

# VIRTUAL 2021 BIENNIAL WORKFORCE SUMMIT

**MAY 26-27: 12-5 P.M. ET**

Presented by Association of Clinicians for the Underserved's STAR<sup>2</sup> Center, Community Health Center, Inc., and the National Association of Community Health Centers



# Welcome!



# Reengaging and Rebuilding a Thriving Workforce

May 27<sup>th</sup> 12:15pm Eastern



# Session Speakers



**Torey Mack, MD**  
Deputy Associate Administrator  
Bureau of Health Workforce (BHW)



**Matt Bennett, MBA, MA**  
Trainer, Speaker, Author:  
*Connecting Paradigms*



**Eileen Barrett, MD, MPH, FACP, FHM**  
University of New Mexico





# Supporting Resilience in the Health Center Workforce

## 2021 Biennial Workforce Summit

*May 27, 2021*

**Torey Mack, MD**  
**Deputy Associate Administrator**  
**Bureau of Health Workforce (BHW)**

**Vision: Healthy Communities, Healthy People**





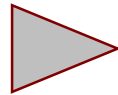
# Bureau of Health Workforce

**MISSION** Improves the health of underserved populations by

- ▶ strengthening the health workforce
- ▶ connecting skilled professionals to communities in need



**EDUCATION**

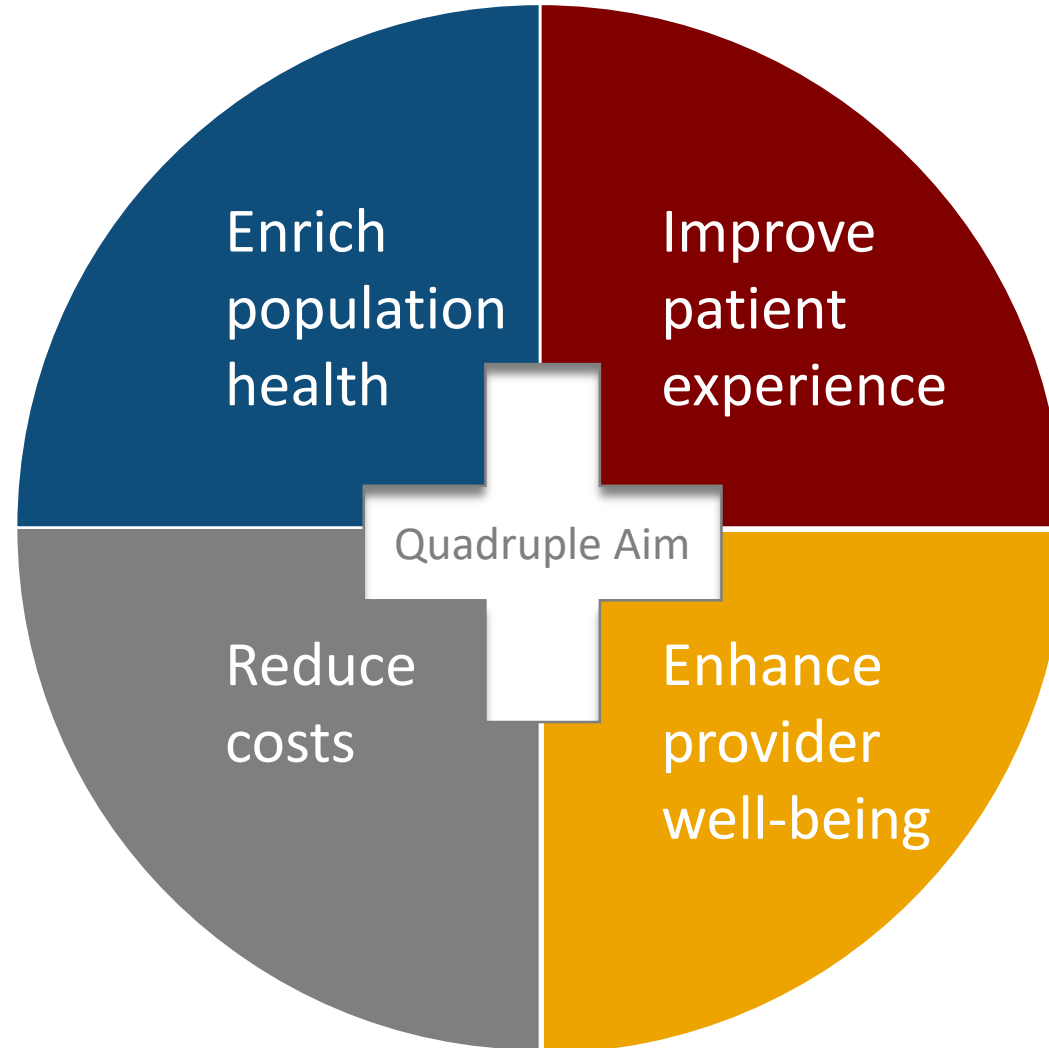


**TRAINING**



**SERVICE**

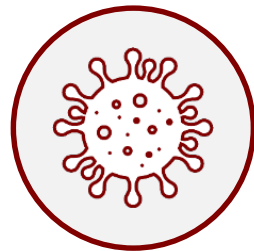
# The Quadruple Aim in Health Care



# COVID-19 and Provider Burnout



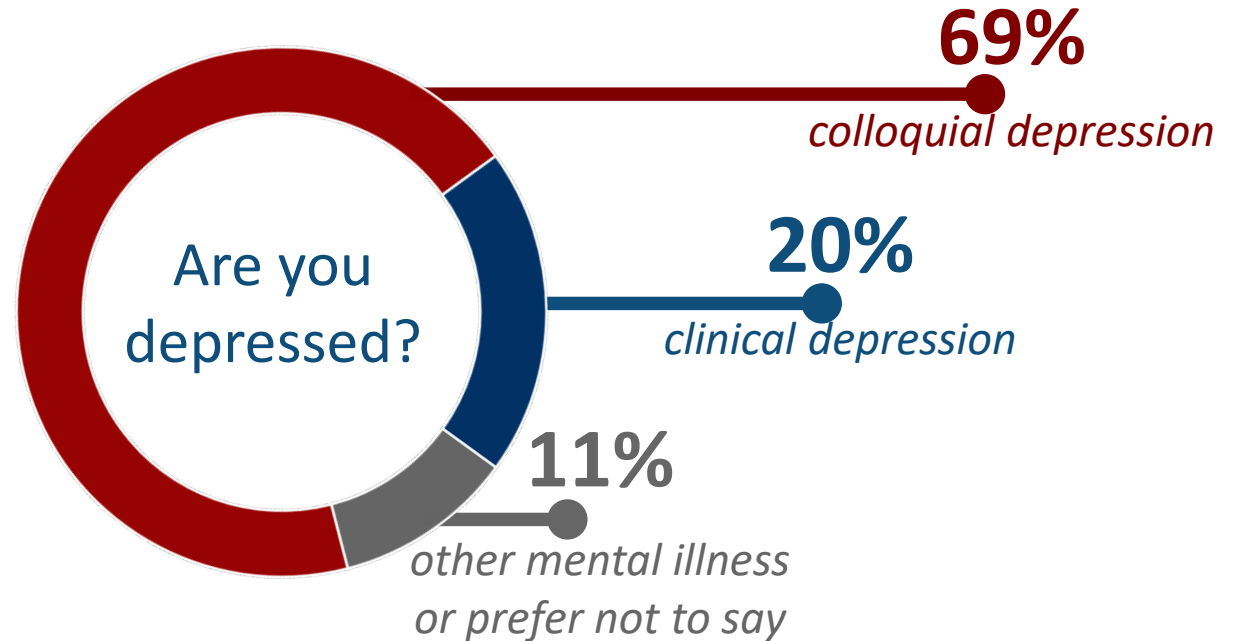
Rates of  
burnout



**35-54%**  
*in 2019*

**vs.**

**76%**  
*in Sept 2020*



Physician Burnout & Moral Injury: The Hidden Health Care Crisis (Infographic)  
<https://nihcm.org/publications/physician-burnout-suicide-the-hidden-health-care-crisis>



# American Rescue Plan: Workforce Resilience



**\$120 M**

Forthcoming

Resiliency Workforce Training

Promoting Health Workforce Provider Resilience and Wellness

Workforce Resiliency Technical Assistance Center



# How HRSA Can Help Improve Provider Well-Being

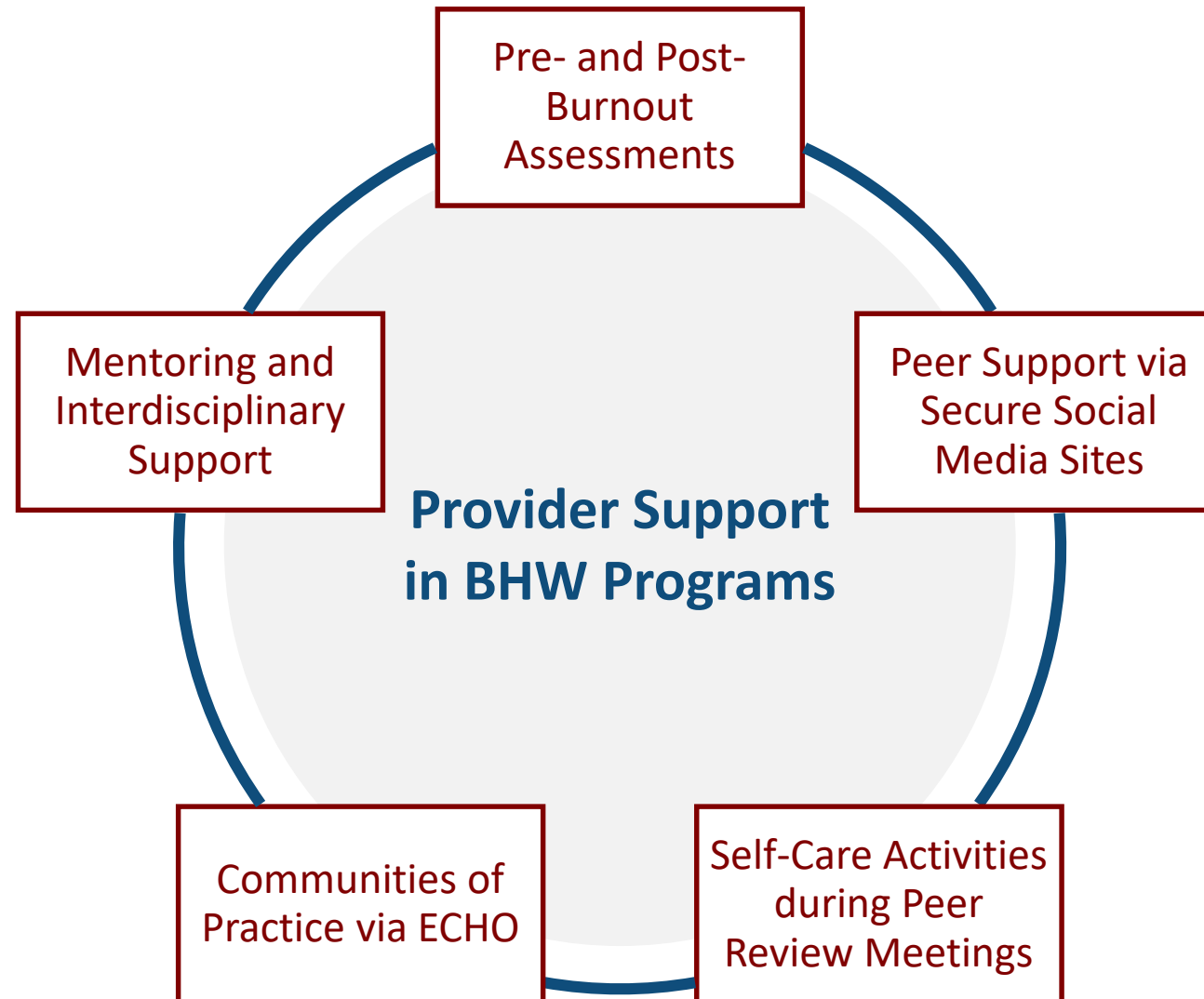


ACICBL\* recommends that HRSA...include specific language in their notices of funding opportunities to **develop evidence-based practice models that prevent burnout and foster individual/team wellbeing, resilience, and retention** to advance the Quadruple Aim in interprofessional collaborative practice. ”

\*ACICBL = Advisory Committee on Interdisciplinary Community-Based Linkages  
17<sup>th</sup> Report to the Secretary of Health and Human Services and the U.S. Congress (August 2019)



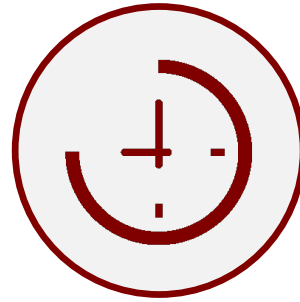
# Provider Wellness Program Models



# Provider Wellness Examples— Primary Care Training and Enhancement Program



Instructional  
materials in  
self-management



Course time to  
develop and implement  
self-care plans



Wellness retreat  
on burnout and  
resilience

# HRSA's Workforce Well-Being Initiative

**GOAL: Develop and administer a health center provider and staff survey to collect, analyze, and disseminate national data on health center workforce well-being, satisfaction and burnout, and to provide targeted technical assistance.**

## Phase 1: (2019-2021)

- Review the literature and evaluate existing surveys
- Conduct workforce listening sessions
- Convene a Technical Advisory Panel
- Develop a workforce well-being survey
- Conduct cognitive testing of the survey
- Conduct pilot testing of the survey
- Institute a Health Center Learning Collaborative focused on workforce well-being

## Phase 2: (2021 and beyond)

- Administer the workforce well-being survey
- Analyze data
- Disseminate findings and promising practices
- Use survey data to provide targeted training and technical assistance
- Expand and improve health center activities to support the workforce and promote workforce recruitment, retention, and quality of care



# Clinician Burnout Research Studies

## At Health Workforce Research Centers

### University of Michigan

- Impact of COVID-19 on presenteeism, absenteeism, and burnout associated with behavioral health conditions for frontline health care workers

### University of North Carolina at Chapel Hill

- Proven strategies for reducing burnout and increasing mental health and well-being of health care providers
- Developing a better understanding of factors leading to, consequences of, and ways to reduce clinician burnout
- Understanding factors leading to staff turnover among RNs



# Clinician Burnout Research Studies (con't)

## At Health Workforce Research Centers

### George Washington University

- Utilization of medical scribes and their impact on clinician burnout and provider satisfaction in Community Health Centers (CHCs)

### University of California, San Francisco

- Staff turnover in home health

### University of Washington

- Wage consequences of illness and burnout in the allied health workforce
- Resilience, burnout and the potential burden of being under represented in health professions programs





# Additional Information

## Primary Health Care Digest



- Promising practices
- Assessment tools
- Trainings
- Presentations
- Articles
- Resources

volume 1 <https://content.govdelivery.com/accounts/USHSHRSA/bulletins/242715b>

volume 2 <https://content.govdelivery.com/accounts/USHSHRSA/bulletins/243b90e>



# Improving Health Care

“

Any health care organization that recognized it had a system issue that **threatened quality of care, eroded patient satisfaction, and limited access to care** would rapidly mobilize organizational resources to address the problem. **Burnout is precisely such a system issue.** ”

Shanafelt, TD, and Noteworthy, JH. Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout. *Mayo Clinic Proceedings*, January 2017; 92(1):129-146.

# Contact Us

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# Connect with HRSA

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What is happening to us?



# Leading Professions for Burnout

1. Physicians
2. Nurses
3. Social work/social services
4. Teachers
5. Principals
6. Lawyers
7. Police officers





# Connecting Stress to Outcomes



# Job Demands

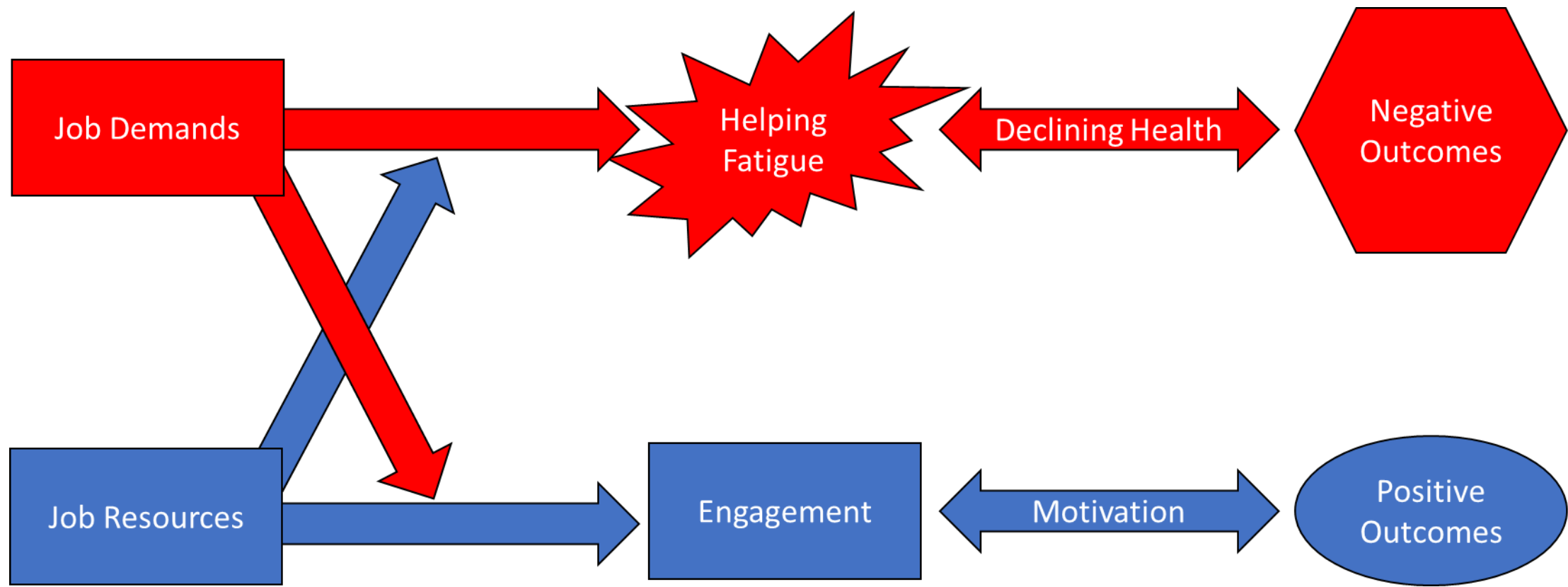
Physical, social, emotional, or organizational aspects of a job that require sustained effort are associated with certain physiological and psychological costs



# What is in your cup?

- Managing the job demands
  - Job Demands (workload distress, empathetic intensity, & moral distress)
  - Helping Fatigue (burnout, trauma, & moral injury)
- Stress intensifiers
  - Duration
  - Uncertainty
  - Importance
- Traumatic Event - Events involving intense stress that overwhelms the nervous systems capacity to cope. Results in an existence dominated by the trauma for a period of time.
- Chronic Trauma - Living in high stress environment and in the shadow of the threat of traumatic events occurring at any time.





Job Demands

Helping Fatigue

Declining Health

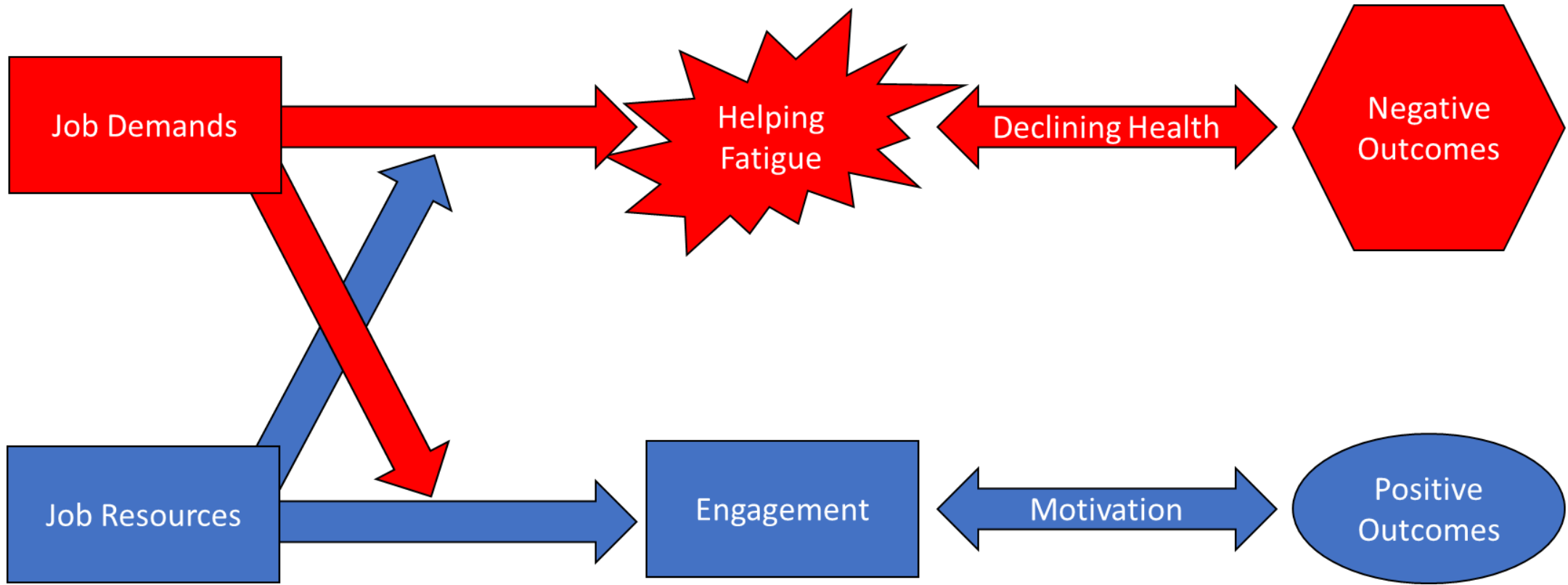
Negative Outcomes

Job Resources

Engagement

Motivation

Positive Outcomes







# Reengaging and Rebuilding a Thriving Workforce

Eileen Barrett, MD, MPH, SFHM, MACP

@EileenBarrettNM

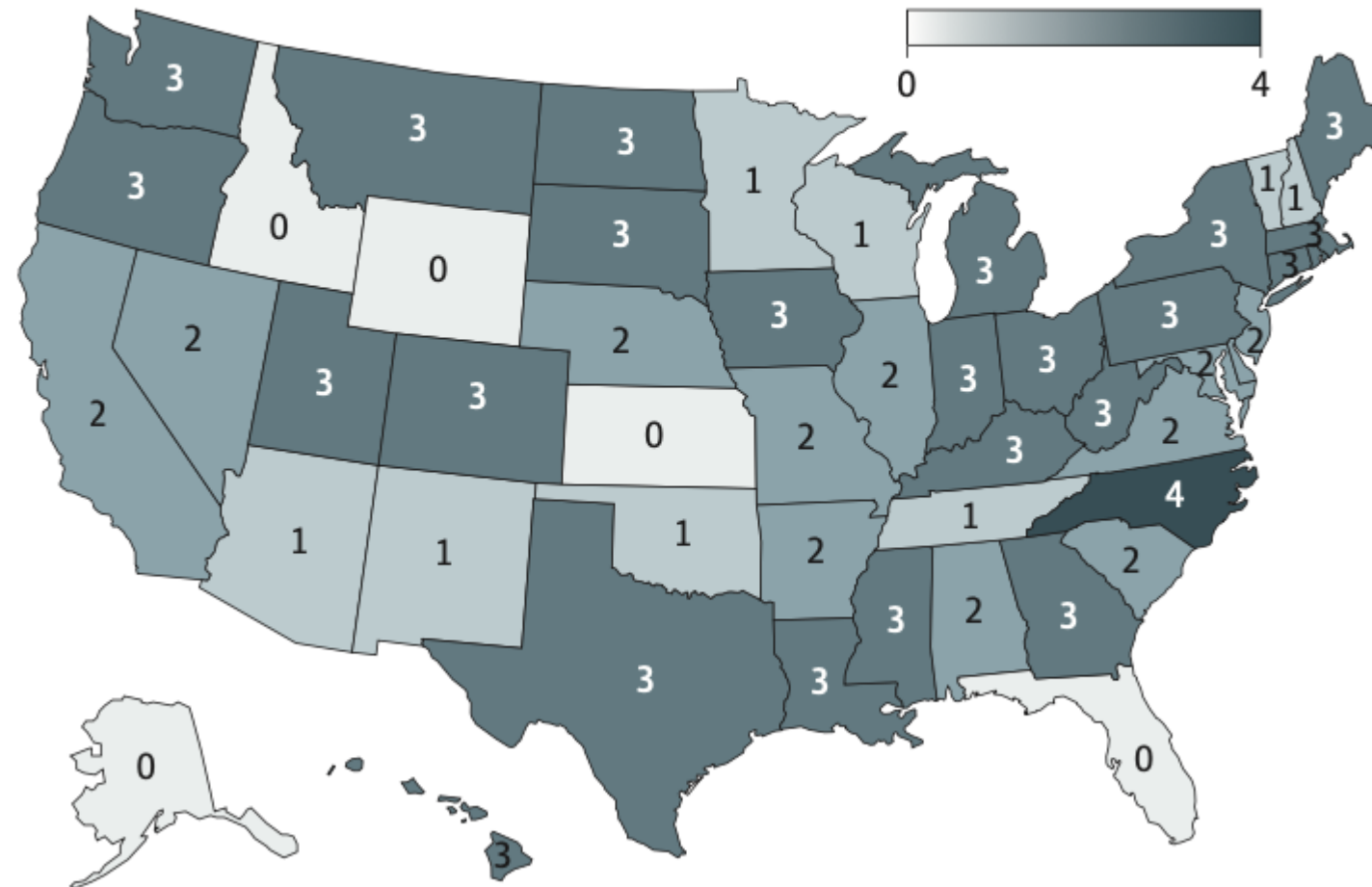
University of New Mexico



Do you know a healthcare worker who did not seek mental health care because they were worried about their license?



**Figure. Consistency of State Board Applications With the Federation of State Medical Boards Recommendations on Physician Wellness and Burnout**





Send an email right now to ask the credentialing and HR staff what questions are asked on job and credentialing applications

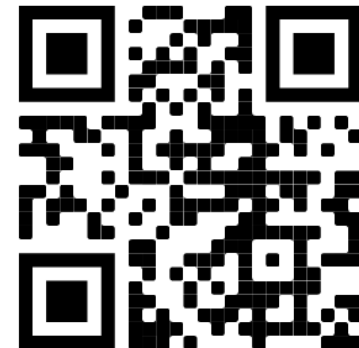




# The Emotional PPE Project

All Services Provided Through The Emotional PPE Project Are Free Of Charge.

*The Emotional PPE Project is a directory that provides contact information of volunteer mental health practitioners to healthcare workers whose mental health has been impacted by the COVID-19 crisis.*



Q&A | JANUARY 2016

## 'The pause' allows for moment of silence after a patient death

The RN who developed it sees it as "a means of honoring a patient after they pass away".





## Learn more about meditation

- [How Headspace works](#)
- [How to meditate](#)
- [The many benefits of meditation](#)
- [Meditation](#)
- [Types of meditation](#)
- [How to find the best time to meditate](#)
- [Basic meditation](#)
- [One-minute meditation](#)
- [5-minute meditation](#)
- [10-minute meditation](#)





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**Original Investigation** | Health Policy

# Assessment of Physician Sleep and Wellness, Burnout, and Clinically Significant Medical Errors

Mickey T. Trockel, MD, PhD; Nikitha K. Menon, BA; Susannah G. Rowe, MD, MPH; Miriam T. Stewart, MD; Randall Smith, BS; Ming Lu, MQF; Peter K. Kim, MD; Mariah A. Quinn, MD, MPH; Elizabeth Lawrence, MD; Daniel Marchalik, MD; Heather Farley, MD; Patricia Normand, MD; Mila Felder, MD, MS; Jessica C. Dudley, MD; Tait D. Shanafelt, MD



What can your clinic do to help support clinicians' sleep?



# Provide tools for improved sleep



What policies do you have to help clinicians disconnect from work?



# How can we disconnect from work?

- Model best behaviors
- Reduce email burden through labeling
  - Response requested
  - Informational
- Setting group standards for work email
  - Auto-replies? 7-6 only? Weekends?
- Track vacation days



# How can we disconnect from work?

- Harmonize the work
  - Online mandatories during an existing meeting?
  - Leadership training during existing meetings
    - Conflict management
    - Building relationships
    - Leading with empathy
    - Time management hacks



*The* NEW ENGLAND JOURNAL *of* MEDICINE

Perspective  
NOVEMBER 8, 2018

## Getting Rid of Stupid Stuff

Melinda Ashton, M.D.





- Provide widescreen monitors
- Minimize interruptions
- Put printers where they are needed
- On-board meaningfully
- Ease prescribing burden
- Provide employ 'at the elbow' help

## ORIGINAL RESEARCH

# A Prescription for Note Bloat: An Effective Progress Note Template

Daniel Kahn, MD<sup>1\*</sup>, Elizabeth Stewart, MD<sup>2</sup>, Mark Duncan, MD<sup>1</sup>, Edward Lee, MD<sup>1</sup>, Wendy Simon, MD<sup>1</sup>, Clement Lee, MD<sup>1</sup>, Jodi Friedman, MD<sup>1</sup>, Hilary Mosher, MD<sup>3</sup>, Katherine Harris, MD<sup>3</sup>, John Bell, MD, MPH<sup>4</sup>, Bradley Sharpe, MD<sup>5</sup>, Neveen El-Farra, MD<sup>1</sup>

<sup>1</sup>Department of Medicine, David Geffen School of Medicine, University of California, Los Angeles; <sup>2</sup>Division of Hospital Medicine, Alameda Health System, Oakland, California; <sup>3</sup>Department of Internal Medicine, Carver College of Medicine, Iowa City, Iowa; <sup>4</sup>Department of Internal Medicine, Division of Hospital Medicine, University of California, San Diego; <sup>5</sup>Department of Medicine, Division of Hospital Medicine, University of California, San Francisco.



What's the hardest part about the EMR?



< Search



# Three Good Things - A Ha...

Asher Dale

GET



4.8 ★★★★★

221 Ratings

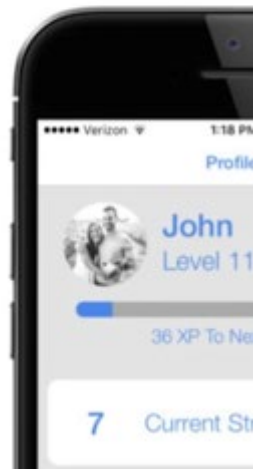
4+

Age

Become happier by recording good things that happen to you



Track your progress and personalize



Send a thank you text to a colleague for something they have done for you



What diagnoses most overwhelm your clinicians?





## **Essentials of Good Pain Care: A Team-Based Approach**

Organize your practice to safely manage acute and chronic pain



ONLINE FIRST APRIL 25, 2018 – ORIGINAL RESEARCH

“We’ve Learned It’s a Medical Illness, Not a Moral Choice”:  
Qualitative Study of the Effects of a Multicomponent Addiction Intervention  
on Hospital Providers’ Attitudes and Experiences

Honora Englander, MD<sup>1,2\*</sup>, Devin Collins, MA<sup>1</sup>, Sylvia Peterson Perry, MD, MPH<sup>1</sup>, Molly Rabinowitz MD, MPH<sup>1</sup>,  
Elena Phoutrides, MD, MPH<sup>1</sup>, Christina Nicolaidis, MD, MPH<sup>1,3</sup>

<sup>1</sup>Oregon Health & Science University, Portland, Oregon; <sup>2</sup>Central City Concern, Portland, Oregon; <sup>3</sup>School of Social Work, Portland State University, Portland, Oregon

Journal of  
Hospital Medicine



## Original Research

# Palliative care training and associations with burnout in oncology fellows

Sarah Schellhorn Mougalian, MD,<sup>1</sup> David S. Lessen, MD,<sup>2</sup> Randy L. Levine, MD,<sup>3</sup> Georgia Panagopoulos, PhD,<sup>4</sup> Jamie H. Von Roenn, MD,<sup>5</sup> Robert M. Arnold, MD,<sup>6</sup> Susan D. Block, MD,<sup>7,8</sup> and Mary K. Buss, MD, MPH<sup>8,9</sup>





Have your healthcare workers been harassed by patients?





Editorials | 15 September 2020

# Addressing Patient Bias Against Health Care Workers: Time for Meaningful Change

Christine Grady, RN, PhD  , Amina White, MD, MA 

[Author, Article and Disclosure Information](#)

<https://doi.org/10.7326/M20-4542>

**Annals of Internal Medicine<sup>®</sup>**





# Questions?

