

Innovative Approaches for Recruiting and Retaining Your Workforce —— During COVID-19 ——

Tuesday, February 16, 2021

3:00-4:00pm EST



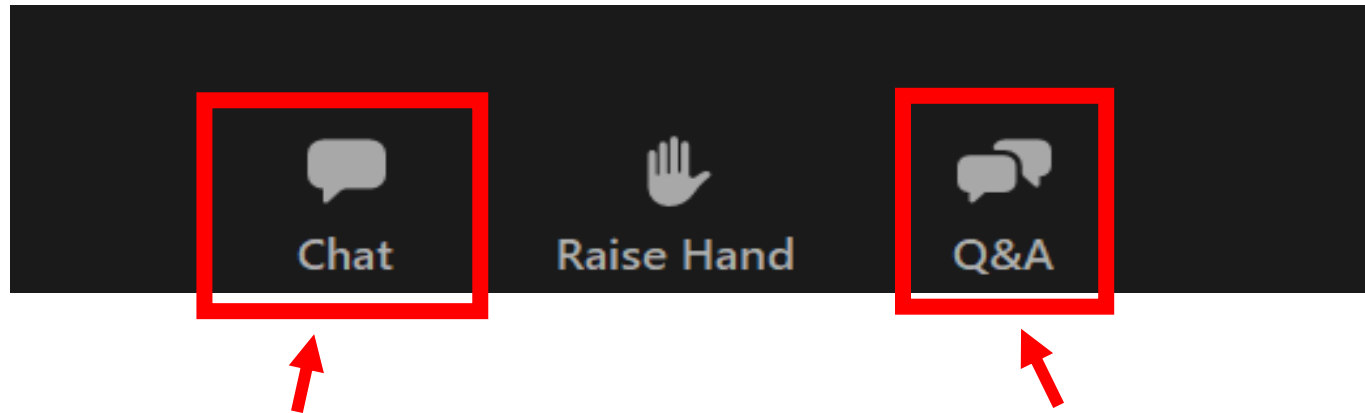
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How to Ask a Question/Make a Comment



Type in a **comment** in the **chat box**

Type in a **question** in the **Q&A box**

Both are located at the bottom of your screen.
We'll answer as many questions as we can at the end of
the presentation.



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Poll #1: What best describes your role?

- Clinician
- Administrator
- Policy Maker
- Payer
- Other (specify in chat box)



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Poll #2: What best describes your organization? (check all that apply)

- Behavioral Health Provider
- Primary Care Provider
- Mental Health Provider
- Substance Use Disorder Provider
- Other (specify in chat box)



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Poll #3: Where is your organization in the process of integration?

- Learning/Exploring
- Beginning Implementation
- Advanced/Full Implementation
- Ongoing Quality Improvement
- Other (specify in chat box)



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Today's Presenters



Dr. Laura Leone, DSW, MSSW, LMSW
Consultant, Integrated Health
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Dr. Amelia Roeschlein, DSW, MA, LMFT
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National Council for Behavioral Health



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A Moment to Arrive



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Learning Objectives

Recruitment

Learn innovative approaches to the hiring process with an eye for attracting diverse and quality team members

Retention

Understand core concepts and engagement strategies

Resilience

Identify specific skills and techniques necessary to promote retention and resilience in the workforce



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STAFF RECRUITMENT



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Preparations Before the Interview



- Job posting
 - Requirements and Needs
 - Credentials
 - Coverage
 - Staffing shortages
- Develop a consistent interview process
- Create communication cues in advance



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The Interviewing Process

- Setting the culture
- Diversity, Equity, and Inclusion considerations
- Understanding the job description
- Highlight support, professional development, advancement, and non-financial benefits



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Interview Questions



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Behavioral Interviewing is Key



- Bias is rooted in the brain
- Even with sustained effort, the brain can only catch 20% of bias in the moment
- Easy to recognize bias in others, hard to recognize in yourself
- The answer: Creating a Process that removes as much bias as possible

Source: Halvorson & Rock, 2015



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Steps for an Equitable Hiring Process

Create & Build If-Then Plans

Shift habits to make unbiased choices between people and business decisions

Decision Guides

Step by step protocols for mitigating bias, so brain cannot go rogue.

Design preventative measures

Remove triggers to keep bias from being activated

Source: NeuroLeadership Institute

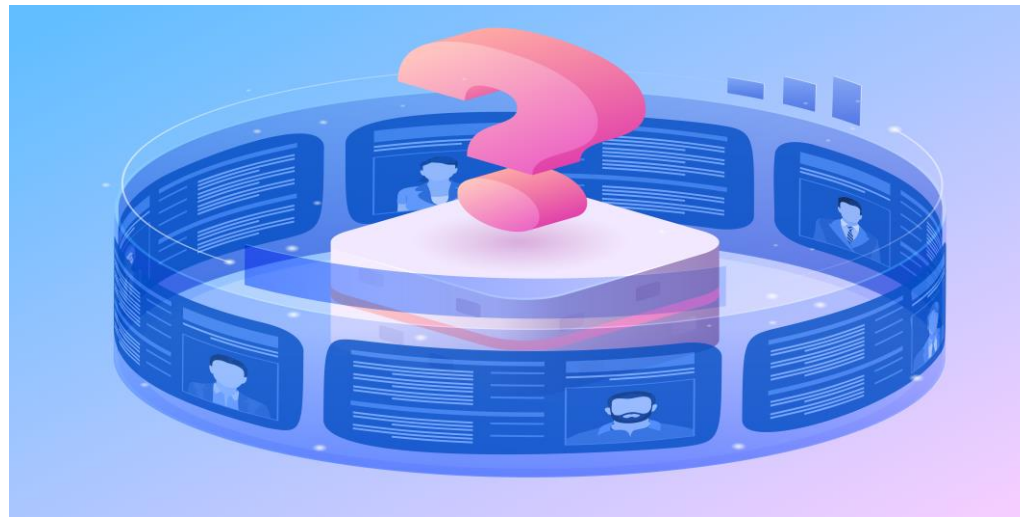


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Considerations After the Interview

- Reflections
- The applicant's preparations
- Interview notes
- Confirm discussion points and agreements



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STAFF RETENTION



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Joy = Retention



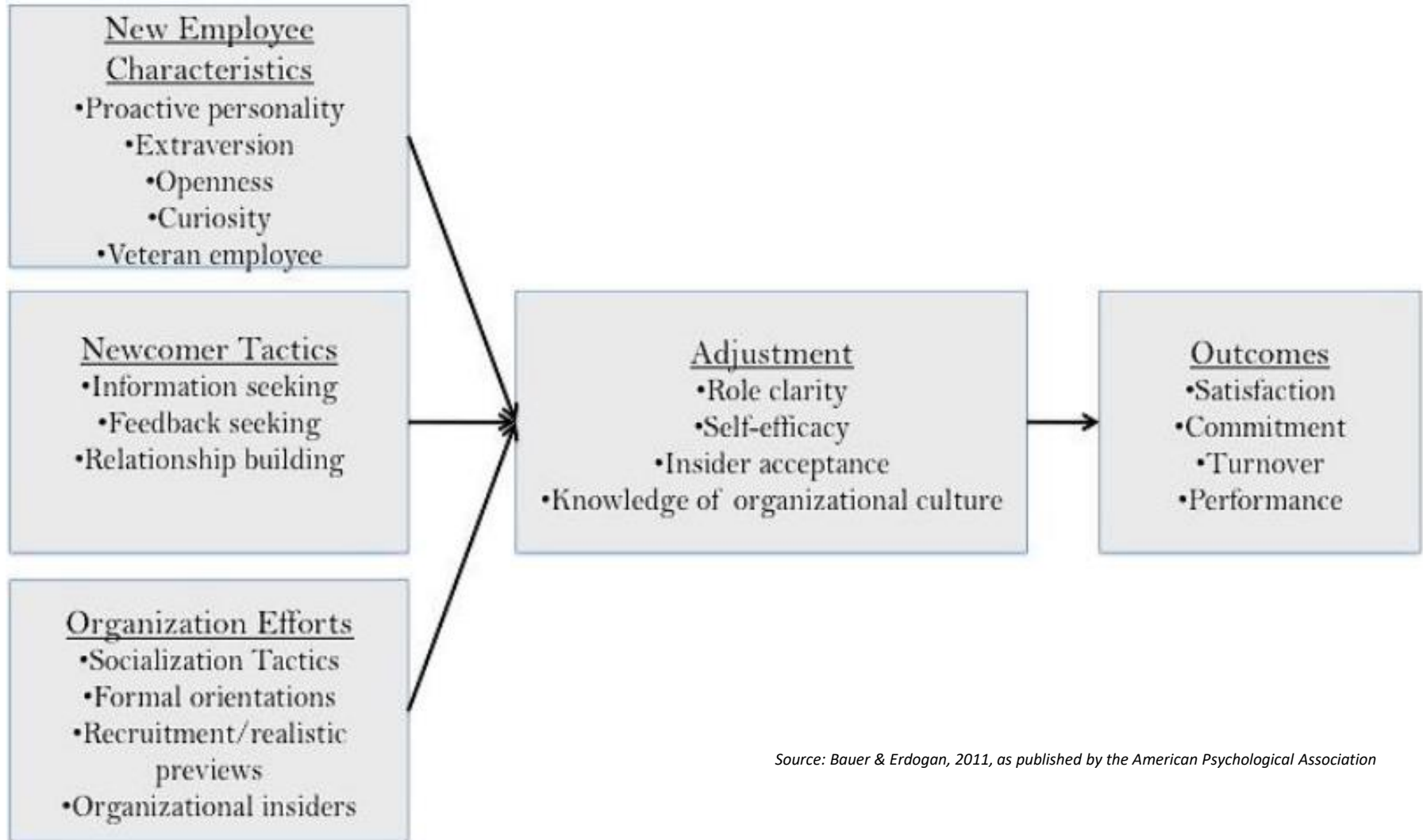
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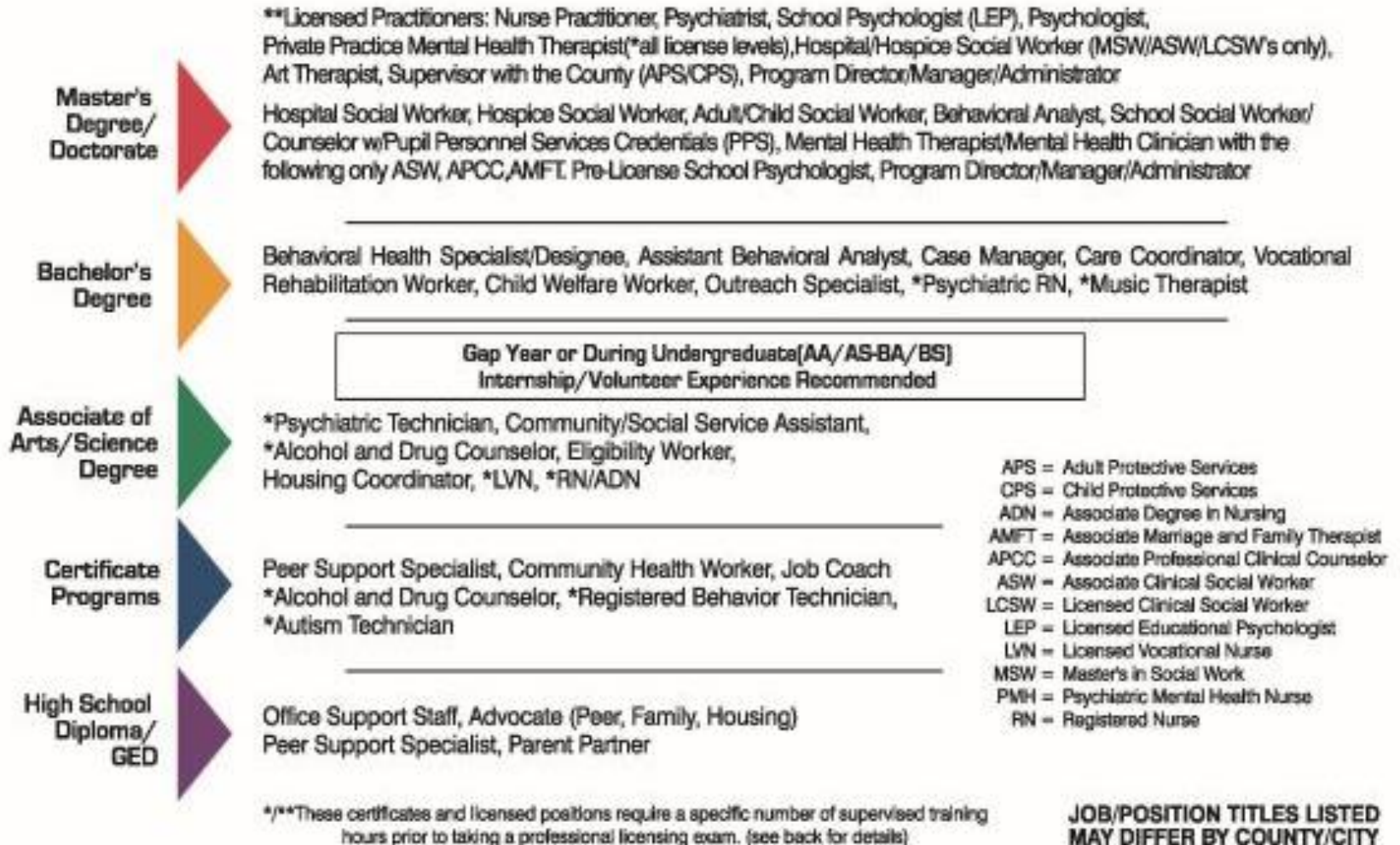
Onboarding – A Key Element for Retention



Source: Bauer & Erdogan, 2011, as published by the American Psychological Association

Employee Salary – A Historical Approach

Behavioral-Mental Health Jobs/Positions Related to Level of Education



Total Compensation – A Modern Approach

Flexible hours / COVID
Considerations

Paid time off

Help with loan
repayment

Great benefits

CEU/CME
opportunities

Clinical/ Peer
Supervision

Opportunities to
“moonlight” at the
center (e.g., additional
weekend or evening
hours)

Professional growth



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Total Compensation (Cont'd)

- Promoting and supporting staff



E.A.P.

means

Employee Assistance
Program

*Promoting
Healthy
Living*



Total Compensation (Cont'd)

- Reimbursements

- Tuition
- Professional Growth and Development
- Membership/ Licensure
- Supplies/ Manuals/ Books



Total Compensation (Cont'd)

- Practicing at the top of your license
 - Easier identification of roles
 - Practicing at highest skill set
 - Feeling valued by health team for knowledge/skills
 - Experience



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Supporting Team-Based Care

- At least two health providers who work collaboratively with patients and their caregivers – to the extent preferred by patient—to accomplish shared goals and achieve coordinated, high quality care.¹
- Inter-disciplinary (e.g., BH professional, PCP, SW, nutritionist, peer support specialist).¹
- Clear roles, mutual trust, effective communication, measurable processes and outcomes.²
- Sharing clinician and patient/family knowledge, expertise and care across providers, settings and with patients/families is important to creating patient-centered care.

¹Adapted from ACA definitions of team in Sections 2703 and 3502

²IOM White Paper: Mitchell, Wynia, Golden et al (October 2012), Core Principles and Values of Effective Team-based Health Care.





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Recognition

Peer to peer support and acknowledgment

Formal and informal processes for recognition

Implicit and Explicit

Creating a culture of compassion



What about Performance Reviews?

The traditional performance review is a confidential, closed-door meeting between no more than two people. Research suggests it is also totally misguided.

Though we may think we're making accurate, objective assessments during a performance review, the social and brain sciences have shown that bias is still baked into the brain.

Assessment is a human process, therefore it is highly subjective and subject to bias.



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Steps for An Equitable Performance Review Process



Key performance indicators *over time*

Source: NeuroLeadership Institute



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RESILIENCE



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Resilience: Creating and Sustaining a Culture of Compassionate Resilience



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Burnout – The Exhaustion Cycle

- A syndrome of emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment
- Develops as a result of general occupational stress; the term is not used to describe the effects of indirect trauma exposure specifically

THE EXHAUSTION CYCLE



Source: National Child Traumatic Stress Network, Secondary Traumatic Stress Committee. (2011).

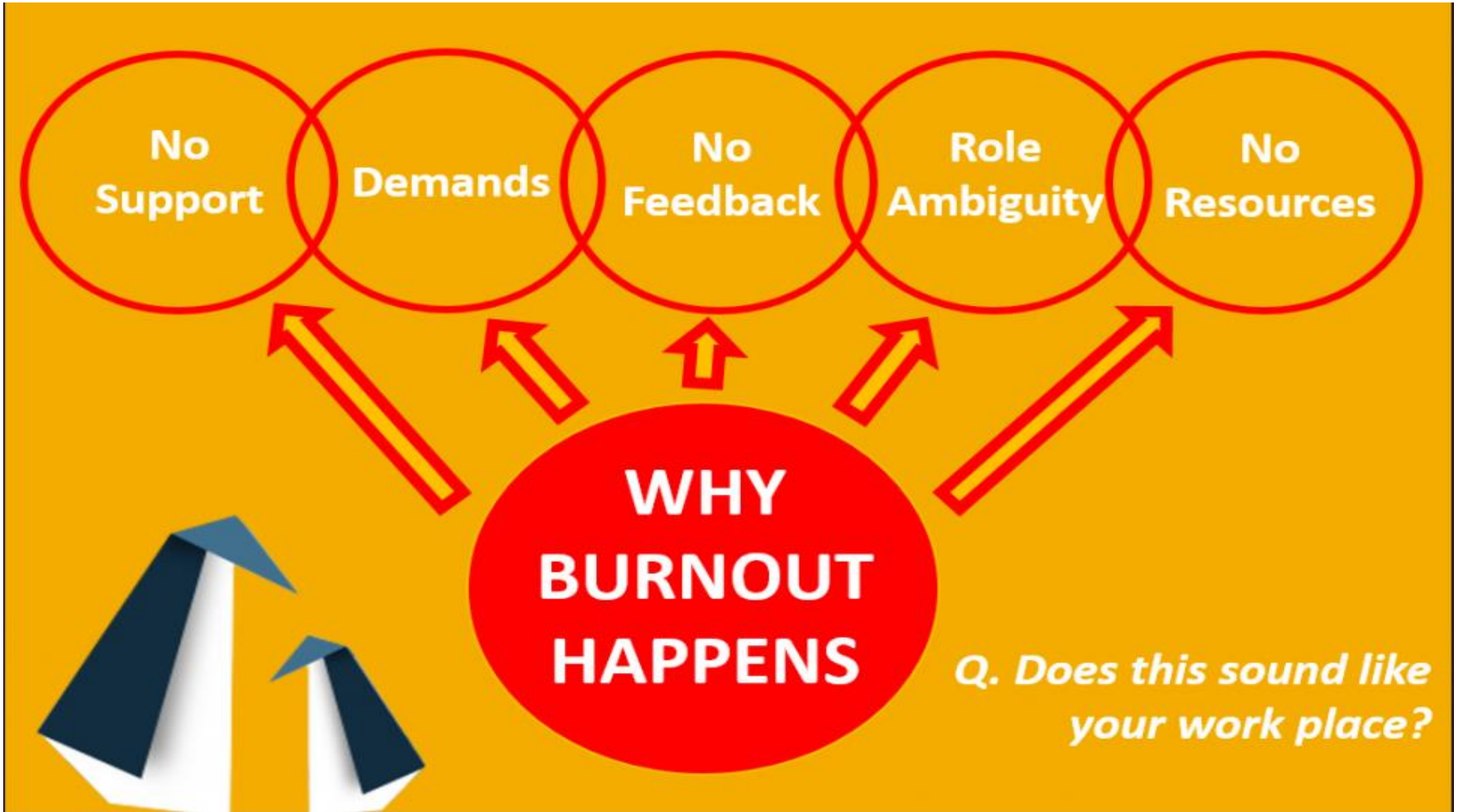


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Source: <http://blog.imonomy.com/prevent-employee-burnout-company-grows/>



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Replace the Negative Culture with a Compassionate Culture for All

Staff

- Build Staff Relationships
- Teach Skills (e.g. de-escalation)
- Support

Clients
Consumers
Families

- Build Relationships
- Teach Skills (exec. function)
- Support



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Create an Employee Protection Plan



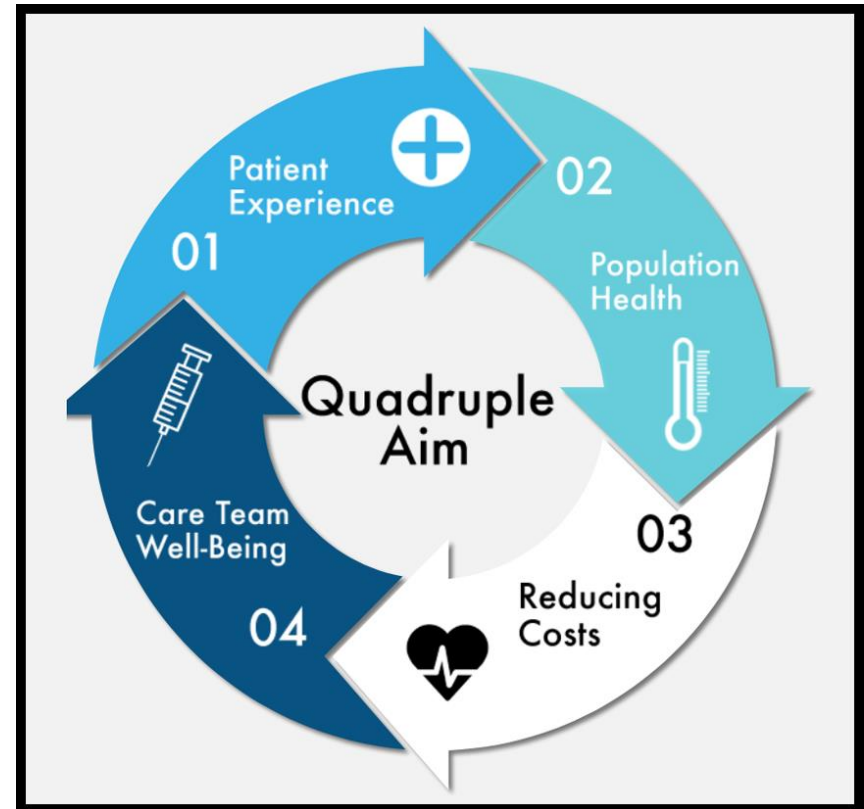
- Keep reasonable hours
- Allot breaks during the day
- Equip the team with the right tools
- Initiate friendly conversations
- Stock up your pantry
- Let your employees speak up
- Organize team building events
- Meet with your team regularly
- Schedule mental health days
- Give rewards and awards
- Provide and optimize supervision

Source: <https://gethppy.com/hr-infographics/employee-burnout-protection-plan>

Why Optimize Supervision?

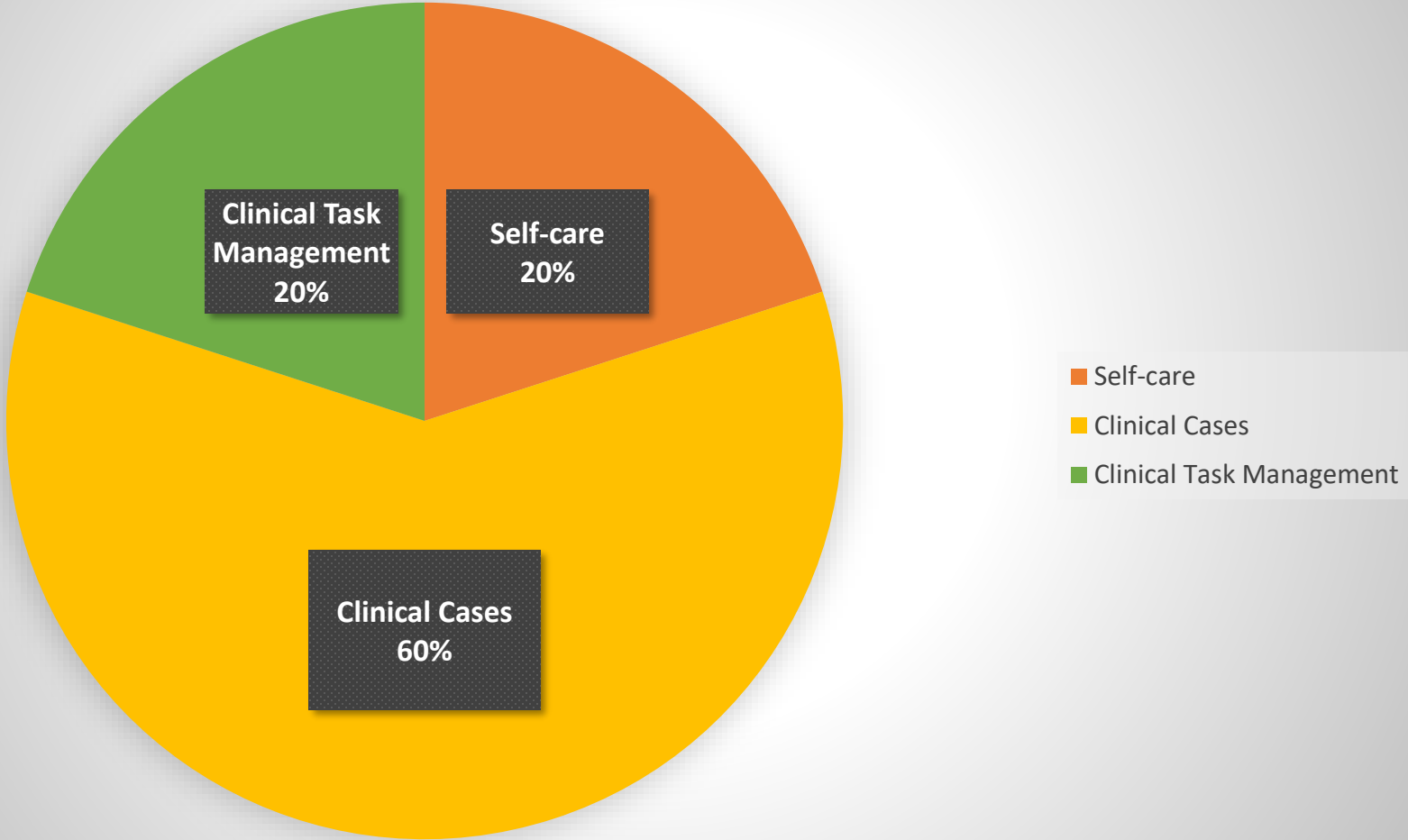
- **Supports the Quadruple Aim**

- Improved patient care
- Professional development
- Reduce burnout
- Accreditation, Regulatory and licensing bodies like and support it



Source: *The Era of the Quadruple Aim*, The Kinetix Group

Structure of Supervision



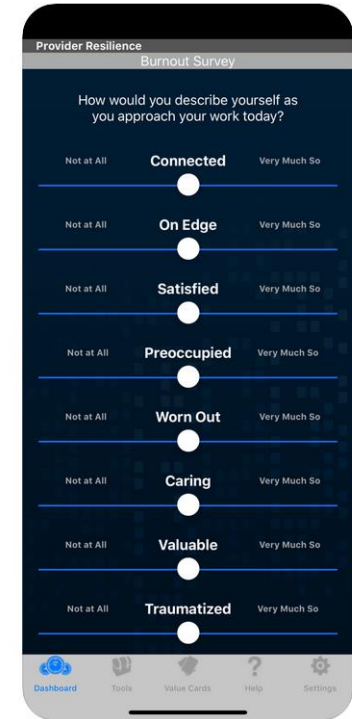
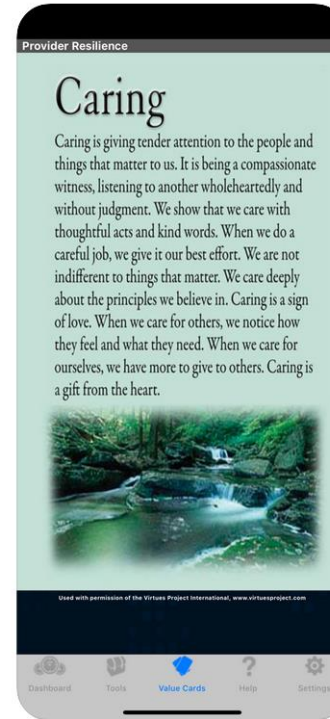
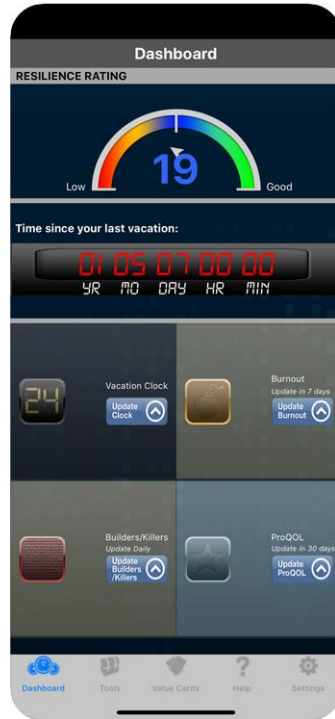


Provider Resilience 4+

National Center for Telehealth & Technology

★★★★★ 4.7, 9 Ratings

Free



Source: <https://www.health.mil/About-MHS/OASDHA/Defense-Health-Agency/Operations/Clinical-Support-Division/Connected-Health/mHealth-Clinical-Integration>



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The ABCs of Self Care

Awareness

- Of your own experiences
- Of your thoughts and feelings
- Of resources and support

Balance

- Professional Boundaries
- Work, play, rest
- Types of work

Connection

- To yourself
- To others
- To a bigger perspective – the bigger picture



What is a Self Care Plan?

- A ‘Self Care Plan’ refers to the activities that you have identified as important to your well-being and that you have committed to do on a regular basis to take care of yourself
- There is no “one-size-fits-all” self-care plan, but there are some general principles that will help you manage your self-care:
 - Take care of your physical health
 - Manage your stress and reduce it where possible
 - Honor your emotional and spiritual needs
 - Nurture your relationships
 - Find balance in your personal and work life



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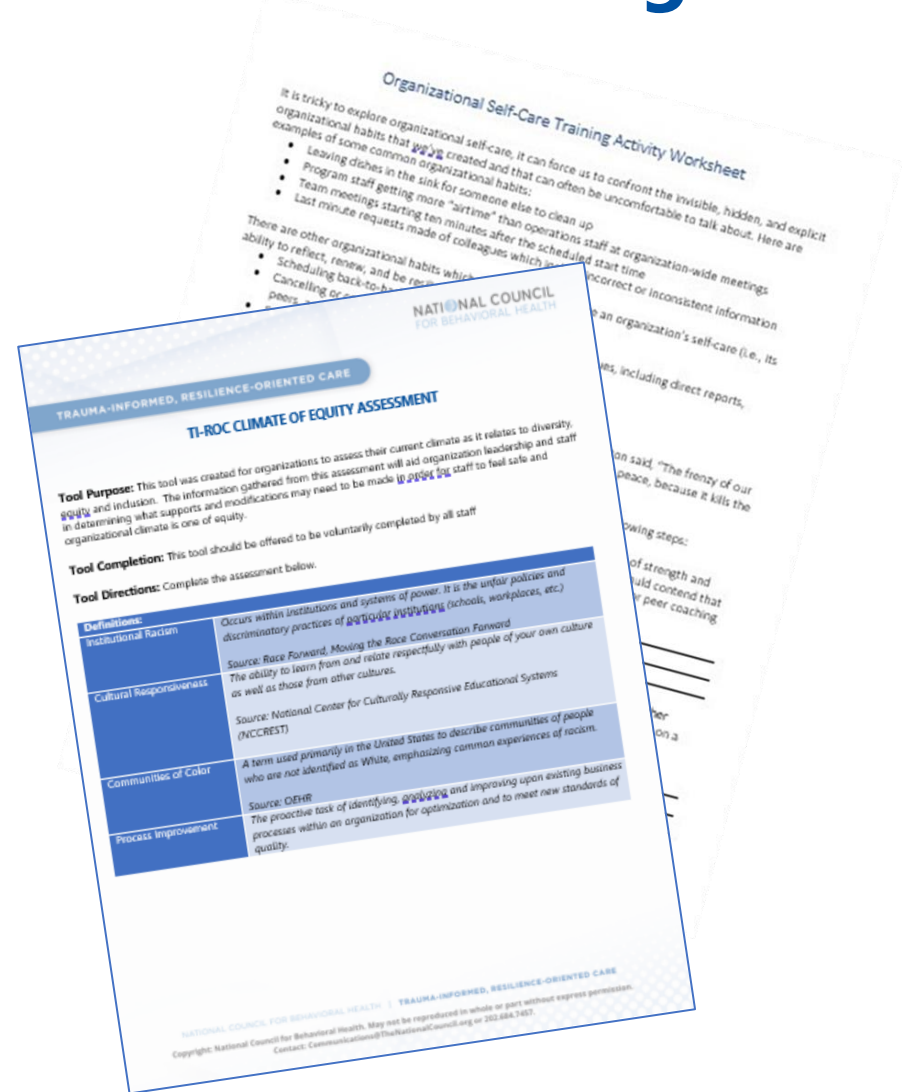
Stress Reduction Interventions

- Diaphragmatic / Deep Breathing
- Visualizations / Guided Imagery
- Progressive Muscle Relaxation
- Meditation
- Good Sleep Habits



Factors that Encourage Resilience Amongst Employees

- Feeling valued by the organization.
- Believing that their voice can be heard and matters.
- Feeling supported in their work.
- Believing they have the resources to do their jobs.



Questions?



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Thank you!

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Resources

- [TI-ROC Equity Climate Assessment](#)
- [Organizational Self-Care Training Activity Worksheet](#)
- [Health Equity and Racial Justice Webpage](#)
- <https://www.thebalancecareers.com/ask-right-to-hire-right-effective-interview-questions-1919135>
- <https://compassionresiliencetoolkit.org/staying-resilient-during-covid-19/>
- <http://www.nachc.org/>
- <https://nhsc.hrsa.gov/loan-repayment/index.html>
- <https://www.thenationalcouncil.org/>



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Upcoming CoE Events:

CoE Office Hours: Innovative Approaches for Recruiting and Retaining Your Workforce During COVID-19

[Register here for Office Hour](#) on Feb. 18, 3-4pm ET

CoE Office Hours: Strategies For Using Motivational Interviewing throughout the Pandemic

[Register here for Office Hour](#) on Feb. 25, 2-3pm ET

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Questions?

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