

Virtual 2023 Biennial **WORKFORCE** **SUMMIT**

May 23-24, 2023: 12:00-5:00PM ET

Presented by ACU's STAR² Center,
Community Health Center, Inc., and the
National Association of Community Health Centers



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Community Health Centers



**Weitzman
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inspiring primary care innovation

2023 Workforce Summit



AGENDA at a Glance – DAY 2 (p.3) (All times are Eastern Time)

Welcome.....12:00-12:15PM

WorkWell: How to Manage Your Time and Energy.....12:15-1:30PM

Break.....1:30-1:40PM

Johnson Health Center Culture Transformation.....1:40-2:25PM

Breakout Groups.....2:25-3:00PM

Break.....3:00-3:10PM

Coaching Culture Panel.....3:10-3:55PM

Large Group Discussion.....3:45-4:45PM

Day 2 Wrap Up.....4:45-5:00PM



2023 Workforce Summit



HOUSEKEEPING CONSIDERATIONS - Zoom Etiquette & Troubleshooting (p.1)

TECHNOLOGY

Check your WiFi, test your video and audio, become familiar with Zoom software beforehand. If you are only using your phone, please use the Zoom app.

MICROPHONE

Your mic will pick up a lot. Please be courteous and mute your microphone when not speaking during the summit.

TECH HELP

Each session will have a designated "Tech Help" to assist with any issues, reach out to them privately in the chat if you need help.

RECORDING

Please be aware that all sessions and chat box questions will be recorded for future work. We appreciate your cooperation in keeping the meetings informative and professional.

BREAKS

Breaks are scheduled throughout the summit. Feel free to eat and drink while the meetings are in progress. Turn off your video when eating and please be extra sure your mic is muted.





Virtual 2023 Biennial Workforce Summit

[Overview](#) [Schedule](#) [Faculty](#) [Accreditation](#) [Register](#)

Program Information

The 2023 Biennial Workforce Summit will be virtually hosted on Tuesday, May 23rd and Wednesday, May 24th from 12:00-5:00pm Eastern / 9:00am-2:00pm Pacific.

Zoom and Event Calendar links

- [Zoom link for May 23rd and May 24th](#)
 - Meeting ID: 945 3464 6650

Day 1 Slide Deck: [PowerPoint Presentation \(chcworkforce.org\)](#)

Acknowledgement of Support

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of awards totaling \$8,482,500 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](#).

Target Audience

This activity is appropriate for the following organizations:

- Health Centers
- Health Center-Controlled Networks (HCCNs)
- Primary Care Associations (PCAs)

Goal Statement

Connect health center team members to increase awareness of promising practices that health centers and their partners may apply to overcome and meet local and regional workforce challenges and needs

Available credit:

5.00 Participation Hour(s)

Activity opens: 03/29/2023

Activity expires: 06/07/2023

[Bookmark activity](#)

Learning Objectives

Upon completion of this activity, participants should be able to do the following:

- Understand and describe how to develop and cultivate a coaching culture that ensures equity and inclusion for a health center's workforce that reflects the patient populations being served.
- Nurture and build innovative solutions and partnerships to collaborate on advancing career pathways for the professional development of the health centers' workforce
- Identify, create, and advance opportunities to resource and promote environments that support and sustain workforce wellness for health center staff.

Additional Information

Attachment	Size
Virtual 2023 Biennial Workforce Summit Agenda	162.21 KB
Virtual 2023 Biennial Workforce Summit Program	3.53 MB
Day 1 PowerPoint	4.73 MB
Mentimeter Results - Day 1	1.47 MB
Health Center Spotlight - Open Door Health Services JEDI Resources	16.2 KB

<https://education.weitzmaninstitute.org/content/virtual-2023-biennial-workforce-summit>

2023 Workforce Summit



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Or use QR code

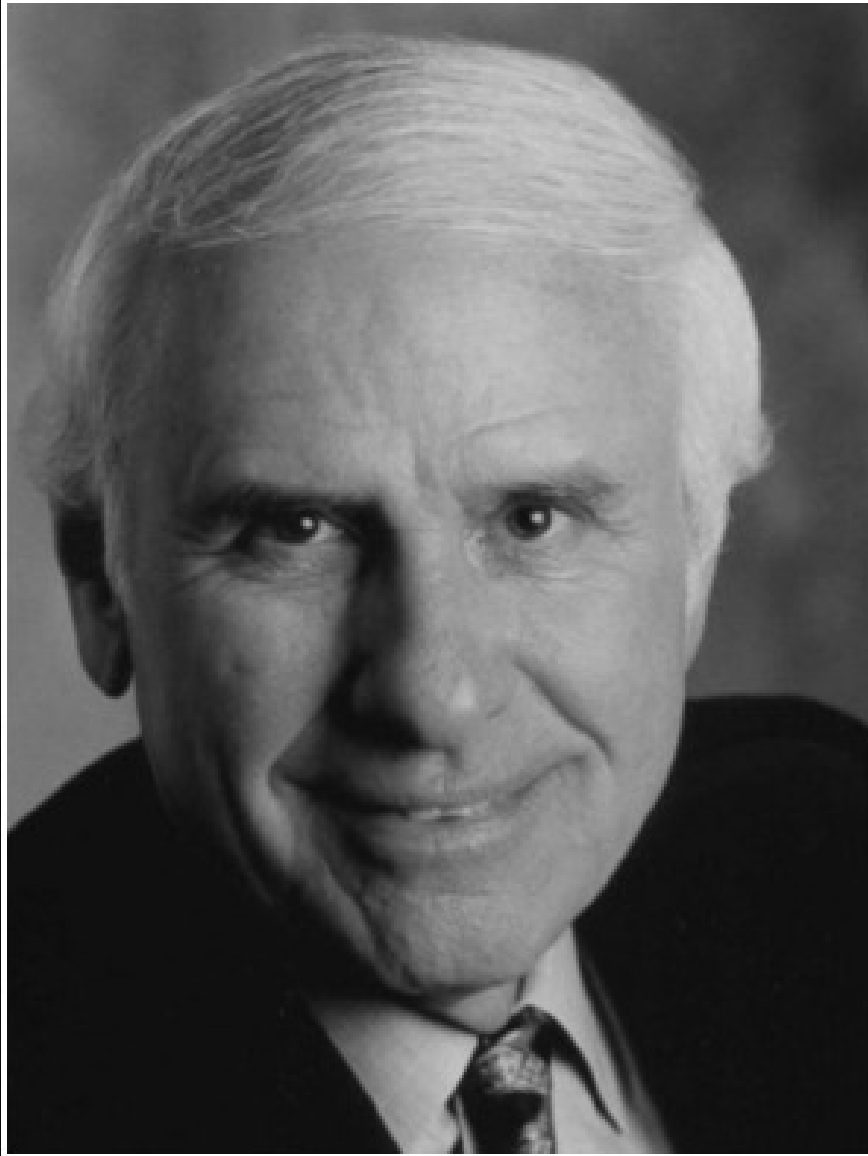




Work Well: How to Manage Your Time and Energy

April Lewis
May 2023

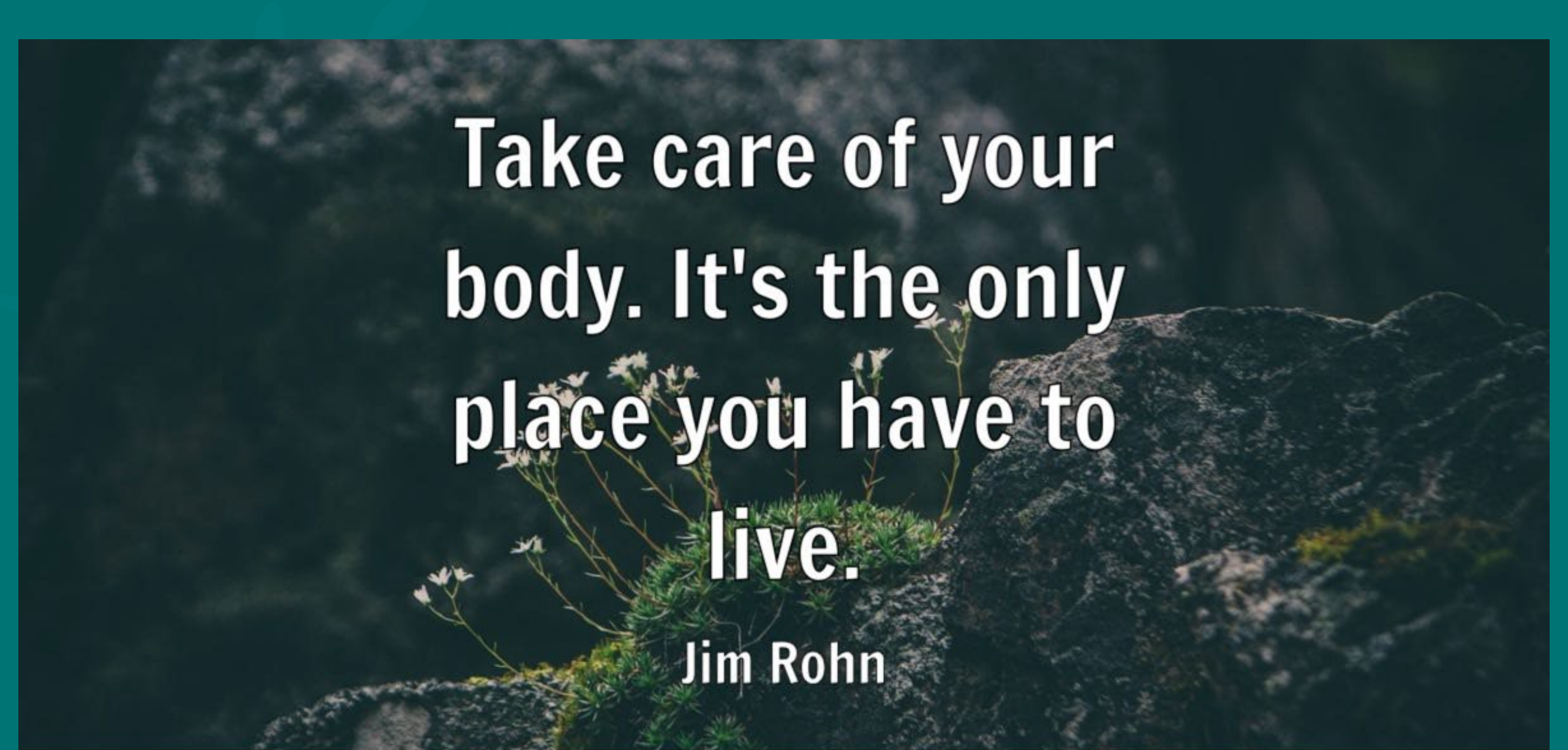
I take care of
myself so I can
take care of
others.



Treat your body like a temple, not a woodshed. The mind and body work together. Your body needs to be a good support system for the mind and spirit. If you take good care of it, your body can take you wherever you want to go, with the power and strength and energy and vitality you will need to get there.

— *Jim Rohn* —

AZ QUOTES



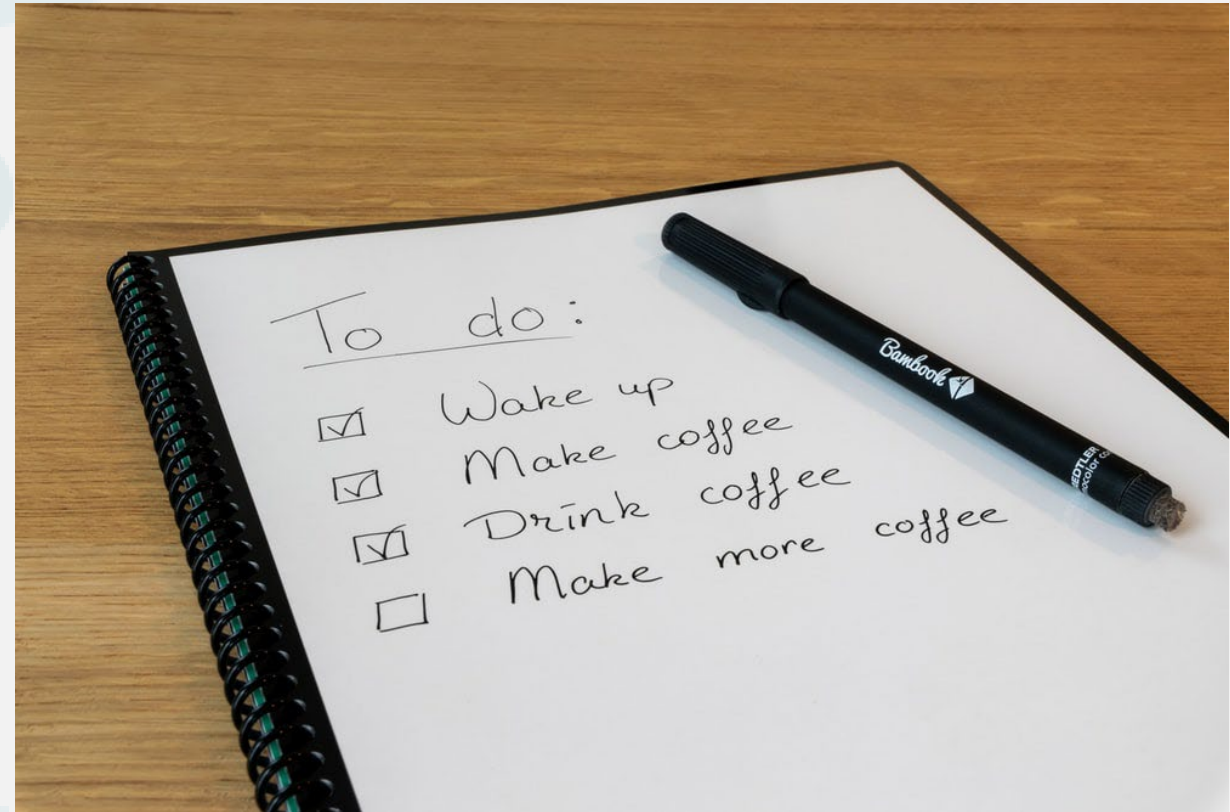
**Take care of your
body. It's the only
place you have to
live.**

Jim Rohn

BrainyQuote®

Anchors for Today

- Work prioritization:
the what and how
- Task management
- Time and energy
givers vs. takers



Rate Yourself (1-5)

How well do you manage your time?

1 = I don't. It flies away.

5= I complete everything I say I will complete.

Rate Yourself (1-5)

How is your energy level?

1 = I should be sleep now.

5= I have high-energy.

Rate Yourself (1-5)

What do you believe “takes” your time?

1 = Unimportant tasks

2 = Getting distracted

3 = Lack of focus

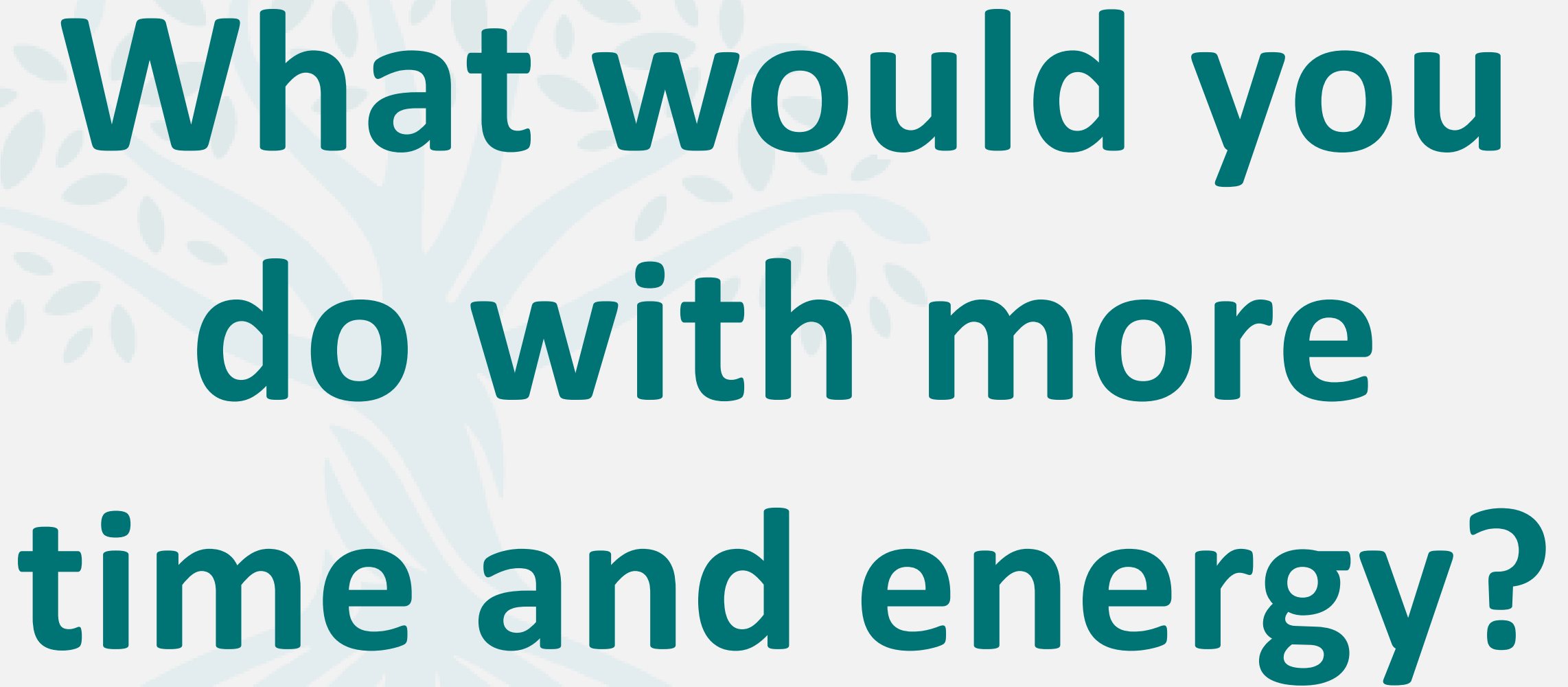
Rate Yourself (1-5)

What do you believe takes your energy?

1= Lack of sleep

2 = Too much to do

3 = Stress



**What would you
do with more
time and energy?**

What would you do with more time and energy?

Work

Friends

Travel

Goals

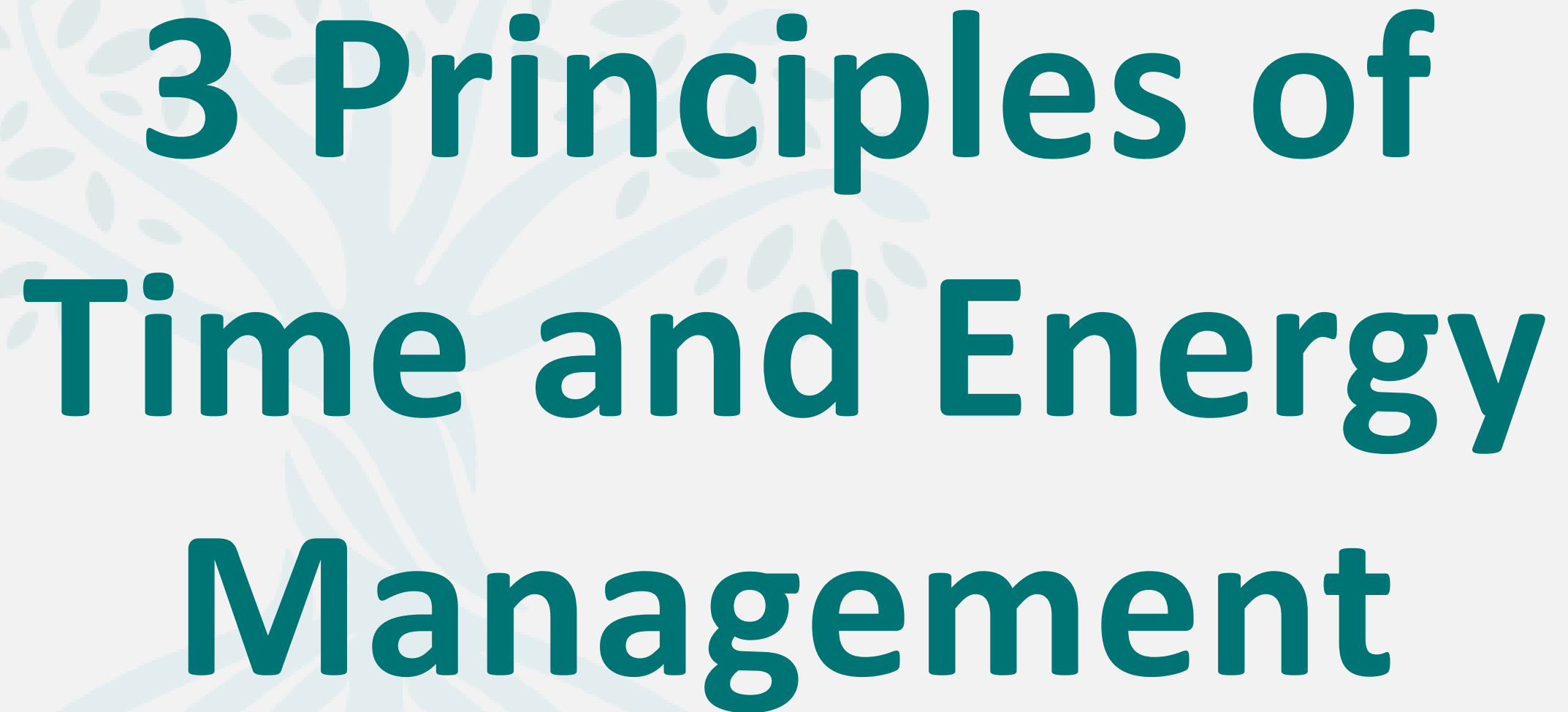
Activities

Volunteer

Family

Hobbies

?????????



3 Principles of Time and Energy Management



#1

**Time is infinite;
constructed in a finite
manner**



24 hours in a day
-8 hours of sleep
-8 hours of working*
= 8 hours remaining

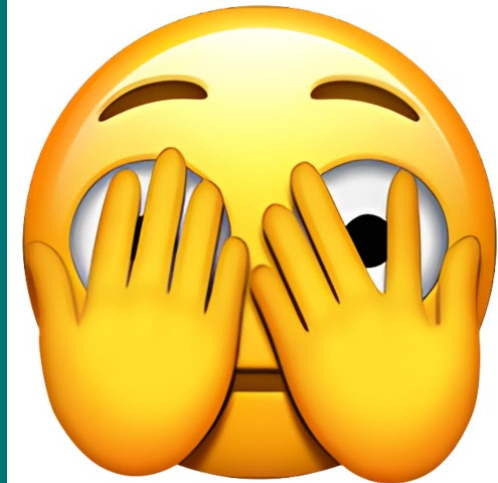
** Really working. Completing tasks. Deep work. Not just meetings.*

8 remaining hours:

- Personal hygiene
- Commute/ errands
- Chores or anything in the “adulting” group
- Children/ family/ pets
- Cook/eat
- Leisure e.g., Doom scrolling, TV, phone

“Time” isn’t the issue.

Your energy and focus
is.





#2

Energy is a

renewable resource

Energy is a renewable resource

- You *can* control your energy.
- Your energy *will* adjust throughout the day.
- You *can* increase your energy.
- Energy *can* renew naturally with rest and nutrition.

What gives you energy?



Water/ Outdoor Fun

What gives you energy?



Family and Friends

What gives you energy?



Rest and Relaxation

What gives you energy?



Purpose and Meaningful Work



#3

**All tasks are not
created equal.**

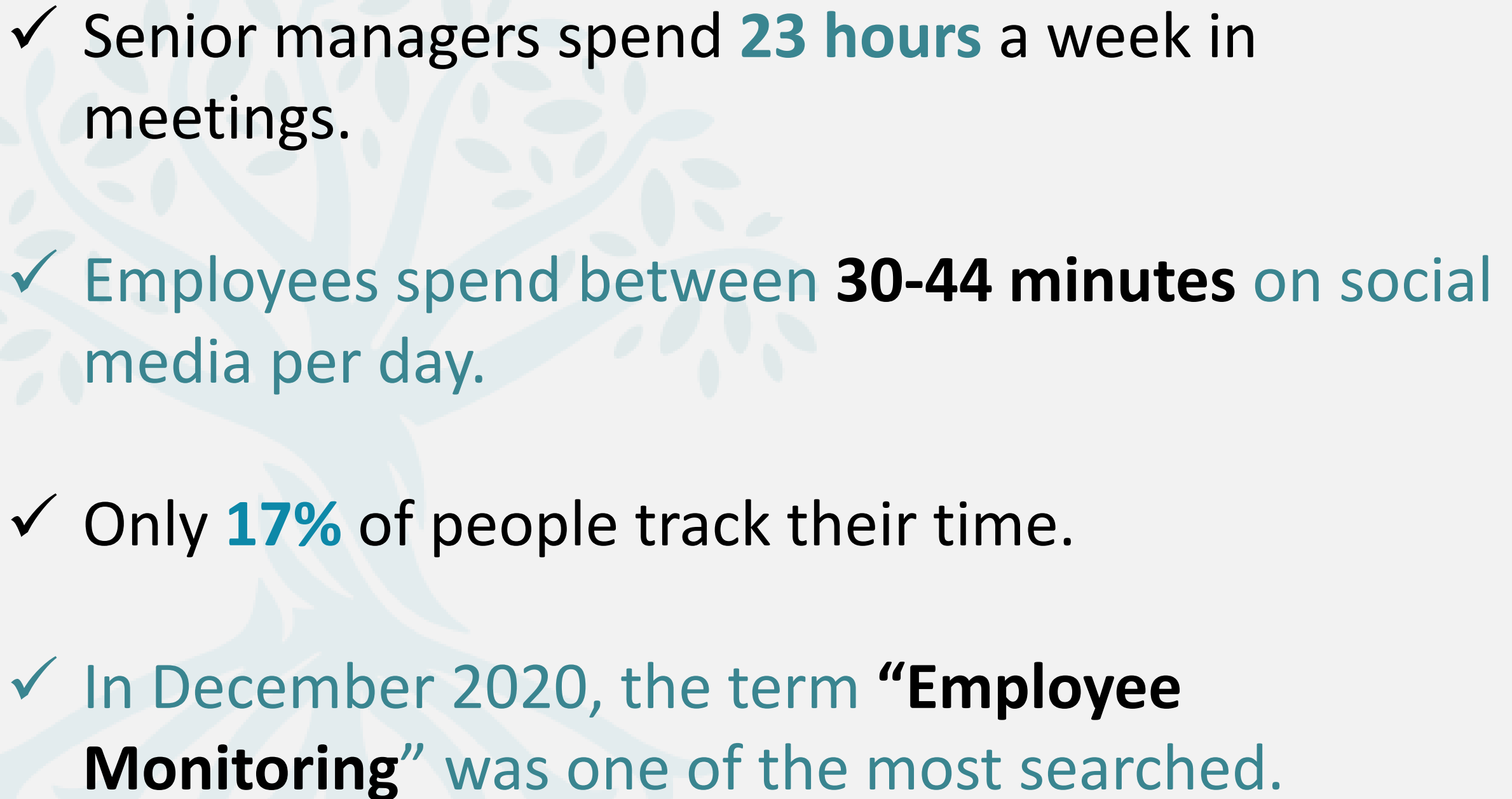
All tasks are not created equal


- Each task requires a different amount of time to complete.
- Each task requires a different amount of energy.
- Your ability to adjust your time commitment and energy will lead to your success – and less stress.

Prioritization

1. **Goal alignment**: what needs to be achieved and why?
2. **Urgency**: what is due now?
3. **Importance**: what is most important now?

**How do you use
your time at
work?**

- 
- ✓ Senior managers spend **23 hours** a week in meetings.
 - ✓ Employees spend between **30-44 minutes** on social media per day.
 - ✓ Only **17%** of people track their time.
 - ✓ In December 2020, the term “**Employee Monitoring**” was one of the most searched.



Employees feel
meetings are the
biggest waste of time.

This means...

**Meetings and
distractions take away
productivity time.**

This means...

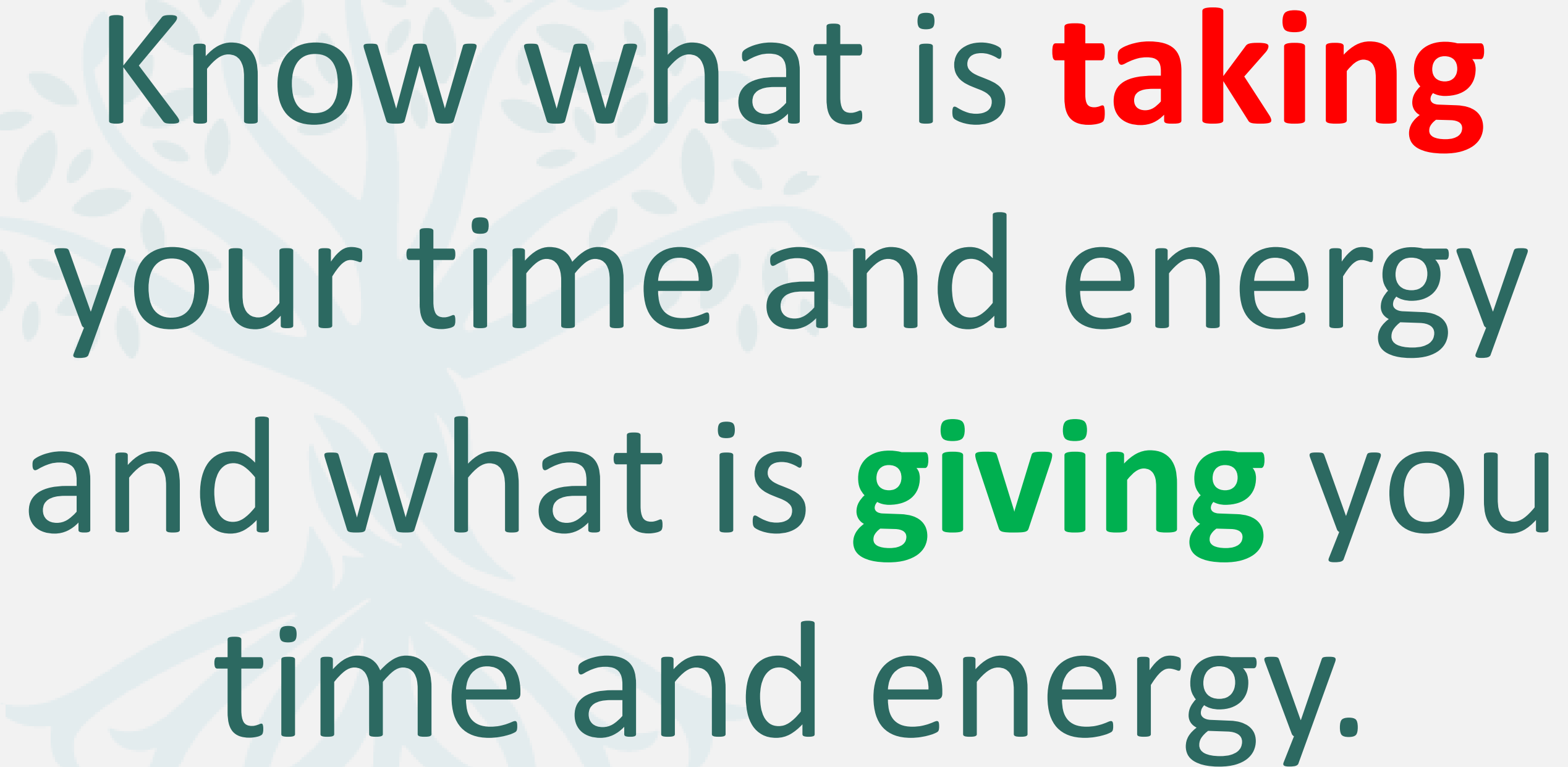
**Most people don't
monitor their time to
know how it's being
used.**

This means...

**Leaders want your
time to be spent
working.**



How can you manage
your time and energy
better?



Know what is **taking**
your time and energy
and what is **giving** you
time and energy.

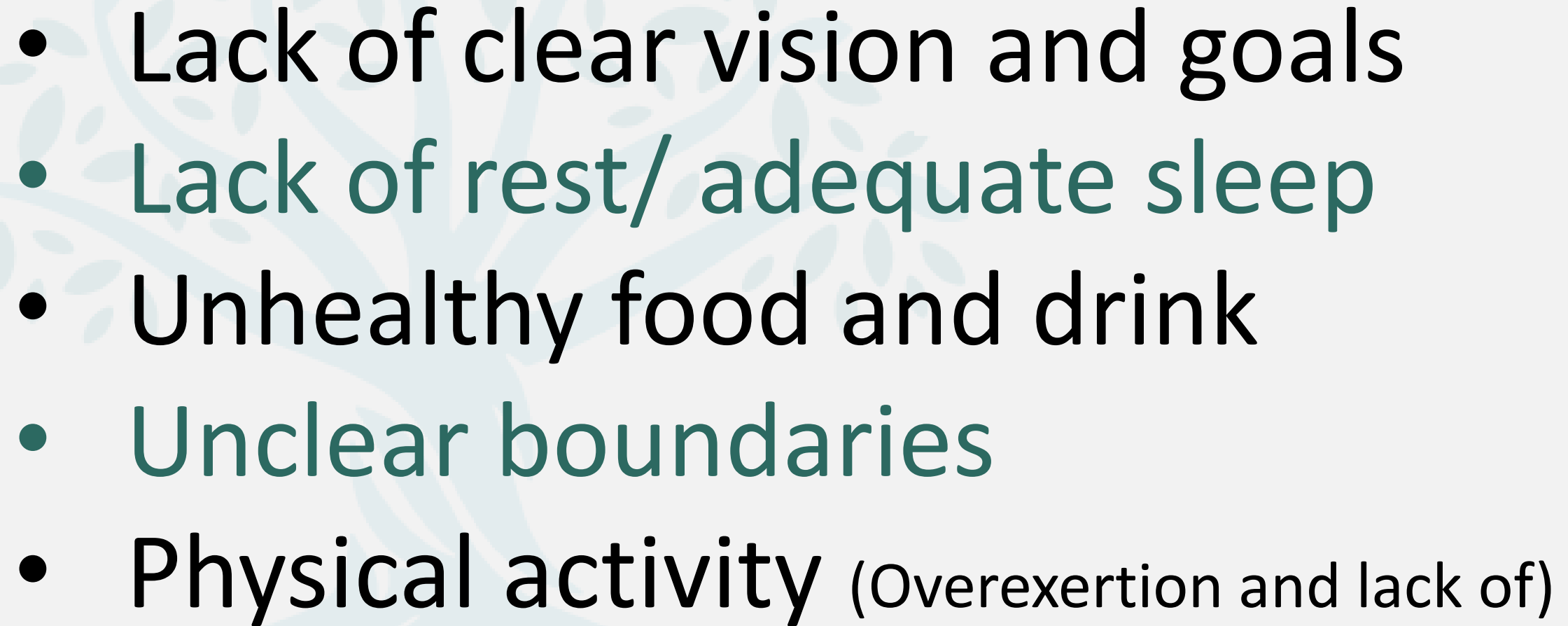


Time and

Energy **Takers**

- No plan for the day
- Unnecessary meetings
- Mindless scrolling
- Repeatedly checking emails
- Daydreaming
- Gossiping/ Complaining
- “Gotta Minute?” moments



- 
- Lack of clear vision and goals
 - Lack of rest/ adequate sleep
 - Unhealthy food and drink
 - Unclear boundaries
 - Physical activity (Overexertion and lack of)



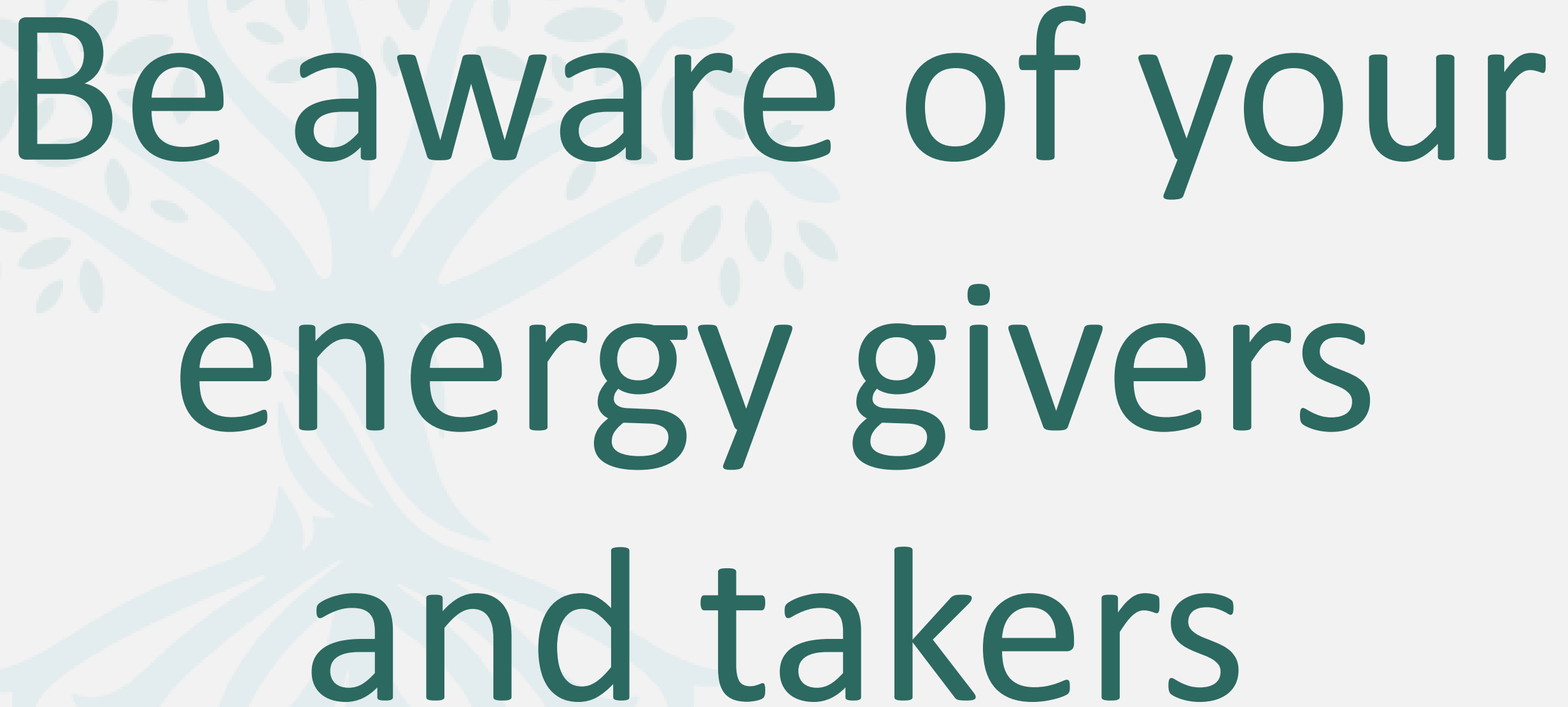
Time and
Energy **Givers**

- Good rest
- Positive and uplifting conversations
- Healthy diets (food, audio, and visual)
- Inner work/spiritual practices
- Movement e.g., stretching, walking
- Calendar blocking
- Dedicated Focus Time (DFT)

- Day and week planning
- Strategic thinking
- Productive habits e.g., morning routine, exercise, time chunking, etc.
- Using metrics to measure progress e.g., tasks completed vs. tasks not completed



How can you manage
your time and energy
better?



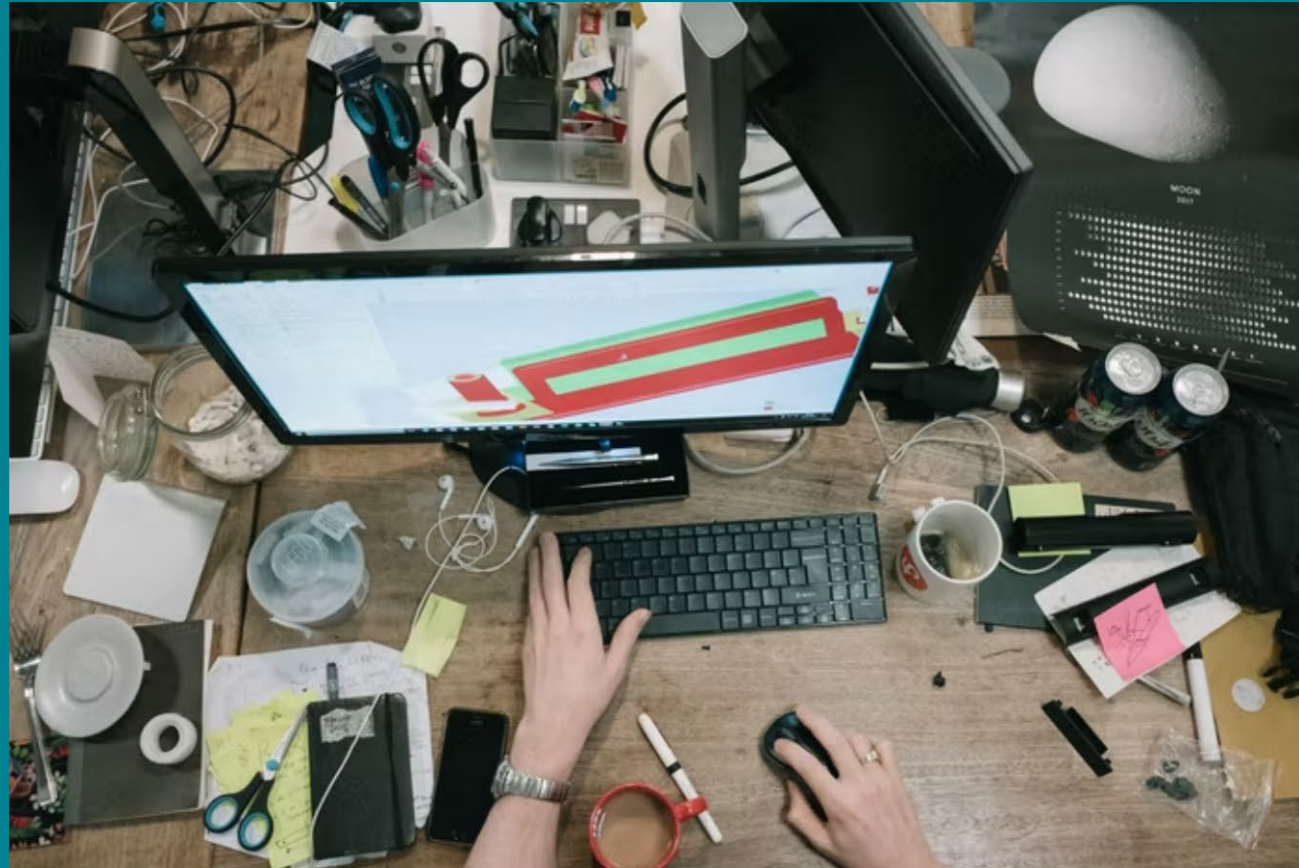
Be aware of your
energy givers
and takers

Energy Drainers



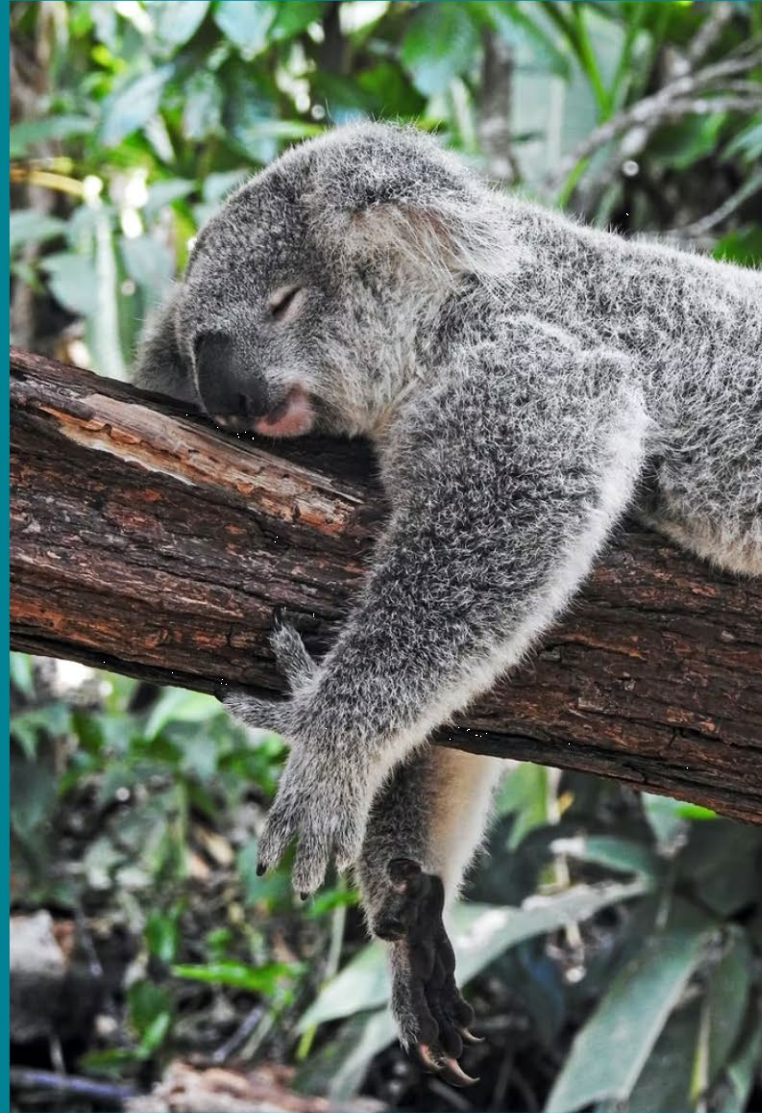
Procrastination

Energy Drainers



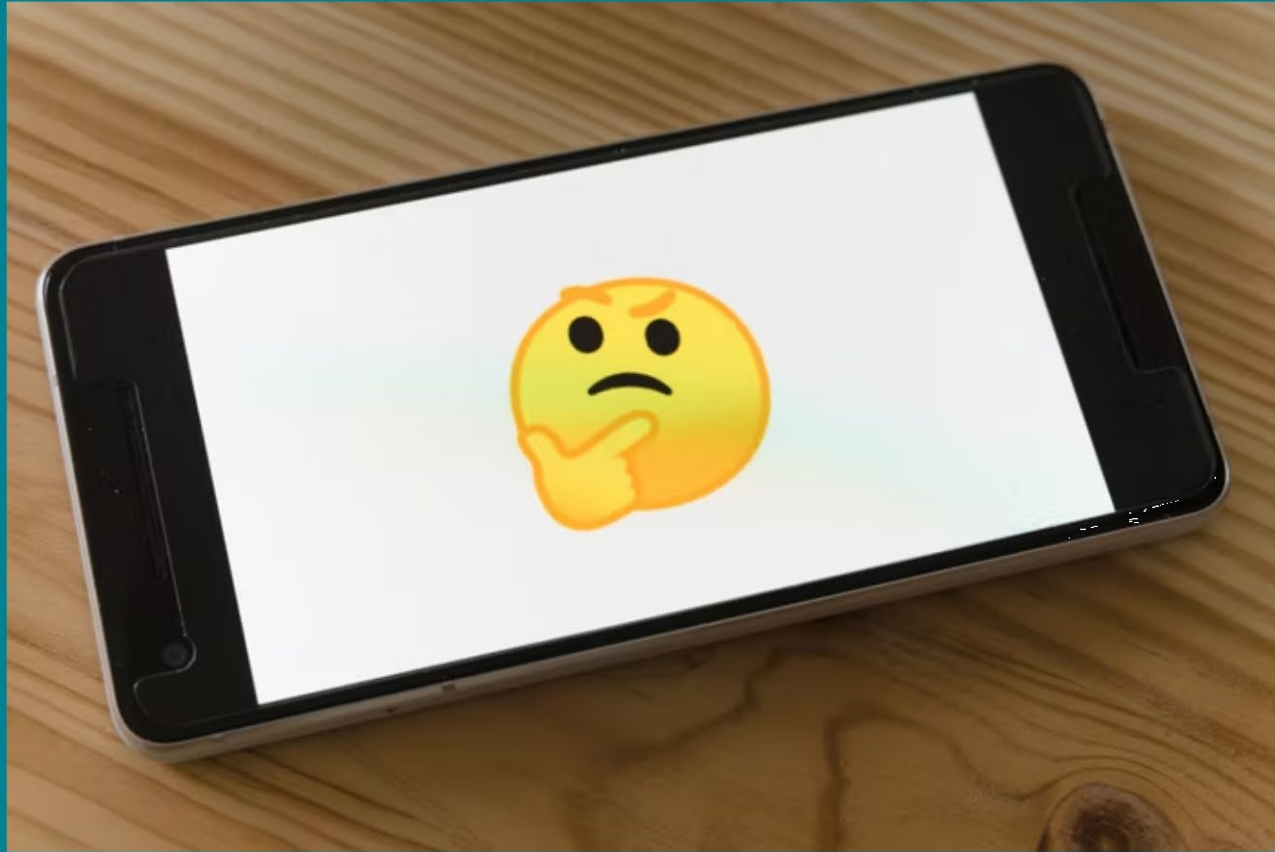
Doing too much

Energy Drainers



Poor Sleep

Energy Drainers



Overthinking

Energy Drainers



Too much tech and no movement.

Start your day with a plan.

“Power of 2.”

“What 2 tasks can I complete for the greatest impact and result?”

Be specific on the task, action steps and measure of success





Use a Task Management tool:

MS Planner, Asana, OneNote,
Monday.com, Excel spreadsheet

Caution: Task atrophy! Use and update often.

Mindful Moment:

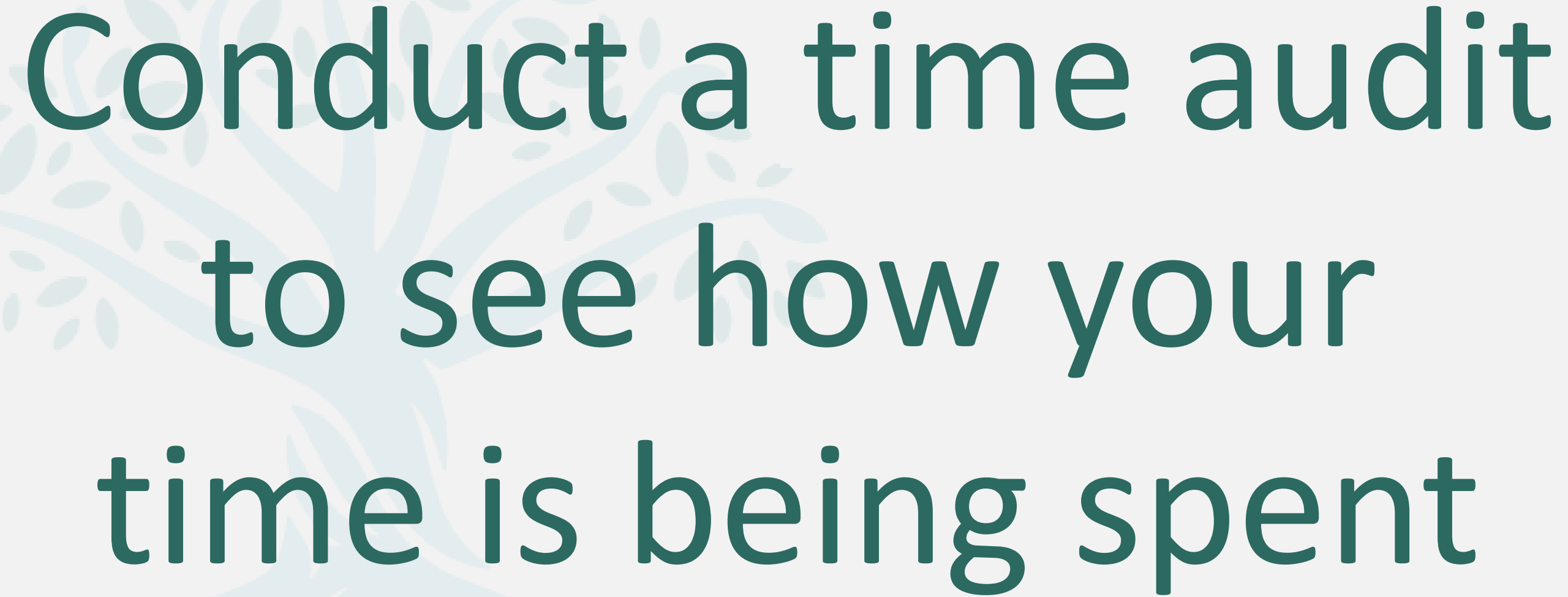


**“Is this activity giving or taking
from me?”**

**“Is this the most important thing
right now?”**



Final Thoughts and Tips




Conduct a time audit
to see how your
time is being spent

“You can’t manage what you don’t measure.”

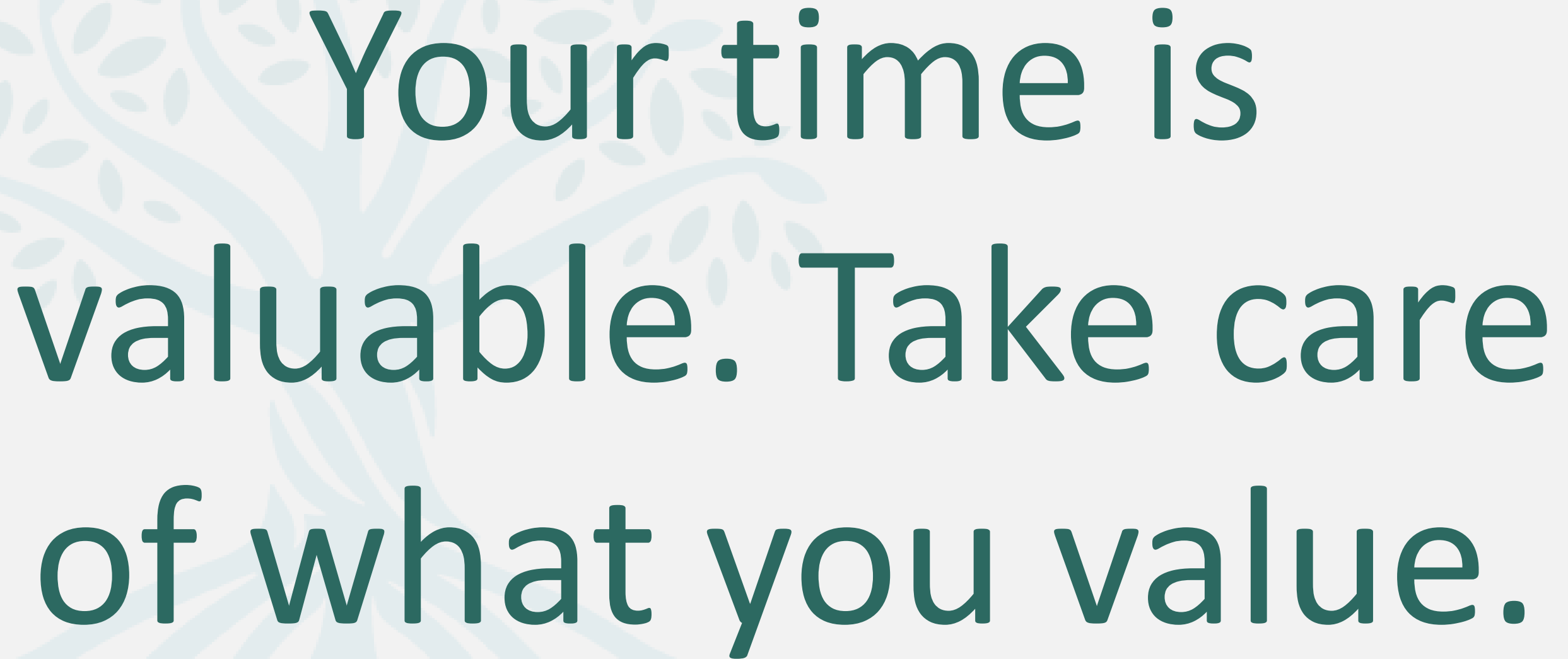
-Peter Drucker



Manage you
well.



Use task
management
tools.



Your time is
valuable. Take care
of what you value.



Prioritize.

Everything isn't
priority #1.

You Got This!

Take the day one moment at a time.

april@aprillewis.com

BREAK



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Agenda

- I. Welcome
- II. Opportunity Landscape
- III. Employer of Choice
- IV. A Coaching Culture
- V. Making it Happen



Gary Campbell

Impact2Lead, LLC

- Lynchburg, VA Native – Pittsburgh, PA Flavored
- 25 Years of Leadership Experience
- Fortune Companies and Non-Profit FQHC
- Launched Impact2Lead in 2013
- Coach, Consult and Speak on Leadership and Workplace Topics Nationwide
- Currently the CEO for Johnson Health Center
- Architect of Culture Transformation resulting in award winning Employer of Choice Certification, Best Place to Work (2) and Emerging Small Business of Central Virginia
- Clear on my why



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The Opportunity Landscape



- Competition heating up (CVS/ Signify, Amazon, Others). Mark Cuban over 1M in prescriptions filled with his pharmacy
 - Walmart Announces Growth of New Health Centers Walmart will add at least 28 new health centers in four states, for a total of at least 75 Walmart Health centers offering primary care by the end of 2024
- Post COVID – Gen Z expecting more from leaders and want a focus on racial equity and cultural competence within the healthcare system
- Inflation and labor shortages continue to strain health centers
 - Labor and cost to do business exceeding reimbursement rates in some service lines
 - Per NACHC: 68% of health centers report losing up to 25% of their workforce while 15% report losing up to 50% over a six-month period – nurses rank highest
- Per Gallup: Employee engagement has dropped to 32% with a six-point drop in highly satisfied workers. Data shows the women reported higher disengagement and dissatisfaction than men
- Successful health centers will focus on a brand that emphasizes culture and values, communicating more than just what they do but why and how they do it

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The Impact of Culture



- Genuine culture is not created by mission statements, slogans, or policies BUT by the quality of the actual person-to-person interaction that takes place
- A culture of excellence is an environment where people understand, on a very immediate and practical level, what value, productivity and true worth are all about
- Focuses on the quality of relationships within the organization
- A genuine culture of excellence is present when you know your “why” and work to understand their why
- Most organizations don’t figure out culture until things have gone wrong





320

Johnson Health Center

" Improving Access
To Health Care For All..."

She Said It



- “It was the best culture that we have ever looked at,” Gioia said. “They scored the highest on our survey in terms of some of the questions that we asked.”
- The Johnson Health Center probably has a better culture than most, and most of them have more resources than the Johnson Health Center, according to Gioia.

* *News and Advance interview with Employer of Choice International CEO, Joyce Gioia – April 24, 2016*



The Vision



- In August 2014, JHC was experiencing the following
 - Recruitment and retention issues
 - Non-existent employee engagement
 - Lack of community engagement
 - Credibility issues
 - Lack of trust in leadership
- In August 2014, JHC committed to the following
 - Employees would be first – an engaged culture
 - Focus on “wowing” our customers (patients)
 - Rebranding ourselves in the community
 - We would build trust and leadership at all levels
 - ***We would become an Employer of Choice***



How we did it



- As the CEO of JHC – focused on transforming the culture
 - Focused on our aspirations vs. the crisis and demonstrated positive urgency and passion on our unfilled potential
 - Created an 18 month plan that helped us stay focused and not change course when confronted with existing cultural challenge
 - Took ownership in the culture we wanted and modeled the way for the leaders and staff to see
 - Intentional focus on developing leaders and identifying high potentials to help with the transformation
 - Created a team-oriented approach on the way to creating a culture of operational excellence and staff/patient experience
 - ***Orchestrated everything around the JHC Core Values and our mission of “Improving Access to Healthcare for All”***



A Few Results



- Expanded access to care (14K in 2014 – projected 29K in 2023) w/mobile units and footprint expansion into expanded service area
- Increased Revenues - \$9M in 2014/projected \$30M in 2023
- Turnover remaining under the national average
- 2016 Employer of Choice, 2017 Best Place to Work, 2018 Top 9 Emerging Small Business, 2022 Best Place to Work
- Formalized leadership and training programs internal/external
- Multiple teams/committees to drive organizational success – engaged employees on improvement activities/committees all over the health center
- CQIP (Quality Program) with 80% improved outcomes since 2015 and a 97% patient satisfaction rate (HRSA Best Practice)



Keys to EOC Success



- Lived the Core Values
- Intense focus on inclusion and organizational culture and it started with helping them understand the “why” and give *meaning* to their work
- We listened – started at the top
- Drove a coaching mentality and streamlined evaluation process
- Surrounded ourselves with the right people and moved the others out
- Led with impact by building, nurturing relationships and “raising” leaders at all levels
- Passionate
- By driving an innovative, core values, and data driven approach to everything we did, we unleashed potential and created a value proposition for employees and patients alike – a transformation took place



Since Covid and Now



- Continued emphasis on the center's five core values
- Established a vision at the onset of COVID
- Increased visibility with weekly town hall meetings that are still going on today
- Leveraged an already existing DEI program to work through social injustice and unrest of 2020 (vision) utilizing existing culture committee for proactive initiatives
- Created the 19 course Leadership Academy to meet development needs of staff and leaders
- Reorganized to provide more clinical operational focus and formalized mid-level leadership (CEO meets with quarterly)
- Centered the 2021-2024 strategy on Practice Transformation and bringing joy back to the work (back to the vision)
- Holding executive team accountable for office hours at larger sites and still conducting a series of listening sessions including innovation roundtables
- Heavy focus on staff wellbeing programs and addressing mental health concerns



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Coaching Culture



- A culture of coaching seeks to bring forth the wisdom and maximize the contributions of all team members.
- It's about shifting leadership mindset from control/command or expert/knower to a space of invitation for greater buy in and engagement.
- When a culture of coaching is in place, health center employees feel engaged with their leaders, and feel 'safe' to ask questions, challenge the status quo, or admit when they don't know an answer.
- *Coaching, at its best, is the act of investing in your team members in ways that validate them and invite them to live up to their fullest potential for their own growth as well as their synergistic contribution to a shared mission and vision.*

*Source: Tammy Green Consulting and Adjuveras – Lead::Coach::Transform; [A Coaching Leadership Program for Healthcare](#)



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Impact Leadership Model



- **I – Inspire to Influence**
 - *The compelling vision that delivers on the why and purpose*
- **M – Make it Personal**
 - *Building strong relationships / EQ leader oriented*
- **P – Passion for Enthusiastic Participation**
 - *Displaying the commitment on the why to get the buy-in*
- **A – Authenticity all the Time**
 - *Complete transparency and suspension of egos – organization first*
- **C – Character through Communication**
 - *Leading with listening and empathy*
- **T – Trust for the Commitment to Excellence**
 - *Establishing trust at all levels so everyone knows what's in it for them – do what you say, know your business well, apologize when you need to*



Influence and Making it Personal



- Build rapport with team members and don't rely on the annual performance review
 - You will increase their engagement by building trust and ultimately some loyalty
 - It will help motivate your people
 - They will be more receptive and even seek your feedback
 - It cost far less than bonuses which you may not have to give
 - Especially if you don't have direct authority – the ability to influence by getting buy-in through authentic engagement
 - You and your team will enjoy the work more
 - If you are not the top person in charge, remember you are the mini-CEO of your world. You can improve your own and the group's work whether others come along or not

Making it Happen



- Conduct regular 1:1 meetings with each person on your team and initially find out a little more on what motivates them
- Don't wait for the formal meeting to check in
- Always ask good questions and be curious and present when this is done, even in passing. This shows your interest in them
- Write down the important stuff
- Foster an inclusive environment and leverage diversity from all angles
- Remember, coaching is nothing more than intentionally and purposefully building relationships and helping others get what they need to be successful and understanding the meaning in the work they do

The Go-Giver Mentality



"The world is full of uncertainty. When people know they can always count on you to deliver the same quality of experience, no matter what, you become an oasis of stability within their personal sandstorm or change."

" When you can combine both-excellence plus consistency-you create truly exceptional value."

Bob Burg and John David Mann, Go-Givers Sell More





Gary Campbell

Impact2Lead

gcampbell@impact2lead.com

434.401.2947

*"Helping Individuals and Organizations Unleash Potential
Through Impactful Leadership"*





BREAKOUT GROUPS



BREAK





Coaching Culture Panel

*Jan King Robinson, King Robinson & Associates & Mary Blankson,
CHCI*



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