



# Health Center Workforce Resiliency and Retention

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

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

**Tuesday, July 26, 2022**

**Vision: Healthy Communities, Healthy People**





# Session 6: Changing Practices: Assessment and Planning Welcome!

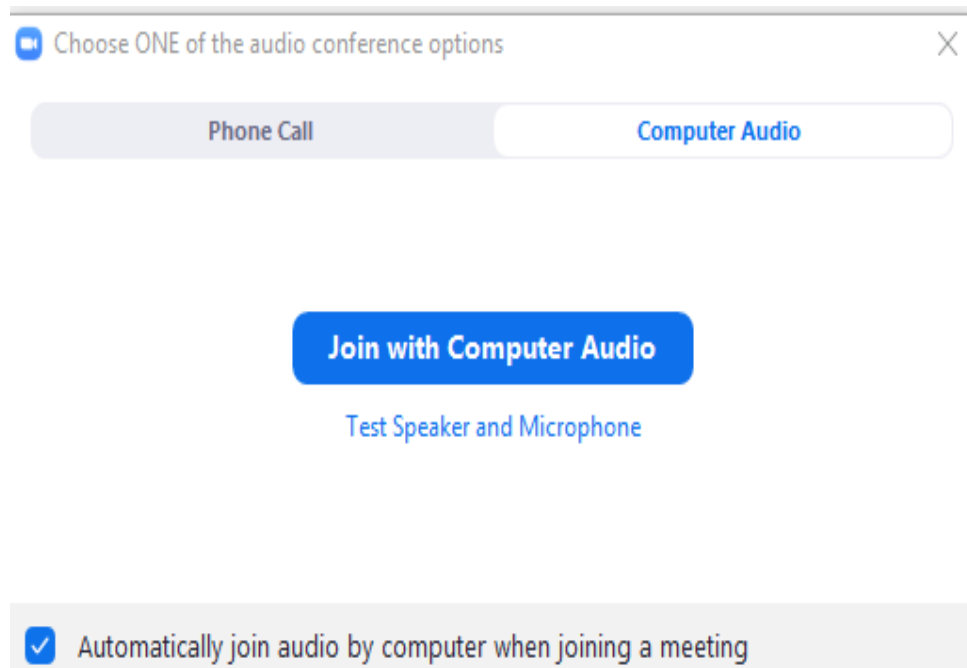
**Vision: Healthy Communities, Healthy People**



# Connecting to Audio

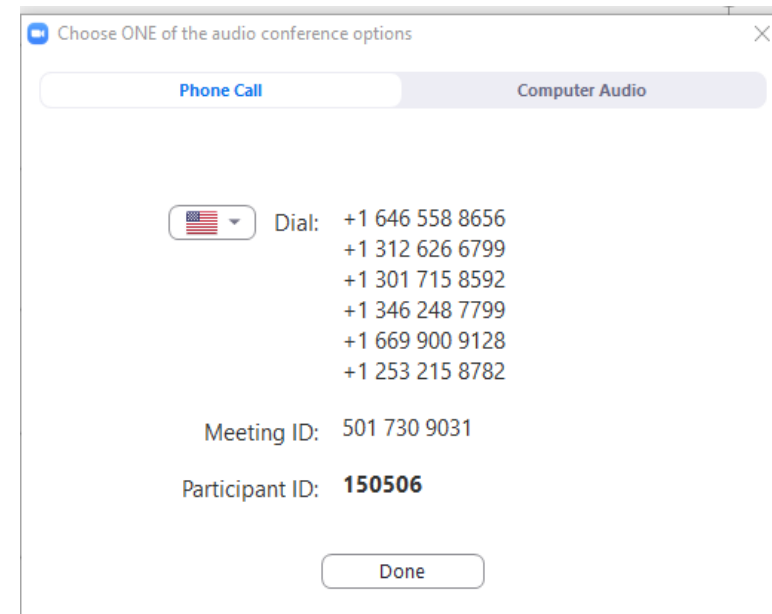
By computer:

- Click **Join with Computer Audio**.



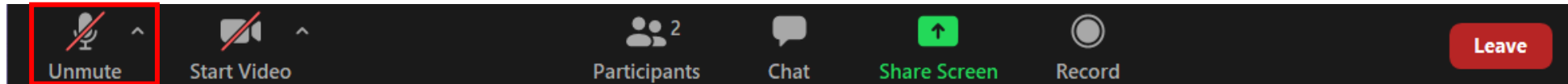
By phone:

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

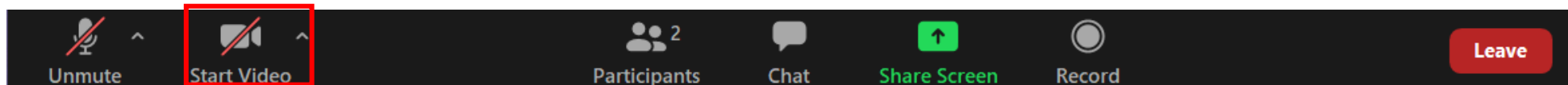


# Zoom Participation

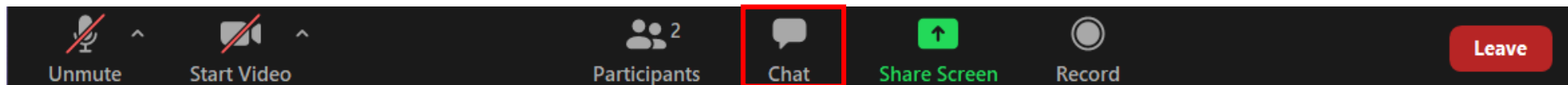
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.



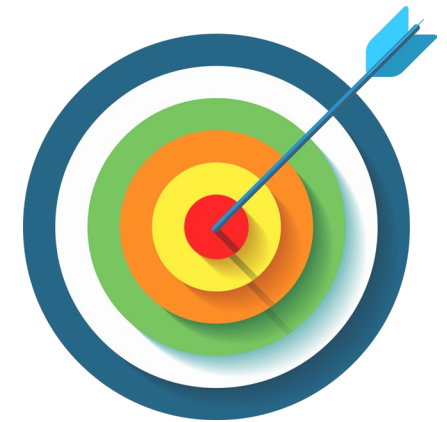
Co-Facilitator:  
Katie Crowley, B.S.  
Program Associate  
Advocates for Human Potential, Inc.



# 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
- Changing practices: Assessment and planning
  - Setting aims
  - Establishing measures
  - Selecting changes
- Participant Q&A
- Session wrap-up and learning assignment



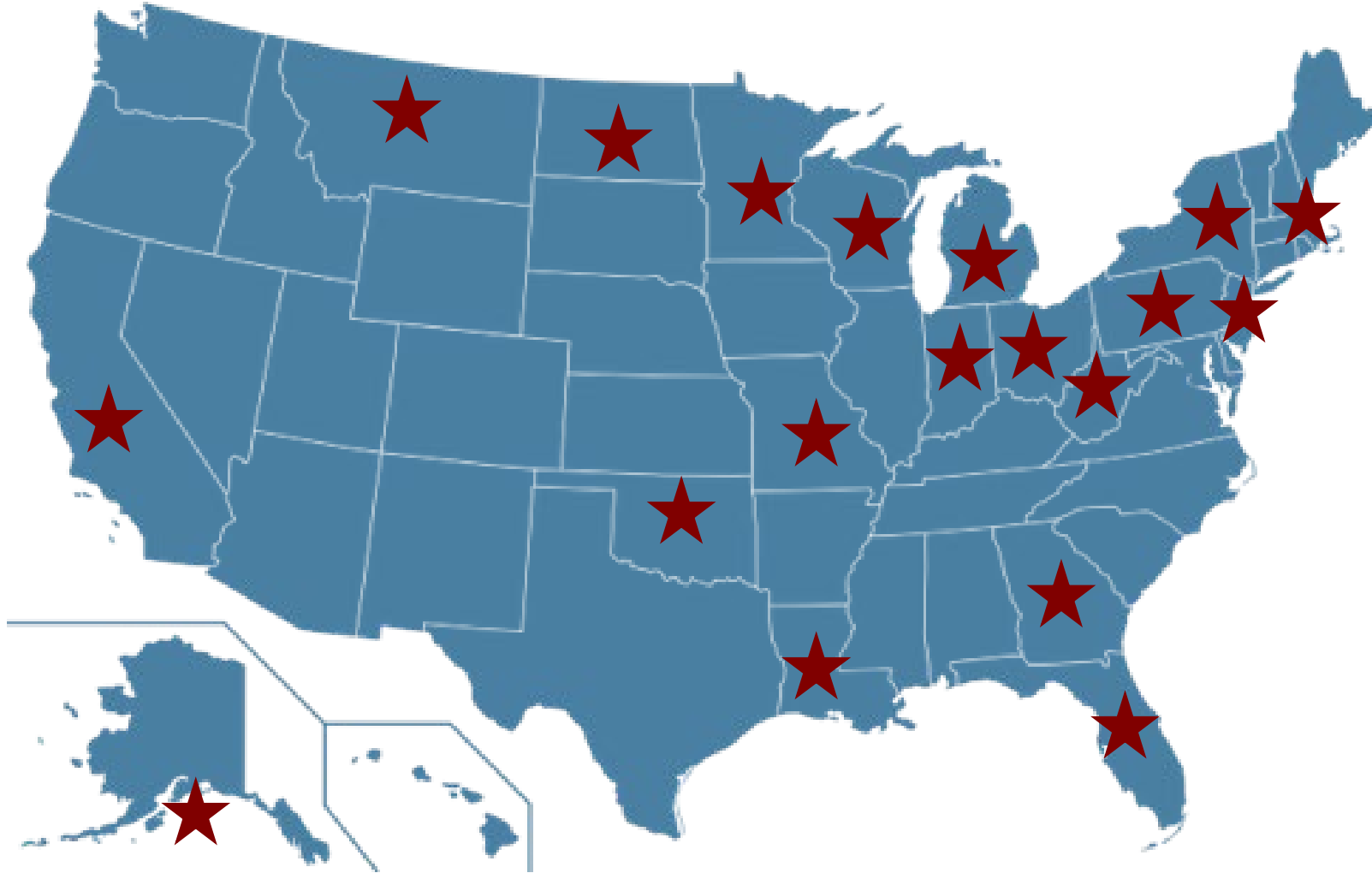
Source: iStock

# Check-In and Attendance





# CoP Participants





# Inter-Session Check-In

# Job Description Assignment

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- In developing the job description, what opportunities did you identify to attract more attention and response from potential candidates?

# Changing Practices: Assessment and Planning



Source: Microsoft® PowerPoint® for Microsoft 365.

# Key Concepts for Health Center Change

## Efficiency of Work

- Many clinicians find that administrative and technology-focused tasks dominate their day, 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.

## Workforce Assessment

- Essential for understanding and monitoring the well-being of the workforce



# Key Concepts for Health Center Change, cont.

## Policies

- Constantly reassessing and evaluating workplace policies to better support the workforce and build a culture of well-being

## Leadership

- Broad responsibility for ideas and outcomes is embedded in the health center structure

## Support

- Facilitating organic development of relationships and companionship at work through team building opportunities, peer support, and informal social events



# Health Center-Wide Commitment

- A systems-based commitment to staff well-being is needed to create resilient health centers.
- Some recommendations:
  - Adopt principles outlined in the Charter on Physician Well-Being\* for all staff
  - Establish a well-being program
  - Appoint a Chief Wellness Officer (a C-level advocate)
  - Include workforce well-being measures in the health center's strategic plan



Source: Microsoft® PowerPoint® for Microsoft 365.

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



# Improvement and Change



[API - Associates in Process Improvement - Home \(apiweb.org\)](http://apiweb.org)



# Model for Improvement

## Three Fundamental Questions

- What are we trying to accomplish?
  - Setting Aims
- How will we know that a change is an improvement?
  - Establishing Measures
- What change can we make that will result in improvement?
  - Selecting Changes

## The Plan-Do-Study-Act Cycle

- Testing a change in the real work setting by:
  - Planning it
  - Trying it
  - Observing the results
  - Acting on what is learned

# Forming the Team



- Including the right people is critical to success.
- Teams vary in size and composition.
- Each organization builds teams to suit its own needs.

Source: Microsoft® PowerPoint® for Microsoft 365.

# Team Responsibilities

- Review the aim.
- Consider the system that relates to the aim.
  - Human Resources, Behavioral Health, Primary Care, Community Health Workers, etc.
- Include members familiar with all the different parts of the process.
- Include an executive sponsor responsible for the project's success.



Source: Microsoft® PowerPoint® for Microsoft 365.



# Poll Question

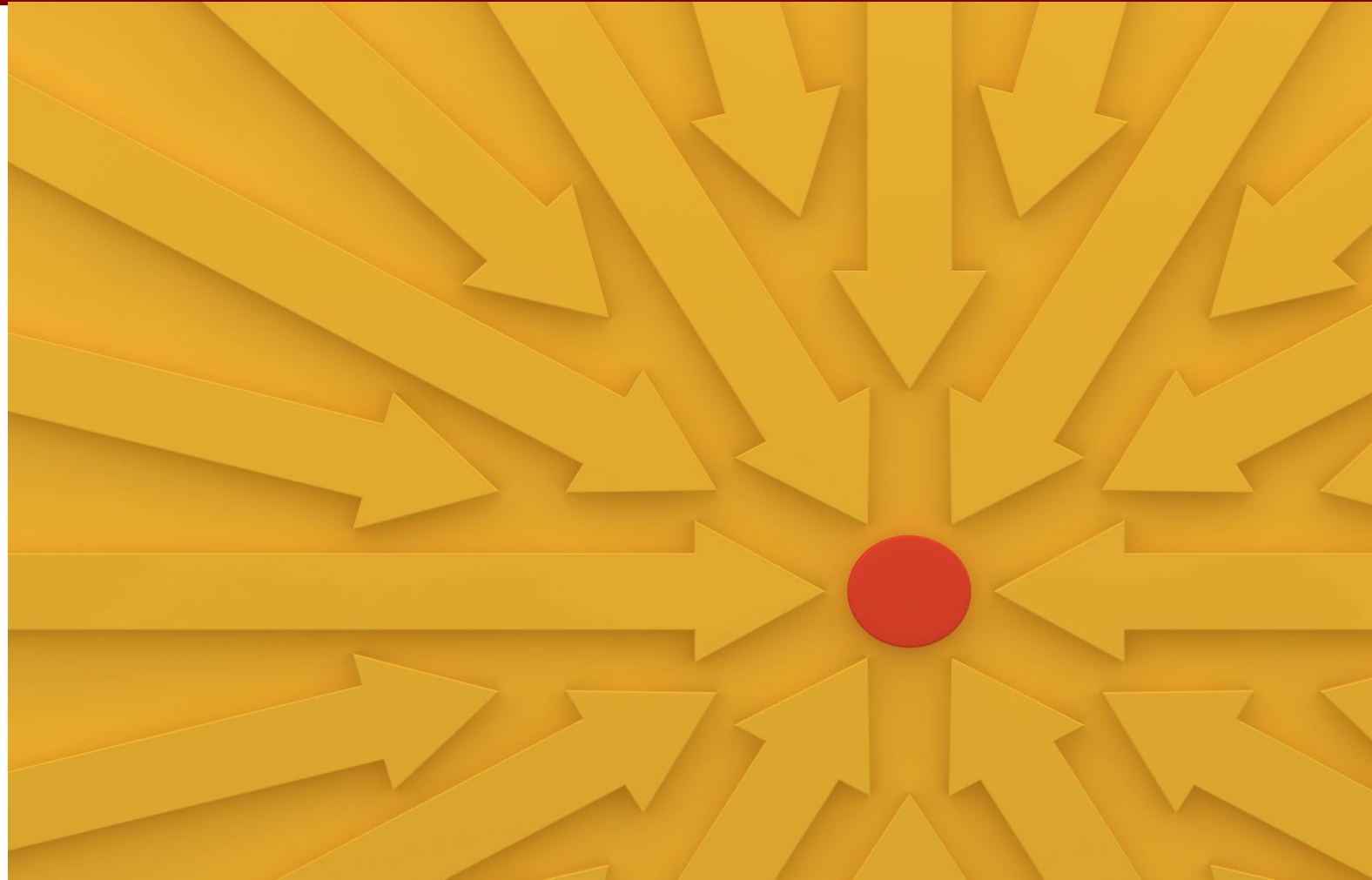
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- Has your organization developed a workforce resilience and retention team to guide this initiative?
  - a. No.
  - b. No, but we need to.
  - c. Yes, but we need to broaden the membership.
  - d. Yes, we have a team composed of key staff.



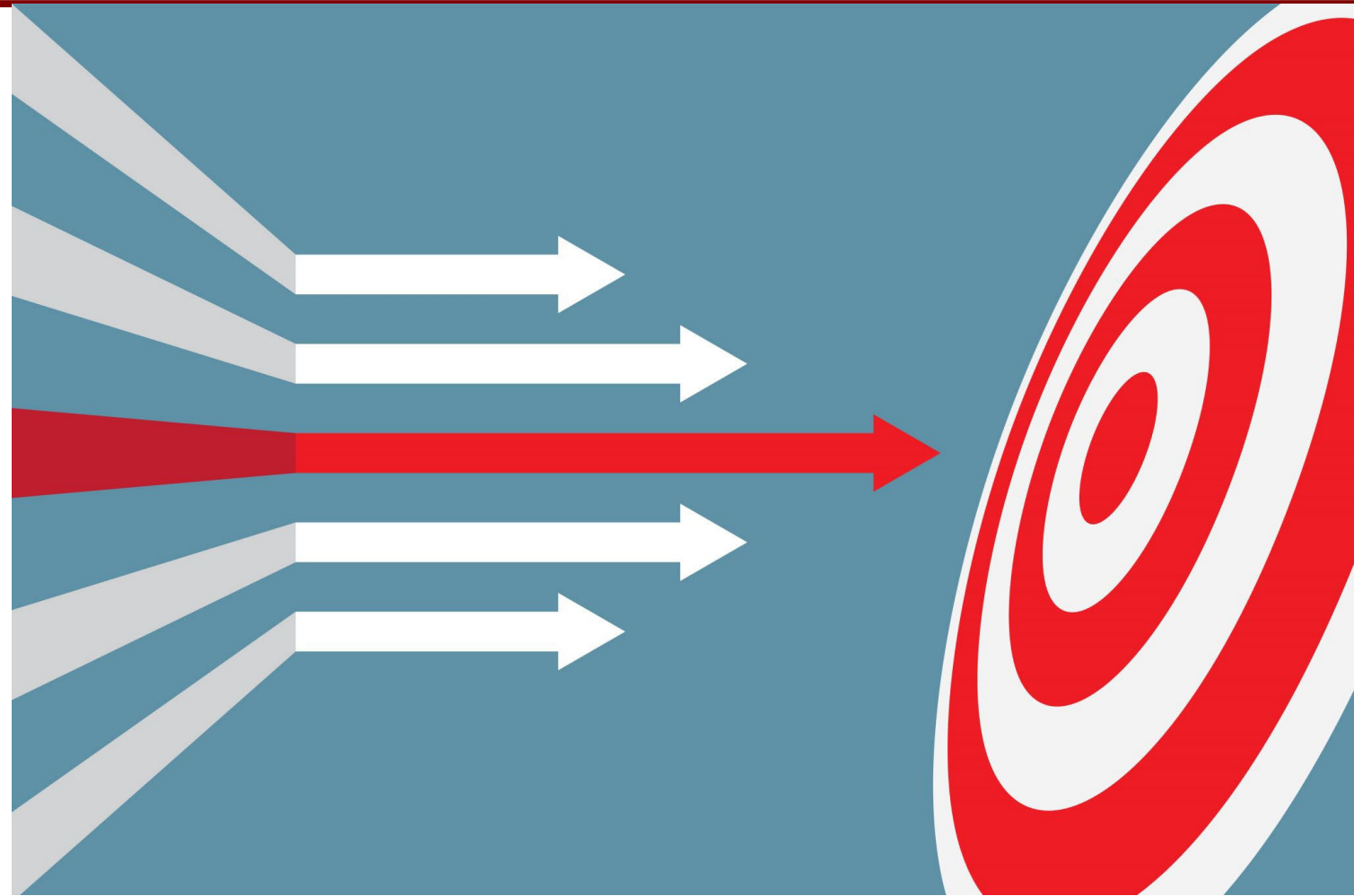
# Setting Aims

- The aim should be
  - Time specific
  - Measurable
  - Process specific (hiring, onboarding, management skill building, etc.)



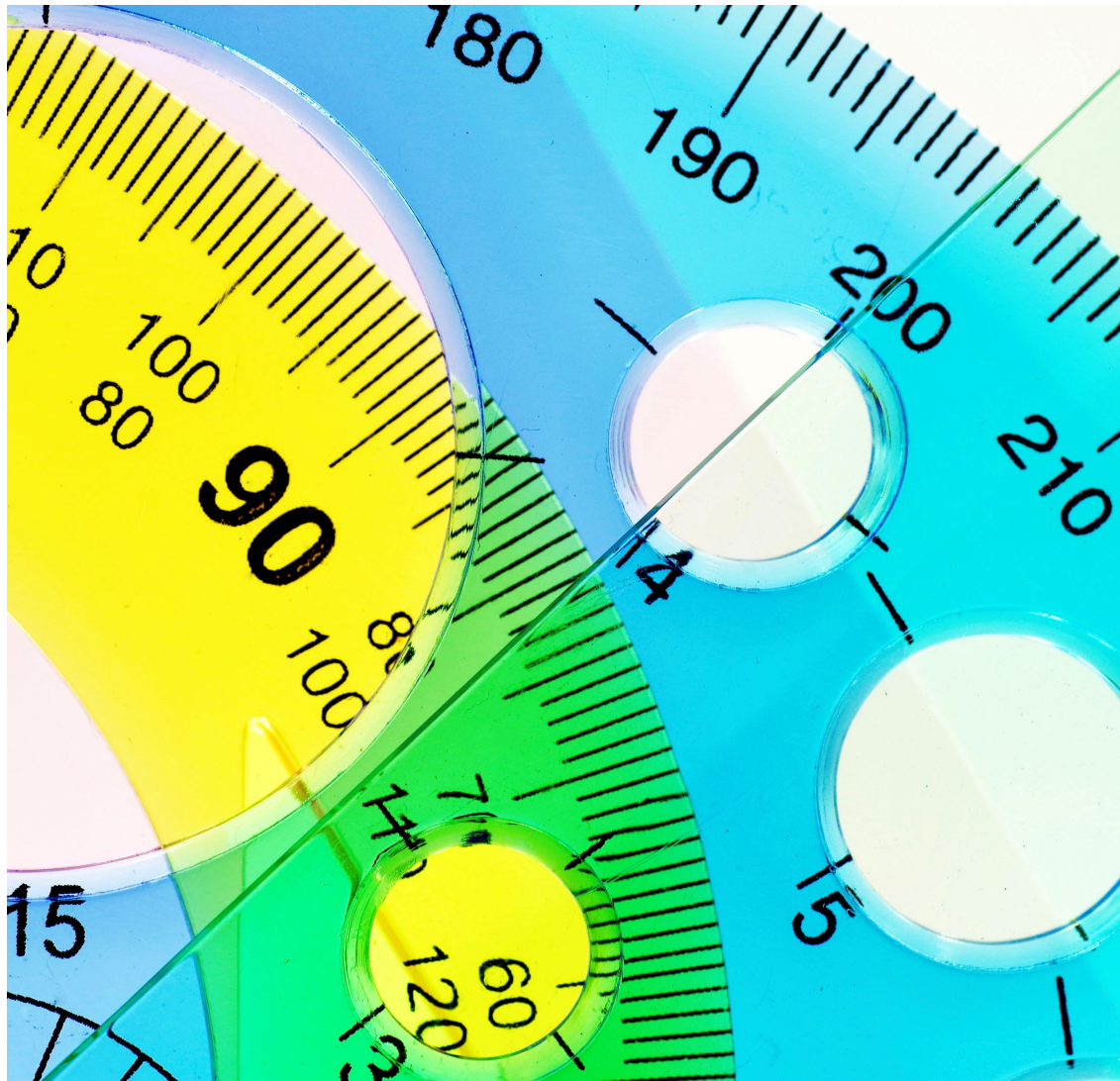
# Tips for Setting Aims

- State the aim clearly.
- Include numerical goals that require fundamental change to the system.
- Set “stretch” goals.
- Avoid aim drift.
- Be prepared to refocus the aim.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Measures



- Measures are
  - Critical for testing and implementing changes, and
  - Indicate whether changes are leading to the desired improvement.

Source: Microsoft® PowerPoint® for Microsoft 365.

# Establishing Measures



**Outcome Measures:** How does the system impact employees' values, health, and well-being?

For hiring: Number of qualified applicants generated by social media advertising campaign.

For retention: Average employee turnover rate by quarter.



**Process Measures:** Are the parts/steps in the system performing as planned?

For engagement: The percentage of employees reporting at least weekly supervision meetings.



**Balancing Measures:** Are changes designed to improve one part of the system causing new problems in other parts of the system?

For increasing retention: Make sure flexible scheduling is not reducing patient access to care.

# Workforce Engagement Measures

## Prepare your team

- Be ready to act immediately after reviewing the results.
- Evaluate your resources, designate roles, and lay out timelines in advance.
- Ensure all team members are aligned on roles and responsibilities.

## Provide employees with context

- Transparency is vital.
- Ensure staff is aware of when, how, and why you'll be measuring engagement.
- Communicate tangible goals, such as “our aim is to decrease turnover by 30% by this time next year.”

## Don't overcommit

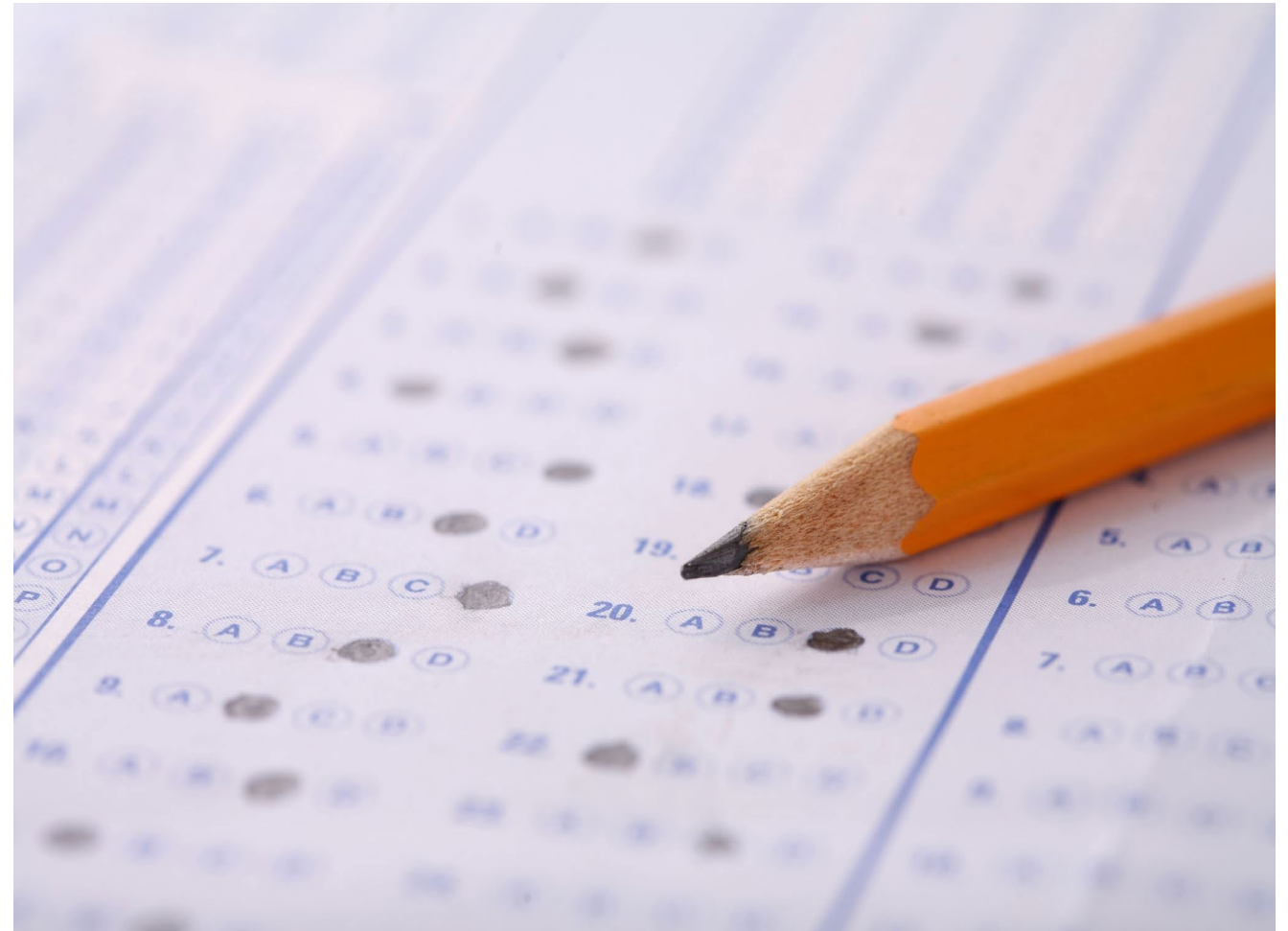
- Communicate realistic goals and dedicated resources.
- Aim to under-promise and over-deliver.





# Measurement Methods

- Surveys
- One-on-one meetings
- Small group discussions
- Exit interviews
- Stay interviews



Source: Microsoft® PowerPoint® for Microsoft 365.





# Poll Question

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- Has your organization identified a process to measure success?
  - a. Not yet.
  - b. Not yet, but we need to.
  - c. Not yet, but we have started working on it.
  - d. Yes, and we have chosen specific, measurable outcomes for the initiative.

# Selecting Changes

- What change can we make that will result in improvement?
  - All improvement requires change!
- Change concepts
  - A general approach to change useful in developing ideas for improvement
  - Change concepts relevant in workforce retention:
    - ✓ Improve workflow
    - ✓ Eliminate unnecessary administrative tasks
    - ✓ Improve manager skills
    - ✓ Increase employee recognition
    - ✓ Improve compensation and healthcare benefits



Source: Microsoft® PowerPoint® for Microsoft 365.

# Group Discussion



# Breakout Group Discussion Question

*What changes could your health center institute over the next 5 years to achieve your goals for staff resilience and retention?*

*You will have 15 minutes.*



Source: ThinkStock

# Group Report Outs

- Please feel free to share your answers in the chat or contribute by unmuting yourself.



# Homework

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- Use the attached Aim Statement Worksheet to assess and modify your workforce resilience and retention plan.

[Aim Statement Worksheet | IHI - Institute for Healthcare Improvement](#)





# 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

- **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 colorful diamond shape, followed by the text "BPHC-BH TA" and "Bureau of Primary Health Care Behavioral Health Technical Assistance". A 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 items: "One-on-One Coaching", "E-learning Webinars", "Strategies for Community Outreach", and "Join a Community of Practice (CoP)". At the bottom right, another box is titled "Complete the Readiness Assessment".

# Upcoming TA Opportunities!

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## Office Hours

### Depression & Suicidality Among Men

Date: July 15, 2022, 1:00–2:30 p.m. ET

Presenters: Joe Hyde, M.A., LMHC, CAS and Amber Murray, B.S.N., M.A.

#### Register:

<https://us06web.zoom.us/meeting/register/tZMpcOmtpz4uHde9xaSkpnP5EmzY-cAQlyT0>

Earn **1.5 CE** credit for attending this session.



# Upcoming TA Opportunities!

## Office Hours

### UDS Depression Measures – How to Measure Them & How to Meet Them

Date: July 25, 2022, 2:00–3:00 p.m. ET

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

Register: <https://us06web.zoom.us/meeting/register/tZUoc-ivqzkgpGtN6sHiSgo4X71mUwNycYp9e>

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!

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**Vision: Healthy Communities, Healthy People**

