



Health Center Workforce Resiliency and Retention

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

Katie Crowley, B.S., Co-Facilitator

Tuesday, June 28, 2022

Vision: Healthy Communities, Healthy People





Session 4: Individual Practices and Factors Affecting Engagement, Resilience, and Well-Being

Welcome!

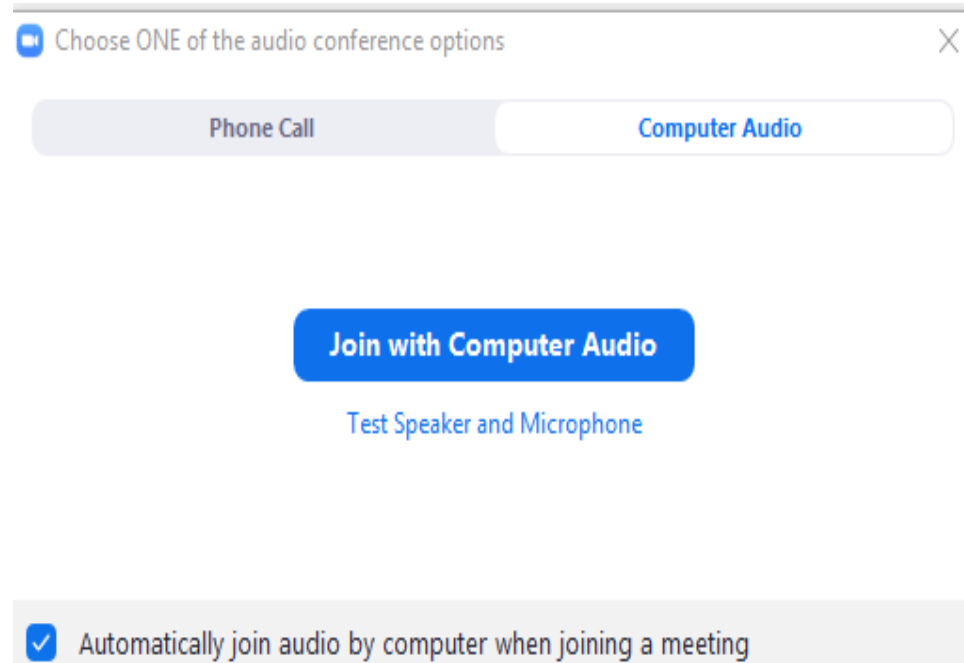
Vision: Healthy Communities, Healthy People



Connecting to Audio

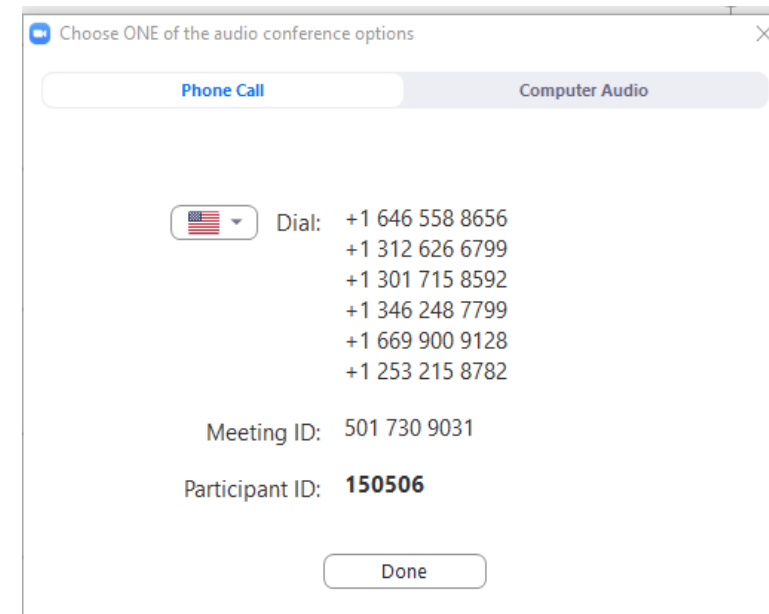
By computer:

- Click **Join with Computer Audio**.



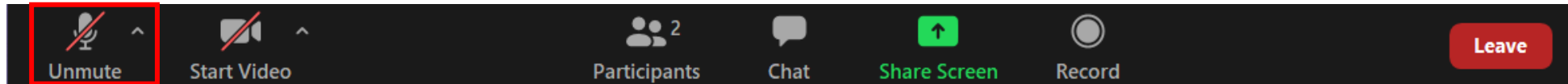
By phone:

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

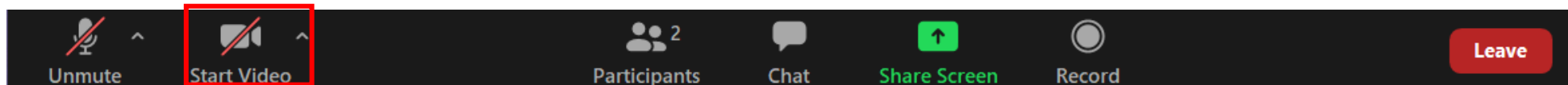


Zoom Participation

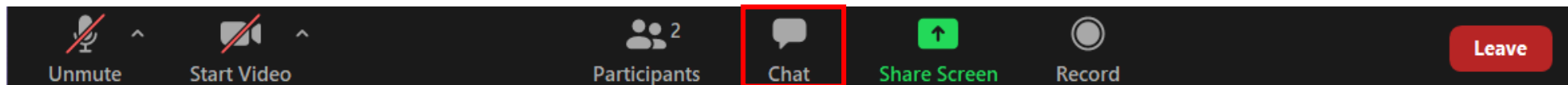
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.



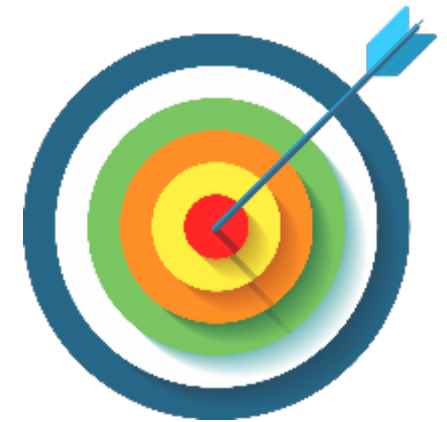
Co-Facilitator:
Katie Crowley, B.S.
Program Associate
Advocates for Human Potential, Inc.



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
- Hiding vulnerability
- Over-valuing self-sacrifice
- Self-care attitudes
- Self-care practices
- Building self-care habits
- Participant Q&A
- Session wrap-up and learning assignment



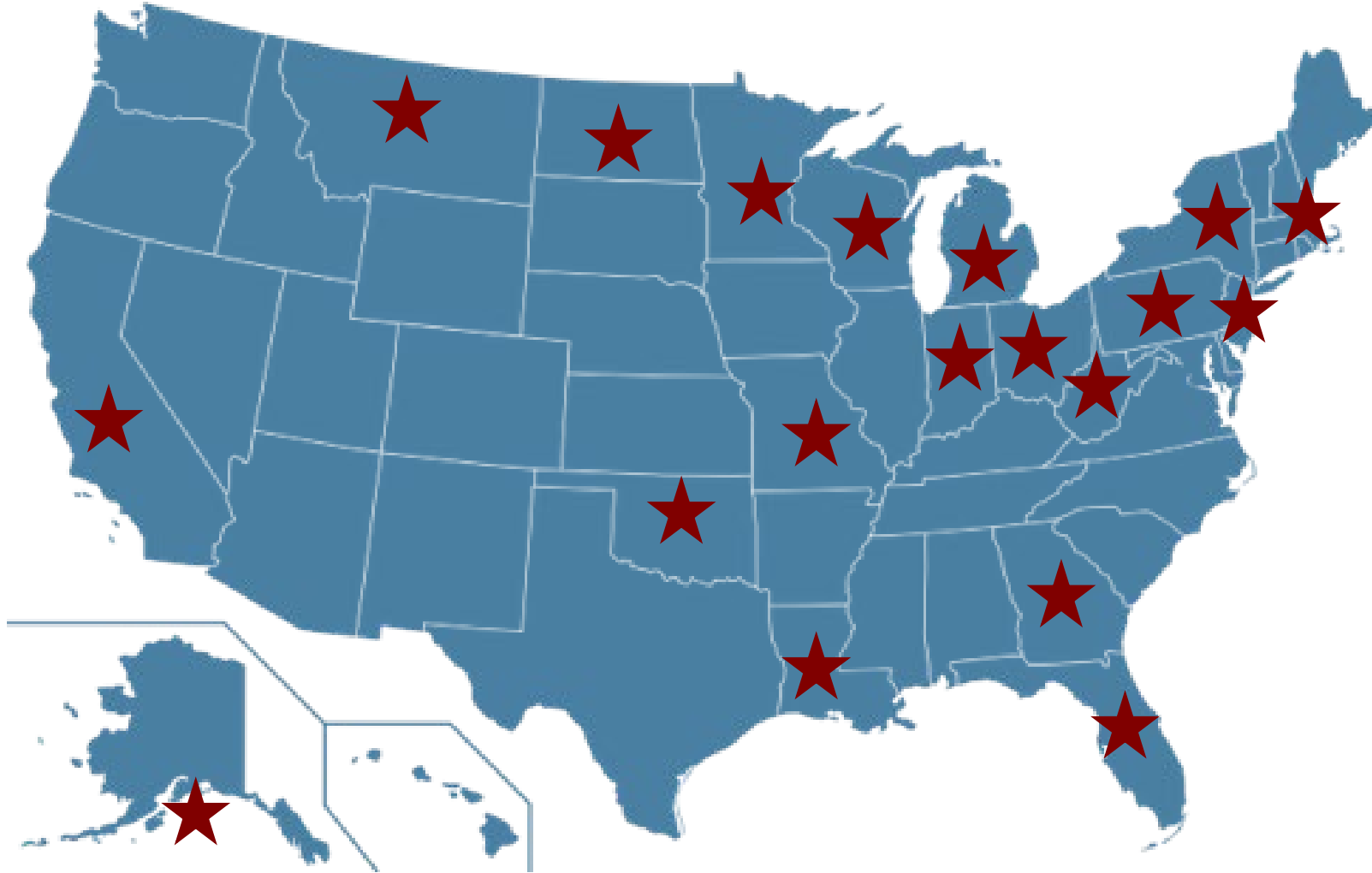
Source: iStock

Check-In and Attendance



Images source: Microsoft® PowerPoint® for Microsoft 365.

CoP Participants





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.





Individual Practices and Factors Affecting Engagement, Resilience, and Well-Being



Source: Microsoft® PowerPoint® for Microsoft 365.



Polling Question: Staff Self-Care

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

- a. Make ergonomics a priority
- b. Encourage use of health insurance wellness benefits
- c. Plan health center-sponsored meals
- d. Offer stress and time management courses
- e. Provide flexible work schedules
- f. Have walking meetings
- g. Create goals for limiting work



Source: iStock

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](#)

Medical Staff and Burnout

- **33%** of physicians and nurses surveyed intend to reduce hours within 2 years.
- **20%** of physicians and **40%** of nurses reported planning to leave practice altogether within 2 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)



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 5 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? \(goodtherapy.org\)](#)



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 care 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





Polling Question: Staff Wellness Needs

Is your health center using a validated screening tool for assessing staff health and wellness needs?

- a. Yes
- b. No



Source: iStock



Hiding Vulnerability in Health Care

- Façade of Perfection
 - Being tough is the only option.
 - Never see superiors cry or admit a mistake.
 - Supervisors encourage toughness.
 - Never see colleagues use mental health resources.
 - Resist admitting fear.
 - Avoid showing sadness, which could be seen as weakness.
 - Channel self-compassion into patient care.
 - Fear of loss of license due to behavioral health care.



Source: Microsoft® PowerPoint® for Microsoft 365

Overvaluing Self-Sacrifice

- **Medicine rewards self-sacrifice and hard work, often at the cost of provider happiness or wholeness.**
 - Martyrdom viewed as admirable dedication.
 - Individuals can become desensitized to self-neglect.
 - ✓ Results in emotional and physical consequences.
 - ✓ Some caretaking professionals meet codependency criteria.
 - ✓ Depression, anxiety, and substance misuse are observed among healthcare providers.
 - ✓ Altruistic behavior reduces feelings of guilt, shame, and insufficiency.
 - ✓ Intermittent reward for self-sacrificing behavior is a powerful motivator.



Source: Microsoft® PowerPoint® for Microsoft 365

[Self-Care Vs. Self-Sacrifice in Medical-Surgical Nursing Culture: A Critical Ethnography \(usm.edu\)](https://www.usm.edu)



Self-Care Attitudes

- **COVID-19 and changing attitudes toward self-care:**
 - Fear of dying
 - Childcare issues
 - Stress of helping patients access care
 - Work/life balance re-prioritized
- **Self-care is now supported by programs sponsored by:**
 - American Medical Association
 - American College of Physicians
 - National Academy of Medicine



Source: Microsoft® PowerPoint® for Microsoft 365



[In stressful times for women doctors, self-care can go a long way | American Medical Association \(ama-assn.org\)](https://www.ama-assn.org)

Self-Care Practices

- Professional boundaries
- Sleep
- Nutrition
- Physical activity
- Social connection with family and friends
- Time in nature
- Task management and organization
- Delegating and teamwork
- Spiritual and religious participation
- Recreation
- Vacations



Source: Microsoft® PowerPoint® for Microsoft 365

Building Self-Care Habits

- **Workplace health programs can:**
 - Influence social norms
 - Establish health-promoting policies
 - Increase healthy behaviors
 - Improve employees' health knowledge and skills
 - Help employees get necessary health screenings, immunizations, and follow-up care.
 - Reduce employees' on-the-job exposure to substances and hazards that can cause diseases and injury.



Source: Microsoft® PowerPoint® for Microsoft 365.

Group Discussion



Images source: Microsoft® PowerPoint® for Microsoft 365.

Breakout Group Discussion Question

- *How does your health center currently support staff in practicing self-care?*
- *How can you use this in your strategy to attract and retain staff?*

You will have 15 minutes.



Image source: ThinkStock



Group Report Outs

- *How does your health center currently support staff in practicing self-care?*
- *How can you use this in your strategy to attract and retain staff?*
 - 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**



Images source: Microsoft® PowerPoint®
for Microsoft 365.





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)



The screenshot shows the homepage of the BPHC-BH TA Resource Portal. At the top left is the logo, a stylized 'B' made of colored squares, followed by the text 'BPHC-BH TA' and 'Bureau of Primary Health Care Behavioral Health Technical Assistance'. A dark navigation bar contains links for 'Home', 'Request Technical Assistance', 'Learning Management System', 'About Us', and 'Contact Us'. The main content area features a large heading 'Welcome to the BPHC-BH TA Resource Portal!' with a 'View' button. Below this is a paragraph describing the portal's purpose. To the right, a box titled 'Learn About BH TA Options' lists four services: One-on-One Coaching, E-learning Webinars, Strategies for Community Outreach, and Virtual Site Visits to Improve Outcomes. At the bottom right, another box is titled 'Complete the Readiness Assessment'.





Upcoming Presentations!

Office Hours

“Depression and Suicidality Among Men”

Friday, July 15, 2022

1:00 – 2:30 PM ET

Presenters: Joe Hyde, MA, LMHC, CAS; Amber Murray, BSN, MA

Register now!

<https://us06web.zoom.us/meeting/register/tZMpcOmtpz4uHde9xaSkpnP5EmzY-cAQIyT0>

Earn 1.5 CE credit for attending this session

SDOH Roundtable #3

Save the Date!

Thursday, August 25, 2022



Opportunities for Intensive TA

- One-to-One Coaching for Practice Transformation
- Virtual Site Visit

“Integrated behavioral health requires a trained workforce of multidisciplinary teams, the use of screening and early intervention to improve population health, expanding medication-assisted treatment for substance use disorders, and assessing progress by applying the right clinical quality measures”

Request more information

https://bphc-ta.jbsinternational.com/webform/ta_request_form



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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