

# Aging and People with Disabilities Strategic Initiatives Unit

## Workforce Resilience & Well-being

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Bhagavati (Adrienne Mullock)

July 12, 2022

# Public Service Announcement

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- Why are we here?
- Who are we?
- What do we do?
- Why do we do it?
- How do we do it?
- **The benefits of well-being and resilience**
- What's your vision?
- **Resourcing our human potential**
- What do you want me to know?
- When can we meet again?



# Why new Strategic Initiatives Unit?

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To build functionality that has not existed in APD that was identified as a gap during COVID-19 that needs dedicated focus to move us into COVID-19 Crisis Response to Recovery



Promote continuous quality improvement to ensure that we care for needs of our both our internal and external workforce team members and delivery systems



Support moving from reactive to proactive planning for policy and program administration to best serve our consumers

# Who we are

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We are very small and are slowly building capacity for two teams over the next year!

1. **Workforce Resilience & Well-Being**
2. **Population Health Quality Improvement**

Current staff:

- Administrator, Rachel Currans-Henry
- Project Lead, Regan Sheeley
- Workforce Resiliency Lead, Bhagavati (Adrienne Mullock)
- And many people across APD and ODHS working in matrix work models as teams: Jennifer Stallsworth, Elisa Williams, Cheryl Miller, Nakeisha Knight-Coyle, Erica Miller



**Rachel**



**Regan**



**Bhagavati**

## What we do: Mission

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Fostering collaboration across and within agencies and teams to drive quality improvement initiatives that support workforce well-being and capacity building, systems change, equity and whole person care coordination for consumers and providers in our long-term care delivery systems.



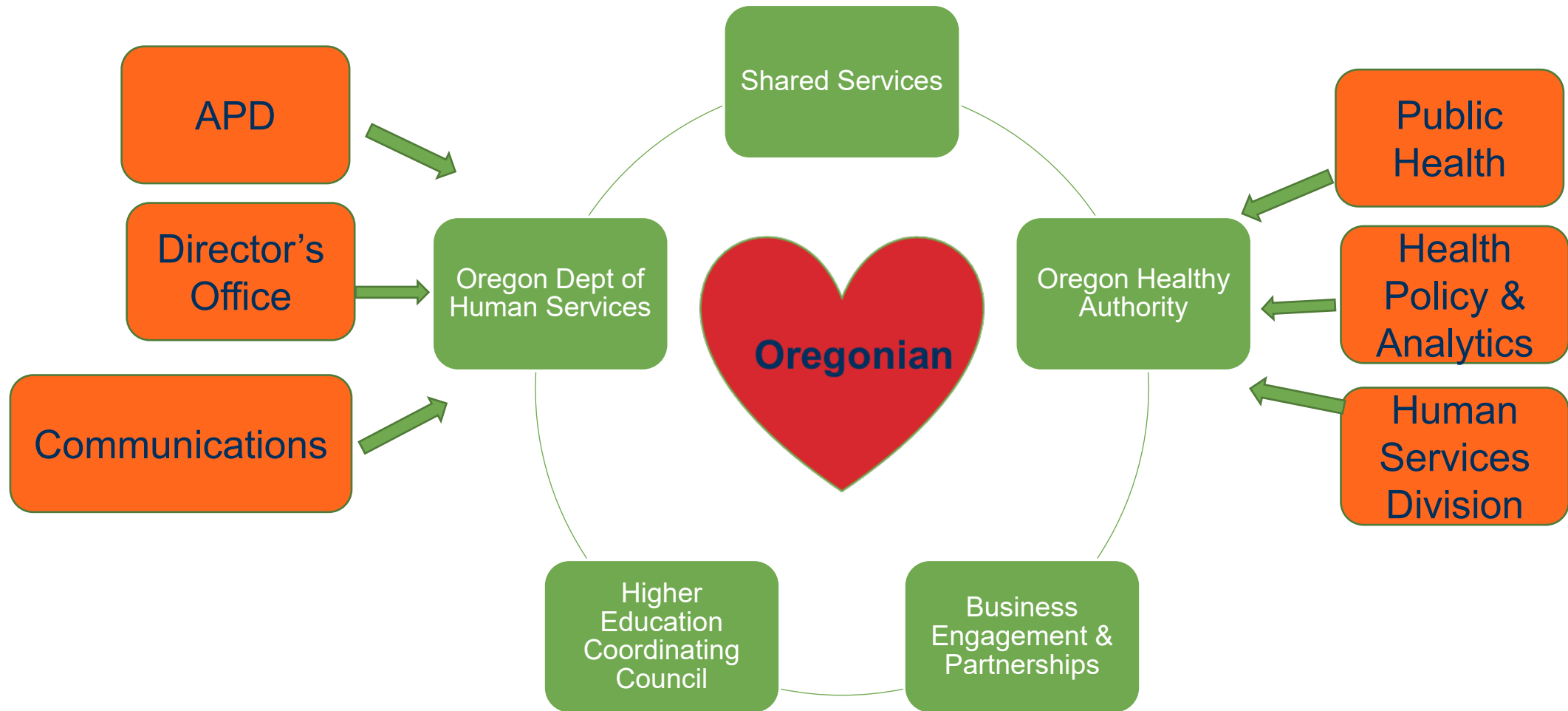
# Long term care in Oregon

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# How we do it: Fostering Collaboration

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# Why we do it: Challenges DCWs Face



- Racism and discrimination
- Low wages
- Lack of benefits
- Inadequate training
- Few opportunities for professional advancement
- Lack of respect and value



Link to the [Direct Care Workforce Policy and Action Guide](#)





# Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce

Source:

<https://www.hhs.gov/sites/default/files/health-worker-wellbeing-advisory.pdf>

**Health worker burnout can have many negative consequences**

**Health Workers**

- Insomnia, heart disease, and diabetes
- Isolation, substance use, anxiety, and depression
- Relationship and interpersonal challenges
- Exhaustion from overwhelming care and empathy

**Patients**

- Less time with health workers
- Delays in care and diagnosis
  - Lower quality of care
  - Medical errors

**Health Care System**

- Health workforce shortages and retention challenges
  - Limited services available
- Risk of malpractice and decreased patient satisfaction
  - Increased costs

**Community and Society**

- Erosion of trust
- Worsening population health outcomes
  - Increased health disparities
- Lack of preparedness for public health crises

*"I can't provide the best care to my patients..."*

*"I can't get the care I need..."*

Office of the U.S. Surgeon General

# PHI National

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“Recognizing the urgency of the crisis in direct care, states are taking action—collaborating with diverse stakeholders to tackle entrenched workforce challenges in bold, innovative ways. To leverage this historic moment, PHI has compiled 24 specific policy strategies—with concrete examples—for improving direct care job quality and stabilizing the workforce. The strategies are organized according to the eight comprehensive solutions outlined in PHI’s signature report, *Caring for the Future: The Power and Potential of America’s Direct Care Workforce.*”



## STATE POLICY STRATEGIES

FOR STRENGTHENING THE  
DIRECT CARE WORKFORCE

- PHI identified 8 categories of sustainable solutions for leading quality of care and direct care workforce efforts.
- **APD’s Strategic Initiative Team is using PHI’s framework to begin mapping our direct care workforce quality improvement plan**

# How we do it: PHI's Framework

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**SOLUTION 1:** Reform Long-Term Care Financing

**SOLUTION 2:** Increase Compensation for Direct Care Workers

**SOLUTION 3:** Strengthen Training Standards and Delivery Systems for Direct Care Workers

**SOLUTION 4:** Fund, Implement, and Evaluate Direct Care Workforce Interventions

**SOLUTION 5:** Improve Direct Care Workforce Data Collection and Monitoring

**SOLUTION 6:** Center Direct Care Workers in Leadership Roles and Public Policy

**SOLUTION 7:** Rectify Structural Gender, Racial, and Other Inequities for Direct Care Workers

**SOLUTION 8:** Shift the Public Narrative on Direct Care Workers

# ODHS vision for Building Well-being

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All people who live in Oregon, regardless of race, identity, age, disability, or place, have the needed supports to achieve whole well-being for ourselves, our families, and our communities.



**Strengthening ODHS foundations**

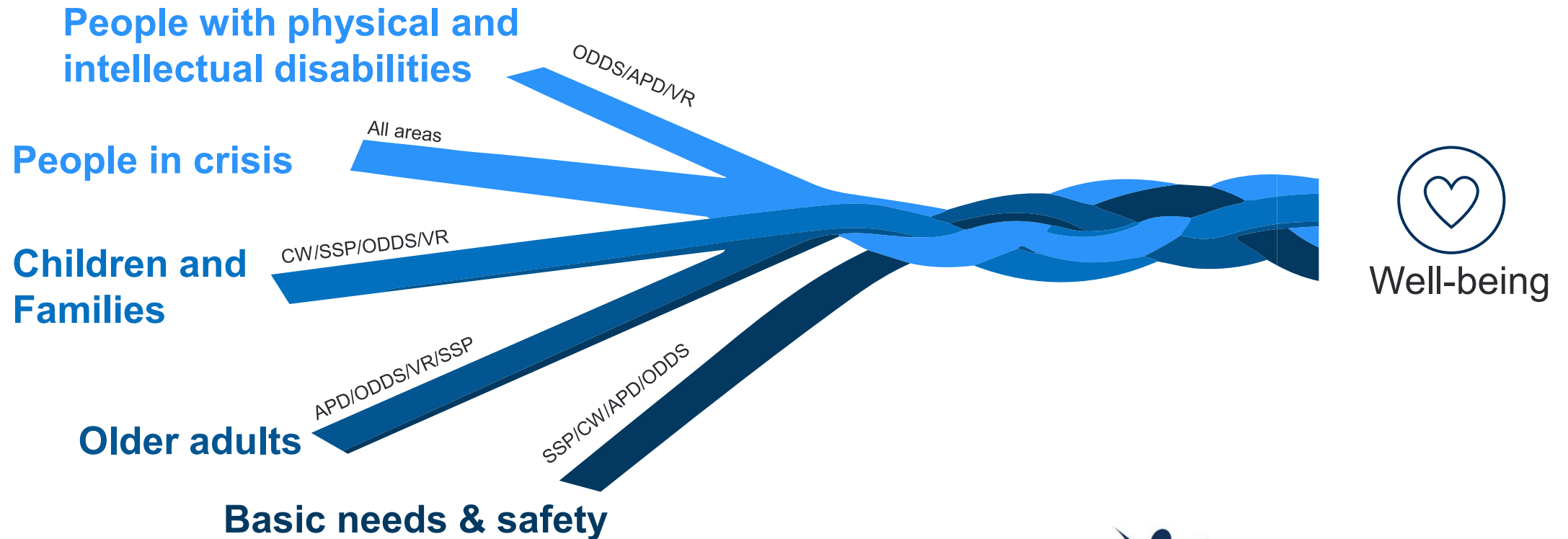
**Responding to emergencies and disasters**

**Creating the future of human services in Oregon**

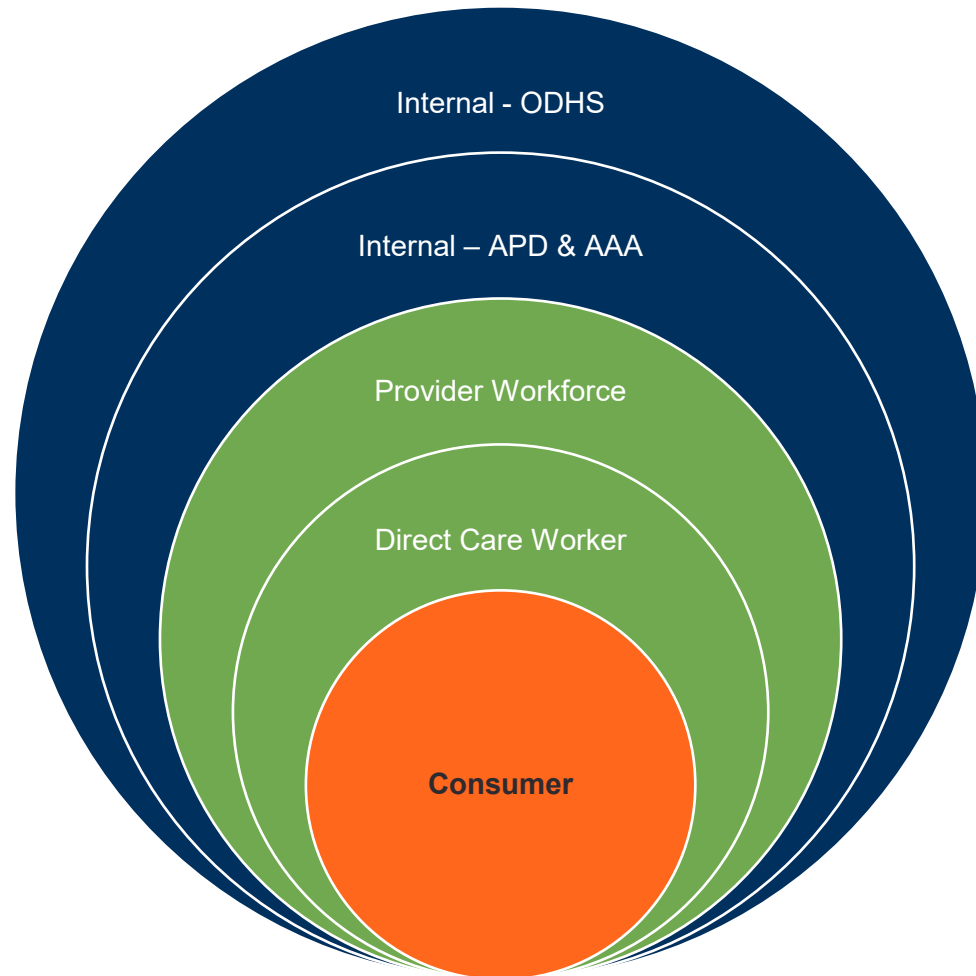


# ODHS Supports more than 1.5 million Oregonians

Supporting well-being across people's lifespan



# Resilience and well-being at all levels



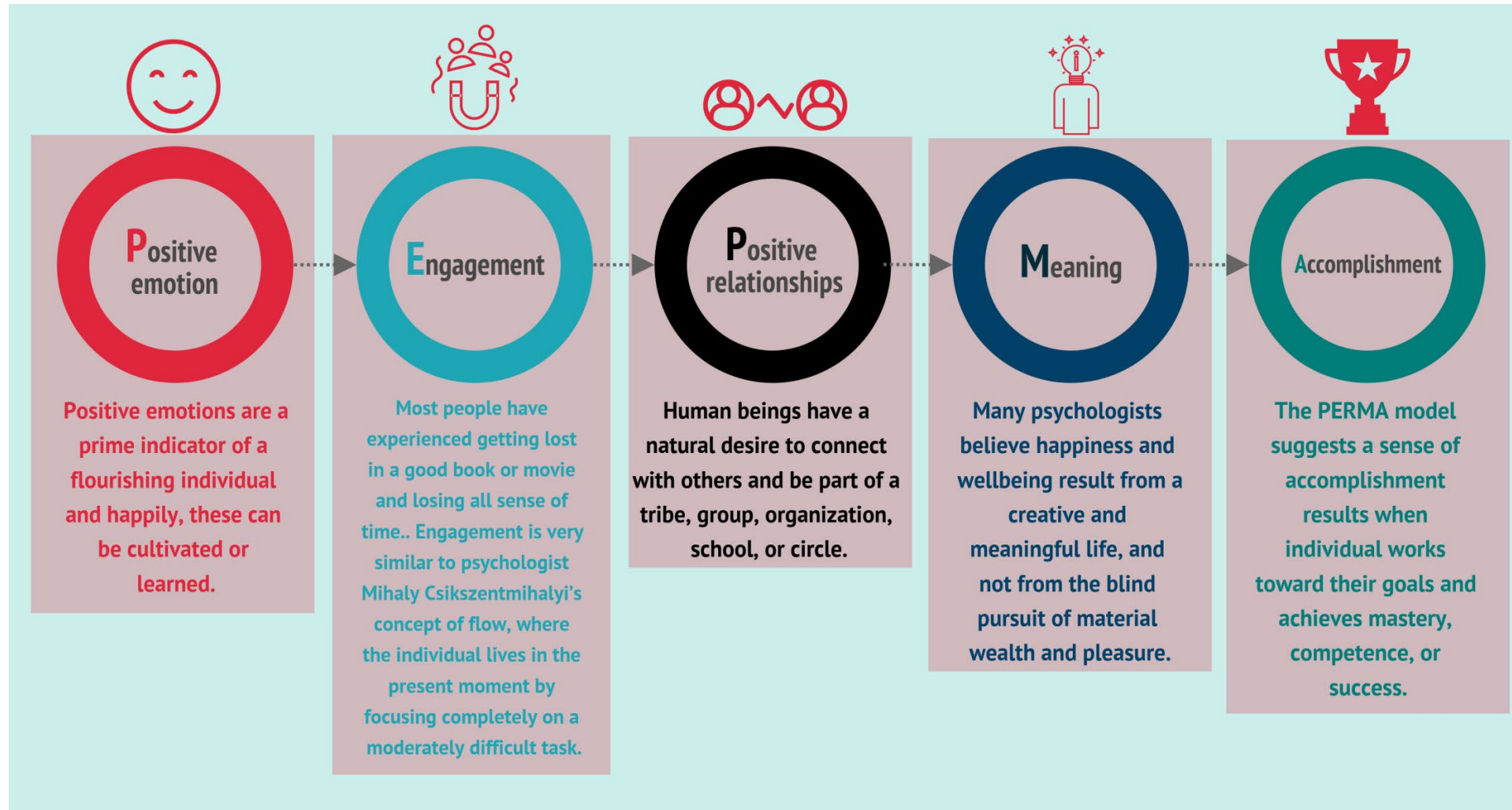
“Too often, interventions to address burnout and well-being focus on single, individual-level factors instead of systemic and multi-pronged efforts, and therefore have limited long-term impact on preventing burnout and improving well-being.”

Source:

<https://www.hhs.gov/sites/default/files/health-worker-wellbeing-advisory.pdf>



# PERMA™ THEORY OF WELL-BEING





# Benefits of Well-being

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Compared to people with low well-being, individuals with higher levels of well-being:

- Perform better at work
- Have more satisfying relationships
- Are more cooperative
- Have stronger immune systems
- Have better physical health
- Live longer
- Have reduced cardiovascular mortality
- Have fewer sleep problems
- Have lower levels of burnout
- Have greater self-control\Have better self-regulation and coping abilities
- Are more prosocial

Source: <https://ppc.sas.upenn.edu/learn-more/perma-theory-well-being-and-perma-workshops>

# Defining Resilience

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“

*“the ability to bounce back from adversity, frustration, and misfortune”*

Ledesma, 2014, p.1

“

*“the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility”*

Luthans, 2002a, p. 702

“

*“a stable trajectory of healthy functioning after a highly adverse event”*

Bonanno, 2004; Bonanno, Westphal, & Mancini, 2011

“

*“the capacity of a dynamic system to adapt successfully”*

Masten, 2014; Southwick, Bonanno, Masten, Panter-Brick, & Yehuda, 2014

# Positive Psychology Toolkit

## Appendix B: My Resilience Plan

<b>Supports</b> that keep you upright	<b>Strategies</b> that keep you moving
<b>Sagacity</b> that gives you comfort and hope	<b>Solution-seeking</b> behaviors you can show

## Appendix C: Example of a completed Resilience Plan

Difficult situation: Stuffed up a job interview and did not get the job

<b>Supports</b> that keep you upright <i>Called my partner Joe - 0432182074</i> <i>Called my Mum - 0409867222</i> <i>Booked an apt with my therapist</i>	<b>Strategies</b> that keep you moving <i>Went for a walk</i> <i>Smiling Mind meditation app</i> <i>Calming breathing technique</i> <i>Played with my dog</i> <i>Did some gardening</i> <i>Wrote in my gratitude journal</i> <i>Expressive writing</i> <input type="text" value="Defining Resilience"/>
<b>Sagacity</b> that gives you comfort and hope <i>Remembered that growth comes from mistakes</i> <i>"This too shall pass" - sticky note on the fridge</i> <i>Thought about what I could do differently next time and wrote down on paper</i>	<b>Solution-seeking</b> behaviors you can show <i>Asked for feedback from job interviewers</i> <i>Applied for 3x new jobs</i> <i>Sought professional coaching for job interviewing</i>

Source: <https://positivepsychology.com/wp-content/uploads/3-Resilience-Exercises-Pack.pdf>

# What's your vision for the resilience and well-being of the caregiver workforce?

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**Resourcing our Human Potential**

# Solution 4: Fund, Implement, and Evaluate Direct Care Workforce Interventions

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- Coordinating with **Oregon Rural Practice-Based Research Network** at Oregon Health & Science University to promote organizational change for employee well-being in long-term care facilities.
- Coordinating with **Oregon Center for Nursing** to award mini-grants directly impacting well-being challenges for nurses and their teams in community-based settings (home health, skilled nursing facilities, long term care) over a two-year period to implement evidence-based solutions.



# Potential Curriculum Topics

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- Trauma informed leadership/resilient leadership
- Building well-being into workplace culture to ensure retention
- Supporting direct care workers from diverse communities
- Burnout prevention and self-care strategies
- Psychological First Aid
- Grief and loss
- Non-violent communication
- Coping with trauma
- Peer support of front-line staff, mentoring new staff
- Finding joy in work
- Self-care and self-compassion practices
- Staff recognition
- Connection between staff support and quality resident care



# RN Well-being Project

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Fact:

Oregon nurses are not ok. Individual accounts and research have shown that our nursing workforce is under more strain than ever before.

Fact:

Healthcare workers showed about five times higher rate of symptoms than the estimated prevalence of PTSD in the general population.

Fact:

It takes years to create a qualified, educated, experienced registered nurse. There is a very real need to protect and retain our current nursing workforce.

<https://oregoncenterfornursing.org/rn-well-being-project/>

# Lines for Life – Oregon Helpers Wellness Initiative

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- In partnership with OHA, they offer **free** peer-facilitated Virtual Wellness Rooms and Wellness Affinity Groups to communities statewide.
- Benefits of participating:
  - Stress reduction
  - Evidence based self-care strategies
  - Work-life balance strategies
  - Resource sharing
  - Community with those who care for others professionally
  - Wellness Affinity Groups meet online to connect participants from similar backgrounds or occupational fields. They are hosted by coaches who guide participants through a strengths-based skills curriculum and sharing community resources as needed.
- <https://www.linesforlife.org/helpers/>
- Senior Loneliness Line (call **503-200-1633**/ Visit website at [SeniorLonelinessLine.org](http://SeniorLonelinessLine.org))





# Lines for Life – Affinity Spaces

**We are here to support your resilience and hope you'll consider checking out one of these free virtual affinity spaces:**

Day	Time	Affinity Space	Contact
Monday	8:00am	<a href="#">Morning Meditation &amp; Mindfulness Space</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	2:30pm	<a href="#">BI POC Wellness - Allies Group</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
Tuesday	7:00am	<a href="#">Pandemic Trauma Recovery Room</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	8:30am	<a href="#">Spanish-Speaking Wellness Drop-In</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	12:30pm	<a href="#">Weekday Helpers Wellness Drop-In</a>	<a href="mailto:jonathanh@linesforlife.org">jonathanh@linesforlife.org</a>
	2:00pm	<a href="#">Mental/Behavioral Health Workers Wellness</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
Wednesday	8:00am	<a href="#">Meditation and Mindfulness Practice Room</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	3:00pm	<a href="#">Queer and Trans Safe Space</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	4:00 pm	<a href="#">Educator's Wellness Space</a>	<a href="mailto:yvetteq@linesforlife.org">yvetteq@linesforlife.org</a>
Thursday	7:00am	<a href="#">Compassion Resiliency Room</a>	<a href="mailto:yvetteq@linesforlife.org">yvetteq@linesforlife.org</a>
	8:30am	<a href="#">Spanish Speaking Drop-In Wellness Room</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	12:30pm	<a href="#">Weekday Helpers Wellness Drop-In</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	3:00pm	<a href="#">Surviving DV/Anti-Sexual Assault Work</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
Friday	8:00am	<a href="#">BIPOC Safe Group</a>	<a href="mailto:staceyb@linesforlife.org">staceyb@linesforlife.org</a>
	11:00a	<a href="#">Bilingual - Essential Workers Wellness Space</a>	<a href="mailto:staceyb@linesforelife.org">staceyb@linesforelife.org</a>
	1:00 pm	<a href="#">Wellness for Caregivers Room</a>	<a href="mailto:yvetteq@linesforlife.org">yvetteq@linesforlife.org</a>

Updated: 5/13/22 – for updated list, visit:

<https://www.linesforlife.org/wp-content/uploads/Wellness-Affinity-Groups.pdf>

# Yoga: Union with Self

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## Doing Well, Being Well Series:

Yoga as Self Care

**A Free, Interactive Webinar**  
Oregon Helpers Wellness Initiative



Join Adrienne Mullock (Bhagavati) and Lines for Life for a free, interactive webinar to learn about and experience yoga as a multifaceted practice of unity with oneself.

**Recording and PPT available upon request**



# NEON's Wellness at Work Program

- Funded by a Health Services Resource Administration Workforce Resiliency Training Grant
- Training offerings on self-care for direct care workforce, supervision training for supervisors of direct care staff, and a Workforce Wellness for Organizations training for human resources, executive, and administrative staff.
- Target audience is the unlicensed but certified health care workforce in rural and underserved areas, and the supervisors and human resource, administrative, and executive support staff in the organizations that employ them.

## Topics Covered are:

1. Employee Wellness and the Trauma Informed Workplace
2. Developing a Healthy, Effective Team
3. Creating and Maintaining a Resilient Organizational Culture
4. Recognizing and Valuing your Organization's Most Important Asset
5. Clear, Consistent, and Effective Communication
6. Retooling for Crisis Response



For more information, visit: <https://www.neonoregon.org/wellness-at-work>

# Free Well-being & Resilience Offering

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## A SOMATIC MOMENT:

Regulate, Restore, Rest



Michelle M. Lewis, CSWA, MSW

Second Mondays of the Month  
4-5pm PST

- Free resource
- Hosted by Trauma Informed Oregon
- [Zoom](#) meeting
  - Meeting ID: 821 9069 7356
  - Password: 102119
- Questions?  
[info@traumainformedoregon.org](mailto:info@traumainformedoregon.org)



# What do you want me to know?

## Continuous Community Engagement Model

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**We want to hear from you!**

**See Survey Monkey link in the chat.**

**When can we meet again?**

**4 OPA 3 Job Rotations!**

The Seal of the State of Oregon is a large, light blue circular emblem in the background. It features an eagle with wings spread at the top, a ship on the water in the middle, a plow and a cow at the bottom, and a banner that reads "THE UNION". The words "STATE OF OREGON" are written around the perimeter, and "1859" is at the bottom. The seal is surrounded by a ring of stars.

**Thank you!**

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**Bhagavati (Adrienne Mullock)**

Pronouns: she/her/Ma

*Workforce Resilience Analyst* - Strategic Initiatives

OREGON DEPARTMENT OF HUMAN SERVICES

Aging and People with Disabilities

[adrienne.p.mullock@state.or.us](mailto:adrienne.p.mullock@state.or.us)

Cell: (971) 207-1383