CCMU Learning Collaborative:
Team Wellness and Creating Positive Work Environment

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Guest Speaker: Kristin Doyle

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Agenda Slide

- **Welcome and Introductions**

- **Identify What Typically Leads to Burnout and High Turnover**

- **Mentimeter Questions**

- **Identify Strategies That Support Overall Team Wellness and Retention**

- **How to Maintain a Healthy Work Culture**

- **A Look at Group Activities that Support Connection**

- **Big Group Activity**

- **Closing Discussion and Q & A**

Objectives

- Identify What Leads to High Turnover and Burnout

- Learn Tangible Strategies to Effectively Retain a Healthy Workforce

- Learn Strategies on How to Promote and Maintain a Positive and Healthy Work Environment

- Identify Leadership Styles that Support Team Retention and Overall Wellness

What leads to high turnover?

Please share your answers in the Mentimeter

How does burnout occur?

Please share your answers in the Mentimeter

What leads to high burnout?

- **Absence of clear career path**

- **Lack of strong team cohesion**

- **Low team morale**

- **Poor management**

- **Financial insecurity**

How does burnout occur?

- **Team members feel undervalued**

- **Lack of support**

- **Poor self-care practices**

Common Signs of Burnout

YouTube video. Good work design - Supporting your team

Common Signs of Burnout

- Poor performance
- Unplanned absences
- Behavior changes
- Mood changes
- Tired
- Upset
- Visibly stressed

Positive and Supportive Culture

When you think of a positive and supportive work environment, what comes to mind?

Please share your responses in the Mentimeter

Creating a Positive Culture

- **Small things matter including positive attention and praise**
- **Announce wins**
  - Including team and individual accomplishments!
  - Public praise goes a long way in developing a supportive environment!
    - (reminder praise in public and counsel in private)
- **Small tokens of appreciation**
  - Including handwritten thank you cards
  - Notes of encouragement
  - A supportive email acknowledging their hard work and dedication

Creating a Positive Culture *continued*

- Engage in team building activities

- Achievement awards that are given out on a consistent basis
  - i.e. employee of the month

- Knowing your people will support in identifying what they need to feel supported and motivated

- Open communication
  - Talk about concerns and worries- collaboratively plan together

Maintaining the Wellness of Mobile Crisis Systems

- Mobile crisis work can be challenging and taxing on the individuals of the team.

- It is essential to provide opportunities to debrief and process their deployments and interactions regularly.

- Leadership should program in specific check ins for all team members, even those who appear "fine".
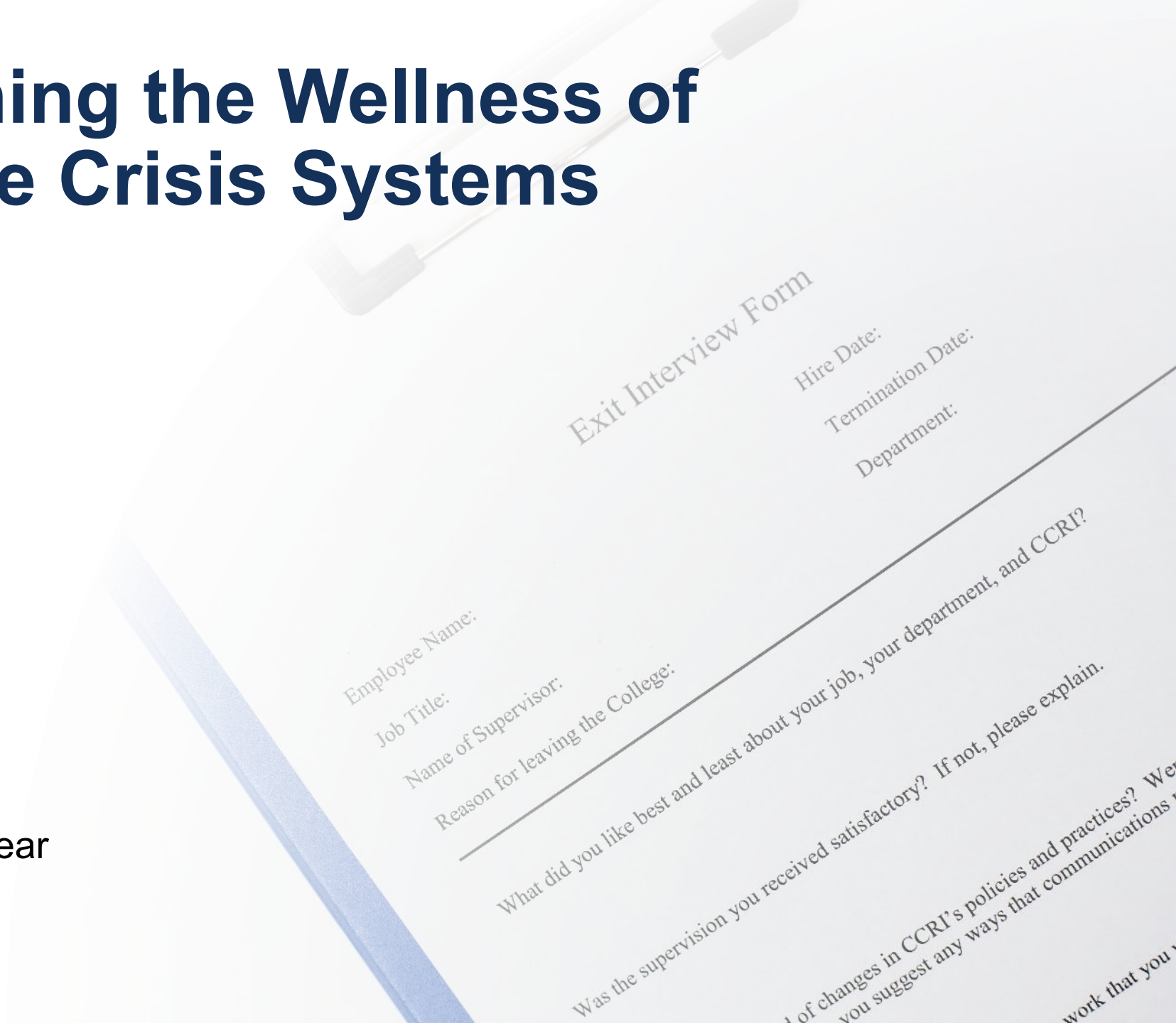
Leadership Styles

Authentic Leadership

- Sincerity
- Characteristics: Relationship
  - Self-awareness
  - Balanced processing
  - Perception of fairness
- Strengths: Trustworthy
- Limitation: Practicality
- Has a positive impact on teams

Servant Leadership

- Service
- Characteristics: Value-driven
  - Improved job satisfaction
  - Improved job satisfaction
  - Healthy psychological environment
- Strengths: Self-awareness
- Limitation: Paradoxical in nature
- Leads to positive team building

Promote Wellness to Manage Burnout

- Health and wellness days or activities

- Incentives such as flex time health and wellness gifts

- Regular team meetings and debriefings

- Rotating schedules *(think of nursing schedules)*
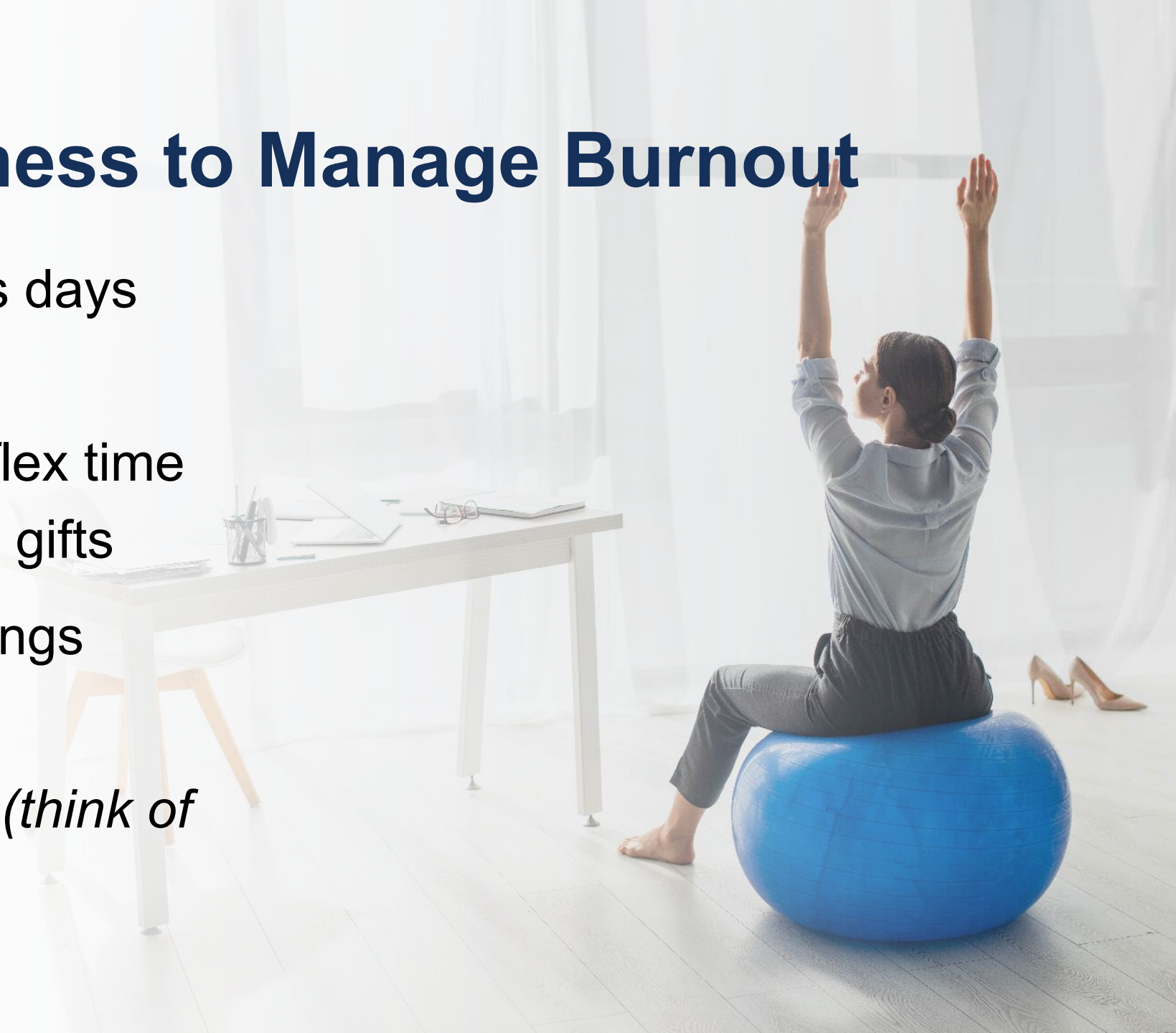
Consistency is Key for Supporting Mobile Crisis Team Members

- **Ongoing Communication**
- Every Crisis Response is supported by a supervisor
  - If you want the team to be willing to step up then leaders have to model this desire behavior
- Extra Support
- Group supervision or case briefings
- Trainings
- Opportunity to schedule extra debriefing if needed
- Ongoing Achievements and awards
- Ongoing recognition

Strategies to Address Challenges

Consultation Support and Ongoing Communication

- Every Crisis Response is supported by a supervisor

  - If you want the team to be willing to step up, then leaders need to model this desired behavior

  - Extra Support

  - Opportunity to schedule extra debriefing if needed

Strategies to Address Challenges

Celebrating Successes

- Scheduling time to share and celebrate successes

- Acknowledgement of staff

Big Group Activity

- Practicing Mindfulness

- Instructions

  - Get a piece of paper

  - Cut/tear the paper into four equal parts

  - On each of the **three** pieces of paper, draw a circle

Wellness Activity for Teams

- In a group setting or meeting, have note cards prepared and distributed to the team.

- Have the individuals write their name on top of the card.

- Now instruct the team to get up and shift over one seat to the left.

- Have them pass the cards down one place to the right.

- Instruct the team to write a positive appreciation or positive observation of the person's card they have. Pass the cards down until they return to the owner.

- Good meeting closing activity

Today's Guest Speaker

Kristin Doyle, LCSW

Program Manager of Adult Mental Health Services
Behavioral Health
Glenn County Behavioral Health Department

Glenn County Health and Human Services Agency, Behavioral Health

Glenn County is part of a larger system of the HHSA and Behavioral Health is the largest department.

As a government agency, we are limited in a lot of flexibility or options that a private organization or a nonprofit may have for staff and organizational " out of the box" thinking.

Team Wellness

- Wellness Wednesdays, once per month
  - Mixed staffing groups made up of therapists, case managers
  - Have removed leadership from line staff to promote freedom in sharing
  - Program Coordinators (supervisors) have their own separate day/time

- 1 hour time slot during work time, in person

- Intention
  - Trained "leads" to run the groups, encourage participation, time management, sharing and a structured space
  - Provide a safe space to discuss secondary trauma, difficult cases, burnout, stress and get support from colleagues/co-workers

- Debriefings
  - Debriefing as a whole agency of HHSA where staff are trained in a structured format
  - Behavioral Health staff also trained for incidents such as the loss of a client, staff or community event

Glenn County Health and Human Services Agency, Behavioral Health

Creating a Positive Work Environment

Informal Methods

- We recognize birthdays monthly and sign cards; also, if a staff has had something hard happen such as loss, we will do a card for them

- We allow staff to decorate their own offices to promote flexibility, creativity and individualism where staff can bring in plants, furniture, décor to make their office unique

- One of our Coordinators does weekly polls of *"Question of the Week"* such as *"Pumpkin Spice Latte - Yes or No"* that is posted, and staff mark their preference

- A fun activity was to have staff bring in a "teenage" photo and we put them on the wall as a collage and we all had to guess who was who

- Staff decorated the bathroom walls with uplifting, positive phrases

- We encourage staff to take their lunch and breaks
  - Some staff have established regular walking times and even walk in pairs or groups

- As a department, we are big on food - we use every excuse to have potlucks and incorporate food into meetings, events, get togethers as much as possible
  - One building had weekly BBQ's, some buildings have weekly potlucks or eat as a group

Glenn County Health and Human Services Agency, Behavioral Health

Retention

Glenn County BH works hard to establish a culture of trust, transparency , open communication and workplace happiness along with job satisfaction.

- We promote positions that are open in other units by encouraging staff to apply for openings
    - *May move staff from one unit to another*
- Can offer staff learning such as flexing a schedule to participate in an after-hours program
- Ability to do some after hours or on-call work when/if available
- We promote staff going to school or returning to school by offering flexible work schedules and/or internships
    - *California State University, Chico is close-by which offers social work and psychology degrees as well as traditional classes towards an AA/AS*

Q & A