

Legacy Agency Spotlight

(July – December 2022)

Winner: Recovery Empowerment Network (REN)

Honorable Mentions:

- Community Bridges
- Kaibab Behavioral Services
- MHC Healthcare



RECOVERY EMPOWERMENT NETWORK



Recovery Empowerment Network

I would like to formally nominate Recovery Empowerment Network for the Legacy Agent Spotlight Award. Recovery Empowerment Network, also known in the community as REN, is dedicated to the continued education and strengthening of their staff. REN has an internal training program called Enrichment Co-Op that is aimed at providing its staff with the tools they need to provide the best service possible for the people they serve.

Each month, Enrichment Co-Op sends out an email to staff that touches on what the topic of the month will be; this can include media articles, statistics, interactive team building challenges, and even brain spark questions. On the third Wednesday of the month, all of the staff members meet to celebrate accomplishments as well as birthdays and anniversaries. After these celebrations, it is time to get to the Enrichment fun.

REN prides itself on presenting the latest information and tools in the industry in a fun and engaging way. Staff have the opportunity to cultivate new knowledge as well as revisit previous proficiencies in a way in which they are challenged to

work with one another as a way of building a stronger sense of camaraderie. Some of the topics include, but are not limited to: Therapeutic Options, Workplace Safety, Motivational Interviewing, Work-Life Balance, Cultural Diversity, HIPPA, Peer Support Touch-Ups, Documentation, Enhanced Facilitation, and Health Coaching.

One of the key goals of the Enrichment Co-Op is to allow the staff to showcase their skills for others to learn from. Rather than having one trainer facilitating each session, the Enrichment Co-Op invites staff members to co-facilitate alongside their Master Facilitators and Certified Trainers; this creates mutuality among the staff while boosting morale among the company. Some staff are very passionate when it comes to certain topics and shine when they demonstrate their aptitude.

While there are many companies out there that provide great training and work hard to develop their staff; REN comes from a place of mutuality. All of our employees identify as peers; this means that we have all recovered from something in our lives and it has made us who we are today. We have all worked hard to overcome life's challenges and it has brought us to the work that we are in. Our employees have several decades of lived experience in the mental health system; this presents an opportunity to enhance mastery through the power of sharing. We value the dedication each staff member has towards the work they do; this is just one way in which we celebrate one another while sharpening our tools.

Lastly, I want to thank you for your time and consideration. I look forward to hearing from you.

Sincerely,

Greg Mingus BHT/CPT/CPSS
Director of Development



Community Bridges

To WFD at AZAHP,

I want to nominate my agency, Community Bridges Inc (CBI), for their achievements within workforce development. I feel that the agency has made strides in supporting its employees.

Over the course of the last year, the agency has expanded it's WFD focuses by creating and developing a separate department to assess and manage WFD development needs. The leader, Jeremy Reed, has been instrumental in helping the agency improve its employee retention and training. The department has created and begun implementing specific plans to aide peer support staff in feeling empowered in their positions to better help clients and help staff members improve their lives.

The agency overall has also begun to implement other WFD initiatives. It has not only focused on being a trauma-informed care provider, but also desires to be one of the first agencies to train individuals to work specifically as trauma providers, offering skilled employees to complete EMDR training free of charge. Throughout the year the CEO, John Hogeboom, has provided all staff a 3% merit increase to all positions. Alongside this change, the agency is assessing and improving pay to all base level employees and an improved compensation plan based off seniority in the company.

Additionally, the agency focuses on an upward mobility model helping individuals at the agency improve their lives and work to elevate staff from within. The agency has developed a generous tuition reimbursement plan to help all staff feel confident and skilled in their ability to advance in their careers.

I see how this agency looks to support its staff members by assessing and developing its WFD initiatives to better improve staff members lives. I urge you to consider CBI as the Legacy Agency Spotlight for AZAHP.

Thank you and I appreciate your time.

Warm Regards,

Lisa Barras, LPC LISAC CCTP
(She/Her/Hers) | Clinical Training Specialist
Community Bridges, Inc. (CBI) | **SAFE SPACE**



Kaibab Behavioral Services

To Whom It May Concern:

I would like to nominate Kaibab Behavioral Services for going above and beyond for not only their staff but for their clients and their respective parties to develop and enhance the workforce but also improve the quality of life for those with disabilities and/or difficulties with certain skills.

Kaibab has recently achieved excellence in 30 first grade skills on IXL to improve pre-learner skills, such as sitting, attending and following directions. Additionally, Kaibab continues day in and day out to go out of their ways to ensure parents priorities are a top consideration and continuously monitoring client progress. As a fellow employee of Kaibab, the owners, Dan Davidson and Korina Callahan ensure their employees are a top priority. Dan and Korina maintain and encourage openness where staff can express any concerns and/or new ideas freely, openly and without judgment. Kaibab Behavioral Services is an outstanding company not only from client perspective but from an employee viewpoint as well. Kaibab has gone above and beyond to be a leading ABA provider in Northern Arizona. There's no other company I would rather work for.

Sincerely,

Naomi Neamtu MEd, RBT

MHC Healthcare

Dear AZAHP Workforce Alliance,

Marana Health Center, Inc., which began in 1957 as a one-room clinic next to a cotton field in Marana, Arizona has grown to a 17-clinic, whole-person health service organization serving over 50,000 patients every year. That founding vision, to provide quality health care to the local and regional community regardless of their economic standing, has continued and grown to become MHC Healthcare (MHC).

One of the closely held beliefs at MHC is that employees come first. While most healthcare organizations proclaim that patients come first, this organization believes in the power of training, engaging with, and valuing employees first. If we take care of employees, they will take very good care of our patients. One way that care for employees is carried out is via programs that support staff well-being and development. MHC firmly believes that investing into staff is the key to higher quality service outcomes for our patients and improved overall retention. **I would like to nominate our organization for the Legacy Agency Spotlight in recognition of its numerous initiatives to make work better and to make the workplace somewhere everyone can learn and evolve over time.**

MHC has made several strides in developing, enhancing, and recognizing its workforce over the last 6-12 months. These efforts have largely come because of the vision, innovation and talent of certain MHC staff, and it has also been supported by leadership that has listened to new ideas, trusted teams to pilot them, and invested time, effort and funding to help make them successful. Following are descriptions of some of those activities that we have been innovating for the last several months.

- Leadership Communication Program
- Career Path Program
- C.H.E.E.R. Committee
- Golden Wellness Hour
- Fully Remote Mental Health Staffing Groups

Leadership Communication Program

The Leadership Communication Program is a new, multi-session, small-group series offered to members of upper-level MHC leadership. Its purpose is to level up communication capabilities among top leadership in order to create more unity and professionalism internally and with those we serve. The program's approach elevates this group by helping them see the value, impact and influence they have with their teams and within the organization. The attendees, who typically answer and send myriad messages and handle "emergency" calls during trainings, have been riveted throughout the 90+ minute sessions, and they even stay after to continue talking about the training themes. There is no glancing at phones, no checking of emails because they are all in for the full session. One of the important features of the training is shifting mindsets from positional leadership to servant leadership. Other activities are practical; for example, helping them polish their "elevator speech" to introduce themselves professionally and concisely, preparing a professional presentation for a group, and being more mindful of how they communicate messages non-verbally. We look forward to

carrying this training through to the full MHC leadership team, who are critically essential to the organization's success.

Career Paths Program

MHC's Career Paths Program provides all staff, newly hired or not, with a vision for professional growth within the organization. Each employee is shown the various career paths during New Employee Orientation Week. All are encouraged to explore where each path may lead and to apply for job openings that may align with their professional growth plans. There are skill levels and definitions associated with each mapped job role, which enables employees to see which areas they need to improve and develop so that they may be a strong candidate when a desired position opening occurs.

Within the last six months, the Career Paths Program has had significantly more impact because MHC set a priority to hire a dedicated Workforce Development Specialist. This person's sole purpose is to grow the program and support staff on their career development journey. She has grown the set of career path maps to 18, established new agreements with schools for staff that wish to pursue formal education opportunities, launched a re-do of MHC's tuition assistance program that increases the monies available and decreases the bureaucracy of the process, and set up a booth at the November employee Health Fair to promote the program.

Staff reactions to their one-on-one advising sessions has been extremely positive, and many who formerly didn't understand how to grow themselves (affordably) now see that the possibilities are plentiful. The Workforce Development Specialist is a guru when it comes to applying for scholarships, Pell grants, filing for MHC financial support, setting up a learning plan that will fit their lifestyle, and finding the right fit for the certification/degree/career that one has in mind.

MHC's dedication on this front will truly impact development and retention of employees who might have left otherwise simply because they didn't understand the opportunities available to them within the organization and the support the organization will provide to them.

C.H.E.E.R. Committee

In March 2022, the National Association of Community Health Centers (NACHC) brought a training called The Happiness Advantage to a limited but nationwide audience. The goal of the program is to create positive energy, vibrancy, and enthusiasm into the workplace in support of teams that are more cohesive, improved customer service, higher retention and reduced absenteeism, and greater levels of service quality. Members of MHC's Organizational Development team signed up for the training, which later led to a couple of hallway conversations, which then led to a group of super-charged staff members on a mission that sparked a movement. The CHEER Committee (Committee for Health/Happiness, Employee Engagement and Recognition) was born. It incorporates not only the happiness piece from the original NACHC training, but also education about monthly health topics, recognition of staff on their professional day (Medical Assistant Day, Nurse Practitioner Day, Radiologist Day, etc.), and employee engagement activities through friendly individual and team competitions on performance (quality of care areas) and fun event contests (Ugly Sweater day).

The CHEER mission is "To create fair and equitable opportunities to recognize, acknowledge, and celebrate MHC employees' achievements and exceptional performance." Just three months since its genesis, CHEER has noticeably influenced employee engagement. CHEER has its own intranet website where it regularly posts pictures of competition winners and recognition recipients, a regular calendar of events, and a wealth of information for improving mental and physical well-being one step at a time. Through its "CHEER Squad", representatives from each clinic site, CHEER is bringing together staff from 17 different service delivery

locations, helping to strengthen the sense of one large and impactful team. MHC has staff clamoring to participate in CHEER activities, and we feel that the future is truly bright.

Golden Wellness Hour

In August 2022, MHC's Behavioral Health leadership team connected with the organization's medical director team in search of ways to support clinician wellness. Those that care for others in need often neglect their own care and well-being. Given the stressors of the pandemic and the ongoing issue of burnout among clinicians, it was obvious that help was needed. While there are multiple methods being used to support this group, one new tradition that emerged from the conversations is called the Golden Wellness Hour. First developed for physicians and nurse practitioners, this is an hour-long, monthly Webex group session led by one of MHC's long-standing therapists. There is a subject of the month to focus the discussion, and attendees can ask questions and share their stories in support of the group.

The Golden Wellness Hour has now grown to include a separate once-a-month session for all staff (excluding physicians and nurse practitioners). The first subjects for the larger staffing group were The Stages of Burnout and Compassion Fatigue. The sessions are held after work hours, and anyone who wishes to attend is invited. The virtual setting allows staff to connect from home or any work site, which makes it more inclusive. For those that cannot attend the live session, the therapist instructor makes 30-minute recorded videos of the information. These videos are published to MHC's learning management system, where they can be accessed 24/7. The Golden Wellness Hour initiative is still in its beginnings, but the excellent quality is sure to support its ongoing impact.

Remote Staffing Groups (Therapists)

One staffing area that continues to grow is with therapists. MHC currently has 76 therapists, all with very full schedules, and 25% of them are on work-from-home (WFH) teams. The establishment of the WFH groups supports a trifecta of needs. First, it enables MHC to retain those professionals who no longer wish to come to work in an office, but who wish to continue working in some capacity. Some of those on this team are looking at retirement, so this arrangement is extending their work years a little longer. Some have serious health issues that are not conducive (especially during community health downturns) to work situations that place them at risk. It also enables MHC to employ professionals who are certified in their fields, excited to work, and that would otherwise have an untenable office commute.

The second need that can be filled with the WFH teams has to do with access to care. There is an overwhelming need for therapists at this time, and for some patients a visit with someone at an office is a barrier to accessing that care. Between travel times, transportation challenges, work/school commitments, being able to access behavioral health services via virtual options opens up new possibilities. Moreover, with office space at clinics fairly maxed out, MHC likely wouldn't have the space available to place each of its WFH therapists in an office on site.

A third need that is filled with the WFH teams is one of growth and development of staff into a therapist position. MHC has a specially set up program for staff who are following a career path that moves from Recovery Coach to Provisional Therapist to Licensed Therapist. It is a multi-year career path, full of growth and development opportunities, and is supported in a multitude of ways by the MHC behavioral health team. Its impact on employee retention is tremendous, and it is a way to grow and mold those individuals that have a passion for behavioral health, community health, and their own professional development. The growth of the WFH team means that there is more space on site for these individuals to partake in the program, and their dedication, passion and service is sorely needed for the community served by MHC.

We look forward to carrying the growth and develop momentum into 2023! Thank you for considering us for this recognition.

Warm regards,

Cheryl Lord-Hernandez, BS, MA, MBA
Director of Organizational Development