

Title: Regional Health Care Workforce Consortium
Date: October 30, 2025 Time: 10:00 am – 12:00 pm

Attendees: Al Kinel - Strategic Interests; Carrie Roseamelia – NYSDOH; Chrstina Miller-Foster - Healthcare Association of New York State; Dave Seeley (Chair) - Rochester Works; Denis Vinnik – Elderone; Dr. Mel Schwartz - Monroe County Department of Public Health; Gia Denaro - Elizabeth Wende Breast Care; Greg Hutton - UR Medicine Home Care; Jason Fulkerson - WNY Rural Area Health Education Center; Jean M Moore - Center for Healthcare Workforce Strategy at Albany; Jennifer Casasanta; Jennifer Hatch - Pivotal Public Health Partnership; Jennifer Lyde; Jill Knittel - JK Executives; Julianna Frisch - Monroe Community College; Kara Cloud - DePaul National; Kathy Mills - Finger Lakes Health: Marion S Whelan School of Practical Nursing; Kellie Murphy – NYSED; Lucia Colindres - Ibero-American Action League; Melissa Pennise - UR Career Pathways Program; Michael Privitera - URM; Paul Sheehan - NYSED; Rodric Cox-Cooper - Workforce Development Institute; Sabrina Barton - Internal Medicine Brighton; Sahar Elezabi - Monroe County Medical Society; Stephanie Darrow - Finger Lakes Rural Health Network; Stephanie Maes - NYSED; Suzanne Turchetti - HCR Home Care; Tamika Ward-Williams - Jordan Health; Tosha Grimmer - Caring Gene Healthcare Career Pathways; Victoria Record - RRH College of Health Careers

Finger Lakes Performing Provider System Staff: Jackie Vedula, Jamila Smith, Juanita Lyde, Keri Hadcock
Common Ground Health Staff: Kira Jackson, Melissa Wendland, Wade Norwood

Meeting Minutes

Agenda Item	Discussion
Welcome & Introductions	Melissa Wendland Agenda - WIO Updates: Workforce Programs – Jackie Vedula, Chief Solution & Operating Officer - Attracting & Retaining a Workforce: Lessons Learned – Jill Knittel, JK Executive Strategies - Workplace Violence and Clinician Burnout: Impact, Causes, Interventions – Michael Privitera, MD, MS, University of Rochester Medical Center
Attracting & Retaining a Workforce: Lessons Learned	Jill Knittel: President & CEO, JK Executive Strategies Jill presented information on workforce retention strategies. <u>See the attached slide deck for details.</u> Summary: Healthy Work Environment - Psychological safety - Employees' stay when they feel safe, valued, included, and see a future. - Flexibility & autonomy

	○ Why do employees accept positions to work for you? Why do the employees leave? A lot of times, it doesn't have anything to do with the dollar. • Mental health & wellness support ○ Generation Z (ages 13–28) entering the workforce values mental health and wellness much more openly than previous generations, normalizing discussions and support for counseling and mental well-being in the workplace. • DEI and belonging ○ Concept of belonging emphasizes that employees must not only be included but also feel genuinely accepted, valued, and at home in their workplace • Opportunities for growth ○ Younger generations entering the workforce expect clear career pathways and transparent criteria for promotion and growth, emphasizing the need for organizations to define and communicate advancement opportunities as a key part of fostering a healthy, modern workplace culture. Retention Recipe • Purpose > Pay ○ Purpose, for the two youngest generations is more important than pay. • Well-being > Workload ○ Well-being is more important than workload. • Flexibility > Rigidity ○ Flexibility is more important than rigidity. • Growth > Plateau ○ For younger generations, continuous growth and clear career pathing are more important than reaching a plateau, though smaller companies often face challenges in providing well-defined advancement opportunities. • Belonging > Benefits ○ Belonging is more important than benefits Final Thoughts • Hire for culture + adaptability ○ Workforce retention is a strategic imperative. • Invest early in leadership development ○ Leadership and culture are make or break for retaining strong employees. Invest early in leadership development, coaching, etc. • Watch for early warning signs ○ Leaders should watch for early warning signs of employee distress, such as frequent absences or anxiety about work, and take time to check in and address underlying issues to support well-being and prevent burnout. • Build systems for internal mobility • Tailor recognition to role
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	○ You don't have to do it all, you just must do some things intentionally. From a leadership perspective, allowing your employees to see that it is important to you, and that you care.
Workplace Violence and Clinician Burnout: Impact, Causes, Interventions	Michael Privitera, MD, MS: Professor Emeritus, University of Rochester Medical Center Michael presented information regarding workplace violence and clinician burnout. <u>See the attached slide deck and handouts for details.</u> Summary: What is Workplace Violence? • Any physical assault, threatening behavior, or verbal abuse occurring in the workplace. • Includes but is not limited to beatings, shootings, rape, suicide or attempts • Psychological traumas, such as threats to harm, obscene phone calls, intimidation, bullying, incivility, harassment, including being followed or sworn at. What is Burnout? • Burnout is a syndrome resulting from chronic workplace stress that has not been successfully managed. • Characterized by 3 dimensions: ○ Feelings of energy depletion or exhaustion. ○ Increased mental distance from one's job or feelings of negativism or cynicism related to one's job ▪ You find that there's a darker side to people's humor. You start noticing that in your colleagues. ○ Reduced professional efficacy Burnout Interventions: Need Both Individual and Organizational Interventions Individual-based Interventions • Recognition of Burnout despite Culture of Endurance and Silence • Individual interventions must be paired with organizational interventions • Normalize boundaries between work and home despite technology-> Policy and culture supportive. ○ Organizations need to normalize and support healthy boundaries between work and home, ensuring employees disconnect after hours despite 24/7 technological access, to promote balance and prevent burnout. • Multiple individual interventions ○ Mindfulness-based stress reduction ○ Gratefulness ○ 3 Good Things etc. ○ Peer Support program ○ Clinician ombudsman to have work/life balance representation

	Organizational Interventions • Address Experience of Providing Care • Leadership: ○ Style and concern is key ○ Commitment to action ○ Understand and act upon the front- line problems ○ Encourage stronger administrator/physician partnerships • Measure Burnout/Wellbeing/Satisfaction • Relate these to quality of care, reduction of errors, malpractice and patient satisfaction • NIOSH/CDC “Impact Wellbeing” Guide ○ The Impact Wellbeing Guide incorporates six practical steps developed with input from the National Academy of Medicine and the Office of the U.S. Surgeon General, aligning its recommendations with leading national guidelines for promoting workplace well-being.
Next Steps	Common Ground Health will continue to utilize monthly healthcare workforce newsletter to share updates to the community. The meeting minutes, slides, and link to the recording will also be available on the Common Ground Health website.

Zoom Recording:

https://us06web.zoom.us/rec/share/G_nM4Dblyg1GZnBdsY7CH_rK8y9okCUIjG7Ufgquz9yoxh_8AfFetoGik7ueQC5e.So7_0AGKNxrpi63P?startTime=1761832805000