



Health Center Workforce Resiliency and Retention

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

Katie Crowley, B.S., Co-Facilitator

Tuesday, June 14, 2022

Vision: Healthy Communities, Healthy People





Session 3: Managers and Employee Engagement, Retention, and Resilience Welcome!

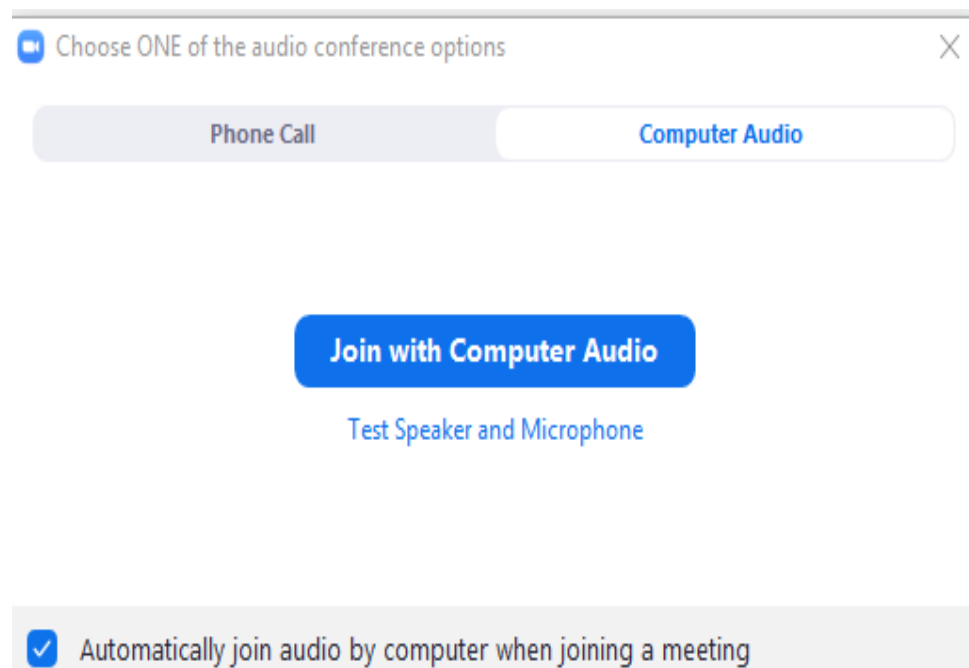
Vision: Healthy Communities, Healthy People



Connecting to Audio

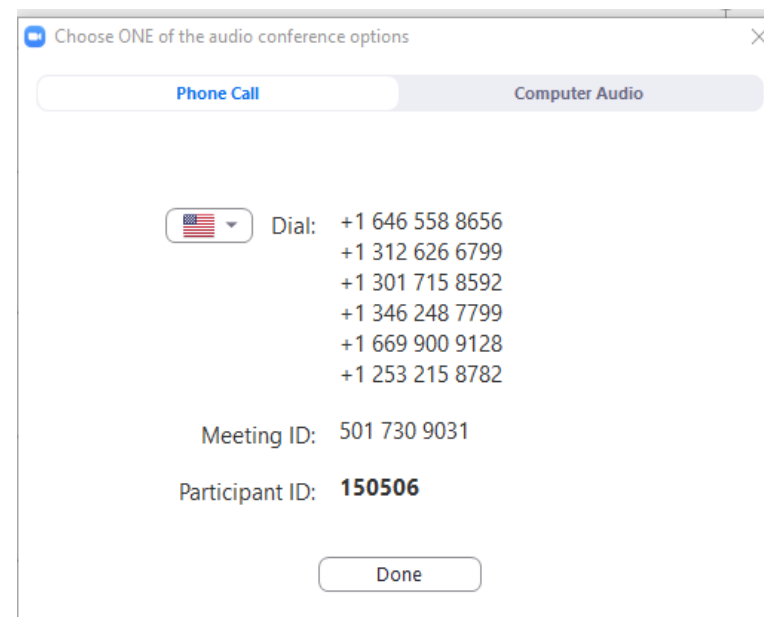
By computer:

- Click **Join with Computer Audio**.



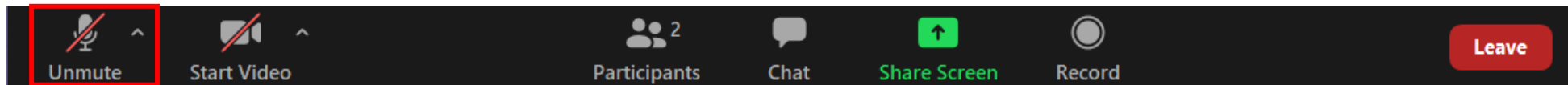
By phone:

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

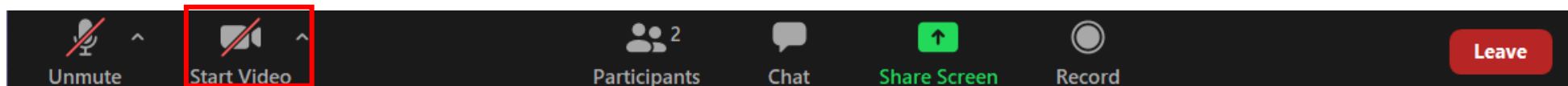


Zoom Participation

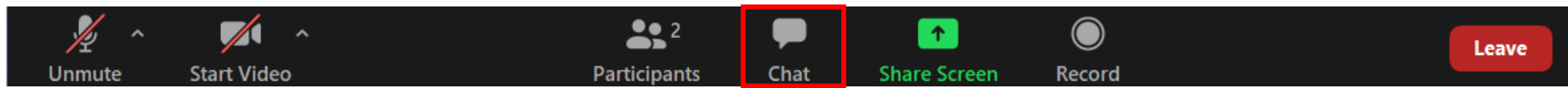
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.

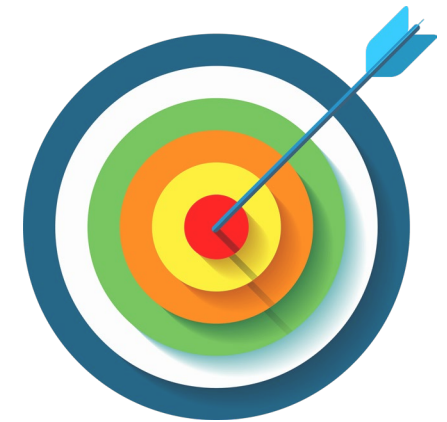


Co-Facilitator:
Katie Crowley, B.S.
Program Associate
Advocates for Human Potential, Inc.

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
- Psychological safety
- Employee development
- Employee relationship building
- Team leadership
- Participant Q&A
- Session wrap-up and learning assignment

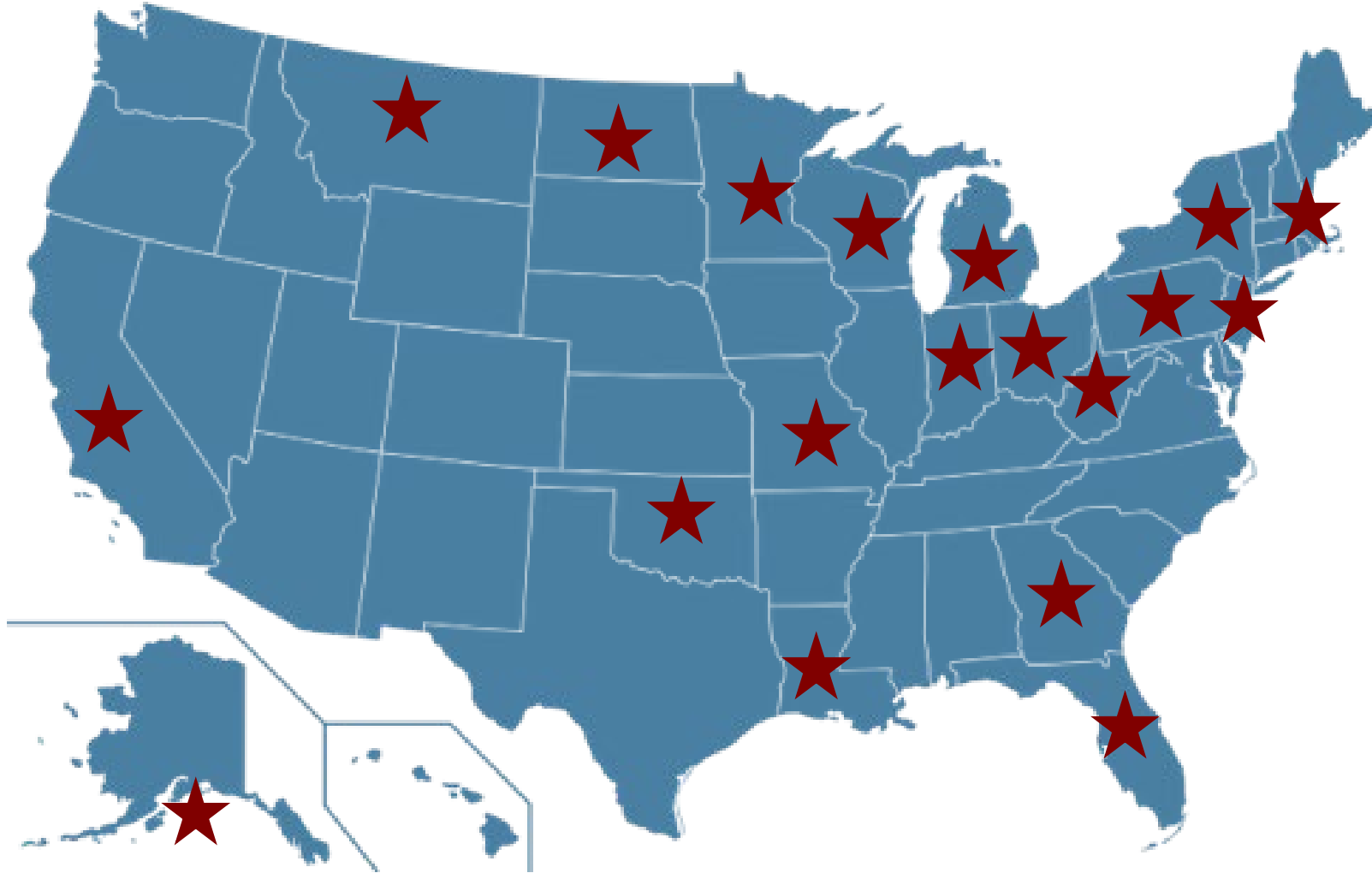


Source: iStock

Check-In and Attendance



CoP Participants



Opportunity - Intensive TA

- Consists of **4-6 hours of TA** that will be designed and delivered in a way that works best for the health center
- Available at **no cost to the health center**
- Can be utilized to support their training and/or technical assistance needs **on topics related to integrated care**
- Will be **tailored to the specific needs** of the health center





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.



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



Source: Microsoft® PowerPoint® for Microsoft 365.



Polling Question: 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 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](#)



Engagement Matters

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



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



Key Supervisory Strategies for Engagement and Retention

- **Promote psychological safety**
 - So that 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, and creativity and ignites positive emotions like trust.

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

Approach Conflict as a Collaborator

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

Speak Human to Human

Replace Blame with Curiosity

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

Looking at the discussion from a third-party perspective exposes weakness in the position and encourages you 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](#)

Polling Question: Supervision

Does your health center do the following? (Select all that apply.)

- a. Approach conflict through collaboration
- b. Replace blame with curiosity
- c. Speak human to human
- d. Able to approach conflict from a different per
- e. None of the above



Source: iStock



Communicate the Purpose

- **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's 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.
 - Focus 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.

Engaging Remote Workers

- **Regular Feedback Is Key**
 - Weekly, meaningful two-way communication considering employee:
 - ✓ Goals
 - ✓ Strengths
- **Intended Outcome of Feedback:**
 - Inspiration, not just advice or correction
 - ✓ Inspiration builds trust, engagement, and more transparent conversations.



Source: Microsoft® PowerPoint® for Microsoft 365.

Wellbeing at Work, Clifton and Harter, Gallup Press, 2021



Staff Needs During a Crisis

- The COVID-19 pandemic is a long-term crisis situation.
- Staff have a greater need for:
 - **Hope:** Is there a clear plan for the future?
 - **Stability:** Am I well-prepared to do my work?
 - **Trust:** Does my manager keep me informed?
 - **Compassion:** Does my organization care about my well-being?



Source: Microsoft® PowerPoint® for Microsoft 365.



Wellbeing at Work, Clifton and Harter, Gallup Press, 2021

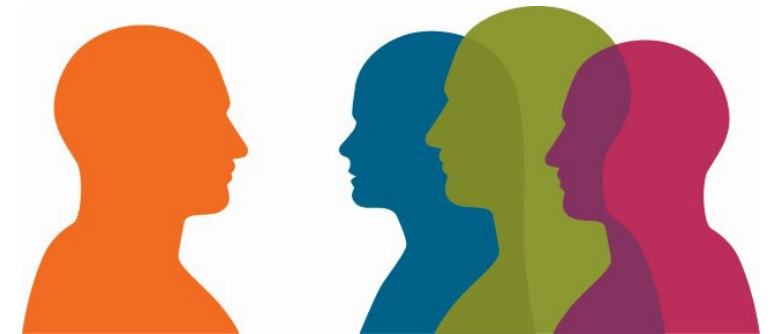
Group Discussion



Breakout Group Discussion Question

- Remember a manager, coach, teacher, or mentor who made you feel connected or engaged with what you were doing. What did they do that affected you in this positive way?
- How can you take what you learned from the discussion question and apply it to the challenges you face at your health center?

You will have 15 minutes.



Source: ThinkStock

Group Report Outs

- Remember a manager, coach, teacher, or mentor who really made you feel connected or engaged with what you were doing. What did they do that affected you in this positive way?
- How can you take what you learned from the discussion question and apply it to the challenges you face at your health center?
 - Please feel free to share your answers in the chat or contribute by unmuting yourself.



Questions & Answers



Source: Microsoft® PowerPoint® for Microsoft 365.

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**



Source: Microsoft® PowerPoint® for Microsoft 365.



Source: Microsoft® PowerPoint® for Microsoft 365.





TA Offerings for Health Centers

- **One-on-One Coaching**
- **Webinars**
- **Intensive TA to Improve Outcomes**
- **Virtual office hours**



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 BPHC-BH TA Resource Portal website. The header features the BPHC-BH TA logo and the text "Bureau of Primary Health Care Behavioral Health Technical Assistance". The navigation menu includes "Home", "Request Technical Assistance", "Learning Management System", "About Us", and "Contact Us". The main content area has a large heading "Welcome to the BPHC-BH TA Resource Portal!" and a sub-heading "Learn About BH TA Options". Below the heading is a table with columns for "View", "Edit", "Delete", and "Revisions". The text below the table describes 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 of the text is a list of options: "One-on-One Coaching", "E-learning Webinars", "Strategies for Community Outreach", "Virtual Site Visits to Improve Outcomes", and "Join a Community of Practice (CoP)". At the bottom right, there is a section titled "Complete the Readiness Assessment".



Upcoming TA Opportunities!

Webinar

Perinatal Substance Use Disorder: Practice, Policy, and Equity Considerations for Providing Care in the Fourth Trimester and Beyond

June 17, 2022 – 1:00 – 2:00 p.m. EDT

Presenter: *Kari Earle, M.Ed*

Link to register for the session:

https://us06web.zoom.us/webinar/register/WN_aeMCoBL3T8eFOLa0oxQ4HQ

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



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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