



Fostering a Positive Workplace Culture

Behavioral Health Recruitment and Retention

Wednesday, November 8, 2023 | 12:00-1:00 p.m. PT



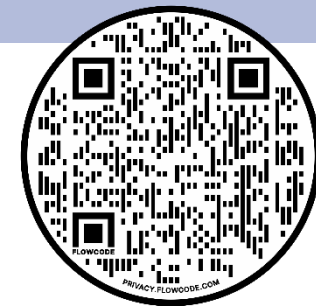
Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where indigenous nations and tribal groups are traditional stewards of the land. Our California office resides in Tongva territory.
- Please join us in supporting efforts to affirm tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all indigenous people.

Whose land are you on?

Option 1: Enter your location at [Native Land CA](#)

Option 2: Access Native Land website via QR Code





Advocates for Human Potential, Inc. (AHP) Behavioral Health Recruitment and Retention (BHRR) Team



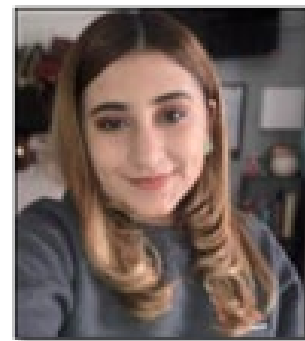
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This project would not be possible without the many amazing people who work in the background but are not on this slide.

AHP Workforce Development (WFD) Subject Matter Expert (SME) Team



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Agenda

1. Setting the Tone: Leadership and Supervisors
2. Establishing a Culture of Belonging: Employee Voice and Engagement
3. Creating a Culture of Learning: Onboarding, Skill Building, and Supervision
4. Providing a Culture of Growth: Careers and Leadership





Setting the Tone: Leadership and Supervisors

What Employees Want (and Need)

- Living wage with health care benefits
- Opportunities to grow and advance
- Job role clarity
- Some autonomy and input into decisions
- Manageable workloads
- Administrative 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

The field must strive to address these core needs of behavioral health workers.

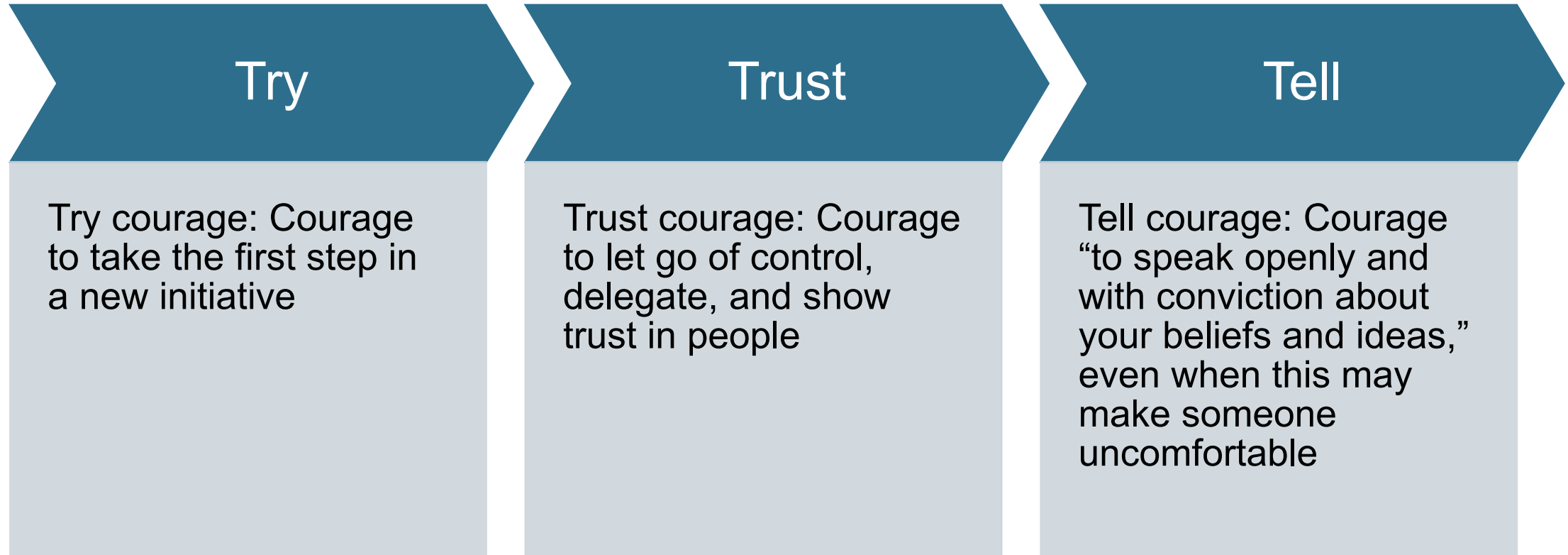
Courageous Leadership



- What is courageous leadership?
 - Guides staff without crushing creativity
 - Leads by example
 - Stands at the helm of the organization
- Courageous leadership gives employees “confidence to do their jobs to the best of their ability.”

(WeWork Ideas, 2017)

The Three Buckets of Leadership Courage



(WeWork Ideas, 2017)

Communicate with Emotional Intelligence



Strengths-Based Supervision

Shared
Responsibility

Shared
Learning

Shared
Leadership



Topic-Focused Supervision

Identify

Collaborate

Incorporate



Restorative Supervision

Working Groups

Trauma Informed

Impetus and
Format

Containment and
Reciprocity





Poll #1

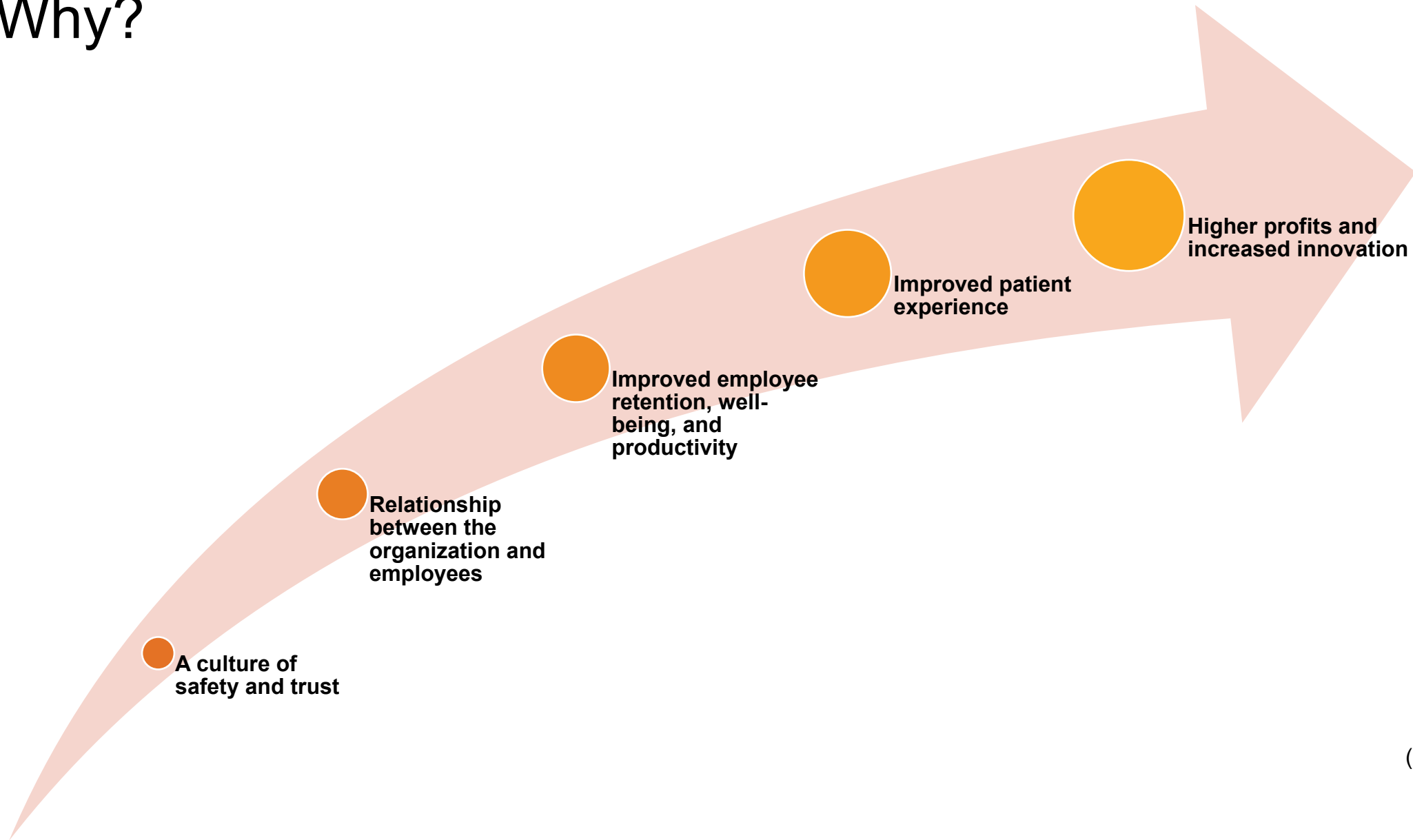
What approach to supervision do you think would get the most positive response from your staff?

- A. Strengths-based
- B. Topic-focused
- C. Restorative



Establishing a Culture of Belonging: Employee Voice and Engagement

Why?



(Harter, 2018)

Defining Key Concepts

- Psychological safety and belonging exist within a culture of safety, trust, and respect.
- Inclusion exists when **all** staff, regardless of their social identities, *feel welcomed, respected, and valued*.
- **Full inclusion** requires staff to have a **voice in decision-making and feel at home in the workplace**.

“**Psychological safety at work** *doesn't* mean that everybody is nice all the time.” It means that you embrace the conflict, and you speak up, knowing that your team has your back, and you have their backs.

(Leading Effectively Staff, 2023)

“It is naive, however, to expect that once diversity is present and expressed, equity in decision-making will necessarily follow.

(Gündemir et al., 2023)



Poll #2

Most or all staff are engaged.

Staff have a voice and vote on policies and practices.

Respect is offered toward all cultures and family practices.

All communication and learning styles are honored.

Heart & Soul: Inclusion, Voice, and Engagement

Founded in 2005, Heart and Soul, Inc. is a peer-founded, -operated, and -governed organization hosting more than 6,000 program visits per year.

Staff Retreat

- Two for One: Evaluation and Stay Interview
 - Evaluation focused on positives (contributions, successes, gratitude).
 - Stay interview focused on systems (what's working, what's not, new ideas).
 - Retreat included both one-on-one discussions and group work/conversations.

Ongoing Follow-Up

Reset Expectations Around Communication

- Fostering communication away from a hierarchy and removing barriers (real or perceived) to get conversations started and keep them going.



Reflection Questions

- Are all staff members engaged?
- Do staff members have a voice and vote on policies and practices?
- Respect breeds respect, but what if standards of respect vary among individuals from different families and cultures?
- Are all communication styles honored?
- What are you and your organization already doing well?
- Who at your organization makes conscious efforts to foster inclusivity?

Leading Employment Engagement Initiatives

- Take a systemic, values-based approach
- Understand what employees want
- Develop an engagement model
 - Create connections through purpose
 - Serve as a role model (and model core values)
 - Foster a supportive environment
 - Give employees voice
 - Expand scope by encouraging growth
 - Make well-being a priority
 - Offer a good work-life balance



For employers, an effective Voice contributes to innovation, productivity, and organizational improvement as well as keeping the organization inclusive and honest, assuming whistleblowing is not discouraged.

For employees, it often results in increased job satisfaction, greater influence, and better development opportunities.

(Holbeche, n.d.)

Self-Reflection: Best Practices for an Inclusive System

• Mentoring

- Are women and underrepresented groups actively supported by someone who has significant influence, advocates for their career advancement, and recommends them for leadership roles, awards, or high-profile speaking opportunities?
- Do we encourage women and underrepresented groups to coordinate journal clubs, grand rounds, and professional development sessions that foster inclusion and equity (and career advancement)?

• Recruitment and Retention

- Are search and hiring committees assembled intentionally, with gender balance? Do committee members receive implicit bias training?
- Are we developing affinity groups to provide a safe space for members and allies?
- Are leaders educating themselves and teams on the importance of language, bias, and discrimination?
- Do we conduct stay interviews?



Creating a Culture of Learning: Onboarding, Skill Building, and Supervision

The Culture We Want to See

Welcoming

- Offers connection and support
- Offers community

Respectful

- Creates a space for staff to question, make mistakes, and grow
- Allows staff to practice clinical concepts and principles

Inclusive

- Encourages self-efficacy and self-advocacy
- Builds a community of practice

Best Practices



Policies and Procedures: Onboarding

Create a detailed onboarding plan.

Collaborate with staff to develop the plan.

Include time to discuss new staffs' goals.

Include basic information, such as key contacts.

Be welcoming and build rapport.

Introduce yourself.

Ask them to tell you about themselves.

Encourage them to ask questions and to share their thinking.

Prepare new staff for their experience.

Explain expectations, schedule, and procedures.

Establish a communication and check-in plan.

Identify contacts for questions.

Policies and Procedures: Accommodations



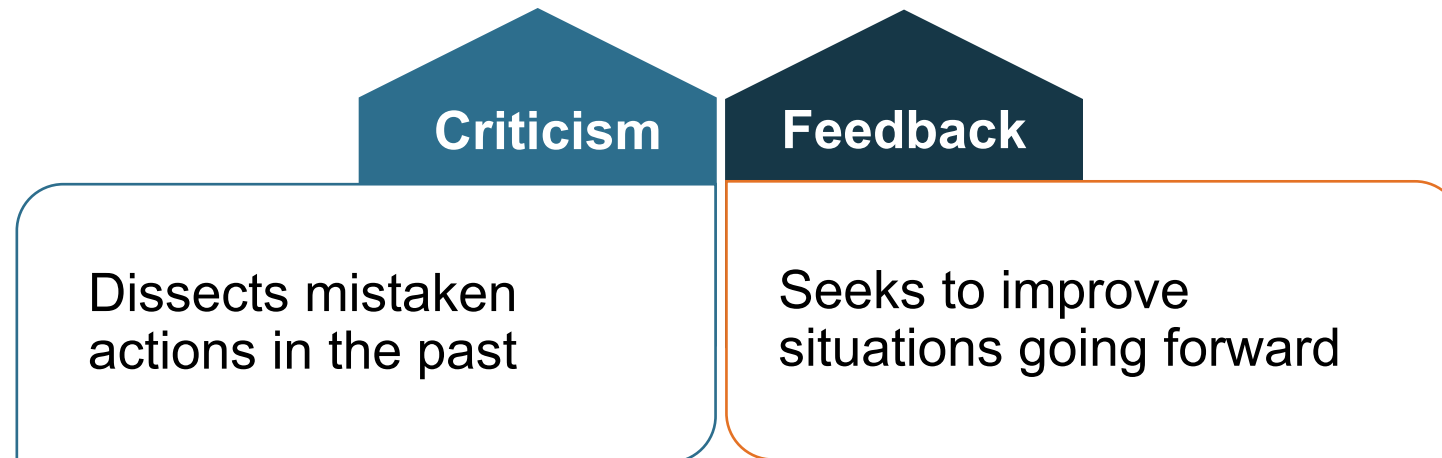
- **Invite** staff to share their learning styles and preferences.
- **Accommodate** and/or strategize work-arounds.
- **Communicate** accommodations to others as needed.
- **Encourage** staff to self-advocate.
- **Revisit** whom to go to with concerns.
- **Check** in regularly and revise plans.

Supervision Plan: Activities

- Initiate or continue career-planning activities.
- Identify and discuss leadership opportunities.
- Integrate mentoring.
- Create a culture of transparency.
- Determine how staff feedback is heard, shared, and acted upon.
- Assess, update, and improve practices.



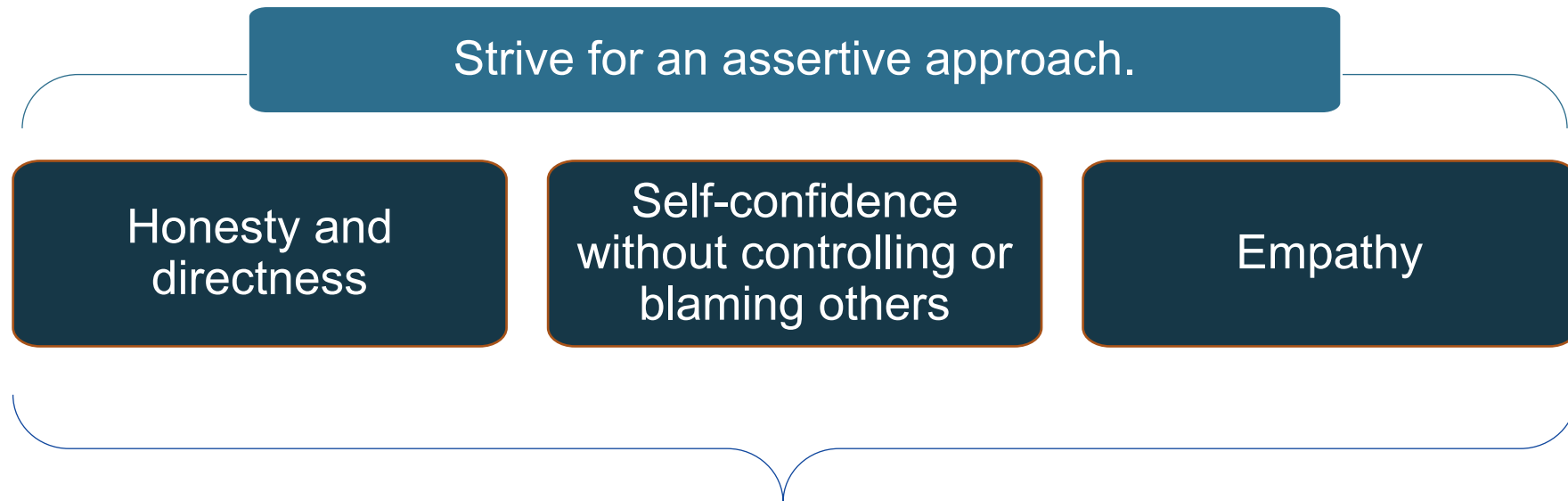
Interactions: Feedback





Providing a Culture of Growth: Careers and Leadership

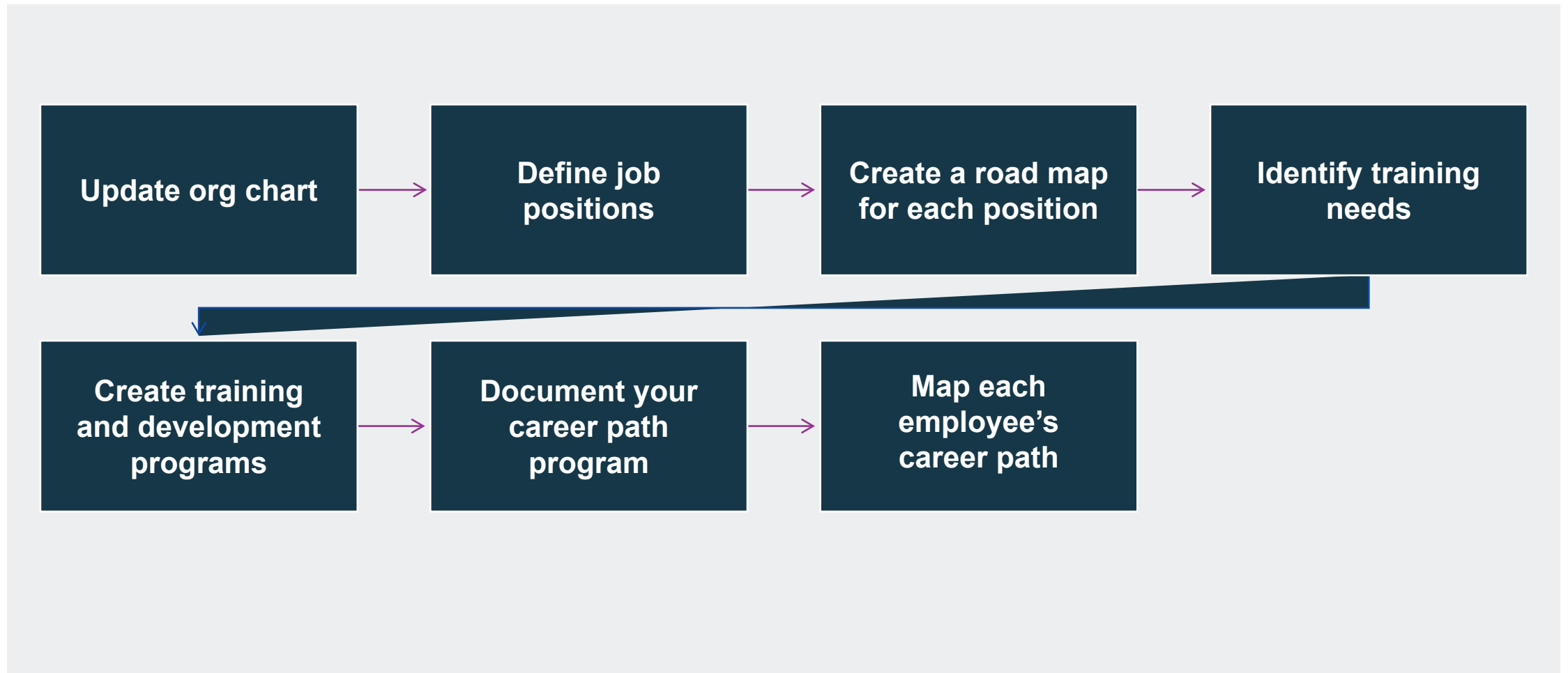
Interactions: Communication Styles



Career Ladders, Pathways, and Process

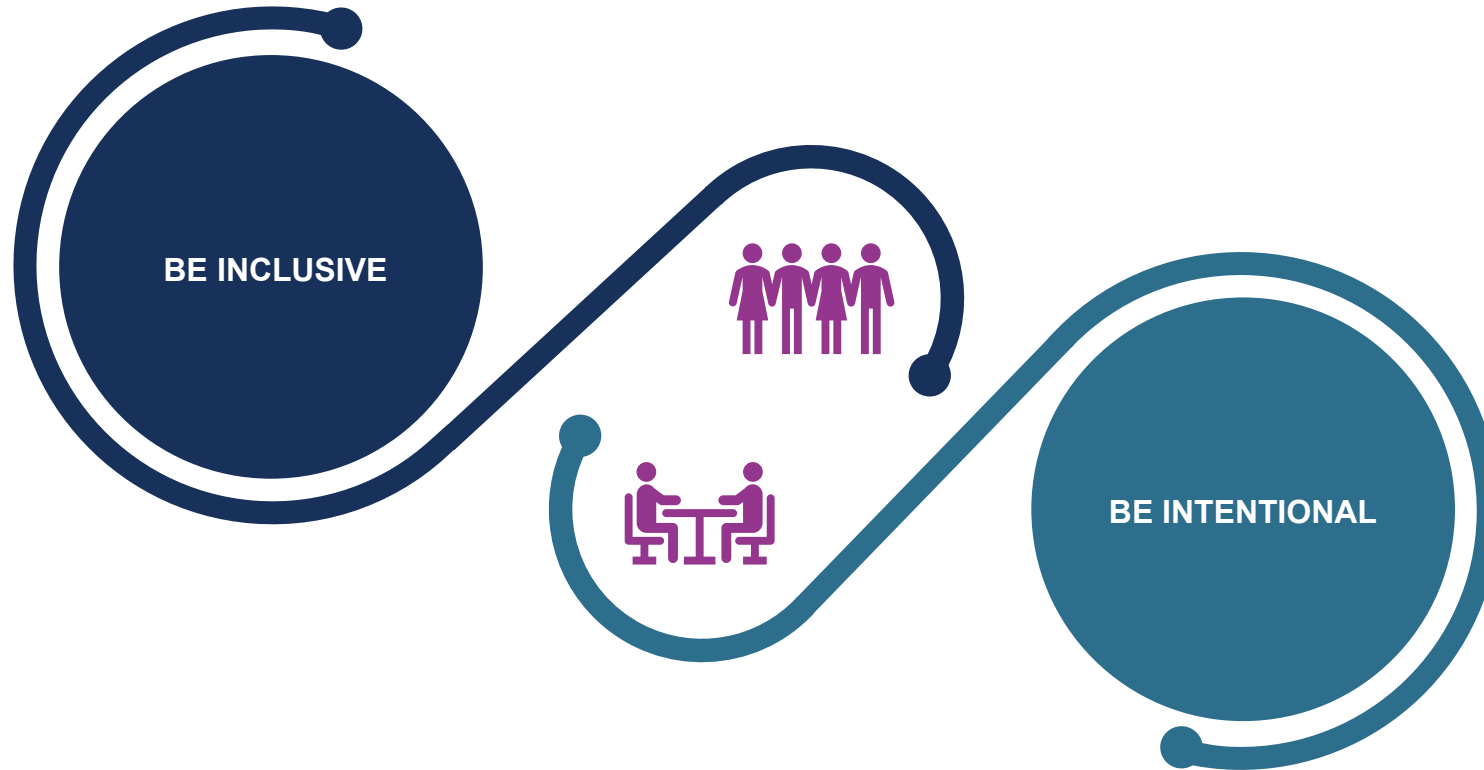
- **Career ladders** represent the progression of jobs in an organization's specific occupational fields (e.g., clinicians, recovery specialists, program administrators, support staff), ranked from highest to lowest based on level of responsibility and pay.
- **Career pathways and programming** are broader than career ladders and can include any combination of the following:
 - Promotions
 - Job rotation
 - Temporary assignments
 - Lateral or horizontal assignments
 - Education and training
 - Mentoring and coaching
- The **career pathways process** includes the workflows, activities, roles, responsibilities, and outcomes needed within an organization to develop clear, transparent, and well-communicated career pathways to all members of the organization.

Process to Develop Transparent Career Pathways



Cultivating Leaders

Leaders exist across staffing levels.



Look for leadership potential and start the conversation.

Identifying and Promoting Leadership Development

1. Micro-development

- Giving people the opportunity to develop the essential skills to be an effective leader by assigning specific projects/tasks that will help them practice and develop those skills little by little (micro-development)

2. Mentorship

- Learning from seasoned staff to help increase internal networking, provide staff the opportunity to lead others, and efficiently orient new staff

3. Career Pathways

4. Culture of Feedback and Continuous Improvement

- Learning to give feedback to promote growth and foster a culture of learning



(Expert Panel, Forbes Human Resources Council, 2019)

Questions?

Please enter questions in the Q&A box and/or raise your hand.



Upcoming Events and Important Reminders

Phase B TTA – Quarter 2 of BHRR							
Q	M	Week 1	Week 2	Week 3	Week 4	Week 5	Total Hours of Live grantee attendance/month
2	4 October	BHRR Phase B Launch Webinar (1 hour) 10/04/23 12 noon - 1pm	Q1 report Q1 invoice Due 10/15/23	OPTIONAL CALAIM TA Marketplace info session 10/17/23 11am-12:30pm	SOW PHASE B DUE 10/31/23		1 hour + 1:1 with Grantee Coaches (GCs) Subject Matter Experts (SMEs) as needed
2	5 November		Webinar - Helpful tips for successful implementation (1 hour) 11/08/23 12noon -1pm	Cohort Workshop - (1.5 hours) 11/14/23 11am-12:30pm			2.5 hours + 1:1 with Grantee Coaches (GCs) Subject Matter Experts (SMEs) as needed
2	6 December		Learning Collaborative-Fundamentals DEIJB+ (2.5 hours) 12/05/23 OR 12/06/23 10am-12:30pm <i>depending on region</i>		BHRR Admin Coaching Call (1 hour) 12/20/23 12 noon –1pm Sustainability Plan Draft due to GC 12/20/23		3.5 hours + 1:1 with Grantee Coaches (GCs) Subject Matter Experts (SMEs) as needed

Note: This document is a tentative plan and is subject to change. You will receive notification about changes to this [plan in advance](#) via email and through communication from your Grantee Coach. Please refer to this plan for a general guideline of what to expect in the first quarter of Phase B (quarter 2 of BHRR).

[BHRR](#) Team may offer optional Open Office Hours if needed. Those dates will be communicated in advance.



“

Thank you!

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Resources

- Detert, J. R. (2022, January 7). [What courageous leaders do differently](https://hbr.org/2022/01/what-courageous-leaders-do-differently). *Harvard Business Review*. <https://hbr.org/2022/01/what-courageous-leaders-do-differently>
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Practical Applications: *What Can We Do?*

- **When we start anything new, we can explore ambivalence to prevent self-sabotage.**
 - What are **your** fears, worries, doubts, questions, and concerns about building inclusion and expanding a culture of safety?
 - What fears, worries, doubts, questions, and concerns do **staff** have about building inclusion in the workplace?
 - What are the specific concerns of newly hired staff? Long-time staff? Women and people of color? Other subgroups?
 - What would it take to explore and address the ambivalence?

People-First Processes

Think strategically to make joining the workforce attractive.

- Market your organization.
- Add peers to your staff.
- Think of ways to accommodate people with disabilities.
- Focus on diversity with inclusion.
- Individualize professional development plans.

Tools for recruiting:

- Develop a job description specific to the people you want to hire.
- Invite new staff to attend a workplace event.
- Ask incumbent staff to refer from their network (and offer referral bonuses).