



## **PARTICIPANT HANDOUTS**

# **Best Practices for Supporting Veterans In Your Organization**

*Thank you for attending today's training. By doing so you are strengthening the ability of your community-based and patient-directed health center to deliver comprehensive, culturally competent, high-quality primary health care services.*

### **Presented by:**

Captain Debra Scott, Regional Nurse Consultant, Health Services and Resources Administration (HRSA) Office of Regional Operations (ORO), and  
Jeff Mengershausen, MBA, Former U.S. Navy SEAL, FQHC Leader and Consultant

### **Live Broadcast Date/Time:**

Wednesday, July 25, 2018

1:00–2:00PM Mountain Time / 2:00–3:00PM Central Time

### **Event Overview:**

Join us for this informative webinar, hosted by CHAMPS in partnership with the HRSA Office of Regional Operations in Denver, to learn more about best practices to support Veteran employees in your organization. The Department of Veterans Affairs' (VA) [\*Veterans in the Workplace\*](#) study provided insight into practices that improve retention of Veteran employees and showed that Veteran Affinity Groups were a best practice. The event will discuss what affinity groups are, the benefits to having Veteran and military affinity groups, and the practices that could be implemented to make them more effective. Participants will also benefit from the experiences of a health care leader with experience implementing affinity groups and additional programs to support the recruitment and retention of Veterans.

### **Learning Objectives:**

Upon completion of this session, participants should be able to:

1. Understand the funding and mission of AHECs.
2. Understand the type of partnership opportunities are available with AHECs.
3. Identify next steps for developing and/or deepening this connection.

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## **CHAMPS ARCHIVES**

This event will be archived online. This online version will be posted within two weeks of the live event and will be available for at least one year from the live presentation date. For information about all CHAMPS archives, please visit [www.CHAMPSonline.org/events-trainings/distance-learning](http://www.CHAMPSonline.org/events-trainings/distance-learning).

## **DESCRIPTION OF CHAMPS**

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve our patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, and the benefits of CHAMPS Organizational Membership, please visit [www.CHAMPSonline.org](http://www.CHAMPSonline.org).

## **DESCRIPTION OF THE REGION VIII VETERANS COMMITTEE**

The mission of the Region VIII Veterans Committee is to convene state, regional and national stakeholders and grantees to assist in lowering the rate of unemployment among returning veterans in Region VIII, by connecting eligible veterans to vacancies and training opportunities in HRSA-supported programs. In addition, the committee assists with providing information to Region VIII safety net providers about VA programs that increase veteran's access to healthcare services, particularly via community providers.

## **SPEAKER BIOGRAPHIES**



Captain (CAPT) **Debra Scott** joined the Health Resources and Services Administration (HRSA), Office of Regional Operations in October 2010, and currently serves as Regional Nurse Consultant in Denver. Her duties include oversight and consultation for HRSA's Federal healthcare safety-net programs in Region VIII: Colorado, Montana, Wyoming, South Dakota, North Dakota, and Utah. CAPT Scott has a Bachelor of Science degree in Nursing from Loyola University of Chicago, a Master of Science degree in Healthcare Administration from Alameda University, and a Master's in Organizational Psychology from Regis University. She is a member of

Sigma Theta Tau, the National Honor Society for Nursing, and is currently working toward her Ph.D. in Theology.



A combat decorated U.S. Navy SEAL and a service disabled veteran, **Jeff Mengenhause** is a former Federally Qualified Community Health Center (FQHC) leader and now working as a consultant. He is an experienced health care leader holding previous positions as the Sr. Director of the Regional Health Heart and Vascular Institute, Chief Executive Officer of the Sundance, Wyoming Critical Access Hospital and Chief Operations Officer of Horizon Healthcare, the largest FQHC in South Dakota and North Dakota. Mr. Mengenhause is an active member of the U.S. Health Resources and Services Administration Region VIII Veteran Steering Committee focused

on transitioning veterans and their access to jobs in the health care industry and in rural areas. He holds a Master's in Business Administration and a Bachelor's in Business Management. Mr. Mengenhause is continually striving to be an advocate for veterans and their families to enhance the overall health and welfare of veterans in our communities.

**Wednesday, July 25, 2018**

**1:00PM-2:00PM Mountain Time**

**2:00PM-3:00PM Central Time**

*Thank you for joining us!  
The event will begin shortly.*

*This event is being recorded.  
Participants will be joined in listen-only mode.*

## *Best Practices to Support Veterans in Your Organization*

**Presented by:**

**Captain Debra Scott, Regional Nurse  
Consultant, Health Resources and Services  
Administration (HRSA) Denver Office of  
Regional Operations (ORO)**

**Jeff Mengenhauen, MBA, Former U.S. Navy  
SEAL, FQHC Leader and Consultant**

**Hosted by:**



**Community  
Health  
Association of  
Mountain/  
Plains  
States**

## *Audience Question*

**How many people are  
watching this event at your  
computer (including  
yourself)?**

*(Use the Q&A box to reply.)*

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## *Poll Question*

How many Veterans do you think your organization currently employees?

- Less than 10
- 10-50
- 50-100
- More than 100
- Unknown

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## *Learning Objectives*

By the end of this event, participants will be able to:

- Implement promising practices to improve recruitment and retention of Veteran employees
- Maximize the benefits of Veteran and military affinity groups
- Adapt Veteran recruitment and retention ideas to individual and unique organizational culture/policies
- Identify regional and national resources to support Veteran employees and patients

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## Health Resources and Services Administration Overview

- Supports more than 90 programs that provide health care to people who are geographically isolated, economically or medically challenged
- HRSA does this through grants and cooperative agreements to more than 3,000 awardees, including community and faith-based organizations, colleges and universities, hospitals, state, local, and tribal governments, and private entities
- Every year, HRSA programs serve tens of millions of people, including people living with HIV/AIDS, pregnant women, mothers and their families, and those otherwise unable to access quality health care



## HRSA Funding (dollars in millions)

HRSA Program	FY 2018 Enacted	FY 2019 Request
Primary Health Care	\$5,511	\$5,092
HIV/AIDS	\$2,319	\$2,260
Health Workforce	\$1,516	\$477
Maternal and Child Health	\$1,293	\$1,136
Rural Health	\$291	\$75
Family Planning*	\$286	\$286
Program Management	\$155	\$152
Healthcare Systems	\$112	\$117
Vaccine Injury Compensation	\$9	\$9
<b>TOTAL</b>	<b>\$11,492</b>	<b>\$9,604</b>

\* Administered by the HHS Office of the Assistant Secretary of Health, Office of Population Affairs.



## Health Center Program

- Roughly 1,400 HRSA-supported health centers operate more than 10,400 service delivery sites across all U.S. states and territories
- Nearly 26 million people, or 1 in 12 nationwide, rely on a HRSA-funded health center for affordable, accessible primary health care, including:
  - 1 in 3 people living in poverty
  - 1 in 6 rural residents
  - 1 in 10 children
  - 330,000+ veterans



## HRSA Programs

- Ryan White HIV/AIDS Program
- Maternal and Child Health Block Grant
- Maternal, Infant, and Early Childhood Home
  - Rural Health Policy
  - National Health Service Corps and NURSE Corps
  - Graduate Medical Education and Teaching Health Center Graduate Medical Education Program
  - Health Care Systems





## Veterans and the Health Care Safety Net

- The 2000 Census estimated that veterans comprise 12.7 percent of the U.S. population.
- Many veterans and their families have healthcare needs that HRSA grantees may be able to address.
- HRSA encourages all safety net providers to welcome veterans and their families into care.
- In addition HRSA has encouraged health centers to hire qualified veterans for their vacancies.



## Veterans in the Workplace Study

- The Department of Veterans Affairs' (VA) *Veterans in the Workplace* study gained insight into practices that improve Veteran retention in the workplace.
- A critical element to workplace retention advocated by study respondents was employer support and development of Veteran and military affinity groups.
- The results discuss what affinity groups are, the benefits to having Veteran and military affinity groups, and the practices that could be implemented to make them more effective.

U.S. Department of Veterans Affairs' contract VA101-C17232.  
[https://www.va.gov/vetsinworkplace/docs/em\\_affinity\\_groups.html](https://www.va.gov/vetsinworkplace/docs/em_affinity_groups.html)



## Poll Question

Do you have any organization-sponsored activities for your Veteran employees?

- Yes
- No
- Unsure



## What is an Affinity Group?



- A group of people having a common interest or goal or acting together for a specific purpose
- Voluntary, employee-driven group that is organized around a shared interest or dimension
- A group that provides support and networking opportunities such as mentoring, community outreach, career development, and cultural awareness activities
- A forum for employees to gather socially and share ideas outside of their particular business units





## Veteran and Military Affinity Groups

- The VA recommends that organizations employing Veterans should consider offering Veteran or military affinity groups.
- Veteran affinity groups include employees who have prior military service.
- Military affinity groups would include employees active in the National Guard and Reserve.
- Military family members could be included in a Veteran military affinity group, or they could have their own affinity group



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## What are the Benefits of Veteran and Military Affinity Groups?

Veteran affinity groups can:

- Help agencies recruit and retain qualified veterans by proactively providing a professional support system
- Increase camaraderie by offering Veterans opportunities to network with each other and find out what's going on within the organization
- Help build the company's external reputation through community involvement in Veteran organizations
- Increase morale and work success by engaging Veteran employees and providing support, networking, and career development opportunities
- Assist in retention of valuable former service member employees who have the values of service and excellence



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## Promising Practices for Veterans Affinity Groups

The VA Study suggests the following practices:

- Organizational strategy
- New employee orientation
- Career and leadership training
- Management assistance
- Mentoring and coaching
- Referral services
- Networking and social activities



## Organizational Strategy

- Have a business plan/strategy that could include by-laws, goals, and chair people (membership, outreach, etc.)
- Hold regular meetings to discuss insights, needs, challenges, and successes of members
- Develop a clear form of communicating to the entire group, such as by email list or social media groups
- Establish a form of communicating information about the group throughout the company
- Enlist a sponsor from senior management to represent and support the group



## New Employee Orientation

- Provide assistance to the new Veteran employee in transitioning to the civilian culture
- Outline Veteran resources and support available within the organization, including steps for seeking assistance
- Provide opportunities for mentorship with seasoned employees who are also Veterans

Welcome To  
**THE TEAM**



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## Career and Leadership Training

- Provide career development training
- Help members move and grow within the organization
- Raise members' visibility within the organization
- Discuss leadership in the civilian workplace



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## Referral Services

- Maintain a list of Veteran services within the organization, and the steps to seeking assistance
- Provide information on Veteran services outside the organization (e.g., Department of Veterans Affairs resources)
- Include resources for spouses and family members



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## Networking and Social Activities

- Maintain a website or social media sites
- Meet regularly for workplace discussions
- Hold social activities (meet-and-greets, family get-togethers)
- Include family members in the activities
- Celebrate holiday remembrances (Veterans Day)
- Contact members on a regular basis



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## Sources

Burton Blatt Institute at Syracuse University & Corporate Gray. (2013). *Veterans in the Workplace Final Report*. Washington, D.C.: Department of Veterans Affairs.

Affinity and Networking Groups, Winning with Diversity, by Jason Forsythe, Advertising Supplement to The New York Times, 2004.  
<http://www.nytimes.com/marketing/jobmarket/diversity/affinity.html>

Affinity Networks: Building Organizations Stronger than Their Parts - Best Practices from the Network of Executive Women Consumer Products and Retail Industry  
[http://www.newnewsletter.org/bestpractices/newreport3\\_affinity\\_0407.pdf](http://www.newnewsletter.org/bestpractices/newreport3_affinity_0407.pdf)



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*Veterans Affinity Groups*

Presented by: Jeff Mengenhause

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## Poll Question

Have you ever participated in a Veterans support group in a work setting?

- Yes
- No
- Unsure

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## Benefits of Veterans Groups

- Help transitioning service members to civilian life.
- Help navigate VA Health System.
- Help apply for Educational benefits through the GI-Bill.
- Help apply for service related disability
- Help with military retirement benefits
- Stay connected with other veterans



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## Identifying Veterans

- Are your veterans identified and tracked through your Human Resources Dept.?
- Must track veterans with in accordance of the
  - U.S. Equal Employment Opportunity Commission (EEOC)
  - Office of Federal Contract Compliance Programs (OFCCP)

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## Identifying Veterans

- Some veterans will talk about being a veteran, where as others will not.
- Send out surveys asking about veteran status.
- Send requests to update employee's personal information.
- Ask engaged veterans if they know of any veterans that are missing on the list.

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## Build Awareness of the Group

- Veteran led
- Develop marketing
- Present to leadership and other veterans to gain buy-in.
- Discuss at staff and leadership meetings.
- Develop a simple message of what the group is and the benefit.
- Personally seek out veterans and tell them about the group.



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## Name of the Veterans Group

- Choose a name of your group that fits within your organization's culture.
  - Veterans Affinity Group
  - Veterans Affiliation Group
  - Veterans Support Group
  - Veterans Support Network
  - Veterans Steering Committee



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## Build a Support Network

- Discuss and promote the veterans group
- Possible connections:
  - Senator and Congressman's offices
  - State VA Secretary
  - Local/state/region active duty military support
  - Veteran's hospital/clinics
  - American Legion
  - Veterans of Foreign Wars (VFW)
  - Local Colleges



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## Strategies

- Develop a directory for veterans
- Build a email user group of veterans
- Develop share point site
- New employee veterans meet with current veteran employees
- Depending on size of the group develop a steering committee.
- Started with monthly meetings

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## Questions asked the Group

- Is it just veterans from your organization?
- Do you include veterans from the community?
- Can a spouse of a Veteran or Active Duty service member join the group?
- They are not a veteran but want to participate.
- What is the group going to do for Memorial Day and Veterans Day?

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## Patients that are Veterans

- How can the veteran group identify and support your patients that are veterans?
- Can you identify the patients veterans status in the electronic medical record?
- Long Term Care – Hang a plaque outside the patients room.
- Artwork in the waiting room and exam rooms of military/veterans.



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## Poll Question

Does your organization employ any strategies to recruit Veterans?

- Yes
- No
- Unsure

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## Army PaYS Program

- Supports Army's recruiting mission and brand awareness through Partnership with corporate, federal, state and local agencies.
- Reassures parents that the Army invests in their sons and daughters, while preparing them for their future.
- The PaYS program provides our Nation's employers with a pool of highly skilled, motivated and responsible candidates from which they may fill their personnel needs
- Partnering with the Army through the PaYS program is a "win-win" opportunity for everyone involved.



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## Veteran Recruiting

- Visiting local active/reserve duty military bases.
- Visiting local VA hospital or clinics.
- Promote the organization as a veteran friendly employer on your web site.
- Have information about the veteran's group on the web page and a picture of the group.



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## Contact Information

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# Questions?



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## Thank You for Joining Us!

### Your opinions are very important!

- We encourage everyone watching to complete a VERY brief **Evaluation** for this event. If you would like CHAMPS to send you a Participation Certificate, you must complete the Evaluation and also provide your contact information.
- The Evaluation link was included in this event's Reminder email and will be sent again in a Follow-Up email to those logging into the event later this afternoon. Please pass the link along to others viewing the event around a shared computer.

To learn more about upcoming live and archived CHAMPS trainings, please visit:

[www.CHAMPSonline.org/Events/](http://www.CHAMPSonline.org/Events/)



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## **RELATED RESOURCES**

Affinity and Networking Groups, Winning with Diversity, by Jason Forsythe, Advertising Supplement to The New York Times, 2004

<http://www.nytimes.com/marketing/jobmarket/diversity/affinity.html>

Affinity Networks: Building Organizations Stronger than Their Parts - Best Practices from the Network of Executive Women Consumer Products and Retail Industry

[http://www.newnewsletter.org/bestpractices/newreport3\\_affinity\\_0407.pdf](http://www.newnewsletter.org/bestpractices/newreport3_affinity_0407.pdf)

Burton Blatt Institute at Syracuse University & Corporate Gray. (2013). Veterans in the Workplace Final Report. Washington, D.C.: Department of Veterans Affairs

[https://www.va.gov/VETSINWORKPLACE/docs/Veterans\\_in\\_Workplace\\_Final\\_Report.pdf](https://www.va.gov/VETSINWORKPLACE/docs/Veterans_in_Workplace_Final_Report.pdf)

Community Health Association of Mountain/Plains States (CHAMPS)

Veterans Resources: To assist health centers serve veterans, not only as patients, but also as potential candidates for employment.

<http://champsonline.org/tools-products/cross-disciplinary-resources/special-populations-overview/veterans-resources>

Community Health Association of Mountain/Plains States (CHAMPS)

Recruitment and Retention Resources for Veterans

<http://champsonline.org/tools-products/rrresources/other-rr-resources#veteran>

Health Resources and Services Administration (HRSA)

[www.HRSA.gov](http://www.HRSA.gov)