



# Health Center Workforce Resiliency and Retention

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

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

**Tuesday, May 17, 2022**

**Vision: Healthy Communities, Healthy People**





# Session 1: CoP Orientation and Brief Content Overview

**Welcome!**

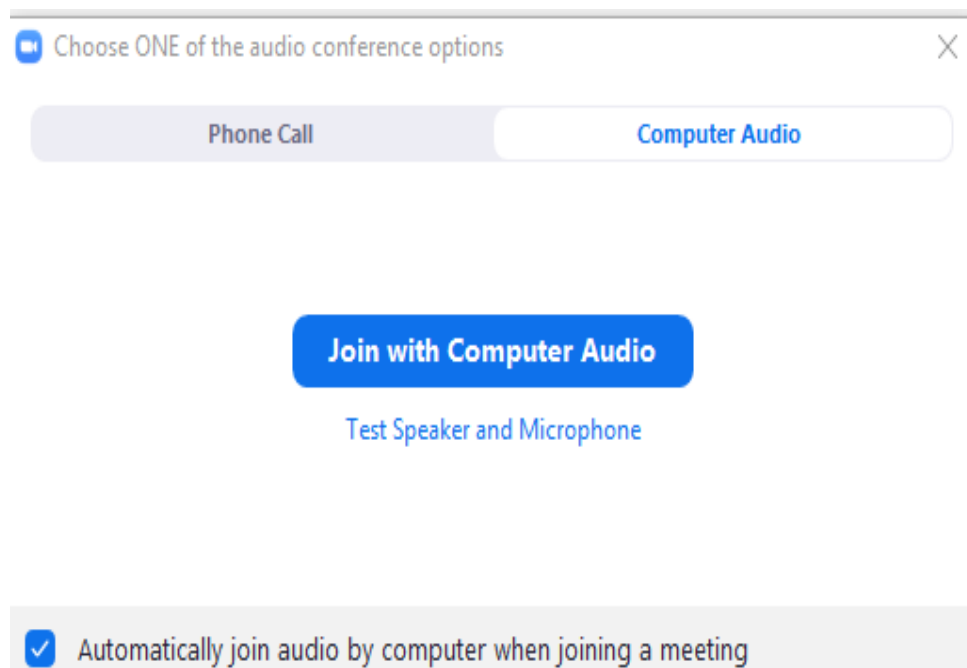
**Vision: Healthy Communities, Healthy People**



# Connecting to Audio

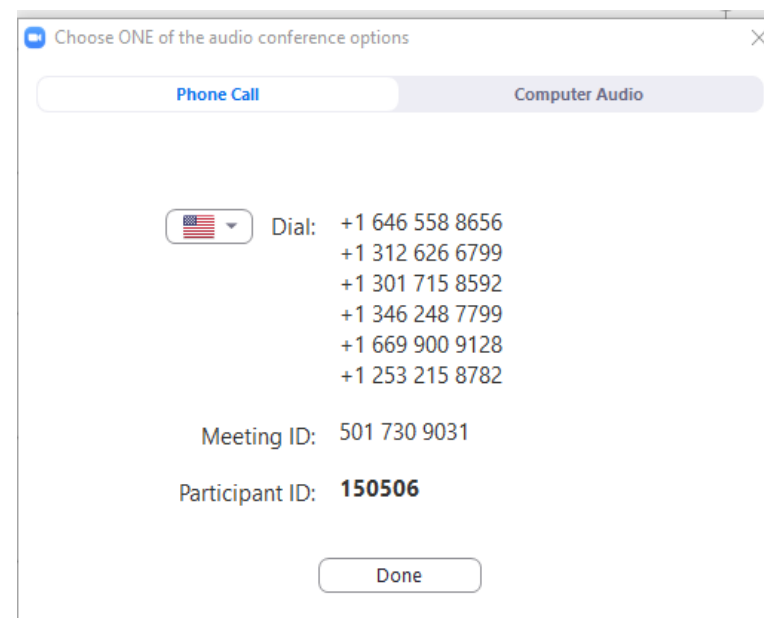
By computer:

- Click **Join with Computer Audio**.



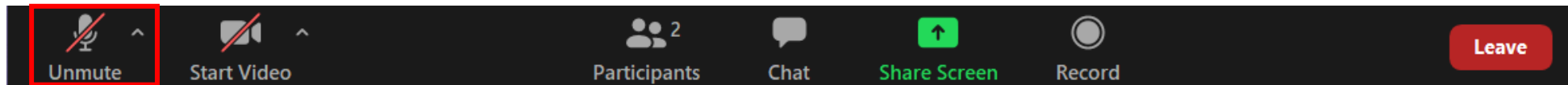
By phone:

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

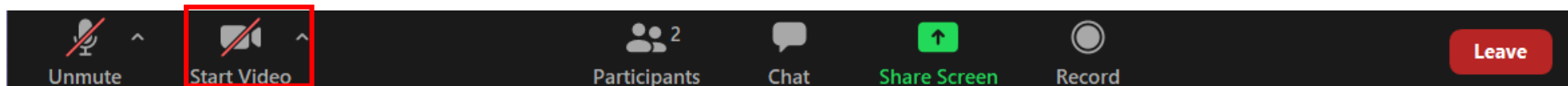


# Zoom Participation

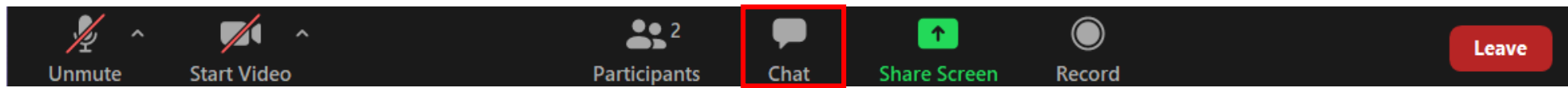
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.

# Agenda

- Participant Introductions
- CoP Roles & Structure
- Objectives
- CoP Agenda
- What to Expect
- Group Discussion
- Wrap Up/Next Steps



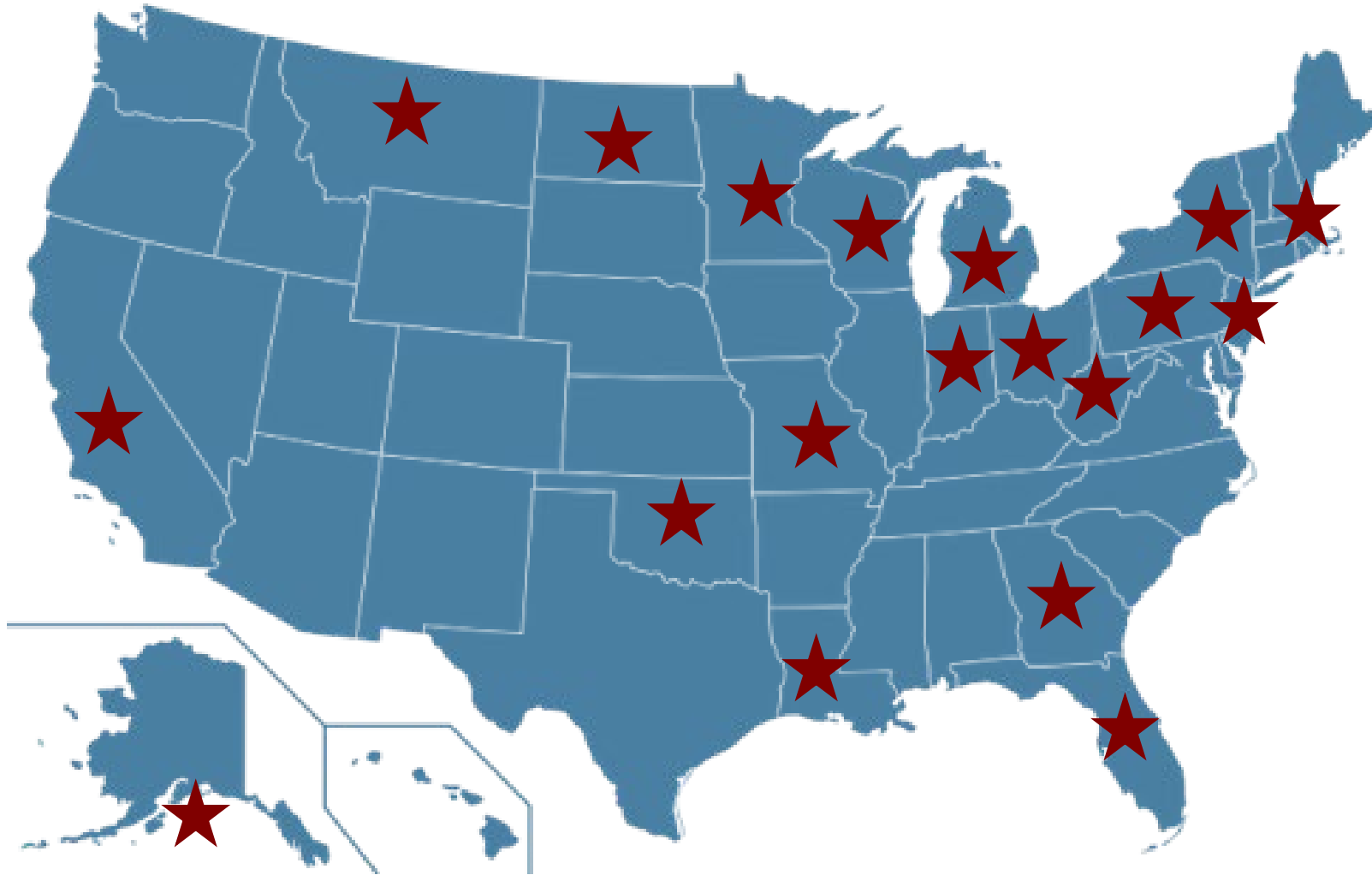
Source: iStock

# Getting to Know Each Other



Image source: iStock by Getty Images

# CoP Participants





# Participant Introductions

## Brief Introductions:

**(30 seconds):**

**Choose one spokesperson from your organization, and please share the following:**

- **Your name(s)**
- **Organization name and location**
- **What makes your health center a good place to work?**

Organization	Name	State
Family Health Centers of San Diego	Patrick Olsen	CA
Central Neighborhood Health Foundation	Jaqueline Padilla, Diana Llamas	CA
North Lakes Clinic	Karen Belany, Charlotte VanderVenter	WI
Progressive Community Health Centers	Pang Vang,	WI
MountainHeart Community Services, Inc.	Violet Burdette	WV
Primary Care of Southwest Georgia	Melisa Moore, Leanne Burthold	GA
San Joaquin Health	Patricia Manuse	CA
Pokagon Band of Potawatomi - Mshkiki Community Clinic	Janel Groth	MI
Kodiak Community Health Center	Misty Lee	AK



# Participant Introductions (cont'd)

## Brief Introductions:

**(30 seconds):**

**Choose one spokesperson from your organization, and please share the following:**

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- **Organization name and location**
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Organization	Name	State
Osceola Community Health Services	Arselia Klunder	FL
Union Community Health Center	Mildred Casiano	NY
JeffCare/Jefferson Parish Human Services Authority	Staci Rodney	LA
Codman Square Health Center	Patricia Hanley	MA
Hill County Health Department	Bridget Kallenberger	MT
The Health Care Connection	Natasha Nutter	OH
Westside Family Health Center	Deb Farmer	CA
North County Health Project, Inc. d.b.a TrueCare	Torrie Goodson	CA
Family Health La Clinica	Allison OBrien	WI
Project H.O.P.E.	Ruth Lightson	NJ



# Participant Introductions (cont'd)

## Brief Introductions: (30 seconds):

Choose one spokesperson from your organization, and please share the following:

- Your name(s)
- Organization name and location
- What makes your health center a good place to work?

Organization	Name	State
North Hudson Community Action Corporation	Nishie Perez	NJ
Empower U Community Health Center	Kytaina Gabriel	FL
Neighborhood Health Clinics	Ashley Fenbert	IN
Open Cities Health Center	Carolyn Henry	MN
Rural Health Care, Inc. d/b/a Aza Health	Laura Spencer	FL
Camden Family Health	Shanna Strader	WV
Alluvion Health	Tanya Houston	MT
Logan Mingo Area Mental Health	Melinda Maynard-Thompson, Angela Robertson	WV
Robert C. Byrd Clinic	Desiree Elmore	WV
Monroe Health Center	Stephanie Aliff, Sheila Hughes	WV



# Participant Introductions (cont'd)

## Brief Introductions: (30 seconds):

Choose one spokesperson from your organization, and please share the following:

- Your name(s)
- Organization name and location
- What makes your health center a good place to work?

Organization	Name	State
LCH Health and Community Services	Katie Slauch-Boozer	PA
Northland Health Centers	Kelly Murray	ND
Waimanalo Health Center	Nadine Owen	HI
Western Wayne Family Health Center	Stephanie Stasiak	MI
Missouri Ozarks Community Health	Kendralee Tate	MO
Community Health Centers of Oklahoma	Leondra Moore	OK



# Participant Areas of Interest

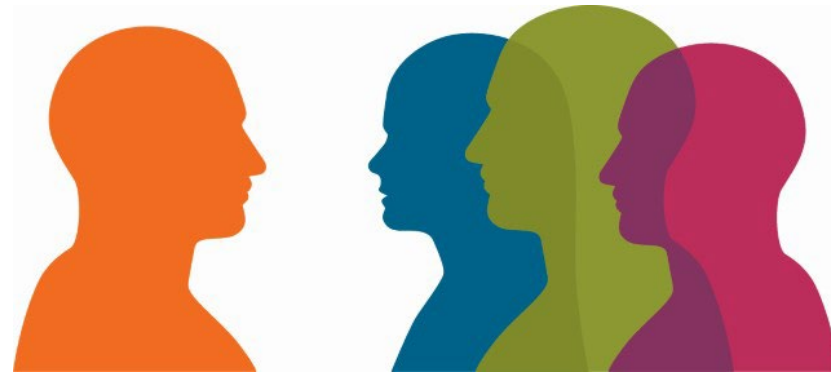
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- Growth Opportunities or Lack of Growth Opportunities
- Feeling Recognized & Valued at Work
- Supportive and Unsupportive Leadership
- Healthy Work Environment
- Burnout
- Morale
- Communication

# Today's Discussion Question

**Later in the session, we will ask:**

*Based on the current workforce needs and challenges at your clinic, are there areas that can benefit from enhancements or workflow changes?*



Source: ThinkStock

# CoP Roles and Structure





# Expectations of Facilitators

- ✓ Assist with navigating CoP and session content.
- ✓ Facilitate group discussion and engagement.
- ✓ Coordinate and facilitate office hours.
- ✓ Collaborate with SMEs and ensure cohesion throughout CoP.
- ✓ Provide resources to facilitate learning and discussion.
- ✓ Provide reminders and encouragement throughout the process.





# Expectations of Participants

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- ✓ Attend scheduled sessions and calls.
- ✓ **Please try to be on camera throughout the sessions.**
- ✓ Meet regularly with your team to debrief sessions and advance your action plan.
- ✓ Share your experiences, including progress and challenges.
- ✓ Actively engage in sessions and with other participants!

**These sessions are designed to be interactive—they are NOT webinars.**

# CoP Learning Objectives

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

1. Describe health center policies and practices that promote workforce resiliency 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.



Source: iStock

# CoP Agenda

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Source: iStock

**Session 1 (May 17):** Orientation

**Session 2 (May 31):** Organizational Factors Affecting Workforce Engagement, Resilience, and Retention

**Session 3 (June 14):** Managers and Employee Engagement, Resilience, and Retention

**Session 4 (June 28):** Individual Practices and Factors Affecting Engagement, Resilience, and Well-Being

**Session 5 (July 12):** Workforce Values, Recruitment, Wellness, and Retention

**Session 6 (July 26):** Changing Practices: Assessment and Planning

**Session 7 (August 9):** Changing Practices: Implementing Change

**Session 8 (August 23):** Participant Sharing

# What to Expect

## Reflecting on Today: Plus, Delta

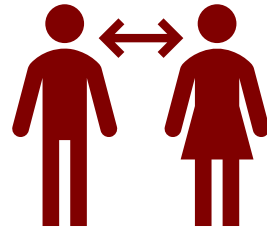
- + What worked for you today?
- Δ What would you change?



HRSA  
Health Center Program

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Feedback



Interactivity

LIST THE STEPS NECESSARY TO ADVANCE YOUR WORK IN _____	PERSON RESPONSIBLE	BY WHEN	COMMENTS/POTENTIAL BARRIERS/CONCERNS
1.			
2.			
3.			
4.			
5.			
6.			

Action Planning



Report Outs

# Your Action Plan



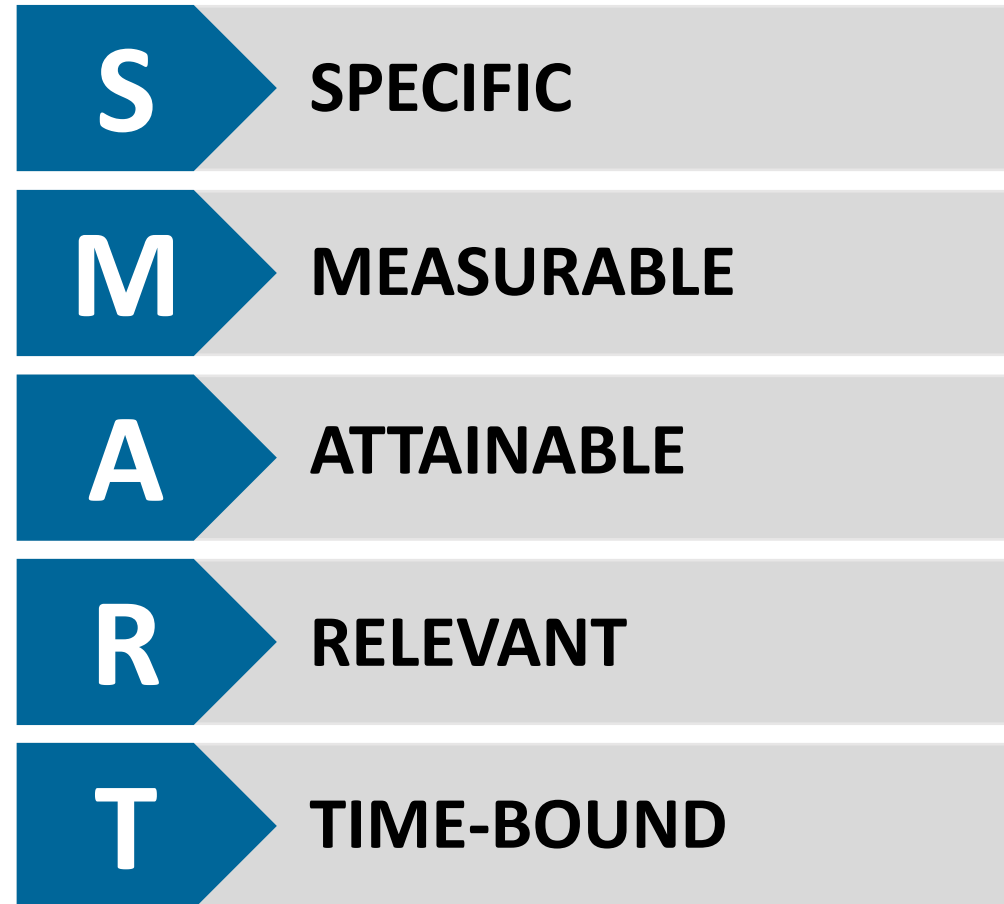
*Integrated Behavioral Health and Value-Based Reimbursement: Two Sides of the Sustainability Coin Community of Practice (CoP)*

LIST THE STEPS NECESSARY TO ADVANCE YOUR WORK IN _____	PERSON RESPONSIBLE	BY WHEN	COMMENTS/ POTENTIAL BARRIERS/CONCERNS
1.			
2.			
3.			
4.			
5.			
6.			



# Change Takes Time—Set SMART Goals

- SMART goals are designed to be realistic, achievable goals.
- Use SMART goals to inform your work plans and build toward desired change.



University of California. (2017). *SMART goals: A how to guide*.

<https://www.ucop.edu/local-human-resources/files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf>

# Leveraging Lessons Learned

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- Creates a culture of a *Learning Organization*
- Views and addresses unplanned events, unplanned outcomes, and new information as “pearls” and “gold nuggets” to learn from, rather than “problems”
- Encourages individuals and teams to turn data into useful and actionable information
- Values and is enthusiastic about process improvement
- Values measurable outcomes



# Barriers to Leveraging Lessons Learned

- Resistance to change
- Short-term or crisis focus
- Limited resources
- Ignoring “the elephant in the room”
- Complexity of issue(s)
- Lacking measurable performance criteria
- Organizational barriers

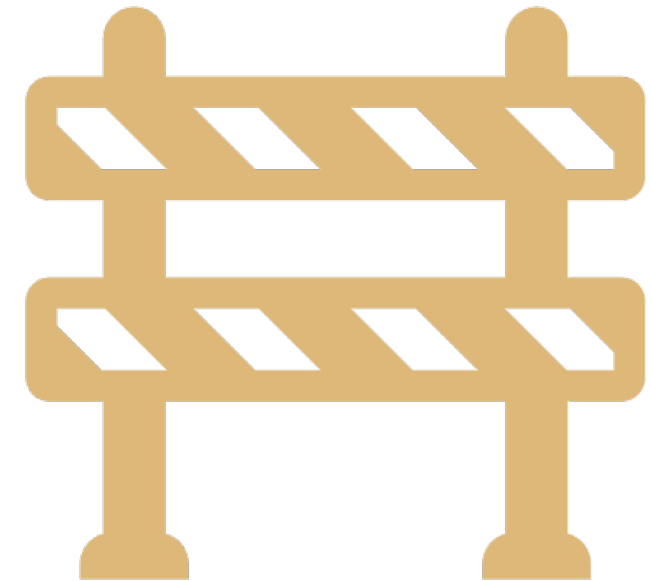


Image source: iStock by Getty Images



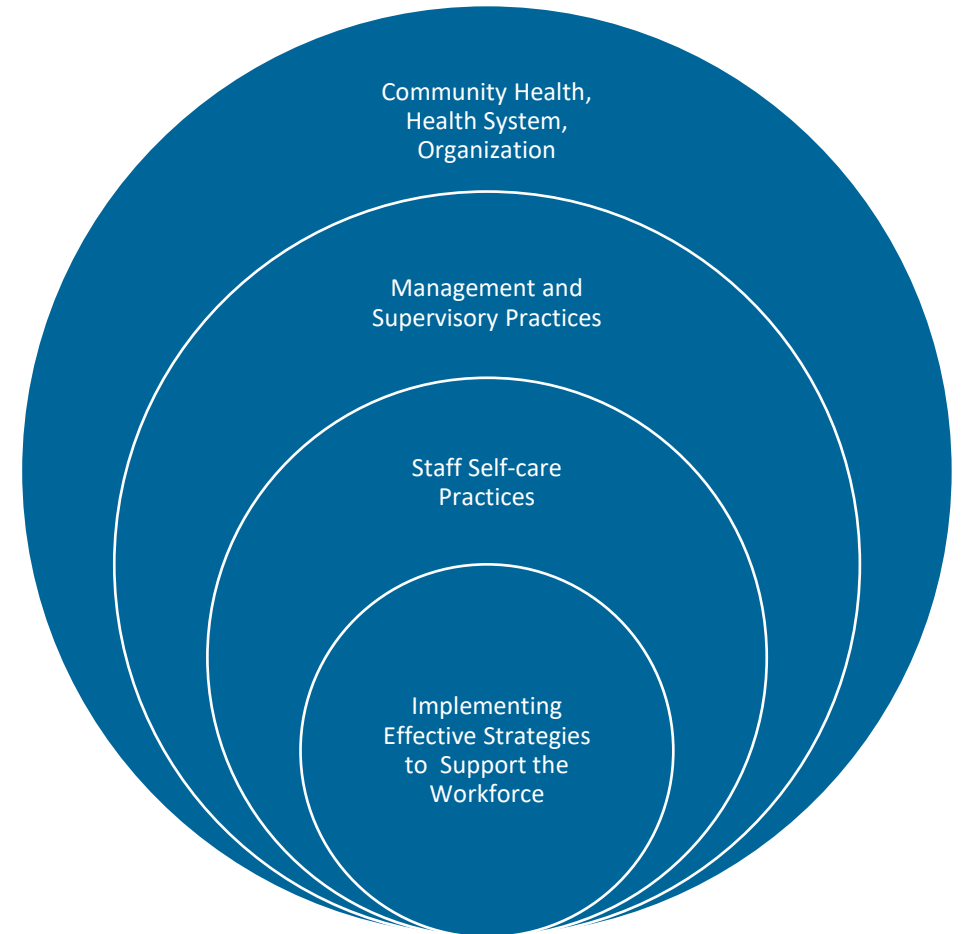
# CoP Overview



# Overview

## Health Center Workforce Resilience and Retention is affected by:

- Community health, health system, and organizational factors
- Management and supervisory practices
- Health center staff practices and attitudes
- Needs assessment and effective strategy implementation at all levels



# Community Health, Health System, and Health Center

- **COVID-19 impact on the healthcare system and workforce**
  - Burnout, compassion fatigue, trauma
  - The great resignation/re-evaluation
- **Health center policies and procedures affecting workforce resilience and retention**
  - Flexible scheduling
  - Compensation
  - Benefits supporting health and behavioral health
  - Inclusivity
  - Values
  - Culture of wellness



# Management and Supervisory Practices

- Employee engagement
- Psychological safety
- Career development
- Good communication and relationships
- Genuine connection



# Staff Practices and Attitudes



- **Self-care practices**
  - Use of benefit time off
  - Health behavior
  - Social support
  - Leisure and recreation activities
  - Personal and professional boundaries
  - Spiritual self-care
  - Community engagement

# Assessment and Implementation

- Ongoing workforce assessment protocols
- Global communication
- Participatory planning
- Leadership investment in workforce well-being
- Implementation strategies
- Evaluation and follow-up



# Group Discussion



# Breakout Group Discussion Question

- *Based on the current workforce needs and challenges at your clinic, are there areas that can benefit from enhancements or workflow changes?*
  - *What are your roses? (a success, something going well, or something that gives you energy)*
  - *What are your thorns? (a setback, something weighing you down, or where you need support)*

*One person should be prepared to share the collective areas that can benefit from enhancements and the roses and thorns related to the work.*

*You will have 15 minutes.*



Source: ThinkStock



# Group Report Outs

- *Based on the current workforce needs and challenges at your clinic, are there areas that can benefit from enhancements or workflow changes?*
  - *What are the thorns? (a setback, something weighing you down, or where you need support)*
  - *What are the roses? (a success, something going well, or something that gives you energy)*



# Food for Thought

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Thorns are areas that can be worked on as part of your action planning!



# Next Steps

- Identify the “thorns” that you will tackle as part of your action planning.
- Remember, Friday Office Hours
- Coaching Calls—*please schedule your initial coaching call if you have not already*



Source: iStock by Getty Images

# Biweekly Office Hours

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





# TA Offerings for Health Centers

- One-on-One Coaching
- Webinars
- Intensive TA to Improve Outcomes
- Communities of Practice (CoPs)



# 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)



**BPHC-BH TA**  
Bureau of Primary Health Care Behavioral Health Technical Assistance

Home | Request Technical Assistance | Learning Management System | About Us | Contact Us

## Welcome to the BPHC-BH TA Resource Portal!

[View](#) [Edit](#) [Delete](#) [Revisions](#)

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.

### Learn 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)

### Complete the Readiness Assessment

# Upcoming TA Opportunities!

## Office Hours

### Striving for Integrated Behavioral Health Equity for the LGBTQIA+ Community

Date: June 1, 2022

Time: 11:00 am–12:00 pm EDT

*Presenter: Alex Keuroghlian, MD, MPH, Director of Education and Training Programs, The Fenway Institute and principal investigator of the National LGBTQIA+ Health Education Center, a HRSA-funded cooperative agreement to improve health care for LGBTQIA+ people at health centers.*

*Registration links for webinars can also be found on the BH TA Portal.*

**Earn 1 CE credit for attending this webinar.**



# Upcoming TA Opportunities! (cont'd)

## **Social Determinants of Health Roundtable 2: Building Relationships with Community Partners to Address Social Determinants of Health**

**Date: Wednesday, May 25, 2022**

**Time: 2:00-3:30 p.m. EST**

*Facilitator: Natalie M. Slaughter, MS*

*Subject Matter Expert: Rhonda Waller, PhD*

*Registration links for roundtables can also be found on the BH TA Portal.*

**Earn 1.5 CE credits for attending this SDoH Roundtable.**





# Community of Practice

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## **Addressing Substance Misuse and Use Disorder in a Healthcare Setting Community of Practice (CoP)**

**Date:** Bi-weekly on Tuesdays starting May 24, 2022 to August 30, 2022

**Time:** 2:00-3:30 pm EDT

**Facilitators:** Joe Hyde, MA, LMHC, CAS ; Andrea Coleman, MS (Co-facilitator)

Registration Link: <https://us06web.zoom.us/meeting/register/tZYud-GprDgqHNH6cO8jO63ptcr55KpktgxP>

Registration links for CoPs can also be found on the BH TA Portal.

Earn 12 CE credits for attending this CoP Roundtable



# 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**

