

Legacy Agency Spotlight

(January – June 2022)



Winner: Arion Care Solutions, LLC

1st Runner Up: COPA Health

2nd Runner Up: Arizona's Children Association

Honorable Mentions:

- Hopess
- New Hope Behavioral Health Center



Arion Care Solutions, LLC

Workforce Development Alliance,

Arion Care Solutions (ACS) is dedicated to improving member outcomes through the development of our greatest asset: our people. Within the last six months our organization has continued to make strides with workforce development initiatives. Our focus has been three-fold; career development through our ACS Pathways Program, implementation of intentionally designed Equity, Diversity, and Inclusion (EDI) initiatives, and staff development through internal trainings.



PATHWAYS

Arion Pathways is our career development department. This program allows current employees to set goals and receive mentorship from the organization to assist in achieving professional objectives. The Arion Pathways Director works closely with each employee and their supervisor(s) to create opportunities and experiences which facilitate achievement of personally identified career objectives. Through this program, employees may qualify for educational reimbursement or discounted secondary education to pursue degrees and other learning opportunities. In the fall of 2021, three employees were awarded tuition reimbursement to achieve their educational goals: bachelor's degree, master's degree,

and a doctorate level degree. Prior to 2021, four employees were awarded tuition reimbursement; all four employees received their doctorate degree in behavioral health specializing in the management of integrated health care. Additionally, Arion Pathways offers incentives for completion of certain certificate and degree programs such as, registered behavior technician, compliance officer, and human resource training. Arion Pathways also sponsors online certificate programs for qualified employees. For example, Our Human Resource Supervisor recently received his SHRM-CP fully funded by ACS. Our Compliance Supervisor is currently completing a Certified Compliance Officer course through AAPC, fully funded by Arion Care Solutions. Arion Pathways works closely with several colleges and universities to disseminate professional growth opportunities in related fields including, applied behavior analysis, education, medical related fields, special needs programs, behavioral health services and psychology. In 2021, four ABA internship cohorts were completed including 37 participants, and 2 participants in general internships. Additionally, 19 participants enrolled in the RBT pathways program for our clinical department.

Cultural Responsiveness and EDI Initiatives

Arion Care Solutions is committed to disseminating accessible training for stakeholders. All Arion Care Solutions training materials for employees and family members are available in both English and Spanish, with simultaneous release of the content; we contract with third party vendors for additional language interpretation and translation, as needed. Arion Care Solutions provides timely and accurate interpretation and translation services to members who need them while protecting the privacy and independence of the individual(s).

To evaluate the cultural responsiveness of the organization, three assessments are provided to Arion Care Solutions staff for feedback, annually. Arion Care Solutions initiated the surveys in September 2021. These assessments include a Cultural and Linguistic Competency Policy Assessment, Cultural and Linguistic Competence Assessment for Disability Organizations, and a Cultural Competence Self-Assessment Checklist. The purpose of the surveys is to improve health care access and utilization, enhance the quality of services within culturally diverse and underserved communities, and promote cultural and linguistic competence as essential approaches in the elimination of health disparities. The assessments are distributed and analyzed annually to create meaningful and intentional company goals in pursuit of cultural responsiveness.

In September of 2020, Arion Care Solutions established an internal Diversity, Equity, and Inclusion Special Interest Group to explore topics in pursuant of increased cultural humility and responsiveness within the agency; the group is led by our internal psychologist. The group focuses on education and discussion around diversity and inclusion measures, including examination of books, articles, and podcasts that pertain to these topics. There is particular emphasis on brainstorming and discussion on actionable ways to combat systemic racism and advocate for equitable practices in work, home, and community settings.

Arion Care Solutions established an Equity, Diversity, Inclusion (EDI) review committee in the Fall of 2021. The EDI Review Committee is responsible for reviewing and providing feedback on Arion Care Solutions materials, events, policies/procedures, and productions. The EDI Review Committee Member researches and applies current standards of cultural competency and accessibility to determine if the content is appropriate for distribution and/or implementation. The committee developed scorecard matrixes for the following areas: brochures, marketing, events, policies, physical accessibility, recruiting material, resources, guides, social media, survey, trainings, and our website. The committee reviews proposed content and communicates recommended changes if such are required to increase cultural responsiveness prior to distribution or engagement.

TRAINING

ACS believes that by providing intentional training focused on cultural responsiveness, our management and administrative level staff are better equipped to provide compassionate, quality support to our members and providers. To achieve this goal, we have provided the following trainings within the last six months:

- **Introduction to Emotional Intelligence (9/30/21)**
- **11/4/21: Emotional Intelligence – Communication Skills (11/4/21)**
- **Remembering Who We Are and Why it Matters presented by Dr. Miguel Gallardo (12/9/2021)**

- **Understanding Unconscious Bias and Cultural Humility by Dr. Miguel Gallardo (1/27/2022)**
- **Working Towards Being Anti-Racist and an Ally: Individual level by Dr. Miguel Gallardo (2/17/2022)**
- **Working Towards Being an Anti-Racist Organization by Dr. Miguel Gallardo (3/31/2022)**

As of November 2021, all new employees are required to complete a cultural competency training course within 90 days of hire. Our management level staffs receive several trainings throughout the year related to cultural competency, in addition to the required course.

Additionally, bimonthly, 1:1 meeting occur between team leads and ACS' Chief Development Officer to discuss workforce development including, but not limited to staff mentorship support and reflection of recent trainings.

Thank you,
Dr. Ashley Sanchez DBH, BCBA, LBA



COPA Health

I would like to nominate my organization, Copa Health, for the Legacy Agency Spotlight.

Copa Health exemplifies a learning organization culture and truly walks the talk when it comes to investment in workforce development. A few years ago, shortly after the merge between Marc Community Resources and Partners in Recovery which resulted in Copa Health, our leadership team identified 6 core values which would shape the culture of Copa Health. These core values are People First, Compassion, Integrity, Accountability, Innovation, and Perseverance. Our workforce development strategy is heavily influenced by our first core value, People First. This core value is present in all decision making, allocation of resources, and strategic initiatives. It ultimately serves as a guidepost, aligning our organizational behaviors with the needs and best interests of our people. People first has guided many of our organization's objectives over the past couple of years, and even resulted in Copa rebranding the human resources department to the People First department. This operationalization of our values has resulted in several new initiatives, all of which align with workforce development best practices.

First, Copa expended significant energy and resources enhancing our leadership development programs. The learning and development team at Copa have created a robust library of both live and recorded trainings designed to apply concepts such as emotional intelligence, motivational interviewing, and psychological safety to help both current and aspiring leaders adopt a practice of leadership that will serve and develop their teams.

Next, we utilized tools such as the Predictive Index to conduct a series of team building events. The primary focus of these sessions was to help teams understand both their individual and collective strengths and learn how they can align and leverage these strengths with their objectives to achieve greater cohesiveness, quality of work life, and thus, better outcomes for the people we serve.

We also Implemented a mentorship program which connects employees at all levels to a dedicated mentor who will help them achieve their career goals. This program runs over the course of one year and matches mentors and mentees based on their self-identified areas of expertise or needed development. We will be tracking the participants of this program to measure the impact it has on internal mobility rates and retention.

Finally, we have continuously sought to improve our understanding of the needs of our workforce by collecting data and using it to drive all new workforce development related activities. We conducted an extensive needs analysis in late 2021 which drove the development and implementation of collaborative documentation training, but also provided information on the system changes that were needed to support this initiative, such as new technology and restructured scheduling processes. We also conduct a company-wide annual employee satisfaction survey, the results of which are studied and trended each year and play a crucial role in developing all future workforce development initiatives.

It has been my experience that Copa goes above and beyond to adopt practices that enhance the overall quality of work life for its employees, and for this reason deserves to be recognized. I appreciate your consideration of this nomination.

Thank you,
Jen Jonas (She/Her)
Director of People & Culture, People First Team



Arizona's Children Association

Good afternoon,

I would like to nominate my agency, Arizona's Children Association, for recognition.

Like many community agencies, Arizona's Children Association struggled with retention during the COVID-19 pandemic. Feedback from AzCA staff revealed a need to improve supervisory relationships and the Employee Learning & Development Department (ELDD) worked with the Executive Leadership Team to create a Supervisor training plan. Level 1 Supervisor Training was launched in April 2021 as a 5-day, in-person training that was held once a month at varying AzCA locations around the state. A total of 72 staff were trained in the class from April 2021 to March 2022, 92% of whom remain with the agency.

Content for this course is an in-depth review of all AzCA's departments and programs, the transition to supervisor, ethics and boundaries, the Supervisor's Role, self-care and wellness, and coaching employee performance. Supervisors, directors, managers and leaders from around the state gather as a cohort to discuss, plan, practice, and give each other feedback in coaching practice sessions. Participants complete pre-work in Relias before arrival and a survey after the class. There is a thread of well-being and self-care throughout the training, culminating in a coaching practice that focuses on employee wellness.

AzCA staff gave feedback that continuing to hold this training in-person was quite meaningful; the ability to gather and to learn about programs and people from other locations strengthened their feelings of purpose. They enjoyed learning about other programs and the history of AzCA in the community.

Be well,
Tracy EK Wilke, LMSW she/her
Director of EE Learning & Development



Hopess

I would like to nominate Hopess for its outstanding achievements related to workforce development. Most agencies I have worked for have been more concerned about the bottom dollar and saving money, but Hopess is different. They would rather develop systems that support staff engagement, improve outcomes, and assist staff with their duties rather than saving money – or so it feels this way. Hopess has created incentive programs for staff. Homes compete with other Hopess homes and the home that has the “best report card” from their monthly audit is rewarded. Staff who work at the home and residents are taken to either a fun outing, dinner, or special treat. This recognition is their way of saying thanks and makes others want to do a great job. Staff also give input into how to make Hopess better and this input is considered, acted upon, or communicated about why something cannot happen. But at the end of the day staff feel valued and respected. They feel they can positively make an impact in Hopess because many/most ideas are acted upon in some way.

Hopess also recently sent a staff member to CPR Train the Trainer training. Hopess purchased maniquines and supplies for this staff member to be able to not only train our staff on CPR and First Aid when needed, he is also able to generate extra revenue for himself by holding private classes.

Lastly, Hopess is putting all staff through medication certification classes. This paid class will increase knowledge for our staff and will help build our staff’s resume’s if they ever decide to go to another agency. The mental health and substance abuse field is not that big in Arizona. We believe that by taking care of our staff, whether they decide to stay with us long term or not, will help us in the future because it is likely that if staff leave our agency they may go to another agency where we will partner with them in some aspect again. So building up our staff today will strengthen our community partnerships in the future.

Thank you for reading about our progress. Thank you in advance for your consideration.

Kathy Bynum, LPC
Executive Director



New Hope Behavioral Health Center

Our mission statement for our workforce reflects what we continually improve on, strive for and believe this is what makes New Hope a great company for employees.

Workforce Mission Statement:

We strive for success in the development of innovative solutions for a well-balanced, healthy and diverse community of employees who work in the substance abuse and behavioral health field. We strive to offer comprehensive education and training specific to each employee's responsibilities, cultural competency training, coaching, mentoring: making resources readily available for employees to achieve their specific goal(s): adding value to each employee and in turn each employee adding value to the company.

New Hope is of the belief that our employees truly are the biggest assets to our company and to the members we serve.

Our motto is 'continually improving'. We have cultivated the best team and believe the following reflects how we have achieved that benchmark:

For those employees that are exceeding and going above and beyond, we may increase compensation and/or bonus during the year. We will also promote them or create a position for them if the need is there. We even give an extra PTO day(s) for those that have stepped up. We recognize staff in our weekly staff meetings for any benchmarks they have achieved in both their professional and personal lives. We also use MS Teams Chat which is a platform that all employees send well wishes, kudos or comments to the Team members. We discovered we are a 'GIF happy' group and this platform allows our employees to express and be part of fun stuff throughout the day. We also discovered on this platform that we have some natural comedians amongst the group!

We reward our staff throughout the year not only for exceeding goals, in addition we celebrate work anniversaries and birthdays (gift cards and treats to share with the staff), company buys lunches and breakfast for the staff a few times per year. This past year the company offered to pay for any staff member to go to an equine therapy session (for self care)- and it was set up so the employee can use anonymously. We implemented just (2022) this year 48 hrs. per year (accrues throughout the year) to use as mental health days, to be used throughout the year. We have spirit week twice annually so employees can express their individuality and creativeness. The company also subsidizes medical insurance, which pays 100% for employee for base medical coverage. During the onboarding process, we have each employee fill out a "All About Me" form which the employees answer questions about their favorite things, i.e. who is their hero, favorite food or snack, favorite sports team, favorite 'up to bat' song, etc. With this information the company purchases gift cards and their favorite treat for birthday and anniversaries.

We practice a culture where all can have a comfort in speaking up, contribute and make sure self-care is a practiced part of our daily routines; ex: every Tuesday @ 9am we offer a Mindfulness group facilitated by our clinical supervisor, open to all employees who want to attend. We encourage our employees take walks throughout the day to get outside for fresh air and a little exercise. Our EAP program is offered free to all employees from day one of their employment.

Another service to our employees is career planning for our employees that want to develop their skills and gain further education. We support those furthering their education by accommodating schedule adjustments so they can balance their work, school and personal life to accomplish these goals. Our Clinical Supervisor works with clinical team members on goals and mentors those perusing their professional goals.

We also have team building events (most recent, scavenger hunt). These building events are held a couple times a year, during our Staffing meeting while the clinic is closed for 1 hour, so that everyone is able to participate.

New Hope celebrates and accommodates employee cultural differences. We employ a diversified team with many cultures represented. We have a family environment, and all are treated with respect and recognized for their cultural differences. Our Public Relations Coordinator posts in our facility and on all our social media platforms recognizing cultural celebrations and awareness of causes. We encourage our employees to share with us their celebrations of their cultures and also ask if there is a certain celebration that they honor and what we can do to show support.

So, as you can see, I believe New Hope Behavioral Health Center is a great example of how to create and

maintain a positive culture throughout the company, recognizing that work continues to always be improving, and that is why I am nominating us for this award.

Thank you for your time and consideration.

Warmest Regards,
Sandi Kuhns
Human Resource/Corporate Compliance Officer