



# Health Center Workforce Resiliency and Retention

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

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

**Tuesday, August 9, 2022**

**Vision: Healthy Communities, Healthy People**





# Session 7: Changing Practices: Implementing Change Welcome!

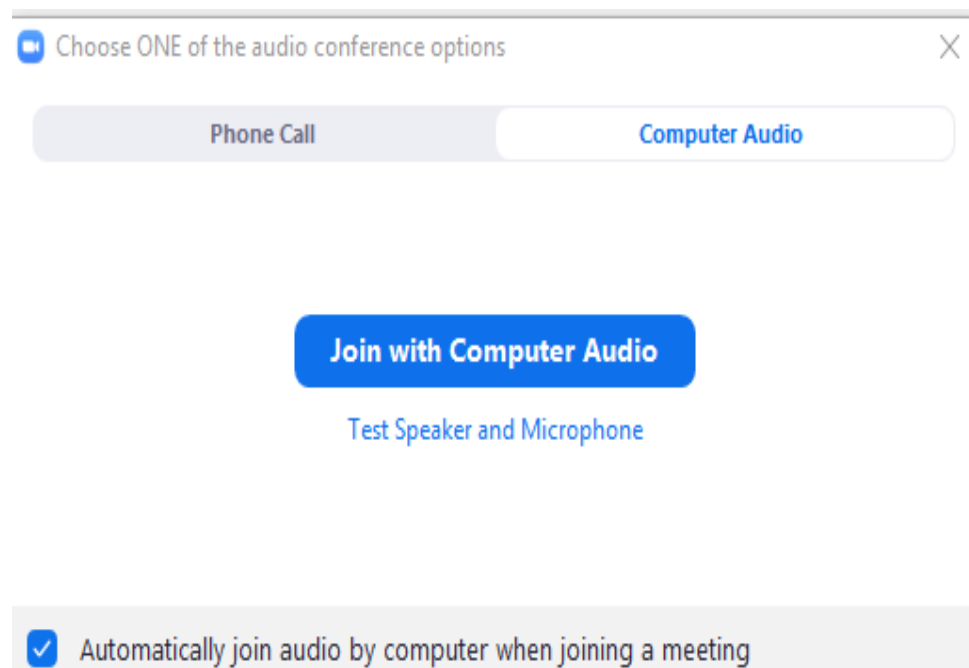
Vision: Healthy Communities, Healthy People



# Connecting to Audio

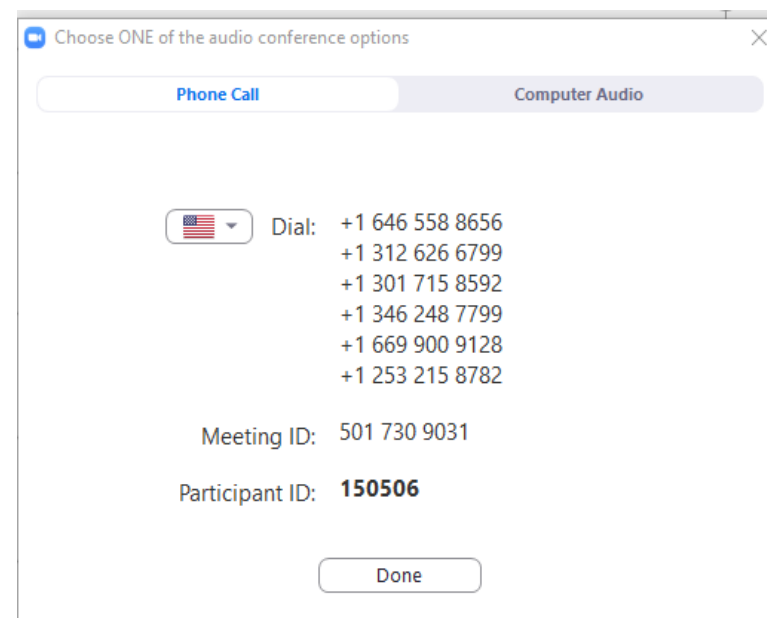
By computer:

- Click **Join with Computer Audio**.



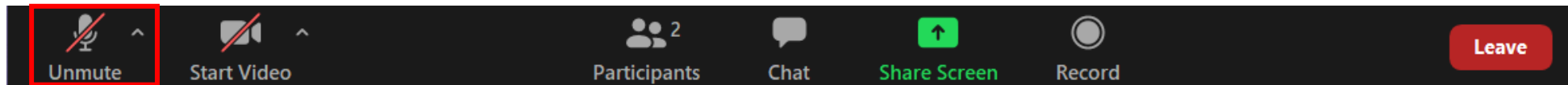
By phone:

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

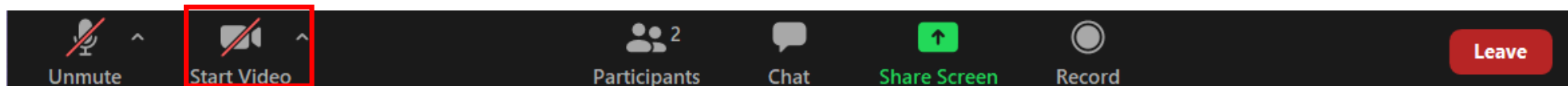


# Zoom Participation

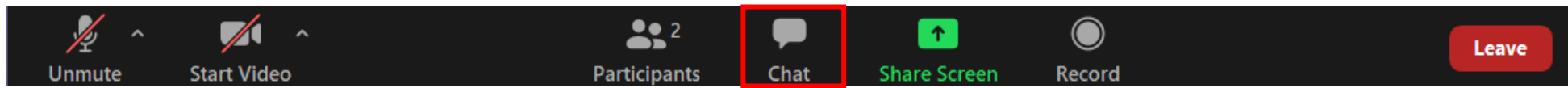
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- 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.





# TA Offerings for Health Centers



Source: Microsoft® PowerPoint® for Microsoft 365.

- **Position your health center for more TA in the next contract year (beginning Oct. 2022)—reach out by 8/26/22 to request one-on-one coaching or intensive TA.**
- **CEUs may be available.**

# TA Offerings for Health Centers

## Stay tuned:

- **Webinars, CoPs, One-on-One Coaching, Intensive TA, and more resources will resume in the next contract year (beginning Oct. 2022).**



Source: Microsoft® PowerPoint® for Microsoft 365.

# CoP Facilitators



Facilitator:  
Philip Rainer, M.S.W., LCSW-R  
Senior Program Associate II  
Advocates for Human Potential, Inc.

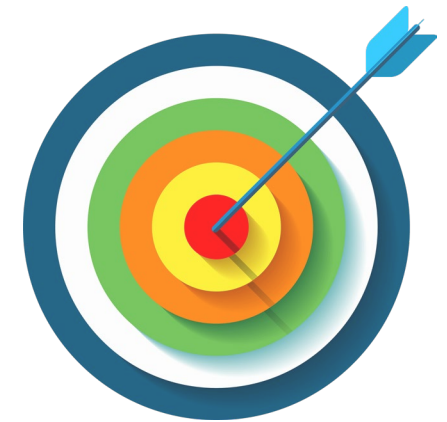


Co-Facilitator:  
Katie Crowley, B.S.  
Program Associate  
Advocates for Human Potential, Inc.

# 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: Implementing change
  - Testing changes
  - Implementing changes
  - Spreading changes
- Participant Q&A
- Session wrap-up and learning assignment

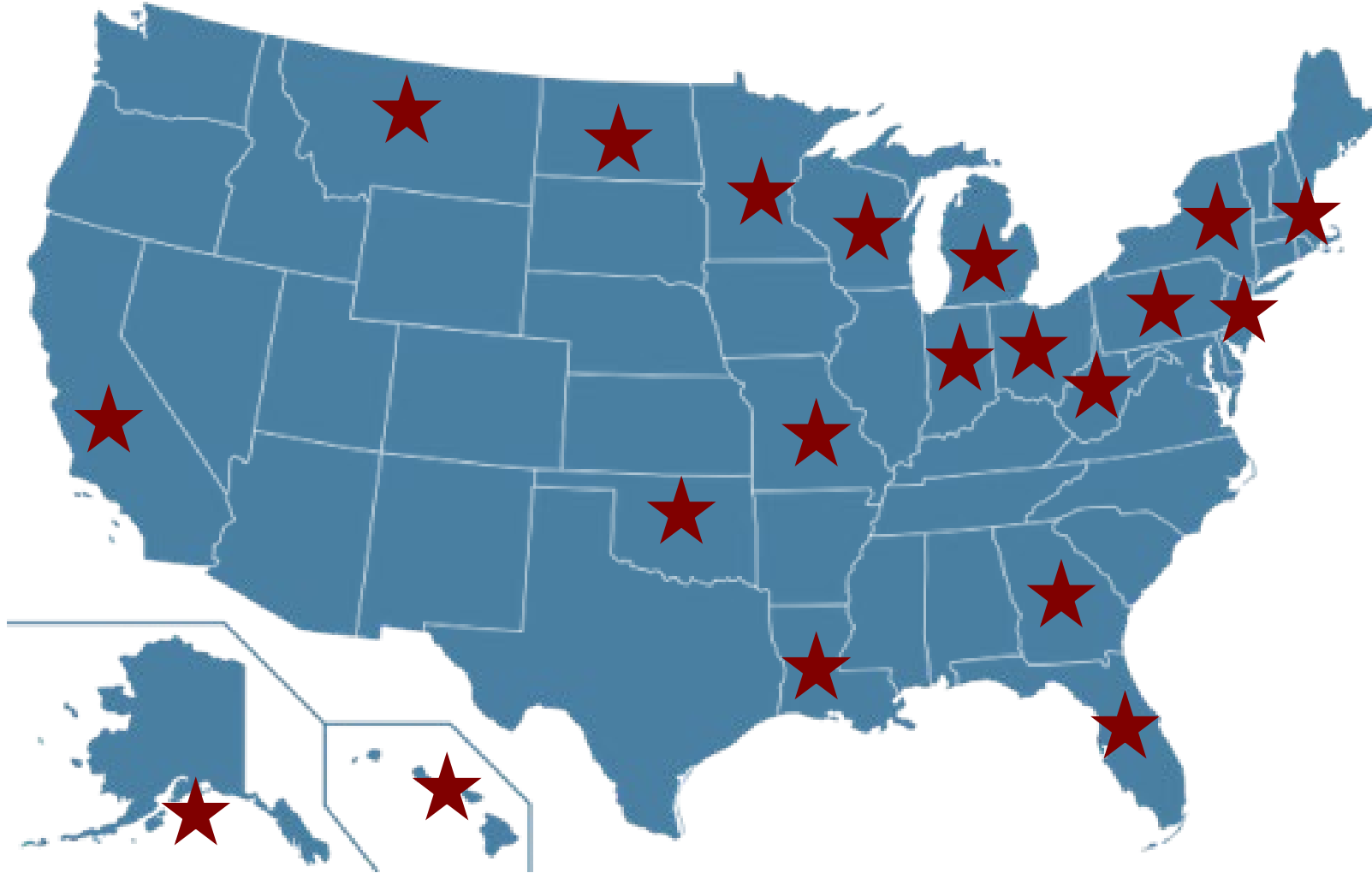


Source: iStock

# Check-In and Attendance



# CoP Participants





# Inter-Session Check-In

Source: Microsoft® PowerPoint® for Microsoft 365.



# AIM Statement Worksheet Assignment

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- In what areas did this exercise help you to clarify and specify the workforce improvement goals for your health center?
- Please come off mute to share your response or enter it in the chat.





## Changing Practices: Implementing change.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Poll Question 1:

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- When I think about implementing change to increase staff resilience, well-being, and retention, I feel confident in our success.
  - A. Strongly disagree
  - B. Disagree
  - C. Neither agree or disagree
  - D. Agree
  - E. Strongly agree

# Model for Improvement: Institute for Healthcare 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

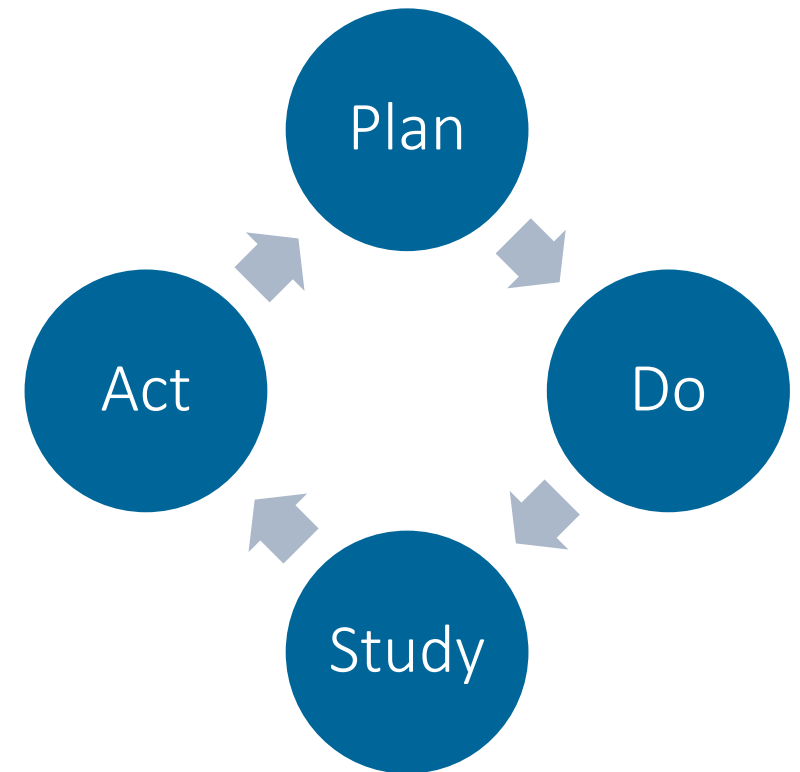
## The Plan-Do-Study-Act Cycle

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



# Plan-Do-Study-Act (PDSA) Cycles

- **Why Test Changes?**
  - Increase your belief that change will result in improvement
  - Decide which change will lead to the desired improvement
  - Evaluate how much improvement can be expected from the change
  - Decide if the change will work in the real situation
  - Decide which combinations of changes will have the desired effects
  - Evaluate the costs, social impact, and side effects of proposed changes.



# Plan

## Step 1. Plan

Plan the test or observation, including a plan for collecting data.

- State the objective of the test.
- Make predictions about what will happen and why.
- Develop a plan to test the change. What data need to be collected?



Source: Microsoft® PowerPoint® for Microsoft 365.



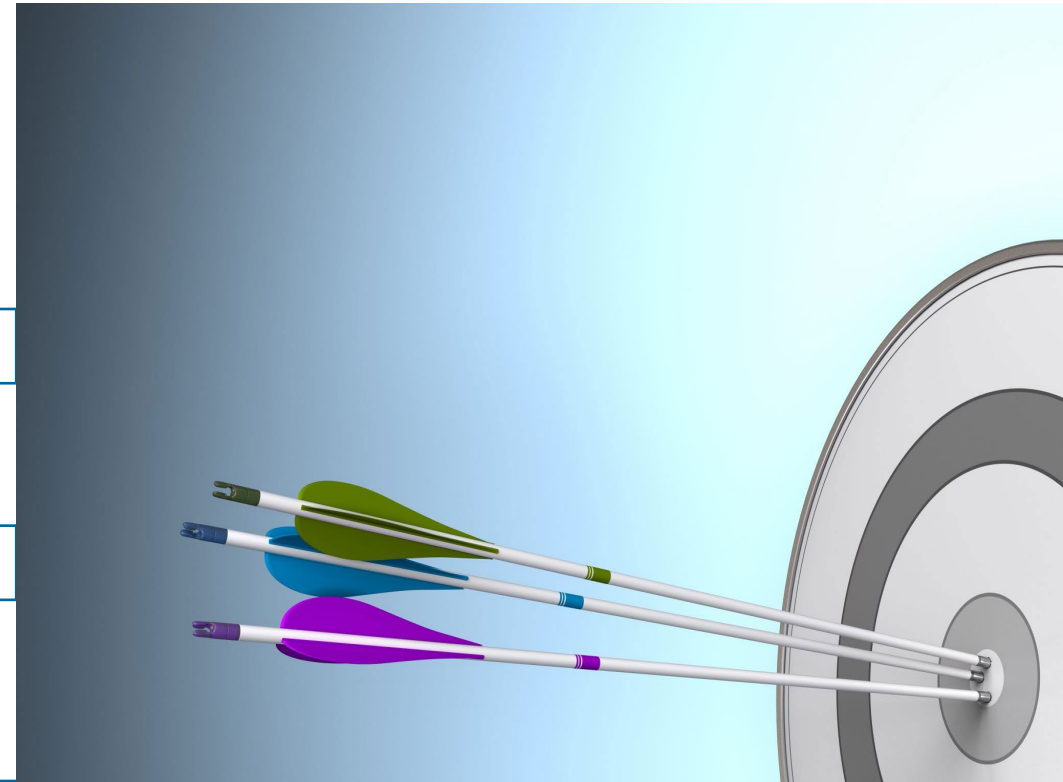
# Do

- **Step 2: Do**
- Try the test out on a small scale.

Carry out the test.

Document problems and unexpected observations.

Begin analysis of the data.



Source: Microsoft® PowerPoint® for Microsoft 365.

# Study



Source: Microsoft® PowerPoint® for Microsoft 365.

- **Step 3: Study**
- Set aside time to analyze the data and study the results.
  - Complete the analysis of the data.
  - Compare the data to your predictions.
  - Summarize and reflect on what was learned.

# Act

- **Step 4: Act**
- Refine the change, based on what was learned from the test.
  - Determine what modifications should be made.
  - Prepare a plan for the next test.



Source: Microsoft® PowerPoint® for Microsoft 365.

# PDSA Example

Objective: Attract more licensed behavioral health job applicants.

- **Plan:** Host an on-site clinical training offering dinner and continuing education credits at no cost to attendees. Follow up with email to attendees regarding employment opportunities.
- **Do:** Dr. Smith facilitated an overview of Motivational Interviewing, providing 2 continuing education units (CEUs) for licensed social workers and mental health counselors.
- **Study:** 42 licensed clinicians attended the event and provided contact information. All were sent emails regarding available job opportunities and benefits of health center employment. Interviews have been scheduled with three attendees.
- **Act:** The Behavioral Health team will facilitate one free CEU training with dinner each quarter and email attendees current employment opportunities and benefits.



# Implementing Changes

## From Testing to Protocol





# Poll Question 2:

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- Which of these skills are important in managing organizational change?
  - A. The ability to communicate clearly and effectively
  - B. A highly developed level of emotional intelligence
  - C. Strong organizational skills
  - D. An eye for detail
  - E. Problem-solving and decision-making skills
  - F. Delegating without micromanaging

# Continue Testing



Run several small tests.



Continue gathering data on outcomes.



Adjust improvement strategy based on results.

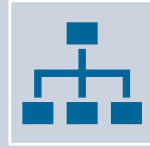


Example: Providing an option for virtual participation in the quarterly webinar from the previous scenario increased attendance by 30% without adding to the cost of refreshments.

# Formalize Change



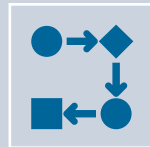
Source: Microsoft® PowerPoint®  
for Microsoft 365.



Integrate change with the health center strategic plan.

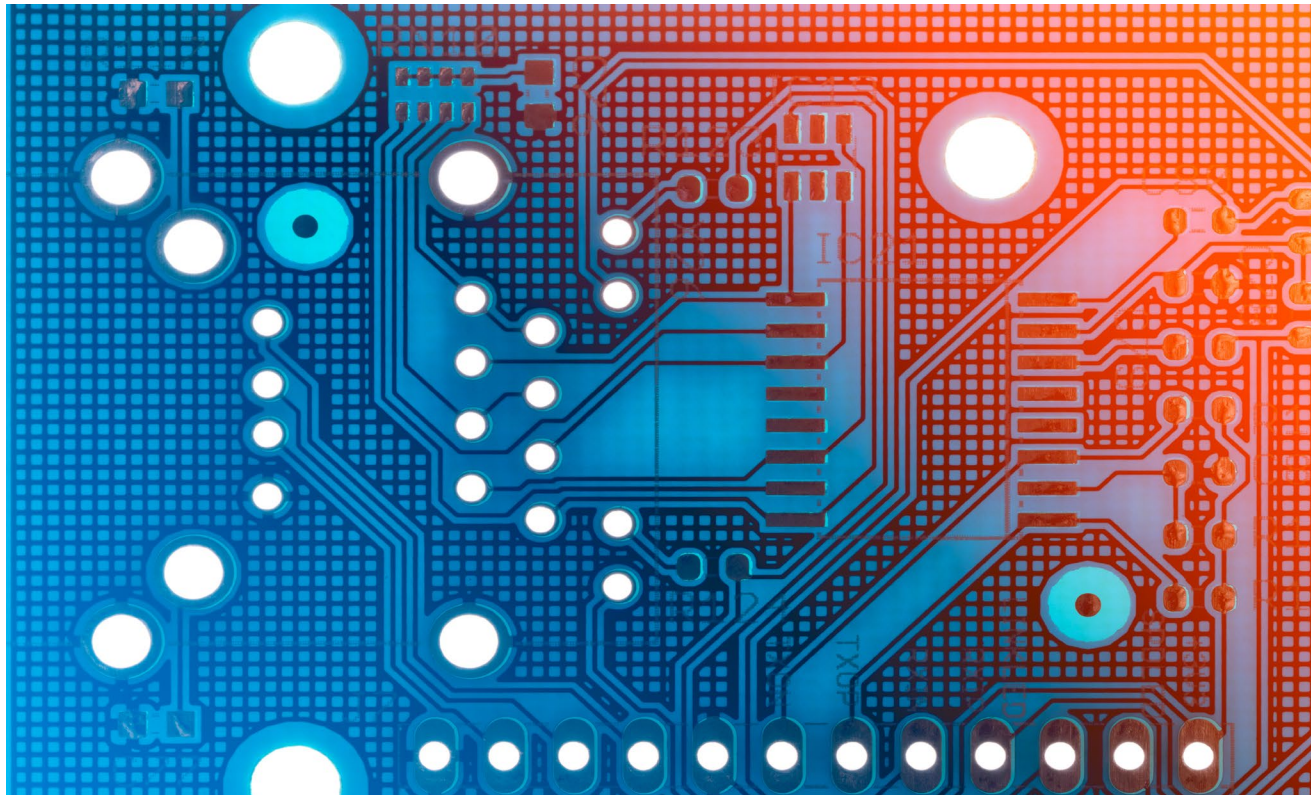


Review and revise policies to incorporate the change.



Review and revise procedures and workflows to establish the new practice.

# Adjust System Processes



Source: Microsoft® PowerPoint® for Microsoft 365.

- Identify and adapt affected systems, such as:
  - Hiring
  - Training
  - Documentation
  - Compensation
  - Infrastructure
  - Supervision

# Process Change

- **Example: Quarterly Webinar**
- Who will be responsible for tracking webinar attendees?
- Where will contact information be recorded?
- Who will send out follow-up emails?
- How will the responses of those interested in an interview be tracked?
- Who schedules the interviews?
- Who participates in the interviews?
- What can we do to engage attendees who did not seek an interview?
  - **This opens the next PDSA cycle!**





# Building Change

# Spreading the Culture



# Spreading Changes



Take successful change from a pilot unit and replicate it across the center.



Lessons learned in the initial implementation support successful spread.



Requires adjusting infrastructure in each department.



Workflows are affected more broadly.



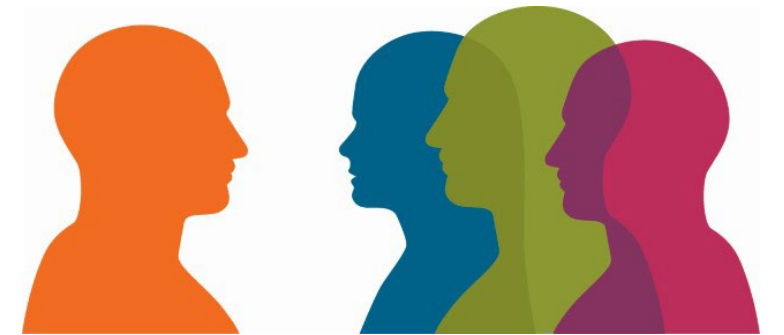
Work with people to help them adopt and adapt a change.

# Breakout Group Discussion Question

How will you know that your efforts to improve staff resilience, retention, and well-being are succeeding?

What is the next step your health center can take to accomplish this successful outcome?

*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.



Source: ThinkStock

# Homework

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- Please be prepared to discuss workflow changes or quality improvement initiated because of information presented and participation in the Workforce Resiliency and Retention Community of Practice.

# 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 BPHC-BH TA logo, which consists of a colorful geometric pattern of squares. To the right of the logo, the text reads "BPHC-BH TA" in large blue letters, with "Bureau of Primary Health Care Behavioral Health Technical Assistance" in smaller text below it. A dark navigation bar contains the following links: "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!". Below this heading is a table with four columns: "View", "Edit", "Delete", and "Revisions". Underneath the table is a paragraph of text: "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 main text is a box titled "Learn About BH TA Options" containing a bulleted list: "One-on-One Coaching", "E-learning Webinars", "Strategies for Community Outreach", "Virtual Site Visits to Improve Outcomes", and "Join a Community of Practice (CoP)". Below this box is another box titled "Complete the Readiness Assessment".

# Upcoming TA Opportunities!

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## Office Hours

### Addressing Stigma Toward Individuals with Substance Use Disorders

**Date: 8/25/2022**

**11:00AM – 12:00PM ET**

**Presenter: Lyle Cooper, Ph.D., LCSW**

### **Register:**

<https://us06web.zoom.us/meeting/register/tZ0qcOmgqjMiG9WIFaezjaCfq3rs2CKE6Pxp>

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**

