

# WORKFORCE WEDNESDAYS

Bringing Workforce Information to your Inbox Since 2018!

June 12, 2024



## ANOTHER IMPORTANT ANNOUNCEMENT FROM NETWORK4HEALTH: THE END OF AN ERA

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Hello friends,

As I discussed in previous issues, Network4Health is finally reaching the end of its 8-year journey. Our finances are being spent down and we have decided on an end date for our operations: **JULY 26<sup>th</sup>, 2024**. The last Workforce Wednesday will be published on July 24<sup>th</sup>, 2024 (3 more issues after this). We have extended some of the courses we support into July, but we will not be supporting any courses past July 26<sup>th</sup>.

Thank you to everyone who has been reading Workforce Wednesday all of these years!

## A FULLY FUNDED AND TRANSFORMED WORKFORCE DEVELOPMENT SYSTEM

From: "Recommendations for a Fully Funded and Transformed Workforce Development System" By Mary Gardner Clagett, Senior Director; David Bradley, Senior Director; and Susannah Rodrigue, Senior Manager for Jobs for the Future, March 25, 2024; [Click here for story.](#)

AT A GLANCE: In this brief, Jobs for the Future (JFF) presents their policy recommendations for overhauling the U.S. workforce development and postsecondary education systems—and putting millions more people on pathways to quality jobs.

### Introduction

The U.S. postsecondary education and workforce development systems are in need of transformation. In an ever-evolving economy, where the skills that are required to drive growth are continually changing, workers and employers alike need well-funded, agile, equitable, easily navigable, and effective skills development systems. Here's a summary of JFF's policy recommendations to transform workforce development in the United States:



1. Increase investments in the U.S. workforce at levels that create pathways to economic advancement for all workers by enabling them to build the skills that U.S. employers are seeking.

### 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

2. Make the changes required to modernize the nation’s workforce development system and transform the delivery of education and training in ways that reduce the time workers and learners spend in the classroom and enable them to earn valuable workforce credentials quickly.
3. Develop a robust career navigation system that helps students, parents, jobseekers, and workers make well-informed decisions about the education, career, and employment pathways they choose.
4. Create a lifelong learning system that increases funding for skills development, transforms the structure and delivery of education and training, and expands sector-focused career pathways and other evidence-based models.
5. Ensure that U.S. workers are protected during times of transition by reforming unemployment insurance programs to include expanded eligibility for benefits.
6. Adopt measures for verifying the quality of education and training programs as demand for short-term learning options increases among workers who need to continually build new skills to keep pace with the demands of the labor market.
7. Encourage employers to engage more substantively in the design and delivery of occupation-focused programs and in the training and education of their own frontline workers.
8. Ensure that education and skills development efforts are focused on quality jobs in growing industries that offer the most opportunity for economic advancement in state and regional economies.
9. Improve outcomes for people who face barriers to education and employment by creating conditions that put them in a better position to succeed in attaining the skills and credentials they need for quality jobs.
10. Increase investments in and programming for “opportunity youth”—young people who aren’t in school and aren’t working—with the goal of supporting programs that create strong bridges between education and employment; address the need for affordable, high-quality postsecondary education and training; and offer paid work experiences.

### **Invest and Transform - The Need for Investment and Transformation**

THE URGENCY: Before the onset of COVID-19, roughly 75 million people in the United States were unemployed, underemployed, or not working but not counted in official unemployment statistics. The pandemic made the problem worse, as millions of people, especially those in low-paying positions, lost their jobs. While employment has improved significantly since 2021, with unemployment sitting at 3.7% in December 2023, the numbers don’t tell the full story.

More than 6.3 million people in the United States who are counted in the official unemployment rate are still without jobs. Of those, 1.2 million unemployed individuals are experiencing long-term unemployment, meaning they’ve been out of work for 27 weeks or more. Beyond the official unemployment count, an estimated 5.7 million people aren’t included in official unemployment totals because they’ve stopped looking for work, even though they want a job; another 4.1 million people aren’t counted because they’re working part time but would prefer a full-time job; and millions of workers are stalled in low-paying jobs with limited opportunities for advancement. Many of these workers are Black, Latiné, or members of other populations facing systemic barriers to economic advancement.

Meanwhile, U.S. employers continue to experience difficulty hiring workers with the skills they need to fill open jobs. In October 2022, the National Association for Business Economics said that 45% of the employers responding to its most recent Business Conditions Survey reported a shortage of skilled labor. This trend is likely to continue because the skills required for quality jobs will also continue to change as a result of ongoing technological advances and because recent policies—including those in the Infrastructure Investment and Jobs Act, the CHIPS and Science Act, and the Inflation Reduction Act (IRA)—are creating millions of new jobs that need to be filled.

The creation of new jobs combined with a tight labor market should expand the number of career opportunities available to members of populations that have long been excluded from such opportunities. However, transforming the country's talent pipelines to make them more equitable and inclusive will require significant, targeted investments in workforce development. The U.S. economy and its workers and employers need a well-funded, agile, equitable, easily navigable, and effective skills development system.

Without focused investments in workforce development, the country could miss another opportunity to promote economic advancement for all. In today's economy, most quality jobs require at least some postsecondary education and training. However, opportunities to acquire the skills and credentials that lead to quality jobs and economic advancement haven't been equitably accessible to all workers. It's time to close the longstanding gaps that have limited opportunities for people based on race, ethnicity, and socioeconomic status.

**The United States Needs a High-Quality, Well-Resourced Workforce Development System**  
Congress must significantly increase investments in skills development programs for U.S. workers. And policymakers must enact changes to transform the delivery of education and training.

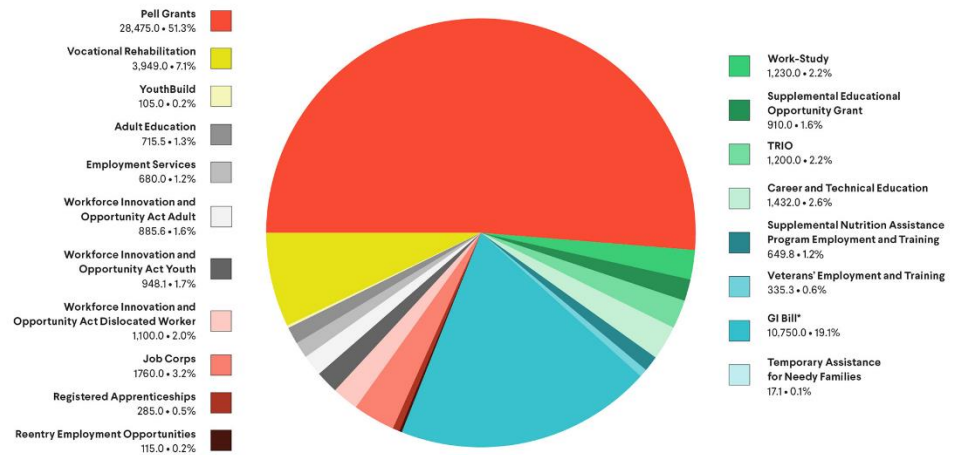
This country has an array of postsecondary education, skills training, and workforce development programs that provide vital learning and employment services for workers. However, these systems aren't adequately funded and they aren't agile enough to fully meet the skill needs of the workforce.

Federal funding for postsecondary education and workforce development efforts totals more than \$58 billion annually when taking into account Pell Grants and federal programs that provide education and training assistance for military veterans. The Pell Grant program helps millions of students from low-income backgrounds pay for a postsecondary education, but the program's inflexible rules make grants unavailable to the growing number of people who want to pursue short-term training programs that lead to industry-recognized credentials. And although the GI Bill and related employment assistance programs are critical to helping former members of the military prepare for new jobs in civilian life, there are no similar comprehensive programs for nonveterans.

Beyond Pell Grants and veterans' programs, the United States invests only \$16 billion annually in initiatives that provide workforce-focused education, employment, and training assistance for the rest of the country's learners, jobseekers, and workers. This funding is divided among 17 education and workforce development programs, including career and technical education, adult education, and vocational rehabilitation programs, as well as other programs authorized under the Workforce Innovation and Opportunity Act (WIOA). In fiscal year 2023, funding for WIOA state formula grants—the primary employment and training assistance resource for adults with low incomes, young people, and dislocated workers—was a scant \$3.3 billion for all 50 states.

Current funding levels are not sufficient to provide jobseekers or underemployed workers with the training pathways or meaningful supportive services they need to progress into careers that offer family-sustaining wages. Funding for WIOA's state grant programs is down about 50% from fiscal year 2000 when factoring in inflation. In fact, investment in workforce development reached its peak in the late 1970s, and to match that level now, policymakers would need to increase annual WIOA state formula allotments to about \$35 billion in those programs alone.

The United States would have to spend an additional \$80.4 billion on employment and training annually to match the average spending of other Organization for Economic Cooperation and Development (OECD) member countries (based on percentage of GDP).



With millions of people in this country in need of skills development, we must do better.

*Jobs for the Future (JFF) is a national nonprofit that drives transformation of the U.S. education and workforce systems to achieve equitable economic advancement for all. They do this by designing solutions, scaling best practices, influencing policy and action, and investing in innovation. They forge deep partnerships with employers, investors, entrepreneurs, policymakers, and education and workforce development providers to break down barriers and reimagine what's possible.*

*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!!!

## 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

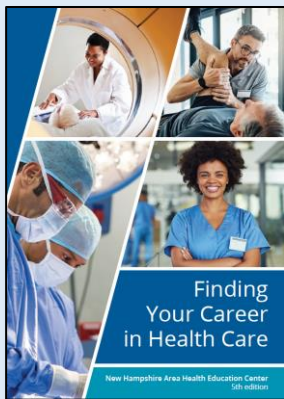
#### **Who Can Apply? (after July 1<sup>st</sup>)**

- 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>**.

## NEWS FROM THE AHECs



### ***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!





Southern NH AHEC presents:  
**A CHW CONNECT EVENT**

CHW's are invited to join us for a discussion of the Common Indicator Survey report and engage in a dialogue about next steps. Join us for networking and learning!

July 11<sup>th</sup>, 10:00am - 11:30am

Manchester Health Department at 1528 Elm Street in Manchester

**Facilitator : Victoria Adewumi**

[CLICK HERE](#) to register

**Attention High Schoolers!**

**The Science of Health and Nursing Camp**

Interact with mannequins in a simulation lab, **get certified in CPR**, and learn more about nursing and human anatomy

Who: Grade 9, Grade 10, Grade 11

**When: July 22<sup>nd</sup> -26<sup>th</sup>; Monday – Friday 9am - 12pm**

Full Day Field Trip to UNH Manchester and UNH Durham

Transportation will be provided

For questions contact: [Carli Polanco](#) or [CLICK HERE](#) for more info

**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.

## 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](#)

### Scholarships and Affording School:



The mission of Granite Edvance (formerly the NH Higher Ed Assistance Foundation, or NHHEAF) is to support New Hampshire

**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!](#)



## CHW APPRENTICESHIP

### CHW ADVANCE! APPRENTICESHIP

CHW Advance! is a HRSA funded program to enhance the CHW Workforce. The CHW Apprenticeship provides the opportunity for increased training and skill-building for CHWs to support improved outcomes for people in our communities.

**Eligibility:** New and existing employed CHWs in NH.

### APPRENTICESHIP ELEMENTS

The CHW Apprenticeship is a one year program that provides:

- 144 Hours of paid training (Related Instruction).
- 2000 Hours on-the-job training
- Mentoring Support
- Regular Competency Assessments
- Up to \$1,500 to cover mileage
- \$7500 Stipend

[CLICK HERE](#) for more information and how to sign up!  
Or contact [Carli Hughes](#) at SNHAHEC



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!](#)



## 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 – **Next class starting soon!**
- 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 [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



## 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!

### Winners of Healthforce Innovation Challenge Named:

## Innovation Challenge



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:

- 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



### **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



**New Hampshire Alcohol & Drug Abuse Counselors Association**

Dedicated to Advancing Addiction Professionals in New Hampshire

### 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

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](#)

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 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:

Training Name:	To Access Video:	To Access Slides:
Introduction to Care Management	<a href="#">Click Here</a>	<a href="#">Click Here</a>
Best Practices in Health Education	<a href="#">Click Here</a>	<a href="#">Click Here</a>
Screening for Social Needs	<a href="#">Click Here</a>	<a href="#">Click Here</a>
Comprehensive Risk Assessments	<a href="#">Click Here</a>	<a href="#">Click Here</a>
Culturally Responsive Care	<a href="#">Click Here</a>	<a href="#">Click Here</a>
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			
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>
7/17/24	1:00 PM - 3:15 PM: <b>Adolescent Development and Substance Use Disorders;</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>
<b>We are not supporting trainings beyond July 26th. Please contact us for more information.</b>			

**Other Trainings & Conferences – Seats Sponsored by Network4Health**

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


Various – see site for details		<b>William James College Professional Development</b> CEUs available!	<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="http://PESI.com">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>University of New Hampshire</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.	<b>UNH Professional Development and Training</b> <a href="#">Click for a complete list of trainings</a>
Various – see site for details	 <b>NASW</b> National Association of Social Workers NEW HAMPSHIRE CHAPTER	<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>
6/13/24	10:00 AM - 5:00 PM: <b>How to Support Clients in COVID-19 Vaccine Decision Making</b> – free webinar	<a href="#">REGISTER NOW</a>
<b>*Free* Trainings – No cost to participate!</b>		
6/18/24	8:00PM: <b>Clinicians and Suicide Loss (Part 2 of 2 webinars)</b> - In this webinar, we will provide a brief overview of the personal and professional impact of suicide loss for mental health clinicians	<a href="#">REGISTER NOW</a>
FREE CEs	<i>The New England Nursing Preceptor Academy</i> is offering live webinars for nurse preceptors. These webinars are free, online, 60-minutes and offer CE credit.	<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>
<div style="display: flex; align-items: flex-start;"> <div style="flex: 1;">  <p>NH Disability &amp; Health Program  <b>Responsive Practice Training</b>          Providing Health Care &amp; Screenings to Individuals with Disabilities  <a href="https://ResponsivePractice.org">ResponsivePractice.org</a></p> <p>University of New Hampshire          Institute on Disability          NH Disability &amp; Health Program</p> </div> <div style="flex: 2;"> <p>FREE training  <b>1 credit</b>  <small>available online &amp; on-demand</small></p> <p>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.</p> <p><b>Training 1:</b> Responsive Practice: Providing Health Care &amp; Screenings to Individuals with Disabilities: <a href="#">CLICK HERE</a> to view.</p> <p><b>Training 2:</b> Responsive Practice: Accessible &amp; Adaptive Communication: <a href="#">CLICK HERE</a> to view.</p> </div> </div>		
 <b>Southern New Hampshire University</b>   Continuing Education for Health Professions <b>SNHU Continuing Ed for Healthcare Professionals – FREE CEUs!</b> <a href="#">Click here to see all courses</a>		
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>

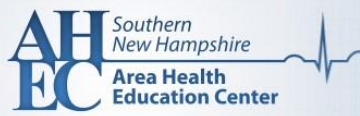
Online Learning	<p><b>Other courses include:</b></p> <ul style="list-style-type: none"> <li>• Food Insecurity</li> <li>• Addiction 101: Signs of Substance Use and Mental Health Crisis at Work - Recorded</li> <li>• Trauma Informed Care Suicide Intent Assessment - Recorded</li> <li>• The Lived Experience of the Veteran and Military Affiliated Student – Enduring</li> </ul>	FREE CEU's! <a href="#">VISIT HERE</a>
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	 	<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, 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>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>
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	 <p>Grayken Center for Addiction Training &amp; Technical Assistance Boston Medical Center</p>	<p><b>FREE CEU's – Virtual trainings on addiction and recovery for behavioral health and healthcare clinicians</b></p>
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6/18/24	8:00 am – 9:00 am: <b>Family members and addiction treatment outcomes: Applying research to clinical practice</b>	<p>Free CE's available. <a href="#">CLICK HERE</a> to see all offerings</p>
6/21/24	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>	
6/24/24	10:00 am – 11:00 am: <b>The Fundamentals of Wound Care</b>	
6/25/24	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>	
6/26/24	12:00 pm – 1:15 pm: <b>SUD Care Continuum ECHO®: Recovery Capital and Social Determinants of Health</b>	
6/27/24	9:00 am – 11:00 am: <b>Best Practices: The Nurse Care Manager Model of Office-Based Addiction Treatment</b>	
7/9/24	2:00 pm – 3:00 pm: <b>Addiction 101</b>	
7/10/24	12:00 pm – 1:15 pm: <b>SUD Care Continuum ECHO®: Harm Reduction Resources in the Community</b>	
7/11/24	2:00 pm – 3:00 pm: <b>Stimulants 101</b>	
7/16/24	7:30 am – 9:00 am: <b>MA OBAT ECHO®: Harm Reduction Resources in the Community</b>	
7/17/24	2:00 pm – 3:00 pm: <b>Trans and Gender Diverse Folks and Substance Use Treatment: Foundations</b>	
7/22/24	12:00 pm – 1:00 pm: <b>Zeroing in on Xylazine</b>	

 <p><b>AH EC</b> Southern New Hampshire Area Health Education Center</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>
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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 for details	 <p><b>Dartmouth Health Professional Development – FREE CEUs!</b> Network4Health will cover admission costs associated with any of these trainings that aren’t free. Email us if you are interested!</p>	<a href="#">Click for a complete list of trainings</a>
Various – see site for details	 <p><b>Providers Clinical Support System</b></p>	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <p><b>Comprehensive list of trainings and webinars – many archived. CEU’s available.</b></p>	<a href="#">Click for a Complete List of Trainings</a>


Various – see site for details	 New England (HHS Region 1) <b>ATTC</b> Addiction Technology Transfer Center Network Funded by Substance Abuse and Mental Health Services Administration	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>MHTTC</b> Mental Health Technology Transfer Center Network Funded by Substance Abuse and Mental Health Services Administration	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 African American Behavioral Health <b>CENTER OF EXCELLENCE</b>	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>CENTER of EXCELLENCE</b> LGBTQ+ BEHAVIORAL HEALTH EQUITY	<a href="#">Click for a Complete List of Trainings</a>
Free Webinars	 Opioid Response Network	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 NATIONAL COUNCIL for Mental Wellbeing HEALTHY MINDS • STRONG COMMUNITIES	<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](#)

6/26/24	<b>Addressing Racial Bias in AI for Equitable Substance Use Recovery;</b> 3:00-4:30pm - Earn 1.5 CEs	<b>FREE CEU’S AVAILABLE!</b>  <a href="#">CLICK HERE</a> for more information and to register for a session
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 CEs	
7/17/24	<b>The Intentional SUD Clinical Supervisor -</b> 3:00-4:30pm - Earn 1.5 CEs	
7/31/24	<b>Through Fear to Recovery:</b> 3:00-4:30pm - Earn 1.5 CEs	
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 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+	<a href="#">WATCH NOW</a>

**\*Free\* From NH Healthy Families**

	<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.
6/13/24	10:00 AM - 12:00 PM: <b>NH Trauma Informed Care for Providers by Kimberly Bindas, MSW, LICSW</b>
6/18/24	1:00 PM - 2:30 PM: <b>NH De-Escalation Techniques by Taylor Murphy, MSW</b>

6/20/24	11:00 AM - 12:30 PM: <b>NH Side Effects of Behavioral Health Medications presented by Clinical Provider Trainer Adriana Peralta, MSW, LCSW, LPN</b>	<b>FREE CEU's AVAILABLE!</b>  <a href="#">CLICK HERE</a> for more information and to register for a session
6/21/24	10:00 AM - 11:00 AM: <b>Strengths Based Treatment by Kimberly Bindas, MSW, LICSW</b>	
6/24/24	10:00 AM - 11:30 AM: <b>Attention Deficit Hyperactivity Disorder by Dana Buonanducci, MS, LMHC, NCC</b>	
6/25/24	10:00 AM - 12:30 PM: <b>Motivational Interviewing Level 1 Part 2 by Lisa Wharton, MA, LPC, LPCC</b>	
6/26/24	1:00 PM - 3:00 PM: <b>Social Determinants of Health by Rachael G. Byrd, MSW</b>	
6/28/24	10:00 AM - 11:15 AM: <b>Integrated Healthcare for all Providers by Taylor Murphy, MSW</b>	
7/1/24	10:00 AM - 12:30 PM: <b>SBIRT for Providers with Taylor Murphy, MSW</b>	
7/10/24	11:00 AM - 12:00 PM: <b>A Closer Look at Evidence Based Practices with Taylor Murphy, MSW</b>	

## MANAGEMENT CORNER

### IMPROVING EMPLOYEE ENGAGEMENT, PART 2 OF 2

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

#### 06. Measuring Employee Engagement: Gallup's Questions

Gallup has identified 12 elements of employee engagement that predict high team performance. Some of the 12 elements might seem simple. But Gallup's employee engagement research has found that only a small percentage of employees strongly agree their employer or manager delivers on them. Here are three employee engagement ideas to help managers approach each element:

- *I know what is expected of me at work.*

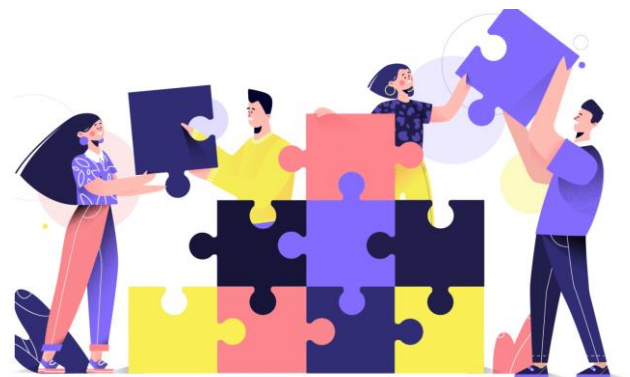
Helping employees understand what their organization, leaders and manager expect from them requires more than someone telling them what to do. The most effective managers define and discuss each employee's explicit and implicit expectations. They paint a picture of outstanding performance and help employees recognize how their work leads to the success of their coworkers, their business area and the entire organization.

- *I have the materials and equipment I need to do my work right.*

"Materials and equipment" is not just a checklist of tools. It includes both tangible and intangible resources -- office supplies, software, knowledge sharing and permissions, to name a few -- that employees need to do their job. The most effective managers don't assume what their team needs. They ask for and listen to their employees' needs and advocate for them when necessary. They also find ways to make the most of their team's ingenuity and talents when they cannot fully fund requests.

- *At work, I have the opportunity to do what I do best every day.*

When people get to do what they do best every day at work, the organizations they work for get a boost in employee attraction, engagement and retention. Successful managers get to know their employees as individuals and give them opportunities to apply the best of their natural selves -- their talents. They talk to each employee about their unique value and make adjustments to align work, when possible, with team members' talents. The best managers know where their employees excel and position them so that they are engaged and provide maximum value to the organization.





## 07. The Employee Engagement Model

There are four levels in the employee engagement model.

This four-level hierarchy is based on four types of employees' performance development needs. Meeting the needs in the three foundational levels creates an environment of trust and support that enables managers and employees to get the most out of the top level -- personal growth. These levels provide a road map for managers to motivate and develop their team members and improve the team members' performance, with each one building on the previous.

The levels do not represent phases. Managers do not "finish" the first level and then move on to the second level. They must ensure that employees know what is expected of them and have the right materials and equipment to do their work while meeting needs on the second, third and fourth levels.

With their team members, managers should identify needs and obstacles on an ongoing basis and ideally take action before challenges inhibit their employees' performance.

## 08. Employee Engagement Examples: The 3 Types of Employees You Have

### THE 3 PERSONAS OF ENGAGEMENT

#### - *Engaged*

Engaged employees are highly involved in and enthusiastic about their work and workplace. They are psychological "owners," drive high performance and innovation, and move the organization forward.

Example: An employee who logs in for a few hours longer to get a project over the finish line or who spends more time on the phone with a client who needs help -- because they're committed to their organization's "client first" values. They build up their coworkers and have strong relationships within the organization.

#### - *Not Engaged*

Not engaged employees are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time -- but not energy or passion -- into their work.

Example: An employee who completes their work but is fueled by duty rather than passion or personal interest. This employee may prefer to fly under the radar and might back down from more intense or high-profile work.

#### - *Actively Disengaged*

Actively disengaged employees aren't just unhappy at work -- they are resentful that their needs aren't being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

Example: This employee spends their time talking negatively about coworkers, current projects, leaders, etc. They may be searching for other employment opportunities in their spare time and do not plan to stay at their current job much longer.

## 09. How to Improve Employee Engagement:

### Team Engagement Ideas

There are no quick fixes when it comes to human relationships. Simple employee engagement activities won't transform your culture, there are lots of ideas in the framework to help you build your team up. For example:

#### - *Addressing Diversity and Inclusion*

A new manager has inherited a low-performing team with diverse ages, genders, cultures and personalities. After a few months of private conversations and tense team meetings, she can tell that a lack of cooperation and disunity are at the heart of the team's lack of collaboration and low performance outcomes.

#### - *Addressing Hybrid Work*

For hybrid work to be effective long term, we must consider the real benefits and risks. Push yourself to look beyond management practices that worked when people were mostly on-site or are simply more comfortable because they're familiar. Instead, assess how you can modify those practices to align with your commitment to hybrid and remote workers.

Engagement areas for manager action:

- *Receiving frequent recognition:*

Make recognition a regular agenda item to demonstrate appreciation for individuals' different contributions to the team and organization. Metrics and methods of tracking excellence should transcend location. If teams are working flexibly, managers have to understand performance management and culture in a flexible way.

- *Someone cares about me:*

Ask employees: What would make you feel like a valued team member? Individualize the approach to leading team members based on how they say they want to be treated.

- *My opinions count:*

Become an advocate for employees' ideas. Solicit them during meetings and take action on them.

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

[CLICK HERE](#) to learn more about Network4Health

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