



Workforce Professional Development Series

*Session 1: Manager Training
Thursday, December 15, 2022*

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician Support

Recruitment & Retention

National
Health
Service Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

www.chcworkforce.org

Contact us: info@chcworkforce.org

HOUSEKEEPING



- This session is being recorded and the **recording** will be sent via email to everyone who registered
- Use the **Chat** box to ask questions and share comments and thoughts
- Send a message to **Mariah Blake** if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session



PURPOSE OF THE WORKFORCE PD SERIES



To provide a space for professional development and collaboration to support your workforce recruitment and retention efforts.

HOW WILL WE ACCOMPLISH OUR PURPOSE?



ACU
ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED



Professional Development & Train the trainer sessions

Learn how to use resources at your health centers & present content and use STAR² Center resources in your workforce TTA programs

Building your network

Build a community with other workforce leaders and become comfortable leaning on one another for support

Keeping you informed

As a workforce leader and trainer, you benefit from knowing what your colleagues are experiencing and hearing about promising practices

Bringing you inspiration

Let the conversations inspire you to do your work in new ways and re-energize your spirit

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For what type of
organization do you
work?

- PCA
- HCCN
- Health Center
- Other – I will let you know in chat!



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How long have you been involved in workforce at your organization?

- I'm new! Less than one year
- 1-3 years
- 3-5 years
- More than 5 years



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How much do you know about manager training plans?

- I'm an expert – I should probably be giving this presentation
- I know a fair amount
- I know...some....
- What plans?





MANGER TRAINING

Core Components

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

Policies that
Support Diversity
& Cultural
Respect

MANGER TRAINING PLAN

Why?



Managers play a **SIGNIFICANT** role in the retention of employees and the overall employee experience!

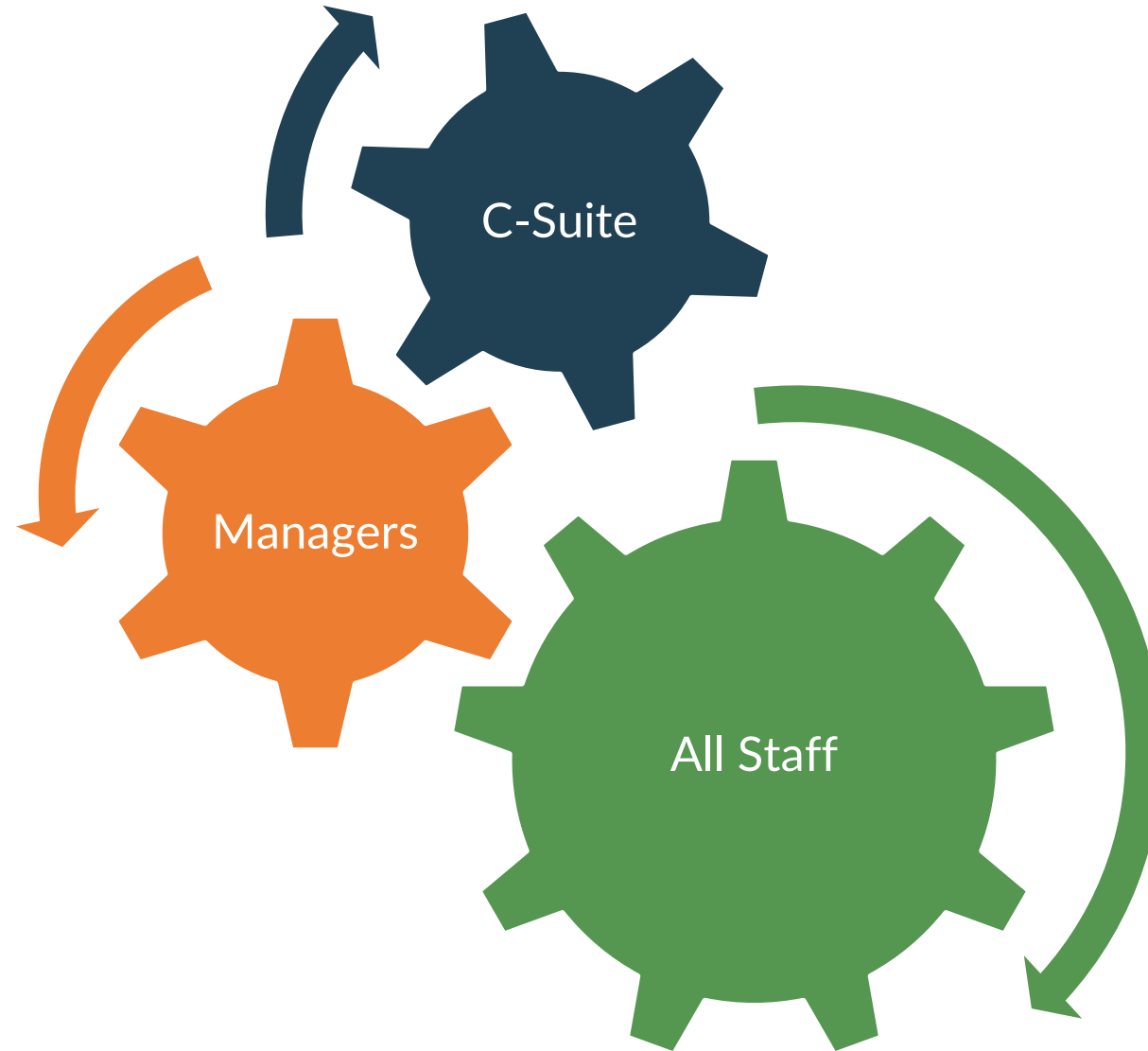
57% say they have quit a job because of a bad boss, and of those who stayed, one-third seriously considered leaving.

50% of employees feel their own performance would improve if their boss received the right kind of manager training.

30% of managers are toxic, actively undermining the efficacy, dignity and ultimately self-worth of employees.

MANGER TRAINING PLAN

Why?



MANGER TRAINING PLAN

Why? What Can It Accomplish?



Enable a Strong Company Culture



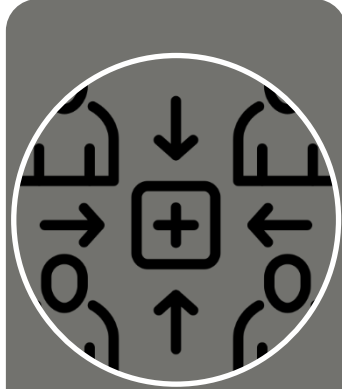
Cascade the Right Knowledge and Skills



Transform Strategy into Results



Empower Team Members



Improve Employee Engagement



Increase Self-Awareness Among Management



Help Everyone Achieve their Full Potential



BUILD A BUSINESS CASE

Define the Value of Retention with Data



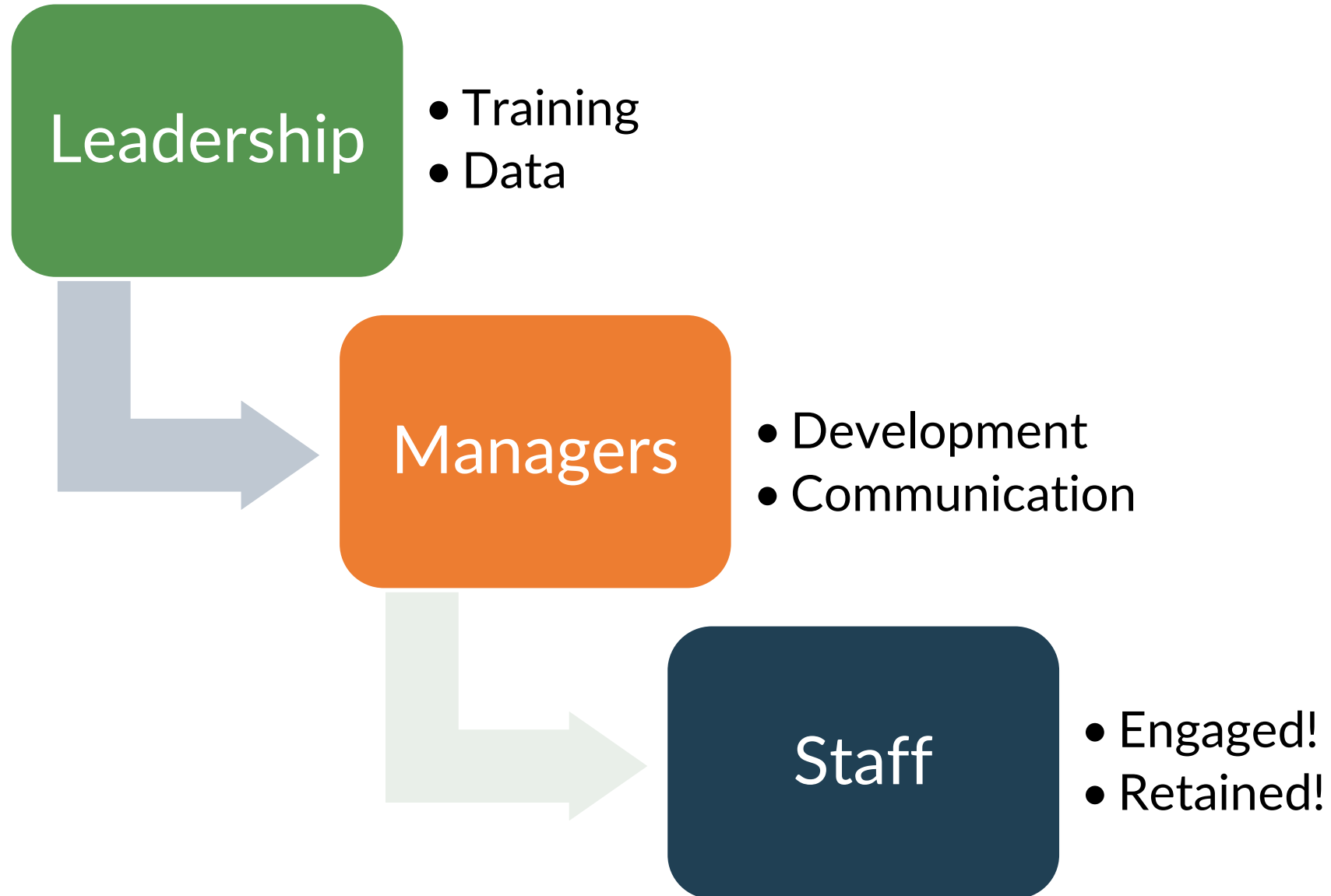
Turnover is **EXPENSIVE!**

*Calculate your health center's turnover costs by using the [STAR² Center Financial Assessment Tool](#)

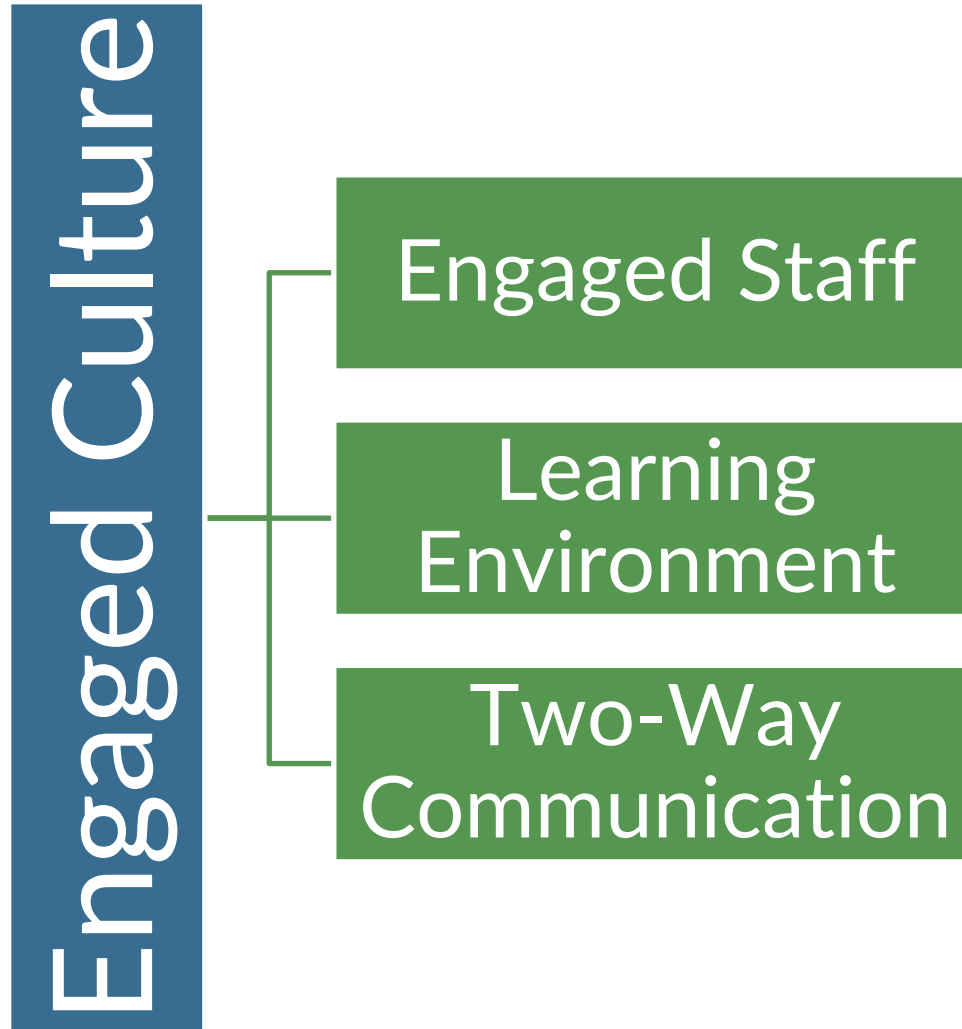
Therefore, use data to make a business case for retention:

- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?

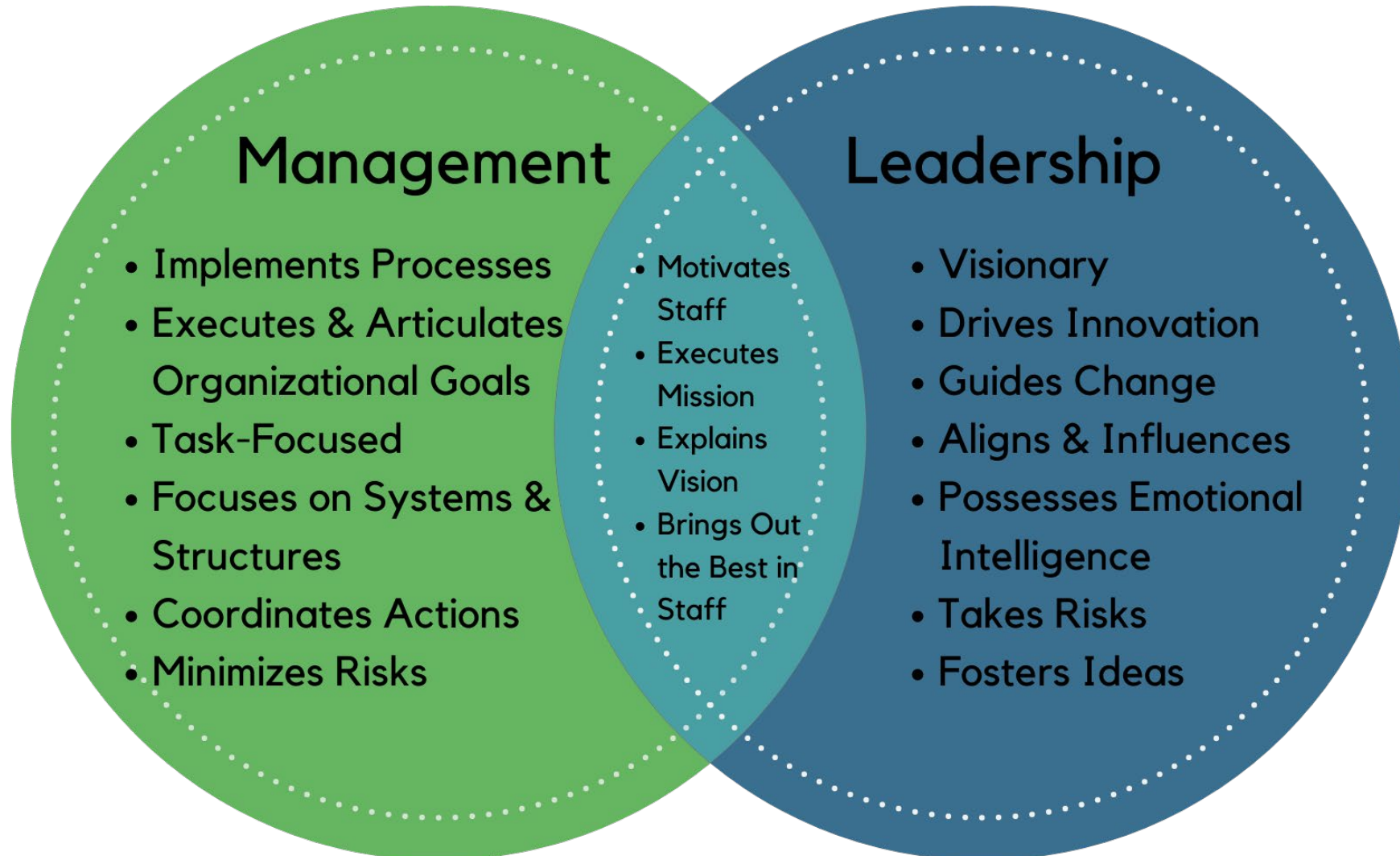
HIGH-FUNCTIONING MANAGERS



HIGH-FUNCTIONING MANAGERS



MANAGERS VS. LEADERS



WHAT SKILLS DO MANAGERS NEED?



Hard Skills



Soft Skills



HARD SKILLS: MANAGEMENT



Strategic Planning

Data Analysis

Computer Software

Budgeting

Project Management

SOFT SKILLS: MANAGEMENT



Communication

Team
Work/Team
Building

Performance
Feedback

Adaptability

Empathy

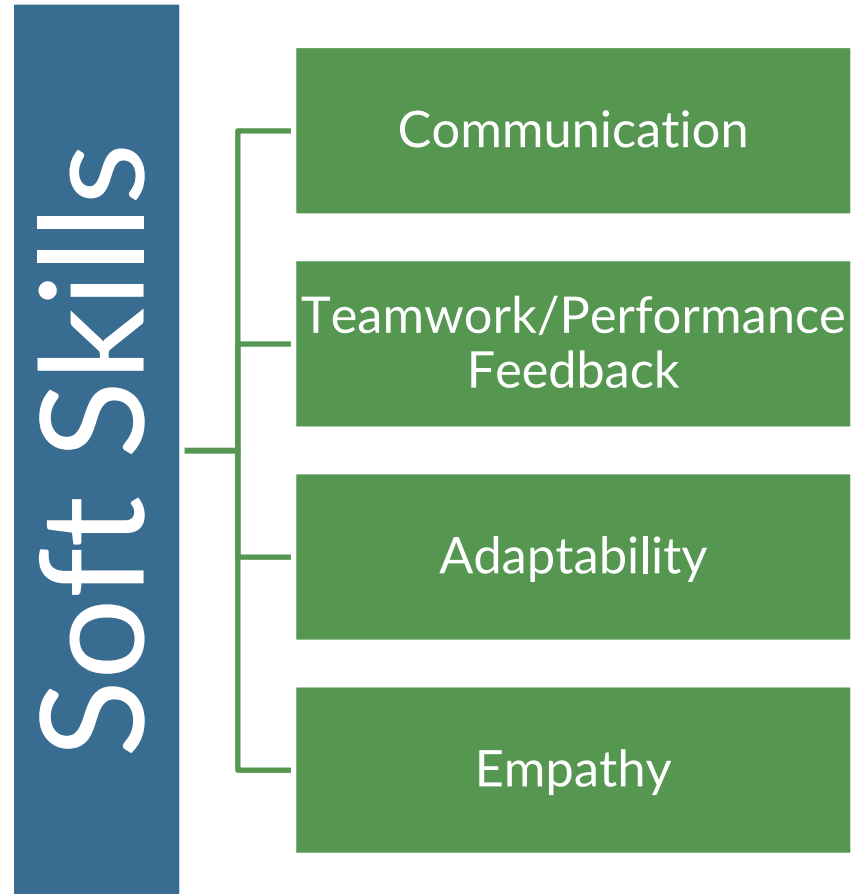
Leadership

Emotional
Intelligence
(EQ)

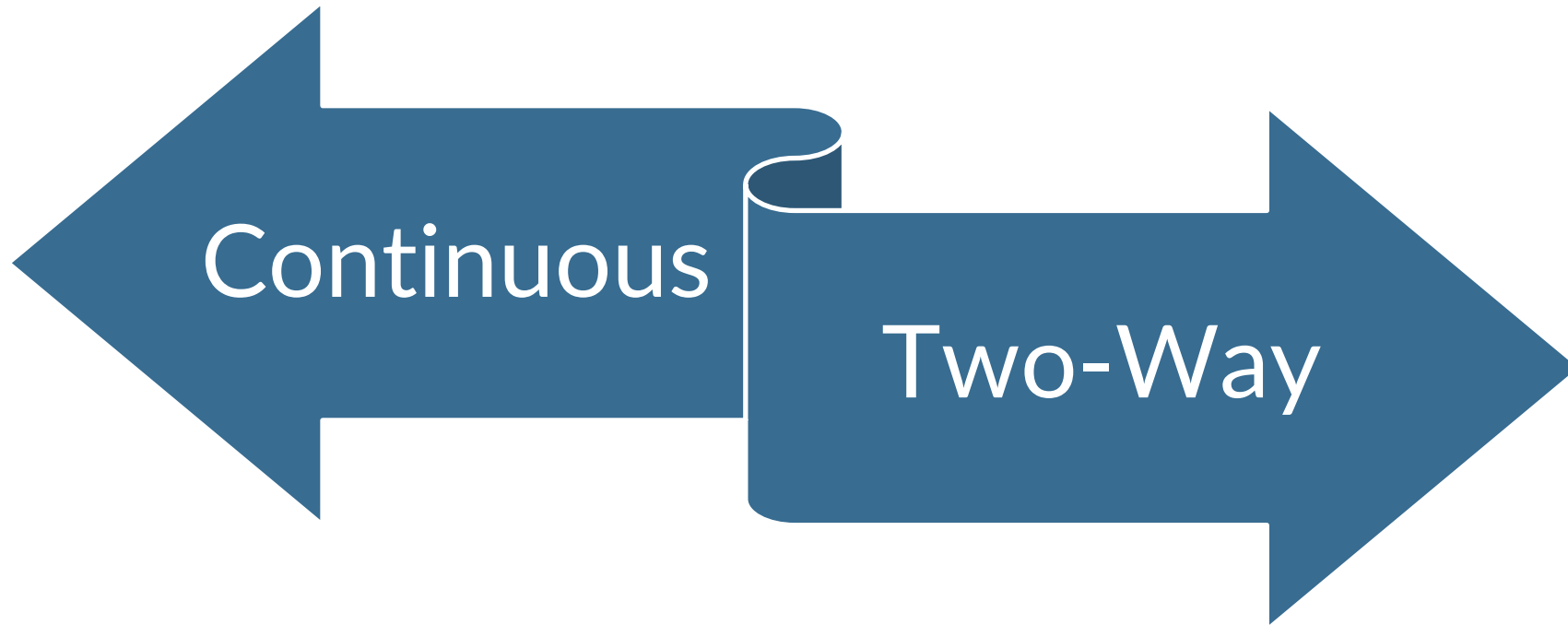
Critical
Thinking

Problem
Solving

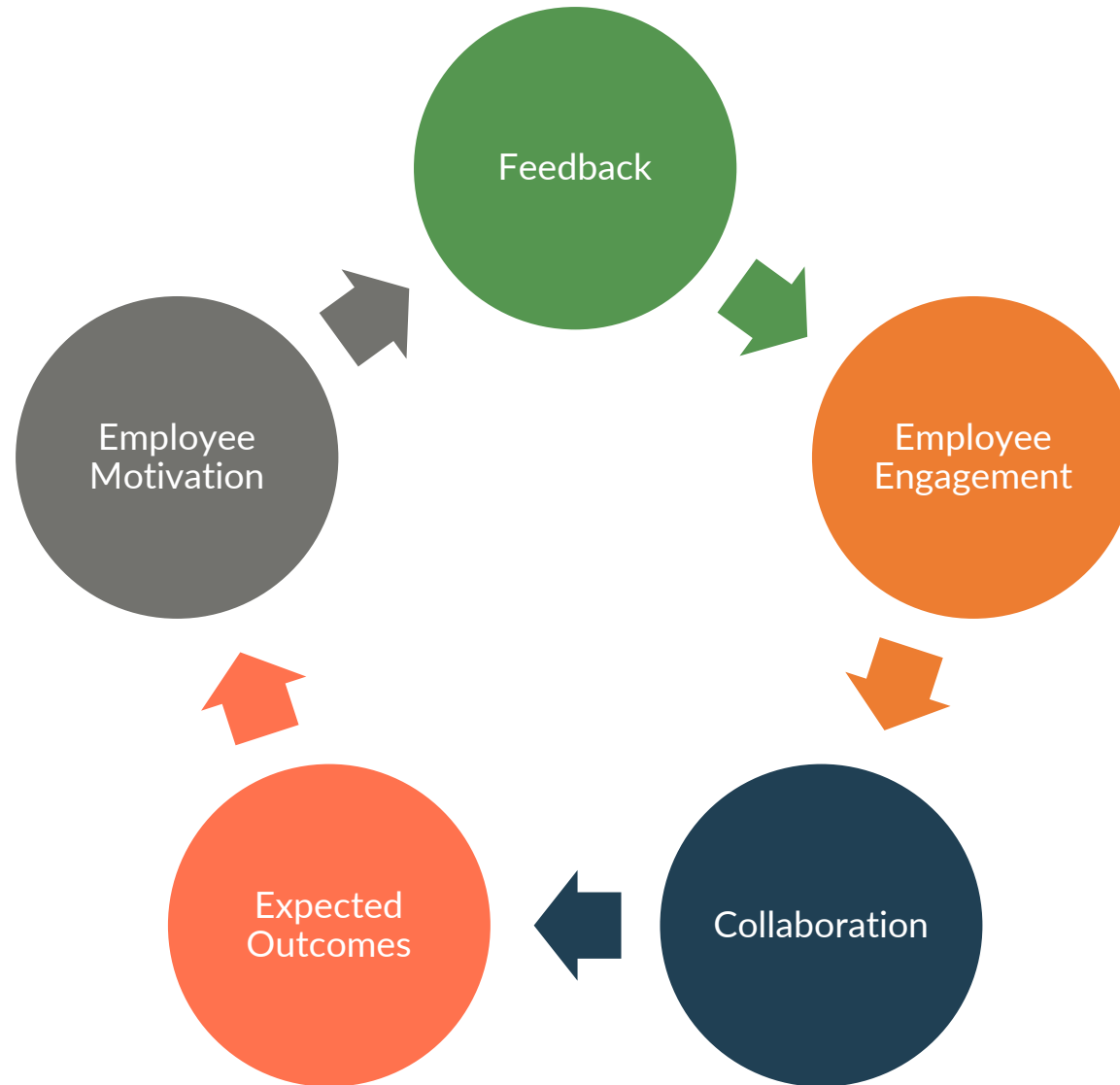
SOFT SKILLS: MANAGEMENT



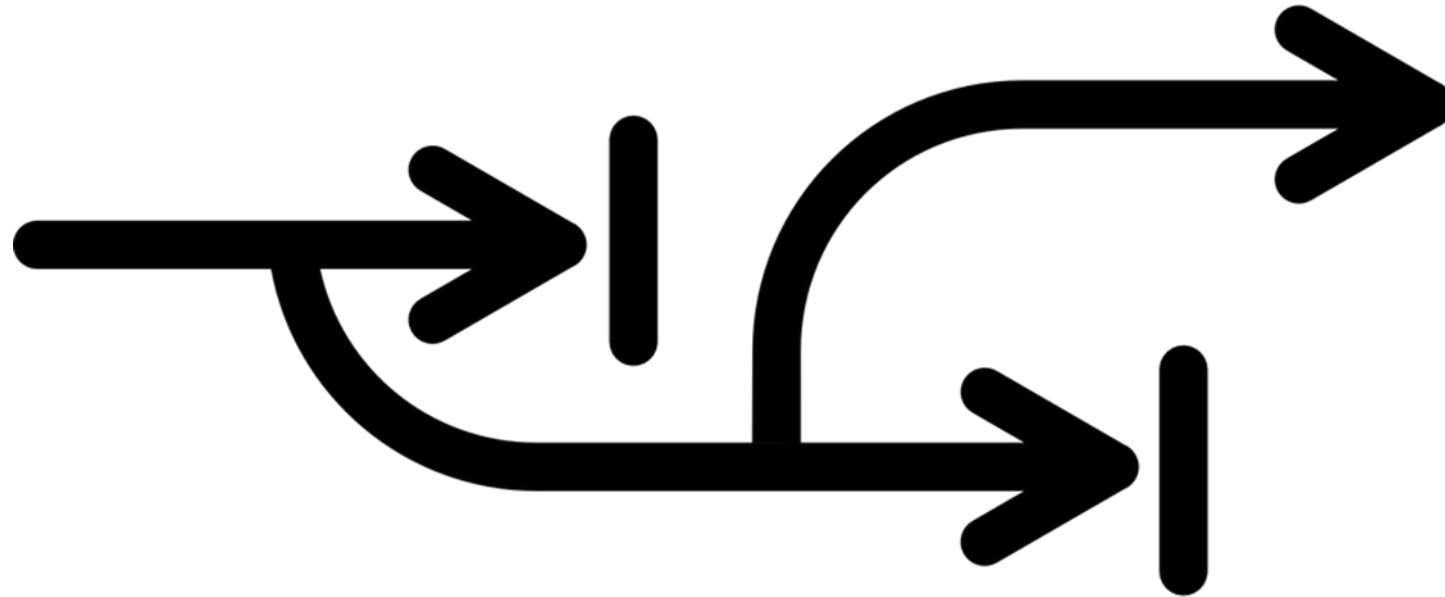
SKILL REQUIRED: COMMUNICATION



SKILLS REQUIRED: TEAMWORK/PERFORMANCE FEEDBACK



SKILLS REQUIRED: ADAPTABILITY



SKILLS REQUIRED: EMPATHY



TRAINING TOPICS: EXAMPLES



Giving performance feedback



Recognizing excellence



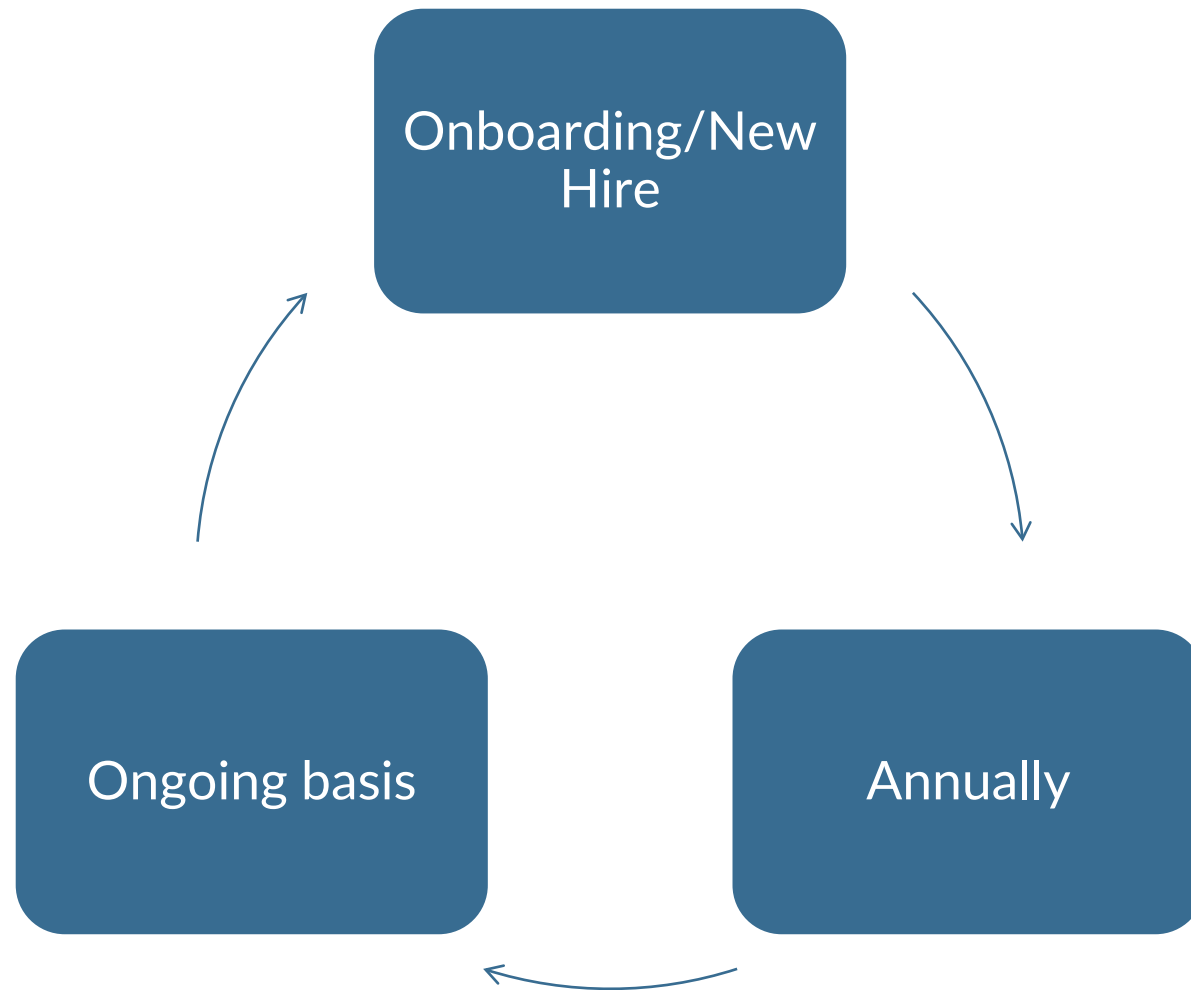
Sharing org news



Having difficult conversations

MANGER TRAINING

When?



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What topic does your organization do a good job of training managers?

- Communication
- Teamwork/Feedback
- Adaptability
- Empathy/Interpersonal Relationships



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What topic does your organization NOT do a good job of training managers?

- Communication
- Teamwork/Feedback
- Adaptability
- Empathy/Interpersonal Relationships





DEVELOPING A MANAGER TRAINING PLAN

MANAGER TRAINING PLAN EXAMPLE



Competencies What skills do all managers need to be successful?	Resources What resources do we offer to support their learning?	Time How do we account for the time necessary for this learning?	Timeline: When will this happen?	Outputs What learning activities will happen?	Outcomes What impact will these learning activities make?
JEDI Basics	All-staff training	Protected admin time	Onboarding	Engage in at least one training activity	Decreased annual turnover of Patient Service Reps by 3%
Giving and receiving feedback	Continuing Education funding	Protected admin time	Onboarding	Engage in at least one training activity	
Motivational interviewing	Online certification program	Protected admin time	Ongoing professional development	Engage in at least one training activity	
Reviewing turnover data	Quarterly lunch and learn State PCA webinar	Professional Development PTO	Ongoing professional development	Develop annual projection and trends for team	Increased forecasting for the staffing plan
Communicating our strategic goals	All Staff Meeting Strategic Plan Website	Monthly manager meetings	Ongoing professional development	Participate in at least 8 manager meetings	Increased employee satisfaction with admin communication on annual survey
Staff's Choice! Fill out this line with one of your personal goals					

NEXT STEPS

Developing Your Manager Training Plan!



We know it might like a lot, but sometimes the best way to start is just to start.

You got this!





DISCUSSION: LET'S HEAR FROM YOU!

QUESTION



When do you conduct manager training at your organization? / When do health centers in your state conduct manager training?

QUESTION



What are some of the most important technical skills a manager should have? How could they acquire such trainings?

QUESTIONS



Thank you!

Join us for the next session!

Thursday, January 19, 2022, 2-3 PM ET

Crafting Effective Job Announcements

<https://chcworkforce.org/training>



WORKFORCE PROFESSIONAL DEVELOPMENT SERIES



Upcoming Sessions:

Thursdays from 2:00 – 3:00 pm EDT

- January 19, 2023
- February 16, 2023
- March 16, 2023





STAR² CENTER RESOURCES

- Self-Assessment Tool
- Comprehensive Workforce Plan Template
- Self-Paced Courses: Engaging High-Functioning Managers for Retention.
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit

You can find all of these resources and more by visiting: chcworkforce.org

READY TO LEARN MORE?



Check out the STAR² Center Self-Paced Courses:

chcworkforce.elearning247.com

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

[chcworkforce.org/web_links/star%^{c2}%b2-center-chats-with-workforce-leaders](https://chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders)



STAY IN TOUCH!

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