



# Responding to Evolving Workplace Culture

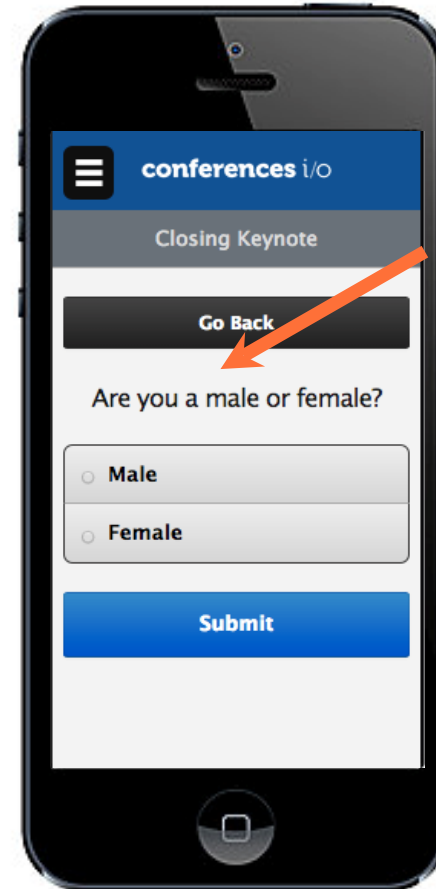
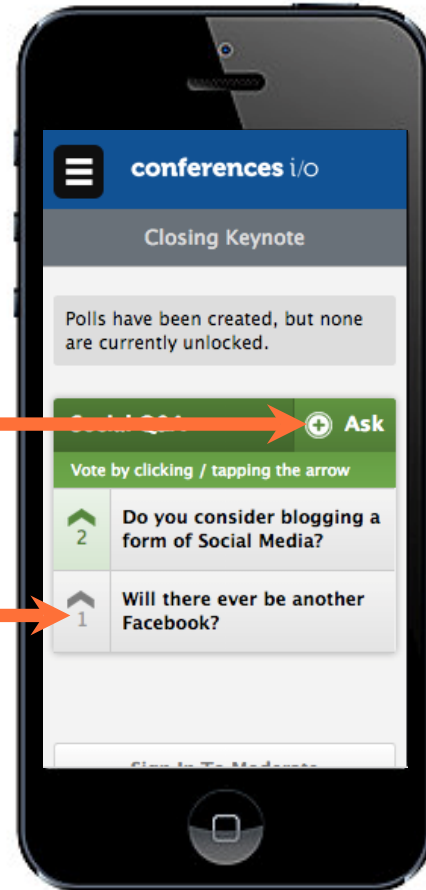
*Engaging Generation Z through Grow Your  
Own Programs*



# In-Person Participants

**Give us  
Feedback**

**Up-Vote a  
Comment**



**Click on  
question and  
then  
Respond to  
Polls when  
they appear**

**Vote / Give Feedback/ Respond to Polls**



# THE CARE AND HANDLING OF A HERITAGE

One of the "scared-rabbit" generation reassures wild-eyed elders about future

by BILL MAULDIN



Bill Mauldin, age 28, became a spokesman for his generation as a cartoonist for the Stars and Stripes during his stint in the Army. He has published eight books, the latest of which, *A Sort of Saga*, was enthusiastically received by the critics. In 1945 one of his cartoons won him a Pulitzer prize. The illustrations for this article are his work.

IT'S been said that fathers don't come slowly and gently to the realization that their sons have grown up and that they themselves have arrived at middle age. These things come as a double shock. As we hit the half-century mark, the shock seems to have come on a grand scale and our elders have turned to stare at us and gulp. It's very flattering. We had a little attention right after the war, when they didn't know what to expect from "that veteran vote," as they called the whole generation. Now they're looking at us a little apprehensively as "the generation that's going to be running the country soon."

It's an irony, but so many of us are a cautious, nervous, conservative crew that some of the elders who five years ago feared that we might come trooping home full of foreign radical ideas are now afraid that the opposite might be too true, and that we could be lacking some of the old American gambling spirit and enterprise. Before discovering that I was available at 50¢ a word as a class prophet, and having learned to depend on "opinion surveys" for information—much of it inexact—the elders ran a poll on colleges this year. Out of 150,000 graduates (70% veterans) in the class of 1949, the poll showed only 2% had any desire to go into business on their own.

### Salary, not commission

THE great majority of those interested in selling for a living want to operate on salary, not commission. In the arts many young painters follow now safe and established Europeans like Picasso or Braque, and this generation's writers lean toward popular, money-making subjects like sex, neuroses, and war-with-four-letter-words. Young lawyers have a penchant for adding their names in tiny gold-leaf letters to doors covered with bigger and older names.

The trend is toward big business, polls say, and the bigger the better. Major oil companies, insurance companies and manufacturers of everything from light bulbs to diesel locomotives canvass the campuses for the best talents, and the talent flows to the corporations. I guess a lot of us must look pretty awful to those elders who believe in neither the initiative-killing security of big business nor the socialism of big government, but cherish the crapshooting

Copyrighted material

Life Magazine Article: The Care and Handling of a Heritage – June 2, 1950



TIME Magazine Cover: The Next Generation - July 16, 1990



TIME Magazine Cover: Millennials: The Me Me Me Generation - May 20, 2013



# Generational Workforce Differences?

# Generation z



## GEN Z

Time spent in a job: **2 years, 3 months**

Born between 1997 and 2012

**(6-24 years old)**

**Values:** Tolerant of others, risk-averse, less trusting of authority

**Lived through:** Lived through unprecedented technological advancements and social movements

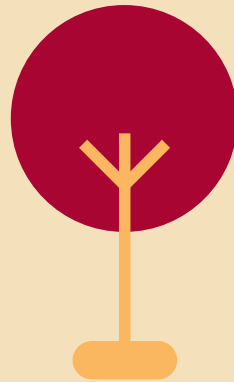


# Grow Your Own



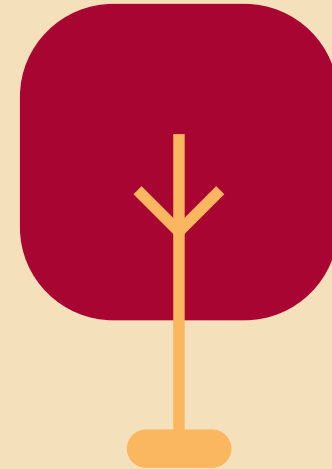
## Nurture

- Goal Planning
- Provide expectation
- Engage in the CHC mission



## Guide

- Train inside the clinic
- Connect with community
- Discuss pathways



## Mature

- Recruit internally
- Engage in advocacy
- Invest in leadership

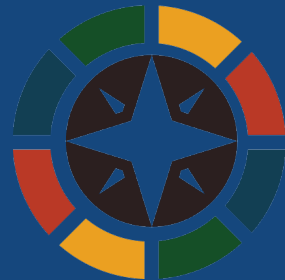


NATIONAL ASSOCIATION OF  
Community Health Centers®

## Stepping Back from the Culture of Busy *Peer to Peer Engagement – Responding to Evolving Workplace Culture*

2022 PCA-HCCN Conference

Ft. Lauderdale, FL | November 15, 2022



Opioid  
Response  
Network



# Welcome & Introductions



## **Gretchen Gates**

Therapist, Consultant & Trainer | Enso Integrated Health | [EnsoIntegratedHealth@Gmail.com](mailto:EnsoIntegratedHealth@Gmail.com)  
NACHC Faculty

Gretchen is a licensed clinical social worker with over 10 years of experience providing social services in the DC area. Gretchen has spent the past several years providing trauma-informed psychotherapy, co-occurring disorders treatment, and program management in a variety of settings and to diverse communities, primarily during her tenure at Mary's Center, a Federally Qualified Health Center in Washington, DC. Much of her work has been dedicated to building innovative programs that focus on integrating and creating more access to behavioral healthcare. At present, Gretchen works as a private practice clinician, as well as owner and principal consultant of Enso Integrated Health, which provides training, technical assistance and consultation on a variety of topics related to behavioral health including integration, trauma-informed care, co-occurring disorders treatment, and brief interventions.

A long-exposure photograph of a forest stream. The water flows over several small, mossy rocks, creating a soft, blurred effect. The surrounding forest is dense with green foliage, and sunlight filters through the trees, creating a bright, glowing path in the distance. The overall atmosphere is peaceful and natural.

3 Deep Breaths



# Culture of Busy is Not Sustainable

- **Burnout**
- **Staffing shortages** with no end in site
- **Workers leaving** the field
- **Not financially sustainable** to stay the course



# Health Centers are Innovators

- **Flexible leaders** open to feedback and change
- **Rethink workflows** for more flexibility and control
- **Protect time and space** to regulate impact of stress and moral injury
- **Connection and co-regulation spaces** to discuss the 'why'
- **Bring cultural values, human needs, and healing practices** into workplace

# Idaho Health Center Example



# Who are the Brave Leaders?

*“I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential.”*

*-Brene Brown*

- Curious
- Compassionate and warm
- Calm
- Empower, Voice, and Choice
- Accountable



# Using Quality Improvement to do Less

- Consider new use for efficiencies
  - LEAN
  - PDSA
- Provider and staff buy in for QI



# Data is Power!

Turnover in **physician workforce** costs **\$979 million** annually -  
with **\$260 million (27%)** attributable to burnout

**68%** of FQHCs in early 2022 had lost **5-25%** of their **workforce** as  
a result of pandemic-related stressors

Employee satisfaction data

Training evaluations

Retention and turnover rates

Absences

Consumer satisfaction data

Time and cost to recruit for new positions

***What data do your health centers have to inspire leaders to push back  
from the culture of busy?***

# Understanding Stress is Key to Understanding Behavior

---

**Amygdala** (emotional brain): smoke alarm

- Reacts before you're aware of it
- Initiates stress response

**Prefrontal Cortex** (thinking brain): watch tower

- Is the fire really happening?
- Can turn stress response down/off



# Stress in the Body

- Acute stress + fight/flight/freeze
- Chronic stress: lasting impacts
- Our brain AND our body remember stressful situations and can become highly reactive

## HOW **STRESS** AFFECTS THE BODY

### **BRAIN**

Difficulty concentrating, anxiety, depression, irritability, mood, mind fog

### **CARDIOVASCULAR**

higher cholesterol, high blood pressure, increased risk of heart attack and stroke

### **JOINTS AND MUSCLES**

increased inflammation, tension, aches and pains, muscle tightness

### **IMMUNE SYSTEM**

decreased immune function, lowered immune defenses, increased risk of becoming ill, increase in recovery time

### **SKIN**

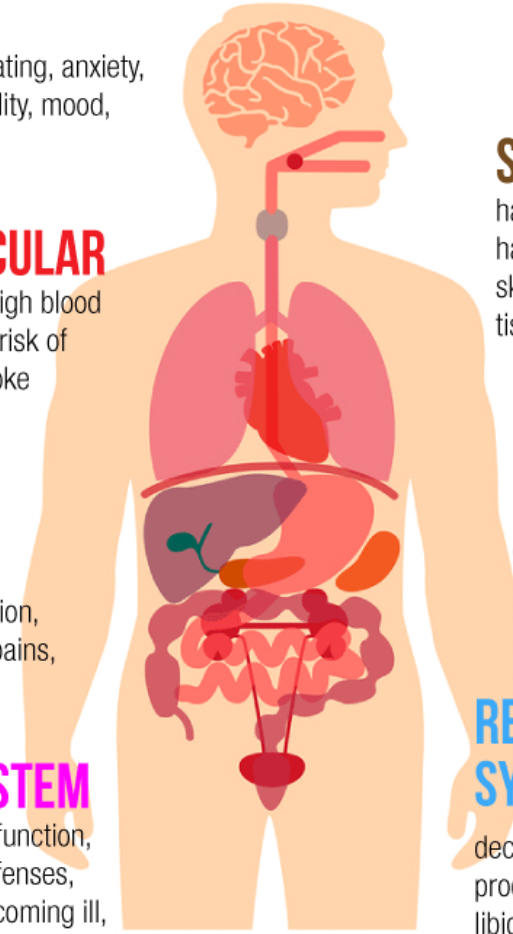
hair loss, dull/brittle hair, brittle nails, dry skin, acne, delayed tissue repair

### **GUT**

nutrient absorption, diarrhea, constipation, indigestion, bloating, pain and discomfort

### **REPRODUCTIVE SYSTEM**

decreased hormone production, decrease in libido, increase in PMS symptoms





# Continuum of Stress

## POSITIVE STRESS

Mild/moderate and short-lived stress response necessary for healthy development

## TOLERABLE STRESS

More severe stress response but limited in duration which allows for recovery

## TOXIC STRESS

Extreme, frequent, or extended activation of the body's stress response without the buffering presence of a supportive adult

Intense, prolonged, repeated and unaddressed

Social-emotional buffering, parental resilience, early detection, and/or effective intervention

# Three Ways to Regulate

My Plan:

**Top down**

**Bottom up**

**With other people**

# Regulation Techniques at Work

## Top-Down

- To do list
- Gratitude practice
- Setting boundaries and re-prioritizing
- Self-care assessment
- Positive mantras
- Reconnect with your “Why”

## Bottom-Up

- Mindful breathing
- Music
- Movement and exercise
- Calm spaces
- Visualize calm/safe space
- Hand on heart and belly
- Free Head Space or Calm App for employees

A close-up photograph of two hands, one from the top left and one from the bottom right, reaching towards each other. The hands are positioned as if about to clasp or support each other. The background is dark, making the skin tones stand out.

# Co-Regulation Will Save Us!

- Mentor and buddy systems
- Debrief challenging events
- Opportunities to connect during meetings
  - Check-ins
  - Mentimeters
  - Icebreakers
  - Shout outs
- Acknowledging loss & celebrating wins
- Monthly or quarterly lunches

*We are hardwired to connect with others, it's what gives purpose and meaning to our lives, and without it there is suffering.*

*- Brene Brown*

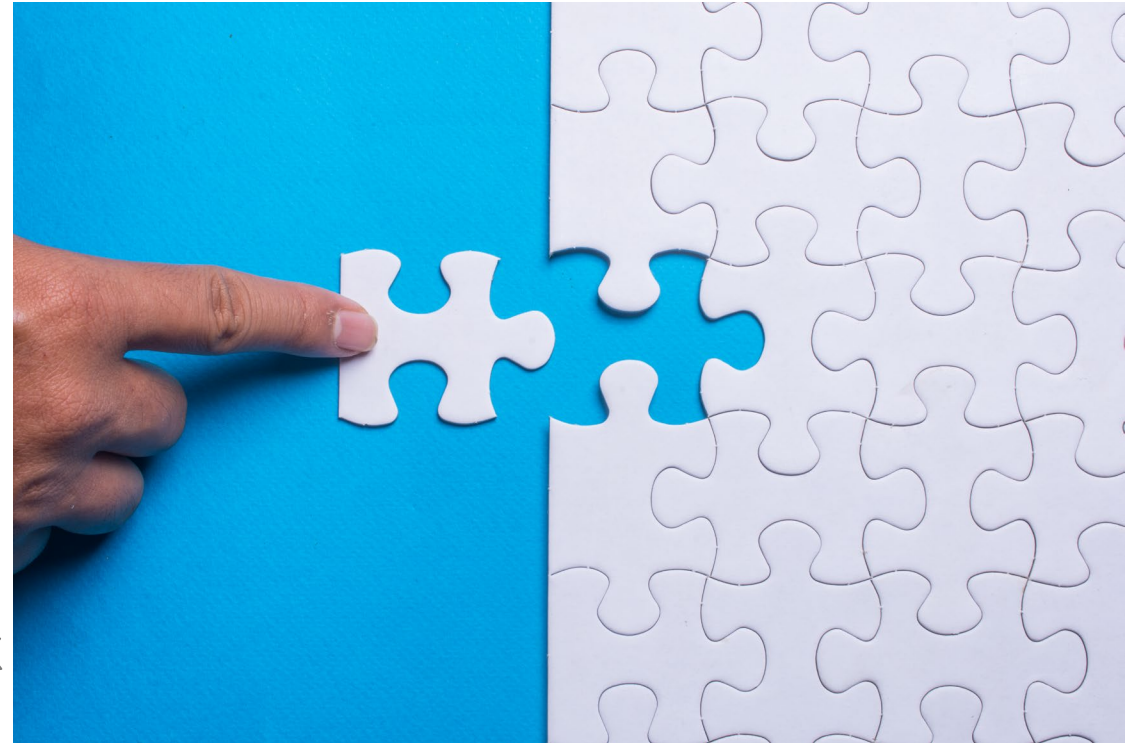
# Systemic Approaches to Regulation

## Increase Psychological Safety:

- **Recognize** contributions
- **Explain** the “why” behind decisions
- **Acknowledge** what you don’t know
- **Encourage** expression of disagreement
- **Set** clear limits and expectations

## Resist Overstimulation:

- **Utilize** flexible scheduling
- **Close Friday afternoons** for non-clinical work
- **Reduce workloads** of non-essential duties
- **Provide training** to address workforce (in)efficiencies
- **Partner with** national, regional, and local resources that support the work



# Working with communities

- The SAMHSA-funded Opioid Response Network (ORN) assists states, organizations and individuals by providing the resources and technical assistance they need locally to address the opioid crisis and stimulant use.
- Technical assistance is available to support the evidence-based prevention, treatment and recovery of opioid use disorders and stimulant use disorders.
- The ORN provides local, experienced consultants in prevention, treatment and recovery to communities and organizations to help address this opioid crisis and stimulant use.
- ORN accepts requests for education and training.
- Each state/territory has a designated team, led by a regional Technology Transfer Specialist (TTS), who is an expert in implementing evidence-based practices.

**To ask questions or submit a request for technical assistance:**

[www.OpioidResponseNetwork.org](http://www.OpioidResponseNetwork.org)

Email: [orn@aaap.org](mailto:orn@aaap.org)



Opioid  
Response  
Network  
STR-TA

Funding for this initiative was made possible (in part) by grant no. 1H79TI083343 from SAMHSA. The views expressed in written conference materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.



# Action Planning Session

- Review the worksheet:
  - Which of your health centers are thriving and which are surviving?
  - Which health center has a brave leader you can connect with?
  - What data might you help them collect?
  - What's a pain point to help them start focusing on within the culture of busy?
  - What do you want to start asking or knowing about your health centers?
- Chat/share responses with a small group

# Resources for Health Centers

NATIONAL COUNCIL  
for Mental Wellbeing

Fostering Resilience and Recovery: A change package for advancing trauma informed primary care.

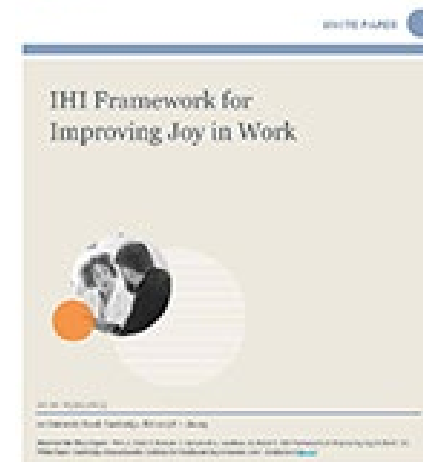


Facilitator resources to build the capacity of helping professional, caregivers and the systems in which they serve.



## PCA Workforce Wellness Toolkit

- Resource for wellbeing
  - Moral injury and burnout conversations
  - Space between joy and burnout







[@akprzy](#)

# THANK YOU!

Funding for this initiative was made possible (in part) by grant no. 1H79TI083343 from SAMHSA. The views expressed in written conference materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.



Opioid  
Response  
Network



NATIONAL ASSOCIATION OF  
Community Health Centers®

PLEASE VISIT US ONLINE

[nachc.org](https://nachc.org)



[Twitter.com/NACHC](https://twitter.com/NACHC)



[Facebook.com/nachc](https://facebook.com/nachc)



[Instagram.com/nachc](https://instagram.com/nachc)



[Linkedin.com/company/nachc](https://linkedin.com/company/nachc)



[YouTube.com/user/nachcmedia](https://youtube.com/user/nachcmedia)

