



# Responsive Leadership: Creating Healing-Centered Workspaces

## Behavioral Health Recruitment and Retention

Thursday, January 4, 2024 | 12:00-1:00 p.m. PT



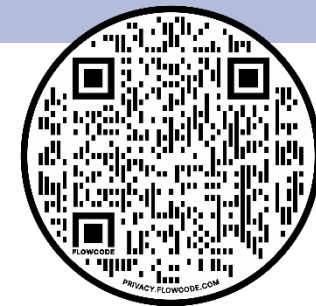
# Indigenous Land Acknowledgement

- 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



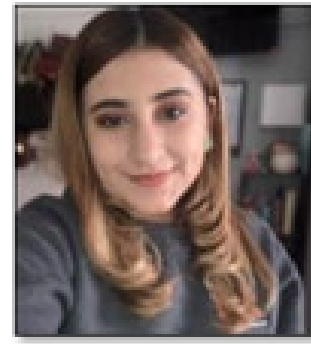
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This project would not be possible without the many amazing people who work in the background but are not on this slide.

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



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# Agenda

- 1) Introducing Trauma-Informed and Healing-Centered Frameworks
- 2) Shifting the Paradigm
- 3) Identifying Agents of Change in Leadership and Supervision
- 4) Call to Action

# Objectives

By the end of this webinar, participants will...

- Become familiar with how trauma-informed principles apply to workplace trauma.
- Become familiar with the term *healing justice* and its relevance to behavioral health workplaces.
- Begin to identify ways that workspaces can be incrementally transformed to embrace healing-centered practices through inclusive supervision and responsive leadership.
- Identify ONE "nugget" from these concepts to take back to their other colleagues to inspire change.

Please put in the chat box what words come to mind when you hear the following terms:

**Trauma-informed  
workplace**

**What are some  
examples of what  
these workplaces  
might look like?**

Please put in the chat box what words come to mind when you hear the following terms:

Healing-centered  
workplace

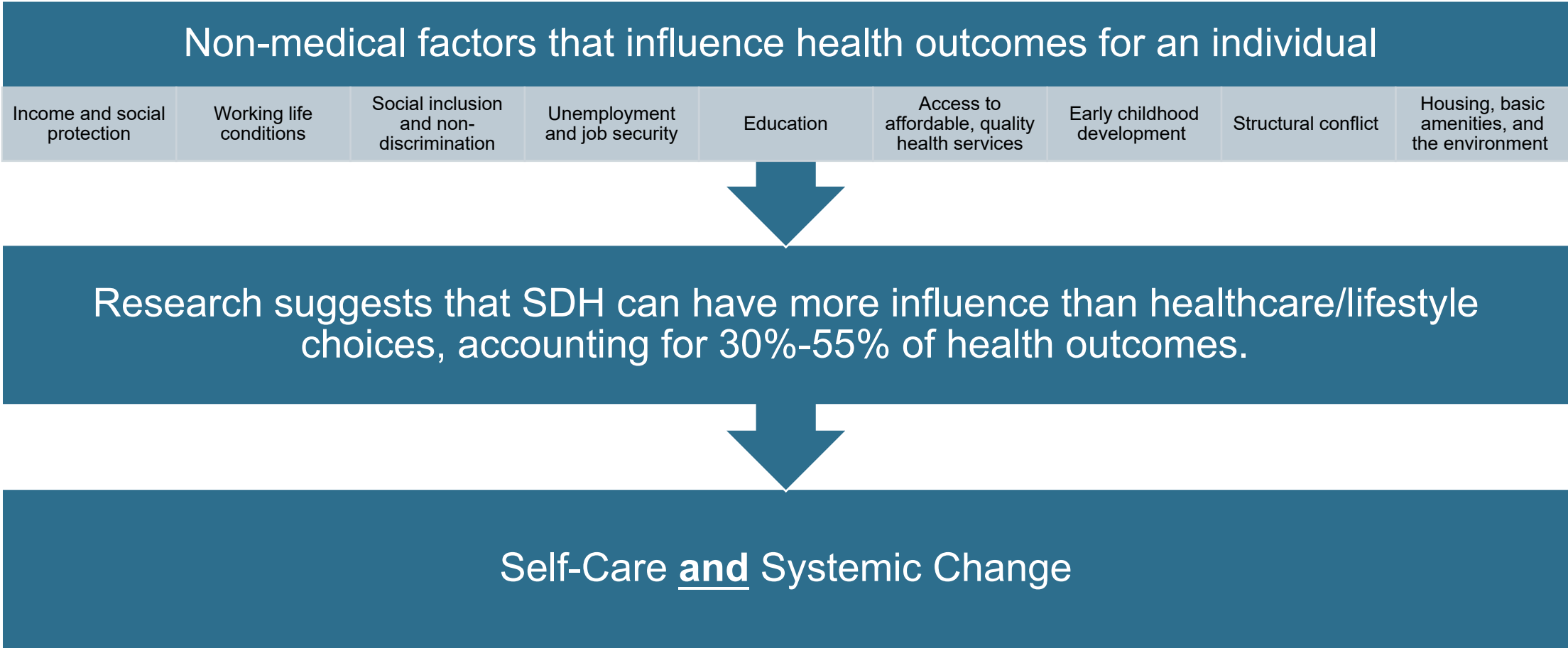
What are some examples of how a healing-centered workplace might be different from a trauma-informed workplace?





# **Introducing Trauma-Informed and Healing-Centered Frameworks**

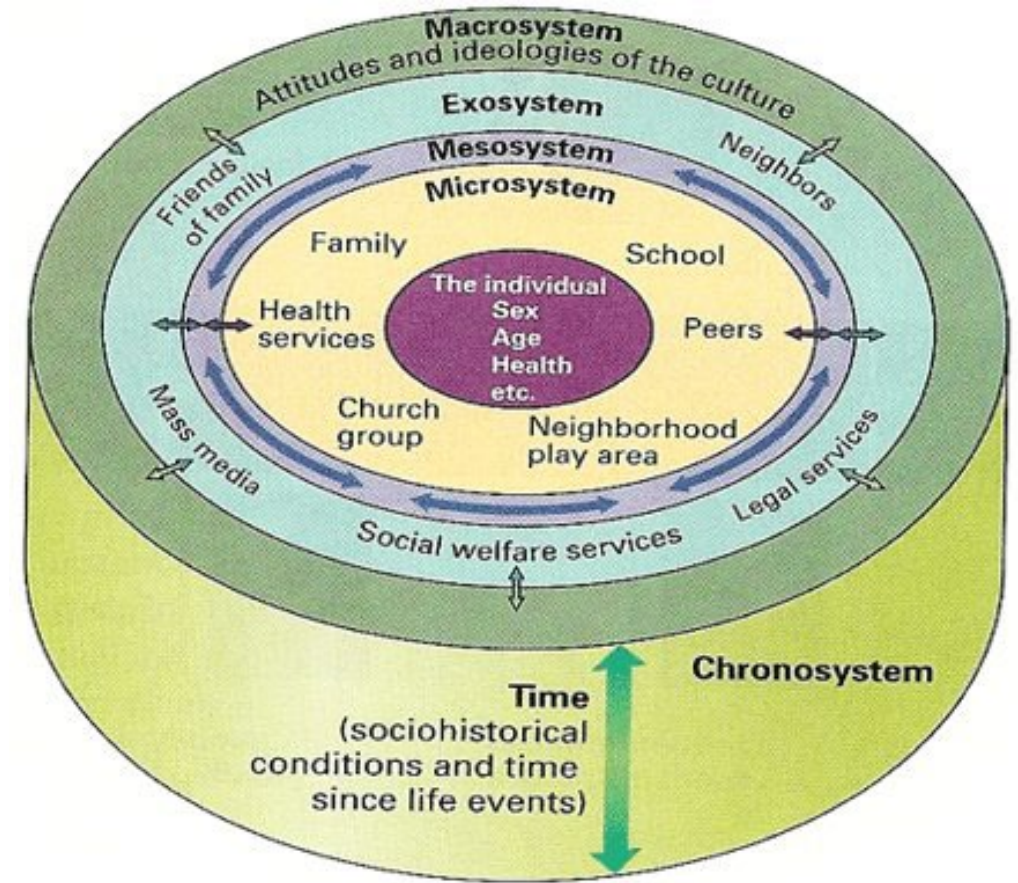
# Defining the Social Determinants of Health (SDH)



(Butterworth et al., 2023; World Health Organization, 2019)

# Bronfenbrenner's Ecological System Theory

- The ecological systems model exhibits a holistic view of the five systems that influence an individual's lived experience.
- Systems are interdependent and dynamic.
- Systems continuously impact us as individuals and as a community despite our healthcare/lifestyle choices.



*(Rogers, 2013; Santrock, 2008, p.24)*

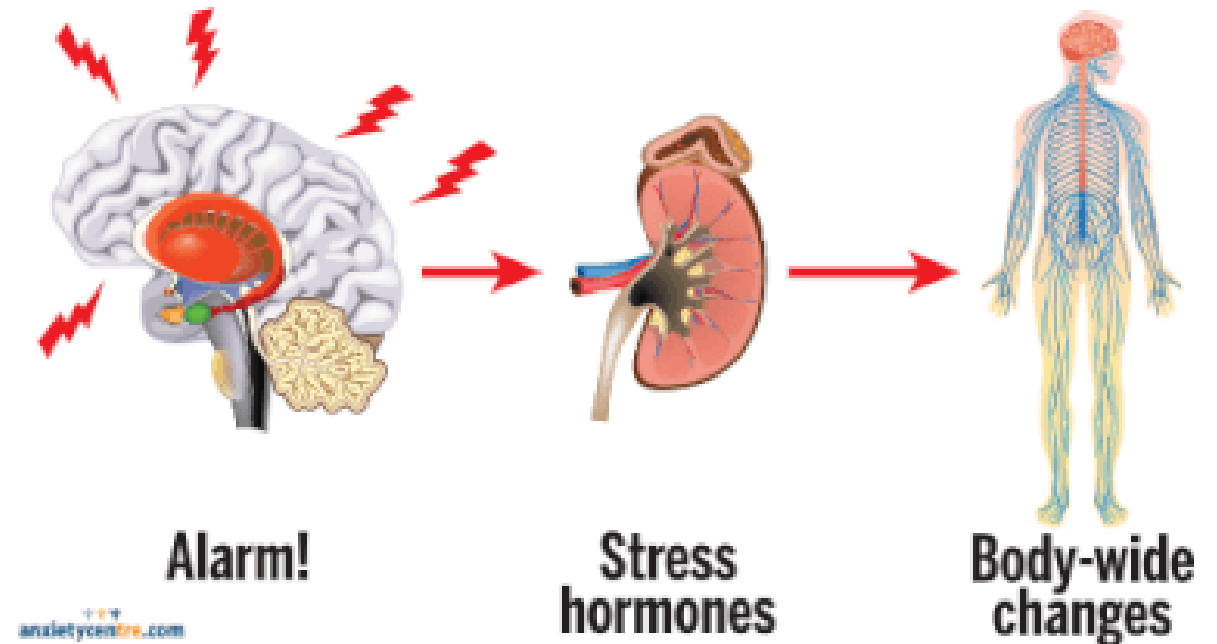
# Stress and Stress Responses

## Stress

- State of worry or mental tension caused by a difficult situation
- Natural human response
- Prompts us to address challenges and threats in our lives

## Stress Responses

- The **impact** of stress on the body's response system
  - Positive
  - Tolerable
  - Toxic



*(Anxiety Centre, 2022; Center on the Developing Child at Harvard University, 2020; World Health Organization, 2022)*

# ***SAMHSA's Three "E"s of Trauma***

**Event(s)**

**Experience of  
event(s)**

**Effect**

*(Substance Abuse and Mental Health Services Administration, 2014)*

# What do trauma responses look like?

Trauma manifests emotionally, physically, cognitively, and behaviorally.



## Immediate Reactions Include:

- Anger, sadness, and fear
- Feeling overwhelmed
- Extreme fatigue or exhaustion
- Nausea
- Dissociation
- Difficulty in memory and time perception
- Argumentative behavior
- Apathy



## Delayed Reactions Include:

- Depression
- Grief reactions
- Emotional detachment
- Elevated cortisol levels
- Lowered immune system response
- Increased cynicism
- Loss of purpose
- Withdrawal

*(Substance Abuse and Mental Health Services Administration, 2014)*

# Professional Trauma and Psychic Injury



*(Substance Abuse and Mental Health Services Administration, 2014)*



## Poll Question

- **Think about the terms we learned about in the last slide. Have you seen these workplace psychic injuries in your organization?**
- **What were some examples of how these issues presented themselves at work? Select all that apply**
- **What potential stressors contributed to the presence of these workplace psychic injuries on a micro (personal), mezzo (community), and/or macro (systemic) level? Please add to the chat box.**



# Personal and Organizational Consequences of Professional Trauma and Fatigue

## Personal

- Absenteeism
- Inability to complete tasks
- Somatic symptoms and mental and physical distress
- Feeling “checked out”
- Reduced ability to feel empathy towards clients
- Lack of joy / satisfaction
- Feeling ineffectual
- Disillusionment, cynicism, exhaustion

*(Simionato & Simpson, 2018)*

## Organizational



High rates of turnover / staffing issues



Inability for teams to work together



Unhealthy competition between staff



Conflicts and rampant gossip



Programs sustain harm by being less effective and responsive to the needs of clients



Loss of reputation

# Trauma-Informed Approach


## The Four “R’S: Key Assumptions in a Trauma-Informed Approach in a Program, Organization, or System

Realize	the impact of trauma and understand how it can affect individuals, families, groups, organizations, and communities.
Recognize	the signs and symptoms of trauma in clients, families, staff, and others involved with the system.
Respond	by fully integrating knowledge about trauma when changing policies, procedures, and practices to shift the organizational culture.
Resist	re-traumatization through proactive strategies and continuous transformation of organizational practices.

*(Substance Abuse and Mental Health Services Administration, 2014)*



## Shifting the Paradigm



# What is Healing Justice?

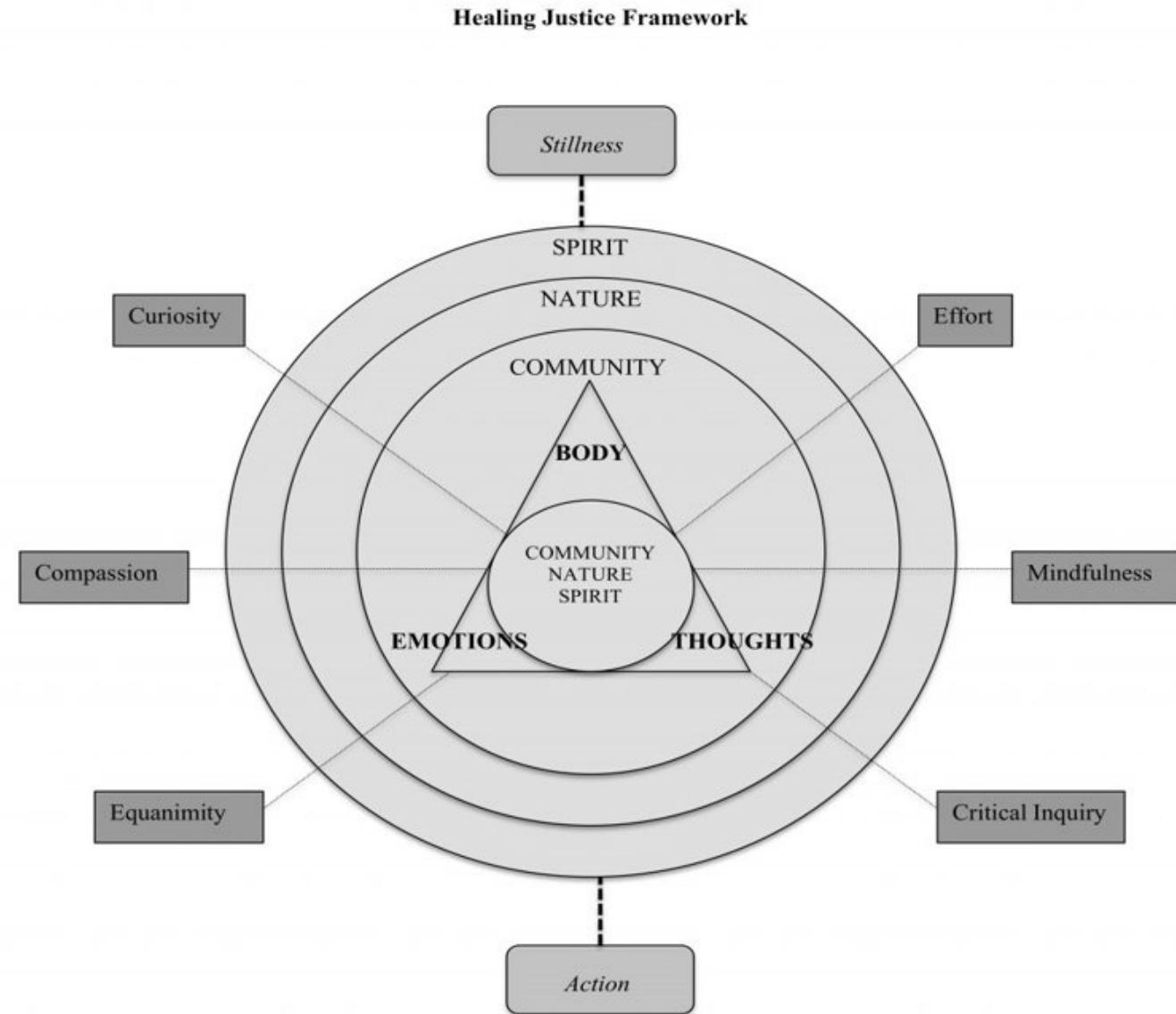
*As named by Cara Page and Kindred Southern Healing Justice Collective,*

*"healing justice... identifies how we can holistically respond to and intervene on generational trauma and violence, and to bring collective practices that can impact and transform the consequences of oppression on our bodies, hearts and minds."*

Allied Media Conference 2018 HEALING JUSTICE PRACTICE SPACE  
AND HEALING JUSTICE TRACK COORDINATORS

# Reconceptualizing Harm Reduction

- Trauma-informed and healing-centered approaches are not mutually exclusive.
- Continue the focus beyond trauma's influence and towards a collective, sustainable, strengths-based approach.
- Healing Justice Framework
  - Recognize collective trauma in the workplace.
  - Reconceptualize physical spaces, practices, and policies.
  - Foster trust and a sense of purpose, autonomy, and belonging.



(Pyles, 2020)

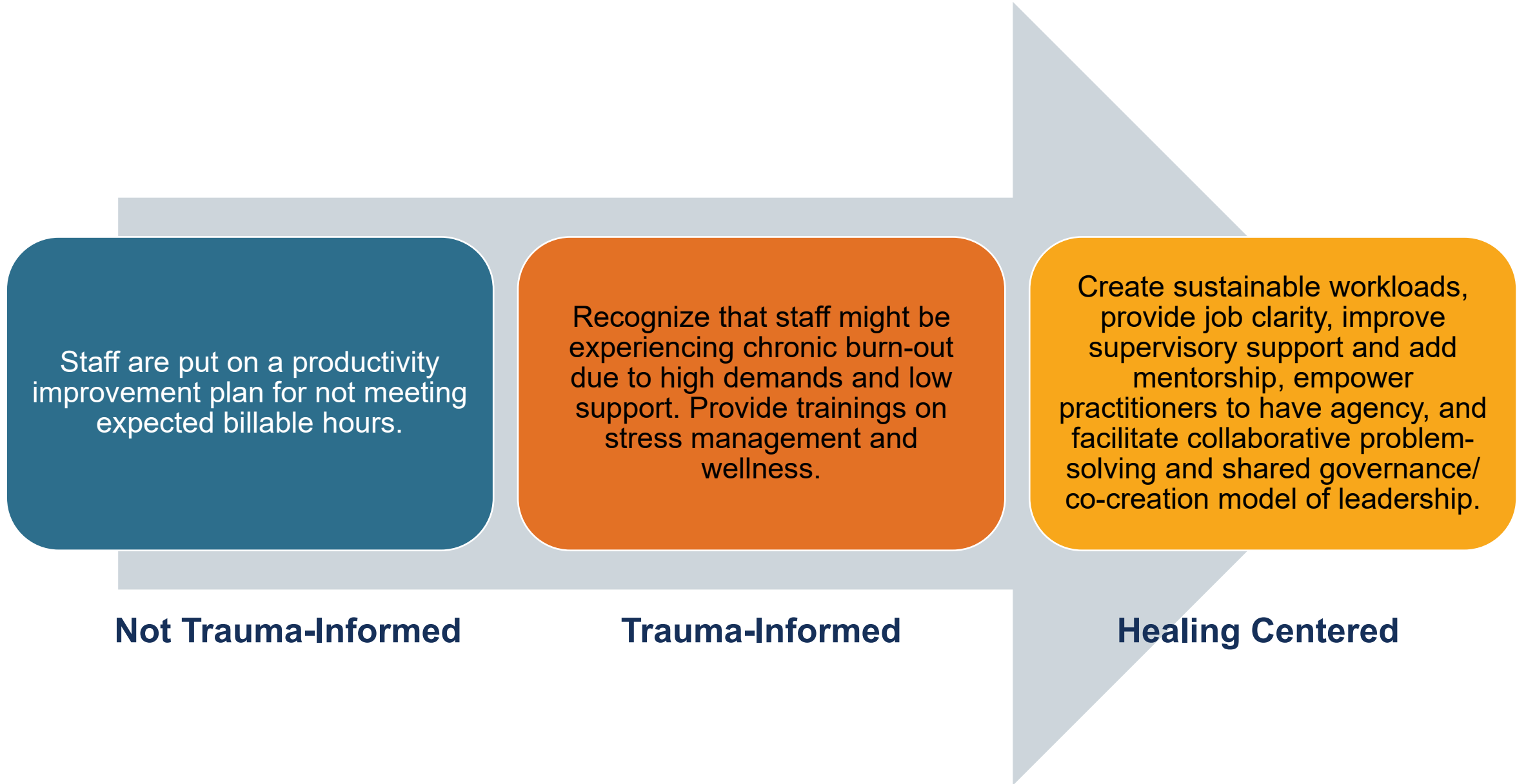
# What is Healing Justice work and how does it relate to behavioral health organizations?

Healing Justice is a movement and political strategy combating the impacts of racism, ableism, sexism, heterosexism, cisnormativity, transphobia, and other forms of overt and covert oppression.

- Framework created to build a sustainable movement that honors the lived experiences of people doing care work and those in the helping profession

We want to learn from cultural workers doing healing justice work, but we dissuade organizations from co-opting this language/movement to serve profit motives.

Under the economic structure we have in place in the United States, we are unable to build fully just healing workplaces, but we can strive to reduce harm and honor the richness of our staff's resilience and limitations and respect their full humanity.



**Not Trauma-Informed**

**Trauma-Informed**

**Healing Centered**

# Examples of Interventions for Workplace Psychic Injury

## Personal

- Strong personal mission and vision
- Strong ethical compass
- Work boundaries and time management
- Conflict resolution skills
- Physical self-care (e.g., healthy meals and exercise, medical care when sick, sleep, hygiene)
- Psychological self-care (e.g., persona therapy, hobbies, time for reflection, journaling)
- Spiritual self-care (e.g., meditation, prayer, spiritual community)
- Relationship self-care (e.g., healthy boundaries, seeking connections with important people in your life)

## Organizational

- Ethical guidelines, strong mission and vision and practices and procedures to reinforce guiding values
- Structured and protected time for mentorship and supervision
- Co-creation and collaboration
- Strong commitment to DEIJB+ values and actions
- Providing opportunities for growth and autonomy, reinforcing personal agency in the workforce
- Responsive leadership
- Space for collective bonding and reflection
- Commitment to adequate equitable pay and benefits for everyone
- Ongoing feedback and opportunities for learning as an organization
- Reasonable expectations and willingness to troubleshoot when issues come up



# Reflection Questions: What does it look like to reimagine your workplace?



What are the gaps and disconnections between all levels of the agency (leadership, administration, management, practitioners/ healers)?



How do you start to engage in practices that shift towards empathy, empowerment, and collaboration?



What do you see as the biggest barrier(s) for all levels to operate from a strengths-based healing-centered approach?

# Identifying Agents of Change in Leadership and Supervision



# Recognizing that Employees are Struggling

*What many thought was a recruitment and retention problem is actually a wellbeing problem.*

- 80% of employees say they are stressed at work and need help in managing it.<sup>1</sup>
- Over 60% of employees said their productivity was affected by their mental health, and over a third thought their work or workplace environment contributed to their symptoms. Many left their companies as a result.<sup>2</sup>
- Untreated mental illness may cost companies up to \$300 billion annually.<sup>3</sup>
- One in four people name work as the biggest stressor in their lives.<sup>4</sup>

<sup>1</sup>Westfall, C. (2019, August 14). [Nearly 80% of employees say this one thing is more stressful than having too much work](#). Forbes.

<sup>2</sup>Pfeffer, J., & Williams, L. (2020, December 8). [Mental health in the workplace: The coming revolution](#). McKinsey & Company

<sup>3</sup>D'Innocenzo, A. (2022, May 8). [Workers grapple with new stresses as they return to office](#). AP NEWS.

<sup>4</sup>The National Institute for Occupational Safety and Health. (1999). [STRESS...at work](#). U.S. Department of Health & Human Services, Centers for Disease Control and Prevention.

# What does it mean to lead toward healing and well-being?



# Developing your Leadership

## Lead from the Inside Out

- Examine your style, develop your emotional intelligence, and craft a plan.

## Signal Belonging

- Lift voices, strengthen feedback, promote respect, and practice inclusive empathy.

## Activate Agency

- Encourage action, support initiative by others, and acknowledge challenges.

## Tame Excessive Work Demands

- Collaborate on assessment and solutions, keep expectations reasonable, and draft a plan.

# Cultivating a Culture of Psychological Safety

Communication

Transparency

Swift Conflict Resolution

Consider Positionality

Mitigate Microaggressions



## Overlap with Workplace Culture

- **Courageous Leadership**
  - Try, trust, and tell
- **Emotional Intelligence**
  - Self-assess, practice empathy, and wait to solve
- **Restorative Supervision**
  - Group work around managing emotions and forming coping mechanisms

# Moving Beyond Talking and Planning

- Commit to broader engagement with diversity, inclusion, equity, justice, and belonging in the workplace.
- Move past the language to see and engage with individuals thereby defining or redefining the workplace community and culture.





# Supervisory Practices



- Make space for input (practice active listening, seek feedback).
- Practice inclusive empathy (be reflective, get curious).
- Create mechanisms of reciprocal learning.



## Applying an Intersectionality Lens



# Intersectionality & Identity

## Professor Kimberlé Crenshaw

- Introduced **intersectionality** in 1989 to describe the overlapping social justice problems/-isms unique to Black women which create multiple levels of social injustice.
- Intersectionality acknowledges everyone's unique lived experiences of oppression and privilege especially in the experiences of marginalized individuals or groups.

# Power and Privilege

- Positions of power and privilege in organizations
- Impact on workplace injury
- Workplace/organizational social capital
- Contributions to collective, sustainable workplaces



Reproduced under CC-BY Attribution 4.0 International from Elsherif et al., 2022, *Bridging Neurodiversity and Open Scholarship: How Shared Values Can Guide Best Practices for Research Integrity, Social Justice, and Principled Education*. MetaArXiv

# Supervisory Practices

- Understand how trauma relates to identity and structural oppression.
- Identify and discuss why awareness of intersectionality is essential in supporting staff.
- Anticipate challenges/discomfort and prepare how best to respond/mitigate.
- Explicitly name the power-dynamic and seek to co-create rather than direct.
- Establish shared values, transparent and effective communication.
- Support mental health and well-being.
- Be flexible and responsive to individual needs.

# Reflection Questions:



Has your organization conducted an equity audit of your supervisory practices in the last year?



Have all the supervisors in your organization received trainings on inclusive, strengths-based, culturally responsive, and/or trauma-informed supervision?



Can you think of One or Two practices your organization can put in place to move from a trauma-responsive workplace to a healing-centered workplace?



# Questions?

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



# Upcoming Events and Important Reminders

Phase B Training and Technical Assistance – Quarter 3 of BHRR							
Q	Month	Week 1	Week 2	Week 3	Week 4	Week 5	Total Hours of Live Grantee Attendance per Month
3	January	<b>Webinar:</b> Responsive Leadership: Creating Healing-Centered Workspaces <b>(1 Hour) 01/04/24 12-1p.m.</b>		<b>Q2 Data Report and Q2 Invoice Due 01/15/24</b>  <b>Workshop:</b> Responsive Leadership <b>(1.5 Hours) 01/17/24 11a.m.-12:30p.m.</b>	Update Implementation Plan(s)		<b>2.5 Hours + 1:1 with GCs</b>  SMEs as needed
3	February	<b>Webinar:</b> Baselines and Benchmarks: Using Data to Craft a Workforce Plan <b>(1 Hour) 02/07/24 12-1p.m.</b>		<b>Workshop:</b> Using Data to Craft a Workplan <b>(1.5 Hours) 02/21/24 11a.m.-12:30p.m.</b>	Update Implementation Plan(s)		<b>2.5 Hours + 1:1 with GCs</b>  SMEs as needed
3	March	<b>Webinar:</b> The Power of Partnership: A Path to Advocacy and Equity <b>(1 Hour) 03/06/24 12-1p.m.</b>		<b>Workshop:</b> Advocacy Roadmaps <b>(1.5 Hours) 03/19/24 11a.m.-12:30p.m.</b>	<b>End of Q3 –</b>  Update Implementation Plan(s)  <b>Reminder:</b> <b>Q3 Data Report and Q3 Invoice(s)</b> <b>Due 04/15/24</b>		<b>2.5 Hours + 1:1 with GCs</b>  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 GC. Please refer to this plan for a general guideline of what to expect in Quarter 3 of BHRR. The BHRR Team may offer optional Open Office Hours if needed. Those dates will be communicated in advance.

## Acronyms:

BHRR: Behavioral Health Recruitment and Retention

SME: Subject Matter Expert

GC: Grantee Coach

TA: Technical Assistance





“

*Thank you!*

”

# Resources

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# Resources

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# Examples of Social Identity Categories

<b>Social Identity</b>	<b>Definition</b>	<b>Examples of identities</b>
<b>Race</b>	Socially constructed, refers to a person's physical characteristics, such as bone structure and skin, hair, or eye color	White, Black, Asian
<b>Ethnicity</b>	Cultural factors, including nationality, regional culture, ancestry, and language	Hispanic, English, Irish, Canadian
<b>Sex</b>	The label assigned at birth based on the reproductive organs a person is born with	Male, female, intersex
<b>Gender</b>	Person's perception, understanding, and experience of themselves and roles in society, their inner sense about who they're meant to be and how they want to interact with the world	Man, woman, gender non-binary, gender fluid, transgender, queer
<b>Sexual orientation</b>	A person's identity in relation to the gender or genders to which they are sexually attracted	Heterosexual, Homosexual, lesbian, bisexual, asexual
<b>Social class</b>	A division of a society based on social and economic status	Upper class (1% percent), Upper middle class, Lower middle class, Working Class, Working Poor, Under class
<b>Religious affiliation</b>	A self-identified association of a person with a religion, denomination or sub-denominational religious group	In the US, Christianity is the dominant group while other religions are considered subordinates.

# Continued Examples of Social Identity Categories

<b>Ability / Disability</b>	Disability as a condition or function judged to be significantly impaired relative to the usual standard of an individual or group (ability)	Able, disable, visible versus invisible disabilities
<b>Age cohort</b>	A group of people born around the same time period from a population that typically shares certain events and experiences over their life course	Kids, teenagers, young adults, adults, older adults
<b>Native English speaking</b>	A native speaker is a person who has learned and used English from early childhood	Native speaker, Non-native speaker
<b>Level of education</b>	A broad section of the education “ladder” that represents the progression from very elementary to more complicated learning experiences	Elementary, high school diploma, some college, college, graduate level
<b>Immigration status</b>	The way in which a person is present in the United States	U.S citizen, Legal Permanent Resident (“green card holder”), Conditional Permanent Resident, Asylee or Refugee, Undocumented person
<b>Occupational status</b>	The amount of esteem attributed to members of a profession by a culture	High-status occupations, low-status occupations, unemployed
<b>Look-related status</b>	A standard for beauty and attractiveness, and judgments made about people based on how well or poorly they meet the standard	Attractive, non-attractive, skinny, obese, overweight, tall, short