



# Health Center Workforce Resiliency and Retention

**Philip Rainer, M.S.W., LCSW-R, Facilitator**

**Katie Crowley, B.S., Co-Facilitator**

**Tuesday, August 23, 2022**

**Vision: Healthy Communities, Healthy People**





## Session 8: Recruitment, Resilience, Retention Presentations

Vision: Healthy Communities, Healthy People

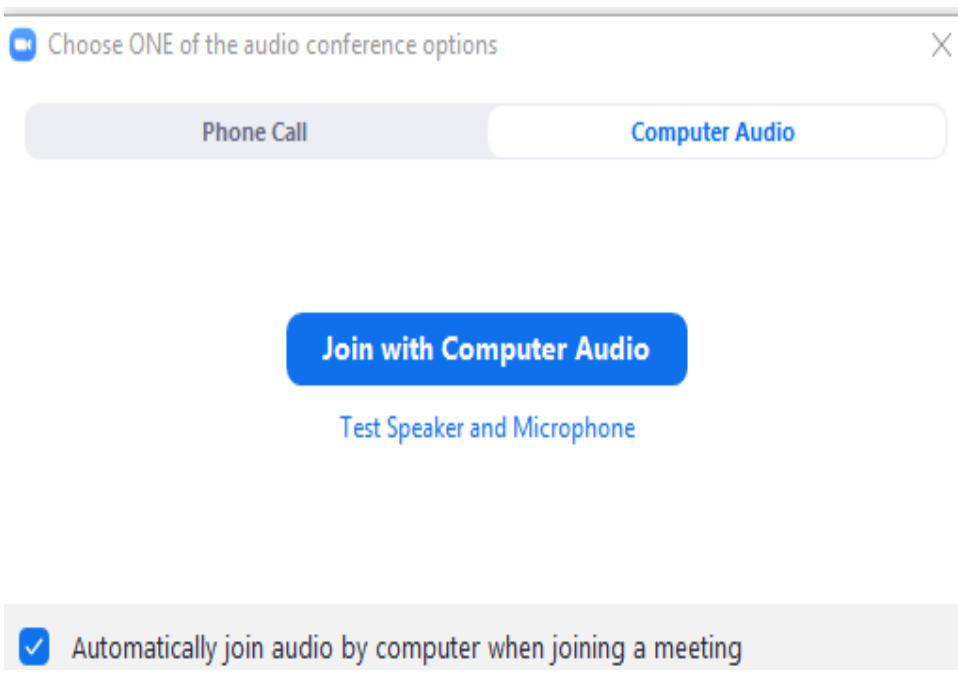




# Connecting to Audio

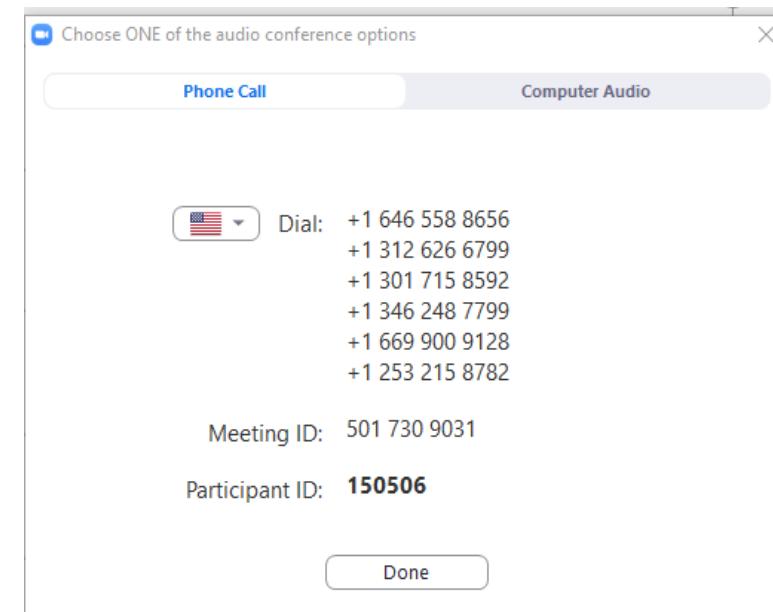
## By computer:

- Click **Join with Computer Audio**.



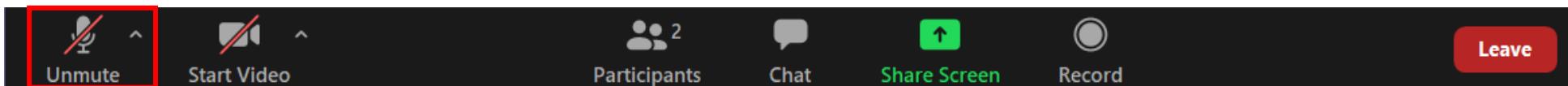
## By phone:

- Click the **Phone Call** tab, dial a listed phone number, and enter **Meeting ID** and **Participant ID**.

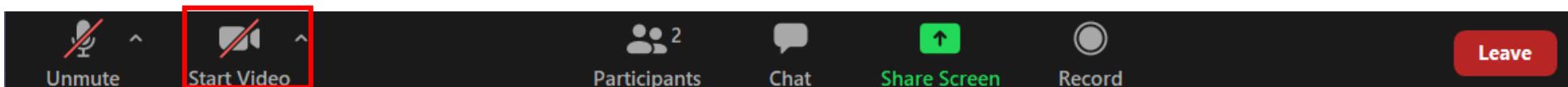


# Zoom Participation

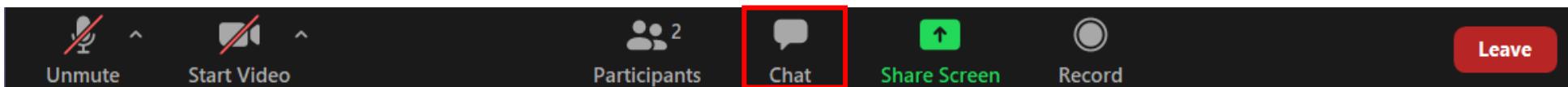
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- We encourage everyone to keep their video enabled. Click **Start Video** to join by webcam.



- To ask a question using the **Chat** feature, click the **Chat** icon located at the bottom center of your Zoom window.



# CoP Facilitators



Facilitator:  
Philip Rainer, M.S.W., LCSW-R  
Senior Program Associate II  
Advocates for Human Potential, Inc.



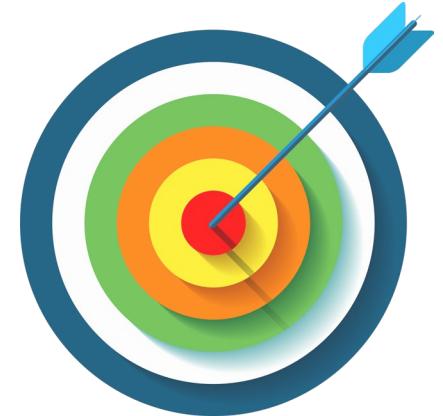
Co-Facilitator:  
Katie Crowley, B.S.  
Program Associate  
Advocates for Human Potential, Inc.



# CoP Learning Objectives

**At the end of this CoP, participants will be able to:**

1. Describe health center policies and practices that promote workforce resilience and retention.
2. Design organizational practices that establish a workplace culture that values and supports staff well-being.
3. Develop and implement strategies to support primary care and behavioral health workforce resilience and retention.



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# Agenda

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- Check-in and attendance
- Introductions and sharing key takeaways from the CoP
- Discussion of initiatives
- Next steps
- Participant Q&A
- Session wrap-up



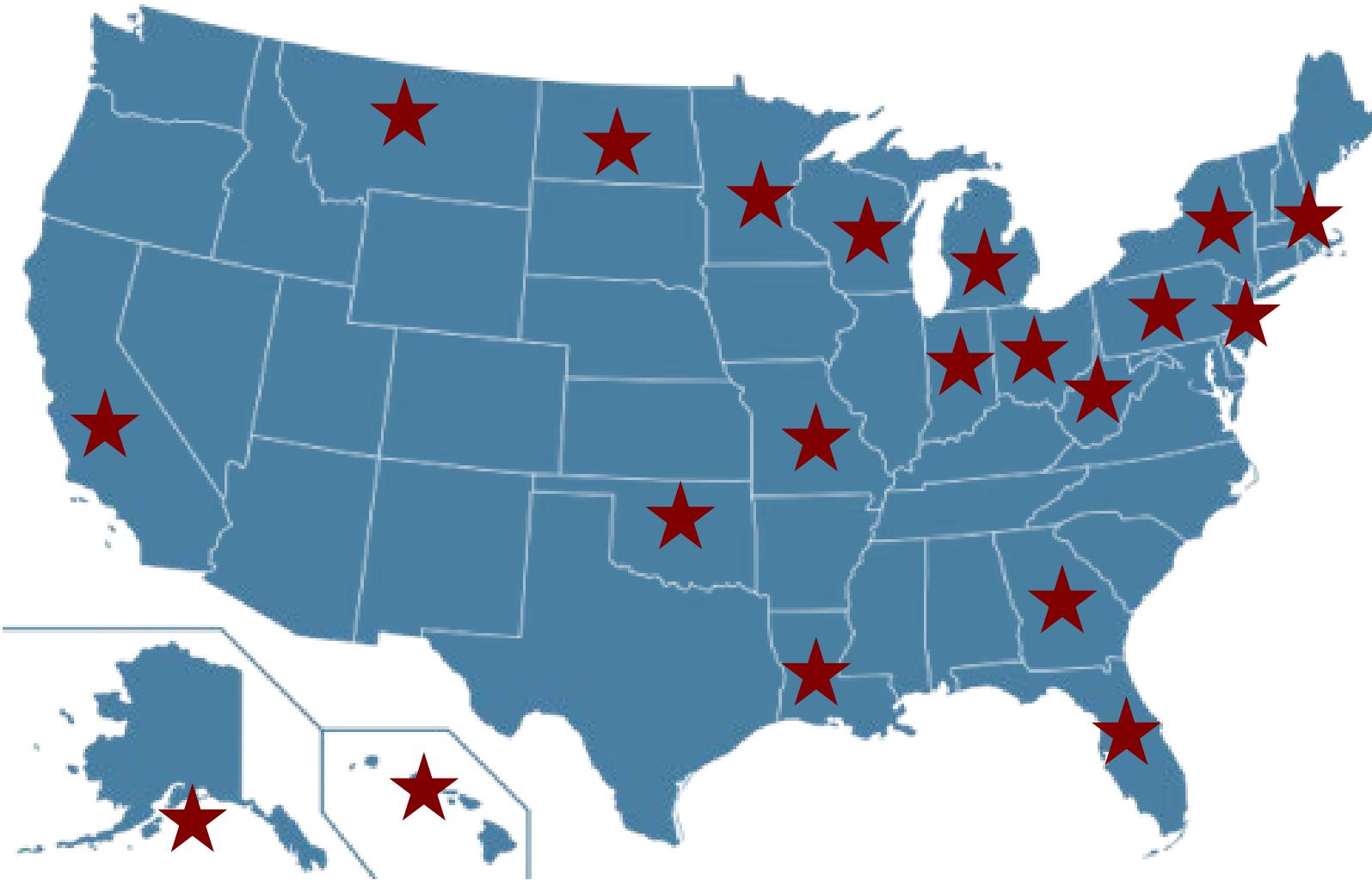
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# Check-In and Attendance



# CoP Participants





# Inter-Session Check-In



# Key Takeaways

- Please share your key takeaways from participation in the CoP.
- Please come off mute to share your response or enter it in the chat.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Workforce Recruitment, Resilience, and Retention Initiatives



Source: Microsoft® PowerPoint® for Microsoft 365.

# Presentations...

1. Janel Groth, Mshkiki Community Clinic
2. Jill Roggeveen, Near North Health
3. Mildred Casiano, Union Community Health Center
4. Nadine Owen, Waimānalo Health Center
5. Torrie Goodson, TrueCare
6. Laura Spencer, Rural Health Care, Inc d/b/a Aza Health
7. Sheila Hughes, Monroe Health Center
8. Deb Farmer, Westside Family Health Center



Source: Microsoft® PowerPoint® for Microsoft 365.



# Mshkiki Community Clinic

## Health Center Assessment & Leadership Development

We implemented Intensive Technical Assistance with HRSA staff



# Staff Involvement

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## Leadership Team

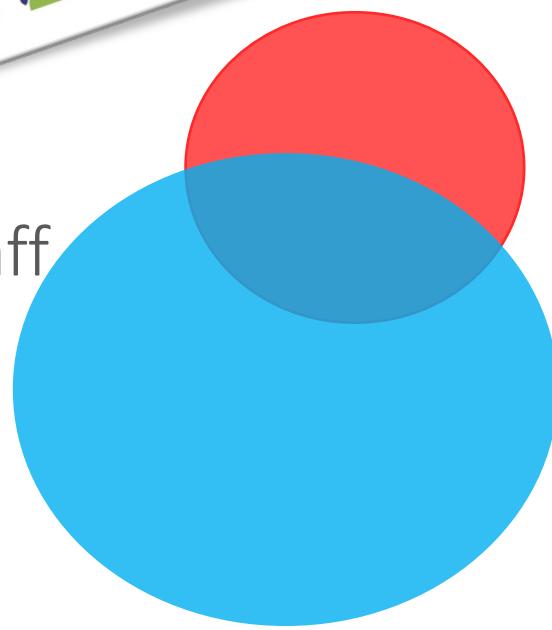
- Health Director
- Medical Director
- Office Manager
- Business Manager
- Healthcare Revenue Cycle Manager
- Dental Clinic Manager
- Behavioral Health Manager
- Wellness Clinic Manager
- Clinic Manager
- Pharmacy Manager
- Community Clinic Manager
- Community Outreach Manager
- Patient Registration Lead Supervisor





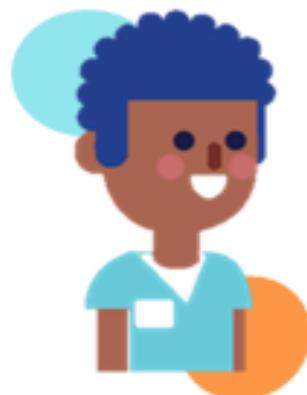
# Roadmap to Joy

- Establish Joy Team, Spirit Fridays/Random Acts of Kindness Days, Life Coaching Sessions
- Assess—surveys, 1:1's, focus groups
- Demystify what joy means at NNH
- Share baseline data findings with senior leadership and staff
- Pilot 1-2 projects
- Establish centralized resources
- Expand and scale what works



# Supporting Joy@NNH

In various capacities, the following individuals & groups have been involved in this initiative:



\*Individual employees from various levels and departments across the organization

Near North Health

3

# Workforce Initiative 2022

Mildred Casiano, LCSW-R, MPH



# Workforce Strategy

- Revised job posting for LMSW/LCSW
  - Indeed
  - Monster
  - LinkedIn
  - Zip Recruiter
  - [PsychPros](#)
  - Local universities
  - NASW
  - Networking
  - Colleagues





# Collaboration

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- Behavioral Health Department
- Human Resources
- Executive Team





# WAIMĀNALO HEALTH CENTER

Workforce recruitment, resilience & retention strategies  
based on participation in CoP 3



# Workforce Strategy 1

Stay Interviews of all staff members  
beginning September 2022

- Conduct informal discussion between a supervisor and employee and/or HR about the employee's level of job satisfaction and specific way the supervisor can help to maintain or enhance it. Stay interviews also help to understand why employees stay and what might cause them to leave.
- Identify areas to improve staff well-being and reduce burnout, promote workforce resilience
- Lead: HR Director



# Workforce Strategy 2

## HRSA's Workforce and Well-Being Survey in Fall 2022

- Participate in HRSA's Workforce Well-Being Survey to learn and identify areas for improvement in workforce recruitment and retention.
- Receive targeted technical assistance based on survey data and evidence-based practices to promote workforce well-being
- Prioritize and take meaningful, comprehensive and actionable steps
- Lead: Director of Quality Improvement & HR Director



# Workforce Strategy 3

## Mission, Vision and Values Training for employees – started June 2022

- Provide hands on training and exercise on each value:
  - ✓ Aloha
  - ✓ Mālama I Ka Pono
  - ✓ Mālama I Ka ‘Ohana
  - ✓ Mālama I Ka ‘Āina
- Malama I KaAina Kukui training conducted by our Cultural Health leader at our annual Makahiki event on June 24, 2022 for employees: Kukui Nut Tree workshop – sharing the importance of the Kukui Tree with its many uses and symbolic value
- Lead: Director of Cultural Health, Ma‘iola Services



## What workforce recruitment, resilience, and/or retention initiatives have you begun to focus on because of your participation in the CoP?

- I have a more heightened awareness of when certain changes or procedures are being done that are not conducive to a thriving working environment. Thanks to this workshop series, I have a greater understanding of how to build a workforce with stronger mental health resilience and know which recruitment strategies to avoid. For example, as the healthcare landscape becomes increasingly competitive and more people are finding work elsewhere, it is imperative that organizations prioritize the employees they do have and ensure they feel appreciated not just with constant emails and lip service, but feasible actions that start at the 1:1 relationships built within care teams all the way to a general organizational culture. Incentives and promises can provide some assurances, but actions and kept promises are what build retention. I am also in the Wellness Committee at my organization, so while we have already begun some initiatives, I am going to utilize these best practices in establishing parameters to our future decisions.



## **One workforce strategy that you have begun to develop and/or implement.**

- Job listings are a major factor in why we are not getting interest in the positions even after months of being posted. I stated that disclosing salary is imperative and looks dishonest otherwise. Since our salaries are not the highest, we also need to balance that through promoting our mission and highlighting the tremendous work we do for traditionally underserved populations. Especially when it comes to building and retaining a workplace culture that operates under the same focus, we also must be sure that those interested in applying to our organization share in these same values. If our job listing does not reflect this, then we are only doing ourselves a disservice.

## **Who from your health center have you involved in this process?**

- HR was informed as they oversee the job listings.



# Rural Health Care, Inc d/b/a Aza Health

## **One workforce strategy that you have begun to develop and/or implement**

We have started on the path to improving engagement by encouraging staff to participate in sessions to identify workflows in daily operations that they find time-consuming, frustrating or would be better performed by another department.

By involving them in this process, we hope to improve retention by raising their level of engagement while simultaneously improving their daily work environment and reducing the stress and frustration that leads to burn out and staff turnover.



# Rural Health Care, Inc d/b/a Aza Health

## Who from your health center have you involved in this process?

- 9 members of the management team, as they are the department heads.
  - Each of them is currently working with their direct reports to coordinate sessions at all 15 of our service sites.
- Several meetings will be held at each site as there will need to be separate meetings for nursing and front office staff.
- Sessions for Providers will be conducted in conjunction with the scheduled bi-monthly Provider meeting.
- We will use Zoom meetings to hold sessions for Case managers, Lab and other positions that have only one assigned per site so they can still have a group session with their peers.
- In this first round we will have them identify the Top 3 troublesome workflows for their peer group and then identify possible solutions.



# Monroe Health Center

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**One workforce strategy that you have begun to develop and/or implement.**

- The HR Director and I have begun to draft a Workforce Plan drawing on the many resources and information shared during the CoP.
  - ✓ I plan to make recommendations for incorporating training on resilience, retention, and workforce self-care into our annual employee training plan.



# Monroe Health Center

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**Who from your health center have you involved in this process?**

- To-date, the Human Resources Director and I have been involved. There are plans to involve the Medical Director in discussions about inclusion of resilience, retention, and workforce self-care training in our annual staff training plan.





## **WHO FROM YOUR HEALTH CENTER HAVE YOU INVOLVED IN THIS PROCESS**

The overall team for the CoP: CEO, CMO, COO and the Director of Human Resources. Other team members include:

- Program managers, including clinic managers, and clinic coordinators.
  - Mental Health Team
  - Still in discussions on how to handle this.



## **WORKFORCE STRATEGY WE HAVE BEGUN TO DEVELOP OR IMPLEMENT**

- Recruitment and Interview Team has been expanded to include middle managers and team members who will be working directly with the person in the position they are interviewing for.
- Developed a six-week program to discuss in small groups stress, well-being and self care options. An evaluation of the program will be given following the six-week completion of the first cohort.
  - Informal “touch base” communications – are looking to formalize to “stay” conversations.



# Workforce Retention & Resiliency

Maintaining Your Workforce

*Patrick Olsen, RN, BSN, MAS (Health Law)*

August 2022



**FAMILY HEALTH CENTERS  
OF SAN DIEGO**



# Provide 1-2 takeaways that you will use to increase staff resilience at your site?

- Reduce burnout
- Continue to provide opportunities to grow
- Communicate more with staff



# Resilience: How do you plan to incorporate those strategies?

- Meet w/staff to understand their career goals
- Debrief after irate patients
- Increase training so that employees can feel empowered to handle difficult situations
- Reinforce positive feedback
- Continue with open door policy



# Provide 1-2 takeaways that you will use to increase staff retention at your site?

- Continue to advocate for competitive salaries
- Annual stay interviews
- Encourage and create opportunities for growth
- Develop career paths



# Retention: How do you plan to incorporate those strategies?

- Active listening
- Flexibility with career growth opportunities (leaving early to attend a class)
- Regular check-ins
- Work w/Sr. leadership to create growth opportunities/submit proposals



# Presentation Questions

- What workforce recruitment, resilience, and/or retention initiatives have you started to focus on because of your participation in this CoP?
- What is one workforce recruitment, resilience, and/or retention strategy that you have started to develop and/or implement?
- Who from your health center have you involved in this process?

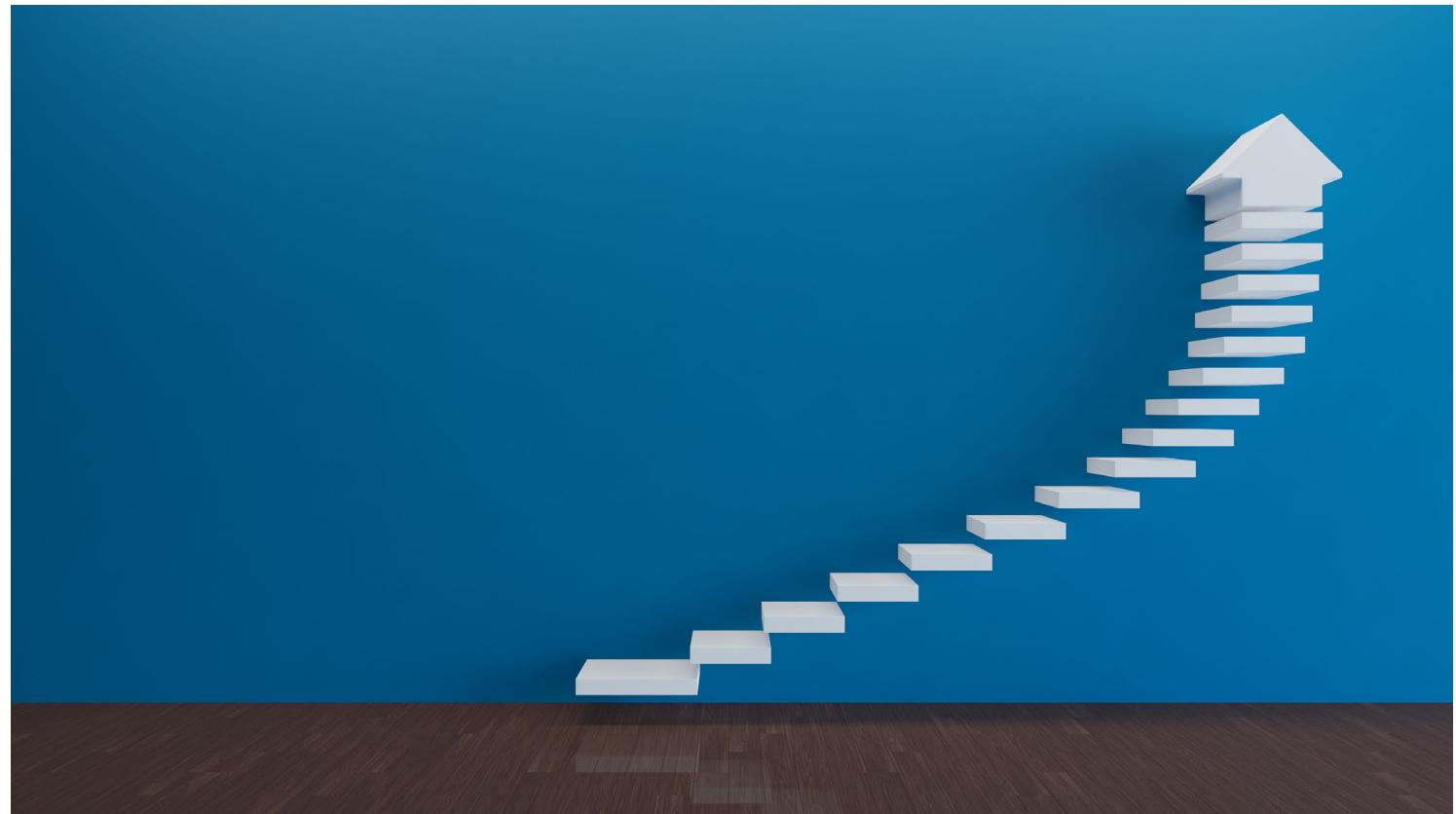


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# Next Steps

- What will your team do next toward implementing your desired change(s)?



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# Questions & Answers

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# Biweekly Office Hours

- Tuesdays (after the session)  
3:30–4:30 p.m. ET



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- Fridays 3:00–4:00 p.m. ET
- Designed to discuss progress and/or challenges related to
  - Your team's action plan
  - The session topic
- Meet colleagues from other health centers

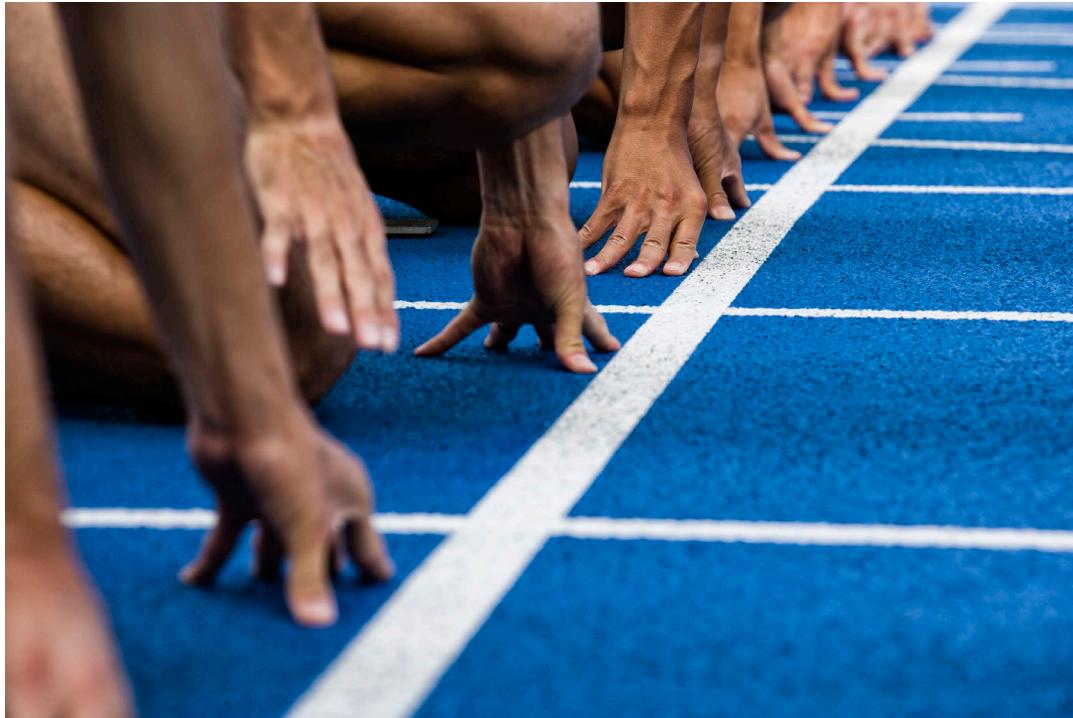


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# TA Offerings for Health Centers



Source: Microsoft® PowerPoint® for Microsoft 365.

- Position your health center for more TA in the next contract year (beginning Oct. 2022)—reach out by 8/26/22 to request one-on-one coaching or intensive TA.
- CEUs may be available.





# TA Offerings for Health Centers

**Stay tuned:**

- **Webinars, CoPs, One-on-One Coaching, Intensive TA, and more resources will resume in the next contract year (beginning Oct. 2022).**



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# BPHC-BH TA Portal

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

- Request TA
- Access Learning Management System (LMS) modules
- Learn more about BH TA options
  - One-on-One Coaching
  - E-learning Webinars
  - Strategies for Community Outreach
  - Virtual Site Visits to Improve Outcomes
  - Join a Community of Practice (CoP)

The screenshot shows the homepage of the BPHC-BH TA Resource Portal. At the top, there is a navigation bar with links for Home, Request Technical Assistance, Learning Management System, About Us, and Contact Us. Below the navigation bar, the title "BPHC-BH TA" is displayed along with the subtitle "Bureau of Primary Health Care Behavioral Health Technical Assistance". A large banner features a cityscape background and the text "Welcome to the BPHC-BH TA Resource Portal!". Below the banner, there are four buttons: View (which is highlighted), Edit, Delete, and Revisions. A descriptive paragraph explains the portal's purpose: "The Bureau of Primary Health Care (BPHC) Behavioral Health (BH) Technical Assistance (TA) portal is designed to meet the specific needs of HRSA health centers and shall focus on both mental health and substance use disorders (referred to jointly as “behavioral health”), with an emphasis on the opioid epidemic." To the right, a section titled "Learn About BH TA Options" lists five items: One-on-One Coaching, E-learning Webinars, Strategies for Community Outreach, Virtual Site Visits to Improve Outcomes, and Join a Community of Practice (CoP). Another section titled "Complete the Readiness Assessment" is also visible.



# CoP Satisfaction Assessment

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- Please complete a Satisfaction Assessment of today's session.
- If you plan to obtain CEs for your time in this CoP, the Satisfaction Assessment is required.
- There are two ways to navigate to the assessment:
  1. Follow the link provided in the chat here.
  2. You will be emailed a link from us via Alchemer, our survey platform.



# Continuing Education

- We will be offering **1.5 CE credit per session** attended for a maximum of 12 CEs for participation in all 8 CoP sessions.
- You **must** complete the Health Center Satisfaction Assessment after **each** session for which you plan on receiving CEs.
- **CE credits will be distributed for all sessions at the conclusion of the CoP.**



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.



# Thank You!

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**Vision: Healthy Communities, Healthy People**

