

# WORKFORCE WEDNESDAYS

Bringing Workforce Information to your Inbox Since 2018!

October 18, 2023



## WHY WE NEED COMMUNITY COLLEGES

*From: "To Fight Climate Change And Meet Growing Labor Demands, We Need Community Colleges" By Maria Flynn for Forbes.com, 07-25-2023 [Click here for story.](#)*

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### 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

This summer may be one of the hottest on record, and the national labor market doesn't seem to be cooling off either. While the U.S. Department of Labor reported a slight slowdown in jobs added in June, unemployment remains at a historic low. With the Biden administration's ambitious domestic policy agenda on the horizon, there's every reason to anticipate continued job growth in the years ahead. The White House and Congress have committed hundreds of billions of dollars to overhaul the country's aging infrastructure, address the supply chain crisis, and combat the devastating climate changes we're seeing nationwide. But there's one major hurdle in the way: there are not nearly enough workers to fill these new jobs.



According to the U.S. Chamber of Commerce, the country has over 10 million job openings, and that labor shortage is expected to impact efforts to reach climate goals. There is, however, a promising and too often overlooked solution to our country's most pressing workforce challenges: community colleges. Perhaps more than any other kind of institution, community colleges are tapped into the needs of regional industries, using their close connections to local businesses to inform programs that create a diverse pool of career-ready talent. It's past time we invested in community colleges with strong funding and robust partnerships; our nation's labor and climate crises will be here to stay if we don't reimagine the education and workforce systems currently in place and recognize the value of what our colleagues at the Harvard Project on Workforce call the country's "hidden economic engines."

Community colleges have significant reach among the nation's learners, enrolling approximately one-third of the nation's undergraduates in fall 2021—a percentage that includes 51% of Hispanic or Latinx undergraduates, 42% of Asian or AAPI undergraduates, and 40% of Black undergraduates. Longstanding obstacles to strong outcomes, however, including underinvestment and lack of employer engagement, were exacerbated by COVID, when both community colleges and four-year institutions suffered steep enrollment declines.

That's why broad investments from the business community and increased state supports are so critical at this stage. A transformed system—one that invests in learners, provides the wraparound supports they need to complete their education and training, and connects

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

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≧ SPECIAL ANNOUNCENMENT!! ≦

Network4Health is proud to announce that **we have a new website design!** Please come and check us out [HERE!!](#) See our history, mission, partners, links to resources, previous issues of Workforce Wednesdays and more!

them with in-demand career pathways—is necessary to renew the nation’s infrastructure, create quality green jobs, and keep the economy strong.

One promising effort is taking shape in my home state of New Jersey, where a statewide initiative is bringing together community colleges and employers to provide people with educational opportunities that directly align with the state’s labor market demands. Made possible through a \$14.5 million, two-year investment from the governor and state legislature, the New Jersey Pathways to Career Opportunities initiative is led by the state’s 18 community colleges and the New Jersey Business and Industry Association. They’re partnering with high schools, employers, and post-secondary institutions to help prepare students for 22 career options in industries as varied as data science, construction, and supply-chain management. The pathways, centered around industry-valued credentials, start in high schools and continue to community college and four-year college degree programs.

This initiative was born because the state’s business community made it abundantly clear to state leaders that a new collaborative approach was needed to grow the state’s skilled workforce. Businesses are at the heart of the initiative, ensuring that the pathways lead to family-supporting jobs and careers. The initiative includes several innovative partnerships. Biopharma companies and community colleges are working together to build a cell and gene therapy workforce. The New Jersey Coalition of Auto Retailers is collaborating directly with colleges to develop programs and credentials in response to the rising demand for electric vehicles. And the three largest hospital systems in the state are helping entry-level employees enroll in community college programs to advance careers and improve employee retention.

A similar story is playing out in other states. In response to the increased workforce demands created by Intel’s recent investment in a new semiconductor manufacturing plant in Ohio, the Ohio Semiconductor Collaboration Network—a combined effort between the state, community colleges, and Intel—is working to develop two-year programs that lead to semiconductor technician jobs. Importantly, the programs are not limited to training for entry-level positions, with the network’s goal being to both offer one-year technician certificate programs and design new ways to combine engineering technology programs with additional skills training that lead to high-paying, advanced positions.

Meanwhile, the Texas Association of Community Colleges is leveraging labor market research, a growing number of employer partnerships, and the expertise of a business advisory council, to help colleges provide students with the kind of educational programs that are aligned with talent needs across the state. The Texas Reskilling and Upskilling through Education initiative is funded by \$15 million in grants appropriated by the Texas state legislature.

Texas, Ohio, and New Jersey are among 17 states that belong to Jobs for the Future’s Student Success Center Network. Funded through state and philanthropic support, this national network of statewide centers helps community colleges implement reforms that put students on paths to well-paying jobs.

As impressive as the initiatives in New Jersey, Ohio, and Texas are, such efforts still remain too few and far between. Many of the collaborations and investments that do exist are disparate or superficial in nature. To produce a career-ready workforce, business leaders, state leaders, and educators must work to build a new educational model rooted in collaboration, work-based learning opportunities, and a deep understanding of industry demands. Creating clear pathways into quality jobs will also attract new students and address recent declines in enrollment.

Community colleges have always been a part of that solution, and in the face of a critical demand for workers, they’re more necessary than ever. It’s time employers and

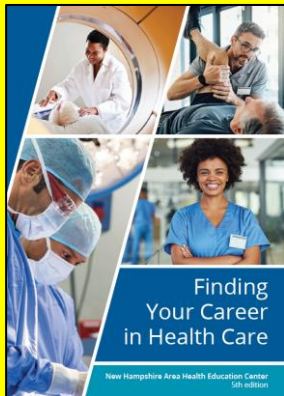
policymakers took action and supercharged our community colleges to help close equity gaps, increase economic opportunity, and create the robust pipeline of talent the U.S. economy desperately needs.

*Maria Flynn is president and CEO of Jobs for the Future (JFF).*

*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!](#)

## **LEARN! APPRENTICESHIPNH SUMMIT 2023 NOV. 17 @ NHTI A National Apprenticeship Week Event**

**Join us at the first ApprenticeshipNH Summit as we celebrate National Apprenticeship Week in New Hampshire!  
NHTI - Concord's Community College; 31 College Drive Concord, NH**

Are you an employer looking to build your workforce? Are you interested in exploring registered apprenticeship as a career option? Look no further than the ApprenticeshipNH Summit! Join us for a comprehensive event where you'll gain all the insights and resources needed to embark on the journey of registered apprenticeship and pre-apprenticeship programs. Employers, career seekers, community organizations, and state agencies will learn from experts, explore career opportunities, participate in interactive workshops, and network to form partnerships. Box lunch will be provided. *Workshops and breakout sessions include:*

- Registered Apprenticeship 101
  - Pre-apprenticeship 101
  - WorkReadyNH Overview
  - Building Career Pathways with Stackable Registered Apprenticeship Programs
  - Funding your Apprenticeship Program
  - Building Equitable Registered Apprenticeship and Pre-apprenticeship Programs
- ...and more!!!

Please [click here](#) for more information and to register.



### 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 *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](#)

## 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

## 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 grow, retain, and sustain a robust healthcare workforce.

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

FEATURED INITIATIVE

NH State Loan Repayment Program



### State Loan Repayment Program (SLRP)

Point of Contact: [SLRP@dhhs.nh.gov](mailto:SLRP@dhhs.nh.gov); [CLICK HERE](#) for Website

**Lead Organization:** Office of Rural Health and Primary Care, NH Department of Health and Human Services

**Description:** This program provides funds for educational loan repayment for medical professionals and private practice dentists in exchange for working in medically underserved/Medicaid priority areas of the state. Practitioners eligible for this program include MDs/DOs, DDs, APRNs, CNMs, MLADCs, PsyD, LICSWs, PsychNP, MHCs, MFTs, RDHs, LADCs, primary care RNs, and DD/DMDs.

### 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 is happy to be working with Dr. Kate Slater, Ph.D. again as she does a new series of **virtual** workshops entitled:

### ***"But I Thought That's Just Good Work!": Creating An Anti-Racist Workplace***

*About Kate: She is an anti-racist scholar and educator based in Massachusetts. Her personal mission is to facilitate an understanding of race and racism through honest and frank conversations. As a racial justice scholar and educator, she helps white people conceptualize what sustained anti-racism can look like. She is currently the National Director of College & Career Success at BUILD.org, an entrepreneurship program for underserved high school students. Previously, she was the Assistant Dean of Student Affairs at Brandeis University and the Associate Director & Manager of Programs at the Institute for Recruitment of Teachers, a nonprofit that promotes racial equity in the American educational sector. Find out more at [www.kateaslater.com](http://www.kateaslater.com)*

Workshop Descriptions:


11/01/2023 10:00 AM - 11:30 AM	<p><b><u>The Urgency of Anti-Racist Action (Part 2)</u></b></p> <p>In session 2, participants will apply the identity work that they've explored in Part 1 to their work. They'll begin to explore how an anti-racist workplace has more potential to be creative, empathetic, positive, and humanizing. Participants will also discuss how anti-racism in the workplace is a verb, not a noun (meaning it requires constant action, as opposed to being a static state).</p> <p><u>Co-Facilitator:</u> <i>Janaya Little, M.Ed. is a current doctoral candidate at the University of Pennsylvania's Graduate School of Education, researching culturally responsive pedagogy and social justice in K-12 schools. Previously, she received her Master's from Vanderbilt University's Peabody School of Education and conducted racial equity, diversity, and social justice trainings with the New York Department of Public Health. Prior to that, she was a curriculum creator and educator in New England.</i></p>	Limited Seats Available! <a href="#">REGISTER HERE</a>
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11/15/2023 10:00 AM - 11:30 AM	<p><b><u>Challenges to Equitable Workplaces (Part 3)</u></b></p> <p>In the final session, participants will explore how dominant cultural norms in the workplace can create environments that are hostile and challenging towards those with marginalized identities. Participants will also explore how to disrupt those norms and create more equitable, inclusive, environments to the benefit of all.</p> <p><i>Co-facilitator: Caroline J. Sumlin is a writer, speaker, and educator with a passion for helping all people to reclaim their self-worth and their humanity. A former foster child turned adoptee, Caroline brings awareness, healing, and liberation to the topics of toxic white supremacy culture, systemic injustice, mental health, faith reconstruction, and bold, purposeful living to her growing audience. Caroline is the author of "We'll All Be Free: How A Culture of White Supremacy Devalues Us And How We Can Reclaim Our True Worth" (Baker Books).</i></p>	Limited Seats Available! <a href="#">REGISTER HERE</a>
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<b><u>Network4Health presents our free Fall 2023 DEI Series with James McKim</u></b>		
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? 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>	<p><a href="#">REGISTER NOW</a></p>
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**Other Upcoming DEI Trainings:**

Multiple dates	<p><b>Southern NH AHEC presents: Building the Equity Toolbox – A Culturally Effective Organizations Online Training Series:</b></p> <p><b>Equity and Ethics in Storywork</b> Tuesday, November 14 · 1 - 2:30pm EST; <a href="#">MORE INFO</a></p> <p><b>Equitable Evaluation: Seeking Answers. Building Equity</b> Tuesday, December 5 · 1 - 2:30pm EST; <a href="#">MORE INFO</a></p>	<p>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</p>
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 Force for Change: 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.</u> <a href="#">MORE INFO</a></p>	<p><a href="#">REGISTER NOW</a></p>

## 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 took 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 **NOVEMBER 8, 2023** from 11:00AM – 12:00PM via Zoom.

New members always welcome.

[Click here to ask for the Zoom credentials to join!](#)



**Fall Conference 2023**

**New Horizons in Rural Health Equity**

**Killington Grand Resort Hotel**

**Killington, VT**

**NOV 8 - 9 2023**

[CLICK HERE FOR MORE INFO](#)

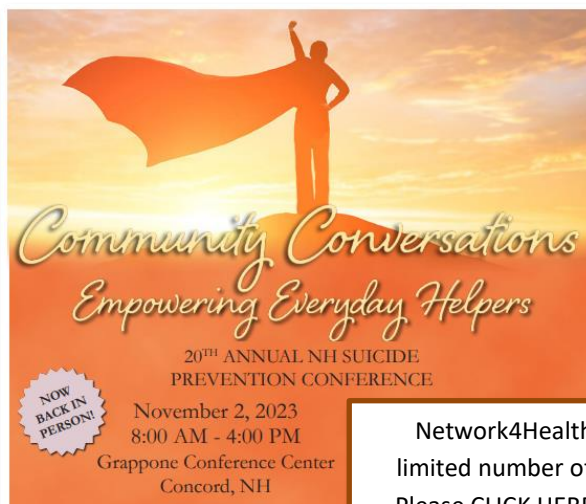


**NHSC Students to Service Loan Repayment Program Virtual Q&A Session**

Thursday, October 19, 2023  
10:00 a.m. - 5:00 p.m. ET

[CLICK HERE TO JOIN ZOOM](#)

The National Health Service Corps (NHSC) Students to Service (S2S) Loan Repayment Program offers students in the final year of school up to \$120,000 in tax-free loan repayment for medical, nursing, or dental school student loans.



Network4Health will be reimbursing for a limited number of seats for this year's event. Please [CLICK HERE](#) to claim a slot. Make sure to read N4H's reimbursement policy carefully.

[CLICK HERE to reserve a seat with N4H!](#)



**Registration is now open!**

**2023 NH Behavioral Health Summit, December 4th & 5th**

DoubleTree by Hilton Manchester Downtown; 700 Elm Street Manchester, NH

Network4Health will be reimbursing for a limited number of seats for this year's event. Please [CLICK HERE](#) to claim a slot. Make sure to read N4H's reimbursement policy carefully.

[CLICK HERE to reserve a seat with N4H!](#)

## Credentialing Support Partnership



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

*Dedicated to Advancing Addiction Professionals in New Hampshire*

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

services, in order to provide support and ease burdens of the onsite clinical supervisor to advance licensure of clinicians.

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

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

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

**[Click Here](#) for more information!**



**PRIMARY CARE  
DEVELOPMENT  
CORPORATION**

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!***

## 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.

 <p><b>University of New Hampshire</b> College of Health and Human Services</p> <p>For more info on programs, <a href="#">CLICK HERE</a></p> <p><u>Scholarship Info:</u> Interested students can <a href="#">visit this site</a> for more information:</p>	<p><u>Eligible Degree and Certificate Programs:</u></p> <p>Graduate Certificates:</p> <ul style="list-style-type: none"> <li>• Adolescent Development</li> <li>• Child Welfare</li> <li>• Intellectual and Developmental Disabilities</li> <li>• Psychiatric Mental Health (NP)</li> <li>• Substance Use Disorders</li> </ul> <p>Master Level Programs:</p> <ul style="list-style-type: none"> <li>• Social Work (Advanced Standing) M.S.W.</li> <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>
 <p><b>University of New Hampshire</b> at Manchester</p>	<p>The Network4Health Behavioral Health scholarship program aims to increase participation and matriculation in behavioral health-oriented degree programs at</p>

<p>For more info on programs, <a href="#">CLICK HERE</a></p>	<p>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>
 <p><b>University of New Hampshire</b> College of Professional Studies</p> <p>(Formally Granite State College)</p> <p>For more info on programs, <a href="#">CLICK HERE</a></p>	<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>
 <p><b>MANCHESTER</b> COMMUNITY COLLEGE</p> <p>For more info on programs, <a href="#">CLICK HERE</a></p>	<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)

<b>NHADACA ~ NHTIAD</b>			
10/19/23	8:30 AM - 4:00 PM: <b>Psybersick: Internet Pathology and Social Media Addiction</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>
10/20/23	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>
10/23-10/26/23	8:30 AM 4:30 PM: <b>SPF: Application for Prevention Success Training (formerly titled SAPST)</b> ; 4 sessions: 10/23, 24, 25, 26/2023; Location: 130 Pembroke Road, Suite 150, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/26/23	8:30 AM - 4:00 PM: <b>Initial Training on Addiction and Recovery</b> ; Location NH Audubon, 84 Silk Farm Road, Concord, NH	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
10/27/23	8:30 AM - 11:45 AM: <b>Families &amp; Addiction</b> ; Location: NH Audubon, 84 Silk Farm Road, 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>
10/31/23	8:30 AM - 3:30 PM: <b>Trans-Theoretical Model: Stages of Change</b> ; Location: Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
11/1-11/2/23	11:30 AM - 4:00PM: <b>Motivational Interviewing Fundamentals for Criminal Justice and Drug Court Professionals</b> ; Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
11/2/23	9:00 AM - 11:00 AM: <b>LADC/MLADC Admin Rules Overview</b> ; Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
11/3/23	9:00 AM - 12:15 PM: <b>Recovery for Teen Substance Use Through Movement</b> ; Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
11/6/23	8:30 AM - 1:00 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>
11/6-11/14/23	12:00 PM 3:00 PM: <b>Motivational Interviewing Basics</b> ; Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
11/7/23	8:30 AM - 4:00 PM: <b>Connect Suicide Prevention Training for Mental Health Providers</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>
11/8/23	8:30 AM - 4:00 PM: <b>A Peers Introduction to Mental Health</b> ; Location - Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
11/16/23	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>
11/17/23	8:30 AM - 12:00 PM: <b>Brain Injury in the Courtroom</b> ; Location - Remote via Zoom	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>
11/29/23	8:30 AM - 4:00 PM: <b>Enhanced Care Coordination: Helping Children, Youth, and Families Impacted by Substance Misuse</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>
12/1/23	8:30 AM - 4:00 PM: <b>From Theory to Impact: Unlocking the Power of Scientifically Validated Practices</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>
1/16/24	8:30 AM - 3:00 PM: <b>Grief After Death by Overdose and Suicide: Working with Survivors</b> ; Location: Remote via Zoom	CEU's Available!	<a href="#">Click to Learn More &amp; Sign Up for a Seat</a>
<b>PESI Workshops</b>			
<b><i>A Note About PESI Trainings:</i></b>			
<i>PESI is now offering many different trainings online via webinar (find them here: 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 <a href="mailto:N4H.workforcedevelopment@cmc-nh.org">N4H.workforcedevelopment@cmc-nh.org</a> and we will consider funding slots at it.</i>			



Here are just a few coming in October:	<ul style="list-style-type: none"> <li>Sleep and Mental Health: Non-Medication Interventions to Restore Sleep Quality and Improve Clinical Outcomes</li> <li>Food and Mood: A Therapist's Guide to The Role of Nutrition in Mental Health</li> <li>2-Day Anxiety Certification Course: Integrate CBT and Exposure &amp; Response Prevention for Treatment of GAD, Panic Disorder, OCD, Social Anxiety, &amp; Phobias</li> <li>Ethics and Risk Management in Behavioral Health: What Every Clinician Needs to Know About Mental Health and the Law</li> <li>Immigration Evaluations for Mental Health Professionals: Conduct Psychological Trauma Assessments and Write Reports that Help Refugees Avoid Deportation</li> </ul>	Go to: <a href="#">PESI</a> 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>
10/30/23	9am – 5pm: <b>PESI: Mastering Differential Diagnosis w/DSM-5-TR: A Symptom-Based Approach</b>	<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

10/19/23	12:30 – 4:00pm: <b>The 54th Meeting of the NH/VT Ethics Committees: Ethical Management of Violence in Healthcare</b> - Dartmouth Hitchcock Medical Center, Auditoria E & F, Lebanon, NH	<a href="#">REGISTER NOW</a>
10/25/23	11:30am-4:45pm: <b>McClain Hospital presents: Suicide-Focused Assessment and Treatment: An Update for Professionals</b> - Free online course!	<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>
10/19 – 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;</b> <b>November 16, 2023   8:30 - 11:30am; November 30, 2023   8:30 - 11:30am;</b> <b>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>	<p><i>Please <a href="#">email us</a> if you are interested in attending any of these trainings or conferences and want to be reimbursed by Network4Health</i></p>
<div style="display: flex; align-items: flex-start;">  <div> <p><b>Workforce Resilience:</b> <b>New Webinar Series: Building a Resilient Workforce</b></p> <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</p> </div> </div>		

	<p>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>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		
10/23/23	<p>9:30 AM - 12:30 PM: <b>Neuropsychological Assessment and the Aging Brain in Geriatric Population</b> – Live online; <a href="#">MORE INFO</a></p>	Please <a href="#">email us</a> if you are interested in attending
 <b>William James College Professional Development</b> <a href="#">Click here to view more courses</a>		
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 3 Module: Friday, October 20 - Thursday, October 26, 2023  Week 4 Module: Friday, October 27 - Friday, November 3, 2023</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>
10/7 – 12/15/23	<p>October 7, 2022 – December 15, 2023: <b>Overcoming Parent-Child Contact Problems: Family Interventions 2023</b> – online: Mental health professionals face significant challenges trying to 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></p>	
	<p><u>Other upcoming trainings:</u>  <b>Compassion Fatigue and Resilience in the Helping Professions: Individual, Group, and Organizational Approaches</b> – online; November 2, 2023, 9:00 AM-4:00 PM</p>	
 <b>NASW New Hampshire Continuing Education</b> <a href="#">CLICK HERE</a> to go to NASW NH's website		

10/20/23	12:00 PM - 1:00 PM: <b>Climate Change and our Health: Its Impact on Healthcare;</b> via Zoom	Please <a href="#">email us</a> if you are interested in attending these trainings and want to be reimbursed by Network4Health
10/23/23	9:30 AM - 12:30 PM: <b>Neuropsychological Assessment and the Aging Brain in Geriatric Population;</b> Location - Zoom	
1/4/24	8:45 AM - 12:00 PM: <b>Boundary Crossings and Boundary Violations;</b> Location - Zoom	
1/9/24	8:45 AM - 12:00 PM: <b>Leveraging the Power of Teams;</b> Location - Zoom	
11/13/23	8:45am - 4pm: <b>Ethical Challenges in the Digital Age—Protecting Clients (and Ourselves)</b> by NASW VT - live webinar	<a href="#">REGISTER NOW</a>



## UNH Professional Development and Training

Sponsored by Network4Health

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 just a few of the great topics](#) that are coming up both live locally and online:

- *New Hire Orientation and Onboarding Excellence* | October 20 | Online
- *Constructive Conversations: How to Foster Candid Discussions That Get Results* | October 24 | Manchester
- *Implicit Bias: awareness and response to mitigate impact* | October 24 | Online
- *Leadership Skills for Supervisors: From Boss to Role Model, Coach and Mentor* | October 31 | Manchester
- *The Power of Peer Coaching: Principles and Effective Practices* | October 31 | Online
- *Inspiring and Influential U: Communication Skills for Leaders and Aspiring Leaders* | November 2 | Online
- *Bringing Value in a Hybrid/Remote Workplace to Thrive at Work* | November 2 & 3 | Online
- *How to Make Your Feedback Conversations Get Results and Grow Your Relationships* | November 7 | Manchester
- *Using SOAR, an Appreciative Inquiry approach to strategic assessment* | November 7 | Manchester
- *Project Management for HR Professionals* | November 8 | Manchester
- *Enhancing Performance and Accountability* | November 8 | Manchester
- *Creating a Values Based and Purpose Driven Culture* | November 14 | Online
- *Developing a Culture for Success* | November 14 | Manchester
- *Nonprofit Board Development & Governance* | November 14 | Live Online
- *Applying Positive Psychology to Build a High Performing Workplace* | November 15 | Manchester
- *New Title! Let's Talk for a Change* | November 16 | Online
- *Influencing Behavior in the Workplace* | December 4 | Manchester
- *Facilitation Skills* | December 5 | Online
- *Balancing Workplace Priorities and Demands* | December 6 | Live Online
- *7 Habits of Highly Effective People* | December 7 & 8 | Online
- *The Mindful Woman Leader* | December 13 | Online
- *Winter Leadership & Management Conference: Cultivating an Engaged Workplace* | January 8, 2024 | Wentworth by the Sea
- *Finance for Non Financial Managers* | January 31, 2024 | Live Online
- *Building a Culture of Diversity and Inclusion* | February 7 | Live Online

### Counseling & Social Work Courses:

- *The Angry, Anxious Child* | November 14 | Live Online
- *Motivation, ADHD, and Learning* | November 17 | Live Online
- *Coming soon - Trauma Informed Care for Therapists* | 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!

10/19/23	09:00am - 03:30pm: <b>Facilitation Skills</b> ; Location(s):Portsmouth - 230 Commerce Way	<a href="#">REGISTER NOW</a>
10/19/23	09:00am - 03:30pm: <b>Building a Resilience Toolkit for Therapists, Counselors, Coaches, and Educators</b> - Live Online	<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>
11/3/23	09:00am - 03:30pm: <b>UNH: Supervisors Boot Camp - Fall 2023</b> ; Location - University of New Hampshire; 105 Main Street Durham, NH 03824	<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>
11/15/23	09:00am - 03:30pm: <b>UNH: Stress Management: Handling Interruptions and Unexpected Expectations: Handling Interruptions and Unexpected Expectations</b> ; 1750 Elm Street Manchester, NH 03104	<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>

**\*Free\* Trainings – No cost to participate!**

11/15/23	9:30 – 12:30pm: <b>A Shifting Landscape for End-of-Life Ethics - 2023 Free In-Person CE Credit Program</b> ; Phaneuf Funeral Homes & Crematorium, 243 Hanover Street, Manchester, NH	<a href="#">REGISTER NOW</a>
Recorded Webinar	<b>HHRC Presents: Serious Mental Illness and Homelessness</b> <u>Course Learning Objectives:</u> Define signs and symptoms of major mental illnesses among people experiencing homelessness; Describe common co-occurring mental and physical illnesses and treatment considerations for people experiencing homelessness; Identify best practices for increasing medication and treatment adherence for people experiencing homelessness.	<a href="#">VIEW NOW</a>
Webinar	<b>Part 1 Civil Rights Protections for Individuals with a Disability: The Basics</b>	<a href="#">REGISTER NOW</a>
Webinar	<b>Part 2 Civil Rights Protections for Individuals with an Opioid Use Disorder</b>	<a href="#">REGISTER NOW</a>



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

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

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

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

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

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









**Southern New Hampshire University**

Continuing Education  
for Health Professions

**SNHU Continuing Ed for Healthcare Professionals – FREE CEUs!**

[Click here to see all courses](#)

On Demand until 12/31/23	<b>21<sup>st</sup> Century Soft Skills for Healthcare Professionals</b> – recorded courses; earn a digital badge! Class 1: <b>Collaboration</b> ; Class 2: <b>Critical Thinking</b> Class 3: <b>Communication</b> Class 4: <b>Creativity</b>	<a href="#">REGISTER NOW</a>
On demand	<b>Care for Yourself so You can Care for Others – Recorded</b> ; Target Audience – Nurses	<i>FREE CEU's!</i> <a href="#">VISIT HERE</a>







On demand	<b>Generational Diversity: Using this Diversity to your Team's Advantage – Recorded;</b> Learning Objectives: Distinguish the five generations currently working in healthcare and the benefits of each; Develop strategies to manage the gaps between generations; Acquire methods to bridge the gap between generations	FREE CEU's! <a href="#">VISIT HERE</a>
Online Learning	<b>Other courses include:</b> <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>
		
Multiple Sessions Available	 	<b>Project ECHO Communities: Take advantage of ECHOs on a number of different topics:</b> <i>The Project ECHO® model is an evidence-based method connecting interdisciplinary specialists with community-based practitioners using web conferencing technology. During teleECHO™ sessions, experts mentor and share their expertise across a virtual network through case-based learning, enabling practice teams to manage complex conditions in their own communities.</i> <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> <p style="text-align: center;">To register or for more information email <a href="mailto:unh.projectecho@unh.edu">unh.projectecho@unh.edu</a> or visit us <a href="#">HERE</a></p>
		<b>ECHOs – Expanding Health Knowledge – via Zoom</b> <a href="#">Click here to learn more</a>  <b>Pediatric Integrative Medicine ECHO: Changing Health Care for Children: 6/6/2023 – 4/18/2024</b>
		<b>Free Trainings from the National Council for Mental Wellbeing:</b>
	<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.  <b>Session Six – Building Advocacy Skills – <a href="#">Register here</a></b> Oct 24   2:00 pm – 5:00 pm  <b>Introductory/Refresher Motivational Interviewing Training - November 16, 12-4 p.m. ET: <a href="#">Please email us</a> if you are interested in receiving reimbursement for the cost of this training.</b>  <b>Center for Workforce Solutions: Reimagining Our Approach to the Workforce Crisis; Nov 15, 2023   12:00 PM – 1:00PM – <a href="#">Register here</a></b>  <b>Community Connections: Working with Justice-involved Individuals; Dec 20, 2023   12:00 pm - 1:00 pm – <a href="#">Register here</a></b>	
	 Grayken Center for Addiction Training & Technical Assistance Boston Medical Center	<b>FREE CEU's – Virtual trainings on addiction and recovery for behavioral health and healthcare clinicians</b>
	<b>MA OBAT ECHO®: Racial Disparities in Opioid Use Disorder Treatment: 10/24/2023; 7:30 am – 9:15 am</b> <b>SUD Care Continuum ECHO®: How to Support Peer Recovery Coaches in Their Work; 10/24/2023; 12:00 pm – 1:15 pm</b>	<a href="#">CLICK HERE</a> to see all offerings











**FREE Trainings from Southern NH AHEC – CEU’s Available!**

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<p>On-Demand Trainings</p> <p>See Full List of Trainings on the SNHAHEC website</p>	<p><b>Addiction as a Chronic Disease</b> <a href="#">VIEW NOW</a></p> <p><b>Compassionate Boundries</b> <a href="#">VIEW NOW</a></p> <p><b>Culture and Cultural Effectiveness</b> <a href="#">VIEW NOW</a></p> <p><b>De-Escalation of an Overamped Patient</b> <a href="#">VIEW NOW</a></p> <p><b>Enhancing Provider Skills in Serving People who Actively Use Substances</b> <a href="#">VIEW NOW</a></p> <p><b>Management of Stimulant Use Disorders</b> <a href="#">VIEW NOW</a></p> <p><b>Motivational Interviewing</b> <a href="#">VIEW NOW</a></p> <p><b>Multidisciplinary Approach to SUD, MH and Care Coordination</b> <a href="#">VIEW NOW</a></p> <p><b>Our Actions Have Impact: The Importance of Stigma Reduction</b> <a href="#">VIEW NOW</a></p> <p><b>Recognizing, Preventing and Addressing Institutional and Community Stigma towards Substance Use Disorders</b> <a href="#">VIEW NOW</a></p>	<p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p> <p><a href="#">VIEW NOW</a></p>
	 <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>	<p><a href="#">LEARN MORE</a></p>
<p>Various – see site for details</p>	 <p><b>FREE Trainings from New England Public Health Training Center – CEU’s Available!</b></p>	<p><a href="#">Click for a complete list of trainings</a></p>
<p>Various – see site for details</p>	 <p><b>Training and events – happening locally and online!</b></p>	<p><a href="#">Click for a complete list of trainings</a></p>
<p>Various – see site for details</p>	 <p><b>Dartmouth Health Professional Development – FREE CEUs!</b></p> <p>Network4Health will cover admission costs associated with any of these trainings that aren’t free. Email us if you are interested!</p>	<p><a href="#">Click for a complete list of trainings</a></p>
<p>Various – see site for details</p>	 <p><b>Providers Clinical Support System</b></p>	<p><a href="#">Click for a Complete List of Trainings</a></p>
<p>Various – see site for details</p>	 <p><b>Comprehensive list of trainings and webinars – many archived. CEU’s available.</b></p>	<p><a href="#">Click for a Complete List of Trainings</a></p>

Various – see site for details	 New England (HHS Region 1) <b>ATTC</b> Addiction Technology Transfer Center Network Funded by Substance Abuse and Mental Health Services Administration	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>MHTTC</b> Mental Health Technology Transfer Center Network Funded by Substance Abuse and Mental Health Services Administration	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 African American Behavioral Health <b>CENTER OF EXCELLENCE</b>	<a href="#">Click for a Complete List of Trainings</a>
Various – see site for details	 <b>CENTER of EXCELLENCE</b> LGBTQ+ BEHAVIORAL HEALTH EQUITY	<a href="#">Click for a Complete List of Trainings</a>
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<b>*Free* Webinars From NAADC – CEU's Available!</b>		
<a href="#">MORE INFO HERE</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>
<b>*Free* From NH Healthy Families</b>		
 <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 expand use of best practices. Participants can receive CEUs for some classes, and receive certificates of attendance related to certain licensing requirements. Please <a href="#">click here</a> for more information, <a href="#">click here</a> to see a complete list of trainings, or contact Kimberly Bindas at <a href="mailto:kbindas@centene.com">kbindas@centene.com</a> with further questions.	
10/19/23	11:00 AM - 12:30 PM: <b>Substance Related and Addictive Disorders - Module 4- Cannabis-Related Disorders by Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
10/24/23	1:00 PM - 3:00 PM: <b>Co-Occurring Substance Use and Mental Health Disorders with Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
10/26/23	11:00 AM - 1:00 PM: <b>Behavioral Health Screening Tools for Providers by Adriana Peralta, MSW, LCSW, LPN</b>	CEUs Available! <a href="#">REGISTER NOW</a>

10/31/23	10:00 AM - 11:00 AM: <b>The Adverse Childhood Experience (ACE) Study with Kimberly Bindas, MSW, LICSW</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>
11/9/23	1:00 PM - 2:30 PM: <b>NH Substance Related and Addictive Disorders- Module 5 - Hallucinogen-Related Disorders by Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
11/14/23	10:00 AM - 12:00 PM: <b>Poverty Competency by Taylor Murphy, MSW</b>	CEUs Available! <a href="#">REGISTER NOW</a>
11/15/23	10:00 AM - 11:30 AM: <b>Trauma Informed Care: The Impact of Trauma by Dana Buonanducci, MS, LMHC, NCC</b>	CEUs Available! <a href="#">REGISTER NOW</a>
11/16/23	11:00 AM - 12:00 PM: <b>An Introduction to The ASAM Criteria with Dana Buonanducci, MS, LMHC, NCC</b>	CEUs Available! <a href="#">REGISTER NOW</a>

## MANAGEMENT CORNER

### PRAISE – YOU’VE LIKELY BEEN DOING IT WRONG ALL THIS TIME!

From: *“Praise – you’ve likely been doing it wrong all this time!”* By Peter Crush for TLNT.com, Sep 11, 2023. [CLICK HERE](#) to see full article.

Eduardo Briceño, co-founder and CEO of Mindset Works, argues HR professionals have been doing praise wrong. Trigger warning alert: This article has the distinct potential to surprise/shock you! If you’re wondering why, let us explain!

According to Eduardo Briceño – co-founder and CEO of Mindset Works, and author of upcoming book *The Performance Paradox: Turning the Power of Mindset into Action* – there’s a very good chance you’ve been doing a major part of your job (the bit about motivating staff and engaging them), completely wrong.



Yep, you heard right. Not just a bit wrong, completely wrong. Still want to read on? You should!

#### The problem with praise

Briceño’s big problem is how organizations (and CHROs) do [and conceptualize] ‘praise’ – because he argues everything CHROs might have been schooled about it in terms of its power to create engagement, followership, and autonomy from staff could seriously be missing the point. Worse still, he adds, this old-style school of thought could be creating new (far worse) problems down the line.

“Praise is something we all intuitively need,” he says, speaking exclusively to TLNT. “It’s an evolutionary instinct because as humans we need each other for survival, and we want others to appreciate and value us, and hold us in high regard.”

Not surprisingly, he suggests, this need to recognition is why a stacks of research has pushed giving regular praise as being a vital piece of solving the engagement puzzle. The Japanese National Institute for Psychological Sciences – for instance – has investigated the neurological impact of praise, discovering that being paid a compliment activates the same part of our brain as receiving cash. According to the US Department of Labor, the number-one reason people quit their jobs is because they “do not feel appreciated,” and lack of praise – HR commentators have long determined – is a part of this appreciation deficit.

And there’s more. Venerable groups – such as Gallup – suggest that individuals who receive regular recognition and praise display higher productivity; better engagement with colleagues, receive higher loyalty and satisfaction scores from customers; and are more likely to stay [organizations with recognition programs have 31% lower turnover than those without, according to Bersin by Deloitte].

So can all these groups/research bodies be wrong? The answer, says Briceño is not necessarily that praise is wrong per-se – but it's the way that CHROs/managers have been taught to deliver it.

### **Growth mindsets versus fixed mindsets**

“Reinforcing feedback is great,” he says, “but there are ways we do it that create problems.” Briceño, who co-founded Mindset Works with renowned Stanford psychologist Carol Dweck says: “When we give people praise for being smart, it's a label, and while they might initially feel good about it, what managers are doing is creating a fixed, rather than growth mindset amongst their people. [For clarity, those with fixed mindsets are deemed to believe intelligence, talent, and other qualities are innate and unchangeable; those with a growth mindset believe their intelligence and talents can be developed over time – though learning].

This point is important to understand, he argues, because fixed mindset individuals believe their success is down to being who they are, rather than the skills they have. “It means that when fixed mindset people make mistakes, they make excuses for it,” he says. “It can also mean that they only do certain types of work – typically that which is in their comfort zone – to get further praise. So they do this rather than doing the stuff that stretches them, which could potentially threaten their sense of being great.”

It's not that praise threatens to create companies full of narcissists, but it's more that it fails to create critical thinking, he says. Briceño argues: “The other thing about overt praise, is that it creates too much of the manager being the ultimate judge of what doing well is, and robs the individual of reflection.”

He adds: “It may also foster a negative reaction to critical feedback, when critical feedback is actually essential. Lastly another risk with praise, is if it's given when it's not actually deserved, but done just to make someone feel good. If we're not honest about praise, we risk not sharing the truth, and managers are robbing employees' of what they really think about them.”

### **What's the alternative?**

So should CHROs simply dispense with praise entirely, and encourage managers to be ice-cool with their staff?

“It's not about toning praise down, or getting rid of it completely, but shifting the focus,” he says. “The key is to shift from praising the person, to praising the process.” By doing this Briceño says, managers are focusing on having coaching conversations with staff that lead to reflection and create a collaborative learning relationship rather than the manager being judge and jury.

Essentially, it's a re-purposing of praise – based around praise for how capable a person is of learning rather than telling them how smart they actually are/may be.

### **HR has to set the scene**

For those employees who may still want unconditional praise, the job of HR, says Briceño, becomes one of “setting the stage.” He says: “HR needs to establish what the new mental mindset is, where staff understand that praise is around having more authentic conversations.”

He accepts this won't be easy. Culturally, for instance, it's become far more the norm for organizations to praise risk-taking. It's this behavior, he says that leaders appear to want more off from their staff – believing that it encourages innovation and creativity. “Once again, the problem here is that managers are praising a behavior, not a process,” he says. “What HR professionals and managers really need to be doing is praising people for being successful at what they're attempting. It's a subtle, but big difference.”

### **Will the reframing of praise work?**

Anecdotally, there is evidence that suggests workers – particularly millennials – want (or should that read 'need' ), more praise in order to feel special. For these people, the reframing of praise into a more muted version of appreciation could feel like a disappointment.

But Briceño is confident that even amongst this cadre of employee, the new formula for praise should work. “Yes these younger employees may want more praise, but what I really think they want is more information,” he says. He adds: “They want information about how they can develop, and grow, and be better, and praising the process absolutely fits in with this. I get it that this can sometimes sound counter-intuitive, but at the same time they do also get it when it's explained to them.”

So there you have it – praise is powerful, but only if thought about, and metered properly. Perhaps you should examine how you praise you people, or encourage managers to praise their teams. You could be in for a shock,

Concludes Briceño: “Just remember this. Praise is not about following a formula. Doing so could feel inauthentic and out of touch with whatever is happening in the moment. It’s about developing and showing an authentic appreciation for how others are contributing, while collaborating to help one another continue to grow and further expand the impact.”

### Latest research backs up Briceño



In case you need convincing, latest research appears to back up what Briceño says. Quantum Workplace recently asked workers what their ‘most preferred’ and ‘least preferred’ forms of recognition were (see above).

It finds that employees generally don’t like praise when it’s about their day-to-day behaviours (just 12% like this); and that they’d much rather be recognised for their accomplishments (71%); their teamwork (43%) or value to the organization (44%).



Commenting on the data, Briceño says: “All of these responses are neutral in the growth mindset vs. fixed mindset spectrum, except “personal potential” which tends to be talked about and seen from a fixed mindset standpoint (as if potential is fixed because the talent of the person is fixed).”

He adds: “Generally the three most preferred items are great things to recognize in people, especially if we also include why we appreciate those things, including what effect those things have on us, our team, and our organization (so that we’re sharing what we’re thinking and feeling, which can be of value to the recipient of the recognition).”

He continues: “When it comes to “personal accomplishments outside of work,” people want to be helpful to their colleagues, so perhaps when they’re praised for things they do outside of work it might make them feel that people can’t find anything to recognize that’s useful to them?”

He adds: “Regarding ‘day to day behaviors’, if we’re praising people as judges of what they’re doing and telling them what’s good and bad, without telling them how their behavior is impacting us and why it’s valuable or not, it could come across as off-putting.”

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

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