



Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.

TAMHO 2023 Annual Conference and Awards and Recognition Ceremony



tamho
tennessee association of
mental health organizations



Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.

GENERAL SESSION


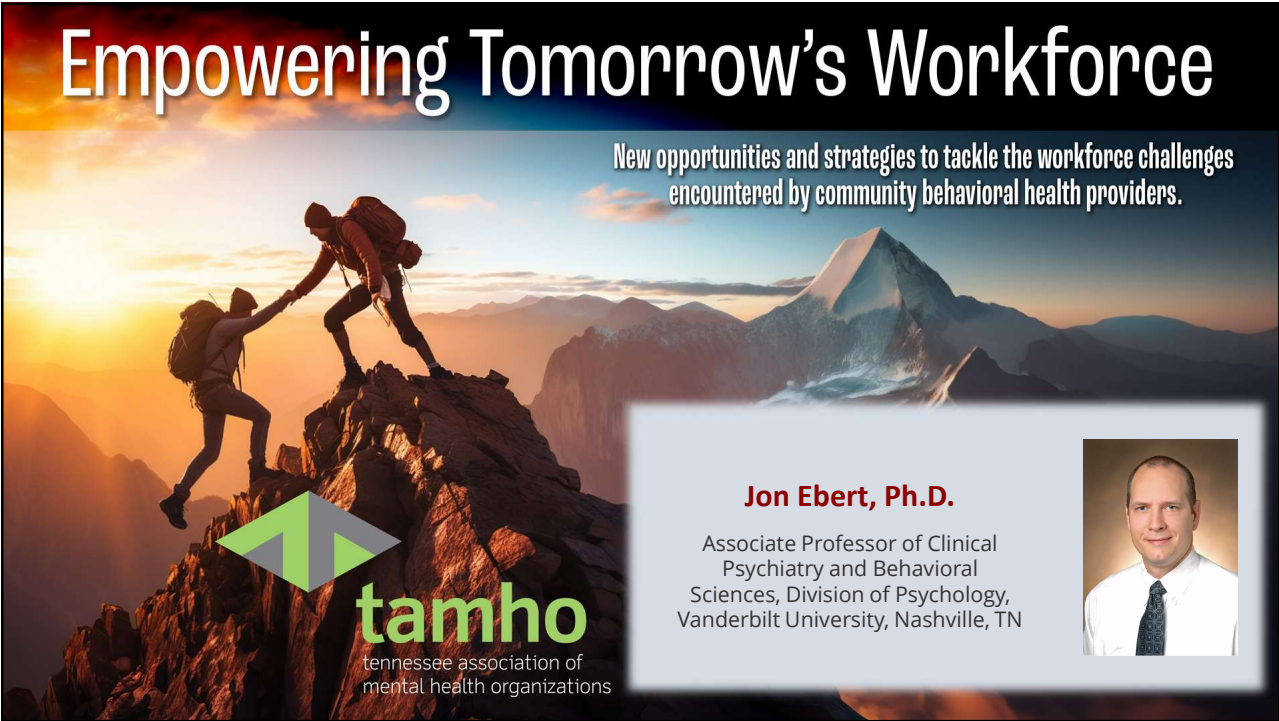
RARE Leadership in Mental Health



tamho
tennessee association of
mental health organizations

Empowering Tomorrow's Workforce


New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.



tamho
tennessee association of
mental health organizations

Jon Ebert, Ph.D.

Associate Professor of Clinical
Psychiatry and Behavioral
Sciences, Division of Psychology,
Vanderbilt University, Nashville, TN



RARE

LEADERSHIP IN MENTAL HEALTH


Jon S. Ebert, PsyD
Associate Professor
Vanderbilt Medical Center
Department of Psychiatry
jon.s.ebert@vumc.org






Substance Abuse and Mental Health Services Administration
SAMHSA
www.samhsa.gov • 1-877-SAMHSA-7 (1-877-726-4727)

REALIZES
RECOGNIZES
RESPONDS
RESISTS



Substance Abuse and Mental Health Services Administration
SAMHSA
www.samhsa.gov • 1-877-SAMHSA-7 (1-877-726-4727)

REALIZES
Realizes widespread impact
of trauma and understands
potential paths for recovery





Substance Abuse and Mental Health Services Administration
SAMHSA
www.samhsa.gov • 1-877-SAMHSA-7 (1-877-726-4727)

RECOGNIZES
Recognizes signs and symptoms of trauma in clients, families, staff, and others involved with the system



Substance Abuse and Mental Health Services Administration
SAMHSA
www.samhsa.gov • 1-877-SAMHSA-7 (1-877-726-4727)

RESPONDS
Responds by fully integrating knowledge about trauma into policies, procedures, and practices

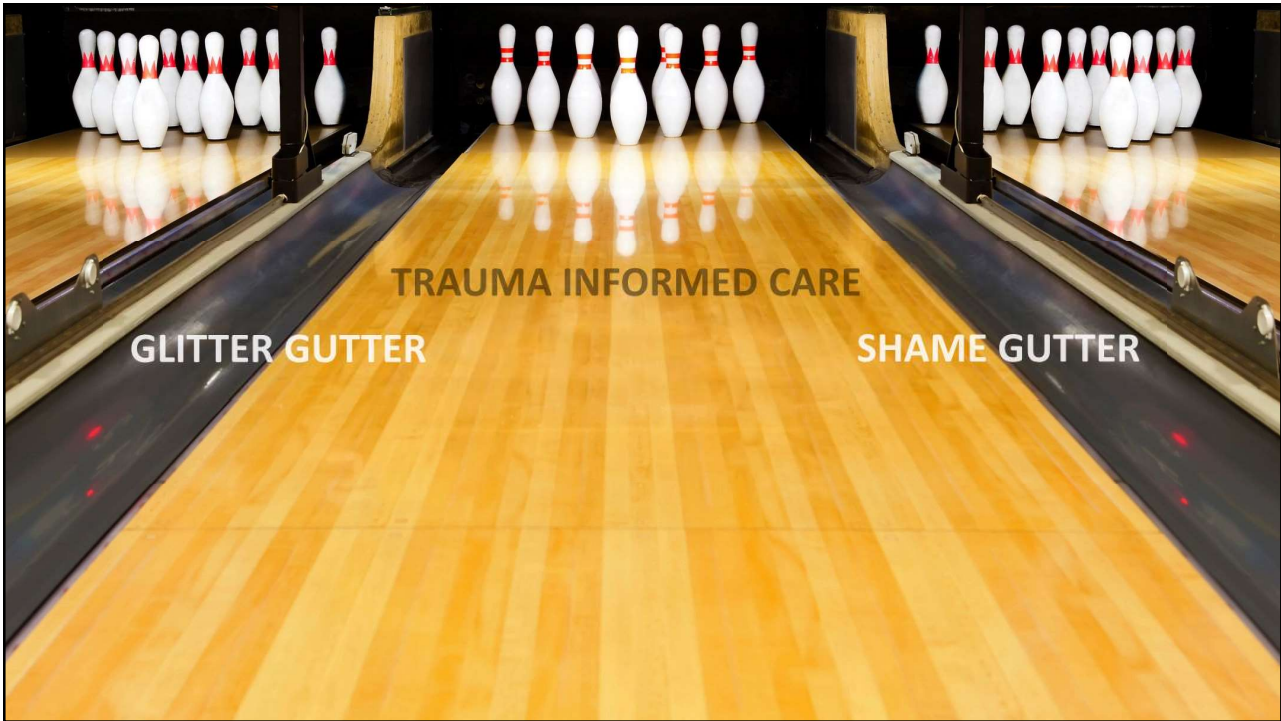




Substance Abuse and Mental Health Services Administration
SAMHSA
www.samhsa.gov • 1-877-SAMHSA-7 (1-877-726-4727)

RESISTS
Seeks to actively resist re-traumatization.

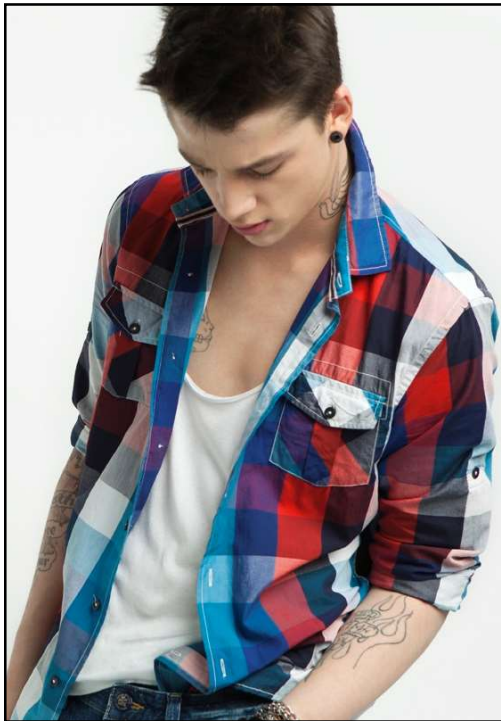
The image features the SAMHSA logo on the left. On the right, several thick, multi-colored ropes (green, yellow, red, purple, blue, teal, grey) are intricately knotted together, symbolizing strength and resistance.



TRAUMA INFORMED CARE

GLITTER GUTTER **SHAME GUTTER**

The image shows a perspective view of a bowling alley with three lanes. White bowling pins are set up at the end of each lane. The text 'TRAUMA INFORMED CARE' is centered across the lanes. 'GLITTER GUTTER' is written on the left gutter, and 'SHAME GUTTER' is written on the right gutter.



KIDS

Feels Unsafe
Angry/Aggressive
Helpless
Hopeless
Hyperarousal
Fragmented
Overwhelmed
Confused
Depressed

Adapted from Sanctuary Model - Bloom

CAREGIVERS

Feels Unsafe
Angry/Aggressive
Helpless
Hopeless
Hyperarousal
Fragmented
Overwhelmed
Confused
Demoralized



Adapted from Sanctuary Model - Bloom

THE STAIRCASE: A METAPHOR FOR ORGANIZATIONAL HEALTH

Groppe & Wiegand, 2013





ORGANIZATION Is Unsafe
Punitive
Stuck
Missionless
Crisis Driven
Fragmented
Overwhelmed
Valueless
Directionless

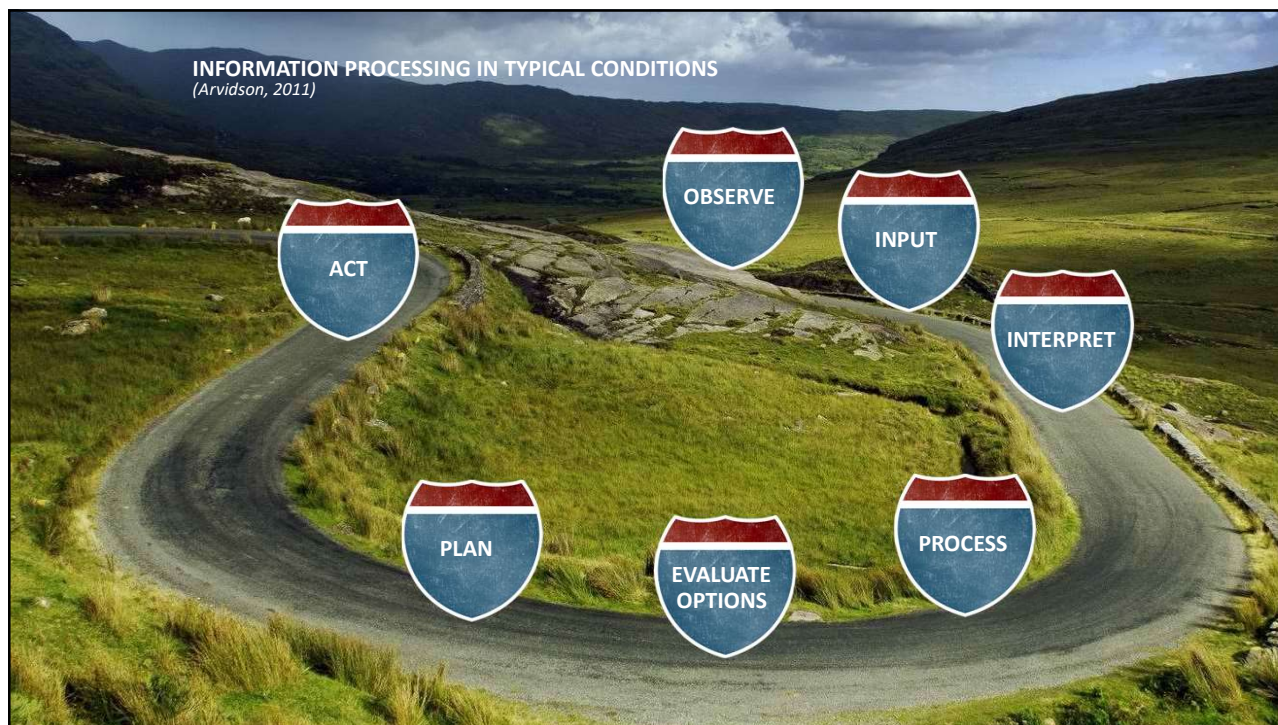
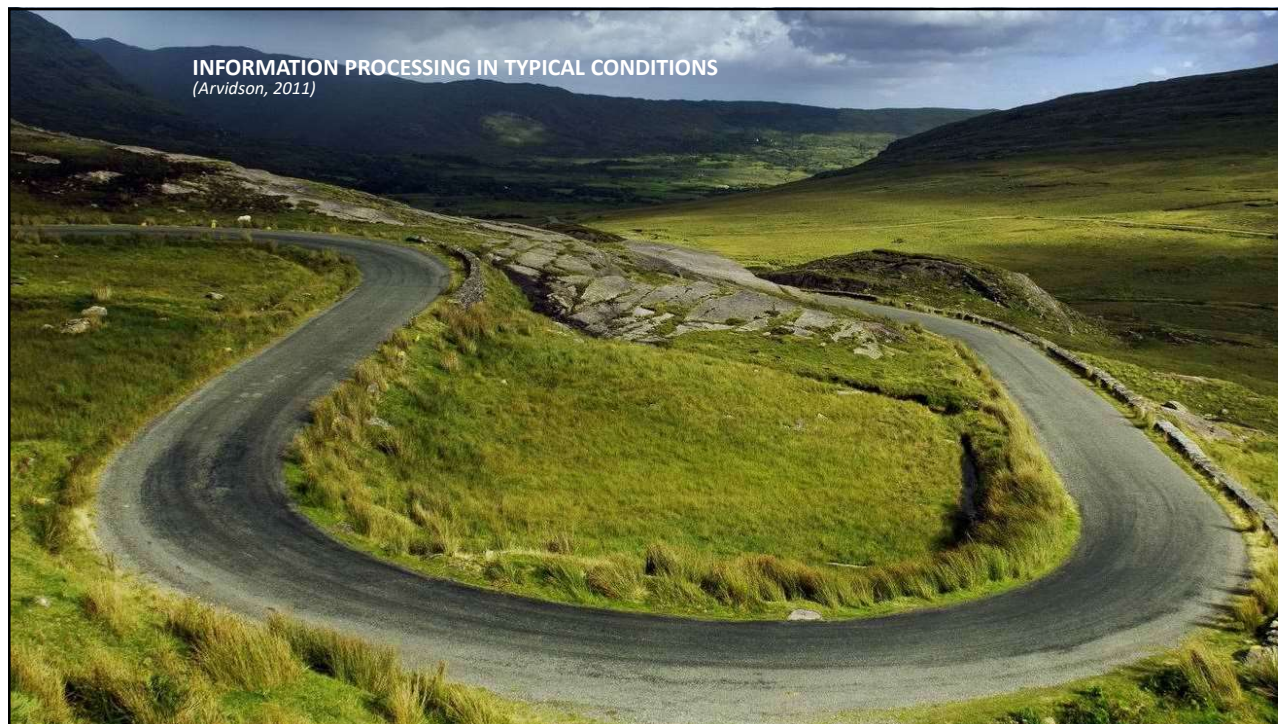
Adapted from Sanctuary Model - Bloom

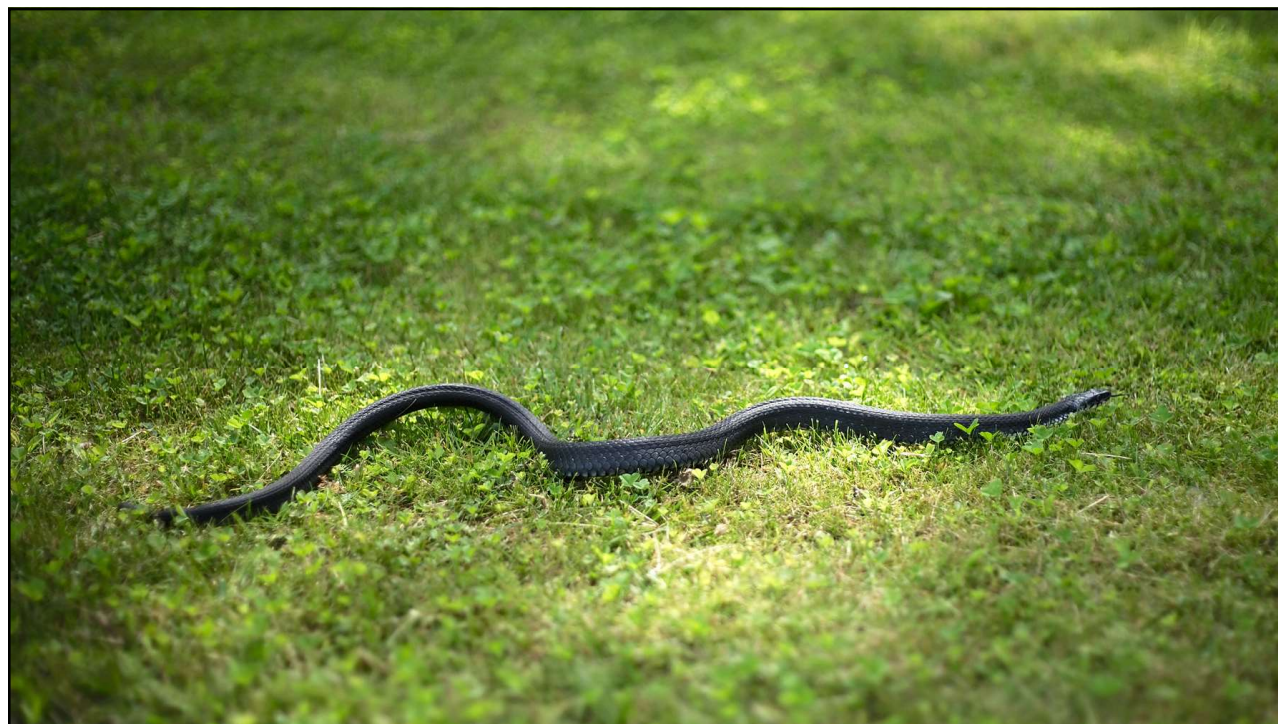
DYSFUNCTIONAL HOMES

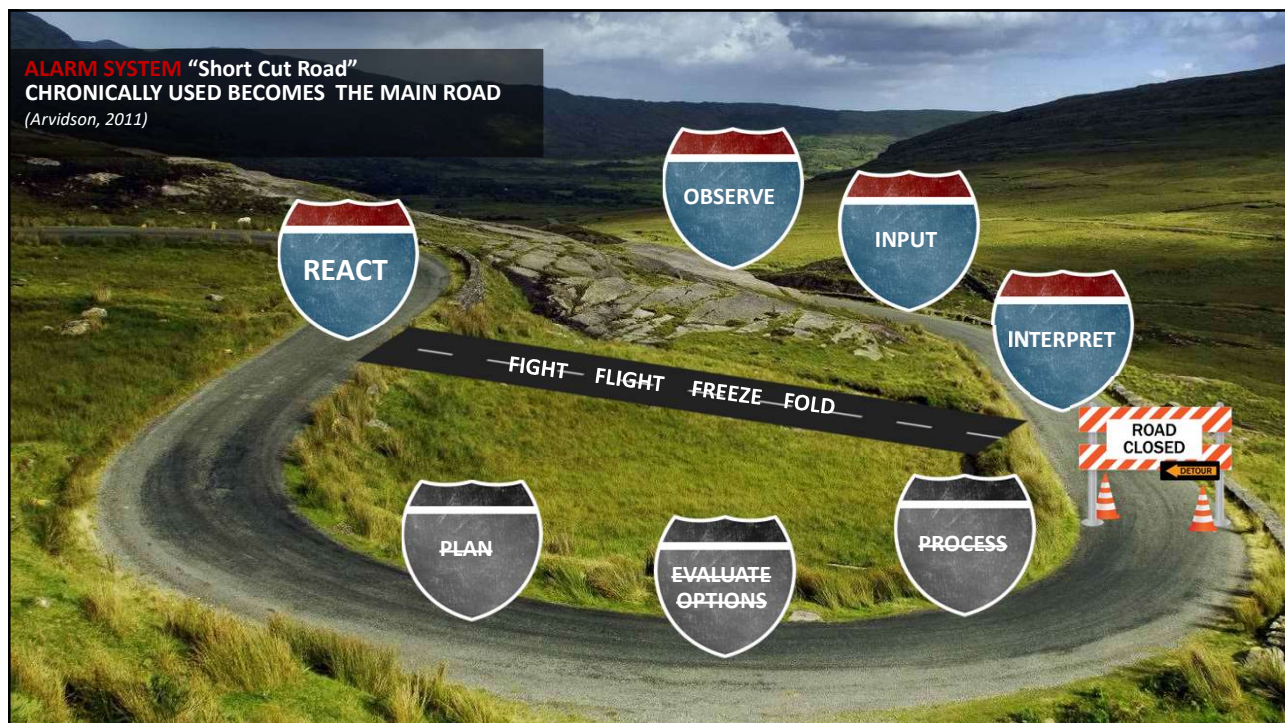
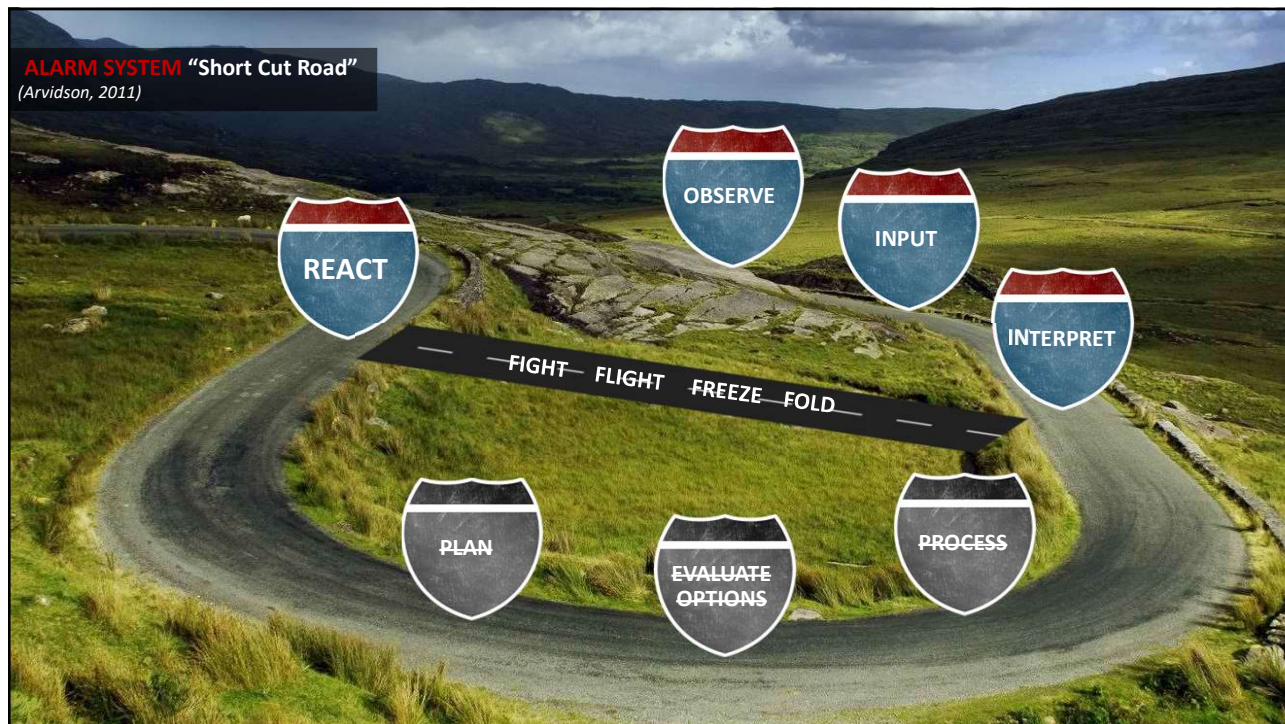


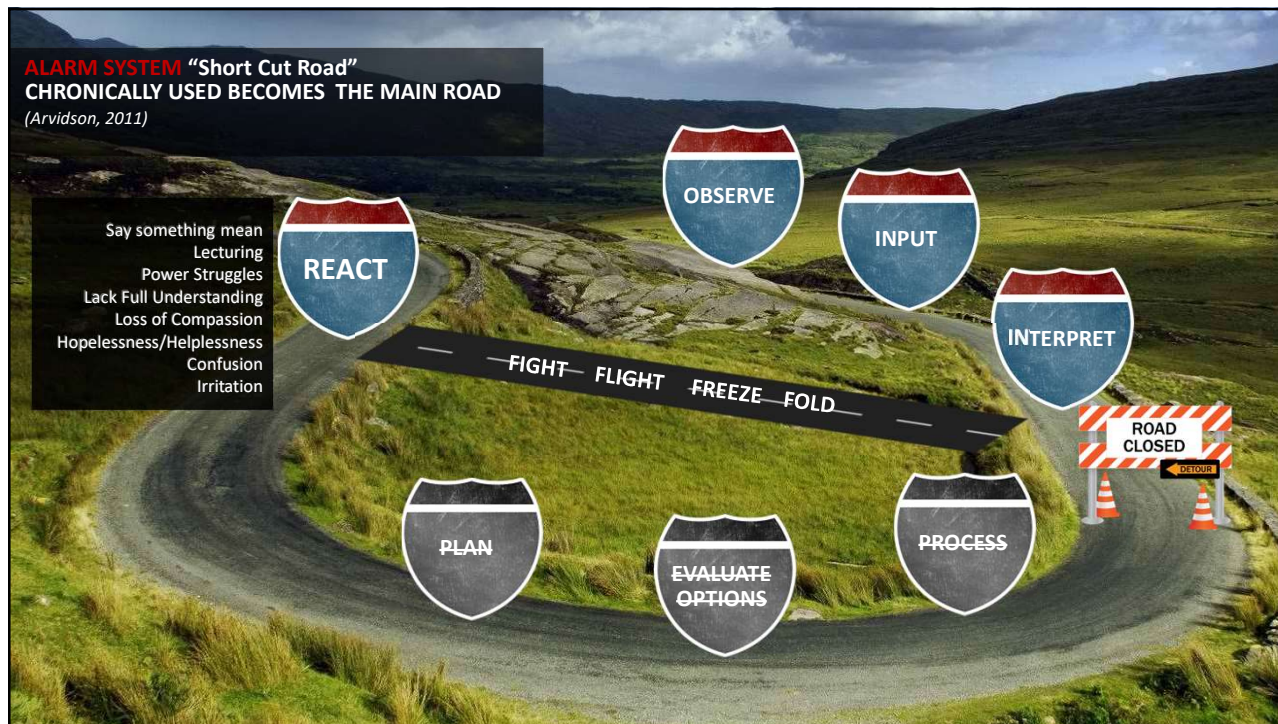
DYSFUNCTIONAL SYSTEMS











FIVE DYSFUNCTIONS OF A TEAM



WHEN WE FEAR MISTAKES



MAYO CLINIC PROCEEDINGS

Disturbing Trends in Physician Burnout and Satisfaction With Work-Life Balance: Dealing With Malady Among the Nation's Healers

EDITORIAL
December 2015
Volume 93
Number 12

“We spend more of our time and mental energy fearing the consequences of making mistakes, we increase the odds that we will do just that: make mistakes.” p. 1594

“What seems clear is that focusing on potential mistakes is a poor recipe for encouraging the highest levels of performance.” p. 1594

Types of Failure

Amy C Edmondson
(Harvard Business Review, April 2011)

Blameworthy Failure

Praiseworthy Failure

Blameworthy Failure				Praiseworthy Failure				
Deviance	Inattention	Inability	Process Inadequacy	Task Challenge	Process Complexity	Uncertainty	Hypothesis Testing	Exploratory Testing
Violating prescribed processes.	Careless deviation from process.	Lack of skills, training, competence.	Prescribed process is faulty.	Task is too hard to execute reliably.	Process breaks down due to complexity.	Reasonable choices lead to failure due to unforeseeable events.	Experiment designed to test an idea leads to unwanted results.	Experiment designed to uncover new knowledge leads to unwanted results.

HEALTHY

HEALTHY

HEALTHY

ORGANIZATIONS
CAREGIVING SYSTEMS

DYSFUNCTIONAL HOMES



**TRAUMA & RESILIENCY
INFORMED SYSTEMS**



**HARVARD
BUSINESS SCHOOL**





Amy Edmondson

Novartis Professor of Leadership & Management
Harvard Business School



Psychological Safety Survey (Edmondson 2000)

- If I make a mistake in this job, it is often held against me.
- It is difficult to ask others in this department for help.
- My manager often encourages me to take on new tasks or to learn how to do things I have never done before
- If I was thinking about leaving this company to pursue a better job elsewhere, I would talk to my manager about it.
- If I had a problem in this company, I could depend on my manager to be my advocate.
- Often when I raise a problem with my manager, s/he does not seem very interested in helping me find a solution.

Accountability for Meeting Demanding Goals

		LOW	HIGH
Psychological Safety	HIGH	<p>Comfort zone</p> <p>Employees really enjoy working with one another but don't feel particularly challenged. Nor do they work very hard. Some family businesses and small consultancies fall into this quadrant.</p>	<p>Learning zone</p> <p>Here the focus is on collaboration and learning in the service of high-performance outcomes. The hospitals described in this article fall into this quadrant.</p>
	LOW	<p>Apathy zone</p> <p>Employees tend to be apathetic and spend their time jockeying for position. Typical organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions but the preferred modus operandi is to curry favor rather than to share ideas.</p>	<p>Anxiety zone</p> <p>Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant.</p>

Amy Edmonson



Google

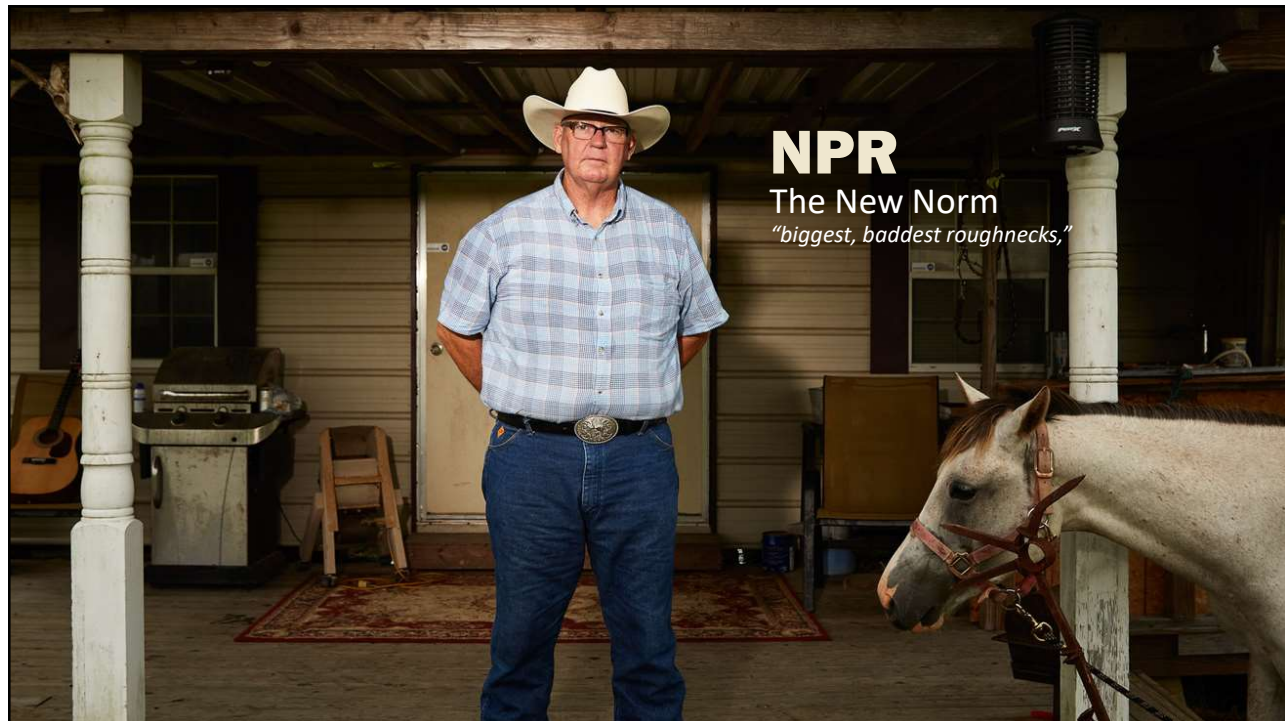
In Good teams, members spoke in roughly the same proportion, a phenomenon the researchers referred to as **“equality in distribution of conversational turn-taking.”**

In Good teams all had **high “average social sensitivity”** — a fancy way of saying they **were skilled at intuiting how others felt based on their tone of voice, their expressions and other nonverbal cues.**

- 1 Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.
- 2 Dependability**
Team members get things done on time and meet Google’s high bar for excellence.
- 3 Structure & Clarity**
Team members have clear roles, plans, and goals.
- 4 Meaning**
Work is personally important to team members.
- 5 Impact**
Team members think their work matters and creates change.

re:Work

https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=0







THE STAIRCASE: A METAPHOR FOR ORGANIZATIONAL HEALTH

Groppe & Wiegand, 2013



“WE” Care
Organization Body “Keeps the Score”

“WE”LLNESS
The Body “Keeps The Score”

THE STAIRCASE: A METAPHOR FOR ORGANIZATIONAL HEALTH

Groppel & Wiegand, 2013



PSYCHOLOGICAL SAFETY IS NOT

- Simply being “nice”
- Always agreeing with each other
- An elevated feeling of self-worth
- Just another word for trust
- Lowering performance standards
- Being immune to consequences



HIGH PSYCH SAFETY, TEAM MEMBERS

- Talk, laugh, and joke
- Connect on a personal level (“How was your vacation?”)
- Sit close to one another and the leader during meetings
- Make eye contact with each other and the leader
- All actively participate in the conversation
- Address each other when speaking
- Demonstrate open body language
- Use supportive language in response to new ideas (“Let’s explore that idea more.”)
- Share ideas and best practices with each other
- Openly admit to mistakes and describe what they’ve learned



LOW PSYCH SAFETY, TEAM MEMBERS

- Sit silently in the same room before meetings
- Appear tense, anxious, or standoffish
- Sit apart, long distances and far from leader
- Rarely make eye contact with each other or the leader
- Remain silent and two people dominate the conversation
- Ignore / roll their eyes / only address the leader
- Demonstrate closed body language
- Use unsupportive language in response to new ideas (“We’ve tried that before, it won’t work.”)
- Withhold ideas and best practices unless prompted to share by the leader
- Do not take ownership and blame others for

It starts with you!



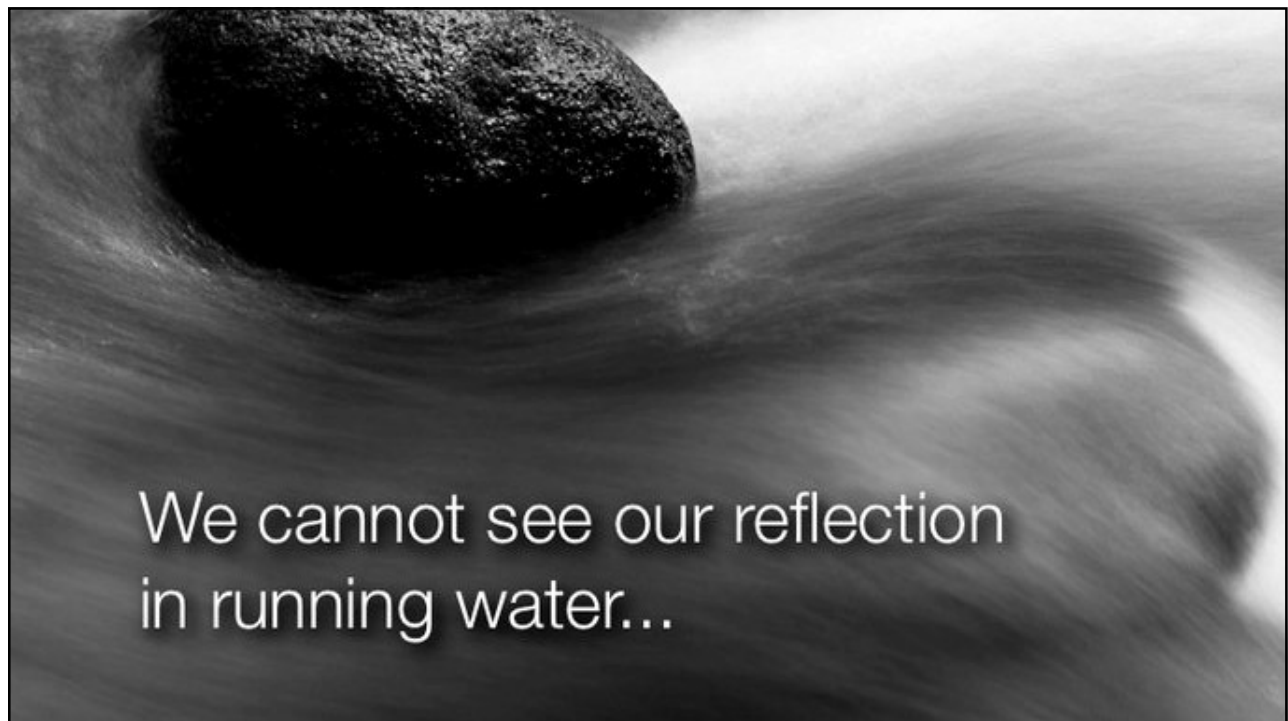
RESILIENT LEADERS ARE

RARE

REGULATE ATTUNE RESPOND EFFECTIVELY

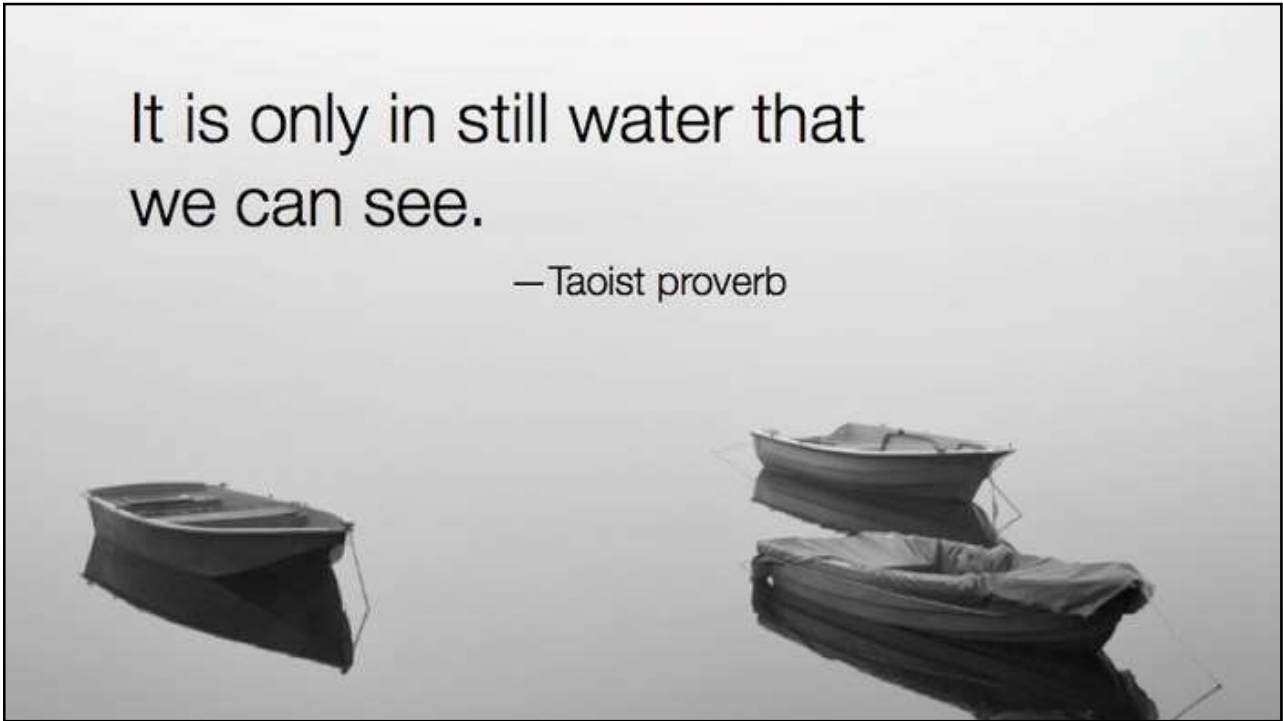
Credit: Jeremy Karpen MA, LCPC – Mercy Home Chicago, IL





It is only in still water that
we can see.

—Taoist proverb



PUT YOUR MASK ON FIRST
Look for ways to support others







NEXT EXIT

TAKE ACTION

PAUSE
WHERE IS MY RED BALL?
NOTICE FEELINGS
NOTICE BODY ENERGY

PRESENCE
ACCEPTANCE OF EXPERIENCE
REGULATE RED BALL DOWN
REGULATE RED BALL UP

PROCEED
I AM REGULATED
ENGAGE WITH INTENTION
PROBLEM SOLVE TO MEET NEED



LEADERSHIP TOOLS
KNOW YOUR SHARK MUSIC

WHAT STARTS MY
SHARK MUSIC



Circle of Security
INTERNATIONAL
Early Intervention Program for Parents & Children
Marvin, Cooper, Hoffman & Powell (2002)

RESILIENT LEADERS ARE

R A R E

REGULATE ATTUNE RESPOND EFFECTIVELY

Credit: Jeremy Karpen MA, LCPC – Mercy Home Chicago, IL



LEADERSHIP TOOLS
PERSPECTIVE TAKING
COMPASSION



Be Kind

For the person across
from you is fighting a
battle you know
nothing about.







Self compassion

NOTICING
MY OWN SUFFERING

EMPATHICALLY
FEELING MY PAIN

ACTING
TO EASE MY SUFFERING

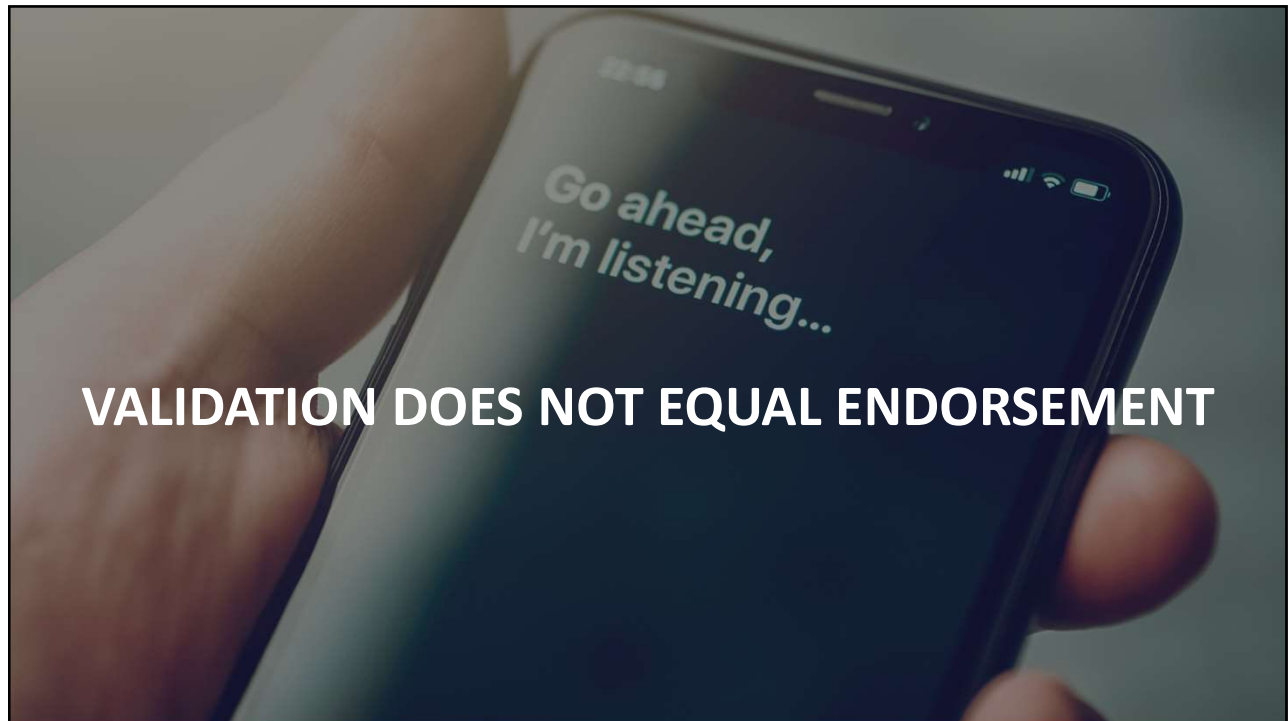
Jimpa, T. (2012) The Science of Compassion: Origins, Measures, and Interventions



OARS in the water

OPEN ENDED QUESTIONS
AFFIRMATIONS
REFLECTIONS
SUMMARIZING

Miller, W.R. and Rollnick, S. (2013), Motivational Interviewing: Helping People Change, Guilford press: New York.



VALIDATION DOES NOT EQUAL ENDORSEMENT

RESILIENT LEADERS ARE

RARE

REGULATE ATTUNE RESPOND EFFECTIVELY

Credit: Jeremy Karpen MA, LCPC – Mercy Home Chicago, IL



LEADERSHIP TOOLS
LET GO OF THE ROPE
LAND THE PLANE
ROLL WITH THE RESISTANCE





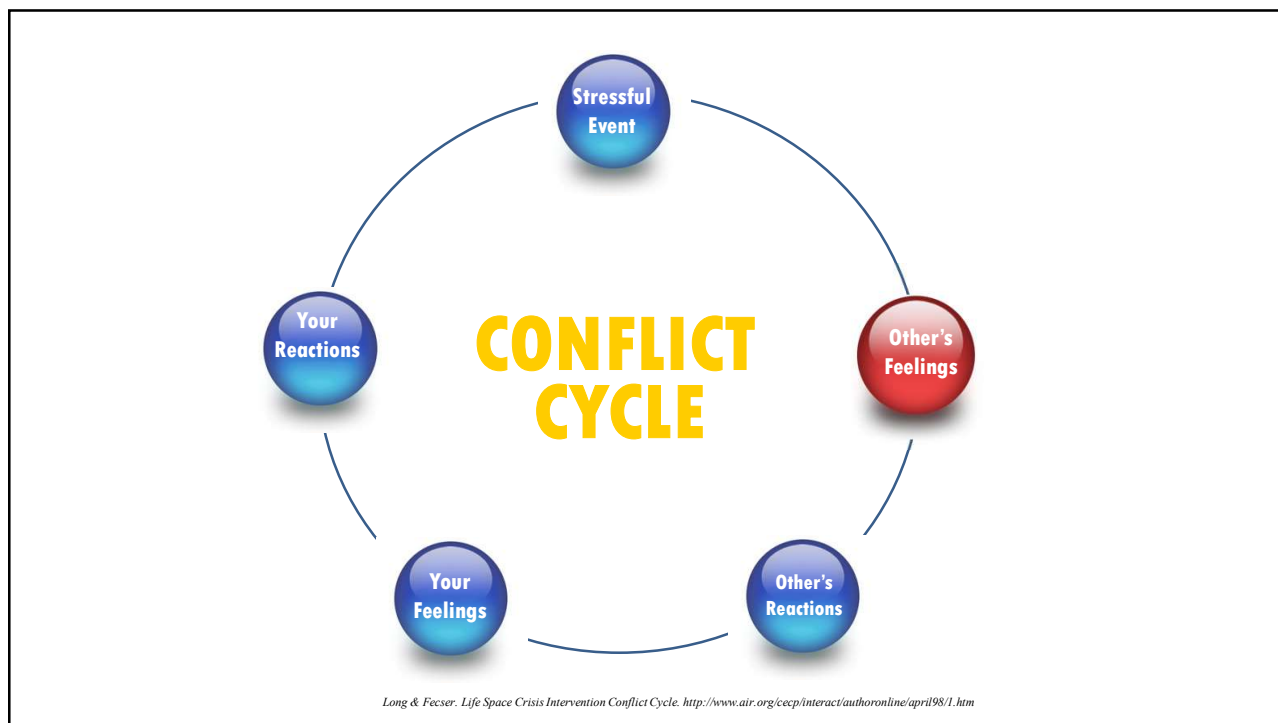
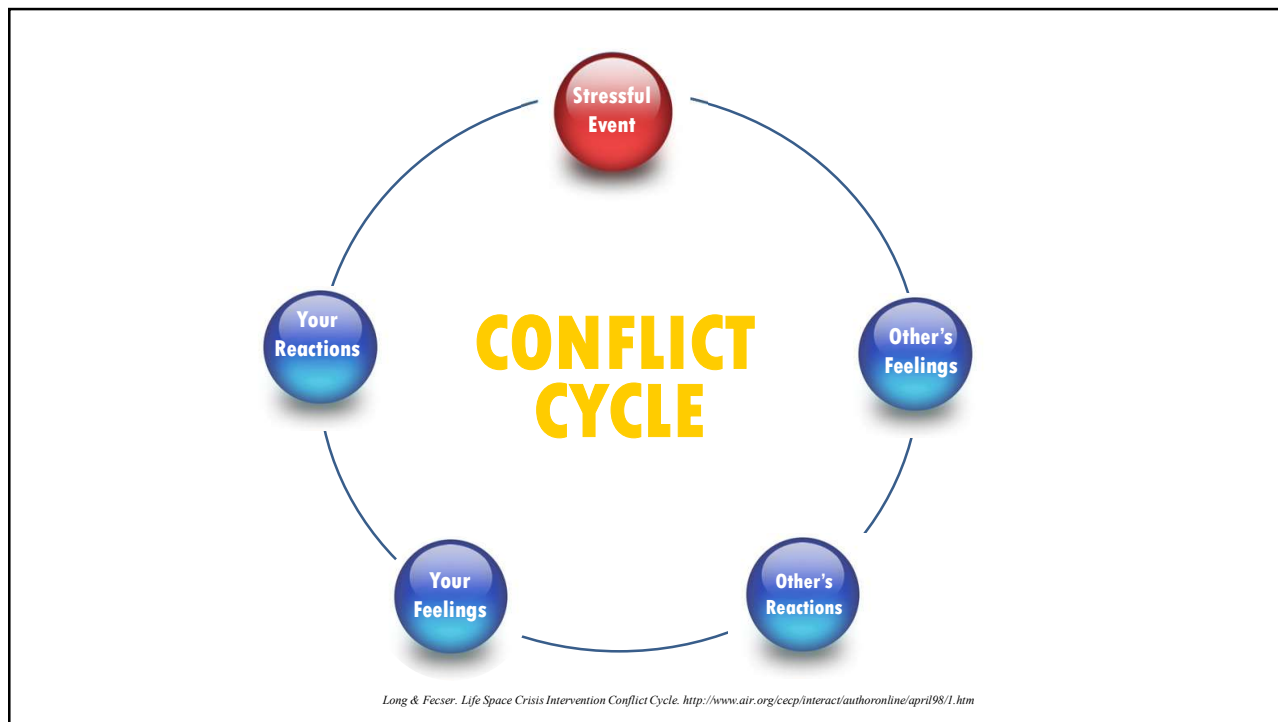
ROLL WITH RESISTANCE

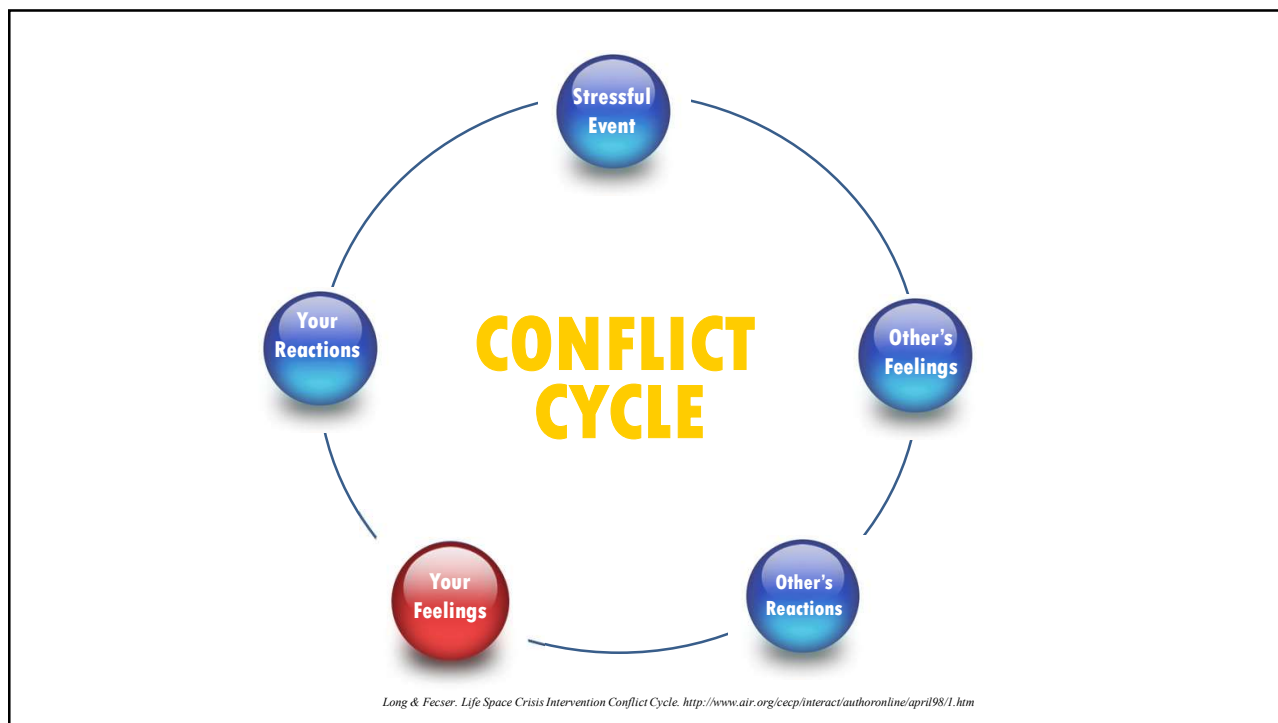
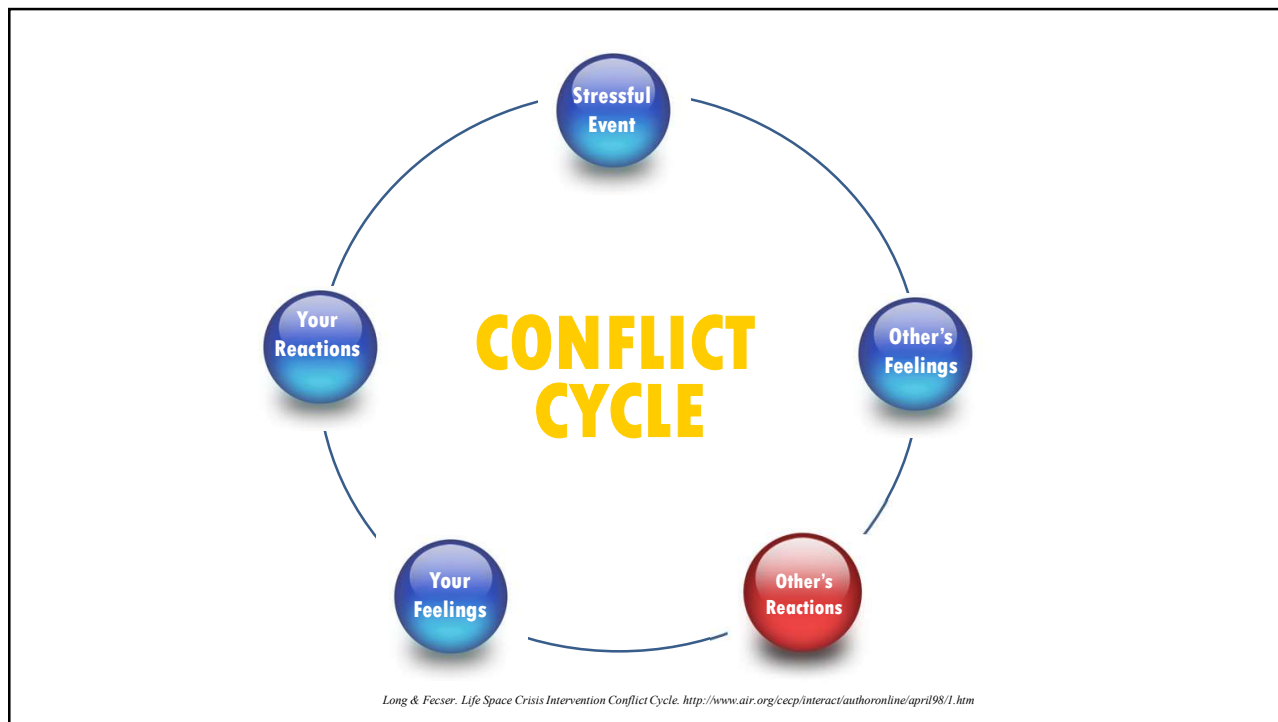
- 1. Avoid a direct head-on argument** with the person..
- 2. Show that you have heard what the other person has said** - reflect & summarize. Get alongside them even if you don't agree to defuse or prevent some of their instinctive defensiveness.
- 3. Encourage the other person to come up with possible solutions or alternative behaviors** vs explaining or forcing suggestions on them. This can help them to feel empowered rather than attacked.

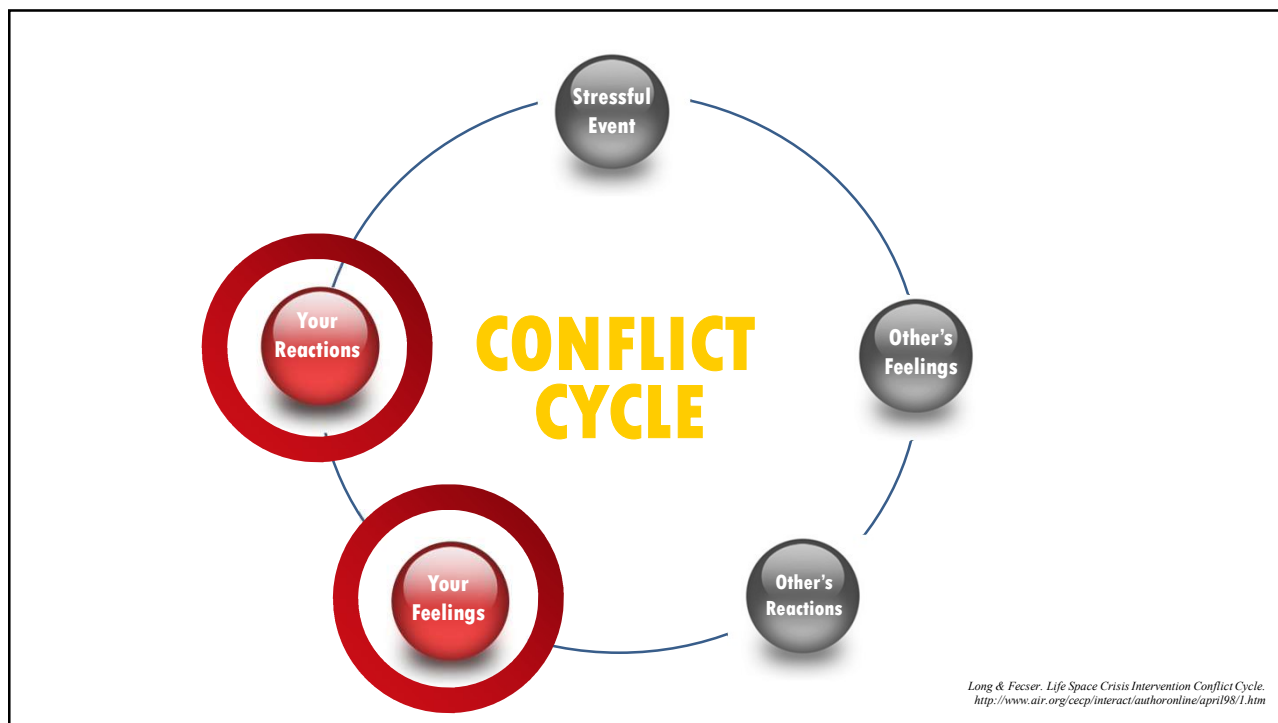
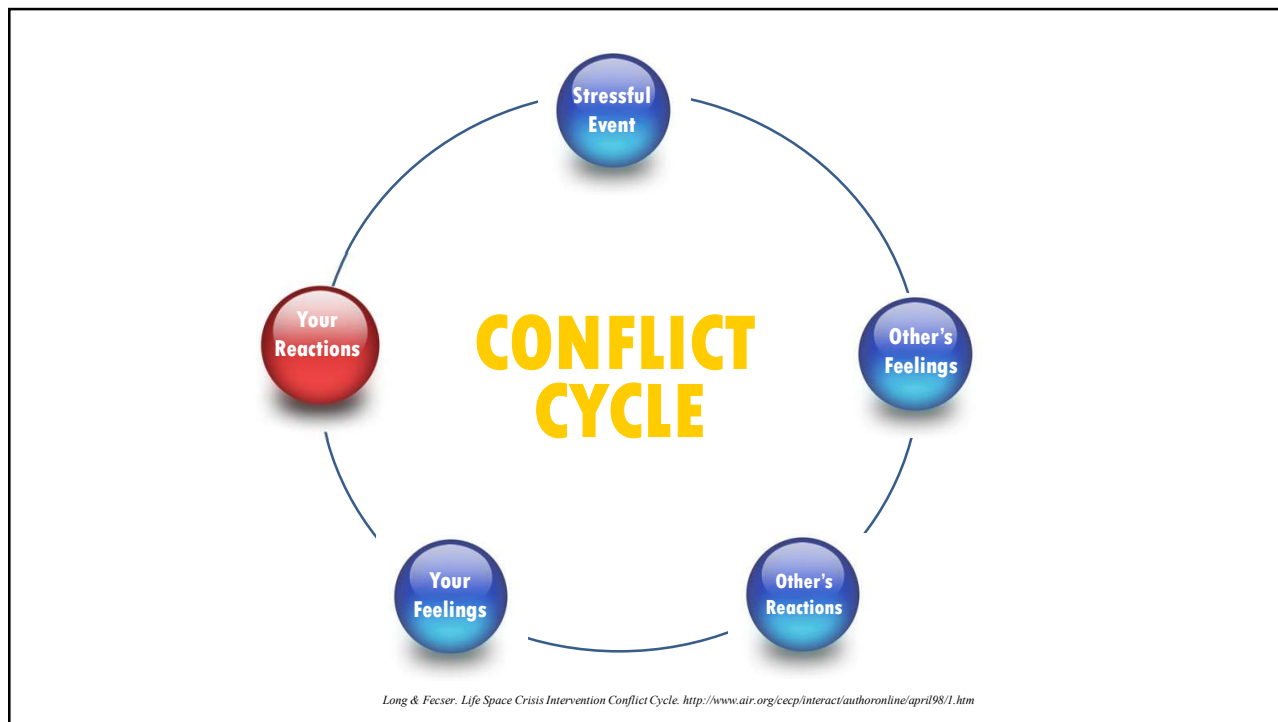
Miller and Rollnick (2013). "Motivational Interviewing Third Edition", Guilford Press.











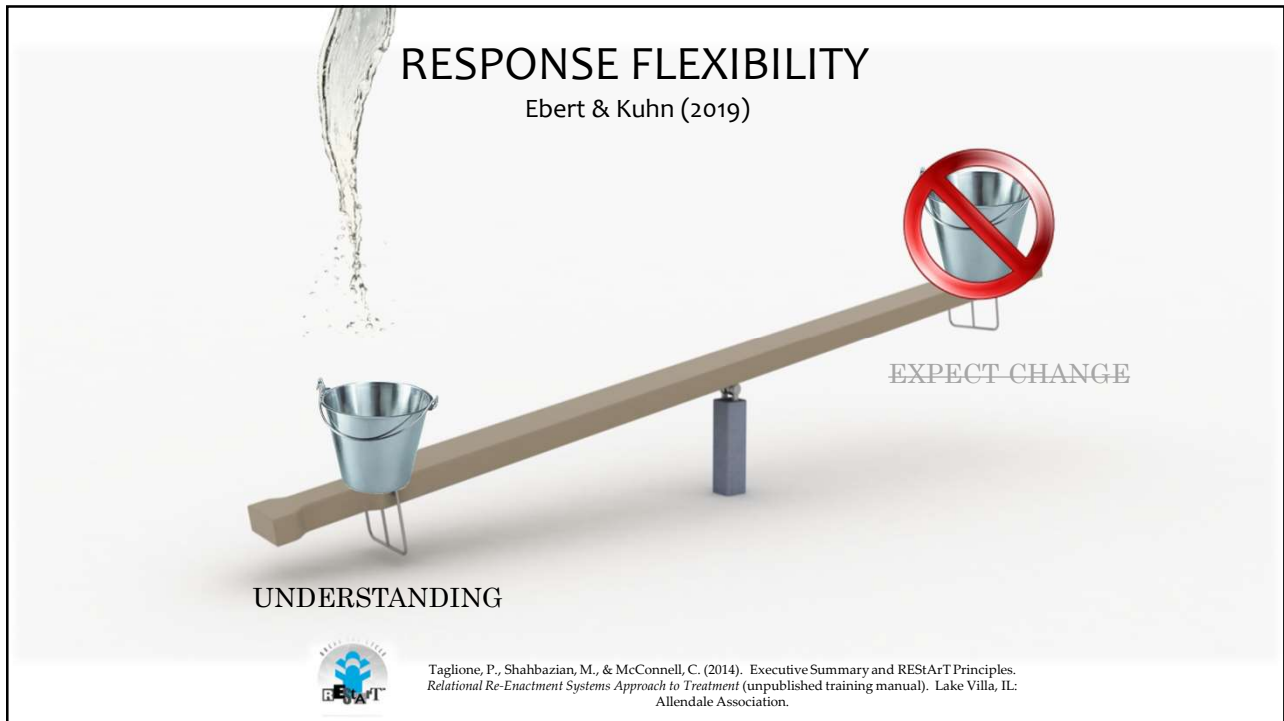
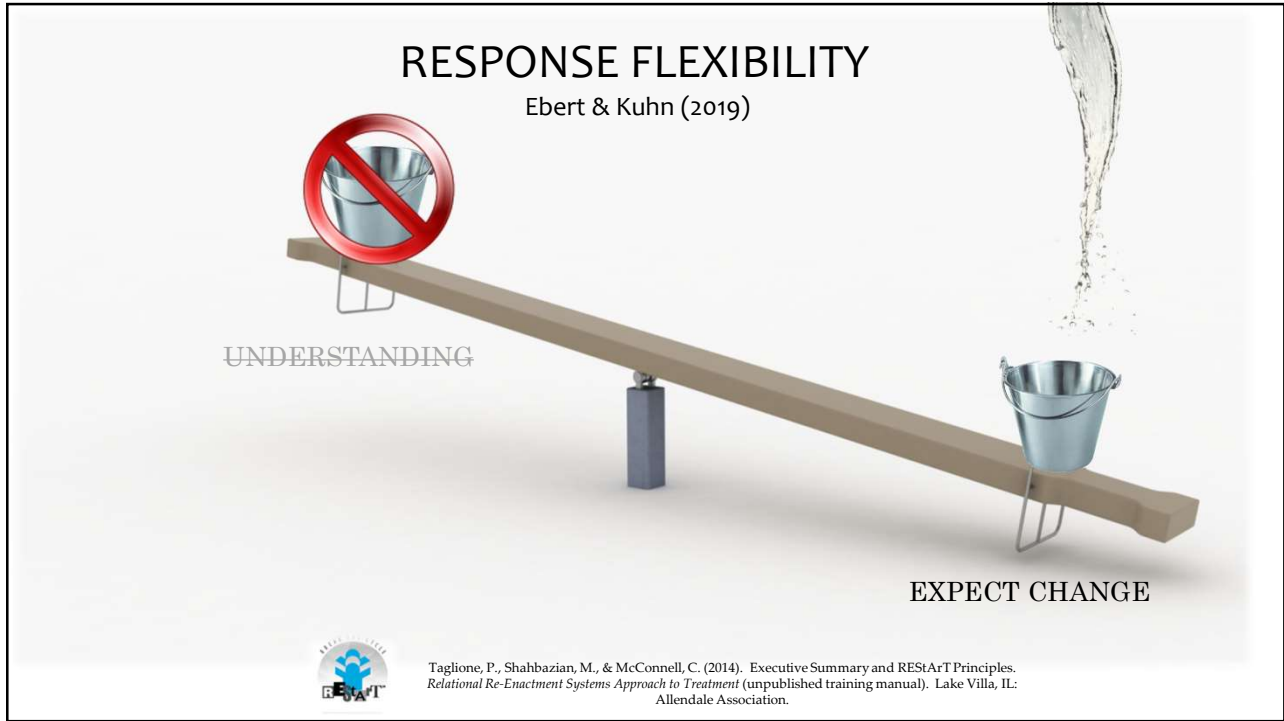


RESPONSE FLEXIBILITY

Ebert & Kuhn (2019)



Taglione, P., Shahbazian, M., & McConnell, C. (2014). Executive Summary and REStArT Principles. *Relational Re-Enactment Systems Approach to Treatment* (unpublished training manual). Lake Villa, IL: Allendale Association.



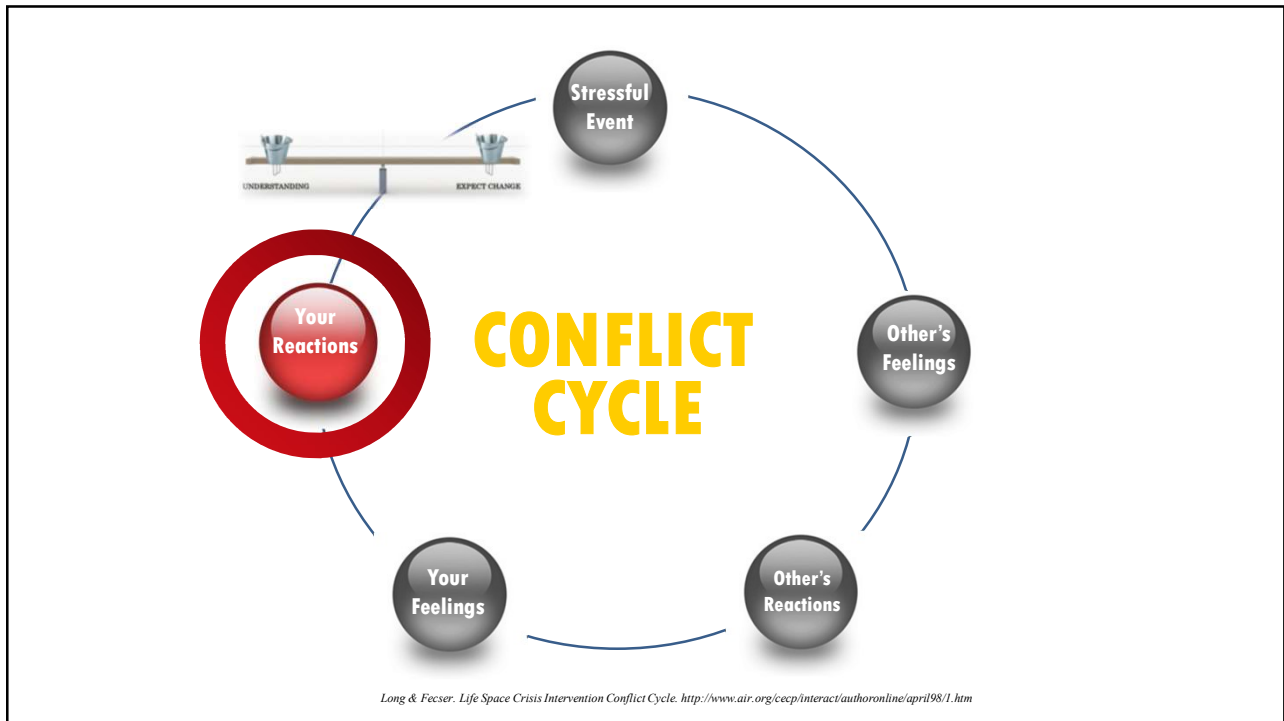
RESPONSE FLEXIBILITY

Ebert & Kuhn (2019)

UNDERSTANDING
Empathy

EXPECT CHANGE
With a Purpose

Taglione, P., Shahbazian, M., & McConnell, C. (2014). Executive Summary and REStART Principles. *Relational Re-Enactment Systems Approach to Treatment* (unpublished training manual). Lake Villa, IL: Allendale Association.





RESILIENT LEADERS ARE

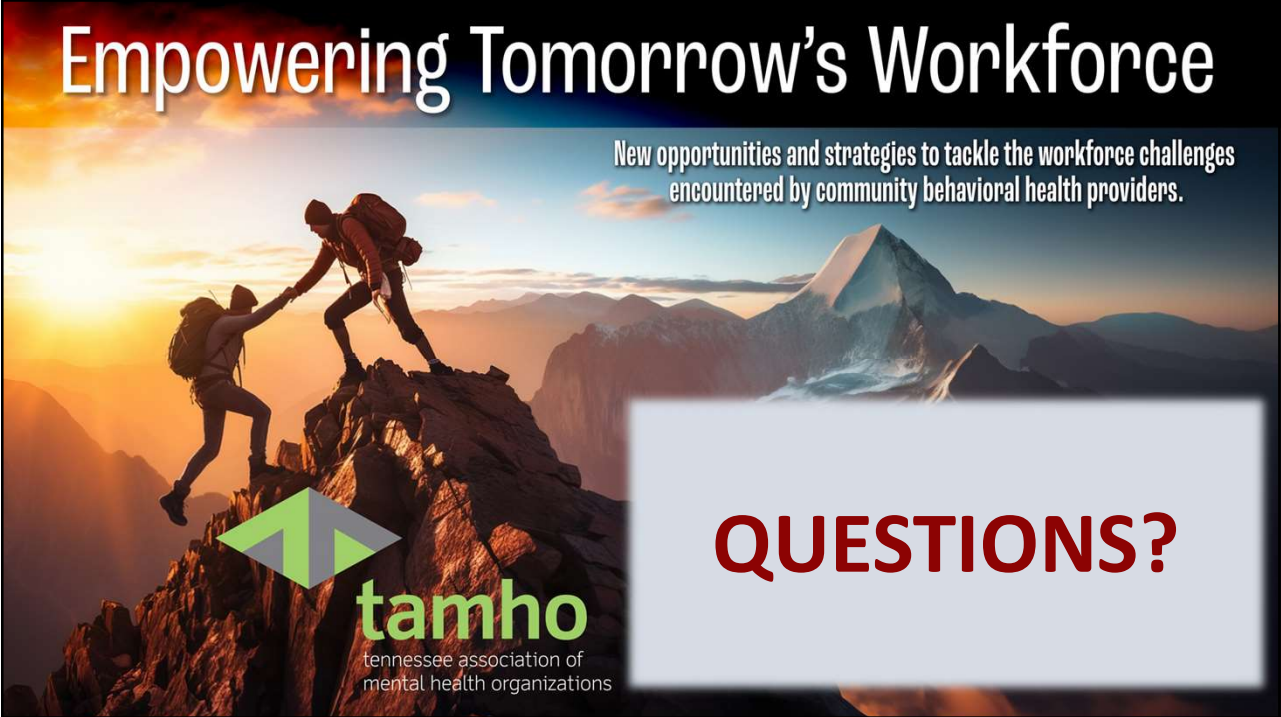
R A R E

REGULATE ATTUNE RESPOND EFFECTIVELY


Credit: Jeremy Karpen MA, LCPC – Mercy Home Chicago, IL

Empowering Tomorrow's Workforce

New opportunities and strategies to tackle the workforce challenges encountered by community behavioral health providers.



QUESTIONS?



tamho
tennessee association of
mental health organizations