WORKFORCE WEDNESDAYS

Bringing Workforce Information to your Inbox Since 2018!

April 17, 2024



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IMPORTANT ANNOUNCEMENT FROM NETWORK4HEALTH:



Hello friends,

In case you didn't see this in our last issue, Network4Health is finally reaching the end of its 8-year journey. Our finances are being spent down and we are beginning to make plans to wrap up operations sometime in the next 3 or so months. Until that time, this means there will be some changes in the way Network4Health operates so as to stretch our funding as much as possible. Starting today, Network4Health will drastically scale back our support of trainings. I have re-arranged the training section so it will be clear what we will be supporting and what we no longer can.

In order to clarify these new guidelines, please see these helpful Q and A's:

What if I signed up for and paid for a training already? Can I still get reimbursed?

<u>Yes.</u> We will be honoring anyone who has already signed up for and paid for a training prior to today. Please use the regular reimbursement process as before.

N4H advertised a training before, but now I don't see it. What does that mean? Can I still get reimbursed for it?

<u>Not exactly.</u> If a training was advertised before as being supported, but it isn't now, that means we are no longer taking requests for support. It also means that there might be some people in your agency that will be reimbursed for their costs if they signed up early.

What trainings will be covered for the future? How will N4H decide?

As of right now, we are planning on continuing support for most NHADACA and NASW trainings because of their inexpensive nature and high quality content. As for others, those will be reviewed for cost, topic and potential popularity. As a rule of thumb, we are trying to only cover trainings that are less than \$100. We will also be scaling down the number of slots (i.e. "tickets") we will have available for reimbursement.

What if I have other questions?

Please feel free to reach out to me! geoffrey.vercauteren@cmc-nh.org.

I know many of you will have other questions about our future structure. For some time, we have been planning ways to keep the network intact and continue on our work in some fashion. More news about that will be forthcoming as we continue to flesh out the details. We are also planning on a wrap up and celebration event in the next few months so please watch out for an invitation. Thank you again for your partnership and I look forward to connecting with you soon!

About Network4Health:

Network4Health is a workforce intermediary that acts as a neutral convener and funder of various workforce development programs.

Our network consists of 40 healthcare, behavioral health, and human services employers operating in 18 cities and towns around the greater Manchester, Salem, and Derry areas.

Our vision is to:

- Build the pipeline of workers into roles of critical need across our region
- Increase competence and confidence of the workforce through professional development so that our partners can provide the highest quality, compassionate, and culturally competent care
- Invest in training and education opportunities to promote career advancement
- Promote retention strategies as a key part of growing the healthcare, behavioral health, and human services workforce in our region

Activities We Support:

- Training and professional development
- Building career pathways
- Supporting educational pathways
- Continuing work around diversity, equity, and inclusion as well as mental health awareness
- Maintaining the interconnectedness of our network

COMMUNITIES MUST PRIORITIZE TALENT PIPELINES

<u>From:</u> "Communities Must Prioritize Talent Pipelines To Avoid Squandering Federal Funds" by Matt Gandal, Contributor, Mar 27th, 2024 for Forbes.com; Click here for story.

Last week, President Biden announced the awarding of \$8.5 billion in grants to Intel, an investment aimed at boosting the United States' capacity as a semiconductor producer. The funds come from the CHIPS and Science Act of 2022 and represent one of many significant investments the federal government is making to spur economic growth and



transformation in states and regions across the country.

Over the past three years, several transformative federal investments have set the stage for the infusion of trillions of dollars into communities nationwide. The CHIPS and Science Act, the Bipartisan Infrastructure Law and the Inflation Reduction Act collectively represent an investment of nearly \$2 trillion into American industries and infrastructure, aiming to spur the economy and create jobs while improving the United States' ability to compete globally in the rapidly evolving fields of technology, energy and manufacturing.

However, while federal leaders tout the very real potential of these investments to transform the American economy and global competitiveness, shortsighted implementation strategies may put their impact at risk. That's because the vast majority of the money—and attention—is going to job creation rather than developing the talent pipeline needed to fill those jobs.

More than a year into this historic rollout of funding, many communities are immersed in the extensive planning and preparation required to build the factories, plants and other infrastructure needed to boost American manufacturing capabilities in critical growing sectors. These investments have already begun to spur major construction projects nationwide, which many communities eagerly prioritize as tangible and visible indications of economic momentum. Yet despite the clear importance of infrastructure for industry growth, that growth can't occur without well-prepared talent to fill new jobs.

Talent development conversations must be at the forefront of communities' planning efforts, and those conversations must start now. Getting this right means setting a wide table and inviting all players in the talent development space—including K-12 and higher education, workforce partners, apprenticeship providers, organized labor and adult training providers—to have a voice and a role in economic transformation. Workforce growth at this scale and pace will require significant contributions from each of these groups, and too few communities are setting a vision in which all have a seat at the table.

The intended growth in semiconductor manufacturing resulting from the CHIPS and Science Act is a good example of how the intentional involvement of talent development providers could lead to better outcomes for employers and communities. In the immediate term, these funds will create demand for skilled construction talent to build new facilities. Before long, though, semiconductor manufacturing companies will need

SAVE the DATE!

REGISTRATION NOW OPEN!



Network4Health Spring All Partners Meeting!

Thursday June 13th 10 – 11:30am via Zoom

REGISTER HERE

This will be the last
Network4Health All Partners
Meeting!

Agenda items:

- Nest steps for N4H
- Review of projects and accomplishments from the past 2.5 years
- Open discussion and more!!!

Watch for more agenda items coming soon!

technicians, engineers and others requiring training that ranges from certificates and two-year degrees to bachelor's degrees and Ph.D.s.

Our education systems need to produce more talent to meet these demands. The Semiconductor Industry Association and Oxford Economics estimate that the semiconductor industry's workforce will grow roughly 33%, representing 115,000 jobs, by 2030. Still, current degree completion trends indicate that 67,000 jobs—more than half—will go unfilled. These figures do not even consider the indirect roles that will be created across automotive, communication and the many other industries that rely on semiconductor manufacturing, all of which also require skilled talent and appropriate training.

This is a huge threat to the promise of the CHIPS and Science Act. Major investments in key industries can only boost economies if enough people are prepared to fill the jobs these industries rely on. Higher education systems are important talent development partners, but the time they will need to adapt to meet evolving industry needs means they must be at the table now.

Fortunately, a few communities are building promising partnerships to show what a different path forward could look like.

As part of its plans to establish an advanced semiconductor fabrication site in Columbus, Ohio, Intel has partnered with local education and training systems in meaningful ways to ensure local Ohioans can fill the range of well-paying jobs that the site will bring.

This includes a strong partnership with Columbus State Community College and other two-year institutions throughout Ohio, recognizing the ability of community colleges to offer specialized workforce training opportunities at scale. Thanks to a grant offered by Intel, the Ohio Association of Community Colleges has been able to work with industry partners and a statewide network of all 23 community colleges to design an affordable one-year curriculum to train technicians in the region. Community colleges, technical centers and other providers are now embedding this curriculum into pathways that will prepare students for the future opportunities in semiconductor careers.

State and local leaders are also looking even earlier in the pipeline and considering which high school courses should be offered in local districts to prepare students for the new training opportunities or even give them a head start down that path before they graduate.

There is shared understanding in the Columbus area about the role that local education systems must play in building the skilled workforce Intel and other employers need to thrive in the region; the company and the training providers are actively collaborating to build the pipeline in real time.

Ohio's approach is encouraging but, unfortunately, does not represent how all states and communities are preparing to leverage their federal funds. Intentionality in bringing the right partners in education and talent development to the table is not a given; without it, the billions of federal dollars flowing into communities across the country will not have the intended long-term impact of creating meaningful job opportunities for those who live there and boosting the economy as a whole.

The Biden Administration deserves real credit for securing the funds necessary to drive these major federal investments. Their impact will be felt all across the country. If funding recipients choose to go down the road of building foundational partnerships with education and training providers to prioritize talent preparation from the get-go, we are likely to see not only job creation but the filling of those jobs with a qualified, diverse talent pool from the local communities in which these funds are being invested.

However, if the focus remains exclusively on immediate project development, communities might have to look beyond their regions to fill jobs, which could result in significant project delays and further marginalization of communities long underrepresented in the infrastructure, energy and manufacturing sectors.

Prioritizing education and training systems as key players in maximizing the impact of the federal infrastructure investments could make all the difference. The clock is ticking, but there is still time to get this right.

Matt Gandal is founder, President and CEO of Education Strategy Group (ESG), a mission-driven consulting firm committed to expanding economic mobility by increasing educational attainment.

Thanks for reading!
Geoff Vercauteren
Director of Workforce Development
Network4Health

News from the AHECs

PHI Coaching & Supervision Workshop: April 29th & 30th



Supervisors and mangers can gain the skills to support better communication and lay the foundation for strengthening relationships with staff.

This training, **designed by PHI**, is a unique approach to ending a damaging cycle that often leads to poor relationships, high turnover, and supervisor strain.

This two day, 16 hour training introduces participants to the coaching approach to supervision and teaches four fundamental coaching skills: Active Listening, self-Management, Self-Awareness, and Presenting the Problem.

Next Training (via Zoom) Facilitated by Dulcinea Kaufman & Gayle Davis:

April 29th & 30th. *Network4Health will be reimbursing the cost of training for network members*. REGISTER NOW!















Finding Your Career in Healthcare – 5th edition is now available online!

The fifth edition of AHEC's popular career guide has over 90 different careers in healthcare and now includes a section on jobs in behavioral health and substance misuse. Written for career explorers from middle-school to adult, this guide give valuable information including career descriptions, salary ranges, educational programs, career paths and more!

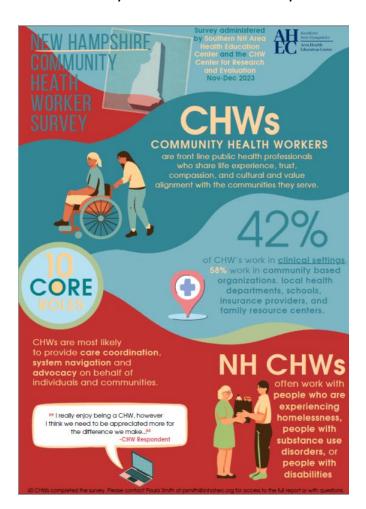
CLICK HERE TO VIEW ONLINE!

Nominate a Colleague or Employee to Become a Healthcare Hero!



To learn more about Healthcare Heroes and nominate someone, visit their website HERE.

NH Community Health Worker Survey Results:



WORKFORCE DEVELOPMENT OPPORTUNITIES



Apply to the 2024 Nurse Corps **Scholarship Program**

Open through May 2, 2024

For those accepted or enrolled in a nursing degree program at an accredited school:

- **Diploma School of Nursing**
- Associate Degree School of Nursing (ADN)
- Collegiate School of Nursing (BSN, graduate degree)
- Graduate-Level Nurse Practitioner

Healthcare workers included in new \$6B student loan relief

READ STORY Here

The Biden-Harris Administration announced March 21 the release of an additional \$5.8 billion in student loan debt relief for 77,700 public service workers, including those in healthcare.

Workers in the Public Service Loan Forgiveness program make up this class of relief recipients, including teachers, nurses, social workers and firefighters. Eligibility is reserved for governmental employers and nonprofit organizations, and public health is a qualifying public service and applies to physicians, nurse practitioners and nurses in clinical settings.

The recipients have been paying their loans for at least a decade and will have the remainder of debt balances canceled, senior administration officials told Bloomberg. Recipients are scheduled to receive an email from President Joe Biden alerting them about their federal student debt or loan relief.

Find out if you qualify HERE

 Nursing Bridge Program (RN to BSN, RN to MSN-NP, Direct Entry MSN-NP)

CLICK HERE TO LEARN MORE!

See all of the HRSA <u>scholarship</u> <u>programs HERE!</u>



NATIONAL HEALTH
SERVICE CORPS (5)

The NHSC Loan Repayment application opens soon.

Qualify for tax-free educational loan repayment while becoming part of the solution to increase access to health care in your community. Explore which loan repayment program will meet your needs and those of the community you serve:

- NHSC Loan Repayment Program
- NHSC Substance Use Disorder (SUD) Workforce Loan Repayment Program
- NHSC Rural Community Loan Repayment Program

CHW ADVANCE!

Start your career pathway to becoming a Community Health Worker (CHW). Resources for Training and Support provided through a partnership of North Country Health Consortium, Southern NH AHEC and Southern Vermont AHEC.



Who is Eligible?

CHW ADVANCE! Is for new community health workers who are interested in receiving training and building competencies to be successful working in the community with under-resourced populations. Participants must be a US Citizen or Permanent Resident.

Why Should I Enroll?

Participants in CHW ADVANCE! Will receive the following benefits:

- \$1200 scholarship to attend NH or VT based CHW training that highlights CHW Core Competencies and public health concepts.
- \$2550 stipend
- 8 weeks (250-320 hours) on the job training (OJT) to build skills and gain experience.
- · Mentoring Support



Want to learn more? Click here for more info.









Looking for an exciting career in health care? Join The Elliot Hospital in one of these apprenticeship programs:

- Medical Assistant (MA) Starting soon 7/29/24!
- Licensed Nursing Assistant (LNA) Starting 5/20/24!
- Patient Service Representative (PSR) Next class starting soon!
- Pharmacy Technician New cohort coming in 2024
- Other careers coming soon!

Benefits of apprenticeship:

- Paid full time classroom instruction "earn and learn" model!
- On the job training with a mentor
- Academic and career support

To apply at Elliot or for more info:

CLICK HERE

FREE Career and Education Guides for Healthcare!

Network4Health was happy to work with other partners of the Granite PARTNERS Nursing Expansion Grant to put together 4 guides on nursing careers, career and educational resources, overcoming obstacles to healthcare employment and education, and the healthcare job search. These downloadable guides are available to anyone simply by clicking on the picture. Learn more about the <u>Granite PARTNERS grant HERE!</u>

The Granite State PARTNERS
Guide to Education and
Careers in Nursing



The Granite State PARTNERS Guide to Overcoming Obstacles to Healthcare Education and Employment



The Granite State PARTNERS Guide to Career and Educational Resources



The Granite State PARTNERS
Guide to a Successful
Healthcare Job Search



UPDATES FROM HEALTHFORCE NH



HealthForce NH aims to lead a collaborative effort to create a substantial, equitable, skilled and fulfilled healthcare workforce, ultimately creating a healthier New Hampshire overall.

We are a collaborative of healthcare providers, practitioners, and educators banding together with state government and business leaders.

Our mission is to promote innovative partnerships and cross-sector collaboration to grow, retain, and sustain a robust healthcare workforce.

CLICK HERE to visit our website!

Giving Care: NH's Healthcare Workforce Plan



In March 2022, the Endowment for Health Forward Fund released "Giving Care: A Strategic Plan to Expand and Support NH's Healthcare Workforce. Giving Care presents New Hampshire solutions to New Hampshire's current health care workforce crisis. It is a plan that offers immediate, as well as longer-term strategies to expand and support our health care (and behavioral health)

workforce. These solutions incorporate learning from previous successful workforce development efforts and provide specific actionable strategies to grow and retain the workforce, to ensure we have the data we need to prioritize investments, to improve the policy and regulatory environment, and – perhaps most importantly – to lead and coordinate implementation.

This actionable plan was the work of 70+ stakeholders (advocates, educators, policy makers, regulators, labor specialists, providers, employers) participating in 4 workgroups to establish "action agendas" with goals, objectives, 107 strategies (including priorities & quick wins), timelines, and stakeholders. Whether you are an employer, a policymaker or government official, an institution of higher education or educator, or an advocate for the health care field, there is a role for you in implementing Giving Care. Have questions? Email us at info@healthforcenh.org.

CLICK HERE to view the whole plan

N4H DIVERSITY, EQUITY, INCLUSION, AND RACISM INITIATIVE



N4H's Vision For This Work:

Network4Health's vision is to enable all residents — regardless of income, race, ethnicity, language, ability, gender, or identity — to have access to affordable, high-quality, medical and behavioral health services that promote the highest possible level of wellness, and physical and mental health. We know that to achieve that vision our partners must understand the needs of our diverse communities and have the capacity to equitably include diverse people to serve those diverse communities.

In January of 2021, Network4Health launched a new diversity, equity, and inclusion (DEI) initiative. The goals of this initiative will be to increase awareness and understanding of the factors and complexities related to DEI and to provide tangible strategies and tactics to address those factors on the individual, programmatic, organizational, and regional levels.

Through this initiative, Network4Health will support our partners to:

- Create culturally effective organizations that are staffed by informed and aware individuals who strive to create environments of respect, integrity, and caring
- Build and leverage a diverse and inclusive workforce that mirrors the communities they serve

- Promote equity and decrease disparities in access to healthcare and other social services which will result in better
- health outcomes for our region's residents
- Reduce stigma and acknowledge and honor the fundamental value and dignity of all individuals

Other Upcoming DEI Trainings:

5/23/24	8:30 AM – 3:00 PM: NH Health Equity Summit: Achieving Health Equity for All;	N4H will
5/23/24	8:30 AM — 3:00 PM: NH Health Equity Summit: Achieving Health Equity for All; Church Landing at Mills Falls, Meredith NH; The Health Equity Summit will provide participants with thought provoking presentations, peer learning opportunities, practical strategies and resources to advance health equity in diverse health care setings. After the summit, participants will be able to: Describe the essential components of a roadmap to operationalize health equity as part of their strategic plan. Gain confidence in building the culture, shared understanding, and commitment for health equity throughout their organization. Review available tools and resources to advance health equity in their participants. Identify strategies and tactics to address social factors of health and health inequities.	N4H will reimburse cost: REGISTER NOW
	 organizations. Who should attend: Health care staff and providers from administration, health equity and DEI, population health, community health, patient and family 	
	engagement, clinical staff	
	Organizational Ignition Presents: Discovering Performance Through	
	DEI Seminar Series: Spring – Fall 2024. <u>CLICK HERE</u> for full descriptions. All sessions via Zoom.	
5/14/24	8:30 am - 10:00 am: Culture/Ethnicity, Women, Age in the Workplace	Please email us if
6/18/24	8:30 am - 10:00 am: Inclusive Leadership: Interpersonal Power	you are
9/17/24	8:30 am - 10:00 am: Senior Leadership Role in DEI: Achieving Organizational	interested in
	Performance Through DEI	attending any of
5/14/24	12:00 pm - 1:00 pm: DEI Office Hours:	these trainings or
6/18/24	Have questions about your DEI initiative? Join your peers and our experts every 3rd Thursday to	conferences and want to be
7/16/24	learn what works, what doesn't, and how to overcome your challenges in implementing DEI so that it actually improves your organization.	reimbursed by Network4Health
	NASW Maine presents: "Beyond Cultural Competence Series"	
	This series will take us beyond Cultural Competence to integrate anti-	
	oppressive, anti-racist, and culturally responsive practices. Learn more here	
4/23/24	10am - 12pm: Beauty "Standards" (Beyond Cultural Competence Series) - Learn about how Fatphobia is rooted in Anti-Blackness	REGISTER NOW

5/21/24 10am - 12pm: Generational Trauma and its Impacts (Beyond Cultural Competence Series) - Learn about various forms of generational trauma and their impacts on individual and famlies.

PROFESSIONAL DEVELOPMENT



SCHOLARSHIPS!

Did you know that The New Hampshire Charitable Foundation is the largest provider of publicly available scholarships in NH, awarding more than \$7 million to more than 1,600 promising students each year?

EXPLORE SCHOLARSHIP OPPORTUNITIES

Please see below for types of programs covered, and apply using *ScholarshipSource*, our single, online application.

Scholarships available for:

- Certificate, license or other industry-recognized credential
- Two-year or associate degree program
- Four-year or bachelor's degree program
- Master's, Ph.D. or other advanced degree program

CLICK HERE for more info

FOR ADDITIONAL FINANCIAL ASSISTANCE RESOURCES:

Here are some suggestions of resources outside of the Foundation's scholarship program that you can take advantage of to help finance your post-secondary education.

Click Here

Credentialing Support Partnership



NHADACA is excited to announce the launch of the **Credentialing Support Partnership (CSP).** The CSP partners with various NH substance use treatment programs, and other organizations that

are providing substance use and co-occurring disorders treatment services, in order to provide support and ease burdens of the onsite clinical supervisor to advance licensure of clinicians.

This program aims to expand behavioral health workforce capacity and access to evidenced-based treatment from licensed providers. Additionally, this program is a resource for answering questions related to all New Hampshire substance use credentials. The CSP is designed to support LADC and MLADC licensure candidates by providing the necessary supervision and other supports (skill building, mentoring, coaching, etc.) to participants as you work towards successful completion and obtain licensure.

Some of the benefits of working with the Credentialing Support Partnership include:

- 2 hours of virtual supervision, including both individual and group formats
- Access to trainings through the NH Training Institute on Addictive Disorders
- Direct guidance and support with the application process for the LADC or MLADC
- Support with IC&RC exam preparation
- Scholarship opportunities for additional trainings and workshops
- Education specific to maintaining your license once you complete the initial process

Click Here for more information!



Network4Health has engaged PCDC for the past two years to deliver high quality, relevant trainings. **These trainings are now accessible online!** Click the links to watch each training and get access to the slide decks:

Training Name:	To Access Video:	To Access Slides:
Introduction to Care Management	<u>Click Here</u>	<u>Click Here</u>
Best Practices in Health Education	<u>Click Here</u>	<u>Click Here</u>
Screening for Social Needs	<u>Click Here</u>	<u>Click Here</u>
Comprehensive Risk Assessments	<u>Click Here</u>	<u>Click Here</u>
Culturally Responsive Care	<u>Click Here</u>	<u>Click Here</u>

Scholarships and Affording School:



The mission of Granite Edvance (formerly the NH Higher Ed Assistance Foundation, or NHHEAF) is to support New Hampshire students and families in navigating their education and career pathways.

Search for scholarships with Granite EdVance.

Living with and Healing from COVID:	<u>Click Here</u>	<u>Click Here</u>
Organizational Wellness & Self-Care Within		
a Trauma-Informed Care Lens		
Culturally Responsive Care for Special	<u>Click Here</u>	<u>Click Here</u>
Populations: LGBTQ+ & Older Adults		
Culturally Responsive Care for Recent	<u>Click Here</u>	<u>Click Here</u>
Immigrants to the U.S.		

SAVE the DATE





REGISTER HERE!

FREE AND SPONSORED TRAININGS

*IMPORTANT: What you need to know about sponsored trainings through Network4Health

- There is a TWO STEP PROCESS for indicating to N4H you want to attend a training we are willing to reimburse for:
 - STEP 1 Filling out the Eventbrite form from N4H (see "Click to Learn More and Sign up for a Seat" below)
 - STEP 2 Registering with the event itself
- ✓ Remember Generally <u>you need to pay for a training up front</u>, then seek reimbursement from your employer, and then have your employer seek reimbursement from N4H. Please read details on our Eventbrite page for more information.
- √ N4H usually does not buy seats ahead of time, therefore your seat is not guaranteed unless you reserve it yourself
- √ These sponsored trainings are <u>only</u> for employees of Network4Health partners in our region

Have a training or a conference you would like to attend personally or want to send staff to?

Please email us the information and we will consider sponsoring seats at the event.

TRAINING REMINDER:

As of 4/3/24, Network4Health will only be reimbursing the costs for a limited number of trainings. Please see the indicated sections below.

Should you have any questions or concerns please contact us at:

Geoff Vercauteren, Director of Workforce Development: Geoffrey.Vercauteren@cmc-nh.org

General workforce development inquiries: N4H.WorkforceDevelopment@CMC-NH.org

NHADACA ~ NHTIAD						
4/23/24	4/23/24 9:00 AM - 1:30 PM: A Practical Guide to Love and Relationships in CEU's Click to Learn More					
	Recovery; Location: NHADACA, 130 Pembroke Road, Suite 150, Concord	Available!	& Sign Up for a Seat			
4/24/24	9:00 AM - 1:30 PM: The Impact of Grief on Relationships and Recovery;	CEU's	Click to Learn More			
	Location: 130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
4/25/24	10:00 AM - 12:00 PM: 21st Century Cannabis; Location: Remote via Zoom	CEU's	Click to Learn More			
		Available!	& Sign Up for a Seat			
4/25/24	1:00 PM - 3:00 PM: Women & Weed; Location: Remote via Zoom	CEU's	Click to Learn More			
		Available!	& Sign Up for a Seat			
4/26/24	8:30 AM - 4:00 PM: HIV Update for Substance Use Professionals; Location:	CEU's	Click to Learn More			
	130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
4/29/24	8:30 AM - 4:00 PM: Getting a "Head" in Therapy – Psilocybin, Esketamine	CEU's	Click to Learn More			
	and MDMA in the Treatment of MH and SUDs; Location - Via Zoom	Available!	& Sign Up for a Seat			
5/1/24	1:00 PM - 3:15 PM: Adolescent Development and Substance Use	CEU's	Click to Learn More			
	Disorders; Location - 130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
5/2/24	8:30 AM - 12:00 PM: HIV Trends & Treatment; Location - 130 Pembroke	CEU's	Click to Learn More			
	Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
5/3/24	8:30 AM - 11:45 AM: Brain Injury in the Courtroom; Location: Remote via	CEU's	Click to Learn More			
	Zoom	Available!	& Sign Up for a Seat			
5/6/24	8:30 AM - 4:00 PM: Understanding Adverse Childhood Experiences and	CEU's	Click to Learn More			
	Working with Complex Trauma; Location - 130 Pembroke Road, Suite 150,	Available!	& Sign Up for a Seat			
	Concord, NH 03301					
5/7/24	8:30 AM - 3:00 PM: Supporting Families and Healing; Location - 130	CEU's	Click to Learn More			
	Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
5/8/24	8:30 AM - 4:00 PM: Telehealth Best Practices; Location - Remote via Zoom	CEU's	Click to Learn More			
		Available!	& Sign Up for a Seat			
5/8/24	1:00 PM - 3:15 PM: Gender Responsive/Specific Care and	CEU's	Click to Learn More			
	Psychological/Substance Use Disorders and Treatment; Location - 130	Available!	& Sign Up for a Seat			
	Pembroke Road, Suite 150, Concord, NH 03301					
5/9/24	8:30 AM - 4:00 PM: Advanced Ethics & Clinical Practice; Location - NH	CEU's	Click to Learn More			
	Audubon, 84 Silk Farm Road, Concord, NH 03301	Available!	& Sign Up for a Seat			
5/9/24	8:30 AM - 3:00 PM: Vicarious Trauma: Creating an Agency Framework for	CEU's	Click to Learn More			
	Prevention and Support; Location - 130 Pembroke Road, Suite 150,	Available!	& Sign Up for a Seat			
	Concord, NH					
5/10/24	8:30 AM - 4:00 PM: Substance Use Recovery and Mood Disorders -	CEU's	Click to Learn More			
	Location: 130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
5/14/24	8:30 AM - 4:00 PM: Connect Suicide Prevention for Behavioral Health	CEU's	Click to Learn More			
	Clinicians; Location - 130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			
5/15/24	12:00 PM - 3:15 PM: Mindfulness/Wellbeing and Life Balance; Location -	CEU's	Click to Learn More			
	Remote via Zoom	Available!	& Sign Up for a Seat			
5/17/24	8:30 AM - 4:00 PM: The 12 Core Functions of a Substance Use Counselor;	CEU's	Click to Learn More			
	Location - 130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat			

5/20/24	8:30 AM - 4:00 PM: Understanding the Imprint of Trauma in Re-	CEU's	Click to Learn More
	Establishing Connectedness; Location - 130 Pembroke Road, Suite 150, Concord, NH 03301	Available!	& Sign Up for a Seat
5/21/24	8:30 AM - 4:00 PM: Neuroscience Unraveled: Understanding the	Click to Learn More	
, ,	Interplay of Trauma and Addiction; Location - 130 Pembroke Road, Suite	& Sign Up for a Seat	
	150, Concord, NH 03301		
5/22/24	12:00 PM - 1:30 PM: Better Suicide Risk Detection with the Columbia	CEU's	Click to Learn More
	Protocol: Reducing Workload, Redirecting Scarce Resources and Saving	Available!	& Sign Up for a Seat
F /24/24	Lives; Location - Remote via Zoom	CELV-	Clials to Leave Mayo
5/24/24	9:00 AM - 1:30 PM: Is Exercise Part of the Solution to Substance Use Disorders? Location: Fairfield Inn & Suites - 165 Skimobile Road, North	CEU's Available!	<u>Click to Learn More</u> & Sign Up for a Seat
	Conway, NH 03860	Available:	& Sign op for a Scat
5/30/24	8:30 AM - 4:00 PM: Initial Training on Addiction and Recovery; Location -	CEU's	Click to Learn More
	NH Audubon, 84 Silk Farm Road, Concord, NH 03301	Available!	& Sign Up for a Seat
Othe 5/7/24	Trainings & Conferences — Seats Sponsored Training in CPP Supportive Interventions – via Zoom	by Netwo	REGISTER NOW
	May 7, 2024 (3:00 p.m 6:00 p.m.)		
5/30/24	9 – 12pm: SNHAHEC presents: Motivational Interviewing: A Conversation	About Change	- REGISTER NOW
	online	ation.	
	NASW New Hampshire Continuing Education of Social Workers NEW HAMPSHIRE CHAPTER NEW HAMPSHIRE CHAPTER CLICK HERE to go to NASW NH's website	ation	
5/3/24	1 - 4:15pm: Assessment for Suicidality: A Primer for Mental Health Clinicia	ans; Location –	Please email us if
	Online		you are interested in attending these
5/7/24	trainings and		
3/1/24	want to be		
			reimbursed by Network4Health
Open	NASW: Integrating Best Practices into your Grant Proposals		REGISTER NOW
until	The session will explore strategies for ensuring proposals effectively commu	nicate the need	
6/7/24	for client service support and articulate the value-add of your organization's approach.		
	Online; 1 hour		
Below	is a resource list of training providers that have a cost a	ssociated w	ith them and
	are not reimbursed by Network4Health at thi	is time.	
5/29/24	8:30-4:30pm: The CE-CERT Skills: Sustaining a Career in the Helping Profe	essions - CE-CER	T LEARN MORE
•	(Components for Enhancing Career Experience and Reducing Trauma) is a	suite of skills t	0
	support emotional well-being in workers who are exposed to the effects of se		
	Ultimately, the goal of CE-CERT is not merely to survive this work: Rather, the goal is to have		
	a vocation that is uniquely and deeply satisfying.		
Various –	William James College Professional De	evelonment	Click for a
see site	WILLIAM JAMES COLLEGE CEUS available!	Ciciopiniciit	Complete List of
for	COLLEGE		<u>Trainings</u>
details			

PESI - PESI is now offering many different trainings online via webinar (find them here: PESI.com \rightarrow online learning \rightarrow live video webinars).

Go to:

PESI

To find more!

Various –

see site

details

for

Various – see site for details		shire Psychological Association more upcoming events	
Various – see site for details	·	UNH Professional Development and Training Int offers a wide variety of courses both in person and online that g clinical, communication, supervisory, and leadership skills.	Click for a complete list of trainings
Various – see site for details	NASW NASW	NH Chapter Trainings inings may be covered. See section above.	Click for a complete list of trainings

Free Trainings – No cost to participate!				
4/26/24	9:00 am - 4:00 pm: Adult Mental Health First Aid-One Day, Virtual Event	REGISTER NOW		
4/23/24	3 – 4pm: SaferSociety: The Power of Connection: Building Support for Suicide Prevention	REGISTER NOW		
Recorded Webinar	HHRC Presents: Serious Mental Illness and Homelessness <u>Course Learning Objectives:</u> Define signs and symptoms of major mental illnesses among people experiencing homelessness; Describe common co-occurring mental and physical illnesses and treatment considerations for people experiencing homelessness; Identify best practices for increasing medication and treatment adherence for people experiencing homelessness.	VIEW NOW		
Webinar	Part 1 Civil Rights Protections for Individuals with a Disability: The Basics	REGISTER NOW		
Webinar	Part 2 Civil Rights Protections for Individuals with an Opioid Use Disorder	REGISTER NOW		

NH Disability & Health Program

Responsive Practice Training
Providing Health Care & Screenings
to Individuals with Disabilities

ResponsivePractice.org

University of New Hampshire
Institute on Disability
NH Disability & Health Program

Continuing education opportunity developed by the NH Disability and Health Program at the UNH Institute on Disability. Responsive Practice enhances healthcare providers' ability to deliver disability-competent care that is accessible to people with disabilities. Through this free training, participants will learn strategies and approaches to identify, address, and help remove barriers to care. Free CE credits for nurses, physicians, and pharmacists.

<u>Training 1:</u> Responsive Practice: Providing Health Care & Screenings to Individuals with Disabilities: <u>CLICK HERE</u> to view.

Training 2: Responsive Practice: Accessible & Adaptive Communication: CLICK HERE to view.

	Southern New Hampshire University Continuing Education for Health Professions SNHU Continuing Ed for Healthcare Professions FREE CEUs! Click here to see all courses	essionals –
4/24/24	1:00p.m.: Unpacking the Pill Bottle: The Healthcare Provider's Guide to Common Psychotropic Medications	REGISTER NOW
On Demand	21st Century Soft Skills for Healthcare Professionals – recorded courses; earn a digital badge! Class 1: Collaboration; Class 2: Critical Thinking Class 3: Communication Class 4: Creativity	<u>REGISTER</u> <u>NOW</u>
On demand	Care for Yourself so You can Care for Others – Recorded; Target Audience – Nurses	FREE CEU's! <u>VISIT HERE</u>
On demand	Generational Diversity: Using this Diversity to your Team's Advantage – Recorded; Learning Objectives: Distinguish the five generations currently working in healthcare and the benefits of	FREE CEU's! <u>VISIT HERE</u>

	each; Develop strategies to manage the gaps between generations; Acquire methods to bridge	
	the gap between generations	
Online	Other courses include:	FREE CEU's!
Learning	Food Insecurity	<u>VISIT HERE</u>
	Addiction 101: Signs of Substance Use and Mental Health Crisis at Work - Recorded	
	Trauma Informed Care Suicide Intent Assessment - Recorded	
	The Lived Experience of the Veteran and Military Affiliated Student – Enduring	
	Project	







Project ECHO Communities: Tale advantage of ECHOs on a number of different topics:

The Project ECHO® model is an evidence-based method connecting interdisciplinary specialists with community-based practitioners using web conferencing technology. During teleECHO™ sessions, experts mentor and share their expertise across a virtual network through case-based learning, enabling practice teams to manage complex conditions in their own communities.

- Substance Use Disorder (SUD) ECHO: Core and Emerging Topics for Ambulatory Care. The program will occur on the first Wednesday of each month through May 2024. Visit HERE to learn more!
 - o May 1st: Emerging Trends in Substance Use Disorder: High Dose Initiation; Presenter Kathleen Broglio, DNP, ANP-BC, ACHPN, CPE, FPCN, FAANP
- Project ECHO: Aging, Community, and Equity (PEACE). This program will run to May 8, 2024. Sessions will occur every other Wednesday from 12:30pm - 1:30pm EST. Visit HERE to learn more!
- Managing Pediatric Depression ECHO: 8 monthly ECHO sessions from February September 2024. Visit HERE to learn more!

To register or for more information email <u>unh.projectecho@unh.edu or visit us HERE</u>



ECHOs – Expanding Health Knowledge – via Zoom

Click here to learn more

Pediatric Integrative Medicine ECHO: Changing Health Care for Children: 6/6/2023 – 4/18/2024 Palliative Care ECHO 3.0: Improving Care for those with Serious Illness: 10/5/2023 – 6/6/2024

Grayken Center for Addiction Training & Technical Assistance
Boston Medical Center

FREE CEU's – Virtual trainings on addiction and recovery for behavioral health and healthcare clinicians

	Boston Medical Center	nearth and nearthcare chinicians	
4/19/24	12:00 pm – 12:30 pm: Strategi Healthcare Setting	ies to Identify and Address Alcohol Impaired Practice in the	
4/23/24	9:00 am - 10:00 am: Initiation	n of Buprenorphine in Outpatient Settings	
4/24/24	11:00 am - 12:00 pm: Stimula	ints 101	
4/24/24	12:00 pm – 1:30 pm: SUD Ca r	re Continuum ECHO®: Outpatient Management of Alcohol	
	Withdrawal		Free CE's
4/29/24	11:30 am – 12:30 pm: Zeroing	; in on Xylazine	available.
5/1/24	12:00 pm - 1:30 pm: SUD C	Care Continuum ECHO®: Addressing SUD in Patients with	CLICK HERE
	Traumatic Brain Injury		to see all
5/14/24	12:00 pm - 1:00 pm: Family	y members and addiction treatment outcomes: Applying	offerings
	research to clinical practice		Offerings
5/15/24	2:00 pm - 3:00 pm: Trans a	and Gender Diverse Folks and Substance Use Treatment:	
	Foundations		
5/16/24	12:00 pm – 1:00 pm: Recovery	Coach Drop-in Forum	
5/22/24	12:00 pm – 1:30 pm: SUD Card	e Continuum ECHO®: Substance Use Disorder and Nutrition	
	William Control of the Control of th		

Southern New Hampshire Area Health **Education Center**

FREE Trainings from Southern NH AHEC – CEU's Available!

Click here and the go to "Read latest Blitzmail newsletter"

4/23 & 4/30/24 On-Demand Trainings See Full List of Trainings on the SNHAHEC website	9:00 – 12:00pm: Motivational Interviewing: A Conversation About Change – These interactive training sessions will help you learn how to bring awareness to individuals about the discrepancy between their current behavior and their future goals. You will learn how to assist them to make meaningful healthy lifestyle changes. Via Zoom. Addiction as a Chronic Disease Compassionate Boundries Culture and Cultural Effectiveness De-Escalation of an Overamped Patient Enhancing Provider Skills in Serving People who Actively Use Substances Management of Stimulant Use Disorders Motivational Interviewing Multidisciplinary Approach to SUD, MH and Care Coordination Our Actions Have Impact: The Importance of Stigma Reduction Recognizing, Preventing and Addressing Institutional and Community Stigma towards Substance Use Disorders Improve Your Precepting Skills with These FREE Courses from SNAHEC! Preceptor Development Modules: A series of	Please email us if you are interested in accessing reimbursement from Network4Health VIEW NOW
	educational modules for community based clinical teachers Dealing with the Difficult Learning Situation: Prevention: VIEW NOW Dealing with the Difficult Learning Situation: Management: VIEW NOW The Effective Preceptor: VIEW NOW Evaluation: Making it Work: VIEW NOW Giving Feedback: VIEW NOW Integrating the Learner into a Busy Practice: VIEW NOW Inter-professional Collaboration: VIEW NOW Learner Engagement in Community Rotations: VIEW NOW The One-Minute Preceptor: VIEW NOW Setting Expectations: VIEW NOW	
Various – see site for details	NEW ENGLAND PUBLIC HEALTH Training Center – CEU's Available!	Click for a complete list of trainings
Various – see site for details	PTTC Prevention Technology Transfer Center Network Online and Linear Services Administration online! Training and events — happening locally and online!	Click for a complete list of trainings
Various – see site for details	Dartmouth Health Professional Development – FREE CEUs! Network4Health will cover admission costs associated with any of these trainings that aren't free. Email us if you are interested!	Click for a complete list of trainings
Various – see site for details	P C S S Providers Clinical Support System	Click for a Complete List of Trainings

Various – see site for details	Comprehensive list of trainings and webinars – many archived. CEU's available.	Click for a Complete List of Trainings
Various – see site for details	New England (HHS Region 1) Addiction Technology Transfer Center Network Funded by Substance Alause and Mental Health Services Administration	Click for a Complete List of Trainings
Various – see site for details	Mental Health Technology Transfer Center Network Funded by Substance Abuse and Mental Health Services Administration	Click for a Complete List of Trainings
Various – see site for details	African American Behavioral Health CENTER OF EXCELLENCE	Click for a Complete List of Trainings
Various – see site for details	CENTER OF EXCELLENCE LIGHTQ+ BEHAVIORAL HEALTH EQUITY	Click for a Complete List of Trainings
Free Webinars	Opioid Response Network	Click for a Complete List of Trainings
Various – see site for details	Trainings from the National Council for Mental Wellbeing: Wellbeing:	Click for a Complete List of Trainings
	Free Webinars From NAADC – CEU's Available!	
4/24/24	MORE INFO HERE The Role of Emotional Intelligence Skills in Addressing Trauma and Reducing the Risk of	
5/1/24	Substance Use Disorders; 3:00-4:30pm ET - Earn 1.5 CEs Veterans, Addiction, and Recovery: Critical Factors to Understand; 3:00-4:30pm - Earn 1.5	-
3/1/24	CEs	
5/15/24	Connecting the Continuum: How Prevention and Harm Reduction Connect; 3:00-4:00pm - Earn 1 CE	FREE CEU's AVAILABLE!
5/23/24	Peer Recovery Support Series: Taking the First Steps Together – Best Practices for Supporting Peer-Staff and Parents in Recovery; 12:00-1:30pm - Earn 1.5 CEs	CLICK HERE
6/5/24	Spiritual Transformations in Conjunction with Non-12 Step Mutual Aid Group Attendance; 3:00-4:30pm - Earn 1.5 CEs	for more information and
6/12/24	To Inclusivity and Beyond! 3:00-4:30pm - Earn 1.5 CEs	to register for a session
6/26/24	Addressing Racial Bias in AI for Equitable Substance Use Recovery; 3:00-4:30pm - Earn 1.5 CEs	1
Ongoing	Advancing Awareness in LGBTQ Care Multi-Part Series: Advancing Awareness in LGBTQ Care, Part I: History of Specialized Treatment for LGBTQ+ Clients Advancing Awareness in LGBTQ Care, Part II: LGBTQ Youth, Community, & Alcohol Misuse Advancing Awareness in LGBTQ Care, Part III: Working with LGBTQ2S+ Native American Clients Advancing Awareness in LGBTQ Care, Part IV: Affirming Responses for "Invisibilized" LGBTQIA+	WATCH NOW

Free From NH Healthy Families

Reminder: NH Health Families offers free comprehensive clinical training programs, designed to enhance the knowledge, skills and performance of healthcare professionals who empower their members to make positive health behavior changes. They offer courses to support continuing education for providers, enhance integrated care, and 7expand use of best practices. Participants can receive CEUs for some classes, and receive certificates of attendance related to certain licensing requirements. Please click here for more information, click here to see a complete list of trainings, or contact Kimberly Bindas at kbindas@centene.com with further questions.

4/22/24	Co-Occurring Substance Use and Mental Health Disorders with Taylor Murphy, MSW;	
	11:00 AM - 12:30 PM	
4/25/24	Behavioral Health Screening Tools for Providers by Dana Buonanducci, MS, LMHC, NCC;	
	11:00 AM - 2:00 PM	
4/30/24	The Adverse Childhood Experience (ACE) Study with Lisa Wharton, MA, LPC, PLCC; 11:00	
	AM - 12:00 PM	FREE CEU's
5/2/24	SBIRT for Providers with Kimberly Bindas, MSW, LICSW; 10:00 AM - 12:30 PM	AVAILABLE!
5/6/24	Human Trafficking by Taylor Murphy, MSW; 10:00 AM - 12:00 PM	
5/7/24	Suicide Risk - A Clinical Perspective - Module 1 - Suicide Risk Overview by Dana	<u>CLICK HERE</u> for
	Buonanducci, MS, LMHC, NCC; 10:00 AM - 12:00 PM	more information
5/9/24	A Closer Look at Evidence Based Practices with Taylor Murphy, MSW; 11:00 AM - 12:00 PM	and to register for
5/14/24	Substance Related and Addictive Disorders - Module 1 – Overview by Taylor Murphy,	a session
	MSW; 11:00 AM - 12:30 PM	
5/21/24	Poverty Competency by Dana Buonanducci, MS, LMHC, NCC; 12:00 PM - 2:00 PM	
5/30/24	Trauma Informed Care: The Impact of Trauma by Kimberly Bindas, MSW, LICSW; 11:00 AM	
	- 12:30 PM	

MANAGEMENT CORNER

NEGATIVITY GROWS IN THE WORKPLACE

From: "Negativity Grows in the Workplace - A sense of pessimism grips many U.S. workers today. What can employers do?" By Dana Wilkie for SHRM.org; Apr. 6, 2024. CLICK HERE to see full article.

Let's say you oversee a team of restaurant workers—waiters, hostesses, dishwashers, cooks. Many seem lethargic lately. Disinterested in their jobs. Some are quitting with little notice. Others complain about their working conditions. You've tried everything: Pep talks. Modest raises. Free passes to the gym next door. Happy hours on the company dime. But things don't seem to be improving.

You're not alone. It seems that pessimism has gripped many employees in the U.S. And companies across the nation are struggling to keep workers happy—or keep them at all. "Workers feel their hard work will not get them any closer to a better life for themselves or their family," says Laura Putnam, a workplace well-being expert and author of Workplace Wellness that Works (Wiley, 2015). "It's the sense of feeling left out of the American Dream and never fully receiving the fruits of one's labors. Persistent pessimism, especially at work, can ultimately add up to an overriding sense of despair."

Studies, surveys and polls reveal a stark truth: Approximately half to three-quarters of U.S. workers are pessimistic about their jobs and their work futures. So, what can a company's leaders do?

"There is little doubt in my mind that the best way to address the growing concerns about employee burnout, mental health and wellness overall is to address the work itself," wrote Amy Edmondson, Novartis Professor of Leadership and Management at Harvard Business School, in a foreword to 2023 research from Businessolver. Those reports found that 51 percent of employees reported having experienced a mental health issue last year, and 80 percent said they're willing to leave their companies for a more empathetic employer—and are confident they can find one. The research underscores how much employees value a healthy work environment—perhaps more than gym memberships or happy hours.

"What matters is creating a positive, learning-oriented culture that supports people [so they can] deliver value, creating conditions for meaningful interactions that build energizing relationships, and ensuring every employee has the resources needed to do their job," Edmondson wrote. "Notice what isn't on this list: all the fun perks that are unrelated to making work 'work' as it should. It's not about being tough or uninterested in employees' lives. It's about enabling individuals and teams to make work 'work.'"

What Is Pessimism?

Experts say pessimism is a lack of hope or confidence about the future. "When someone is feeling pessimistic, they expect that things are more likely to be worse for them in the future than they are currently," says Jessica Grossmeier, a workplace well-being expert and author of Reimagining Workplace Well-Being: Fostering a Culture of Purpose, Connection, and Transcendence (Modern Wisdom Press, 2022). It's actually healthy to have a somewhat pessimistic view of things, says Russell Robinson, founder of Amplified Research + Consulting LLC, which researches, analyzes and consults on employee engagement and work culture.

"This pessimism can help fuel change or provide clarity," says Robinson, who is also director of the Key Undergraduate Leadership Development at American University's School of Public Affairs. "However, like fear, an unhealthy amount of pessimism can do damage to a person in their personal and work lives. As a professor, I have seen how too much pessimism impacts the performance and wellness of my students."

Nicole Mixdorf, founder and chief wellness officer at wellness company Balance by Nature, is no stranger to what a stressful work environment can do to a person. After years of climbing the corporate ladder in a global firm, she became physically and mentally exhausted and felt so ill that she had to take a leave of absence. In recent years, she's not the only one.

A November 2023 report from meQuilibrium, which predicts workforce risk for burnout, turnover and mental health problems, found that three-quarters of the 4,466 U.S. employees surveyed (75%) are experiencing pessimism about their country. Other stressors negatively impacting employees include money (46%), work (39%) and relationships (28%). When it comes to employees' desire to quit, the report found that mental demands (identified by 35% of respondents), compensation (33%) and opportunity for growth (31%) were the top turnover triggers.

During Mixdorf's time away from the corporate world, she decided to launch Los Angeles-based Balance by Nature, which helps companies create cultures that increase employee engagement, reduce attrition, and improve mental and physical health. When employees can bring into balance all aspects of their lives—including careers, finances, health, relationships and family—they will feel complete and will be able to do their best work, Mixdorf says.

What Led to This Rise in Pessimism?

The increase in pessimism was not sudden. "The rise is one that has been long in the making—especially for working class Americans," Putnam says. In 2019, income inequality in the U.S. reached its highest level in 50 years, she says, citing U.S. Census Bureau data. This divide only increased during the pandemic, according to a Federal Reserve survey. More recently, layoffs in the tech industry have led to increased pessimism among employees in that sector, Putnam says.

As measured in the meQuilibrium report, pessimism is on the rise due to financial insecurities, political tensions and the workplace itself. The fall 2023 report showed increases in job stress and decreases in positivity. It linked respondents' pessimism about the state of the country with pessimism about their work. In other words, thinking about the state of the country influenced how employees felt about their jobs. Interestingly, this report found that employees felt more optimistic about their own personal work situation than they did for the country as a whole; they expect things will improve for them but not for the majority of the country.

Robinson thinks it's only normal to be somewhat pessimistic given the chaotic events of recent years, including the COVID-19 pandemic, social justice challenges in the U.S. and world conflicts. And now, Robinson says, we are asking: "'What is work in a work-from-home and return-to-work world? What is the role of the physical office?' When I graduated from college in 1991, you went to work at the office. Now, work can go where you are. What does that do to cities, suburbs and quality of life?"

Political divisions are preventing government leaders from addressing national concerns such as immigration, climate change and the country's debt, Grossmeier says. Some social media algorithms are amplifying this negativity, and social contagion is spreading it, she says.

What Managers and Executives Can Do

These challenges are having an outsized impact on managers. "The biggest driver of an engaged workforce and culture is the supervisor," says Robinson. "So, basically, having more emotionally intelligent leaders is the best starting point. Next, having leaders

that can create a culture that fosters wellness where employees can be vulnerable and talk about how they are experiencing the world is critical."

The meQuilibrium report also found that employees were less pessimistic about their work situation when they had a supportive manager. It concluded that manager support cuts turnover risk by 44% to 55% by helping to reduce factors such as burnout and the disconnection between work and life purpose. Good supervisors "listen to their employees and understand where they are in the world, then use that [information] to make decisions. Let's look at return to work (RTW). When I talk to organizations, I say they should be deliberate in their RTW policy. No matter what the decision is ... all in the office, all remote, or some form of hybrid ... there will be employees who love the decision, hate the decision or are indifferent. Know how employees will relate" to the decision, Robinson says.

Moving from pessimism to optimism can only happen through collective efforts, Putnam says. Doling out more individual interventions, such as mindfulness apps, will do little, as indicated by a recent study conducted by William J. Fleming, a fellow at Oxford University's Wellbeing Research Center, who analyzed survey responses from 46,336 workers at companies that offer wellness programs. This study, in combination with an earlier survey and analysis conducted by McKinsey Health Institute, indicates that companies are solving for the wrong problem. That is, they continue to target individuals, when the problem lies in how managers are leading their team members. "No program, no mindfulness app, no exercise class, no platform can stand up to basic work practices," Putnam says.



MOOD CHANGERS

Here are some recommendations from experts interviewed for this article to help employees move from pessimism to optimism.

- Strengthen and foster peer support among teams. Teaching and encouraging employees to support one another can increase entimism.
- Increase worker autonomy—the ability of workers to determine how they do their work—through flexible work arrangements.
- Provide resiliency training and team building. Resiliency training and interventions that teach employees positive
 coping skills and cognitive reframing techniques can buffer pessimism.
- Don't assume you know what's causing stress and negativity for your employees based on a general national survey.
 Demographics and job type play a role. For example, we know financial well-being is an issue for many employees with the current economic situation. One employee group might benefit more from financial planning services, while another might need support with covering child care or affordable transportation.
- Provide managerial support. This can protect employees from negativity about work. Consider training managers in emotional intelligence, compassion and empathetic listening. —D.W.

These basics include elements like:

- How meetings are run.
- How people are treated day in and day out.
- How much of a sense of belonging employees feel at work.
- What workloads are like.
- Whether there's a perceived sense of fairness at work.
- How performance reviews are conducted.
- Whether employees are getting paid adequately for the work they do.

"In other words, it's the broader organizational culture and how teams work together that need to be addressed—not the individual employees getting barraged with more wellness to-dos," Putnam says. "Effective approaches to burnout require employers to address unrealistic job demands, increase resources needed to get the job done, increase autonomy, address unfairness and increase peer support," Grossmeier says.

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