



Health Center Workforce Resiliency and Retention

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

Katie Crowley, B.S., Co-Facilitator

Tuesday, May 31, 2022

Vision: Healthy Communities, Healthy People





Session 2: Organizational Factors Affecting Workforce Engagement, Resilience, and Retention

Vision: Healthy Communities, Healthy People

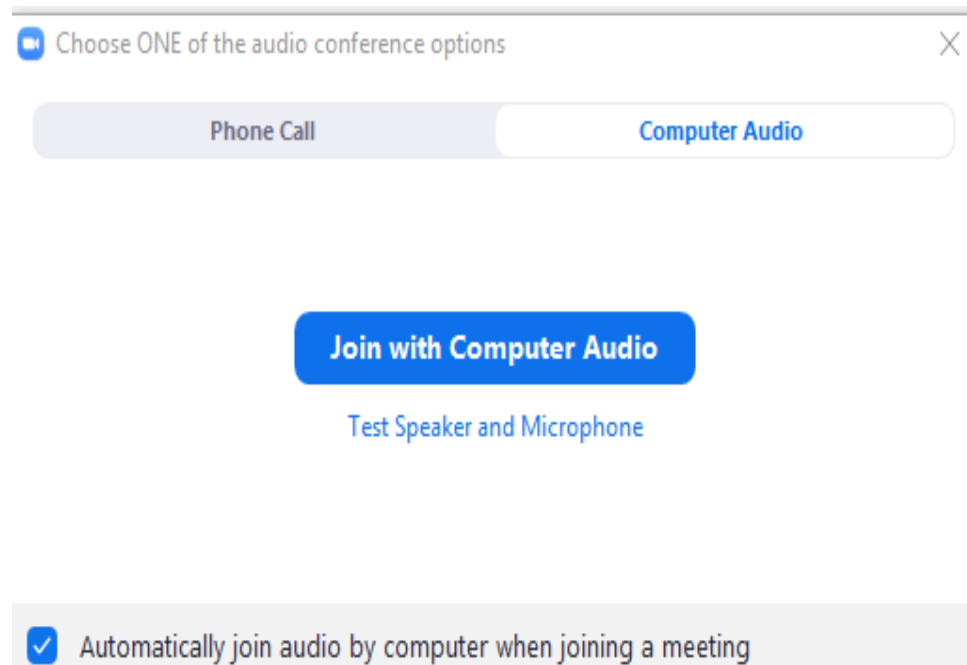




Connecting to Audio

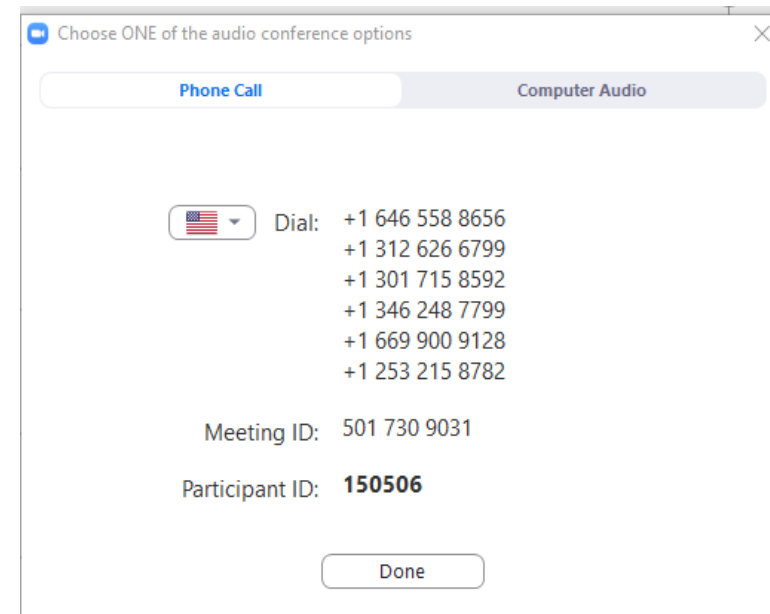
By computer:

- Click **Join with Computer Audio**.



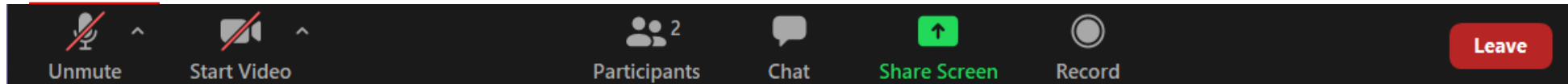
By phone:

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

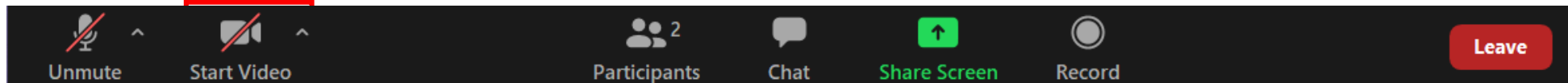


Zoom Participation

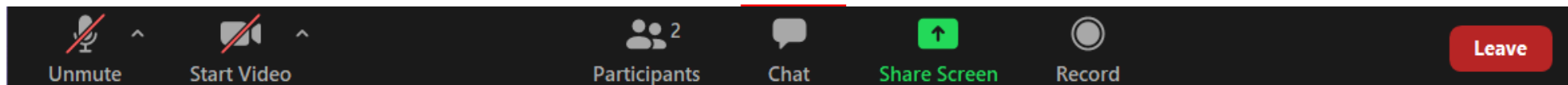
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.

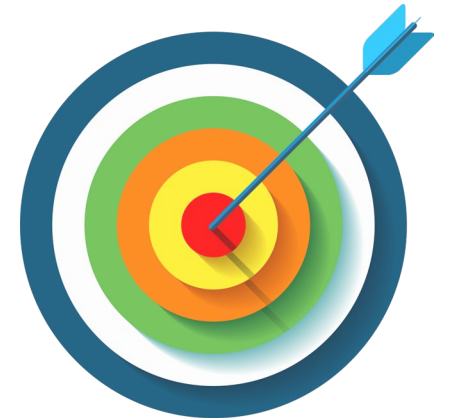


Co-Facilitator:
Katie Crowley, B.S.
Program Associate
Advocates for Human Potential, Inc.

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.



Source: iStock

Agenda

- Check-in and attendance
- Organizational factors affecting workforce engagement, resilience, and retention
- Burnout, compassion fatigue, vicarious trauma
- Leadership-staff communication
- Leadership investment in a culture of wellness
- Workflow management
- Participant Q&A
- Session wrap-up & intersession learning assignment

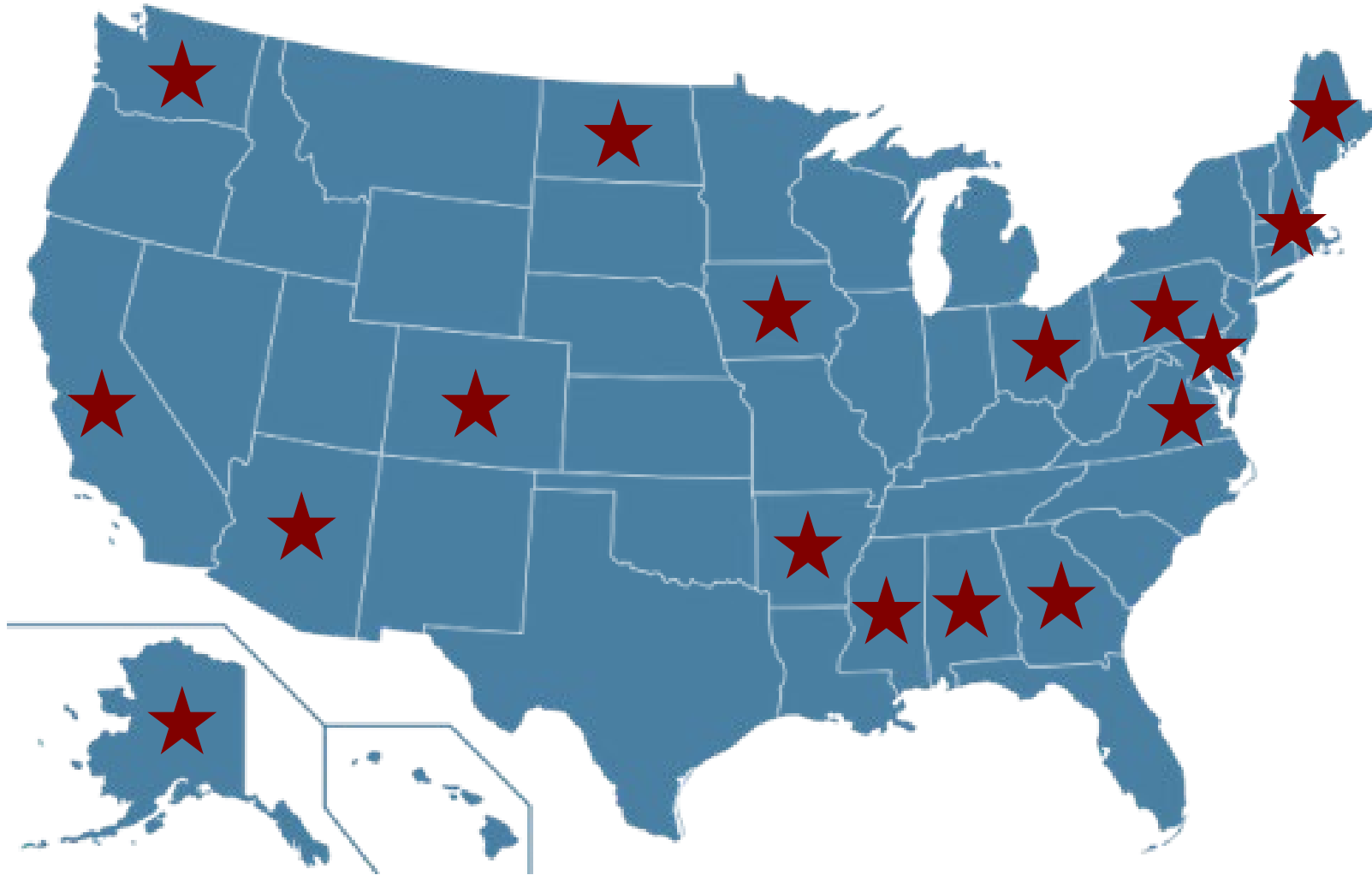


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Check-In and Attendance



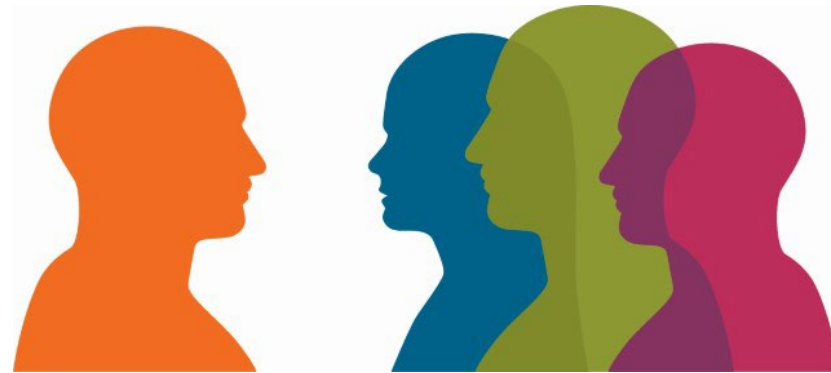
CoP Participants



Today's Discussion Question

Later in the session, we will ask:

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



Source: ThinkStock

CoP Agenda



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



Intercession Check-In

Roses and Thorns

Roses and Thorns follow up

- *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)
- Please type into the chat which thorns (a setback, something weighing you down, or where you need support) your center has chosen to address in this initiative and any action taken to address the issue.



Poll Question #1

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

- a) Living wage with healthcare benefits
- b) Opportunities to grow and advance
- c) Autonomy and input into decisions
- d) Manageable workloads
- e) Safe physical work environment
- f) Competent and cohesive team of coworkers
- g) Support of an effective supervisor
- h) Rewards for exceptional performance



Source:
iStock

Health center policies and practices that can enhance workforce retention and resilience



Source: Microsoft® PowerPoint® for Microsoft 365.



Factors Affecting Workforce Engagement, Resilience, and Retention

- Workforce Engagement
- Workforce Resilience
- Workforce Retention



Source: Microsoft® PowerPoint® for Microsoft 365.

Employee Engagement

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

- Only 35% of employees in the U.S. 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](#)



Leadership-Staff Communication

- Psychological Safety
- Effective Communication
- Inclusive Communication
- Transparency: Tell It Like It Is



Mitigate Burnout and Build Resilience

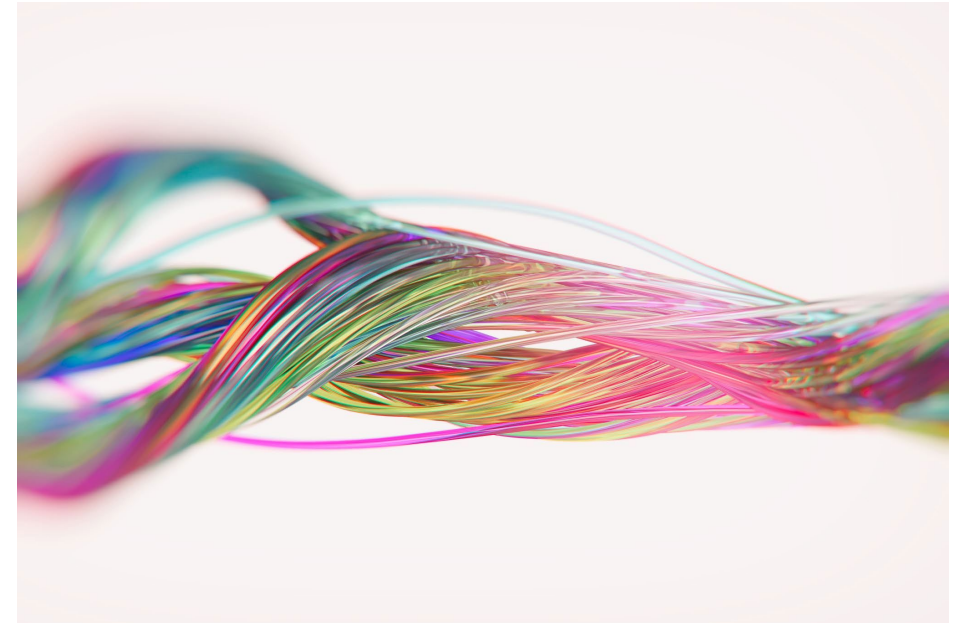
- Physical and/or Emotional Exhaustion
- Compassion Fatigue
- Vicarious Trauma
- Trauma
- Burnout



Source: Microsoft® PowerPoint® for Microsoft 365.

Efficiency of Work

- Administrative and technology-focused tasks can dominate clinicians' days, 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.



Source: Microsoft® PowerPoint® for Microsoft 365.

Work Smarter, Not Harder

- Support deep work: Minimize unnecessary administrative tasks and technology.
- Foster teamwork, efficiency, and quality of care.
- Support work-life balance.



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.



Source: Microsoft® PowerPoint® for Microsoft 365.

[Burn-out an "occupational phenomenon": International Classification of Diseases \(who.int\)](https://www.who.int/iaeg/burnout/)

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 in the health center's strategic plan



Source: Microsoft® PowerPoint® for Microsoft 365.

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

Poll Question #2

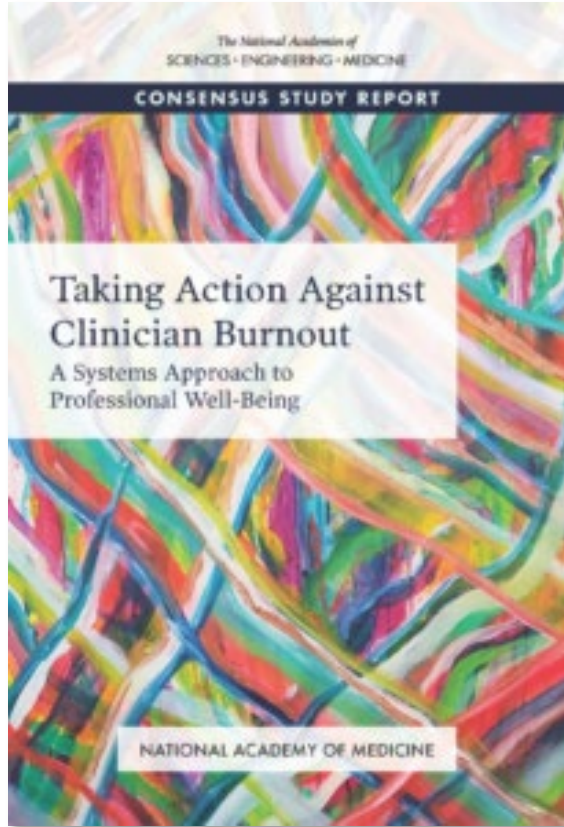
Please Select the Answer that Best Describes Your Health Center

- A. Our Health Center regularly uses a validated tool to measure employee well-being and engagement
- B. Our Health center uses information from surveys and quickly acts to adapt procedures
- C. Employee career development is an on-going process in our center, not an occasional or sporadic benefit or perk
- D. Our health center does not use any validated tools to measure employee well-being and engagement



Source:
iStock

Promising Practices to Improve Staff Well-Being



- 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)



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 that is 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.

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Leadership Investment in a Culture of Wellness

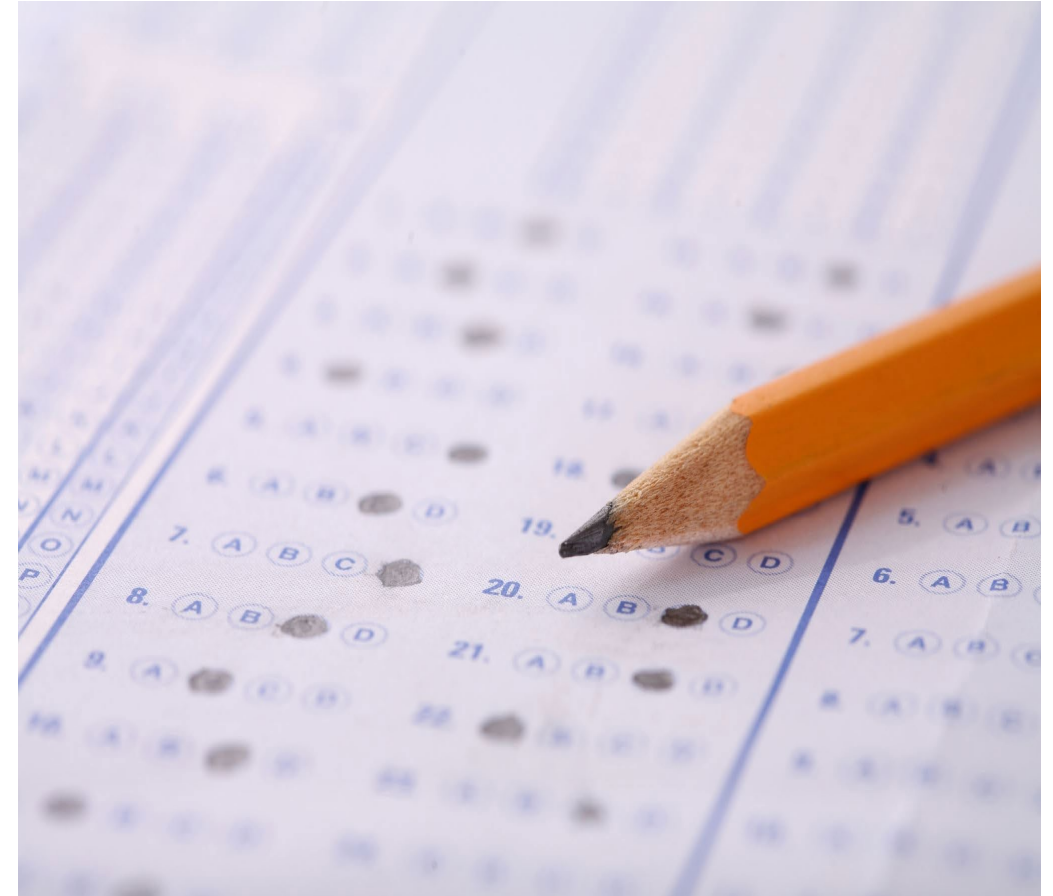
- **Broad responsibility for ideas and outcomes is embedded in the health center structure.**
 - Cross-organizational investment
 - C-level engagement
 - Wellness integration with overall strategic plan
 - Open communication involving all staff
 - Follow-up protocols to report on responses and next steps



Source: Microsoft® PowerPoint® for Microsoft 365.

Workforce Assessment

- Essential for understanding and monitoring the well-being of the workforce
 - **Well-being assessment tools:**
 - ✓ Maslach Burnout Inventory
 - ✓ The Stanford Model of Professional Fulfillment
 - ✓ Mayo Clinic Well-Being Index
 - ✓ Mini-Z Burnout Survey



Source: Microsoft® PowerPoint® for Microsoft 365.

Policies and Procedures

- **Constantly reassess and evaluate policies of the workplace to:**
 - Better support the workforce
 - Build a culture of well-being
 - Assess compensation and benefits
 - Provide flexible work options
 - Support diversity, equity, and inclusion
 - Identify health center values and alignment with staff values



Source: Microsoft® PowerPoint® for Microsoft 365.

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



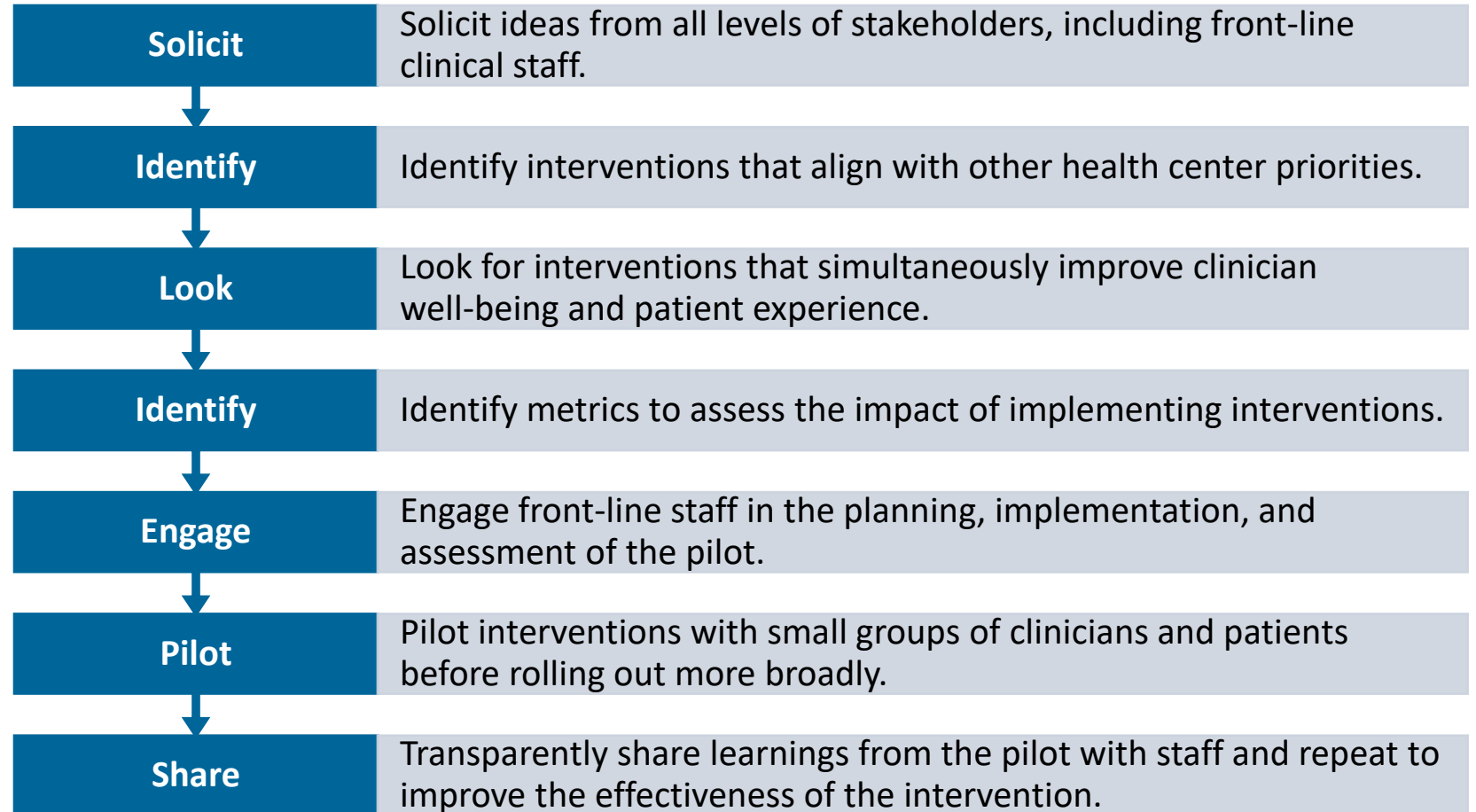
Support

- Facilitating organic development of relationships and companionship at work through:
 - Team building opportunities
 - Peer support
 - Informal social events



Source: Microsoft® PowerPoint® for Microsoft 365.

Steps for Implementing Interventions



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

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

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.
- Coaching Calls—*please schedule your initial coaching call if you have not already.*



Source: iStock by Getty Images

Biweekly Office Hours

- **Tuesdays** (after the session) 3:30–4:30 p.m. ET
- **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
- Strategies for Community Outreach: How Health Centers Can Use Social Media for Social Marketing
- Virtual Site Visits 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.



CoP Satisfaction Assessment

- 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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