



NATIONAL ASSOCIATION OF

Community Health Centers



America's Voice for Community Health Care



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The NACHC Mission

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote the provision of high quality, comprehensive and affordable health care that is coordinated, culturally and linguistically competent, and community directed for all medically underserved populations.

Re-Imagining Care: Reducing Talent Burnout and Increasing Workforce Resiliency

NACHC National Webinar
June 25, 2020




Engage with your peers using the Chat feature.

Pose questions in the Q&A area. Let us know which speaker to direct your question to. You can also email us at Preparedness@nachc.org.





Take notes in the panel at the right side of your screen. They'll be emailed to you when the session ends!

Need technical assistance? Click the  button at the bottom of the screen and someone will help you with any issues you may have.



Our NACHC Team



Tom Van Coverden
President and CEO, NACHC



Rachel A. Gonzales-Hanson
Senior VP, Western
Operations, NACHC



Gerrard Jolly
Director of Career Advancement
Strategies, NACHC

Today's Speakers



Dr. Gerri Lamb, PhD, RN, FAAN

Professor; Director, Center for
Advancing Interprofessional Practice,
Education and Research, Arizona
State University, Phoenix, AZ



Dr. Porshia Mack, MD, MBA

Chief Medical Officer / Executive
VP, Tiburcio Vasquez Healthcare
Center



Scott Owens

Chief Workforce Officer, SPHR

Dr. Gerri Lamb, PhD, RN, FAAN

Professor and Director, Center for Advancing Interprofessional Practice, Education and Research at Arizona State University, Phoenix, AZ



Dr. Lamb is a Professor in Arizona State University's Edson College of Nursing and Health Innovation and the Director of ASU's Center for Advancing Interprofessional Practice, Education and Research.

Dr. Lamb received her doctorate in clinical nursing research from the University of Arizona. She has served in senior academic and clinical roles as Vice President of Community Services in the Carondelet Health System in Tucson and Associate Dean for Community Services at the University of Arizona.

Dr. Lamb is well known in the interprofessional community as past chair of the American Interprofessional Collaborative and most recently, co-chair of the National Center for Interprofessional Practice and Education's 2019 Summit. Her research and clinical areas of focus are care coordination of patients with complex care needs and high-performance teamwork in primary care. Most recently, her work has turned to preparing the healthcare workforce for team-based care and strategies to reduce stress and turnover in members of primary care teams.



Providers
Clinical Support
System

TAKING CARE OF THE COMPASSIONATE CARE TEAM

Conversations About Moral Resilience and Moral Distress

Gerri Lamb, PhD, RN, FAAN

Center for Advancing Interprofessional
Practice, Education and Research

Arizona State University

Daniel Miller, MD

Chief Graduate Medical Education & Behavioral
Health Integration

Hudson River Health Care, NY

June 25, 2020

Moral Distress

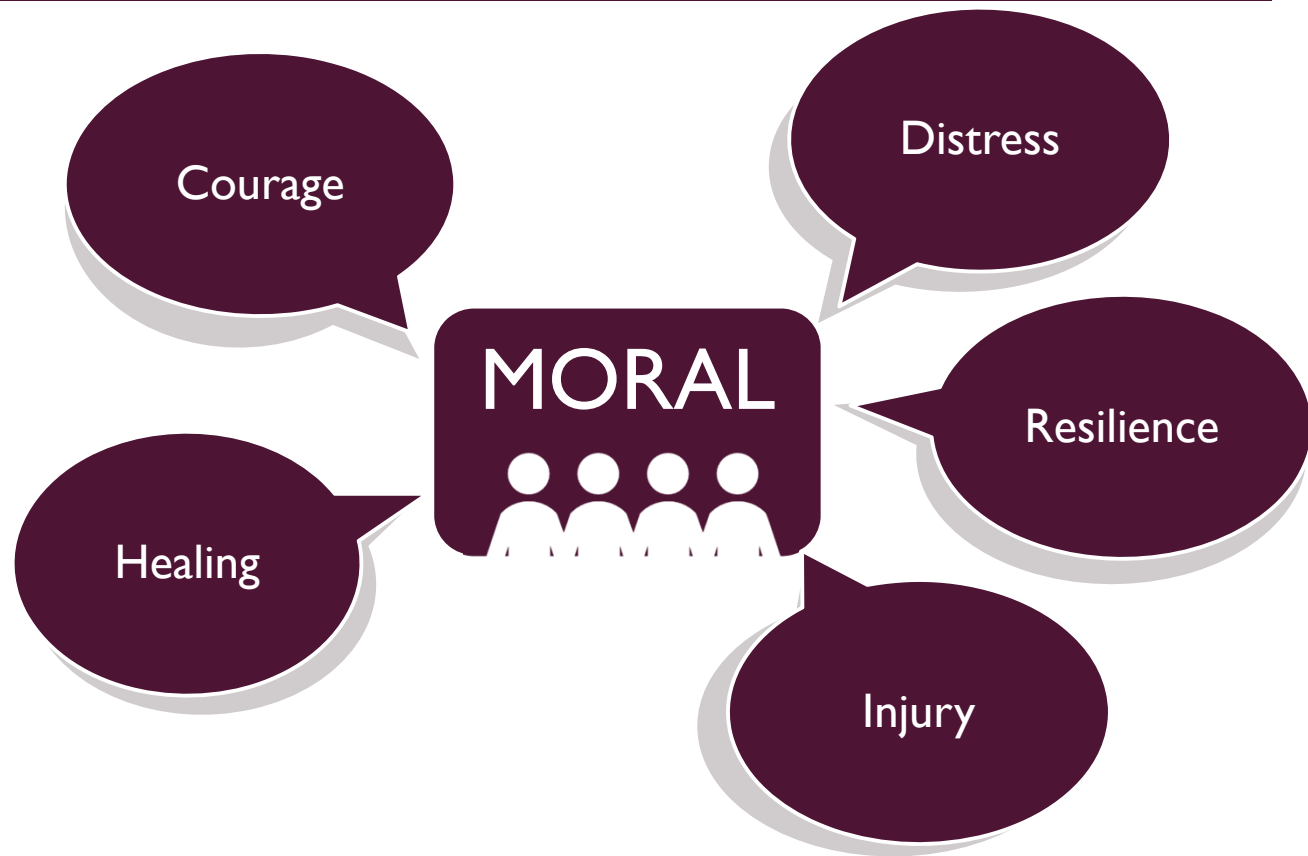
you know the right thing to do but you're not able to do it

Moral Courage

courage to do the right thing in spite of the risks

Moral Resilience

ability and willingness to take right action in the face of moral or ethical adversity



MORAL DISTRESS AND BURNOUT

Burnout is a syndrome characterized by high emotional exhaustion, high depersonalization (i.e. cynicism), and a low sense of personal accomplishment from work.

Research shows that **between 35 and 54 percent of U.S. nurses and physicians have substantial symptoms of burnout;** similarly the prevalence of burnout ranges between 45 and 60 percent for medical students and residents.

National Academies of Sciences, Engineering and Medicine, 2019, p. 1

FIVE THINGS YOU CAN DO TO PREVENT AND LESSEN MORAL DISTRESS



NAME IT



FIND TIME TO
TALK ABOUT IT



RECOGNIZE
EARLY CUES

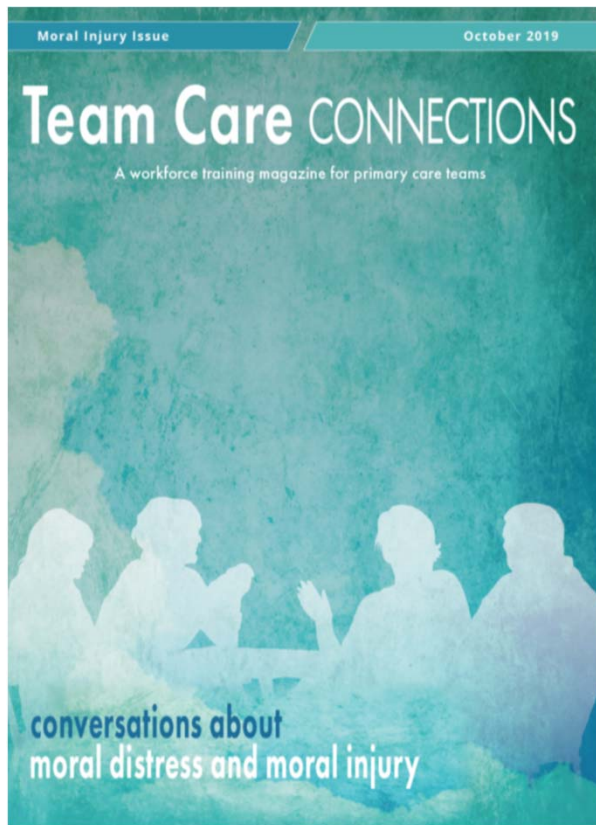


EDUCATE CLINICAL TEAMS
ABOUT PREVENTIVE
STRATEGIES



TRY TEAM EXERCISES IN
“CONVERSATIONS ABOUT MORAL
DISTRESS AND MORAL INJURY”

AN INVITATION



We would like to work with individuals and teams willing to try out one or more activities in Conversations about Moral Distress and Moral Injury and help us evaluate its usefulness and impact.

If you would be interested in working with us, please write your email address and name in the chat box.

Thank you!

<https://ipe.asu.edu/team-care-connections>

FOR INFORMATION OR TO RECEIVE THE MAGAZINE

Email

Gerri.Lamb@asu.edu

Email

teamcareconnections@asu.edu

Visit us on the web

ipe.asu.edu/team-care-connections

Dr. Porshia Mack, MD, MBA

Chief Medical Officer / Executive VP, Tiburcio Vasquez Healthcare Center



Dr. Porshia Mack joined TVHC as CMO in June 2017. As a board-certified pediatrician with a long history of working in Federal Qualified Health Centers, she is committed to the health of diverse low-income and underserved populations and is an advocate for social equity.

Dr. Mack began her career in pediatric medicine at Brookdale University Hospital and Medical Center in Brooklyn, New York. As a pediatric emergency room attendant, she oversaw pediatric care initiatives and managed pediatric and emergency medicine residents. To this day, she continues to serve as a hospitalist and urgent care attendant at UCSF Children's Hospital in Oakland.

Dr. Mack received her undergraduate training at Stanford University, attended medical school at the University of Kansas, and completed her MBA at the University of San Francisco. Dr. Mack is a member of the American College of Physician Executives, the American Academy of Pediatrics, and the National Medical Association.

Reducing Talent Burnout & Increasing Workforce Resiliency: Healthcare Staff

Tiburcio Vasquez Health Centers (TVHC)

Dr. Porshia Mack, MD, MBA-Executive VP/CMO

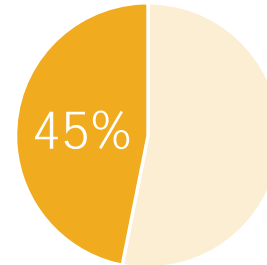


TVHC

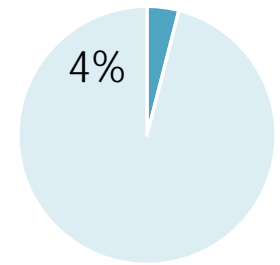


LOCATED IN SAN FRANCISCO BAY AREA

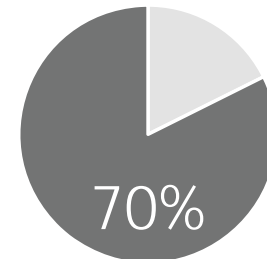
RESPONSIBLE FOR
30K
LIVES



0-18
YEARS OLD



> 65
YEARS OLD



LATINO

SURVEY OF HEALTH CARE STAFF



COVID-19

- Having access to appropriate PPE;
- Being exposed to COVID-19 at work and taking the infection home to family;
- Support systems if infected with COVID.



Racial Disparity

- Wanting to make a difference but not knowing how
- Worries about own implicit bias;
- Systemic racism & Social determinants of health & Health care disparities.



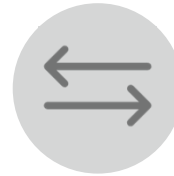
Economic Uncertainty

- Is my organization financially stable?
- Is my job or family member's job secure?

COMMUNICATION



Communicate with your coworkers, supervisors, and employees about stressors



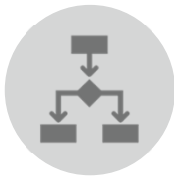
Recognize some changes are permanent



Talk openly about how the pandemic is affecting your work and home life



Share mental health resources



Identify job factors that cause stress and together identify solutions

Health care staff want unambiguous assurance that their organization will support them. You can summarize their requests as: **Hear me, protect me, prepare me, support me and care for me.**”

Connectivity and Remote Work

- Check in regularly with colleagues, peers and supervisors.
- Virtual Coffee time/Happy hour
- Encourage staff to set an agenda for the day and create a regular routine.
- Remember to take breaks/outdoor time.
- If there are other people in home (partner, children, roommates), acknowledge that there might be distractions.
- Be flexible and understanding with coworkers, family and yourself.



“UNPRECEDENTED TIMES”

Remind yourself & staff that everyone is in an unusual situation with different resources



CONTROL

WHAT CAN BE CONTROLLED?

- Re-entry task force
- A “safer” work space
- Putting self care in the forefront
- Continue remote work
- Access to executives
- Keeping routines: sleep, healthy meals, limiting news & social media
- Offering Mental health options
- Offering substance misuse options

WHAT CAN'T BE CONTROLLED?

- A COVID cure or vaccine
- Staff fear*
- The economy*
- A new, post-COVID world*



AFTER: LEARNING FROM A CRISIS TO BE AN EVEN MORE RESILIENT AND EFFECTIVE ORGANIZATION IN THE FUTURE



Debrief by department and profession

Catalog what was learned and update protocols

Identify new after-crisis needs to facilitate recovery and restoration

Honor the dedication, commitment and sacrifice of entire health care staff

RESOURCES

How to support health care workers:

<https://med.stanford.edu/news/all-news/2020/04/how-to-support-health-care-workers-battling-covid-19.html>

<https://www.theschwartzcenter.org/covid-19>

<https://thriveglobal.com/categories/first-responders-first/>

<https://www.ama-assn.org/delivering-care/public-health/caring-our-caregivers-during-covid-19>

<https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/>

Next steps:

<https://www.ama-assn.org/delivering-care/public-health/caring-our-caregivers-during-covid-19>

https://www.cdc.gov/coronavirus/2019-ncov/hcp/mental-health-healthcare.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fcommunity%2Fmental-health-healthcare.html



TIBURCIO VASQUEZ
Health Center

Scott Owens

Chief Workforce Officer, SPHR



With Mountain Family since 2013, Scott is certified as a Senior Professional in Human Resources (SPHR) and in the Society for Human Resources Managers (SHRM-CP).

He also brings extensive experience in management and sales, as well as years in the hospitality industry. A Michigan native, Scott received his degree in Interpersonal and Public Communication from Central Michigan University.

Off the job, Scott enjoys time with his wife and two daughters, and the abundance of activities the mountains offer.



Setting the STAGE

Leadership in the Face of Uncertainty

So many changes and developments

- COVID
- Protests
- Schools and Day Care Closing
- Furloughs and Layoffs
- New laws, new standards, new practices
- Telehealth
- Virtual Meetings
- And on and on



- Recognize the mental shift from a controlled environment into a more chaotic environment
- Discover opportunities to thrive
- Create personal ownership within your team

Set the STAGE of Leadership

- S-tandards (the level of quality behavior we provide to the team and organization)
- T-rust (a team that trusts it will succeed and trusts each other)
- A-cknowledgments (team-supported recognition program)
- G-oals (daily, short-term, long-term)
- E-xcellence (Follow up, performance management, health)



Standards

- Communication – How will we communicate as a team?
- Operations – What is the plan to insure the job gets done?
- Culture – What are the new “norms” to be set as a team?



- 1 on 1 (personal check-ins) meetings
- Team Meetings (formal and casual)
- Schedules (being available)
- Behaviors (Pajamas or no pajamas)
- Talking about and recognizing differences
- Uniting under our similarities

Trust

- Put away the management micro-scope
- Getting things done vs how they get done
- Check your stigmas



- Invite your team into your world, share your goals and challenges. You are human too. Be vulnerable.
- Ask to be invited into their world, how do they best work to meet expectations. What are their motivations
- Provide Flexibility with schedules and work times.
- Embrace Creativity
- Working remote does not mean working from home

Acknowledgment

- Meaningful and ongoing
- Reinforce good behaviors
- Provide regular reassurance in an uncertain world



- Thank you notes (Reinforce good behaviors)
- Time off
- Gratitude sharing (promotes reassurance)
- Create development plans with each employee

Goals

- Daily
- Short-Term (1-3 months)
- Long-Term (3-9 months)
- SMART



- Organizational
- Department
- Individual
- Use tools like Outlook to organize and/or HRIS

Excellence

Bring it all together
Follow-up
Manage Performance
Make health and safety a priority



- Take the breaks, go outside
- Wellbeing Programs (EAP)
- Exercise
- Provide regular reassurance
- Your health and there's must be a priority
- Embrace the joys of worlds colliding

It's all Connected

Your team will never tire of

- Communication
- Recognition
- Solicited feedback



- Make it yours



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Thank you

COVID-19 Resources Found at nachc.org/coronavirus/



Centers for Disease Control Coronavirus (COVID-19) resources page – includes strategies for optimizing the [supply of PPE](#)



Health Resources and Services Administration (HRSA) Health Center Program COVID-19 Frequently Asked Questions (FAQ) – includes Federal Torts Claim Act (FTCA) updates



Centers for Medicare and Medicaid Services (CMS) FAQs – includes information on diagnostic lab services and hospital services



NACHC's Coronavirus webpage – information, event postings, and resources for health centers; NACHC also manages the resources below



NACHC's Elevate learning forum – evidence-based practices, tools and protocols for the health center response to COVID-19

Health centers sign up @ bit.ly/2020ElevateCHC

PCAs, HCCNs, and NCAs sign up @ bit.ly/2020ElevatePCA-HCCN-NCA



Health Center Resource Clearinghouse Priority Page COVID-19 –training events and tailored materials for serving special populations healthcenterinfo.org



Consolidates information from many sources in an easily-searchable format; enables health centers, PCAs, and HCCNs to share info and questions

To join, contact Susan Hansen at shansen@nachc.org.

Have more questions?

Email us at
Preparedness@NACHC.org
and we'll get them answered!