



FOUNDATIONS FOR SUCCESS: LEARNING COLLABORATIVE



# Leading Wellbeing: Developing and Maintaining a Health Workforce

**October 18, 2023**  
**9:00 am – 10:30 am**

# Today we'll discuss :

3 key strategies to help you foster staff wellbeing, inclusion and engagement during early program implementation.

# Speakers



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Senior Program Manager  
AHP



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# Fostering Wellness & Burnout Prevention

Foster  
Psychological  
Safety

Cultivate  
Culture

Supervise  
Differently

# My organization's well-being initiatives currently

## focus on:

- » Mandatory/closed for lunch
- » Regular organization-wide “playtime”
- » Regular work–life discussions in supervision
- » No work on weekends/vacation
- » Time management
- » Wellbeing apps/technology
- » Restorative break room
- » None
- » Other

Poll

# What Employees Want



Living wage  
with healthcare  
benefits



Opportunities  
to grow and  
advance



Job role clarity



Some  
autonomy and  
input into  
decisions



Manageable  
workloads



Admin support  
without a crushing  
administrative  
burden



Basic orientation and  
training for assigned  
responsibilities



Decent and  
safe physical  
work  
environment



Competent  
and cohesive  
team of  
coworkers



Support of an  
effective  
supervisor



Rewards for  
exceptional  
performance

**How do those well-being initiatives align with the team's needs & desires?**

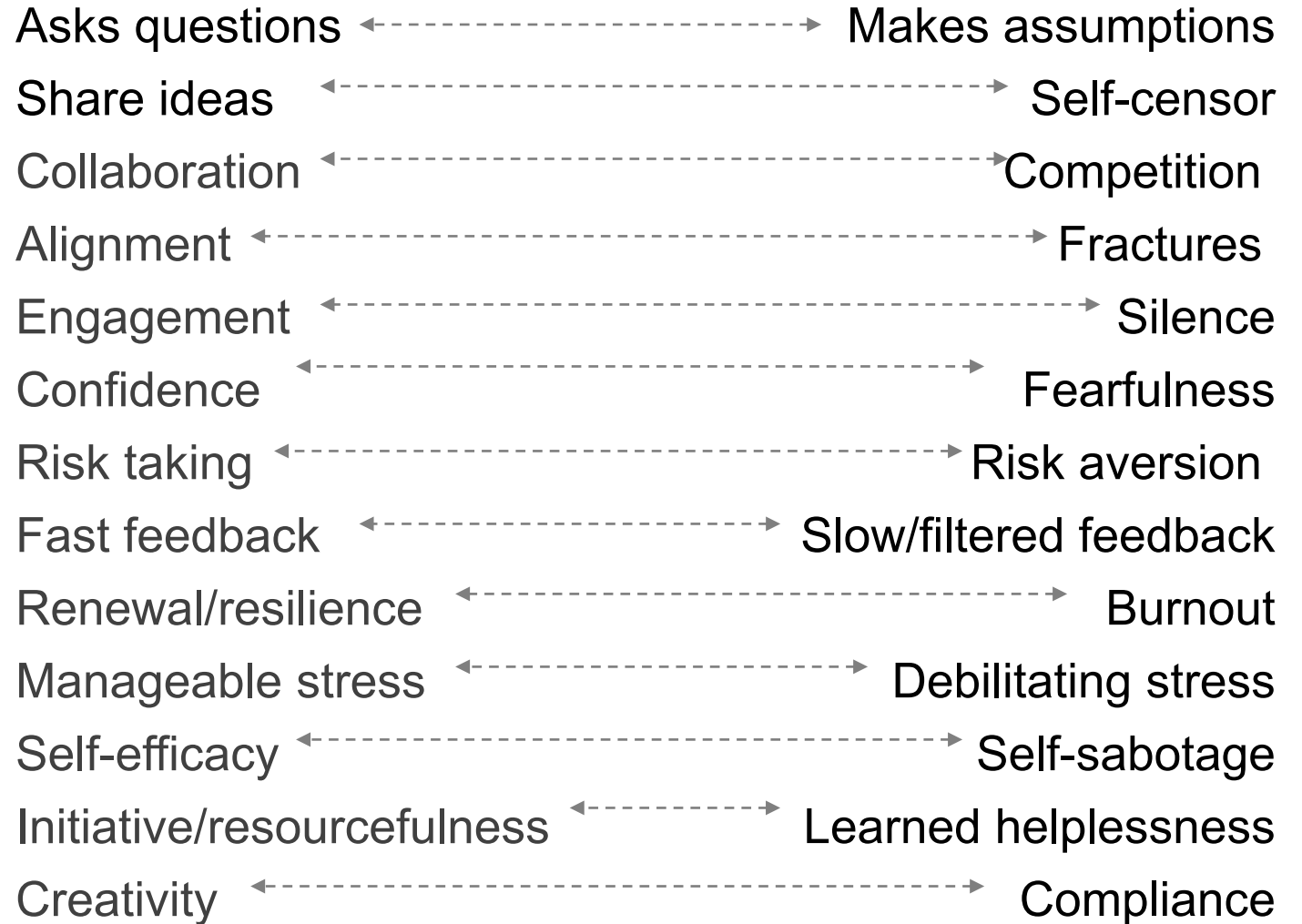


# Foster Psychological Safety





# Which Qualities Describe Your Team?



# Psychological Safety



"The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk taking."

[\(Edmondson, 1999\)](#)

# Psychological Safety Promotes a Culture of Wellbeing and Innovation

## Inclusion Safety

- Be Included

## Learner Safety

- Learn, Grow, Make Mistakes

## Contributor Safety

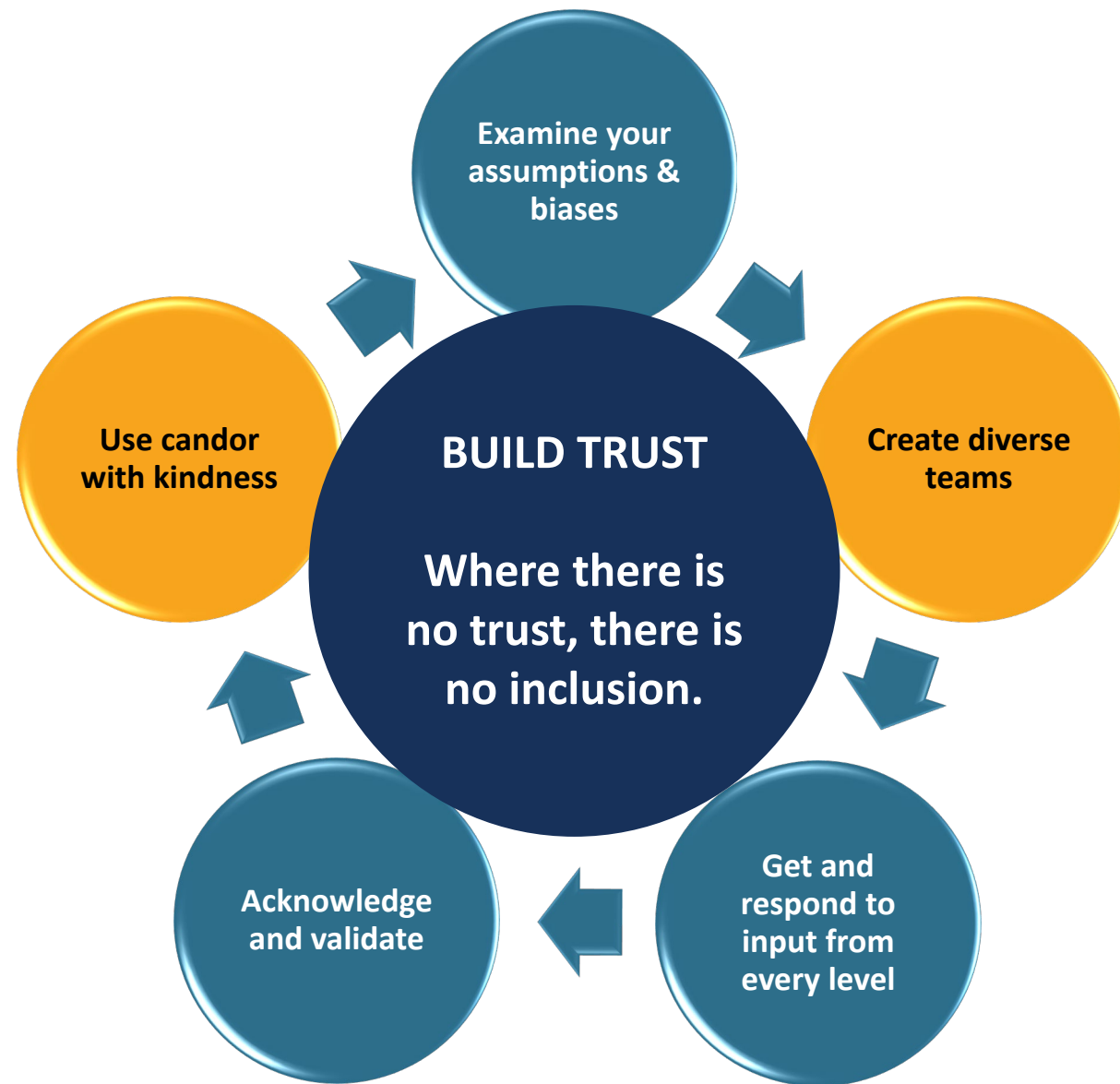
- Share and Contribute

## Challenger Safety

- Challenge the Status Quo



# Foster Inclusion Safety



# Foster Learner Safety

Those with low ego and high emotional intelligence have the easiest time cultivating learner safety.

Communicate

Model

Teach

Measure

Recognize

Reward

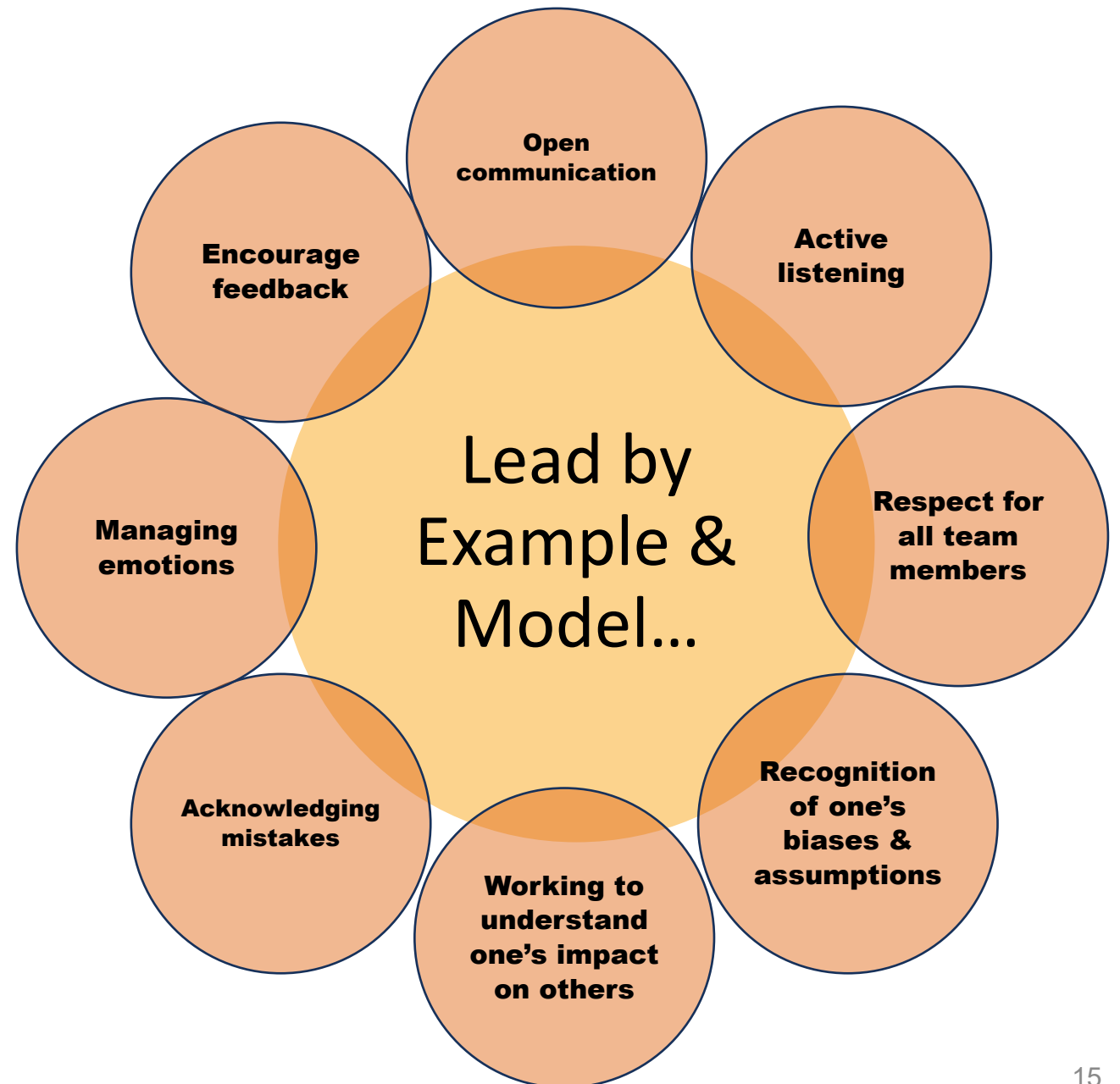
## Mind Map:

How do I signal that this is a safe place to learn?



# Foster Contributor Safety

This requires self-awareness, trust & accountability.



# Foster Challenger Safety



**Encourage dialogue and emotionally tolerate dissent.**



**Protect from retaliation, ridicule, retribution.**



**Let go of the need for status and the need to be right.**



**Encourage curiosity and creativity.**



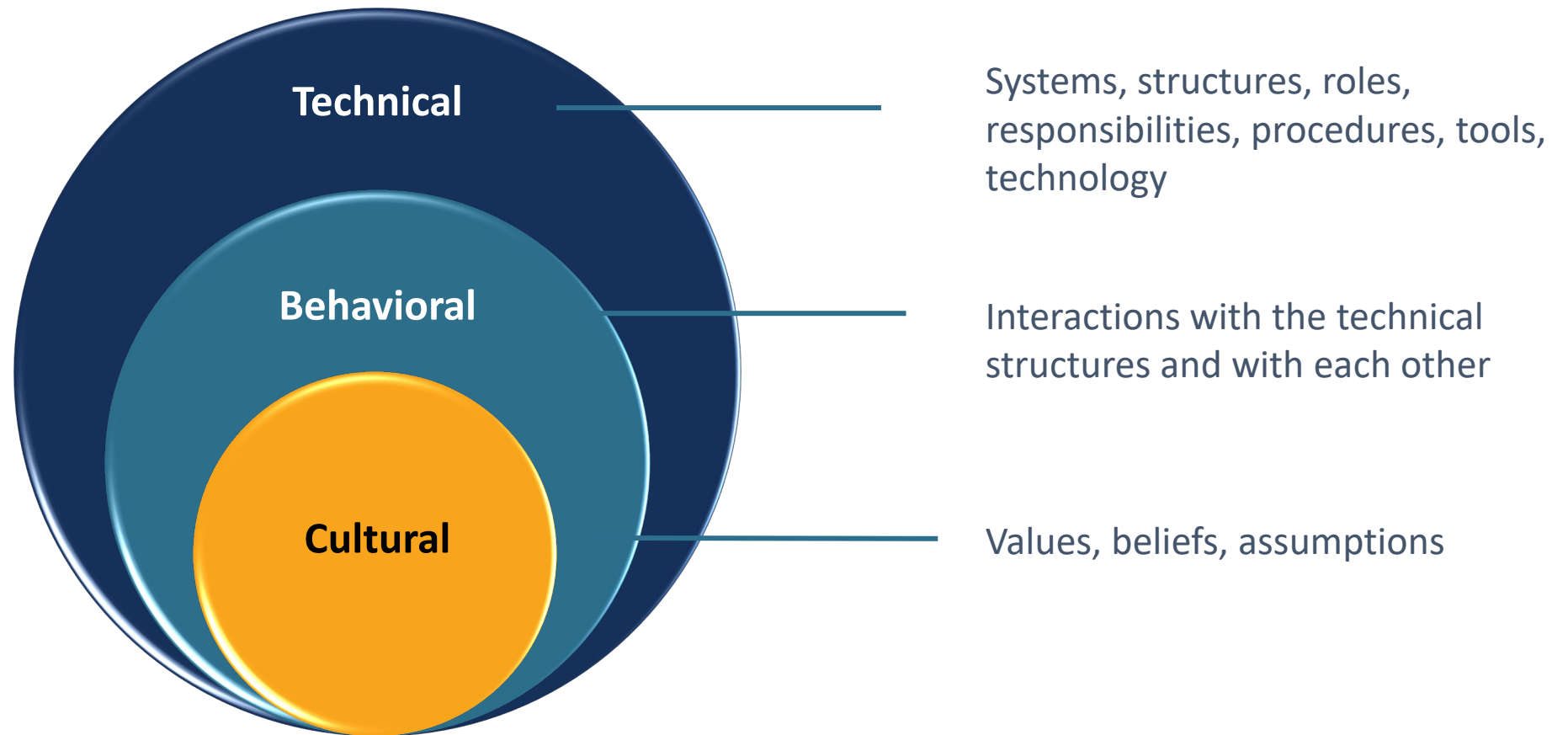
**Reduce social friction while increasing intellectual friction.**



**Encourage atypical, non-obvious connections.**



# Soliciting feedback, suggestions, and input doesn't work without psychological safety.



**Psychological Safety**

**Include**

**Learn**

**Contribute**

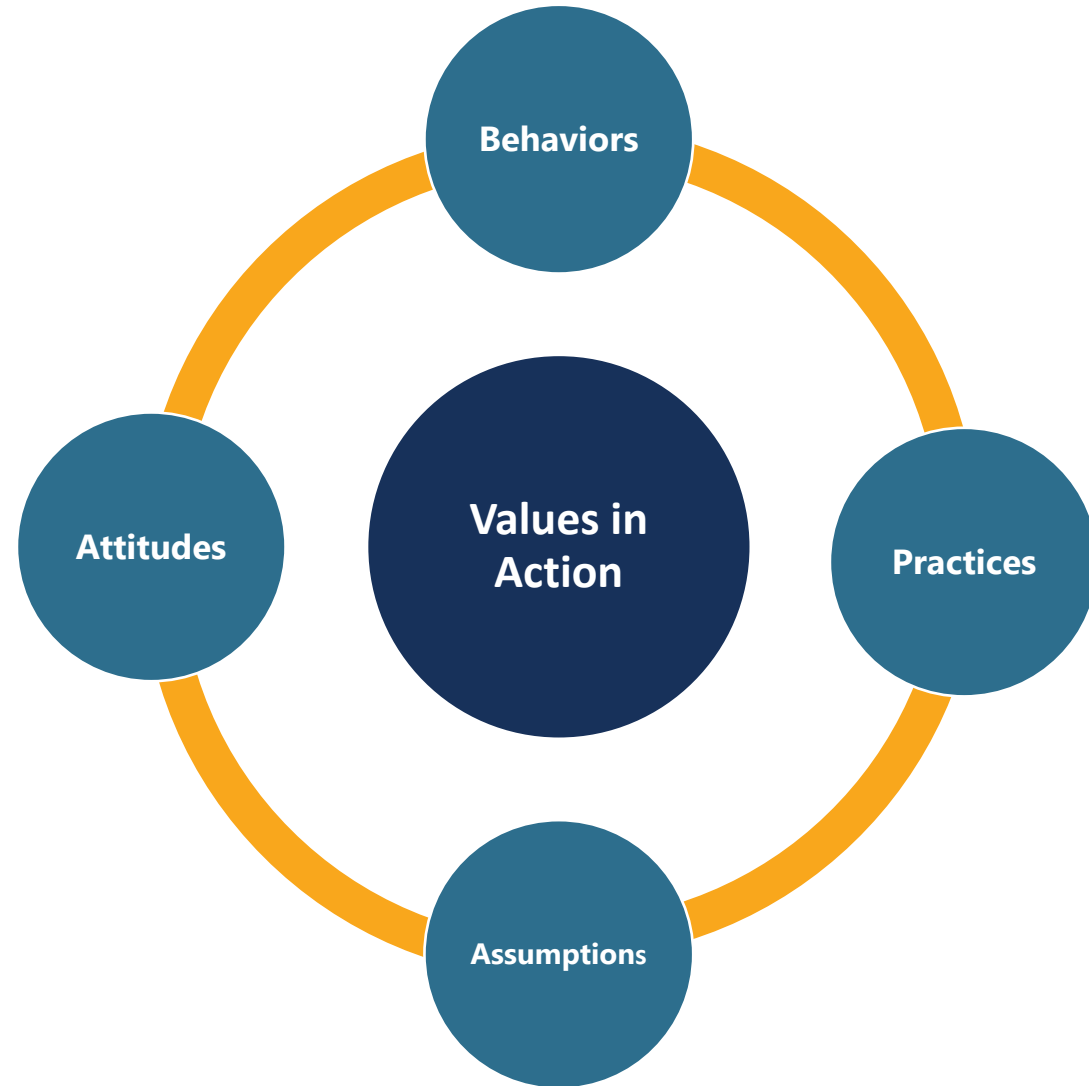
**Challenge**

# Cultivate Culture



# Wellbeing Culture

**Well-being culture is shaped by our shared values and agreements on how to engage with one another.**



# How we engage with one another is a burnout buffer.

- » Attuned, supportive management/supervisory practices
- » Multilevel feedback integrated into decision-making
- » Inviting diversity of skills, knowledge, personalities
- » Individualized recognition
- » Opportunities to learn, grow, mentor
- » Meaningful work assignments
- » Managing microaggressions, gossip, feedback
- » Admitting mistakes and repairing conflict
- » Safe to make mistakes, fail, learn, disagree, contribute
- » Focus time and restorative time
- » Disconnecting off hours

# Supervise Differently



# Cultivating a Culture of Well-being

**Attuning**

What are some ways to attune to what my team values & what energizes and depletes them?

**Growing**

What are some ways to let people know it's OK to make mistakes, learn, grow?

**Including**

What are some ways to include teammates in decisions and creation of workflows or processes?

**Boundarying**

What are some ways to address microaggressions, gossip, conflict?

# Employee Voice and Autonomy

- » **Voice** is the opportunity and ability to express opinions, ideas, and concerns. Ensuring staff have voice encourages open communication, engagement, and collaboration.
- » **Autonomy** is the authority and responsibility to make decisions, take ownership of tasks, and create a work environment in which one can perform at their best. Giving staff autonomy fosters creativity, enhances engagement, and honors their expertise and capabilities

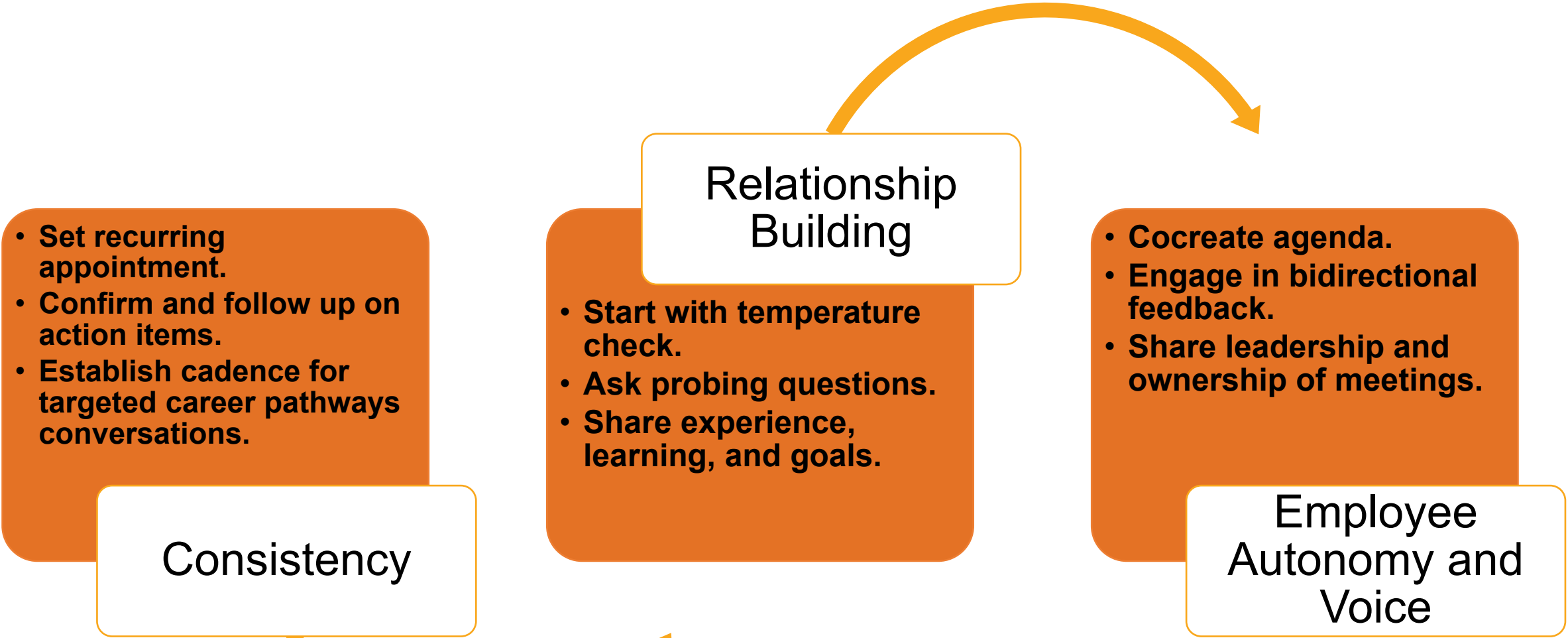
# Inclusion = Voice + Belonging



- Inclusion exists when **all** staff, regardless of their social identities or position in an organization, ***feel welcomed, respected, and valued.***
- **Full inclusion** requires staff to have a **voice in decision-making and feel at home in the workplace.**



# Supervision



# Effective, Consistent Supervision Can:



Reduce burnout and increase retention.

Help guide employee performance and development.

Provide an opportunity to reflect and discuss employees as whole individuals.

Promote shared responsibility, shared learning, and shared leadership.

Encourage effective communication, problem solving, learning, growth, self-motivation, and self-advocacy.

# Staffing Structures

- » Use organizational chart to assess if grouping of roles is effective and to determine staff who are working above or below their scope.
- » For staff working below scope: identify KSAs and support needed to shift.
- » For staff working at top of scope: identify stretch opportunities to strengthen KSAs.
- » For staff working above scope: identify growth opportunities aligned with demonstrated KSAs.

- » A well-designed staff structure:
  - Promotes employee security and motivation.
  - Considers the diverse needs of employees.
  - Provides opportunities for employees to work within their skill sets and to take on stretch projects.

# Summary



# Workplace Culture

**Psychological Safety**

Collaborate with team to cultivate psych safety and practice daily.

**Employee Voice**

Establish consistent opportunities for multilevel feedback.

**Well-being**

Integrate well-being framework and practices into culture.

**Recognition**

Design program to acknowledge and reward contributions and achievements.

**Employee Autonomy**

Give space for workers to control how, when, and where work is done.

# Test it out!

What's one thing from today's training that you are going to try doing?



**Questions?**



# References & Resources (1)

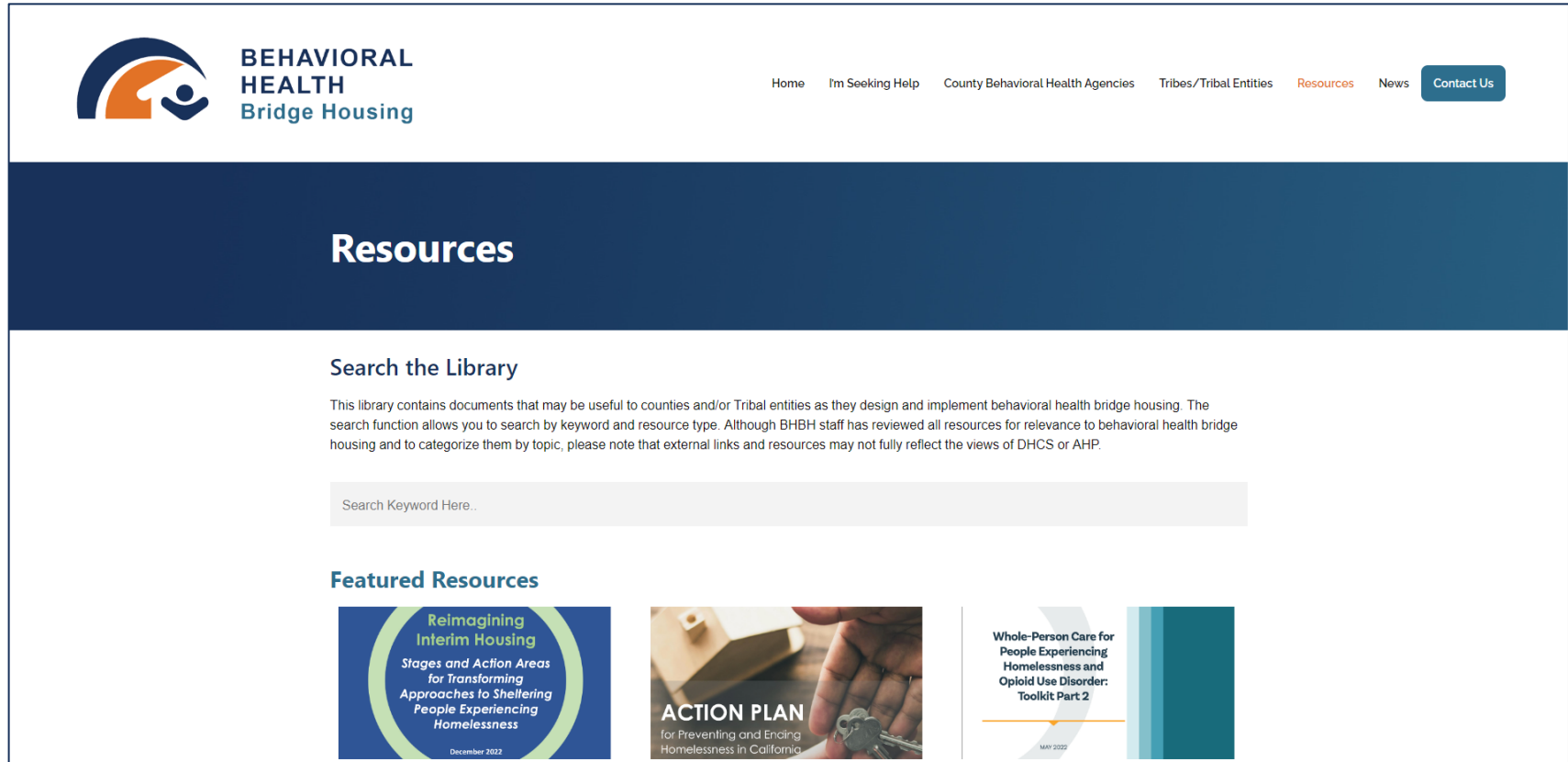
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# Behavioral Health Bridge Housing Resource Library



The screenshot shows the website's header with the logo on the left and a navigation menu on the right. The main content area features a dark blue banner with the word "Resources" in white. Below this is a "Search the Library" section with a search bar and a descriptive paragraph. The "Featured Resources" section displays three resource cards: "Reimagining Interim Housing", "ACTION PLAN for Preventing and Ending Homelessness in California", and "Whole-Person Care for People Experiencing Homelessness and Opioid Use Disorder: Toolkit Part 2".

**BEHAVIORAL HEALTH Bridge Housing**

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## Resources

### Search the Library

This library contains documents that may be useful to counties and/or Tribal entities as they design and implement behavioral health bridge housing. The search function allows you to search by keyword and resource type. Although BHBH staff has reviewed all resources for relevance to behavioral health bridge housing and to categorize them by topic, please note that external links and resources may not fully reflect the views of DHCS or AHP.

Search Keyword Here ..

### Featured Resources

- Reimagining Interim Housing**  
Stages and Action Areas for Transforming Approaches to Sheltering People Experiencing Homelessness  
December 2022
- ACTION PLAN**  
for Preventing and Ending Homelessness in California
- Whole-Person Care for People Experiencing Homelessness and Opioid Use Disorder: Toolkit Part 2**  
MAY 2022