom center of your Zoom window.



- If you experience any technical issues during the information session, please message us through the chat feature, or email [healthcenter\\_BHTA@jbsinternational.com](mailto:healthcenter_BHTA@jbsinternational.com).



# Continuing Education (CE)

- We will be offering **1 CE credit** for attending today's workshop session.
- You **must** complete the Health Center Satisfaction Assessment at the end of the workshop.
- We will provide more information about how to complete the Satisfaction Assessment and details about applying for CEs at the end of the workshop.



This course has been approved by JBS International, Inc. as a NAADAC Approved Education Provider, for educational credits. NAADAC Provider #86832, JBS international, Inc. is responsible for all aspects of their programming.



JBS International, Inc. has been approved by NBCC as an Approved Continuing Education Provider, ACEP No. 6442. Programs that do not qualify for NBCC credit are clearly identified. JBS International, Inc. is solely responsible for all aspects of the programs.

# Health Resources and Services Administration Opening Remarks

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**Presented by:**

**Jayne Berube**

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Office of Quality Improvement  
Bureau of Primary Health Care (BPHC)  
Health Resources and Services Administration



# Executive Summary

## 2020 UDS Data

Increased  
Access to Care



**+ 770 service delivery sites** for a total of 13,555

**1 in 5 rural residents** are served via the health center program

Improved  
Delivery of  
Services



**+ 1,267 MAT eligible providers** for a total of 8,362

**+ 2,144 full-time equivalents** for a total of 255,012

Advanced  
Quality  
of Care



**79% of health centers** met or exceeded one or more national benchmarks

**55% of HCs** improved in 5 or more Clinical Quality Measures

Addressed  
Public Health  
Emergency



**99.05% of health centers** offered telehealth services

**3,732,745 health center patients** received diagnostic tests for novel coronavirus



Source: Uniform Data System, 2020.

Note: 1,370 health centers were funded in 2019 & 2020.

# Health Center Workforce Well-being Survey

- Will Launch in Fall 2022.
- Developed in Collaboration with Health Center Staff.
  - Listening sessions
  - Cognitive testing
  - Pilot testing
- Your Voice Matters!
  - All full-time and part-time staff at HRSA-funded health centers will be invited to give input on factors that affect workforce well-being, job satisfaction, and burnout.



Submit questions about the survey or the Workforce Well-being Initiative via the [BPHC Contact form](#) or call 877-464-4772 from 8:00 a.m. to 8:00 p.m. ET, Monday-Friday (except federal holidays).



# Presenters



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# Agenda

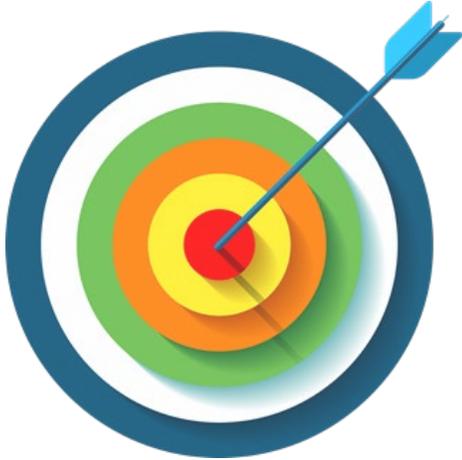
**Main focus:** What strategies can health centers implement to bolster healthcare workforce resilience and retention?

- Factors contributing to health center employee turnover.
- How these factors have been affected by the pandemic.
- Supervisory strategies that can support employee engagement, resilience and retention.
- Organizational policies and practices that can enhance workforce retention and resilience.



Source: Microsoft® PowerPoint®  
for Microsoft 365.

# Objectives



Source: iStock

**As a result of participation attendees will be able to:**

- Describe three key factors contributing to employee turnover among primary and behavioral healthcare providers.
- Identify three ways in which these factors been exacerbated by the pandemic.
- Describe three supervisory strategies that have been found to be effective in supporting employee engagement, resilience, and retention.
- Identify three organizational policies and practices that can enhance workforce retention and resilience.

# Polling Question 1

What are the three (3) primary challenges to workforce resiliency and staff retention in your health center?



Source:  
iStock

- a. Workload/productivity requirements
- b. Administrative/documentation burden (e.g., insurance, EHR, etc.)
- c. Lack of advancement opportunities
- d. Compensation
- e. Physical working conditions
- f. Workplace culture
- g. Poor relationship with supervisor/inadequate supervision
- h. Stress related to patient care
- i. Lack of flexibility (e.g., remote/in-person/hybrid, flexible hours)
- j. Work/Life balance

# Employee Turnover

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Source: Microsoft® PowerPoint® for Microsoft 365.

# Key Factors Contributing to Staff Turnover in Integrated Care Settings



Source: Microsoft® PowerPoint® for Microsoft 365.

- Burnout, compassion fatigue, vicarious trauma.
- Overload: People have left and those remaining pick up their work.
- Burdensome administrative duties that reduce time for patient care.
- Electronic Health Records that add unhelpful complexity to documenting care.
- Documentation after hours extending the workday and interfering with family life.
- High caseloads.
- Stress related to patient care (violence, emotional outbursts, productivity expectations).



[National Physician Burnout Expert Shares Insights: 'We Can Certainly Do Better' | HealthLeaders Media](#)

# Mental Health Professionals and Burnout

- Over **50%** of mental health professionals report moderate or high burnout.
- Health care social work has been rated as the most stressful mental health career.
- **40%** of social workers anticipate quitting the profession within five years.



Source: Microsoft® PowerPoint® for Microsoft 365.

[Why Are Social Workers Leaving The Profession | Library of Career](#)

[How Common Is Burnout Among Mental Health Professionals? \(goodtherapy.org\)](#)

# Medical Staff and Burnout

- **33%** of physicians and nurses surveyed intend to reduce hours within two years.
- **20 %** of physicians and 40% of nurses reported planning to leave practice altogether within two years.



Source: Microsoft® PowerPoint® for Microsoft 365.

[COVID-Related Stress and Work Intentions in a Sample of US Health Care Workers - Mayo Clinic Proceedings: Innovations, Quality & Outcomes \(mcpigojournal.org\)](https://www.mcpigojournal.org)

# How Has COVID-19 Affected Turnover?

- **Increased employee fatigue:** Telehealth has resulted in high appointment attendance leaving little time for administrative responsibilities, care coordination, and breaks.
- **Increased employee fear** around personal health safety and family health safety.
- **Increased employee childcare challenges.**
- **The Great Resignation/Re-evaluation: 47.8 million Americans quit their jobs in 2021:**
  - People report leaving jobs due to:
    - ✓ Low pay
    - ✓ Disrespect
    - ✓ Lack of career advancement opportunities
    - ✓ Lack of flexibility

[Job Openings and Labor Turnover Summary - 2022 M01 Results \(bls.gov\)](#)

[The Great Resignation: Why workers say they quit jobs in 2021 | Pew Research Center](#)



# The Great Resignation/Great Re-evaluation

- Employees are seeking work that is better aligned with their values.
- Health centers will benefit from emphasizing values in hiring and retention strategies.
  - Highlight the health center's higher purpose as a safety net provider.
  - Promote a culture that fosters belonging, flexibility, inclusion, and growth.
  - Involve staff in developing the health center's values and culture. Let them be the representatives.
  - Demonstrate authenticity in emphasizing what your center stands for by linking to social causes, diversity, inclusion, and sustainability.
  - Balance talking about what you value with what you are doing internally to make your message meaningful.

[How to Attract Top Talent in 2022 - SPONSOR CONTENT FROM DAGGERWING GROUP \(hbr.org\)](https://hbr.org)



# What Employees Want (and Need)

- Living wage with healthcare benefits
- Opportunities to grow and advance
- Job role clarity
- Some autonomy and input into decisions
- Manageable workloads
- Administrative support without a crushing administrative burden
- Basic orientation and training for assigned responsibilities
- Decent and safe physical work environment
- Competent and cohesive team of coworkers
- Support of an effective supervisor
- Rewards for exceptional performance

**These are the core needs of the integrated healthcare workforce that the field must strive to address.**



# Training Needs

**Primary care and behavioral health providers often aren't trained for their roles in integrated care.**

- ✓ May make and receive inappropriate referrals for behavioral health services.
- ✓ May experience a sense of “moral injury” perceiving they should be doing more for clients.
- ✓ Rapid pace of primary care can be challenging for behavioral health providers accustomed to 50-minute sessions.
- ✓ Lack of familiarity with evidence based brief intervention models reduces behavioral health provider effectiveness.



Source: Microsoft® PowerPoint® for Microsoft 365.

[Get Trained in the Collaborative Care Model \(psychiatry.org\)](https://www.psychiatry.org)

[Online Collaborative Care Training for Behavioral Health Care Managers | University of Washington AIMS Center \(uw.edu\)](https://www.uw.edu)

Čartolovni, A., Stolt, M., Scott, P. A., & Suhonen, R. (2021). Moral injury in healthcare professionals: A scoping review and discussion. *Nursing ethics*, 28(5), 590-602



Supervisory strategies that have been found to be effective in supporting employee engagement, resilience, and retention



Source: Microsoft® PowerPoint® for Microsoft 365.



# Polling Question 2 - Supervision

**Does your health center provide the following? (Select all that apply)**

- a. Regular time for supervision.
- b. Clinical supervision to support license/credentialing.
- c. Training for supervisors (e.g., strategies for developing positive relationships, listening skills, setting clear expectations, providing constructive feedback)



Source: iStock

# Employee Engagement

“Employee engagement is the involvement and enthusiasm of employees in their workplace.” *Gallup*

- Only 35% of employees in the US were assessed as engaged.
- Seventy percent (70%) of the variance in team engagement is **determined solely by the manager.**
- More than 75% of employees who voluntarily leave an organization do so because of their supervisors or managers and not the job itself.



Source: Microsoft® PowerPoint® for Microsoft 365.

[How to Improve Employee Engagement in the Workplace - Gallup](#)



# Engagement Matters

Comparing business unit outcomes between business units in the top and bottom quartile of employee engagement, Gallup found:



**81%** in  
absenteeism



**58%** in patient  
safety incidents  
(mortality and falls)



**18%** in turnover  
for high turnover  
organizations



**43%** in turnover  
for low turnover  
organizations

[How to Improve Employee Engagement in the Workplace - Gallup](#)

# Key Supervisory Strategies for Engagement and Retention

- **Promote psychological safety**
  - People feel safe being authentic without fear of negative consequences.
- **Communicate the purpose**
  - Purpose, picture, plan, play.
- **Delegate**
  - High Value, meaningful work.
- **Coach**
  - The person, not the problem.
- **Develop**
  - Opportunities aligned with career goals.
- **Connect**
  - With the person, not just a means to an end.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Psychological Safety

## Creating Psychological Safety

Psychological Safety (PS) is the belief that you won't be punished for mistakes. Studies show that PS allows risk taking, openness, creativity, and ignites positive emotions like trust.

When conflict rises, see how to achieve mutually desirable outcome (win-win situation)

**Approach conflict as collaborator**

Blame & criticism escalate conflict. Instead adapt a learning mindset and approach the person/situation with curiosity.

**Replace Blame with Curiosity**

Even during contentious negotiations, communicate with "he/she is just like me" attitude.

**Speak Human to Human**

Looking at the discussion from 3rd party perspective exposes weakness in the position and encourages to rethink the argument

**Change the Perspective**

Graphic based on [High-performing teams need psychological safety. Here's how to create it. Harvard Business Review](#)

# Communicate the Purpose

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- **Purpose:** What are we here to do and why does it matter?
- **Picture:** What does it look like when we are fulfilling our purpose?
- **Plan:** What the plan that will create the picture that fulfills our purpose?
- **Play:** What's the part you play in the plan that will create the picture that fulfills our purpose?



[Communicating change: the 4P model – People Matters, People Matter \(valshebnik.com\)](https://www.valshebnik.com)

# Delegate Meaningful Work

- Delegate work that is:
  - High value-added
  - Meaningful
  - Contributes to the purpose and picture of success
  - Interesting and developmental for staff



Source: Microsoft® PowerPoint® for Microsoft 365.



# Coach Employees

- **Coach the person, not the problem**
  - Focus on questions that help them grow their capabilities and insights.
  - Less on providing the answer to the immediate problem they're trying to solve.
  - Help people grow as professionals.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Develop Employees



- Look ahead for assignments, projects, presentations, meetings, and other opportunities to:
  - Contribute to their career development.
  - Meet regularly to discuss employees' goals for themselves.
  - Align opportunities with identified goals.

Source: Microsoft® PowerPoint® for Microsoft 365.

# Human Connection

- **Transactional Engagement**
  - Communication focused on content and getting things done.
- **Transformational Engagement**
  - Communication as an end in itself.
  - Meets the human need for connection.
  - Creates the emotional context for real engagement.
  - Questions focus on getting to know one another as people.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Health Center policies and practices that can enhance workforce retention and resilience



Source: Microsoft® PowerPoint® for Microsoft 365.



# World Health Organization and Burnout

The WHO recognizes burnout as an occupational phenomenon resulting from **chronic workplace stress** that has not been well managed.

Characterized by:

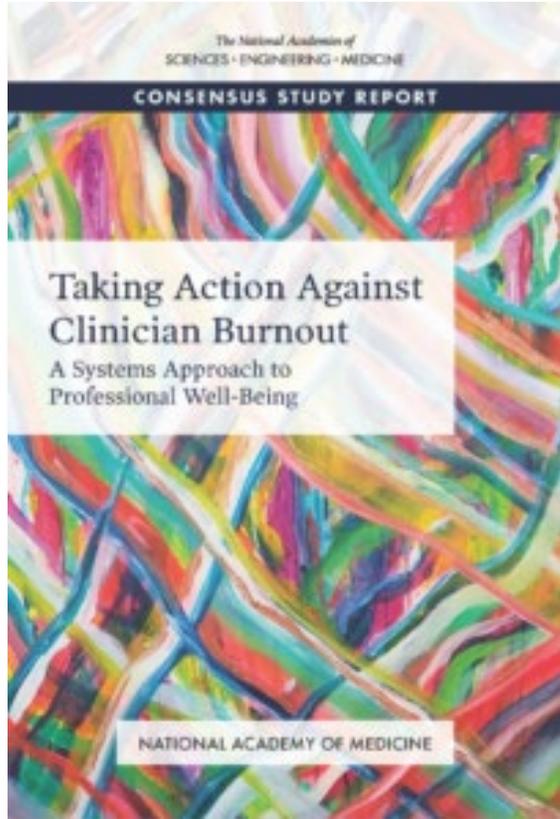
- Feelings of energy depletion or exhaustion
- Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job
- Reduced professional efficacy

The description does **not** include a deficit on the part of employees in resilience, character, or stress management skills.

[Burn-out an "occupational phenomenon": International Classification of Diseases \(who.int\)](https://www.who.int/iaeg/wp-content/uploads/sites/11/2019/04/Burn-out-an-occupational-phenomenon-2019.pdf)



# Promising Practices to Improve Staff Well-being



Source: Microsoft® PowerPoint® for Microsoft 365.

- Committing to workforce well-being as an organizational priority.
- Regularly assessing and reporting burnout.
- Sharing accountability across leadership roles.
- Periodically evaluating policies.
- Measuring and improving the efficiency of the work environment.
- Creating a culture of connection and support for employees.

[Clinician Resilience and Well-Being - National Academy of Medicine \(nam.edu\)](https://www.nam.edu/clinician-resilience-and-well-being)

[Systems Approaches to Improve Patient Care by Supporting Clinician Well-Being - National Academy of Medicine \(nam.edu\)](https://www.nam.edu/systems-approaches-to-improve-patient-care-by-supporting-clinician-well-being)



# Key Concepts for Health Center Change

- **Efficiency of work**
  - Many clinicians find that administrative and technology focused tasks dominate their day taking time away from patient care and relationships with patients and colleagues.
  - This could be reduced by re-engineering workflows and empowering teamwork.
  - Design workflows that allow people to work at the top of their license.
- **Workforce Assessment**
  - Essential for understanding and monitoring the well-being of the workforce.

[Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being - National Academy of Medicine \(nam.edu\)](https://www.nam.edu)



# Key Concepts for Health Center Change, cont.

- **Policies**
  - Constantly reassessing and evaluating policies of the workplace to better support the workforce and build a culture of well-being.
- **Leadership**
  - Broad responsibility for ideas and outcomes is embedded in the health center structure.
- **Support**
  - Facilitating organic development of relationships and companionship at work through team building opportunities, peer support, and informal social events.

[Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being - National Academy of Medicine \(nam.edu\)](https://www.nam.edu)



# Poll Question #3

What are three factors that you think contribute the most to workforce satisfaction in your organization's integrated behavioral health settings?

- ✓ Living wage with healthcare benefits
- ✓ Opportunities to grow and advance
- ✓ Autonomy and input into decisions
- ✓ Manageable workloads
- ✓ Safe physical work environment
- ✓ Competent and cohesive team of coworkers
- ✓ Support of an effective supervisor
- ✓ Rewards for exceptional performance



Source:  
iStock

# Health Center-wide Commitment

- A systems-based commitment to staff well-being is needed to create resilient health centers.
- Recommendations include:
  - Adopting principles outlined in the Charter on Physician Well-being\* for **all** staff.
  - Establishing a well-being program
  - Appointing a Chief Wellness Officer (A “C” level advocate).
  - Including workforce well-being measures within the health center’s strategic plan.



Source: Microsoft® PowerPoint® for Microsoft 365.

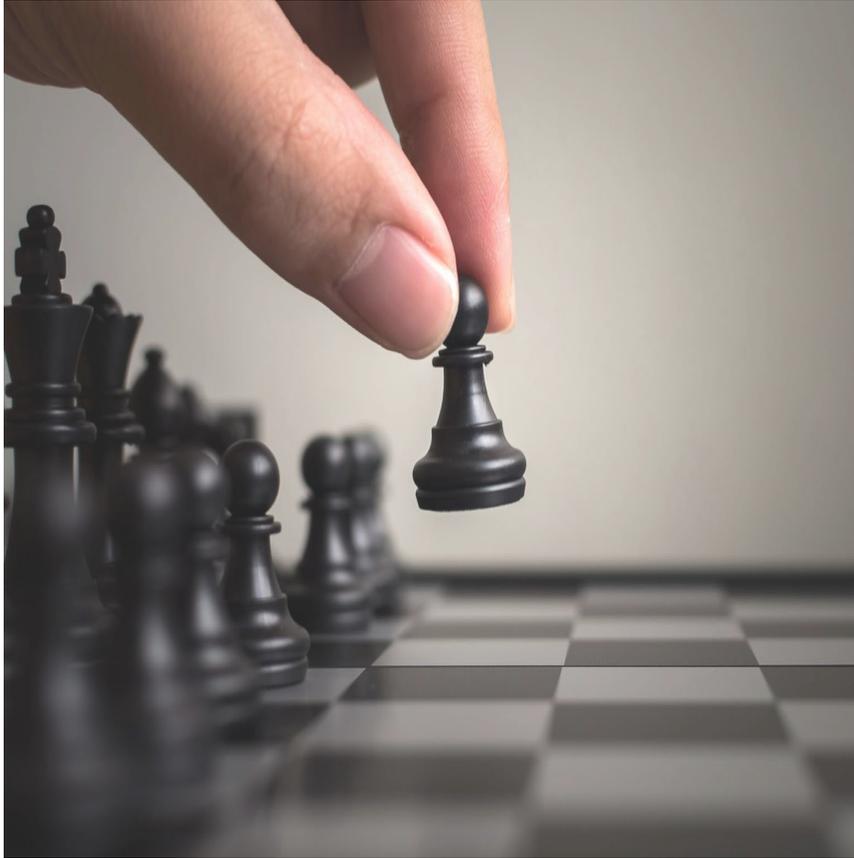
# Guiding Principles for Implementing Interventions

| DO  | DON'T   | TRY  |
|---|---|--|
| Focus on assets and bright spots            | Focus solely on what's not working.   | Take an assets-based approach by focusing on what matters to staff.  |
| Focus on systems intervention.              | Blame individuals for burnout.  | Remove sources of frustration and inefficiency. Promote flexibility.   |
| Commit to culture and system transformation | Run a well-being project without links to health center goals or values.                        | Create a leadership role at the executive level responsible for promoting staff well-being.                      |
| Co-create solutions                         | Plan to "fix" problems that arise.  | Engage leadership at all health center levels to address clinician burnout and improve well-being.               |
| Measure what matters and keep it simple.    | Measure for judgement, hide results, fail to act, or fail to communicate what you are learning. | Evaluate burnout and burnout risks and share lessons learned transparently inside and outside the health center. |

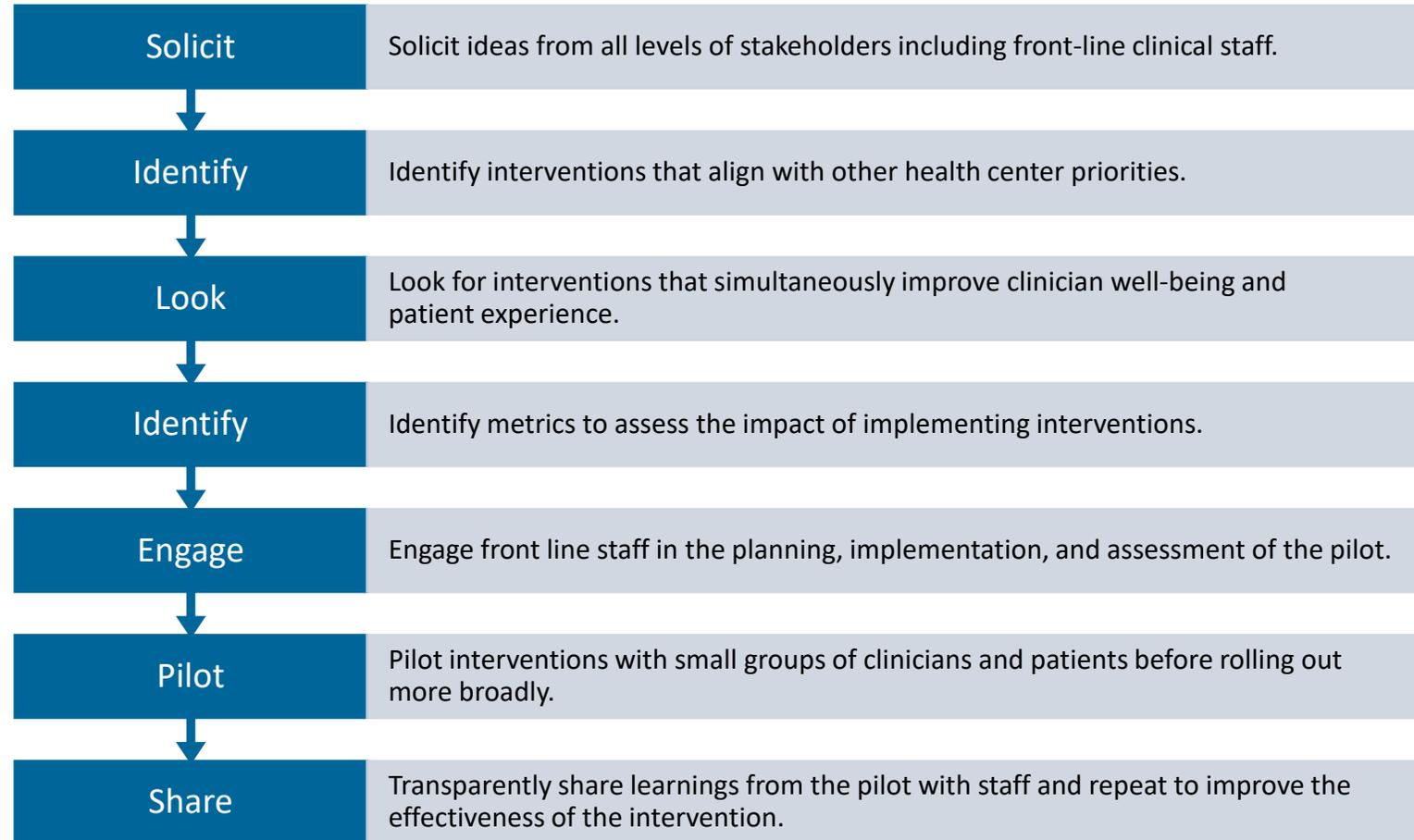
[\\*Table-2a.png \(1347x1530\) \(nam.edu\)](#)



# Steps for Implementing Interventions



Source: Microsoft® PowerPoint® for Microsoft 365.



# QUESTIONS & ANSWERS

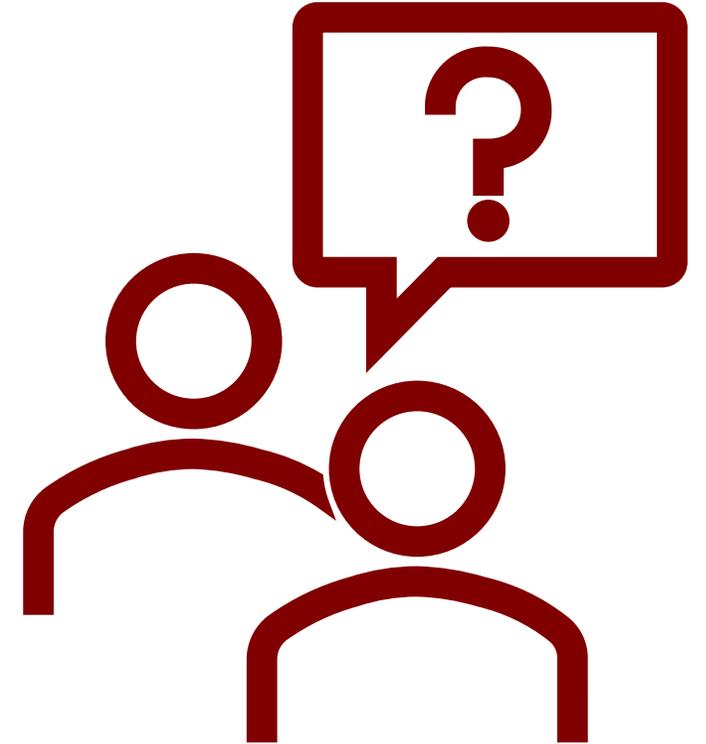
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Source: Microsoft® PowerPoint® for Microsoft 365.

# TA Opportunities for Health Centers

- One-on-One Coaching
- Communities of Practices (CoPs)
- Virtual Intensive T/TA
- SDoH Roundtables
- Office Hours
- Webinars



Source: Microsoft® PowerPoint® for Microsoft 365.

# Accessing Additional T/TA Opportunities



## BPHC BH TA PORTAL ONLINE REQUEST FORM

<https://bphc-ta.jbsinternational.com/ta-request-form>



## EMAIL

[healthcenter\\_BHTA@jbsinternational.com](mailto:healthcenter_BHTA@jbsinternational.com)



## BH TA WEEKLY UPDATE

[healthcenter\\_BHTA@jbsinternational.com](mailto:healthcenter_BHTA@jbsinternational.com)

# Upcoming TA Opportunities in April/May 2022

## WEBINARS

May 16, 2022, from 1:00-1:30 p.m. ET

**Strategies for addressing health disparities in Medication-Assisted Treatment for patients with Opioid Use Disorder**

[https://us06web.zoom.us/webinar/register/WN\\_T9OPutuxRzG9dANbnUGDEg](https://us06web.zoom.us/webinar/register/WN_T9OPutuxRzG9dANbnUGDEg)

## OFFICE HOURS

April 27, 2022, from 1:00-2:00 p.m. ET

**Self-care Approaches for Integrated Health Care Staff**

<https://us06web.zoom.us/meeting/register/tZwpcOurqzo tGdc6OJROdaU515aomAfEIY2d>

## INTENSIVE TA

**Request Link:** <https://bphc-ta.jbsinternational.com/ta-request-form>

## CoPs

May 17 – August 23, 2022 (eight sessions), from 2:00-3:30 p.m. ET

**CoP 3: Workforce Resiliency and Retention**

*Registration coming soon*

May 24 – August 30, 2022 (eight sessions), from 2:00-3:30 p.m. ET

**CoP 4: Polysubstance Use**

*Registration coming soon*

## ASK AN EXPERT

Every Thursday from 2:00-4:00 p.m. ET

**Request Link:** <https://bphc-ta.jbsinternational.com/ask-expert-series>



# CE Revisited

- We will be offering **1 CE credit** for attending today's training.
- **You MUST complete the Health Center Satisfaction Assessment after each session for which you plan on receiving CEs.**
- CE credits will be distributed to training participants who complete the Satisfaction Assessment within 2 weeks of training.



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# Health Center Satisfaction Assessment



- You **MUST** complete the Health Center Satisfaction Assessment after this session to receive CEs.
- The link to the Satisfaction Assessment will automatically open in your browser at the conclusion of this webinar.
- You can also click the link for the Satisfaction Assessment provided in the Zoom chat feature; click the link now to have the browser open.
- We will also email you a link to the Satisfaction Assessment.

***Please take 2–3 minutes to complete the Satisfaction Assessment directly following this session.***

**THANK YOU!**



# References and Resources

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# Thank You!

Phil Rainer, M.S.W., LCSW-R, SAP

Fran Basche, M.A.

Advocates for Human Potential, Inc.

**Vision: Healthy Communities, Healthy People**

