

# WORKFORCE WEDNESDAYS

Bringing Workforce Information to your Inbox Since 2018!

May 29, 2024



## IMMIGRANT WORKERS HELP BOOST US LABOR MARKET

*From: "Immigrant workers are helping boost the U.S. labor market" By Kate Rogers, 5/3/2024 for CNBC.com; [Click here for story.](#)*

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### KEY POINTS:

- Immigrant workers made up 18.6% of the workforce last year, a new record, according to Bureau of Labor Statistics data.
- Many of those workers are taking open positions in agriculture, technology and health care, fields where labor supply has been a challenge.
- The government predicts that the influx of immigrant workers will grow gross domestic product over the next decade by \$7 trillion.



The strong jobs market has been bolstered post-pandemic by strength in the immigrant workforce in America. And as Americans age out of the labor force and birth rates remain low, economists and the Federal Reserve are touting the importance of immigrant workers for overall future economic growth.

Immigrant workers made up 18.6% of the workforce last year, a new record, according to Bureau of Labor Statistics data. Workers are taking open positions in agriculture, technology and health care, fields where labor supply has been a challenge for those looking to hire.

Despite the U.S. adding fewer-than-expected jobs in April, the labor force participation rate for foreign-born workers ticked up slightly, to 66%.

"We don't have enough workers participating in the labor force and our birth rate has dropped down 2% last year from 2022 to 2023. ... These folks are not taking jobs. They are helping to bolster and helping us build back — they're adding needed workers to the labor force," said Jennie Murray, CEO of the National Immigration Forum, a nonpartisan nonprofit advocacy organization.

The influx of immigrant workers is also a projected boost to U.S. output, and is expected to grow gross domestic product over the next decade by \$7 trillion, Congressional Budget

### **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

Office Director Phillip Swagel noted in a February statement accompanying the 2024-2034 CBO outlook.

“The labor force in 2033 is larger by 5.2 million people, mostly because of higher net immigration. As a result of those changes in the labor force, we estimate that, from 2023 to 2034, GDP will be greater by about \$7 trillion and revenues will be greater by about \$1 trillion than they would have been otherwise. We are continuing to assess the implications of immigration for revenues and spending,” Swagel wrote.

#### **‘Huge competition’**

Goodwin Living, a nonprofit faith-based elder-care facility in Northern Virginia that cares for 2,500 adults day to day, is heavily reliant on immigrant workers. Some 40% of its 1,200 workers are foreign-born, representing 65 countries, according to CEO Rob Liebreich, and more workers will be needed to fill increasing gaps as Americans age and need assistance.

“About 70% of 65-year-olds are expected to need long-term care in the future. We need a lot of hands to support those needs,” Liebreich told CNBC. “Right now, one of the best ways that we see to find that is through people coming from other countries, our global talent, and there’s a huge competition for them.”

In 2018, Goodwin launched a citizenship program, which provides financial resources, mentorship and tutoring for workers looking to obtain U.S. citizenship. So far, 160 workers and 25 of their family members have either obtained citizenship or are in the process of doing so through Goodwin.

Wilner Vialer, 35, began working at Goodwin four years ago and serves as an environmental services team lead, setting up and cleaning rooms. Vialer, who came to the U.S. 13 years ago from Haiti, lost his job during the pandemic and was given an opportunity at Goodwin because his mother had been employed at the facility.

He applied for U.S. citizenship before getting his current job, but after he worked there for six months, the Goodwin Living Foundation covered his application fee of \$725, the nonprofit said. Vialer became a U.S. citizen in 2021, and his 15-year-old daughter received a citizenship grant and became a U.S. citizen in 2023.

Vialer’s hope is to have his wife join the family from Haiti, as they have been separated for six years.

“This program is a good opportunity,” Vialer said. “They help me, I have a family back home. ... This job really [does] support me when I get my paycheck to help them back home.”

Workers are not required to stay with Goodwin after becoming U.S. citizens, but those who do stay are there 20% longer than those who do not participate in the program, Liebreich said. Speeding up the path to citizenship is key to remaining competitive in a global economy, he added.

“If we want to attract and retain this global workforce, which we desperately need, we need to make the process a lot easier,” Liebreich said.

Looking ahead to November, immigration will be a hot topic on the presidential campaign trail and for voters. Both President Joe Biden and former President Donald Trump have made trips to the southern border in recent months to address the large number of migrants entering the country.



### Ask the AI:

We asked AI this question:  
"What is the status of immigrants in New Hampshire"

### It replied:

"In 2023, New Hampshire's immigrant population encompasses a diverse array of statuses. Approximately 86,751 immigrants live in the state, making up about 6% of the total population. The majority of these immigrants are naturalized U.S. citizens, with three-fifths having obtained citizenship. Additionally, there are around 10,000 undocumented immigrants. The state is also home to DACA recipients, and immigrants are vital to the workforce, particularly in manufacturing, healthcare, and professional services (American Immigration Council) (migrationpolicy.org)."

*Thanks for reading!*

*Geoff Vercauteren; Director of Workforce Development; Network4Health*

## NETWORK4HEALTH SPRING ALL PARTNERS MEETING



### Network4Health Spring All Partners Meeting!

*Thursday June 13<sup>th</sup> 10 – 11:30am via Zoom*

[REGISTER HERE](#)

**This will be the last Network4Health All Partners Meeting!**

#### Agenda items:

- Review of projects and accomplishments from the past 2.5 years
- Speakers include: Tim Soucy (CMC), Peter Janelle (MHCGM), and Brenda Guggisberg (The Upper Room)
- Special update from Elliot Hospital about the Granite PARTNERS Grant
  - Open discussion and more!!!

**Watch for more agenda items coming soon!**

#### OUR VALUABLE PARTNERS:

Amoskeag Health / Ascentria Care Alliance / Building Communities in NH / Catholic Charities of NH / Catholic Medical Center / Center for Life Management / City of Manchester / Community Crossroads / Dartmouth-Hitchcock Health / Easterseals NH / Elliot Health System / Families in Transition / Goodwill / Granite United Way / Granite Pathways / Granite State Independent Living / Greater Derry Community Health Services / Hillsborough County / Home, Health & Hospice Care / Hope for NH Recovery / International Institute of New England / Life Coping / Makin' It Happen / Manchester Housing & Redevelopment Authority / Manchester School District / NAMI NH / NH Legal Assistance / On the Road to Wellness / Parkland Medical Center / Pastoral Counseling Service / Rockingham County / ServiceLink / Southern NH Services / The Derry Friendship Center / The Farnum Center / The Mental Health Center of Greater Manchester / The Moore Center / The Upper Room / Waypoint

## ANNOUNCEMENT FROM THE GRANITE PARTNERS GRANT



### **Scholarships available for any NH resident looking to enter the nursing careers pipeline STARTING JULY 1<sup>ST</sup>!**

#### **What is Granite State P.A.R.T.N.E.R.S.?**

Granite State P.A.R.T.N.E.R.S - (People Aligning Resources Towards Nursing Expansion and Retention Strategies) is a statewide project designed to tackle the staffing shortage and strengthen the future of health care in New Hampshire. Made possible by a grant from the US Department of Labor.

#### **Why Should I Apply?**

Education & Training: Access a range of support services including educational opportunities, career development guidance, financial aid, and mentoring to propel your nursing career forward.

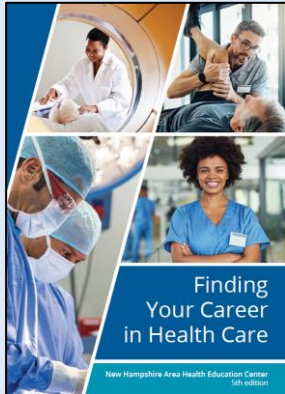
Financial Assistance: Participants may be eligible to receive funding and support services that include:

- Scholarships for tuition for various nursing pathways: LNA, LPN, ASN, RN, BSN
- Support services based on individual need.
- Access to free career advising and coaching services

#### **Who Can Apply? (after July 1<sup>st</sup>)**

- Individuals who are age 17 or older and have completed secondary school or have dropped out of secondary school.
- **Individuals who are not currently enrolled in a nursing program**
- All participants served must be unemployed, underemployed, or an incumbent worker
  - Unemployed workers: An unemployed worker is an individual who is without a job and is available to work.
  - Underemployed workers: This term refers to individuals who are not currently connected to a full-time job that corresponds with the individual's level of education, skills, or wage and/or salary earned previously.
    - For example, a highly skilled and educated individual working in lower-skill, lower-paying job (*like an individual with an engineering degree working as a pizza delivery person as the main source of income*).
  - Incumbent workers: Currently employed LNAs or LPNs who want to advance to an RN or other higher position. Other full-time workers not in the healthcare field who want to transition into a nurse or nurse educator career.

[Visit the Granite PARTNERS website](#) for more information, and make an appointment to talk with one of their staff **after July 1<sup>st</sup>**.



### ***Finding Your Career in Healthcare – 5<sup>th</sup> 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!](#)

## **PHI Coaching & Supervision Workshop**

Supervisors and managers 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.

Through skill-based training, supervisors learn to:

- Support - Support staff while also holding them accountable
- Build - Build constructive, positive relationships
- Respect - Show respect with staff
- Help - Help staff be: Better communicators; Stronger problem solvers;
- Give - Give quality care

[Contact the Southern NH AHEC](#) to find out when the next sessions will be held. Make sure to sign up early!



## **2024 PRECEPTOR RECOGNITION AWARDS**

***Presented by the New Hampshire Area Health Education Center Network***

We want to recognize some extraordinary preceptors who are engaging in teaching and learning with our health professions students. We appreciate their contribution to building our health care workforce pipeline and want to honor their hard work and to celebrate their commitment to teaching and learning.

**NOMINATIONS CLOSE JUNE 1<sup>st</sup>!** [CLICK HERE](#) to nominate someone

## 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.

## ESOL GRADUATION

Earlier this month, two ESOL cohorts at the Elliot and at CMC celebrated their graduations! These courses, sponsored by Network4Health and taught by the International Institute of New England helped over 20 employees improve their English communication and computer skills.





## WORKFORCE DEVELOPMENT OPPORTUNITIES



See all of the HRSA [scholarship programs HERE!](#)



*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](#)

**Are you returning to school or thinking about it?**  
**Do you have a child who is looking at college after high school?**  
**How are you going to afford it?**

Luckily the folks from Granite EdVance are here to help! Come and listen to an informational session about scholarships, grants, loans, and the financial aid process – as well as how Granite EdVance can guide you through every step of the process.

**When: June 12<sup>th</sup>, 1pm – 2pm via Zoom**

[REGISTER HERE!](#)



## Healthcare Apprenticeship!

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)
- Patient Service Representative (PSR) – **Next class starting soon!**
- Pharmacy Technician – **New cohort coming in 2024**
- Other careers coming soon!

## 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.](#)



If you are a behavioral health clinician or support worker, clinical support staff, or trained in substance use disorders, you can apply to the **Substance Use Disorder Treatment and Recovery Loan Repayment Program (STAR LRP)** and receive **up to \$250,000 in loan repayment.**

In exchange, you must work full-time for 6 years in a STAR LRP-approved facility.

Don't miss this opportunity to pay off your loans. The application is open now through June 27 at 7:30 p.m. ET.

[LEARN MORE AND APPLY NOW!](#)

## 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](#)



## Looking for work? Let AmeriHealth help. We invite you to join AmeriHealth Caritas New Hampshire for an Employment Resource Event!

Meet with staff from local organizations such as:

- NH SNAP Employment & Training Program
- Workforce Innovation Opportunity
- WorkReadyNH
- NH Employment Program
- WorkPath Staffing Agency
- NH Employment Security

All Attendees can participate in the following activities:

- Mock interviewing
- "Shop" our free, work-ready clothing rack



### When:

Wednesday June 12th, 2024  
12:00pm-2:00pm

### Where:

AmeriHealth Caritas New Hampshire  
Wellness and Opportunity Center  
25 Sundial Avenue; Manchester, NH 03103

## 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 [Granite PARTNERS grant HERE!](#)



## The Granite State PARTNERS Guide to Education and Careers in Nursing



Updated March 2024

1

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



Updated March 2024

1

## The Granite State PARTNERS Guide to Career and Educational Resources



Updated March 2024

1

## The Granite State PARTNERS Guide to a Successful Healthcare Job Search



Updated March 2024

1

## UPDATES FROM HEALTHFORCE NH

### Winners of Healthforce Innovation Challenge Named:



The HealthForce NH Innovation Challenge was designed to address the healthcare workforce needs in New Hampshire through innovative and sustainable solutions. This multi-stage competition offered financial support to the best proposals that enhanced recruitment, retention, and overall sustainability of the healthcare workforce in the state. The competition offered substantial monetary awards:

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**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!

- First place: Up to \$100,000
- Second place: Up to \$60,000
- Third place: Up to \$40,000

One of the standout projects in 2024 was **“The IDEA” (Inter-Disciplinary Elite Aides) by Androscoggin Valley Home Care Services, which won first place and \$100,000.**

This initiative aims to build a local hierarchy of Licensed Nursing Assistants (LNAs) trained across various community healthcare organizations. The LNAs will be certified to work in different healthcare settings and will have access to a web-based scheduling system to choose shifts flexibly, addressing short staffing issues efficiently.

Kate Luczko, Senior Director of HealthForce NH, emphasized that Androscoggin Valley’s initiative exemplifies the spirit of innovation by potentially transforming healthcare staffing into a more accessible and efficient system, similar to an "Uber of healthcare" model.

Other winners included **Lightcap Health’s “PULSe” project, which was awarded \$60,000 for second place.** This initiative focuses on reducing nurse burnout through a video subscription service tailored to healthcare workers' personalities.

**New Hampshire Hospital’s mental health workforce development project, awarded \$40,000 for third place,** aims to recruit and train workers from underserved populations to meet the needs of acute psychiatric patients.

The competition showcased a range of innovative proposals, reflecting creativity and a commitment to solving workforce challenges in New Hampshire’s healthcare sector.

The projects are expected to have a positive impact on the recruitment, retention, and sustainability of the healthcare workforce in the state. For more detailed information, you can visit the [HealthForce NH 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](mailto: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:**

	<b>Organizational Ignition Presents: Discovering Performance Through DEI Seminar Series: Spring – Fall 2024. <a href="#">CLICK HERE</a> for full descriptions. All sessions via Zoom.</b>	<i>Please <a href="#">email us</a> if you are interested in attending any of these trainings or conferences and want to be reimbursed by Network4Health</i>
6/18/24	8:30 am - 10:00 am: <b>Inclusive Leadership: Interpersonal Power</b>	
6/18/24 7/16/24	12:00 pm - 1:00 pm: <b>DEI Office Hours:</b> Have questions about your DEI initiative? Join your peers and our experts every 3rd Thursday to learn what works, what doesn't, and how to overcome your challenges in implementing DEI so that it actually improves your organization.	

**PROFESSIONAL DEVELOPMENT**

**Credentialing Support Partnership**



**New Hampshire Alcohol & Drug Abuse Counselors Association**  
*Dedicated to Advancing Addiction Professionals in New Hampshire*

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!**



NEW HAMPSHIRE CHARITABLE FOUNDATION

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

LSW & LSWA Q&A INFORMATIONAL WORKSHOP LICENSURE TIERS
The new Licensed Social Worker (LSW) & Licensed Social Work Associate (LSWA) license tiers may provide opportunities for organizations to bill third party insurance for services AND assist human service workers move up the professional ladder.
Find out how this works and how you can apply.
JUNE 12, 2024
10:00 - 11:00 AM
ON ZOOM
FREE TO ATTEND
REGISTER
Lindsey Courtney, JD
Executive Director OPLC
Lynn Currier Stanley, LICSW
NASW NH

Want to learn more? Click here to register.



Network4Health engaged PCDC for the past three 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:

Table with 3 columns: Training Name, To Access Video, To Access Slides. Rows include Introduction to Care Management, Best Practices in Health Education, Screening for Social Needs, Comprehensive Risk Assessments, and Culturally Responsive Care.

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

## 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 you need to pay for a training up front, 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 only 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](mailto:Geoffrey.Vercauteren@cmc-nh.org)  
General workforce development inquiries: [N4H.WorkforceDevelopment@CMC-NH.org](mailto:N4H.WorkforceDevelopment@CMC-NH.org)






NHADACA ~ NHTIAD			
5/30/24	8:30 AM - 4:00 PM: <b>Initial Training on Addiction and Recovery;</b> Location - NH Audubon, 84 Silk Farm Road, Concord, NH 03301	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
5/31/24	8:30 AM - 11:45 AM: <b>Families &amp; Addiction;</b> Location - NH Audubon, 84 Silk Farm Road, Concord, NH 03301	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
5/31/24	9:00 AM - 12:15 PM: <b>Neurodivergence and Recovery: Considerations for the ADHD Brain;</b> Location - 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/5/24	8:30 AM - 1:30 PM: <b>Connect Suicide Postvention: Reducing Risk and Promoting Healing After a Death by Suicide;</b> Location - 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/6/24	8:30 AM - 3:00 PM: <b>A Deeper Dive Into Accommodating Neurocognitive Impairment;</b> Location - 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/10/24	12:00 PM - 3:15 PM: <b>Understanding Co-Occurring Disorders in the Context of CRSW Scope of Practice;</b> Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/11/24	8:30 AM - 4:00 PM: <b>Ethical Practice in the Addiction Profession;</b> Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/13/24	12:45 PM - 4:00 PM: <b>First Responders, Law Enforcement &amp; Providers: Drug Trends, Harm Reduction, Community Collaboration;</b> Location - 130 Pembroke Road, Suite 150, Concord, NH 03301	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>


6/20/24	8:30 AM - 1:00 PM: <b>A Practical Guide to Love and Relationships in Recovery;</b> Location - 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/21/24	8:30 AM - 1:00 PM: <b>The Impact of Grief on Relationships and Recovery;</b> Location - 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
6/27/24	8:30 AM - 3:30 PM: <b>Trans-Theoretical Model: Stages of Change;</b> Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
<b><i>We are not supporting trainings beyond July 1<sup>st</sup> at this point. Please stay tuned for more information.</i></b>			

## Other Trainings & Conferences – Seats Sponsored by Network4Health

5/30/24	9 – 12pm: <b>SNHAHEC presents: Motivational Interviewing: A Conversation About Change – online</b>		<a href="#">REGISTER NOW</a>
Various	 <b>Portland DBT Institute</b> – The institute has many different trainings available. Network4Health will cover those that are less than \$100. Please review their list and <a href="#">email us</a> if you are interested in attending and being reimbursed.		<a href="#">VIEW TRAINING LIST HERE</a>
 <b>NASW New Hampshire Continuing Education</b> <a href="#">CLICK HERE</a> to go to NASW NH's website			
Open until 6/7/24	<b>NASW: Integrating Best Practices into your Grant Proposals</b> The session will explore strategies for ensuring proposals effectively communicate the need for client service support and articulate the value-add of your organization's approach. Online.		<a href="#">REGISTER NOW</a>


**Below is a resource list of training providers that have a cost associated with them and are not reimbursed by Network4Health at this time.**

6/10 – 6/13/24	 <b>55th New England School of Addiction and Prevention Studies - Worcester State University, Worcester, MA and Virtual</b> 2nd Annual Hybrid Summer School, with 2 Ways to Attend: Face-to-Face in person in Worcester or Virtual Live Program! <b>SCHOLARSHIPS AVAILABLE!!!</b>		<a href="#">LEARN MORE</a>
Various – see site for details	 <b>William James College Professional Development</b> <i>CEUs available!</i>		<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>PESI</b> - PESI is now offering many different trainings online via webinar (find them here: <a href="#">PESI.com</a> → online learning → live video webinars).		Go to: <a href="#">PESI</a> To find more!
Various – see site for details	 <b>New Hampshire Psychological Association</b> <a href="#">CLICK HERE</a> for more upcoming events		
Various – see site for details	 <b>UNH Professional Development and Training</b>  UNH Professional Development offers a wide variety of courses both in person and online that are geared towards developing clinical, communication, supervisory, and leadership skills.		<a href="#">Click for a complete list of trainings</a>

Various – see site for details		<b>NASW NH Chapter Trainings</b> <i>Some trainings may be covered. See section above.</i>	<a href="#">Click for a complete list of trainings</a>
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**\*Free\* Trainings – No cost to participate!**

5/31/24	12:00 – 1:00pm: <b>Recovery Culture Training with NAMI NH</b> – free. Via zoom	<a href="#">REGISTER NOW</a>
6/6/24	3 – 4:00pm: <b>TBI TARC presents: Webinar on Cognitive Impairment in Substance Use Disorder Treatment</b>	<a href="#">REGISTER NOW</a>
FREE CEs	<p><i>The New England Nursing Preceptor Academy is offering live webinars for nurse preceptors. These webinars are free, online, 60-minutes and offer CE credit.</i></p> <p><b>Guided Reflective Practice in the Clinical Setting: What you need to know</b>  May 20, 2024, from 12:00 – 1:00pm ET; Presented by Barbara O’Neill, PhD, RN</p> <p><b>What does Competency in Nurse Preceptorship look like?</b>  May 29, 2024, from 12:00 – 1:00pm ET; Presented by Barbara O’Neill, PhD, RN and Colleen Ryan, PhD, RN, SFHEA</p>	<a href="#">REGISTER NOW</a>  <a href="#">REGISTER NOW</a>
Recorded Webinar	<b>HHRC Presents: Serious Mental Illness and Homelessness</b> <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.	<a href="#">VIEW NOW</a>
Webinar	<b>Part 1 Civil Rights Protections for Individuals with a Disability: The Basics</b>	<a href="#">REGISTER NOW</a>
Webinar	<b>Part 2 Civil Rights Protections for Individuals with an Opioid Use Disorder</b>	<a href="#">REGISTER NOW</a>



NH Disability & Health Program  
**Responsive Practice Training**  
Providing Health Care & Screenings to Individuals with Disabilities  
[ResponsivePractice.org](https://ResponsivePractice.org)


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

FREE training  
**1 credit**  
available online & on-demand

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.

**Training 1:** Responsive Practice: Providing Health Care & Screenings to Individuals with Disabilities: [CLICK HERE](#) to view.

**Training 2:** Responsive Practice: Accessible & Adaptive Communication: [CLICK HERE](#) to view.



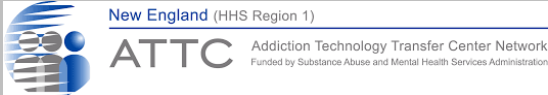




	<b>Continuing Education  for Health Professions</b>	<b>SNHU Continuing Ed for Healthcare Professionals – FREE CEUs!</b> <a href="#">Click here to see all courses</a>
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On Demand	<b>21<sup>st</sup> Century Soft Skills for Healthcare Professionals</b> – recorded courses; earn a digital badge! Class 1: <b>Collaboration</b> ; Class 2: <b>Critical Thinking</b> Class 3: <b>Communication</b> Class 4: <b>Creativity</b>	<a href="#">REGISTER NOW</a>
On demand	<b>Care for Yourself so You can Care for Others – Recorded</b> ; Target Audience – Nurses	FREE CEU’s! <a href="#">VISIT HERE</a>
On demand	<b>Generational Diversity: Using this Diversity to your Team’s Advantage – Recorded</b> ; Learning Objectives: Distinguish the five generations currently working in healthcare and the benefits of each; Develop strategies to manage the gaps between generations; Acquire methods to bridge the gap between generations	FREE CEU’s! <a href="#">VISIT HERE</a>



Online Learning	<p><b>Other courses include:</b></p> <ul style="list-style-type: none"> <li>• Food Insecurity</li> <li>• Addiction 101: Signs of Substance Use and Mental Health Crisis at Work - Recorded</li> <li>• Trauma Informed Care Suicide Intent Assessment - Recorded</li> <li>• The Lived Experience of the Veteran and Military Affiliated Student – Enduring</li> </ul>	FREE CEU's! <a href="#">VISIT HERE</a>
		
	 	<p><b>Project ECHO Communities: Take advantage of ECHOs on a number of different topics:</b></p> <p><i>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.</i></p> <ul style="list-style-type: none"> <li>• <b>Managing Pediatric Depression ECHO: 8 monthly ECHO sessions from February – September 2024.</b> <a href="#">Visit HERE to learn more!</a></li> <li>• <b>NEW!!!! Peer Workforce Learning Community ECHO.</b> Target Audience: All peer support professionals in New Hampshire. Every other Tuesday, 8:30am-10:00am, 5/21, 6/4, 6/18, 7/16, 7/30, 8/13. <a href="#">Visit HERE to learn more!</a></li> <li>• <b>NEW!!!! Queer Youth Resilience Project ECHO: MH Care for LGBTQ+ Youth in NH:</b> Increase the knowledge and confidence of behavioral health providers, thus increasing the number and geographic distribution of providers that can competently and effectively treat children and teens who identify as LGBTQ+. Timeline: 13 ECHO Sessions biweekly from January – July 2024. <a href="#">Visit HERE to learn more!</a></li> </ul> <p style="text-align: center;">To register or for more information email <a href="mailto:unh.projectecho@unh.edu">unh.projectecho@unh.edu</a> or visit us <a href="#">HERE</a></p>
		<p><b>ECHOs – Expanding Health Knowledge – via Zoom</b> <a href="#">Click here to learn more</a></p> <p><b>Palliative Care ECHO 3.0: Improving Care for those with Serious Illness: 10/5/2023 – 6/6/2024</b></p>
		<p><b>FREE CEU's – Virtual trainings on addiction and recovery for behavioral health and healthcare clinicians</b></p>
<p>6/3/24</p> <p>6/5/24</p> <p>6/11/24</p> <p>6/12/24</p> <p>6/18/24</p> <p>6/21/24</p> <p>6/24/24</p> <p>6/25/24</p> <p>6/26/24</p>	<p>12:00 pm – 1:00 pm: <b>Trans and Gender Diverse Folks and Substance Use Treatment: Foundations</b></p> <p>12:00 pm – 1:30 pm: <b>SUD Care Continuum ECHO®: Trauma Informed Care: Essentials for Treating Parents with SUD</b></p> <p>12:00 pm – 1:00 pm: <b>Back to Basics: Infectious Diseases</b></p> <p>12:00 pm – 1:00 pm: <b>Alcohol Use Disorders 101</b></p> <p>8:00 am – 9:00 am: <b>Family members and addiction treatment outcomes: Applying research to clinical practice</b></p> <p>12:00 pm – 1:00 pm: <b>Rethinking Drinking: When the Bar's the Place to Be (Part of Addressing SUD in Gender and Sexually Diverse (GSD) Patients)</b></p> <p>10:00 am – 11:00 am: <b>The Fundamentals of Wound Care</b></p> <p>2:00 pm – 3:00 pm: <b>Preparing for the Pride ParTy: Addressing Club Drugs (Part of Addressing SUD in Gender and Sexually Diverse (GSD) Patients)</b></p> <p>12:00 pm – 1:15 pm: <b>SUD Care Continuum ECHO®: Recovery Capital and Social Determinants of Health</b></p>	<p><b>Free CE's available.</b> <a href="#">CLICK HERE</a> <b>to see all offerings</b></p>
		<p><b>FREE Trainings from Southern NH AHEC – CEU's Available!</b> <a href="#">Click here</a> and the go to "Read latest Blitzmail newsletter"</p>
<p>5/30/24 &amp; 6/6/24</p>	<p>9:00am-12:00pm: <b>Motivational Interviewing: A Conversation About Change</b> <b>Live Training via Zoom</b></p>	<p>Please <a href="#">email us</a> if you are interested</p>


		<i>in accessing reimbursement from Network4Health</i>
On-Demand Trainings  See Full List of Trainings on the SNHAHEC website	<b>Addiction as a Chronic Disease</b>	<a href="#">VIEW NOW</a>
	<b>Compassionate Boundries</b>	<a href="#">VIEW NOW</a>
	<b>Culture and Cultural Effectiveness</b>	<a href="#">VIEW NOW</a>
	<b>De-Escalation of an Overamped Patient</b>	<a href="#">VIEW NOW</a>
	<b>Enhancing Provider Skills in Serving People who Actively Use Substances</b>	<a href="#">VIEW NOW</a>
	<b>Management of Stimulant Use Disorders</b>	<a href="#">VIEW NOW</a>
	<b>Motivational Interviewing</b>	<a href="#">VIEW NOW</a>
	<b>Multidisciplinary Approach to SUD, MH and Care Coordination</b>	<a href="#">VIEW NOW</a>
	<b>Our Actions Have Impact: The Importance of Stigma Reduction</b>	<a href="#">VIEW NOW</a>
	<b>Recognizing, Preventing and Addressing Institutional and Community Stigma towards Substance Use Disorders</b>	<a href="#">VIEW NOW</a>
	<p><b>Improve Your Precepting Skills with These FREE Courses from SNAHEC!</b> Preceptor Development Modules: A series of educational modules for community based clinical teachers</p> <ul style="list-style-type: none"> <li>✓ Dealing with the Difficult Learning Situation: Prevention: <a href="#">VIEW NOW</a></li> <li>✓ Dealing with the Difficult Learning Situation: Management: <a href="#">VIEW NOW</a></li> <li>✓ The Effective Preceptor: <a href="#">VIEW NOW</a></li> <li>✓ Evaluation: Making it Work: <a href="#">VIEW NOW</a></li> <li>✓ Giving Feedback: <a href="#">VIEW NOW</a></li> <li>✓ Integrating the Learner into a Busy Practice: <a href="#">VIEW NOW</a></li> <li>✓ Inter-professional Collaboration: <a href="#">VIEW NOW</a></li> <li>✓ Learner Engagement in Community Rotations: <a href="#">VIEW NOW</a></li> <li>✓ The One-Minute Preceptor: <a href="#">VIEW NOW</a></li> <li>✓ Setting Expectations: <a href="#">VIEW NOW</a></li> </ul>	<a href="#">LEARN MORE</a>
Various – see site for details	 <p><b>FREE Trainings from New England Public Health Training Center – CEU's Available!</b></p> 	<a href="#">Click for a complete list of trainings</a>
Various – see site for details	 <p><b>Training and events – happening locally and online!</b></p>	<a href="#">Click for a complete list of trainings</a>
Various – see site	 <p><b>Dartmouth Health Professional Development – FREE CEUs!</b></p>	<a href="#">Click for a complete list of trainings</a>

for details	Network4Health will cover admission costs associated with any of these trainings that aren't free. Email us if you are interested!	
Various – see site for details		<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>Comprehensive list of trainings and webinars – many archived. CEU's available.</b>	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details		<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details		<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details		<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details		<a href="#">Click for a Complete List of Trainings</a>
Free Webinars		<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>Trainings from the National Council for Mental Wellbeing:</b>	<a href="#">Click for a Complete List of Trainings</a>

**\*Free\* Webinars From NAADC – CEU's Available!**

[MORE INFO HERE](#)

6/5/24	<b>Spiritual Transformations in Conjunction with Non-12 Step Mutual Aid Group Attendance;</b> 3:00-4:30pm - Earn 1.5 CEUs	<b>FREE CEU's AVAILABLE!</b>  <a href="#">CLICK HERE</a> for more information and to register for a session
6/12/24	<b>To Inclusivity and Beyond!</b> 3:00-4:30pm - Earn 1.5 CEUs	
6/26/24	<b>Addressing Racial Bias in AI for Equitable Substance Use Recovery;</b> 3:00-4:30pm - Earn 1.5 CEUs	
7/11/24	<b>Peer Recovery Support Series: The Science of Storytelling and the Process of Recovery;</b> 12:00-1:30pm - Earn 1.5 CEUs	
7/17/24	<b>The Intentional SUD Clinical Supervisor -</b> 3:00-4:30pm - Earn 1.5 CEUs	
7/31/24	<b>Through Fear to Recovery:</b> 3:00-4:30pm - Earn 1.5 CEUs	
Ongoing	<b>Advancing Awareness in LGBTQ Care Multi-Part Series:</b> Advancing Awareness in LGBTQ Care, Part I: History of Specialized Treatment for LGBTQ+ Clients	<a href="#">WATCH NOW</a>

	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+	
<b>*Free* From NH Healthy Families</b>		
 <b>nh healthy families.</b>	<b>Reminder:</b> 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 expand use of best practices. Participants can receive CEUs for some classes, and receive certificates of attendance related to certain licensing requirements. Please <a href="#">click here</a> for more information, <a href="#">click here</a> to see a complete list of trainings, or contact Kimberly Bindas at <a href="mailto:kbindas@centene.com">kbindas@centene.com</a> with further questions.	
5/30/24	<b>Trauma Informed Care: The Impact of Trauma by Kimberly Bindas, MSW, LICSW; 11:00 AM - 12:30 PM</b>	<b>FREE CEU's AVAILABLE!</b>  <a href="#">CLICK HERE</a> for more information and to register for a session
6/3/24	<b>SBIRT for Providers with Dana Buonanducci, MS, LMHC, NCC; 10:30 AM - 1:00 PM</b>	
6/5/24	<b>Suicide Risk - Module 2 -Assessment, Intervention and Evidence Based Treatment Presented by Dana Buonanducci, MS, LMHC, NCC; 9:30 AM - 12:30 PM</b>	
6/6/24	<b>1:00 PM - 2:00 PM: A Closer Look at Evidence Based Practices with Taylor Murphy, MSW</b>	
6/10/24	<b>11:00 AM - 1:00 PM: NH Substance Related and Addictive Disorders - Module 2- Alcohol Related Disorders by Dana Buonanducci, MS, LMHC, NBCC</b>	
6/11/24	<b>10:00 AM - 12:30 PM: NH Motivational Interviewing Level 1 Part 1 by Taylor Murphy, MSW</b>	
6/12/24	<b>1:00 PM - 3:00 PM: NH Providing Services to the LGBTQ+ population presented by Taylor Murphy, MSW</b>	
6/13/24	<b>10:00 AM - 12:00 PM: NH Trauma Informed Care for Providers by Kimberly Bindas, MSW, LICSW</b>	
6/18/24	<b>1:00 PM - 2:30 PM: NH De-Escalation Techniques by Taylor Murphy, MSW</b>	
6/20/24	<b>11:00 AM - 12:30 PM: NH Side Effects of Behavioral Health Medications presented by Clinical Provider Trainer Adriana Peralta, MSW, LCSW, LPN</b>	

## MANAGEMENT CORNER

### IMPROVING EMPLOYEE ENGAGEMENT, PART 1 OF 2

From: "What is employee engagement and how do you improve it?," by Gallup.com. [CLICK HERE](#) to see full article.

#### 01. Employee Engagement Definition

Gallup defines employee engagement as the involvement and enthusiasm of employees in their work and workplace. Employee engagement helps you measure and manage employees' perspectives on the crucial elements of your workplace culture.

You can find out if your employees are actively engaged with their work or simply putting in their time. You can discover if your team building activities and human resources practices influence positive business outcomes or if there's room to grow. And with the right approach, you can learn how to improve your employees' connection to their work and your company.

#### 02. Why Is Employee Engagement Important?

Employees make decisions and take actions every day that can affect your workforce and organization. The way your company treats employees and how employees treat one another can positively affect their actions -- or can place your organization at risk.

Based on decades of employee engagement research, Gallup knows that engaged employees produce better business outcomes than other employees -- across industry, company size, and nationality, and in good economic times and bad. But only 23% of employees worldwide and 33% in the U.S. fall in the "engaged" category.

*So, what can companies do better to engage employees?*

Asking, "Why is employee engagement important?" is a vital question for leaders to consider. Because without employee engagement, there's no team engagement, making it more difficult to improve business outcomes. When Gallup analyzed the differences in performance among business/work units, the benefits of employee engagement were clear. When comparing employee engagement levels, Gallup found that top- and bottom-quartile business units and teams had the following differences in business outcomes\*:



### 03. Whose Job Is Employee Engagement?

70% of the variance in team engagement is determined solely by the manager. Employee engagement should be a manager's primary role responsibility.

Managers are in charge of ensuring that employees know what work needs to be done, supporting and advocating for them when necessary, and explaining how their work connects to organizational success.

To succeed in that responsibility, managers need to be equipped to have ongoing coaching conversations with employees. Unfortunately, most managers don't know how to make frequent conversations meaningful, so their actions are more likely to be interpreted as micromanaging without providing the right tools and direction.

So, it's not enough for leaders to simply tell managers to own engagement and coach their teams. Leaders must:

- Redefine managers' roles and expectations
- Provide the training tools, resources and development that managers need to coach and meet those expectations
- Create evaluation practices that help managers accurately measure performance, hold employees accountable and coach to the future

### 04. What Are the Drivers of Employee Engagement?

One of the most common mistakes companies make is to approach engagement as a sporadic exercise in making their employees feel happy -- usually around the time when a survey is coming up. It's true that we describe engaged employees as "enthusiastic." And employee engagement surveys play a big role in measuring staff engagement. But it's not that simple.

People want purpose and meaning from their work. They want to be known for what they're good at. These are the key drivers of employee engagement:



Employees need more than a fleeting warm-fuzzy feeling and a good paycheck (even if it helps them respond positively on employee engagement survey questions) to invest in their work and achieve more for your company.

People want purpose and meaning from their work. They want to be known for what makes them unique. This is what drives employee engagement. And they want relationships, particularly with a manager who can coach them to the next level. This is who drives employee engagement.

One of Gallup's biggest discoveries: the manager or team leader alone accounts for 70% of the variance in team engagement.

## 05. Improving Employee Engagement Strategies

Nearly 80% of employees worldwide are still not engaged or are actively disengaged at work, despite more effort from companies.

The greatest cause of a workplace engagement program's failure is this: Employee engagement is widely considered "an HR thing." It is not owned by leaders, expected of managers nor understood by front-line employees.

The result is that some organizations believe they have exhausted "engagement" as a performance lever before they truly explore its full potential to change their business. These leaders consistently experience low engagement, or they plateau and eventually decline -- despite repeated attempts to boost scores. Other times, they have high engagement numbers, but their business results tell a different story.

At a loss for explanations, leaders may blame the tool, the measurement, the philosophy or environmental factors that they believe make their problems unique. But, the apparent failure of employee engagement efforts is likely because of how organizations implement workplace employee engagement programs. Some common mistakes:

THE PAST	OUR FUTURE
My Paycheck	My Purpose
My Satisfaction	My Development
My Boss	My Coach
My Annual Review	My Ongoing Conversations
My Weaknesses	My Strengths
My Job	My Life

<b>Too complicated.</b> Leaders make engagement metrics far too complicated by focusing on predictors that are often outside managers' control and typically don't relate to meeting employees' core psychological needs at work.	<b>Incorrect employee engagement metrics.</b> They use a low-bar "percent favorable" metric that inflates scores and creates blind spots, resulting in the appearance of high engagement without strong business outcomes.	<b>Overuse of surveys.</b> They overuse pulse surveys to get immediate feedback and rarely take action on the results.
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In contrast, leaders who have integrated engagement into their corporate strategy using the framework we outline in the next section on this page see significant gains year after year.

*See the remainder of the article in our next issue!*

**Network4Health's Workforce Wednesday is published every other Wednesday.**

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