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| **Workforce Wednesdays** Image result for fireworksJuly 3rd, 2019 | | | |
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| X:\Logos and Pictures\N4H Logo\N4H-Logo_CMYK (1).jpg | | How Advancing Racial Equity Can Create Business Value  Excerpts from “*Health Care and the Competitive Advantage of Racial Equity: How Advancing Racial Equity Can Create Business Value*” by Ryan De Soza and Lakshmi Iyer for FSG Consulting, April 2019 (<file:///X:/Health%2520Care%2520and%2520the%2520Competitive%2520Advantage%2520of%2520Racial%2520Equity.pdf>)  FOREWORD  Despite decades of progress, people of color still suffer worse outcomes in health, education, career, and access to financial services than their White counterparts. This racial inequity is not inevitable; it is a product of structural racism, the explicit and implicit policies and practices embedded in “business as usual” that were designed to serve a majority White population and economically exclude people of color.  Yet, a majority of youth today are of color, and, within 25 years, the majority of Americans will be people of color. For corporations, this means that the needs and experiences of their shareholders, employees, and consumers will shift rapidly. To compete successfully in the markets of tomorrow, business leaders must adapt their products and operations to respond to this dual challenge of historical racial exclusion and future demographics. This is not only a matter of social responsibility; it is also a competitive necessity.  Racial equity and competitive strategy have generally been two separate areas of research. For two decades, PolicyLink has been a national leader on equity, while FSG has counseled multinational corporations on the competitive advantage of positive social impact. Working together, we have combined our expertise to explore the economic consequences of racial inequity for corporations operating in the United States.  family-bikingIn 2017, we jointly published a report entitled The Competitive Advantage of Racial Equity, citing a growing number of companies that have found new sources of growth and profit by driving equitable outcomes for employees, customers, and communities of color. This new two-part report deepens that work by focusing on two specific industries with some of the most severe racial inequities: Health care and financial services.  Our research has identified key strategic actions and internal catalysts that can help companies in these industries prosper by addressing the distinctive needs of customers of color. Each report includes case studies of companies that are offering innovative new products and services—or even influencing government policy—to expand their markets and better position themselves for the demographic shift already well underway.  Diversity and inclusion efforts remain important. However, diversity and inclusion practices at most companies today are peripheral to corporate strategy, product development, and operations, and this limits their ability to address many critical aspects of racial inequity. This research highlights the importance of strong diversity and inclusion practices as a catalyst that can enable companies to acknowledge and identify opportunities to advance racial equity through their core business.  As exemplified in our case studies, an intentional approach to identifying and solving the challenges faced by communities of color that goes beyond trainings on cultural competency, multicultural campaigns, or merely being “race blind” is essential to both overcoming structural racism and improving a company’s economic performance. And, those corporate leaders who pursue this approach will often find that the innovations they develop to meet the needs of people of color actually benefit all of their customers and employees.  EXECUTIVE SUMMARY  People of color (In this paper we use the phrase ‘people of color’ to refer to people of nonwhite race or ethnicity, including Latinx or Hispanic people) in the United States—regardless of their income—experience poorer health and more premature, preventable mortality than their White counterparts. This carries an economic as well as a moral cost, reducing national productivity and increasing the health care costs of employers and government as well as imposing a financial burden on health care providers and insurers.  The root cause of these inequitable health outcomes cannot be explained merely by a lack of access to health care or by individual behavior. These outcomes result from structural racism. Deeply entrenched in America’s history, structural racism is the system by which public policies, institutional practices, cultural representations, and other norms work in various, often mutually reinforcing ways to perpetuate racial inequity.  For example, the practice of redlining—through which people of color were intentionally restricted from purchasing homes in certain neighborhoods—continues to undermine health outcomes by concentrating poverty, environmental pollution, a dearth of fresh food, and other adverse living conditions in neighborhoods primarily populated by people of color. Additionally, structural racism has reinforced the implicit bias that is embedded in clinical practice and keeps people of color from receiving necessary health care.  Although many health care companies today prioritize diversity and inclusion efforts or claim that health equity is part of their overall mission, these efforts alone cannot achieve racial equity and overcome the lasting health consequences of structural racism. Diversity and inclusion efforts in hiring are not sufficient to counter the effects of implicit biases in clinical practice or address the adverse social determinants of health (SDOH) that disproportionately affect populations of color.  Health equity efforts by health care companies are still nascent and often focus on disparities caused by poverty, education, disability, and the like without explicitly acknowledging and addressing the degree to which structural racism causes those disparities. Achieving health equity depends on racial equity.  In our 2017 report The Competitive Advantage of Racial Equity, we concluded that advancing racial equity is not only a moral imperative but also an economic opportunity to enhance every company’s bottom line. This report builds on that conclusion with a focus on the health care sector. Our research suggests that health care companies must take a new approach to the challenges of achieving health equity, not only to serve their humanitarian mission but also to improve their own profitability and competitiveness. This approach includes, but goes well beyond, diversity in hiring.  Health care companies must rethink the ways in which their core services are designed and delivered to populations of color to explicitly address implicit bias and proactively consider the effects of the poor environmental conditions in communities of color that exacerbate health disparities. They must also look beyond their own internal practices to improve the adverse social conditions in their communities. This will require fundamental changes in management practice and organizational culture. Health care companies that tackle these challenges successfully will not just deliver better outcomes for people of color—the evidence suggests that they will also improve health outcomes for all clients and strengthen their own economic performance.  Our research identified four health care companies that have taken promising steps in this direction—two integrated health systems (ProMedica and Kaiser Permanente) and two commercial insurance companies (Cigna and UnitedHealth Group). Each of them has used a variety of strategies to advance racial equity in ways that improve health outcomes for people of color and also reduce costs or extend their competitive advantage. These strategies fall into two categories and are enabled by a set of internal catalysts—specific practices, policies, and attributes of the organization (see Figure 1).    Adopting these practices is about more than corporate social responsibility or good will—they are rapidly becoming a competitive necessity. The majority of the United States population will be people of color by 2044, and people of color already form the majority in many regions and age groups. The costs of racial health disparities are a growing drag on the U.S. economy. For health care providers and insurers in particular, health disparities impact the bottom line through higher costs, avoidable readmissions, and slower business growth due to lower member satisfaction rates. These disparities alone are estimated to have cost health insurers $337 billion between 2009 and 2018.  Advancing racial equity to improve the health and well-being of all at a national level will inevitably require major public policy changes and transformation of the business practices of individual health care companies. While the scale of the challenge is significant, the resources that leaders of major health care companies can wield are also significant. If today’s health care companies want to succeed in the America of tomorrow, they must better understand the root cause of health inequities among people of color. With that understanding, they can use their resources to modify their internal practices, promote more equitable public policies, and forge partnerships in their communities to create the conditions for all to thrive and reach their full potential.  For the rest of this article, visit: <file:///X:/Health%2520Care%2520and%2520the%2520Competitive%2520Advantage%2520of%2520Racial%2520Equity.pdf>  *Thanks for reading!*  *Geoff Vercauteren*  *Director of Workforce Development - Network4Health* | |
| Topics in This Issue:  |  |  | | --- | --- | | How Advancing Equity Can Create Value | Page 1 | | Reimbursement & Retention Programs | Page 4 | | Last Call for Off-set RFP Program | Page 4 | | Mapping Career Paths at Your Company | Page 5 | | Funding Opportunities from HRSA | Page 5 | | BH Education Scholarships | Page 6 | | Recruiting Out-of-State Spouses | Page 7 | | Sponsored & Free Trainings List | Page 8 | | Management Corner | Page 11 | | |
|  | | **Reimbursement and Retention Programs** | |
| Image result for announcement  Now accepting applications for Network4Health’s Offset Productivity Reimbursement RFP.  Most N4H organizations can apply to utilize these funds to offset costs related to supervision or training of staff.  If you are an organization that does not have an Integrated Enhancement Plan from the B1 project, you may be eligible to apply to this RFP. Accepting applications now! Next due date is **September 1st, 2019.**  **THIS IS THE LAST OPPORTUNITY TO APPLY – THE RFP PROGRAM WILL END AFTER 9/1/19**  Please [email Geoff Vercauteren](mailto:geoffrey.vercauteren@cmc-nh.org?subject=Offset%20RFP) for an application packet or for more information. | | **Now accepting applications!** Allowable covered costs include:   * ‘Buying out’ the contract for a clinician/prescriber currently working for the partner through an agency * To retain a clinician/prescriber who has indicated an intention to leave for a different employment opportunity * A ‘recruitment bonus’ to encourage a clinician/prescriber to come to the region * Employing a search or recruitment firm who specializes in the recruitment of qualified clinicians/prescribers * Moving or relocation expenses consistent with moving to the region * Other reasonable costs associated with bringing a clinician/prescriber to the region will be considered on a case-by-case basis   These programs are only open to Network4Health partners with who have signed a Letter of Commitment and Certificate of Authorization indicating their formal partnership.  **Click here to receive more information and an application**  **(Please indicate PRRI or CRRI)** | |
|  | | **Mapping Out Career Paths at Your Company** | |
| Granite State College  Image result for nurse leader Opportunity for Current or Aspiring Nurse Leaders! Amazing opportunity for nurses interested in pursuing their MSN online at Granite State College.  Currently licensed Registered Nurses with their BSN are eligible to take an MSN course this summer for free! ($1,600+ value).  The course: HLTC 810: Health Care Financial Management begins on July 8. This 3 credit course will transfer toward the full MSN for those who enroll in the fall.  To learn more and to request registration for the course, visit the specialized landing page for this limited time opportunity: <http://info.granite.edu/hltc>. | | Helping your employees develop career paths within your organization will help you keep them engaged and working toward that next step. Moreover, employees who are considering higher education will see the ROI on furthering their degree. The end result of offering career paths for employees is higher retention, a broader depth of industry- and company-specific expertise from tenured employees, and the kind of dedication that comes from seeing your company as their career, not just a stop along the way. The loyalty your company will gain from employees who are invested in the success of the organization is absolutely invaluable.  This is why we created the Employer Based Career Pathways tool. Click the link below to download the 2 page Word document that you can scale to map every position in your company showing minimum years of experience, education and job title. An example is below:    **Click here to download the Network4Health Employer Career Pathway Tool** | |
|  | | **Funding Announcements from HRSA** | |
|  | | **NHSC Rural Community Loan Repayment Program**  **Apply now through July 18, 2019, 7:30 p.m. ET**  Technical Assistance  NHSC Rural Community Loan Repayment Program Application Webinar  June 13, 1 – 2:30 p.m. ET  **HRSA National Health Service Corps**Dial in: 800-857-1286 | Passcode: 4667956  The National Health Service Corps (NHSC) Rural Community Loan Repayment Program (LRP) is a new program for providers working to combat the opioid epidemic in the nation’s rural communities.  The NHSC Rural Community LRP will make FY 2019 loan repayment awards in coordination with the Rural Communities Opioid Response Program (RCORP) initiative within the Federal Office of Rural Health Policy (FORHP) to provide evidence-based substance use treatment, assist in recovery, and to prevent overdose deaths across the nation.  Learn much more here including what jobs qualify for repayment:  <https://nhsc.hrsa.gov/loan-repayment/nhsc-rural-community-loan-repayment-program>  hrsa health workforce**Teaching Health Center Graduate Medical Education Program**  **Fiscal Year 2020 Application Due Date: August 30, 2019**  [**Apply for this grant on Grants.gov.**](https://urldefense.proofpoint.com/v2/url?u=http-3A__links.govdelivery.com-3A80_track-3Ftype-3Dclick-26enid-3DZWFzPTEmbWFpbGluZ2lkPTIwMTkwNjE4LjcxMjgxMDEmbWVzc2FnZWlkPU1EQi1QUkQtQlVMLTIwMTkwNjE4LjcxMjgxMDEmZGF0YWJhc2VpZD0xMDAxJnNlcmlhbD0xODA5OTM5NSZlbWFpbGlkPWFsaXNhLmRydXpiYUBkaGhzLm5oLmdvdiZ1c2VyaWQ9YWxpc2EuZHJ1emJhQGRoaHMubmguZ292JmZsPSZleHRyYT1NdWx0aXZhcmlhdGVJZD0mJiY-3D-26-26-26104-26-26-26https-3A__www.grants.gov_web_grants_search-2Dgrants.html-3Fkeywords-3DHRSA-2D20-2D011-26utm-5Fcampaign-3DNOFO-253A-2BTeaching-2BHealth-2BCenter-2BGraduate-2BMedical-2BEducation-2BProgram-26utm-5Fmedium-2B-3Demail-26utm-5Fsource-2B-3Dgovdelivery&d=DwMFAw&c=vYl7KJMDeuM7F-Nqf_hfailBifPmyspo7hrJGlNN7nU&r=ZgbqNefYBLg-ymGUKTBpGJCj39Y6SkGWBaHVo-5Cs3U&m=cI_NQuj4obThXPkgCsjsYwM67bLT4Cok7--fUDWat18&s=aOeSO98zeg_F0KVcNFR215e_wGiKKmHqL2j1RFZ0fxo&e=)  **The Health Resources and Services Administration** (HRSA) is accepting applications for the fiscal year 2020 [Teaching Health Center Graduate Medical Education (THCGME) Program](https://urldefense.proofpoint.com/v2/url?u=http-3A__links.govdelivery.com-3A80_track-3Ftype-3Dclick-26enid-3DZWFzPTEmbWFpbGluZ2lkPTIwMTkwNjE4LjcxMjgxMDEmbWVzc2FnZWlkPU1EQi1QUkQtQlVMLTIwMTkwNjE4LjcxMjgxMDEmZGF0YWJhc2VpZD0xMDAxJnNlcmlhbD0xODA5OTM5NSZlbWFpbGlkPWFsaXNhLmRydXpiYUBkaGhzLm5oLmdvdiZ1c2VyaWQ9YWxpc2EuZHJ1emJhQGRoaHMubmguZ292JmZsPSZleHRyYT1NdWx0aXZhcmlhdGVJZD0mJiY-3D-26-26-26106-26-26-26https-3A__bhw.hrsa.gov_fundingopportunities_default.aspx-3Fid-3Dbf5afcac-2D72de-2D468b-2D85b1-2Df51036309776-26utm-5Fcampaign-3DNOFO-253A-2BTeaching-2BHealth-2BCenter-2BGraduate-2BMedical-2BEducation-2BProgram-26utm-5Fmedium-2B-3Demail-26utm-5Fsource-2B-3Dgovdelivery&d=DwMFAw&c=vYl7KJMDeuM7F-Nqf_hfailBifPmyspo7hrJGlNN7nU&r=ZgbqNefYBLg-ymGUKTBpGJCj39Y6SkGWBaHVo-5Cs3U&m=cI_NQuj4obThXPkgCsjsYwM67bLT4Cok7--fUDWat18&s=3EB2G0_0kB3VKAi_k0NkSSskroBJOVGkhfU4Mj-KdtY&e=). The application cycle closes on August 30, 2019.  The THCGME Program provides funding to support the training of residents in a new or expanded primary care residency training program in rural and underserved communities.  Eligible applicants are community-based ambulatory patient care centers that sponsors the training of an accredited primary care residency program. For a listing of eligible specialties/disciplines, refer to page 6 of the [Notice of Funding Opportunity](https://urldefense.proofpoint.com/v2/url?u=http-3A__links.govdelivery.com-3A80_track-3Ftype-3Dclick-26enid-3DZWFzPTEmbWFpbGluZ2lkPTIwMTkwNjE4LjcxMjgxMDEmbWVzc2FnZWlkPU1EQi1QUkQtQlVMLTIwMTkwNjE4LjcxMjgxMDEmZGF0YWJhc2VpZD0xMDAxJnNlcmlhbD0xODA5OTM5NSZlbWFpbGlkPWFsaXNhLmRydXpiYUBkaGhzLm5oLmdvdiZ1c2VyaWQ9YWxpc2EuZHJ1emJhQGRoaHMubmguZ292JmZsPSZleHRyYT1NdWx0aXZhcmlhdGVJZD0mJiY-3D-26-26-26107-26-26-26https-3A__grants.hrsa.gov_2010_Web2External_Interface_Common_EHBDisplayAttachment.aspx-3Fdm-5Fattid-3D2fa5fadc-2D1d2b-2D4911-2Da7fa-2D6fa9341c04ae-26dm-5Frtc-3D16-26utm-5Fcampaign-3DNOFO-253A-2BTeaching-2BHealth-2BCenter-2BGraduate-2BMedical-2BEducation-2BProgram-26utm-5Fmedium-2B-3Demail-26utm-5Fsource-2B-3Dgovdelivery&d=DwMFAw&c=vYl7KJMDeuM7F-Nqf_hfailBifPmyspo7hrJGlNN7nU&r=ZgbqNefYBLg-ymGUKTBpGJCj39Y6SkGWBaHVo-5Cs3U&m=cI_NQuj4obThXPkgCsjsYwM67bLT4Cok7--fUDWat18&s=uR-nmPW1ZyzoGU0ibwtCpfZ2D3hyo34bGD2lfT8hPoc&e=)  HRSA expects approximately $120 million to be available over two years to fund up to 61 eligible grantees (56 continuation awards and up to five new awards).    **Technical Assistance Webinar:**  **Date:** Wednesday, July 10, 2:00 - 3:30pm ET  **Call-In:** 888-795-2173 **Passcode:** 4462445 **Link:** [https://hrsaseminar.adobeconnect.com/thcgme\_2019/](https://urldefense.proofpoint.com/v2/url?u=http-3A__links.govdelivery.com-3A80_track-3Ftype-3Dclick-26enid-3DZWFzPTEmbWFpbGluZ2lkPTIwMTkwNjE4LjcxMjgxMDEmbWVzc2FnZWlkPU1EQi1QUkQtQlVMLTIwMTkwNjE4LjcxMjgxMDEmZGF0YWJhc2VpZD0xMDAxJnNlcmlhbD0xODA5OTM5NSZlbWFpbGlkPWFsaXNhLmRydXpiYUBkaGhzLm5oLmdvdiZ1c2VyaWQ9YWxpc2EuZHJ1emJhQGRoaHMubmguZ292JmZsPSZleHRyYT1NdWx0aXZhcmlhdGVJZD0mJiY-3D-26-26-26108-26-26-26https-3A__hrsaseminar.adobeconnect.com_thcgme-5F2019_-3Futm-5Fcampaign-3DNOFO-253A-2BTeaching-2BHealth-2BCenter-2BGraduate-2BMedical-2BEducation-2BProgram-26utm-5Fmedium-2B-3Demail-26utm-5Fsource-2B-3Dgovdelivery&d=DwMFAw&c=vYl7KJMDeuM7F-Nqf_hfailBifPmyspo7hrJGlNN7nU&r=ZgbqNefYBLg-ymGUKTBpGJCj39Y6SkGWBaHVo-5Cs3U&m=cI_NQuj4obThXPkgCsjsYwM67bLT4Cok7--fUDWat18&s=xTTCgEhf6nrIIGDzjTj4k2qPqKiDvAaa8FxNIduFu9Q&e=) | |
|  | | **Behavioral Health Education Scholarships** | |
| Network4Health is **providing scholarships of up to $5000** to new or existing students enrolled in any of these programs at Granite State College or Manchester Community College:   |  |  | | --- | --- | |  |  | | Eligible Degree Programs:   * Bachelor of Science in Human Services * Bachelor of Science in Psychology * Bachelor of Science in Applied Studies – Human Services and Early Childhood Development * Associate of Science in Behavioral Sciences | Eligible Degree and Certificate Programs:   * Associate’s Degree in Behavioral Science * Associate’s Degree in Human Services * Direct Support Services Certificate * Substance Misuse Prevention Certificate * Recovery Support Worker Certificate * Mental Health Support Certificate | | For more info on programs, go to:  [www.granite.edu/degree-programs/](http://www.granite.edu/degree-programs/) | For more info on programs, go to:  [www.mccnh.edu/academics/programs](http://www.mccnh.edu/academics/programs) |   Students need to be enrolled as full-time or part-time, live or work in one of the 18 towns served by Network4Health, and complete an application. Scholarships are awarded on a rolling basis throughout the academic year at both schools.  TO APPLY: Contact the financial aid office at either school for more information. | | | |
|  | | **Recruiting Out-Of-State Spouses** | |
| As part of the workforce development efforts being done at the state level by the Recruitment and Hiring Subcommittee, we would like to share this helpful guide for considering the needs of spouses when recruiting out-of-state candidates. Many thanks to Bi-State Recruitment for providing this information.    When considering relocating for employment, a spouse or significant other can play an important role in the final decision. This means that in addition to attracting an out-of-state candidate to a job, employers should consider the needs of the spouse/partner and/or family. However, due to New Hampshire employment law, an employer cannot ask a candidate about marital, relationship or family status during the interview/hiring process. So, the question of how to legally meet the needs of the spouse/partner and family within the parameters of the law becomes an important one. This is not legal advice and we encourage you to consult counsel.  Prepare and Send Information Packets  One option is to prepare and distribute to every candidate, in the early stages of the recruitment process, a packet of information with general community resources that would be useful for anyone considering a move to the area. As an alternative to a paper package, employers might create a web page with a list of community resources than can be easily shared via a link. When presenting the information to the candidate or directing them to the web link, identify it as a “community packet with resources that might be of interest to you.” Questions or comments about spouses, partners, school systems or anything of that nature should not be specifically mentioned.  Information to be include in a resource package and/or web page may include:  An overview of “Life in New Hampshire” that sells the benefits of our state and your specific community, for example: NH consistently ranks nationally in the top states for safety, health and livability; NH offers remarkable four-season recreation, featuring mountains, lakes, rivers, ocean beaches and scenic highways; (your town) has a vibrant cultural community with big name concerts, small intimate local summer theater, fabulous restaurants, tax-free shopping, and much more; NH is situated close to Boston, New York and Montreal, with access to international airports, etc. Links to New Hampshire promotional and information sites such as:   |  |  | | --- | --- | | * VIDEO - <https://youtu.be/voxvwk8wFCo?list=PLVYUTb8UGRjXwLyO9yn7T_Ad5xIicJBUl> * <https://www.nheconomy.com/choosenh> * <https://peasedev.org/discover/> * <https://www.visitnh.gov/> * <http://stayworkplay.org/work/> * <https://www.nh.gov/index.htm> * A list of in-state colleges <http://www.collegesanduniversities.us/new-hampshire.htm> * Community Profiles <https://www.nhes.nh.gov/elmi/products/cp/> * Real estate agents and rental property listings | * Cost of living information and include cost of living calculators: <https://money.cnn.com/calculator/pf/cost-of-living/> or <https://www.bestplaces.net/cost-ofliving/> * Names of moving companies * A list of area schools as well as school ratings * NH Elementary School Rankings <https://www.schooldigger.com/go/NH/schoolrank.aspx> * School reviews <https://www.zillow.com/nh/schools/> * Daycares or babysitter agencies * Area churches with various denominations and addresses * A list of supermarkets, pharmacies, and other retailers * Recreational, social, and cultural events |   You may also consider including employment resources in your packet or you could offer this as an additional  resource to the spouse/partner after the candidate begins employment:  Employment resources:   * <http://www.nhjobs.com/> * <https://www.nhnonprofits.org/jobs> * <http://stayworkplay.org/work/jobs-and-internships-nh/> * <https://www.nhes.nh.gov/media/job-fairs/index.htm> * <https://nhworksjobmatch.nhes.nh.gov/vosnet/Default.aspx>   Student Loan Repayment Programs  Student loan repayment can be a significant incentive for a potential employee. If you are a qualifying site, be sure to promote this and have information available in your resource package.   * Loan Repayment: <https://www.dhhs.nh.gov/dphs/bchs/rhpc/repayment.htm> * National Health Service Corps: <https://nhsc.hrsa.gov/loan-repayment/index.html>   Ambassador Program  Once the person begins employment, you can let them know that you are available to assist their family with the move. Consider an ambassador program where you assign an employee to meet with the spouse/partner to get a sense for their interests and provide them with additional resources.  A Note About Physician Recruitment  The recruitment process for a physician is unique regarding significant other involvement. The process may include numerous phone interviews and screenings. If the candidate is invited to an interview, this will most likely encompass a comprehensive day-long agenda. The spouse/partner is typically invited along with the candidate and sometimes the invitation is extended to the entire family. In some instances, an organization may have a separate agenda set up for the spouse/partner, which includes introductions to various community activities and daily living needs.  For more information about the topics covered in this document or general recruitment/retention matters, feel free to contact Michele Petersen, Workforce Development & Recruitment Coordinator at Bi-State’s Recruitment Center at [mpetersen@bistatepca.org](mailto:mpetersen@bistatepca.org) or 603-228-2830 x131.  The preparation of these materials was financed under an Agreement with the State of New Hampshire, Department of Health & Human Services, Division of Public Health Services, with funds provided in part or in whole by the State of New Hampshire and/or United States Department of Health & Human Services. | | | |
|  | **Free Sponsored Trainings – Costs covered by Network4Health\*** | | |
| ***\*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 IDN Region 4***   ***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.*   |  |  |  |  | | --- | --- | --- | --- | | NHADACA ~ NHTIAD | | | | | 7/12/19 | 8:30 – 4:00pm: **The Twelve Core Functions of The Substance Use Counselor**; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-the-twelve-core-functions-of-the-substance-use-counselor-tickets-62523235681) | | 7/16/19 | 9 – 11:00am: **CRSW Administrative Rules Overview**; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-crsw-administrative-rules-overview-tickets-62524268771) | | 7/16/19 | 1:00 – 3:00pm: **LADC/MLADC Administrative Rules Overview**; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-ladcmladc-administrative-rules-overview-tickets-62525528539) | | 7/18/19 | 8:30 – 4:00pm: **The Connect Program: Recognizing and Responding to Suicide Risk in those Impacted by Substance Use Disorder**; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-the-connect-program-recognizing-and-responding-to-suicide-risk-in-those-impacted-by-tickets-62526546584) | | 7/19/19 | 8:30 – 4:00pm: **Opioid Addiction and Treatment – Understanding the Disorder, Treatment and Protocol**; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-opioid-addiction-treatment-understanding-the-disorder-treatment-and-protocol-tickets-62671279484) | | 8/9/19 | 9am – 12pm: **Hello, I am a Millennial: Framing Young Adult Culture and Value Systems for Behavioral Health Professionals**; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-hello-i-am-a-millennial-framing-young-adult-culture-and-value-systems-for-behavioral-health-tickets-63065944939) | | 8/14 – 8/15/19 | 8:30am – 4:00pm: **Ethics for Peer Recovery Supports** - A 12 hour training event with Virginia (Ginger) Ross; 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-ethics-for-peer-recovery-supports-tickets-64192696082) | | 8/16/19 | 9am – 12pm: **Military Culture;** Lakes Region Mental Health Center, 40 Beacon St. E, Laconia, NH | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-military-culture-tickets-64428627760) | | 8/30/19 | 8:30 – 4:00pm: **HIV Trends;** 130 Pembroke Rd., Suite 100, Concord | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nhadaca-hiv-trends-treatment-tickets-64442813189) | | PESI Workshops | | | | | 7/10 – 7/12/19 | **Cognitive Behavioral Therapy Certificate Course: 3-Day Intensive Training**  The Executive Court, 1199 South Mammoth Road, Manchester, NH  8:30am – 4:00pm | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/pesicognitive-behavioral-therapy-certificate-course-3-day-intensive-training-tickets-62927137763) | | 7/24/19  8:00 - 4:00pm | **Treating Insomnia: Transdiagnostic Clinical Strategies to Optimize Sleep & Improve Outcomes in Clients with PTSD, Anxiety, Depression & Chronic Pain;** The Executive Court, 1199 South Mammoth Road, Manchester, NH | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/pesi-treating-insomnia-transdiagnostic-clinical-strategies-to-optimize-sleep-improve-outcomes-in-tickets-62925438681) | | 8/01/19  8:00 - 4:00pm | **100 Brain-Changing Mindfulness Techniques to Integrate Into Your Clinical Practice;** The Executive Court, 1199 South Mammoth Road, Manchester | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/pesi-100-brain-changing-mindfulness-techniques-to-integrate-into-your-clinical-practice-tickets-63127934351) | | 8/06/19  8:00 - 4:00pm | **The Shame Spiral: Release Shame and Cultivate Healthy Attachment in Clients with Anxiety, Trauma, Depression and Relational Difficulties;** The Executive Court, 1199 South Mammoth Road, Manchester, NH | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/pesi-the-shame-spiral-release-shame-and-cultivate-healthy-attachment-in-clients-with-anxiety-trauma-tickets-63336371793) | | 8/21 – 8/22/19  8:00 - 4:00pm | **Dialectical Behavior Therapy (DBT) Certificate Course; 2-Day Intensive Training;** Executive Court, 1199 South Mammoth Road, Manchester, NH | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/pesi-dialectical-behavior-therapy-dbt-certificate-course-2-day-intensive-training-tickets-63338146100) | | 8/27/19  8:00 - 4:00pm | **Legal and Ethical Issues with Technology in Mental Health**  Executive Court, 1199 South Mammoth Road, Manchester, NH | CEU’s Available! | [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/pesi-legal-and-ethical-issues-with-technology-in-mental-health-tickets-63353939338) | | Upcoming Conferences | | | | | 7/18/19  9:00 – 4:00pm | **https://nhpa.memberclicks.net/assets/site/NHPA%20Logo.jpgNH Providers Association Annual Meeting and Summer Training.** The Annual Meeting will take place from 9:30 am to 12:30 pm; The afternoon training will take place from 1 pm to 3 pm. Training: “Understanding and Embracing the Evolving Substance Use Service System in the Granite State.” Mill Falls by the Lake; Church Landing, Winnipesaukee Ballroom; 281 Daniel Webster Hwy; Meredith, NH 03253 | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/nh-providers-assocation-annual-meeting-understanding-and-embracing-the-evolving-substance-use-tickets-62669742888) | | 8/19 – 8/22/19 | **27th Annual New England School of Best Practices in Addiction Treatment;** *Waterville Valley Conference Center, Waterville Valley, New Hampshire.* The program includes advanced clinical and administrative skilled-based treatment in best practices and evidence-based practices treatment approaches, as well as a current and emerging best opioid treatment practices, clinical supervision, management, and advanced prevention. | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/adcare-27th-new-england-school-of-best-practices-in-addiction-treatment-tickets-64545729013) | | Other Trainings | | | | | 7/25 & 7/26/19 | **Social Emotional Learning in Trauma Informed Schools –** A two-day learning session. Presenters include: Cassie Yackley, Psy.D., PLLC; Hannah Mariotti, LMHC, and Sarah Wagner, School Psychologist, from UNH; Stefanie Piatkiewicz, Mindful Practices out of Chicago; Ellen Desmond, NH Department of Education and more! **LOCATION: Pine Tree School, 183 Mill St, Center Conway, NH** | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://www.eventbrite.com/e/unh-horace-mann-sau9-social-emotional-learning-in-trauma-informed-schools-tickets-62604291120) | | \*Free\* Trainings & Easy Registrations | | | | | 7/9/19  2pm | **Brain & Behavior Research Foundation -** Searching for Biomarkers of Stress-Related Mental Illness and Suicidality | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://www.bbrfoundation.org/event/searching-biomarkers-stress-related-mental-illness-and-suicidality) | | 7/16/19  3:00 -4:30pm | **Translating Detox into Recovery: Innovations in Opioid Treatment** | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://register.gotowebinar.com/register/5472974557740220418) | | Available until 7/18/19 | **Home Base: Clinical Case Conference - When Substance Abuse and PTSD Collide** | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://www.homebasetraining.org/Users/HomeBaseProductDetails.aspx?ActivityID=3045) | | Available until 7/18/19 | **Home Base: Recognizing PTSD and Co-Morbidities** | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://www.homebasetraining.org/Users/HomeBaseProductDetails.aspx?ActivityID=3024) | | 8/9/19  12-1pm | **MNCAMH -** Recognizing and Challenging Stigma Around Substance Use and Mental Illness | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://mncamh.umn.edu/webinar/recognizing-and-challenging-stigma-around-substance-use-and-mental-illness/) | | 8/21/19  3pm | **Medical Cannabis and Addiction Medicine Practice Consequences** | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://zoom.us/webinar/register/WN_5iPjMsOSQlqKC01SP1DJyg) | | 8/23/19  3-4pm | **EKRA: Ramifications of the New “All-Payor” Federal Antikickback Law Webinar** | | CEU’s Available  [Click to Learn More & Sign Up for a Seat](https://register.gotowebinar.com/register/3868271421964717067) | | 8/28/19  8:30am – 4:00pm | Department of Health and Human Services Bureau of Drug and Alcohol Services  **Introductory Training on Addiction & Recovery**  Location:  Public Health Auditorium: Division of Public Health Building, 29 Hazen Drive, Concord, NH | | To register: Shannon Quick 603.271.5889 or email: [AODTrainingCoordinator@dhhs.nh.gov](mailto:AODTrainingCoordinator@dhhs.nh.gov) | | 8/28/19  8:30am – 12:00pm | Department of Health and Human Services Bureau of Drug and Alcohol Services  **Introductory Training on Families & Addiction**  Location:  Public Health Auditorium: Division of Public Health Building, 29 Hazen Drive, Concord, NH | | To register: Shannon Quick 603.271.5889 or email: [AODTrainingCoordinator@dhhs.nh.gov](mailto:AODTrainingCoordinator@dhhs.nh.gov) | | \*Free\* From NH Healthy Families | | | | | Go to NH Healthy Families homepageReminder: 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 [click here](https://www.nhhealthyfamilies.com/content/dam/centene/NH%20Healthy%20Families/Medicaid/pdfs/training-catalog-NH.pdf) for more information or contact Kimberly Bindas at [kbindas@centene.com](mailto:kbindas@centene.com). | | | | | \*Free\* Self-Paced Online Trainings | | | | | Ongoing | **Supporting Providers After Overdose Death**  Target Audience: Intended for primary care physicians, nurse practitioners, and members of the healthcare team who treat patients with opioid use disorder (OUD).  Module Description: Although most patients with opioid use disorders stabilize with treatment, high rates of morbidity and mortality are associated with opioid use disorders. Health professionals working with this patient population need to be prepared for patient overdose deaths so that they can support themselves, members of their healthcare team, and their patient’s family. This course will provide a framework to help health professionals cope with a patient overdose death.  <https://learning.pcssnow.org/p/SupportingProviders> | | | | Ongoing | Image result for Suicide Prevention Resource Center logoVideo series from the Suicide Prevention Resource Center   * [Lived Experience: What It Is and How to Include It](https://urldefense.proofpoint.com/v2/url?u=https-3A__linkprotect.cudasvc.com_url-3Fa-3Dhttp-253a-252f-252fwww.sprc.org-252fmicro-2Dlearning-252fleah-2Dharris-2Dlived-2Dexperience-2Dwhat-2Dit-2Dhow-2Dinclude-2Dit-26c-3DE-2C1-2CU70xSrSCicFRlPDXuBRe-2DieYdJ8f3s9eYwxWDH5A1J9dS847UqnvWzKqER0gYtolb-5FV8llWteDxwY9AFnF40LqXUGSOLFwIsTNva6clQkP5yiULHTqLQ-26typo-3D1&d=DwMGaQ&c=hcNud1dvAKchyw7UCTG8UA&r=iKkEZSmyNmMdGAHKZ5BtINkDe3_2cbepUH3QNpItUCA&m=CDXQjr4BGYHD3rL2RjS9RBgWAdJMWxU_-yS9r00f4tI&s=-si-JGJGo7jgKpo7kLNKzXXCeTutKgUnEVWCT0IHPkk&e=) * [A Lived Experience Story About What Makes a Difference](https://urldefense.proofpoint.com/v2/url?u=https-3A__linkprotect.cudasvc.com_url-3Fa-3Dhttp-253a-252f-252fwww.sprc.org-252fmicro-2Dlearning-252flived-2Dexperience-2Dstory-2Dabout-2Dwhat-2Dmakes-2Ddifference-2D0-26c-3DE-2C1-2CvE-5FXQXA0NYTXEtG4PFT-5F6necxgw1CTF-5FwGWYDUMyftno0r2f7c4AoCknORU0YJmrqT0OxvZf-2Dl83tnz-2Desr3k6zZMmgr2UfF9XwQYaP0-26typo-3D1&d=DwMGaQ&c=hcNud1dvAKchyw7UCTG8UA&r=iKkEZSmyNmMdGAHKZ5BtINkDe3_2cbepUH3QNpItUCA&m=CDXQjr4BGYHD3rL2RjS9RBgWAdJMWxU_-yS9r00f4tI&s=aTGY_u6YYfGKeDXVvA5_CuDlgLopvoFTjb1AjAo-mXw&e=) * [Collaborating on Safety Plans](https://urldefense.proofpoint.com/v2/url?u=https-3A__linkprotect.cudasvc.com_url-3Fa-3Dhttp-253a-252f-252fwww.sprc.org-252fmicro-2Dlearning-252fvince-2Dwatts-2Dcollaborating-2Dsafety-2Dplans-26c-3DE-2C1-2CY77haAvu5B-2D5OS1-2DdIrskfWmfbjdFu8uj1QXpYNkEZr8LJO-5FqffXepClCYd-5FRR8F6M6ALDxJsIpKADMGkKKuC2vvU6Xq-2DHNdl5hHI-5FlaaNnqIWNNhseQvbuspg-2C-2C-26typo-3D1&d=DwMGaQ&c=hcNud1dvAKchyw7UCTG8UA&r=iKkEZSmyNmMdGAHKZ5BtINkDe3_2cbepUH3QNpItUCA&m=CDXQjr4BGYHD3rL2RjS9RBgWAdJMWxU_-yS9r00f4tI&s=psQCWm3lDEV6t1ywVhMdJPnCgWKUCwkU9fPBnTXqcuM&e=) * [Aftercare That Makes a Difference](https://urldefense.proofpoint.com/v2/url?u=https-3A__linkprotect.cudasvc.com_url-3Fa-3Dhttp-253a-252f-252fwww.sprc.org-252fmicro-2Dlearning-252fdiana-2Dcortez-2Dyanez-2Dlived-2Dexperience-2Daftercare-2Dmakes-2Ddifference-26c-3DE-2C1-2C6aHnI6u37MyPsmyoZ-5FasXLKxbnrNqs3uwO4pUlujEBim-5FHa3JiY8v8h6HwCKaZUNdNvarK6EQDShujusZmBF9FCGjr1d67ajWe92ZdZU2UoCWE1JSzNXYvwA6Q-2C-2C-26typo-3D1&d=DwMGaQ&c=hcNud1dvAKchyw7UCTG8UA&r=iKkEZSmyNmMdGAHKZ5BtINkDe3_2cbepUH3QNpItUCA&m=CDXQjr4BGYHD3rL2RjS9RBgWAdJMWxU_-yS9r00f4tI&s=PWZxDdarxaYDkbviI6sjDzSftHe4chEhbAH63UPphik&e=) * [Evidence-Based Psychological Treatments and Suicide-Specific Brief Interventions](https://urldefense.proofpoint.com/v2/url?u=https-3A__linkprotect.cudasvc.com_url-3Fa-3Dhttp-253a-252f-252fwww.sprc.org-252fresources-2Dprograms-252fevidence-2Dbased-2Dpsychological-2Dtreatments-2Dsuicide-2Dspecific-2Dbrief-2Dinterventions-26c-3DE-2C1-2Csbasem73j57uaqIjvky5gkbHmV-5F4TxXvyPmKA-2DGqUMJgymT1qQ9uqndtqzALrVrMFgOWurcrIFtaXbYYaMq1u8oMHvQ4cztZr-2D-2DSM5cloLrMT-5F-2DTz3UXFg-2C-2C-26typo-3D1&d=DwMGaQ&c=hcNud1dvAKchyw7UCTG8UA&r=iKkEZSmyNmMdGAHKZ5BtINkDe3_2cbepUH3QNpItUCA&m=CDXQjr4BGYHD3rL2RjS9RBgWAdJMWxU_-yS9r00f4tI&s=c4-H2hND3yA9-LF2ClgZ7URaM-tpTvtA_aeOH3cBZ74&e=)   For more information on SPRC’s Effective Suicide Prevention Model, visit  [http://www.sprc.org/effective-suicide-prevention](https://urldefense.proofpoint.com/v2/url?u=https-3A__linkprotect.cudasvc.com_url-3Fa-3Dhttp-253a-252f-252fwww.sprc.org-252feffective-2Dsuicide-2Dprevention-26c-3DE-2C1-2CBNbvnum8WJxPYVlX-2Ddoz-2DGErp9D-5FO63lsovRJPtfULSJk-2D2Plis3istU8GcM0QFTMKujPw-5Fv6sU5-2D7Ttlu7ypVEVYtRwvd5y0K7zzefWxVz8cRv1uQ1xKg-2C-2C-26typo-3D1&d=DwMGaQ&c=hcNud1dvAKchyw7UCTG8UA&r=iKkEZSmyNmMdGAHKZ5BtINkDe3_2cbepUH3QNpItUCA&m=CDXQjr4BGYHD3rL2RjS9RBgWAdJMWxU_-yS9r00f4tI&s=-Lhq0iiGer7hfRuD5MiNnbVXt1HL_MXvS4CVKEAu4bM&e=) | | | | Ongoing | [hrsa health workforce](https://urldefense.proofpoint.com/v2/url?u=http-3A__links.govdelivery.com-3A80_track-3Ftype-3Dclick-26enid-3DZWFzPTEmbWFpbGluZ2lkPTIwMTkwMjI1LjIyMzM5ODEmbWVzc2FnZWlkPU1EQi1QUkQtQlVMLTIwMTkwMjI1LjIyMzM5ODEmZGF0YWJhc2VpZD0xMDAxJnNlcmlhbD0xODA2MTYyMyZlbWFpbGlkPWFsaXNhLmRydXpiYUBkaGhzLm5oLmdvdiZ1c2VyaWQ9YWxpc2EuZHJ1emJhQGRoaHMubmguZ292JmZsPSZleHRyYT1NdWx0aXZhcmlhdGVJZD0mJiY-3D-26-26-26100-26-26-26http-3A__www.hrsa.gov_about_organization_bureaus_bhw_-3Futm-5Fcampaign-3DRecording-2BAvailable-2521-2BWorkforce-2BGrand-2BRounds-2BWebinar-2BSeries-253A-2BTele-26utm-5Fmedium-3Demail-26utm-5Fsource-3Dgovdelivery&d=DwMFAw&c=vYl7KJMDeuM7F-Nqf_hfailBifPmyspo7hrJGlNN7nU&r=ZgbqNefYBLg-ymGUKTBpGJCj39Y6SkGWBaHVo-5Cs3U&m=-Vg1eb137swCRy0wLyr6k1uSOmdd9nJVhRKS2Exgdko&s=Derddp_OO5Bntyfm2fLFLVF-0ZkH9hDxEb6SPLI2Mjk&e=)**Workforce Grand Rounds Webinar Series: Telehealth Training Models for the Health Workforce -** In case you missed the Workforce Grand Rounds Webinar Series: Telehealth Training Models for the Health Workforce the recording is now available. You will be able to download the presentations directly from the recording. | | [FREE - Click to register](https://hrsaseminar.adobeconnect.com/pjk95iddp6uh/?launcher=false&fcsContent=true&pbMode=normal) | | Ongoing | **Introduction to Behavioral Health in Schools: Supports for Students** - The Clough Foundation Training and Access Project (TAP) is a part of the Boston Children's Hospital Neighborhood Partnerships Program (BCHNP) in the Dept. of Psychiatry at Boston Children's Hospital. This training uses an ecological model that takes into account development, environment, and cultural considerations to help build a context for understanding student behavior. | | [FREE - Click to register](https://www.openpediatrics.org/course/tap-online-training-introduction-behavioral-health-schools-supports-students?mkt_tok=eyJpIjoiWVdNek16ZG1PVFEzTVRoaSIsInQiOiJ0UElxZUQwQnByWE56c1pZN0o4bHpOa3pMdmNXZHZkNVVqT1NSMjNNZGMyYTVFY1wvZjJicjhTcVwvMEwySktWNkMzYzNnRlpsOHRFOGFJUUQ0ZVhVZUJRPT0ifQ%3D%3D) | | **Optum Health - Webinar Education** **Series:** | | | | | Ongoing | Establishing Effective Communication with Patients with Intellectual Disabilities: R.A.F.T. Part 1 | CEU’s Available! | [FREE - Click to register](https://www.optumhealtheducation.com/idd/raft-1) | | Through  11/21/19 | Non-pharmaceutical Management of Behavioral Issues in Older Adults | CEU’s Available! | [FREE - Click to register](https://www.optumhealtheducation.com/behavioral-health/older-adults-2017) | | Through 05/04/20 | The Relationship Between Physical and Behavioral Health | CEU’s Available! | [FREE - Click to register](https://www.optumhealtheducation.com/behavioral-health/physical-bh-2018) | | Through  05/30/20 | Management of Comorbid Behavioral and Physical Illness Near the End of Life | CEU’s Available! | [FREE - Click to register](https://www.optumhealtheducation.com/behavioral-health/end-of-life-2018) | |  |  |  |  | | | | |
|  | | | **Management Corner** |
| All About Interviewing: Part 3 of Avoiding Bias – Blind Hiring From: *“How to Build a Blind Hiring Program”*  By: Taylor Cotter for Workable.com  <https://resources.workable.com/tutorial/blind-hiring>  Blind hiring removes all personal and demographic information from the hiring process so hiring managers can assess candidates based on ability alone. Inspired by the success of blind auditions (think “The Voice”), blind hiring aims to produce a more diverse workforce, less clouded by unconscious bias.  Some industries have reputations for in-group hiring (often of the ‘pale, male and stale’ variety.) Blind hiring can help companies hire for talent and skill, not just for cultural similarity. The results of blind hiring are relatively untested. However, in the 1970s, the Boston Symphony Orchestra (BSO) instituted a blind audition process to combat their lack of gender diversity. Blind auditions increased the likelihood that a woman would be hired by between 25 and 46 percent. Over time, the effects of these blind hiring programs became clear: more and more women applied for the program, increasing the overall skill, talent and quality of the BSO’s application pool (and, by extension, the quality of their music.)  **Beginning a blind hiring process**  Transitioning to blind hiring all at once can be a complicated task, and may have mixed results. However, there are elements of blind hiring that you can bring into your hiring process that will start to reduce hiring biases. Try these approaches to add a semi-blind approach to your hiring process:   * Obscure gender, race or demographic information - If you’re looking to mask gender or race, delete candidates’ names from their resumes before sending them over to hiring managers. Names, particularly names that are commonly associated with a certain gender or race, can trigger unconscious biases that can hurt candidates and companies alike. If you choose to obscure candidates’ names, consider deleting other identifying information too, like the names of women’s or historically black colleges. * Don’t consider college pedigree - It can be tempting to judge someone’s qualifications based on their college degree. However, just because someone comes from a top-tier university doesn’t mean that they are the best fit for your job. By obscuring the education portion of a candidate’s resume, you can let their experience speak for itself. It’s best to pair this strategy with a skills assessment or assignment. Listing experience on a resume is only a snapshot of what a candidate is actually capable of. * Disregard hobbies and interests - Hiring for ‘fit’ rather than skill can allow biases to seep through. According to a New York Times’ analysis of blind hiring, the most common reasons for hiring someone were similar taste in hobbies, leisure activities, and other traits unrelated to job performance. Taking interests and hobbies into account can create an insular workplace culture, without room for employees to come in with new experiences to improve your company. More importantly, if the hobbies and interests of your workplace are homogenous and primarily reflect a certain demographic, achieving diversity will become significantly harder. To combat this, obscure mentions of irrelevant interests or experience.  Hiring and the Halo-Effect Trap By Robert Half, 2/17/15  <https://www.roberthalf.com.au/blog/employers/hiring-and-halo-effect-trap>  The halo effect is a term coined by psychologist Edward Thorndike to describe the way people unconsciously bias themselves to like other people. In a hiring context, it refers to the tendency to let an interviewee’s good qualities or at least those we approve of, smudge our perception of their less attractive ones. In short, we give them a halo that might just be hiding their horns. Our job as interviewers is to look for the reasons for hiring them and the risks in doing so. The halo effect blinds us to the risk.  This can be based on virtually any positive assessment we make of them or preference we might have, including gender, race, ethnicity, height, looks, hair color, accent, hobbies, values, behaviors or attitudes.  Why do we use this?  We tend to like people who are like us, and who we think will like us in return. Right or wrong, we are genetically programmed to value similarity and fear difference or unfamiliarity, so we show unconscious bias towards candidates who remind us of others with whom we’ve had positive experiences. Second, once we’ve decided we like someone, our brains go about finding reasons to continue liking them.  How do we stop the halo effect from impacting our hiring decisions?  There are several ways to avoid the halo effect and make the hiring process more robust:   * Make sure that different people handle different levels of the selection process, with one team screening resumes and another team conducting interviews. * Have at least three people on a hiring panel; keep each person’s ratings secret from the others, and avoid discussion. * Conduct several interviews – a preliminary one, a full panel interview, and a work interview or a short trial during which the person is paid to work with the team for a few days. * Have an off-team or independent interviewer there who has no reason to ‘halo’ the candidate, as they won’t be working with them. * Make your screening and testing process rigorous, particularly in regard to key performance indicators (KPIs).   The halo effect can mean making the wrong choice and missing out on the best candidate or even ending up with a real problem. Your best defense is awareness of your own unconscious biases.   * Avoid social media - Adding social media profiles to a candidate’s application can often provide a fuller picture of what a candidate is like. You can see how they present themselves online through their Twitter, LinkedIn and Facebook profiles. However, these profiles can provide photos and other information that you might not need to know. If you’re committed to blind hiring efforts, it’s best to err on the safe side and avoid digging into social media profiles during pre-screening. * Use structured interviews - Though a face-to-face interview is hardly blind hiring, implementing a structured interview process can mimic some of the objectivity blind hiring offers. By asking the same predetermined questions to all candidates in the same order, interviewers can score and judge answers in a less biased and subjective eye way than they could with unstructured interviews.   **Tools and Resources to Reduce Bias:**  *Gender Decoder for Job Ads* (<http://gender-decoder.katmatfield.com/>)  The Gender Decoder for Job Ads is a single-serve web app that allows you to check your job descriptions and advertisements for linguistic gender biases.  *Project Implicit* (<https://implicit.harvard.edu/implicit/takeatest.html>)  Project Implicit is the work of psychologists at Harvard, the University of Virginia and the University of Washington. Their assessments, called Implicit Association Tests, attempt to identify and measure hidden biases.  **Network4Health’s Workforce Wednesday is published every other week.**  **Learn more about Network4Health at:** <https://idn4-network4health-nh.org/>  Want to change how you receive these emails? 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