



# Health Center Workforce Resiliency and Retention

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

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

**Tuesday, July 12, 2022**

**Vision: Healthy Communities, Healthy People**





# Session 5: Workforce Values and Recruitment, Well-Being, and Retention Welcome!

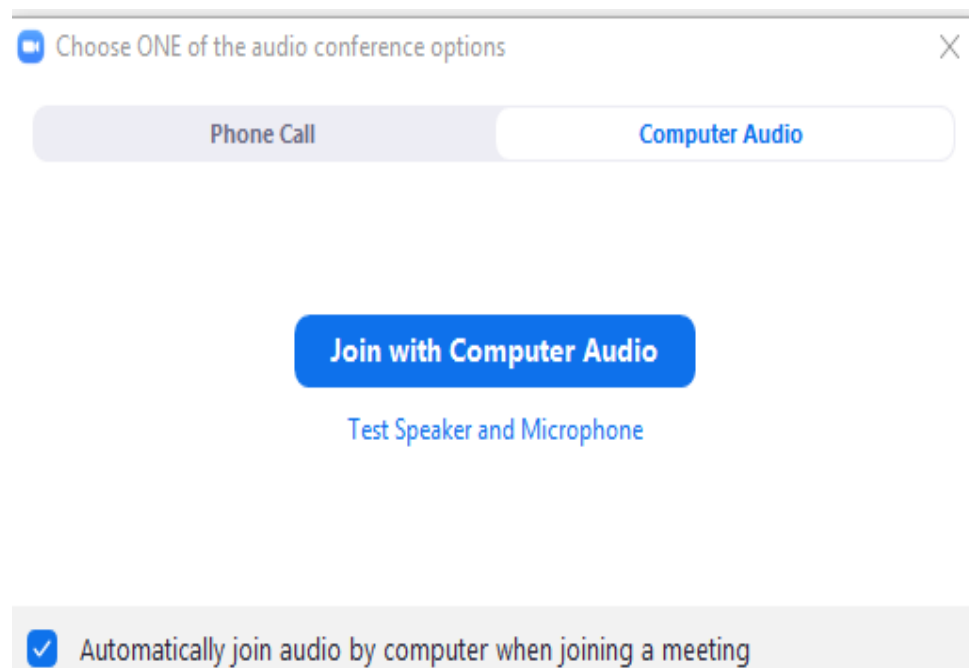
Vision: Healthy Communities, Healthy People



# Connecting to Audio

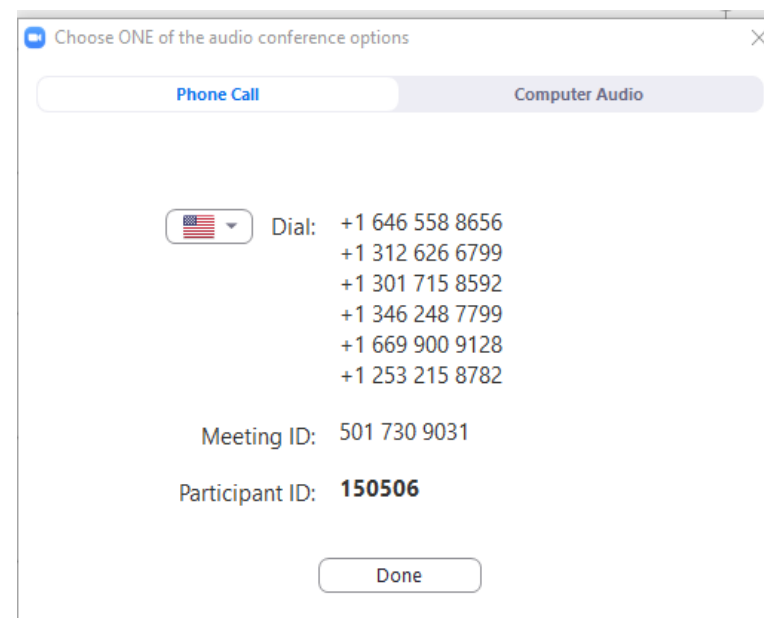
By computer:

- Click **Join with Computer Audio**.



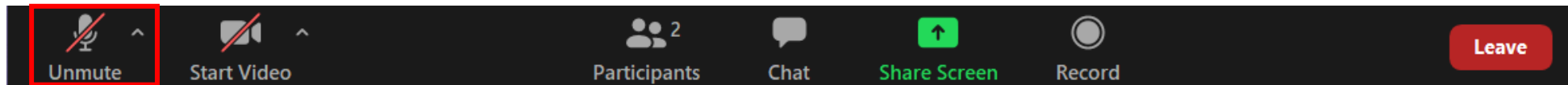
By phone:

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

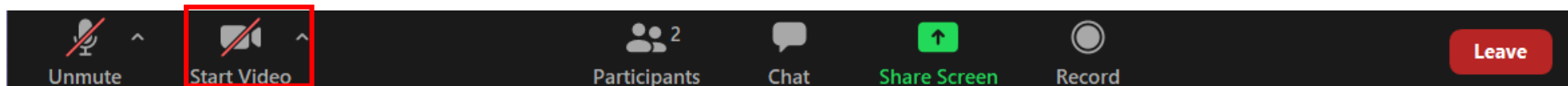


# Zoom Participation

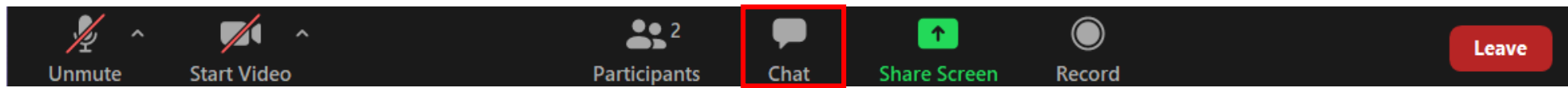
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.

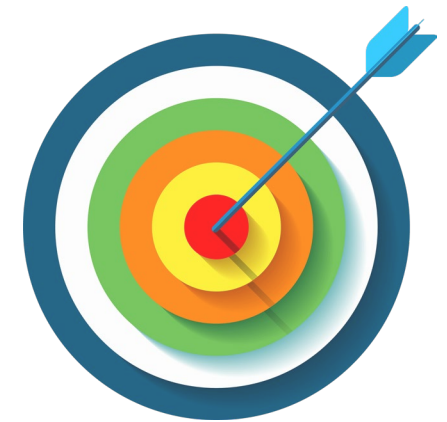


Co-Facilitator:  
Katie Crowley, B.S.  
Program Associate  
Advocates for Human Potential, Inc.

# 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
- Covid-19 and the Great Resignation/Re-evaluation
- Covid-19 and values clarification
- What employees value now
- Aligning Health Center and Staff Values
- Acting in Alignment with health center stated values
- Participant Q&A
- Session wrap-up and learning assignment



Source: iStock

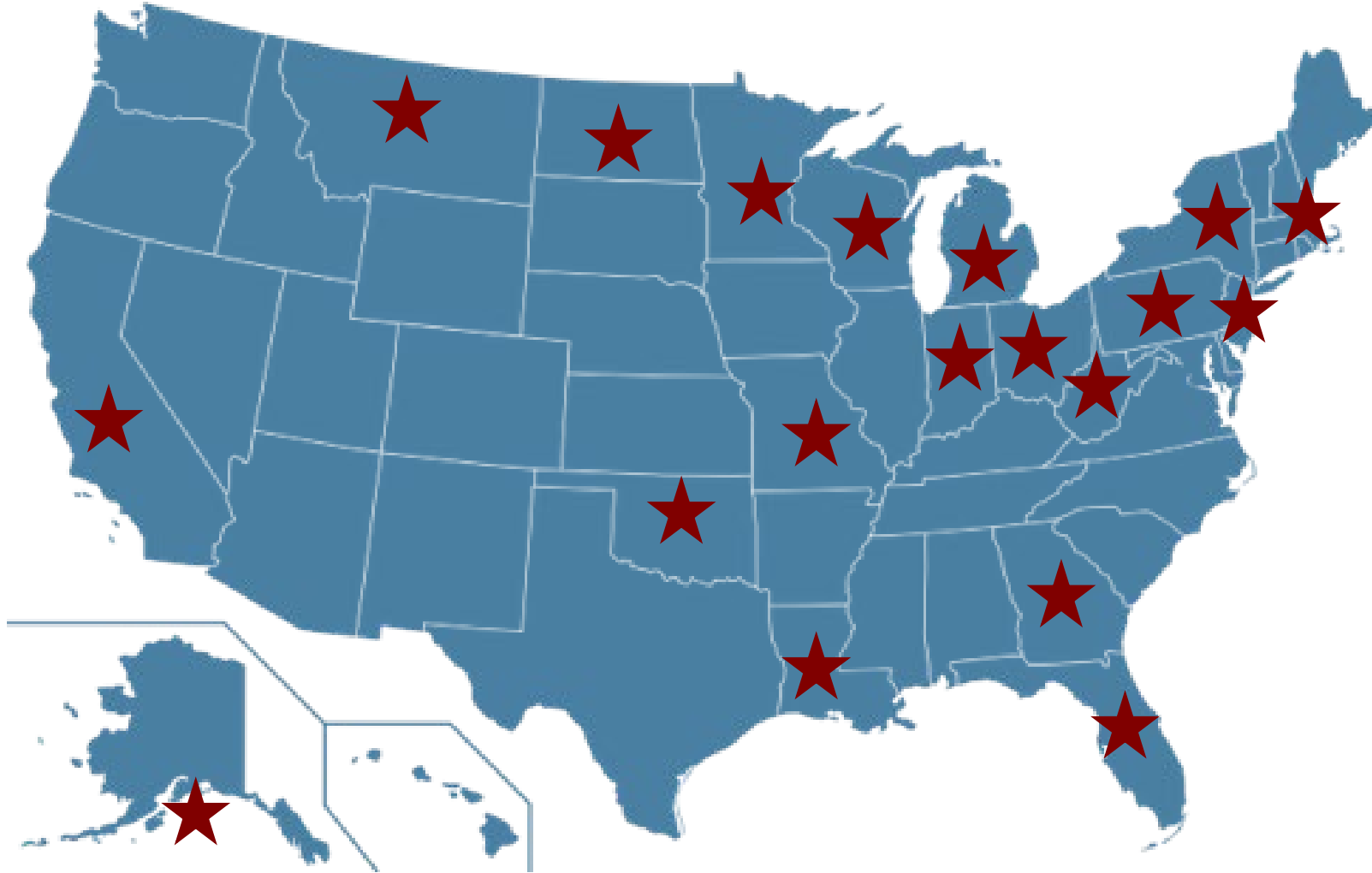
# Check-In and Attendance



Source: Microsoft® PowerPoint® for Microsoft 365.



# CoP Participants





# Inter-Session 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.



# The Great Reevaluation and Workforce Recruitment, Well-Being, and Retention

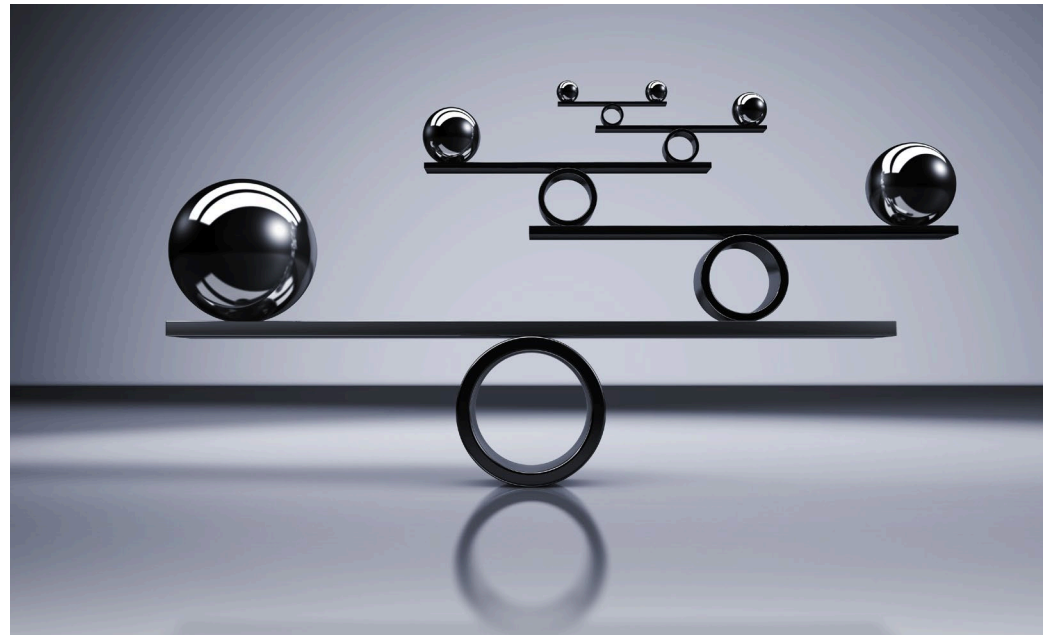


Source: Microsoft® PowerPoint® for Microsoft 365.



# What Employees Value Now

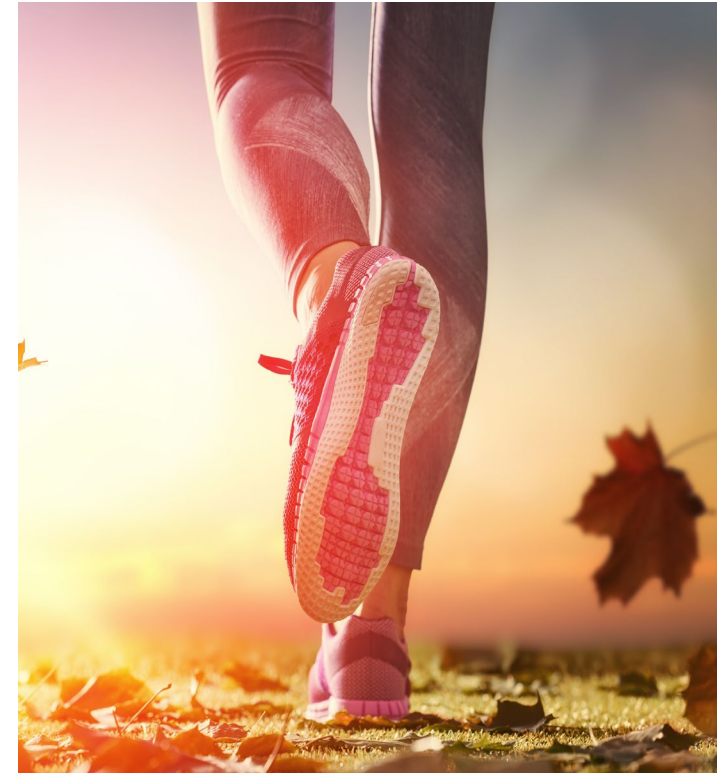
We've been through a lot, and we've changed.



Source: Microsoft® PowerPoint® for Microsoft 365.

# The Great Reevaluation

- COVID-19 caused people to assess the role of work in their lives, raising questions like:
  - How does work fit into my life?
  - Why can't I have a hybrid work or remote work arrangement all the time?
  - How is my work/life balance?
  - Does my employer adequately support my well-being?
  - Does my employer support social issues I value, like diversity, inclusion, and equity?
  - Am I being adequately compensated?
- Many answered “no” or negatively and decided to make a change.



Source: Microsoft® PowerPoint® for Microsoft 365.



[Why the great re-evaluation could define work in 2022 \(go1.com\)](https://go1.com)

# Poll Question 1

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**Is there an entity or individual responsible for any/all workforce issues in your organization?**

- a. No.
- b. No, but we need one.
- c. We're trying to create a position for that.
- d. Yes, we have a person or entity dedicated to workforce issues.



# What Are Employees Looking For?

Remote and  
hybrid work  
options

Focus on  
well-being

Work with  
purpose

Flexible  
working  
conditions

Work-life  
balance

Skill  
development

Shared values  
and culture



[Great Resignation: Here's what employees really want | World Economic Forum \(weforum.org\)](https://www.weforum.org)



# Positive Workplace Culture

- Focus on building trust and cohesion within teams.
  - Especially important for the remote workforce
- Recruit colleagues who are motivated and passionate about the work.
- Prioritize people.
- Prioritize communities.
- Champion social challenges.
- Support environmental concerns.



Source: Microsoft® PowerPoint® for Microsoft 365.

[Great Resignation: Here's what employees really want | World Economic Forum \(weforum.org\)](https://www.weforum.org)



# New Workplace Values and Priorities

**Toto, we're not in Kansas anymore!**



Source: Microsoft® PowerPoint® for Microsoft 365.

# Poll Question 2

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**Does your organization have a workforce development plan?**

- a. No.
- b. No, but we need one.
- c. We're working on one.
- d. Yes, we have a recently updated plan.



# Emerging Trends: A More Relatable Organization

- Reset for Relevance
- Work in Partnership
- Deliver on Total Well-Being
- Build for Employability
- Harness Collective Energy



Source: Microsoft® PowerPoint® for Microsoft 365.

# Reset for Relevance



- Become more adaptable in response to employee and patient attitudes.
- Increase skill in listening and learning to respond to unmet needs.
- Effectively communicate what the health center stands for.
- Set good work standards that reflect the values of all your stakeholders.
- Consistently listen to what drives employee and patient behavior.
- Build cultures that are adaptive by design.



Source: Microsoft® PowerPoint® for Microsoft 365.

[2022 Global Talent Trends Report | Mercer Middle East](#)

# Work in Partnership

People want to work **with**, not **for** a company.

- Flatter and more networked talent models
- Increasingly flexible and dispersed workforce
- Greater focus on fairness, equity, diversity, and inclusion



Source: Microsoft® PowerPoint® for Microsoft 365.



# Deliver on Total Well-Being

- **Prioritize efforts to drive current and future health outcomes of the workforce.**
  - The pandemic exposed and worsened health and wealth gaps for different populations.
  - The onus is on organizations to ensure the emotional, social, and financial well-being of their employees.
  - Relatable organizations actively encourage healthy, rewarding, and sustainable work behaviors.
  - Offer personalized support when needed.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Build for Employability

- The pandemic underscored the importance of:
  - A skills-based talent model.
  - An Agile work design.
  - A mindset of lifelong learning.
  - Democratizing work opportunities.
  - Helping all workers pave a pathway to prosperity.



Source: Microsoft® PowerPoint® for Microsoft 365.



# Harness Collective Energy

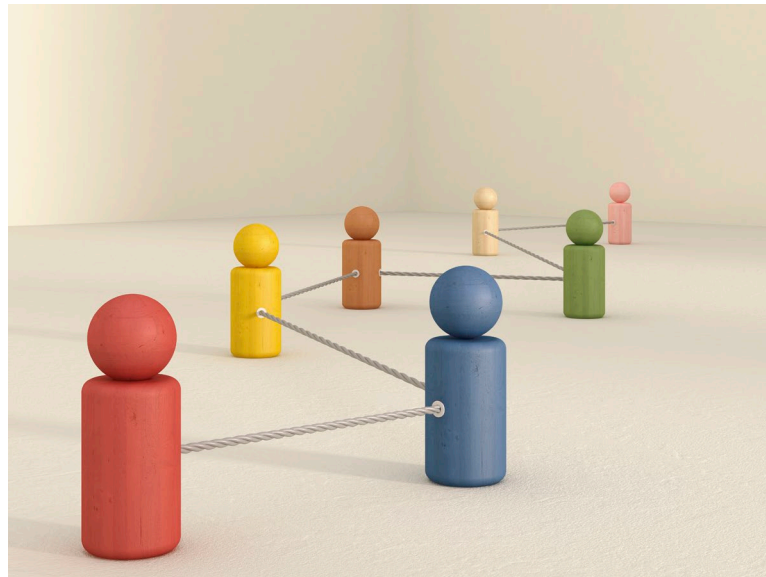
- The pandemic accelerated the timeline and importance of:
  - New business models.
  - New ways of working.
  - New technologies.
- The workforce can be energized by transformation initiatives that are centered on the human experience.
  - Example: Electronic health records have been a great assist or burden based on design.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Recruitment

“If I could meet ‘em I could get ‘em, but as yet I haven’t met ‘em.  
That’s why I’m in the shape I’m in.” —Sam Cooke



Source: Microsoft® PowerPoint® for Microsoft 365.

# Employee Value Propositions

- An employee value proposition (EVP) helps set your organization apart from others to attract candidates and retain employees.
- An EVP promotes your health center's culture, values, and vision.
- It can be an excellent way to build your brand.
- An EVP includes:
  - Benefits
  - Financial rewards
  - Career development opportunities
  - Additional perks



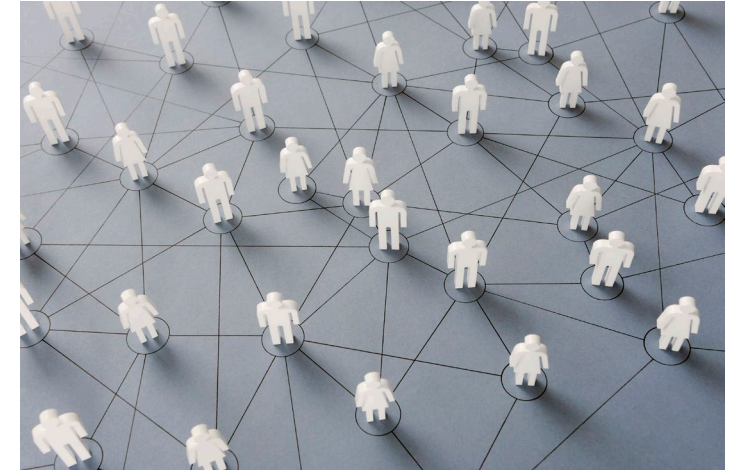
Source: Microsoft® PowerPoint® for Microsoft 365.



[What Is Employee Value Proposition \(EVP\)? \[Updated for 2022\] \(indeed.com\)](#) [What is an Employee Value Proposition \(EVP\)? \(betterteam.com\)](#)

# Recruitment Strategies

- Treat candidates like customers—make a good first impression and show enthusiasm.
- Use social media.
- Implement an employee referral program.
- Create compelling job descriptions.
- Consider past candidates.
- Attend industry-related meetups.
- Include peers in the interview process.
- Use online resources such as LinkedIn, Indeed, Monster, and ZipRecruiter.
- Use healthcare recruiter organizations focused on behavioral health staff.



Source: Microsoft® PowerPoint® for Microsoft 365.



[Tips for Improving Your Hiring Process \(indeed.com\)](https://www.indeed.com)



# The Great Resignation/Great Reevaluation

- **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)



# Group Discussion

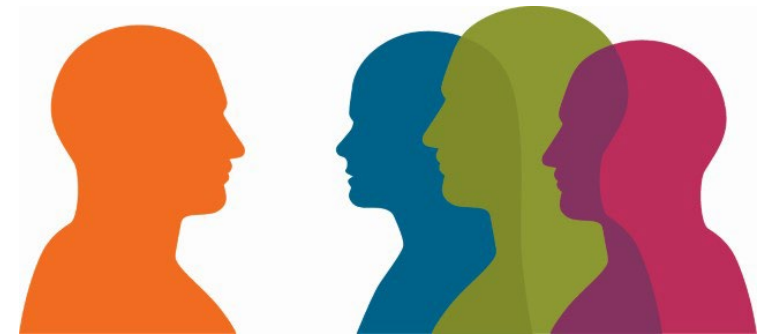


Source: Microsoft® PowerPoint® for Microsoft 365.

# Breakout Group Discussion Question

- *How can the values and culture of your health center be highlighted to make it more attractive to potential job applicants?*

*You will have 15 minutes.*



Source: ThinkStock

# Group Report Outs

- *How can the values and culture of your health center be highlighted to make it more attractive to potential job applicants?*
  - Please feel free to share your answers in the chat or contribute by unmuting yourself.





# Homework

Write an attention-grabbing, thorough job description for one of your key positions.

A few tips to consider:

- **Make titles as specific as possible.** The more accurate, the more effective in sparking interest.
- **Open with a captivating summary.** Provide an overview that excites candidates about the role and health center.
- **Include the essentials.** Write out the core responsibilities.
- **Highlight your culture.** Again, this is very important to job seekers.

# Questions & Answers

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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

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- **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

### Depression & Suicidality Among Men

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

July 15, 2022 – 1:00 – 2:30 p.m. ET

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

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



# Upcoming TA Opportunities!

## Office Hours

### Uniform Data System Measures – How to Measure Them & How to Meet Them

Presenter: *Chantal Laperle, M.A., CPHQ, PCMH CCE, CTL*

July 25, 2022 – 2:00 – 3:00 p.m. ET

Registration link: <https://us06web.zoom.us/meeting/register/tZUoc-ivqzkpGtN6sHiSgo4X71mUwNycYp9e>

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



# 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!

**Philip Rainer, M.S.W., LCSW-R**  
[phrainer@ahpnet.com](mailto:phrainer@ahpnet.com)  
**(518) 729-1203**

**Katie Crowley, B.S.**  
[kcrowley@ahpnet.com](mailto:kcrowley@ahpnet.com)  
**(978) 424-4164 Ext: 517**

**Vision: Healthy Communities, Healthy People**

