

# WORKFORCE WEDNESDAYS

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September 6, 2023



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## LOW WAGES, DEARTH OF WORKERS WORSEN HOME CARE CRISIS

*From: "Off the cliff": Low wages, dearth of workers worsen NH home care crisis" By KELLY BURCH/THE KEENE SENTINEL; NH Business Review, 05-19-2023* [Click here for story.](#)



Borja Alvarez de Toledo says the home care workers he employs "perform miracles," when they do the dressing, bathing and light housework that allows elderly adults, who are eligible for nursing home care, to continue to seek personal care services at home.

Yet these workers are paid \$13.50 an hour and are never eligible for benefits, said Alvarez de Toledo, CEO of Waypoint, a nonprofit agency that provides different social services throughout New Hampshire. The low wages and lack of benefits make it extremely difficult to find employees willing to provide this essential service. "Obviously when we are not able to even pay what McDonald's pays their workers, it's really very complicated to recruit," he said. "When we can't recruit, there are seniors in need of very intensive care that don't get the services they're qualified for. There's very little we can do."

Each year, Waypoint loses roughly half a million dollars due to low Medicaid reimbursements from the state, according to Alvarez de Toledo. Waypoint is not the only organization facing this reality.

Three nonprofits that spoke with The Sentinel said that because of NH's low reimbursement rates on Medicaid-run home care programs, they are on the cusp of needing to suspend home care services, which allow people who qualify for nursing home-level of care to stay in their communities.

Already, the low availability of home care workers in NH means that some patients who wish to remain at home must live in nursing homes, while others wait for weeks in hospitals because it's not safe for them to be discharged without home care support, experts say. And both of those options end up costing the state more money than providing home care services, data shows.

A July 2022 report from the Fiscal Policy Institute found that Choices for Independence (CFI) — a Medicaid waiver program that pays for home care for about 3,700 seniors of low income who are eligible for nursing home level care in the state — has been underfunded by more than \$153 million between 2011 and 2021, meaning that CFI needs almost \$153 million to stay on par with current rates of inflation.

Underfunding for home care programs is an acute crisis, said Heather Carroll, advocacy director for the NH Alliance for Healthy Aging. "Everybody talks about we're heading off the cliff," she said. "We've gone off the cliff."

### **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

### **Cycle of poverty**

The underfunding of home care programs results in extremely low pay for workers, industry experts say. In NH, the median wage for home health and personal care workers in 2021 was \$14.12 an hour, according to the Fiscal Policy Institute. The statewide average wage that year for workers in all sectors was \$30.12, according to the NH Employment Security, Economic and Labor Market Information Bureau. “My daughter is 15 and makes more babysitting,” said Amy Moore, director of Ascentria In-Home Care, which provides services throughout the state, including in the Monadnock Region.

The population most adversely affected by the low hourly wage are Black, Indigenous, People of Color (BIPOC) folks and women. National data from February 2022 shows that 87% of direct care workers are women, 61% are people of color and 27% are immigrants. Home care workers are disproportionately Black, Hispanic, Asian American Pacific Islander and immigrants, according to a June 2022 report by the Economic Policy Institute, a D.C.-based think tank.

The low pay and lack of benefits is adversely impacting these populations, who are already facing barriers to pay equity. More than a quarter of direct care workers in NH are already living in poverty, according to PHI, a national organization focused on long-term care workers. Nationally, Latina women earn the least at \$23,500 a year on average, according to 2021 estimates.

Paying so little and not offering benefits like retirement and health insurance contributes to a cycle of poverty for home care workers, Alvarez de Toledo said. The low pay and lack of benefits is entirely at odds with Toledo’s organization’s dedication to diversity, equity and inclusion — so much so that Alvarez de Toledo said that Waypoint will need to close, possibly as soon as the end of the year, if the state does not raise reimbursements, because he is unwilling to continue as is. “We do not want to be complicit with the state in creating this subclass of employees,” he said.

Each state sets monthly reimbursements to agencies that provide care to residents who qualify for Medicaid. For many years, NH did not increase reimbursements for CFI at all, and the recent increases of roughly 3% annually since 2018 have “not kept up with inflation,” according to Gina Balkus, CEO of Granite State Home Health & Hospice Association. In 2021, the state budgeted \$72.1 million for the CFI program, according to the Fiscal Policy Institute.

The long period of no reimbursement increase and steep inflation recently — over 5% this year — mean care workers are paid much less than other Granite State workers, Balkus said. It has also led to an ever-widening gap between NH’s annual CFI budget and the amount needed for CFI to keep on par with current inflation markers, according to the Fiscal Policy Institute.

In addition to the chronic underfunding, state officials acknowledge that providers lose money on Medicaid programs. For example, it costs agencies about \$79 per visit in 2020 for a home health aide to visit a patient. This amount factors in travel, supervision and other administrative costs, Balkus said. Medicaid reimburses that service at \$34.68 for a visit lasting less than two hours. The idea is that profits from services billed to private insurance companies will cover the gap, a concept known as “cost shifting.”

Home Healthcare, Hospice and Community Services (HCS) — which has offices in southwestern NH, including Keene — is faring better than many other home care providers in the state because of cost shifting. “We have the good fortune of being fully staffed,” said CEO Maura McQueeney, noting that HCS pays home care workers \$23 an hour and provides benefits. However, she emphasized that HCS still loses money providing home care through CFI and other Medicaid-funded programs. It’s only able to cover those costs by distributing overhead like costs for administrators and employee

≧ SPECIAL ≦

≧ ANNOUNCEMENT!! ≦

Network4Health is proud to announce that **we have a new website design!** Please come and check us out at: <https://idn4-network4health-nh.org/>!! See our history, mission, partners, links to resources, previous issues of Workforce Wednesdays and more!

benefits with other programs that are paid for by the state and private insurers, or relies on charitable donations, which she said make up 6% of HCS's annual operating budget.

At many agencies, like Waypoint and Ascentria, the majority of patients are on Medicaid, so the whole concept of cost shifting falls apart, providers say. Even with a healthy workforce, HCS is considering if it's sustainable to continue providing home care through Medicaid funded programs, McQueeney said. "There are programs that drain our resources at a faster rate, to deliver services to a smaller number of people," she said. HCS "can't afford to take more (Medicaid-funded home care) patients, because each patient represents a loss. If we were to accept more, we would be infringing on the other programs."

#### Stuck in hospitals

The low wages and workforce shortage ultimately result in elderly and disabled patients not getting the care they are entitled to, experts say. In 2022, only 66% of approved services under the CFI program were delivered, according to Balkus. Without Medicaid, home care costs in NH are higher than the national average. NH seniors also pay \$1,406 more than the national average of \$4,957 in home care services monthly.

At Ascentria, Moore said, 50 to 100 new patients are turned away each week. Case managers regularly shuffle patients to try to ensure everyone gets at least some care, because there's no way to meet the full need. "You're moving people around to just do the bare minimum, rather than people getting what they're supposed to get for care," Moore said.

The Keene-based NH Care Collaborative provides case management for CFI patients around the state. When a person is approved for home care, a team of case managers calls local agencies to try to find workers to provide the hours, according to Jena Rutter, director of CFI at the Care Collaborative. "We ask them all at the same time and hope for the best. It's usually a no," Rutter said.

When Rutter can't find a home care worker for a patient, she said, the patient is put on a waitlist. But in reality, she said that doesn't mean much, with available care hours so hard to come by. "We lose clients because they have to go into a nursing facility," Rutter said. "Or, they end up in the hospital and the hospital can't safely discharge them, and then we have no beds at the hospital. It's like this circle."

Once in the hospital, a patient who requires home care can't be discharged until there's a home care or nursing care plan in place. With few workers available, patients are often left waiting in the hospital, even when they don't need that level of care. Currently at Cheshire Medical Center in Keene, about 20% of patients are awaiting safe discharge, according to Chief Financial Officer Dan Gross. "The beds they occupy means that we have one less bed for a patient who needs care," Gross said in an email. The prolonged use of hospital beds leads to longer emergency-room wait periods and an inability to admit new patients, Gross added.

At Dartmouth Hitchcock Medical Center in Lebanon, about 15% of patients have been in the hospital for more than 20 days, according to Colin D. Stack, medical director of the hospital's capacity coordination center. "Many of them are ready for discharge and simply lack a safe or appropriate place to go for the next phase of their care," he said.

As at Cheshire Medical, Stack said lack of home care providers limits the medical center's ability to accept new patients, including those who need transfers from regional partners like Cheshire.

When patients need to rely on hospital stays or nursing home care, the state has to pay more for that service. Nursing home care in NH costs \$98,111 annually, compared to

\$18,997 for the CFI program, according to the Fiscal Policy Institute. Hospital care is even more expensive, according to Balkus. A day of hospital care costs about \$10,000 on average, federal data shows. “If it doesn’t hit people from the stories and moral obligation, you can just look at it from the financial standpoint,” Moore said. “Home care is so much more cost effective than institutionalizing people.”

### **Behind other states**

NH was an early adopter for a few home care programs, according to Sletten. But, recent data shows that NH spends less on home and community-based services than neighboring states such as Massachusetts, Vermont and Maine. This suggests that the Granite State relies more on nursing homes than on more affordable home care, Sletten said. In 2019, the Granite State spent only 41% of the total Medicaid funding for long-term care on home and community-based services, according to the Fiscal Policy Institute. The majority of this funding was used to pay for nursing home care. The same year, Maine spent 64% on home care, Vermont spent 68%, and Massachusetts spent 72% of long-term care funding on home and community-based programs. The variation in wages for home care workers in different states not only impacts patients but also reduces the home care workforce in NH, where pay is significantly lower, experts say.

The issue is particularly acute in areas that border other states. Since neighboring states have higher reimbursements, agencies are able to pay workers more. For the lowest-paid home care workers, who make an average of \$11.56 an hour in NH, taking the same job over the border in Massachusetts would result in a 23.6% annual wage increase. “There’s an erosion around the borders,” Carroll said. “We have a well-trained valuable workforce that is now being poached by other states.”

There’s also an inequitable distribution of services within NH. Rural communities are often the most difficult to find caregivers for, according to Alvarez de Toledo. At the same time, because of driving distances, he said, those are the communities where it’s most expensive to provide care.

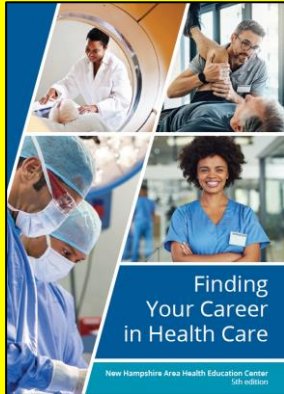
In addition, Medicaid isn’t available to everyone. While citizens of low-income and permanent residents are eligible for Medicaid, the program leaves behind certain noncitizen immigrants and undocumented residents, including people on Deferred Action for Childhood Arrivals. McQueeney, of HCS, is afraid that without adequate funding, national businesses that have “the luxury of scale and centralized operations” will take over home care in NH if the service is no longer sustainable for local organizations like hers.

Not having local providers would be a loss, she said, because there’s a certain flexibility that comes with a provider with strong community ties. “There is something to be valued and retained in having an independent healthcare provider who doesn’t need to check the rule book to see if they can come out for one more visit,” she said. “People need to consider ... what does it mean to be a community?” For providers, including Madeline Ullrich, executive director of the NH Care Collaborative, the solution is simple: higher reimbursements for home care services, so that workers can earn a livable wage and patients can get the care they’re entitled to. “New Hampshire knows what to do,” she said. “They need to get paid more money.”

*Thanks for reading!*

*Geoff Vercauteren, Director of Workforce Development  
Network4Health*

## WORKFORCE DEVELOPMENT OPPORTUNITIES



### ***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!](#)

## Earn & Learn for Career Advancement



**Excellent career pathway through paid apprenticeship!**



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

- Medical Assistant (MA) – **FULL! Next class, early 2024**
- Licensed Nursing Assistant (LNA) – **FULL! Next class, early 2024**
- Patient Service Representative (PSR) – **Few slots left for Elliot**
- Pharmacy Technician – **NOW ENROLLING!**
- Other careers coming soon!

To apply at CMC

[CLICK HERE](#)

To apply at Elliot:

[CLICK HERE](#)

Benefits of apprenticeship:

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

For more information, contact **Vanessa Rashid, Career Coach/Advisor**  
[vrashid@ccsnh.org](mailto:vrashid@ccsnh.org); 603-206-8168



### **64-hour Health Care Community Interpretation Training, Online/via Zoom**

**Dates: October 3–Dec 14, 2023**

**Time: 6:00 pm – 9:00 pm  
On Tuesdays & Thursdays**

**For more info. email:**

[sosorio@snhahec.org](mailto:sosorio@snhahec.org) - [fgdinu@snhahec.org](mailto:fgdinu@snhahec.org)



This is a comprehensive 64-hour program that teaches interpreters to work in the community, social services, education, and healthcare, and it satisfies regional customer requirements for training interpreters providing services to state agencies and hospitals. This is a nationally known course taught in many states and is also accepted for medical certification processes for National Accreditation.

**Scholarships available! Please [click here](#) for more information.**



## 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.

## 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

The Healthcare Sector Partnerships Initiative (SPI) Initiative Data Project illustrates the challenges facilities face to maintain staffing across key positions. Explore the barriers facilities grapple with as well as the incentives used to recruit and retain essential workers in the full report: <https://lnkd.in/gFChhC9P>



HealthForce NH



NH SECTOR PARTNERSHIPS INITIATIVE



AH EC Southern New Hampshire Area Health Education Center

This document provides an overview of data gathered from seven facility types across NH from 2022-2023.

BY FACILITY  
2 OF 7

### Home Care Service Provider

Offering essential healthcare services in the comfort of home, home care service providers deliver personalized medical assistance and support. These dedicated professionals focus on promoting independence and improving quality of life. The data project reveals that **vacancies increased from 2022 to 2023 for home health aides/personal care attendants and nursing professionals**. What barriers are preventing qualified individuals from applying, and what incentives will recruit and retain them?

#### VACANCY RATE BY JOB

Licensed Nursing Assistant	28%	30%
Licensed Practical Nurse	0%	100%
Registered Nurse	0%	33%
Home Health Aide/Personal Care Attendant	23%	28%
Advanced Practice Registered Nurse	N/A	100%

■ Phase I: Mid-2022  
■ Phase II: Early 2023



"Deep commitment to mission and clients"  
— Additional comment regarding incentives to retain staff

### REPORTED FACTORS INFLUENCING RECRUITMENT AND RETENTION

#### TOP 3 BARRIERS TO RECRUITMENT

1. Lack of applicants
2. Lack of childcare
3. Lack of affordable housing and lack of applicants with required skills or education. Schedule requirements and location and/or transportation

#### TOP 3 INCENTIVES USED TO RECRUIT

1. Flexible scheduling
2. Higher wages than competitors
3. Benefits package and paid time off

#### TOP 3 INCENTIVES USED TO RETAIN

1. Flexible scheduling
2. Competitive wages
3. Performance bonus and merit-based pay increases, consistent care assignments, and paid time off

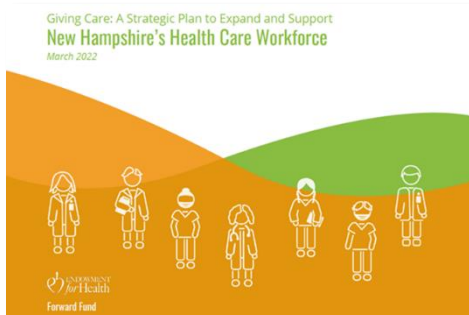
Data excerpted from the Statewide Healthcare Sector Partnerships Initiative Data Project: Phase II. This report was developed by New Hampshire Healthcare Sector Partnerships Initiative (SPI) and by the Southern New Hampshire Area Health Education Center (SNHAEC). To read the full report, visit <https://www.snhahec.org>.

grow, retain, and sustain a robust healthcare workforce.

[CLICK HERE](#) to visit our website!

## **Giving Care: NH's Healthcare Workforce Plan**

In March 2022, the Endowment for Health *Forward Fund* released "Giving Care: A Strategic Plan to Expand and Support NH's Healthcare Workforce. Giving Care presents New Hampshire solutions to New Hampshire's current health care workforce crisis. It is a plan that offers immediate, as well as longer-term strategies to expand and support our health care (and behavioral health) workforce. These solutions incorporate learning from previous successful workforce development efforts and provide specific actionable strategies to grow and retain the workforce, to ensure we have the data we need to prioritize investments, to improve the policy and regulatory environment, and – perhaps most importantly – to lead and coordinate implementation.



This actionable plan was the work of 70+ stakeholders (advocates, educators, policy makers, regulators, labor specialists, providers, employers) participating in 4 workgroups to establish "action agendas" with goals, objectives, 107 strategies (including priorities & quick wins), timelines, and stakeholders. Whether you are an employer, a policymaker or government

official, an institution of higher education or educator, or an advocate for the health care field, there is a role for you in implementing Giving Care. Have questions? Email us at [info@healthforcenh.org](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


## Network4Health presents our free Fall 2023 DEI Series with James McKim


9/21/23	<p><b>9 – 10:30am: DEI 102 - 3 levels of Bias, Microaggressions, &amp; Belonging</b></p> <p>Are you aware that 100% of people are biased but most do not know it? Do you feel you can interact with diverse people without offending them? Would you recognize a microaggression when you see it? Do you understand the true impact of discrimination on your organization? Do you know for certain whether your workspace environment is welcoming to diverse people? If you answered NO to any of these questions or just want to brush up on the topics, this session is for you! Come participate in an interactive session that takes you through how do our preconceived ideas influence how we view and react to people and situations and how our biases lead to microaggressions, organizational policies, and culture that is, at best, unwelcoming and at worse, illegal.</p> <p><u>Learning Objectives:</u> At the end of this session participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the 6 key fundamental concepts in a welcoming workspace</li> <li>• Understand what preconceived notions (unconscious implicit biases) are and how they influence our behavior</li> <li>• Interpret types of microaggressions and their impact to your organization</li> <li>• Begin to analyze the “welcomeness” of your workplace for diverse employees and clients/customers</li> </ul>	<a href="#">REGISTER NOW</a>
10/24/23	<p><b>9 – 10:30am: DEI 103 - Culture/Ethnicity, Women, Age in the Workplace</b></p> <p>Resmaa Menachem says that culture is the way our bodies re-enact history through the foods we eat, the stories we tell, and the images that move us. But how does that impact how we show up in the workplace? There are a record <u>5 generations</u> in the workforce. Yet our society and employers seem to value only the younger ones. Research has shown that youth focus to be short-sighted when it comes to achieving superior organizational performance. Research by McKinsey and others has shown that organizations that truly engage women at all levels outperform those organizations that do not. And despite claims to the contrary, research also shows that truly and equitably engaging women equitably is not happening in the US.</p> <p><u>Learning Outcomes:</u> By the end this workshop you will be able to:</p> <ul style="list-style-type: none"> <li>• Identify the 4 components of gender</li> <li>• Recognize the challenges different genders face in the workplace</li> <li>• Interact positively with people of different genders</li> <li>• Identify the 5 generations in the workforce</li> <li>• Recognize the values of people of different ages face in the workplace interact positively with people of different ages</li> </ul>	<a href="#">REGISTER NOW</a>
11/6/23	<p><b>9 – 10:30am: DEI 201 - How to Have Difficult Conversations</b></p> <p>Someone says something to you that is disrespectful of your heritage. You witness behavior that has sexist overtones. You observe a conversation where someone demeans a person because of their racial identity. Besides your legal and organizational policy obligations, you need to have a difficult conversation with the person who caused the affront. But how do you have that conversation in a kind and effective way that has a positive outcome? Combining recent research by cognitive neuroscientists such as Dr. Lara Boyd and Dr. Michael Gazzaniga; conversation experts such as Douglas Stone and Bruce Patton; and discriminatory behavior experts such as Resmaa Menachem, and Iris Bohnet this session will use videos and activities to give you insights into when and how to have these difficult conversations as well as tips on what to do when you see a discriminatory situation occurring.</p> <p><u>Learning Objectives:</u> By the end of this session you will be able to:</p> <ul style="list-style-type: none"> <li>• Recognize when offensive situations arise</li> <li>• Feel the role trauma plays in contentious situations</li> <li>• Determine when to have difficult conversations</li> <li>• Identify the 3 conversations in every difficult conversation leverage the steps for having a difficult conversation</li> </ul>	<a href="#">REGISTER NOW</a>
12/5/23	<p><b>9 – 10:30am: DEI 202 - From De-Biasing to Allyship</b></p> <p>60% of women ages 18 to 29 report that they or a female family member have been sexually harassed. 51% of black Americans say they have personally experienced people using racial slurs against them. 35% of Asian Americans report personally experiencing people making insensitive or offensive comments or negative assumptions about their race or ethnicity. Why is this happening?</p>	<a href="#">REGISTER NOW</a>



	<p>100% of people are biased but most do not know it? Research has shown that it is this unconscious implicit bias that causes discrimination and the “isms” that exist in society. This highly interactive workshop will help you understand how to at minimum de-bias yourself so you have better interactions creating a more welcoming environment and even better become an ally so you can spark innovation leveraging beneficial perspectives that improve organizational performance.</p> <p><u>Learning Objectives:</u> By the end of this session you will be able to:</p> <ul style="list-style-type: none"> <li>• Understand implicit bias</li> <li>• List techniques to de-bias yourself</li> <li>• Identify the different types of allyship</li> <li>• Describe practical strategies for being an effective ally.</li> </ul>	
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#### **Other Upcoming DEI Trainings:**

9/13/23	<p><b>1:00-2:30pm: Operationalizing Equity: The Culturally Effective Organizations Framework; virtual training via Zoom</b></p> <p><a href="#">CLICK HERE to register with N4H for this session only</a></p> <p>We want to ensure that everyone has equal opportunity to thrive. The Culturally Effective Organizations Framework offers an effective approach to turn our goals into broader success. This ongoing series offers an opportunity for deeper exploration of dimensions of each of the Framework elements. In Part 1, we will explore why equity matters in meetings, and how do power dynamics, expectations and the desire for traditional outcomes influence the ability to be equitable. <u>Learning Objectives:</u> Describe equitable facilitation; Name some tools we can use for facilitating our meetings equitably; In Part 2 will build on Part 1, continuing with an exploration of how to facilitate difficult decisions like those related to equity. We will also explore practical skills for facilitating equitably, including managing power dynamics, expectations and outcomes, and engagement/participation. <u>Learning Objectives:</u> Describe the value of non-traditional outcomes such as relationship building; Review the elements of equitable engagement/participation and supportive facilitation. <a href="#">Click here for more info.</a></p>	<a href="#">REGISTER NOW</a>
9/14/23	<div>  <p><b>Recruitment and Retention</b>  <b>8 a.m. until 11: 30 a.m.</b>  <b>Manchester Country Club; Bedford, NH</b></p> <p>A culture of diversity, equity and inclusion (DEI) is becoming essential for both recruitment and retention. But it's not as simple as changing the language in a job ad. Our speakers will highlight key aspects of DEI as it applies to recruitment and retention:</p> <ul style="list-style-type: none"> <li>• How to define DEI and why it matters to organizational performance</li> <li>• Understanding and empathetically dealing with pushback</li> <li>• The employment lifecycle, and...</li> <li>• Inclusive leadership</li> </ul> <p>The event will feature short talks on each of these points by a variety of speakers, a series of audience workshop table discussions and an expert panel discussion at the end to help explore topics raised by the table discussions.</p> </div>	<a href="#">REGISTER NOW</a>
9/25/23	<p><b>8:30am - 12:15pm: Southern NH AHEC presents: Beyond Communication Access: Equity and the Law Conference;</b> Location - Puritan Backroom Restaurant, 245 Hooksett Road Pappas Room Manchester, NH 03104. <u>Learning Objectives:</u></p> <ul style="list-style-type: none"> <li>• Discuss legal principles that support equity initiatives</li> <li>• Explain the federal laws that govern language access, non-discrimination, and civil rights</li> <li>• Describe how equity commitments raise worker productivity, worker satisfaction, and promote overall organizational health</li> <li>• List at least one local resource for implementing equity</li> <li>• Develop personal strategies to advocate effectively</li> <li>• Identify tips and strategies for persuading others and winning their arguments and advocacy presentation</li> </ul>	<a href="#">EMAIL US</a> if you wish to attend

12/1/23	 <p><b>NASW NH 2023 JEDI Conference</b> - A one-day conference with a JEDI focus (justice, equity, diversity &amp; inclusion); Location - Grappone Conference Center 70 Constitution Ave Concord, NH 03301; <u><a href="#">A Force for Change</a></u>: Creating a brave space for social service providers to reflect upon our work, uplift our clients and communities, and further develop our cultural competence with humility.</p> <p><u><a href="#">REGISTER NOW</a></u></p> <p><u><a href="#">MORE INFO</a></u></p>	
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## DEI Consulting with James McKim

James is available to assist with your agency developing not only **cultural competence**, but also **improving organizational performance**. Network4Health has retained the services of James McKim to provide DEI consulting to network members [AT NO COST](#). Learn how N4H organizations have already taken advantage of this and have **transformed** how they approach DEI. Interested? Email [GEOFFREY.VERCAUTEREN@CMC-NH.ORG](mailto:GEOFFREY.VERCAUTEREN@CMC-NH.ORG) to start the discussion.

## PROFESSIONAL DEVELOPMENT



The next meeting of the **Southern NH Healthcare Workforce Collaborative** will be **SEPTEMBER 13, 2023** at 11:00AM. New members always welcome. [Click here to join us!](#)



### SCHOLARSHIPS!

Did you know that The New Hampshire Charitable Foundation is the largest provider of publicly available scholarships in New Hampshire, 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



**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 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!

ScholarshipSource, our single, online application. Students are matched automatically with all scholarship opportunities for which they qualify. Many awards are renewable for each year that a student is in school.

**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](#)



**Fall Conference 2023**  
**New Horizons in Rural Health Equity**  
**Killington Grand Resort Hotel**  
**Killington, VT**  
**NOV 8 - 9 2023**  
[CLICK HERE FOR MORE INFO](#)



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

Training Name:	To Access Video:	To Access Slides:
Introduction to Care Management	<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>

**Look out for new PCDC trainings coming this fall!**

**Coaching & Supervision Training Informational Webinar:**

**September 15, 2023**  
**12:00 pm to 1:30 pm**



Increasing worker satisfaction and retention is a pressing challenge in the **long term, post-acute, and assisted living communities**. Learn more about how the 2 day PHI Coaching Supervision course can help address this challenge in this 90-minute-informational webinar.

- Discuss strategies for supporting supervisors and workers and enhancing organizational climate.
- Describe elements of PHI Coaching Supervision training.

- Reflect on how to incorporate PHI Coaching & Supervision into your organizational learning plan.

[FREE! Click here to register.](#)

*Network4Health has partnered with DHH's Rural Health Careers Grant, Southern and Northern NH AHECs and PHI to bring this innovative and high quality training to NH. Come and learn more!*



## BEHAVIORAL HEALTH EDUCATION SCHOLARSHIPS

### Important announcement regarding the Network4Health Behavioral Health Education Scholarships:

In order to preserve our operations until December 31, 2024, the decision has been made to end our scholarship programs at UNH Durham, UNH Manchester and UNH College of Professional Studies (formerly Granite State College) effective 12/31/23. Manchester Community College's scholarship has been endowed for at least 8 more years, so it won't be effected by this change.

Since 2018, Network4Health has supported scholarships to promote behavioral health and human services related degree programs at these colleges, and although it is difficult to end it, we should celebrate how tremendously successful it has been with over **\$645,000 being distributed across 427 awards** (an average of \$1500 per award). We've seen 40 graduates complete and move into roles across the region and state. Please look out for final numbers from this effort to be available at the end of this year. If you have any questions, please email [n4h.workforcedevelopment@cmc-nh.org](mailto:n4h.workforcedevelopment@cmc-nh.org).

All Network4Health scholarships are for **up to \$5000** (part-time students are pro-rated at \$2500)

**To qualify:** New or existing students enrolled FT or PT in any of these programs either on-line or in-person. Students need to live or work in one of the 18 towns served by Network4Health (see list [here](#)), and complete an application. See individual schools for further application requirements.

**TO APPLY:** Contact the financial aid office or dean's office at the school for more information.



**University of  
New Hampshire**  
College of Health  
and Human Services

For more info on programs, [CLICK HERE](#)

**Scholarship Info:** Interested students can [visit this site](#) for more information:

#### Eligible Degree and Certificate Programs:

##### Graduate Certificates:

- Adolescent Development
- Child Welfare
- Intellectual and Developmental Disabilities
- Psychiatric Mental Health (NP)
- Substance Use Disorders

##### Master Level Programs:

- Social Work (Advanced Standing) M.S.W.

	<ul style="list-style-type: none"> <li>• Social Work M.S.W.</li> <li>• Social Work and Juris Doctor Dual Degree M.S.W./J.D.</li> <li>• Social Work and Kinesiology Dual Degree M.S./M.S.W. – (Adventure Therapy)</li> <li>• Social Work-Occupational Therapy students enrolled in the Primary Care HRSA Project</li> <li>• Human Development and Family Studies: Marriage and Family Therapy M.S.</li> <li>• Therapeutic Recreation M.S.</li> </ul> <p>Undergraduate (provided remaining funds available):</p> <ul style="list-style-type: none"> <li>• Social Work</li> <li>• Therapeutic Recreation</li> </ul>
 <b>University of New Hampshire</b> at Manchester  For more info on programs, <a href="#">CLICK HERE</a>	<p>The Network4Health Behavioral Health scholarship program aims to increase participation and matriculation in behavioral health-oriented degree programs at UNH Manchester with the goal of increasing the workforce in behavioral health jobs and increase awareness of careers in human services and behavioral health fields.</p> <p>Eligible Degree Programs: Students enrolled in <b><u>UNH Manchester's psychology and neuropsychology programs</u></b> during summer 2022, fall 2022 and spring 2023 who also live or work in one of the 18 N4H cities/towns.</p> <p><u>Scholarship Info:</u> Interested students can visit <a href="#">this site</a> for more information:</p>
 <b>University of New Hampshire</b> College of Professional Studies  (Formerly Granite State College)  For more info on programs, <a href="#">CLICK HERE</a>	<p><u>Eligible Degree Programs:</u></p> <ul style="list-style-type: none"> <li>• Master of Science in Human Services Administration</li> <li>• Bachelor of Science in Human Services</li> <li>• Bachelor of Science in Psychology</li> <li>• Bachelor of Science in Applied Studies – Human Services and Early Childhood Development</li> <li>• Associate of Science in Behavioral Sciences</li> </ul>
 For more info on programs, <a href="#">CLICK HERE</a>	<p><u>Eligible Degree and Certificate Programs:</u></p> <ul style="list-style-type: none"> <li>• Associate's Degree in Behavioral Science</li> <li>• Associate's Degree in Human Services</li> <li>• Direct Support Services Certificate</li> <li>• Substance Misuse Prevention Certificate</li> <li>• Recovery Support Worker Certificate</li> <li>• Mental Health Support Certificate</li> </ul>

*If you've been waiting for a sign to return to school – this is it!  
Now is the time to complete your degree. **Scholarships renewed for 2023\***.*

\*based on available funding



## 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 COST REMINDER:

**Trainings costing \$300.00 and below will continue to be reimbursed at 100%**

**Trainings costing \$301.00 and above will now be reimbursed at 50%**

Please make note of these changes. 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			
9/7/23	11:30 AM - 4:00 PM: <b>Supervision: The Ethical Mandate of Self-Care in Action;</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>
9/8/23	8:30 AM - 4:00 PM: <b>The Ethical Clinician: Benefits, Burdens, and Best Practices</b> 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/11/23	8:30 AM - 4:00 PM: <b>Family Educational Rights and Privacy Act (FERPA) Overview;</b> Location: 130 Pembroke Road, Suite 150, Concord	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/14/23	8:30 AM - 4:00 PM: <b>Progressing Forward in Relapse Prevention: Dealing with Stigma;</b> Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/15/23	8:30 AM - 4:00 PM: <b>Foundations of Clinical Supervision;</b> Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/18/23	8:30 AM - 4:00 PM: <b>Enhanced Care Coordination: Helping Children, Youth, and Families Impacted by Substance Misuse;</b> 130 Pembroke Rd, Suite 150, Concord	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/20/23	1:00 PM - 3:15 PM: <b>Adolescent Development and Substance Use Disorders;</b> 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/22/23	8:30 AM - 4:00 PM: <b>The 12 Core Functions of a Substance Use Counselor;</b> Location: 130 Pembroke Road, Suite 150, Concord	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
9/25/23	8:30 AM - 3:00 PM: <b>But It's Different: Understanding Child and Adolescent Grief;</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>
9/26/23	8:30 AM - 3:00 PM: <b>Supporting Families and Healing;</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>
9/27/23	8:30 AM - 4:00 PM: <b>A Trauma Responsive Approach with Those Engaged in Drug Court;</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>
9/28/23	9:00 AM - 3:00 PM: <b>NHADACA Annual Meeting &amp; Presentation: So You Think You're Trauma-Informed? Maybe...;</b> Location - Chase House at Mill Falls, 300 Daniel Webster Highway, Meredith, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/3/23	9:00 AM - 12:15 PM: <b>Using the Skills System for Emotional Regulation in Substance Use Recovery;</b> Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>

10/4/23	1:00 PM - 3:15 PM: <b>Gender Responsive/Specific Care and Psychological / Substance Use Disorders and Treatment</b> ; 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/10/23	8:30 AM - 4:00 PM: <b>CRSWs Supervising CRSWs</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>
10/11/23	8:30 AM - 4:00 PM: <b>HIV Update for Substance Use Professionals</b> ; Location: Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/13/23	8:30 AM - 4:00 PM: <b>Assessment Literacy and Treatment Planning in Evaluating Suicide Risk</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>
10/13/23	8:30 AM - 4:00 PM: <b>Neurobiology of Addiction</b> ; Location: Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/16/23	8:30 AM - 4:00 PM: <b>Ethical Practice in the Addiction Profession</b> ; 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/20/23	8:30 AM - 4:00 PM: <b>New Substances of Abuse</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>
11/17/23	9:00 AM - 12:15 PM: <b>Beyond Counting Sheep: An Introduction to Insomnia Treatment for Individuals Recovering from Substance Use Disorders</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>



### PESI Workshops




#### ***A Note About PESI Trainings:***


*PESI is now offering many different trainings online via webinar (find them here: [PESI.com](https://www.pesi.com) → online learning → live video webinars). In fact, too many to list here. For the time being, we will advertise trainings of a particular interest, however if there is a specific PESI training you are interested in, please email us at [N4H.workforcedevelopment@cmc-nh.org](mailto:N4H.workforcedevelopment@cmc-nh.org) and we will consider funding slots at it.*


Here are just a few coming in Sept:	<ul style="list-style-type: none"> <li>Emotionally Focused Individual Therapy (EFIT) for Attachment Trauma: Transforming Psychological Wounds for Adult Clients Traumatized as Children</li> <li>Motivational Interviewing: Evidence-Based Interventions to Improve Client Engagement and Accelerate Behavioral Change</li> <li>2-Day Trauma Treatment Certification Training: Safe and Stable Trauma Processing and Resolution with CPT, PE, EMDR and IFS</li> <li>Emotional and Disordered Eating: Trauma-Informed Clinical Tools to Heal Your Clients' Relationship with Food and Body</li> <li>DBT for Neurodivergent Clients: Adapted Techniques to Improve Emotional Regulation and Interpersonal Skills in Clients with ADHD, ASD, and more!</li> </ul>	Go to: <b><a href="#">PESI</a></b> To find more!
Multiple dates; open until 12/31/23	<b>Internal Family Systems Therapy: Step-by-Step Procedures for Healing Traumatic Wounds and Alleviating Anxiety, Depression, Trauma, Addiction and More:</b> After decades of clinical innovation and recent scientific research, the empirically validated Internal Family Systems (IFS) model has been shown to be effective at improving clients' general functioning and well-being. This effective model provides clinicians with procedures for helping clients with the most challenging mental health profiles to heal the wounded, burdened, and traumatized parts of their systems. The IFS model provides a compassionate, respectful, non-pathologizing approach to understanding the organization and functioning of the human psyche.	<a href="#">REGISTER NOW</a>
Open until 11/4/23	Self-study: <b>PESI: Food and Mood: A Guide to The Role of Nutrition in Mental Health</b>	<a href="#">REGISTER NOW</a>

### Trainings & Conferences – Seats Sponsored by Network4Health

9/13/23	 <b>NEW HAMPSHIRE Children's Trust</b> <small>New Hampshire chapter of Prevent Child Abuse America</small>	<b>The 11th Annual Strengthening Families Summit: Building Resilient Communities</b> ; Grappone Conference Center, Concord	<a href="#">REGISTER NOW</a>
9/20 & 9/21/23	 <b>NEW HAMPSHIRE Treatment Court Conference</b>	<b>7:30am – 4:30-pm: New Hampshire Treatment Court Conference</b> ; Grand Summit Hotel at Attitash, Bartlett, NH The event features two-days of educational sessions that inspire, provoke, and precipitate discussion about issues facing NH's treatment courts and the people they serve. The conference will include keynote speakers, panel discussions and educational sessions on a variety of topics as well networking opportunities.	<a href="#">REGISTER NOW</a>

9/21 & 9/22/23	<b>The 28th Annual Conference New Hampshire Association for Infant Mental Health (NHAIMH): First Relationships - Fostering Emotional Resilience From the Start</b> - University of New Hampshire, Durham, NH, Holloway Commons	<a href="#">REGISTER NOW</a>
9/22/23	8:30 – 5pm: <b>Understanding the Gut Brain: Stress, Appetite, Digestion, and Mood</b> ; The Event Center at the Courtyard By Marriott; Nashua, New Hampshire	<a href="#">REGISTER NOW</a>
9/22/23	 <b>8:00am – 3:00pm: NH Center for Nonprofits presents: Nonprofit Leadership Summit:</b> Grappone Conference Center, 70 Constitution Avenue, Concord, NH. “Focus on the Future – Sparking Innovation and Leading Change.” The Summit brings together 250+ nonprofit board and staff leaders, along with corporate and philanthropic partners to explore trends and issues impacting the sector. Keynote: Thinking like a Futurist to Anticipate Change and Lead Innovation	<a href="#">REGISTER NOW</a>
9/25/23	8:00 am – 4:15 pm: <b>Topics in Psychiatry: Presented by Dartmouth Health Department of Psychiatry’s Nurse Practitioners</b> ; Conference: Auditoria E and F, Dartmouth Hitchcock Medical Center, Lebanon, NH (cost associated)	<a href="#">REGISTER NOW</a>
10/16/23	 <b>8:00am – 4:00pm: NHFPI’s 2023 Budget and Policy Conference: Tackling Workforce Challenges and Strengthening Economic Security</b> ; Grappone Conference Center, Concord Join us for NHFPI’s 8th Annual Budget and Policy Conference, where we will bring stakeholders together and feature leading policy experts from various areas to address cross-cutting issues and elevate impactful policy solutions. We will examine workforce challenges in our state and highlight key ways we can address these challenges and strengthen the economic security of all Granite Staters.	<a href="#">REGISTER NOW</a>
11/8 & 11/9/23	9 – 4:30pm: <b>PSI: Perinatal Mood Disorders: Components of Care</b> ; live online	<a href="#">REGISTER NOW</a>
10/4 – 11/1/23	9:15 - 11:15am: <b>Mindful Leadership Series via Zoom</b> : Dates: October 4, 11, 18, 25, November 1, 2023; Faculty: Lisa Stockwell, MEd; Mindful leadership is crucial to navigate these complex and chaotic times. Becoming a mindful leader requires developing self-awareness and cultivating self-regulation skills, understanding others’ perspectives, communicating effectively, and inspiring others. The Mindful Leadership series consists of 5 modules that involve practice activities, homework, and feedback. Attending all 5 modules is required. After this session, participants will be able to: Discuss how stress impacts decisions and communication skills; Identify methods that reduce stress and increase focus; Review communication styles and active listening; Explain the 4 cycles in Appreciative Inquiry; Identify the strengths of the organization and its staff; Define Motivational Interviewing (MI) and the important foundational concepts around behavior change; Review the core skills used in MI and practice using them; Describe how to give and receive negative and positive feedback; Identify realistic goals and next steps. <a href="#">LEARN MORE</a> .	<a href="#">REGISTER NOW</a>
10/6/23	8:30am – 4:30pm: <b>Northeast Integrative Medicine Conference</b> - Southern New Hampshire University Hospitality Center- Salons A/B; 2500 North River Road; Hooksett, New Hampshire. The 2023 Northeast Integrative Medicine Conference brings together nurses, physicians, researchers, experts and authors for an exciting day of exploration into leading-edge integrative health topics. COST: \$225 - \$275 per person, including meals. Discover Modern Research; Engage with Medical Experts; Describe strategies for including mindfulness in integrative practice; Discuss strategies for reducing compassion fatigue and burnout; Apply self-awareness and self-regulation to manage the influence of personal biases and values in working with diverse people and belief systems. <a href="#">LEARN MORE</a>	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
10/19 – 12/14/23	<b>Implementation Science Team Training - Fall 2023 - ONLINE ONLY</b> <b>October 19, 2023   8:30 - 11:30am; November 2, 2023   8:30 - 11:30am; November 16, 2023   8:30 - 11:30am; November 30, 2023   8:30 - 11:30am; December 14, 2023   8:30 - 11:30am</b> If It’s Worth Doing, It’s Worth Doing Well! A five-session online training that will give teams the tools they need to apply a systematic approach to launching a new (or examining an existing) project or practice. For meaningful, lasting change to happen, certain structures and systems need to be in place from the outset and supported over time. Failed change efforts can be costly, not to mention demotivating for staff. Understanding the key elements of implementation science and how to activate proven implementation strategies helps teams to protect the time, money, and energy they invest in their work. This training will give teams the tools they need to apply a systematic approach to launching a new (or examining an existing) project or practice. <a href="#">MORE INFO</a>	
	 <b>Workforce Resilience:</b> <b>New Webinar Series: Building a Resilient Workforce</b>	

	<p>Social Current is dedicated to the growth and overall success of the social sector, and as workforce challenges continue to hinder human service organizations, we remain committed to offering solutions that will support staff and build resilience. In our upcoming learning series experts will delve into core strategies and tactics for supporting staff, such as increasing accountability, managing conflict, nurturing relationships, embracing equity, and achieving excellence.</p> <p>Participants are sure to gain knowledge and tools to set them, and their organizations, up for success. From utilizing brain science in the workplace to fostering psychological safety to creating culture and community, this learning series will provide concrete action steps to support staff who are emotionally and physically exhausted. <a href="#">CLICK HERE FOR MORE INFO!</a></p> <p><b>Embed Brain Science:</b> Sept. 19 from 2-3 p.m. ET  <b>Foster Candidness through Psychological Safety:</b> Oct. 5 from 2-3 p.m. ET  <b>Create Culture around Shared Values:</b> Nov. 9 from 2-3 p.m. ET  <b>Integrate Connection and Community:</b> Dec. 12 from 2-3 p.m. ET</p>	
Open until 12/31/23	<p>Self-paced: <b>MUSC: Trauma-Focused Cognitive-Behavioral Therapy (TF-CBT):</b>  This is a self-paced, online training course for mental health professionals learning Trauma-Focused Cognitive-Behavioral Therapy (TF-CBT). It was developed in close collaboration with the TF-CBT developers and incorporates all the most recent developments in the model. The course is comprised of 11 learning modules that cover the foundations of TF-CBT and each of the treatment components. Each module has a concise explanation of the treatment component, video demonstrations of treatment procedures and techniques, and clinical materials and resources. Please see the Continuing Education statement for additional details, but completion of the full course may count for 11 contact hours of continuing education for certain professionals depending on location and professional affiliation.</p>	<a href="#">REGISTER NOW</a>
Open until 12/31/23	<p>Self – paced: <b>Mindful in Healthcare - The Wellbeing &amp; Performance Course for Healthcare Professionals</b>  Through 7 comprehensive modules you will optimize your well-being and supercharge your concentration whilst increasing your productivity and performance. The course is packed with tools to help you manage symptoms of stress and optimize your mental health. Your patients will benefit too from improved patient communication through active listening and empathy; enhanced clinical decision-making by improving your focus and attention; and increased job satisfaction by finding meaning and purpose in your work. You'll also come away equipped with strategies to improve team dynamics and relationships. This self-paced, evidenced-based course created for clinicians by clinicians is packed with videos, guided meditations, reflective exercises, downloadable infographic handouts and experiences from the 'humans of healthcare', to help you to thrive in clinical practice.</p>	<a href="#">REGISTER NOW</a>
	 <b>New Hampshire Psychological Association</b> <a href="#">CLICK HERE</a> for more upcoming events	
10/13/23	<p>8:30 AM - 4:30 PM: <b>Exposure and Response Prevention for OCD: Theory and Practice;</b>  Location - Rivier University (Nashua, NH) - Dion 2nd Floor Reception Room</p>	Please <a href="#">email us</a> if you are interested in attending this training.
	 <b>WILLIAM JAMES COLLEGE</b> <b>William James College Professional Development</b> <a href="#">Click here to view more courses</a>	
9/14/23	<p>8:30 AM - 4:30 PM: <b>Children and Youth Engaging in Problematic Sexual Behavior;</b> Best Western Royal Plaza Hotel &amp; Trade Center, Marlborough, MA <a href="#">MORE INFO</a></p>	<p><b>CEU's Available!</b>  Please <a href="#">email us</a> if you are interested in receiving reimbursement for the cost of any of these trainings.</p>
10/6 – 11/3/23	<p>Self-Study: <b>Understanding Life Backward but Living It Forward: Analyzing to Understand but Envisioning Possibilities to Incentivize Action</b> - CE Credits: 18  <u>Learning Objectives:</u> Explain why Model 5 is a constructivist model of the mind; Elaborate upon the role played by violations of expectation in the updating of old narratives; Clarify the importance of envisioning possibilities and taking ownership of the need therefore to change.  <u>Course Schedule:</u> This course is a self-study with an estimated five hours of work each week. The suggested schedule is as follows:  Week 1 Module: Friday, October 6 - Thursday, October 12, 2023  Week 2 Module: Friday, October 13 - Thursday, October 19, 2023  Week 3 Module: Friday, October 20 - Thursday, October 26, 2023  Week 4 Module: Friday, October 27 - Friday, November 3, 2023</p>	
10/7 – 12/15/23	<p>October 7, 2022 – December 15, 2023: <b>Overcoming Parent-Child Contact Problems: Family Interventions 2023 – online:</b> Mental health professionals face significant challenges trying to</p>	

	assist families when a child is resisting contact with a parent after separation/divorce. This 30-hour multi-module training provides an exciting opportunity for those working in the field and encountering these complex situations. <a href="#">MORE INFO</a>	
	 <b>NASW New Hampshire Continuing Education</b> <a href="#">CLICK HERE</a> to go to NASW NH's website	
9/15/23	12:00 – 1:00PM: <b>Meeting Stress with Compassion – <a href="#">VIEW HERE</a></b>	Please <a href="#">email us</a> if you are interested in attending these trainings and want to be reimbursed by Network4Health
9/28/23	12:00 – 1:00PM: <b>Moving from Power and Control to Collaboration and Problem Solving – <a href="#">VIEW HERE</a></b>	
9/11/23	8:00 – 4:30pm: <b>Quality Leadership – Live online!</b>	<a href="#">REGISTER NOW</a>
9/27 & 10/4/23	8:45 am - 4:00 pm: <b>NASW VT: Engaging &amp; Working with the Hard to Reach Client</b>	<a href="#">REGISTER NOW</a>
10/16 & 10/23/23	8:00 am - 4:15 pm: <b>NASW NH: Motivational Interviewing Foundations Training</b>	<a href="#">REGISTER NOW</a>
10/11/23	8:30 – 12:00pm: <b>NASW VT presents: Moving Beyond Self Care: Addressing Trauma at the Organizational Level - Live Webinar</b>	<a href="#">REGISTER NOW</a>
11/13/23	8:45am - 4pm: <b>Ethical Challenges in the Digital Age—Protecting Clients (and Ourselves) by NASW VT - live webinar</b>	<a href="#">REGISTER NOW</a>

 <b>University of New Hampshire</b>	<b>UNH Professional Development and Training</b> <i>Sponsored by Network4Health</i>	
<p>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. Here are some great topics that are coming up both live and online:</p> <ul style="list-style-type: none"> <li>• <i>Engaging Body &amp; Voice for Professional Presence</i>   September 25 &amp; 27   Online</li> <li>• <i>Balancing Courage and Consideration in Your Communications</i>   September 28   Manchester</li> <li>• <i>Stepping Up to Supervisor</i>   September 28   Manchester</li> <li>• <i>Critical Thinking: Sharpen your Problem Solving and Decision Making</i>   October 3   Online</li> <li>• <i>How to Create an Anti-Fragile, High Performing Team Culture</i>   October 4   Live online</li> <li>• <i>7 Habits of Highly Effective People</i>   October 5 &amp; 6   Manchester</li> <li>• <i>How to Manage without Micromanaging</i>   October 11   Manchester</li> <li>• <i>Analyzing Workstyles: Using MBTI to improve work performance</i>   October 12   Manchester</li> <li>• <i>Project Management for Non-Project Managers</i>   October 13   Live Online</li> <li>• <i>New Hire Orientation and Onboarding Excellence</i>   October 20   Online</li> <li>• <i>Constructive Conversations: How to Foster Candid Discussions That Get Results</i>   October 24   Manchester</li> <li>• <i>Implicit Bias: awareness and response to mitigate impact</i>   October 24   Online</li> <li>• <i>Nonprofit Planning and Evaluation</i>   November 1 &amp; 2   Live Online</li> <li>• <i>Inspiring and Influential U: Communication Skills for Leaders and Aspiring Leaders</i>   November 2   Online</li> <li>• <i>Bringing Value in a Hybrid/Remote Workplace to Thrive at Work</i>   November 2 &amp; 3   Online</li> <li>• <i>How to Make Your Feedback Conversations Get Results and Grow Your Relationships</i>   November 7   Manchester</li> <li>• <i>Enhancing Performance and Accountability</i>   November 8   Manchester</li> <li>• <i>Using SOAR, an Appreciative Inquiry approach to strategic assessment</i>   November 7   Manchester</li> <li>• <i>Project Management for HR Professionals</i>   November 8   Manchester</li> <li>• <i>Developing a Culture for Success</i>   November 14   Manchester</li> <li>• <i>Nonprofit Board Development &amp; Governance</i>   November 14   Live Online</li> <li>• <i>Creating a Values Based and Purpose Driven Culture</i>   November 14   Online</li> <li>• <i>Stress Management: Handling Interruptions and Unexpected Expectations</i>   November 15   Manchester</li> <li>• <i>Applying Positive Psychology to Build a High Performing Workplace</i>   November 15   Manchester</li> <li>• <i>New Title! Let's Talk for a Change</i>   November 16   Online</li> </ul> <p><b>Counseling &amp; Social Work Courses:</b></p> <ul style="list-style-type: none"> <li>• <i>Model for Treating Anxiety, Depression, and Low Self-Esteem</i>   September 22   Manchester</li> <li>• <i>Anxiety and Depression in Adolescent Girls</i>   October 16   Manchester</li> <li>• <i>Building a Resilience Toolkit for Therapists, Counselors, Coaches, and Educators</i>   October 19   Live Online</li> </ul>		



- *Motivation, ADHD, and Learning | November 17 | Live Online*
- *ADHD: Neuroscience and Psychopharmacology | December 8 | Live Online*

**Interested? Follow This Process to Sign Up:**









**Step 1:** Please review course details [here](#):





**Step 2:** If you are interested in attending a course, please email us at [n4h.workforcedevelopment@cmc-nh.org](mailto:n4h.workforcedevelopment@cmc-nh.org) and indicate:









- **THE COURSE NAME**
- **COURSE DATE**
- **YOUR CONTACT INFORMATION**
- **>> A LINK TO THE COURSE <<**

**Step 3:** We will send you a Network4Health Eventbrite for the course and you can follow instructions for signing up from there!


9/14/23	09:00am - 03:30pm: <b>UNH: Applied Leadership Institute</b> ; 230 Commerce Way, Portsmouth, NH, 03801	<a href="#">REGISTER NOW</a>
9/18/23	09:00am - 03:30pm: <b>The Principles of Adult Learning and Trainer Effectiveness</b> ; Location(s): Brady Sullivan Tower - 1750 Elm Street, Manchester	<a href="#">REGISTER NOW</a>
9/22/23	09:00am - 03:30pm: <b>UNH: Dispelling Common Leadership Myths: The "DUH" Approach</b> ; Brady Sullivan Tower - 1750 Elm Street, Manchester	<a href="#">REGISTER NOW</a>
9/26/23	09:00am - 03:30pm: <b>Change Management Toolkit</b> ; Location(s): Brady Sullivan Tower - 1750 Elm Street, Manchester	<a href="#">REGISTER NOW</a>
10/5/23	09:00am - 03:30pm: <b>The Importance of Assessing Training Needs</b> ; Location(s): Portsmouth - 230 Commerce Way	<a href="#">REGISTER NOW</a>
10/16/23	09:00am - 03:30pm: <b>Anxiety and Depression in Adolescent Girls</b> ; Location(s): Live online	<a href="#">REGISTER NOW</a>
10/19/23	09:00am - 03:30pm: <b>Facilitation Skills</b> ; Location(s): Portsmouth - 230 Commerce Way	<a href="#">REGISTER NOW</a>
10/25/23	09:00am - 03:30pm: <b>Strategic Planning</b> ; Location(s): Portsmouth - 230 Commerce Way	<a href="#">REGISTER NOW</a>
10/31/23	09:00am - 03:30pm: <b>Leadership Skills for Supervisors: From Boss to Role Model, Coach, and Mentor</b> ; Brady Sullivan Tower - 1750 Elm Street, Manchester	<a href="#">REGISTER NOW</a>
11/14/23	09:00am - 03:30pm: <b>How to Evaluate Training Effectiveness</b> ; Location(s): Portsmouth - 230 Commerce Way	<a href="#">REGISTER NOW</a>
12/4/23	09:00am - 03:30pm: <b>Transcending Differences: Whether Generational, Personality Style, Cultural or Otherwise</b> ; Location(s): Live Online (USA Eastern Time)	<a href="#">REGISTER NOW</a>
12/12/23	09:00am - 03:30pm: <b>Training Design &amp; Delivery: Assessment through Evaluation</b> ; Location(s): GSC Manchester	<a href="#">REGISTER NOW</a>
1/8/24	09:00am - 04:00pm: <b>Winter 2024 Leadership &amp; Management Conference: Cultivating an Engaged Workplace</b> ; Wentworth-by-the-Sea, Portsmouth	<a href="#">REGISTER NOW</a>
<b>*Free* Trainings – No cost to participate!</b>		
10/3/23	8:00am – 12:00pm: <b>Global Summit 2023: Embracing Systems-Based Thinking to Improve Global Health</b> ; virtual event	<a href="#">REGISTER NOW</a>
10/12/23	<b>Employing U.S. Vets Conference   Virtual Event</b> ; Hosted by VETS Indexes, this conference is designed to offer attendees actionable tools and information to establish and build upon veteran initiatives. It also provides a great opportunity to network with peers from leading companies, non-profits, government agencies, and others seeking to employ veterans.	<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>NH Disability &amp; Health Program</div> <div>Responsive Practice Training</div> <div>Providing Health Care &amp; Screenings to Individuals with Disabilities</div> <div>ResponsivePractice.org</div> <div> University of New Hampshire Institute on Disability NH Disability &amp; Health Program</div> <div></div> <div>FREE training 1 credit available online &amp; on-demand</div>		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.	
Individuals with Disabilities: <a href="#">CLICK HERE</a> to view.		Training 1: Responsive Practice: Providing Health Care & Screenings to	
Training 2: Responsive Practice: Accessible & Adaptive Communication: <a href="#">CLICK HERE</a> to view.			
<div> Southern New Hampshire University</div> <div>Continuing Education for Health Professions</div> <div>SNHU Continuing Ed for Healthcare Professionals – FREE CEUs!</div> <div><a href="#">Click here to see all courses</a></div>			
On Demand until 12/31/23	21 <sup>st</sup> Century Soft Skills for Healthcare Professionals – 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	Care for Yourself so You can Care for Others – Recorded; Target Audience – Nurses		FREE CEU's! <a href="#">VISIT HERE</a>
On demand	Generational Diversity: Using this Diversity to your Team's Advantage – Recorded; Learning Objectives: Distinguish the five generations currently working in healthcare and the benefits of 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	Other courses include: <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>
<div></div>			
Multiple Sessions Available	<div> NH CITIZENS HEALTH INITIATIVE</div> <div> Institute for Health Policy and Practice</div>	Project ECHO Communities: Take advantage of ECHOs on a number of different topics:  The Project ECHO® model is an evidence-based method connecting interdisciplinary specialists with community-based practitioners using web conferencing technology. During teleECHO™ sessions, experts mentor and share their expertise across a virtual network through case-based learning, enabling practice teams to manage complex conditions in their own communities. <ul style="list-style-type: none"><li><b>NEW!!! Substance Use Disorder (SUD) ECHO: Core and Emerging Topics for Ambulatory Care.</b> The program will occur on the first Wednesday of each month October 2023 through May 2024.. <a href="#">Visit HERE to learn more!</a></li></ul>	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>
	<div> Dartmouth Health</div>	ECHOs – Expanding Health Knowledge – via Zoom <a href="#">Click here to learn more</a>  Pediatric Integrative Medicine ECHO: Changing Health Care for Children: 6/6/2023 – 4/18/2024	
<div> NATIONAL COUNCIL for Mental Wellbeing HEALTHY MINDS • STRONG COMMUNITIES</div>		Free Trainings from the National Council for Mental Wellbeing:	

	<p><b>Peer Support Specialist Skill Development Series</b>  The series will delve into hot topics in the field of peer recovery support services including crisis response, cultural competency, harm reduction and multiple other person-centered approaches to mental health and substance use recovery. Participants will walk away with enhanced skills in peer-to-peer services and will be better equipped to support the recovery of individuals with mental health and substance use challenges within their community.</p> <p><b>Session Five – Understanding and Supporting Mental Health Experiences – <a href="#">Register here</a></b>  Sep 26   2:00 pm – 5:00 pm</p> <p><b>Session Six – Building Advocacy Skills – <a href="#">Register here</a></b>  Oct 24   2:00 pm – 5:00 pm</p>	
9/7/23	1:30 – 3:00PM: <b>Getting Candid: Practical Guidance for Framing the Conversation Around Youth Substance Use Prevention</b>	<a href="#">REGISTER NOW</a>
9/14/23	12 – 4pm: <b>Introductory/Refresher Virtual Motivational Interviewing Training</b>	<a href="#">EMAIL US</a>
9/18 or 9/25/23	2:00 – 5:00pm: <b>Introductory/Refresher YSBIRT Training – Online:</b> Email Network4Health if you want reimbursement for this training.	<a href="#">MORE INFO 9/18</a> <a href="#">MORE INFO 9/25</a>
<div>  <div> <p><b>FREE Trainings from Southern NH AHEC – CEU's Available!</b></p> <p><a href="#">Click here</a> and the go to "Read latest Blitzmail newsletter"</p> </div> </div>		
<p>On-Demand Trainings</p> <p>See Full List of Trainings on the SNHAHEC website</p>	<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>PTTC</b> Prevention Technology Transfer Center Network  <small>Funded by Substance Abuse and Mental Health Services Administration</small></p> <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	 <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!	<a href="#">Click for a complete list of trainings</a>
Various – see site for details	 Providers Clinical Support System	<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>
<b>*Free* Webinars From NAADC – CEU's Available!</b>		
	<a href="#">MORE INFO HERE</a>	
9/13/23	<b>Recovery Capital: Assets, Not Abstinence;</b> 3:00-4:00pm - Earn 1 CE	<a href="#">REGISTER NOW</a>
9/21/23	<b>Peer Recovery Support Series, Part 8: Ethics, Confidentiality, and Boundaries in Peer Recovery;</b> 3:00-4:00pm - Earn 1 CE	<a href="#">REGISTER NOW</a>
10/25/23	<b>Rewiring Your Life;</b> 3:00-4:00pm - Earn 1 CE	<a href="#">REGISTER NOW</a>
10/26/23	<b>Peer Recovery Support Series, Part 9: Supporting Recovery - Who's Who at the Zoo?</b> 3:00-4:00pm - Earn 1 CE	<a href="#">REGISTER NOW</a>
11/1/23	<b>Skills for Problem Gambling Integration;</b> 3:00-4:30pm - Earn 1.5 CEs	<a href="#">REGISTER NOW</a>
11/15/23	<b>Sustainable Integrated Care Through Community Partnerships;</b> 3:00-4:00pm - Earn 1 CE	<a href="#">REGISTER NOW</a>
11/30/23	<b>Peer Recovery Support Series, Part 10: The ABCs of Problem Solving for Peer Specialists;</b> 3:00-4:00pm - Earn 1 CE	<a href="#">REGISTER NOW</a>
12/6/23	<b>The Art of Pushing and Pulling Through the Stages of Change -</b> 3:00-4:30pm - Earn 1.5 CEs	<a href="#">REGISTER NOW</a>
12/13/23	<b>The Science of Shame and Why It Matters: Awareness for Supervisors and Practitioners;</b> 3:00-4:30pm - Earn 1.5 CEs	<a href="#">REGISTER NOW</a>
12/21/23	<b>Peer Recovery Support Series, Part 6: Professional Development for Peers - Progress, Not Peerfection;</b> 3:00-4:30 PM - Earn 1.5 CEs	<a href="#">REGISTER NOW</a>
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

 <p><b>nh healthy families.</b> Reminder: NH Health Families offers free comprehensive clinical training programs, designed to enhance the knowledge, skills and performance of healthcare professionals who empower their members to make positive health behavior changes. They offer courses to support continuing education for providers, enhance integrated care, and 7expand use of best practices. Participants can receive CEUs for some classes, and receive certificates of attendance related to certain licensing requirements. Please <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.</p>		
9/7/23	1:00 PM - 3:00 PM: <b>Suicide Risk - A Clinical Perspective - Module 1 - Suicide Risk Overview Presented by Adriana Peralta, MSW, LCSW, LPN</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/12/23	9:30 AM - 10:30 AM: <b>A Closer Look at Evidence Based Practices with Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/13/23	11:00 AM - 12:00 PM: <b>Substance Related and Addictive Disorders Module 3: Caffeine Related Disorders by Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/19/23	1:00 PM - 3:00 PM: <b>Providing Services to the LGBTQ+ population presented by</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/20/23	10:00 AM - 12:00 PM: <b>Trauma Informed Care for Providers with Dana Buonanducci, MS, LMHC, NCC</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/25/23	11:00 AM - 12:30 PM: <b>De-Escalation Techniques with Dana Buonanducci, MS, LMHC, NCC</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/26/23	10:00 AM - 11:30 AM: <b>Attention Deficit Hyperactivity Disorder with Dana Buonanducci, MS, LMHC, NCC</b>	CEUs Available! <a href="#">REGISTER NOW</a>
9/29/23	10:00 AM - 11:30 AM: <b>Integrated Healthcare with Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
11/1/23	10:00 AM - 4:30 PM: <b>Adult Mental Health First Aid with Kimberly Bindas and Lisa Wharton</b>	CEUs Available! <a href="#">REGISTER NOW</a>
11/8/23	10:00 AM - 3:30 PM: <b>Mental Health First Aid for Youth with Kimberly Bindas</b>	CEUs Available! <a href="#">REGISTER NOW</a>

## MANAGEMENT CORNER

### IS THIS THE END OF AFFIRMATIVE ACTION?

From: *"Is it the end of the road for affirmative action? The Supreme Court says race cannot be used as a factor for admission into university - so does this spell the end for affirmative action in hiring too?."* By Peter Crush; Jul 11, 2023 for TLNT.com. [CLICK HERE](#) to see full article.

Anyone who studies HR-related judgements by the Supreme Court will know that when decisions reach this high level, the verdicts ultimately given (whichever way they go), tend to make headlines. And so it was the case, at the very end of June, when the US Supreme Court ruled on two similar cases involving admissions into universities – one concerning Harvard and the other at the University of North Carolina (UNC).



The reason the decisions made the news was entirely due to the fact these two innocuous-sounding cases struck right at the heart of the contentious topic of 'positive discrimination' or 'affirmative action' – that is when an organization takes specific measures to select people to join them in order to improve the ratio of under-represented groups – such as women or ethnic minorities. Long-used as a way of bolstering representation (and as such, is a key lever many DEI leaders use), the policy of affirmative action is, according to Students for Fair Admissions (a body founded by legal activist Edward Blum – and which brought the cases), unfair to everyone else. Not only this, it claimed affirmative action actually violates Title VI of the 1964 Civil Rights Act, which bars discrimination based on race, colour or national origin. There is some precedent to this. Nine US states already ban on race-based



college admissions for precisely this reason: Arizona, California, Florida, Georgia, Oklahoma, New Hampshire, Michigan, Nebraska and Washington.

In their defense, both universities argued that universities also exist to promote and improve opportunity to everyone. Those from poorer backgrounds (which typically include black people) benefit – they claimed – from affirmative action, because it meant access was available to people who might otherwise not be considered – so improving social justice for all. But in their verdicts, the Judges sensationally dismissed this – arguing that while they understood that the universities’ policies were “well intentioned,” these admissions criteria were nevertheless resting “on the pernicious stereotype that ‘a black student can usually bring something that a white person cannot offer,’ and such they are “patently unconstitutional.” The court ruled 6-3 against UNC and 6-2 against Harvard. “Universities’ self-proclaimed righteousness does not afford them license to discriminate on the basis of race,” said Justice Clarence Thomas, the nation’s second black justice. Prior to the Supreme Court decision, 41.5% of all US universities and 60% of selective US universities considered race to some degree in their admissions decisions

### **Why this decision matters**

For HRDs wondering why the admissions policy of a university matters to them, it’s all about potential knock-on effects when it comes to how businesses define their own recruitment criteria. Students for Fair Admissions have hailed the ruling not to allow race to be a determinant of admission as a return to meritocracy, but in doing so, DEI heads may now have their already difficult jobs made even harder. Should they continue to pursue a policy of preferential treatment of hiring under-represented groups? [Especially if reaching certain ethnicity targets is written into their DEI strategy].

### **Is the law still on their side to be able to do this? Do firms risk a backlash from those who now regard affirmative action as unconstitutional?**

To try and answer some of the questions TLNT spoke exclusively to Chandra Robinson, VP at Gartner. Gartner has been following the cases in detail as they’ve wended their way through the courts:

*Q: So, the verdict has been made – were you surprised at the way it went?*

A: “The fact race may not be a determining factor in admissions anymore is a significant one, given that affirmative action is normally done to correct against any under-representation. We knew – from leaks about the deliberations – that the decision was imminent, and that it could go the way it ultimately went. Based on the make-up of the court and their typical leanings, there was also inkling that this would be the decision they would take, so in that sense it probably wasn’t a surprise.

*Q: What are the ramifications of this for employers?*

A: “Although there are no immediate reasons for organizations to stop the DEI aims and to prevent them being an equal opportunities employer, what I will think it will do is amplify the politicization around DEI. DEI leaders in the US should prepare for the possibility that the court may soon prohibit explicit considerations of race in hiring practices as well. Whether or not organizations have specific diversity targets that may face legal scrutiny, DEI leaders should clarify their recruiting goals, refine the processes used to achieve those goals, and communicate those processes to other parts of HR, legal and compliance to ensure a diverse and inclusive work environment.”

*Q: Isn’t there also a fear that employer links with universities could be affected too?*

A: “Absolutely. There are lots of potential ripple effects that need to be considered, which might not be apparent at first. For instance, companies often have university partnerships. If universities are now being curtailed to bring in underrepresented groups then this will obviously filter through into the eventual pool available from universities that companies can tap into. There will be a direct connection between this decision, and the recruitment pipeline that employers will be able to cultivate.

*Q: Is affirmative action generally supported in America, and will companies that continue to pursue it now be frowned upon?*

A: “Since George Floyd, we’ve seen companies create a wave of commitments around diversity, but I think organizations are now realising that there needs to be accountability for these hires too, and ensure they are seen to be fair. I think more recently, we’ve seen DEI leaders double down on consequential accountability [which evaluates HR leaders’ DE&I efforts and ties the success or failure of those efforts to job performance], in an attempt to prove that their policies have value. So I definitely think DEI leaders are going to need to be more intentional about consequential accountability going forwards.

*Q: What else do companies now have to do?*

A: “I think they will increasingly need to look at data, and determine a recruitment strategy that makes sense for the organization, including how biases may need to be mitigated where there is underrepresentation. HRDs will need to get comfortable with this data, so they can see where disparities exist, and then how certain interventions can be put in. The ultimate goal is still to identify

the best talent out there, so DEI professionals have to make sure their recruitment efforts are consistent. Ultimately, it's about seeing where imbalances exist.

*Q: Do you think the already tough job of the DEI leader has now just been made even more complicated?*

A: "I mean, yes! Downstream impacts of this do now exist. How organizations promote DEI, or partner with other organizations, or tap into diverse talent are all questions that have just gotten harder. We already know there are hurdles DEI leaders face (see TLNT article here), and we know DEI professionals already report fatigue, and stress, and lack of CEO buy-in. So yes, there are now new challenges to contend with, that won't make life easier. But, DEI will continue, and I don't foresee it going any time soon. Now it's all about how these leaders progress it.

**Gartner's advice:**

- Creating alternative processes to numerical targets – for instance creating employer resource groups; diverse interview panels and peer referral systems.
- Coordinating with other HR leaders, senior leadership and communications teams on whether or not to issue any public messaging regarding the rulings.
- Grounding internal and external messaging in the organization's corporate, and especially DEI, values.
- Considering addressing public sentiment through a town hall or other organization-wide forums.
- Ensuring line managers have the information and tools they need to manage workforce tensions surrounding public perceptions of DEI initiatives (for more information
- Facilitating moments of emotional proximity — when employees feel valued and important to others — and enhancing these moments wherever they take place.
- Creating a DEI framework centered on communication sharing, empathy building and continuous development.

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