



Keys to Success:
For Workforce Retention in Behavioral Healthcare

My Background

- National EAP Account Manager
- Founder/CEO of Urban Balance
- Leadership/Refresh Mental Health
- Consultant for Behavioral Health Organizations
- Leadership in the profession
- International corporate trainer



Resources

For Presentation Slides,
Resourceful Links &
Additional Information

**TEXT KEYS
TO 33777**



Objectives

- Recognize current stressors & challenges
- Cultivate conscious leadership that is empathic & emotionally intelligent
- Create a compassionate culture that includes work/life balance, & support
- Develop a mission, community, & support resources to attract & retain staff & foster loyalty



Stressors of the Pandemic

- Concerns for health & safety of self & loved ones
- Adjustments to working remotely or differently for essential workers
- Sheltering in place with loved ones
- Loneliness and isolation
- Dependent care—new demands



Stressors of COVID-19

- Less social support
- Financial fears & stress—unemployment
- Racial injustice issues coming to the forefront
- Political divide and unrest
- Challenges managing uncertainty and change
- Vaccination process (access and fear)
- Reintegration to more in-person experiences



Impact on Behavioral Healthcare

- System overload
- Staff burnout
- Financial/time/energy constraints
- Competitive marketplace for retaining & attracting employees



Stress Versus Burnout

- Stress is the body's physical and psychological response to anything perceived as overwhelming
- Burnout is a state of emotional and physical exhaustion caused by excessive and prolonged stress



Signs and Symptoms of Burnout

Feelings of:

- Powerlessness
- Hopelessness
- Detachment
- Isolation
- Irritability
- Frustration
- Failure
- Despair
- Cynicism
- Apathy
- Emotional exhaustion

Decrease in:

- Self-esteem
- Concentration
- Memory

Increase in:

- Errors
- Absenteeism
- Physical complaints
- Sleep disruption

Signs and Symptoms of Burnout

What are common causes of stress & burnout
for helping professionals?



Cultivate Conscious Leadership

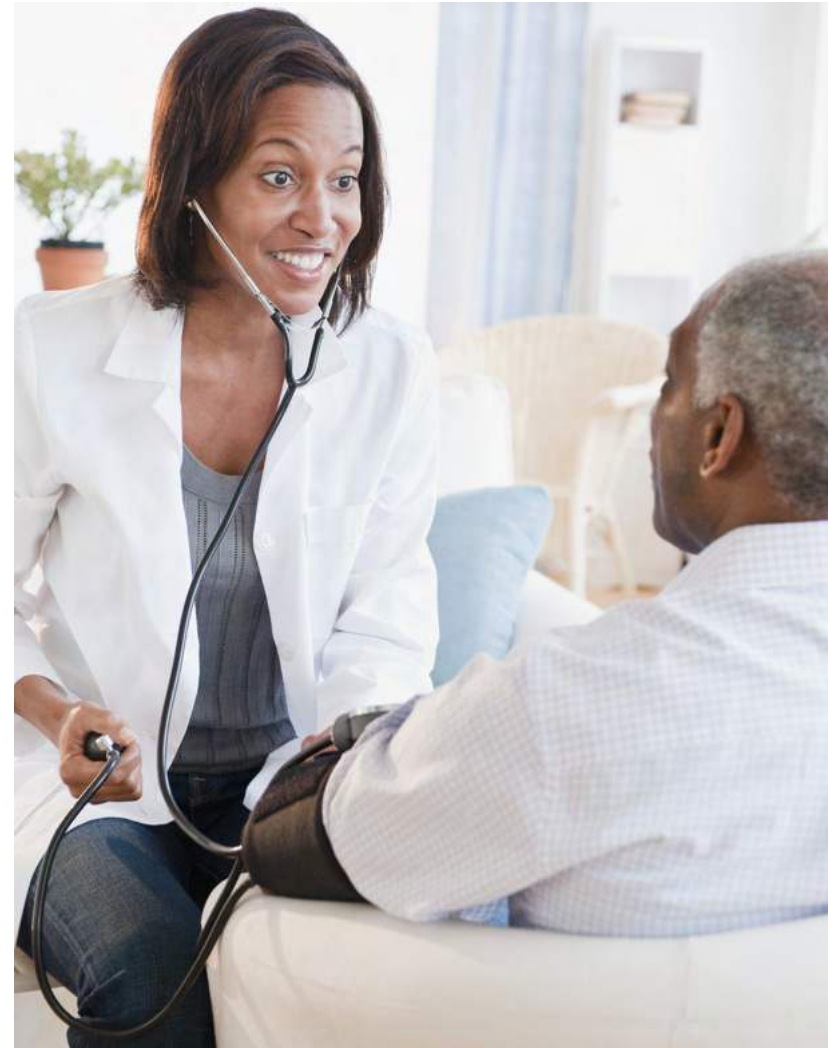
- Create shared company mission
- Set realistic productivity expectations
- Teach & encourage empathy
- Provide opportunity for employee feedback



Compassion

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- *Maya Angelou*



Empathy

- Must important relational tool
- Put yourself in the other's shoes
- Deep understanding
- Reflect understanding of other's feelings with kindness and compassion
- Shared emotional experience
- Keep a developmental lens
- [Useful article](#)



Practice Compassion

- Don't assume you know what others are feeling
- Ask how they are doing
- Listen actively
- Don't minimize or argue with feelings
- Avoid judgment
- Ask for what they need



Conscious Leadership & Emotional Intelligence

- Know your emotions
- Manage your emotions
- Motivate yourself
- Understand other people's emotions
- Manage relationships (emotions of others)

Adapted from Daniel Goleman's book "Emotional Intelligence"



High EQ

- Low insecurity
- High openness
- Assertive
- Self-aware
- Adaptable
- Inclusive
- Respectful
- Takes responsibility for actions
- Resilient
- Flexible



Pay Attention to Language

Avoid phrases that discourage support & collaboration:

- "man up"
- "power through"
- "put on your big girl pants"
- "suck it up"

Speak in terms of "I, We and Us"
versus "You and Them"



Cultivate a Collaborative Culture

- Promote work/life balance
- Provide support resources through wellness programming
- Foster community connection
- Revisit compensation, benefits & perks to be competitive



Work-Life Balance

Flexibility:

- Scheduling/shifts
- In person/remote work
- Deadlines
- Support resource
- What else?



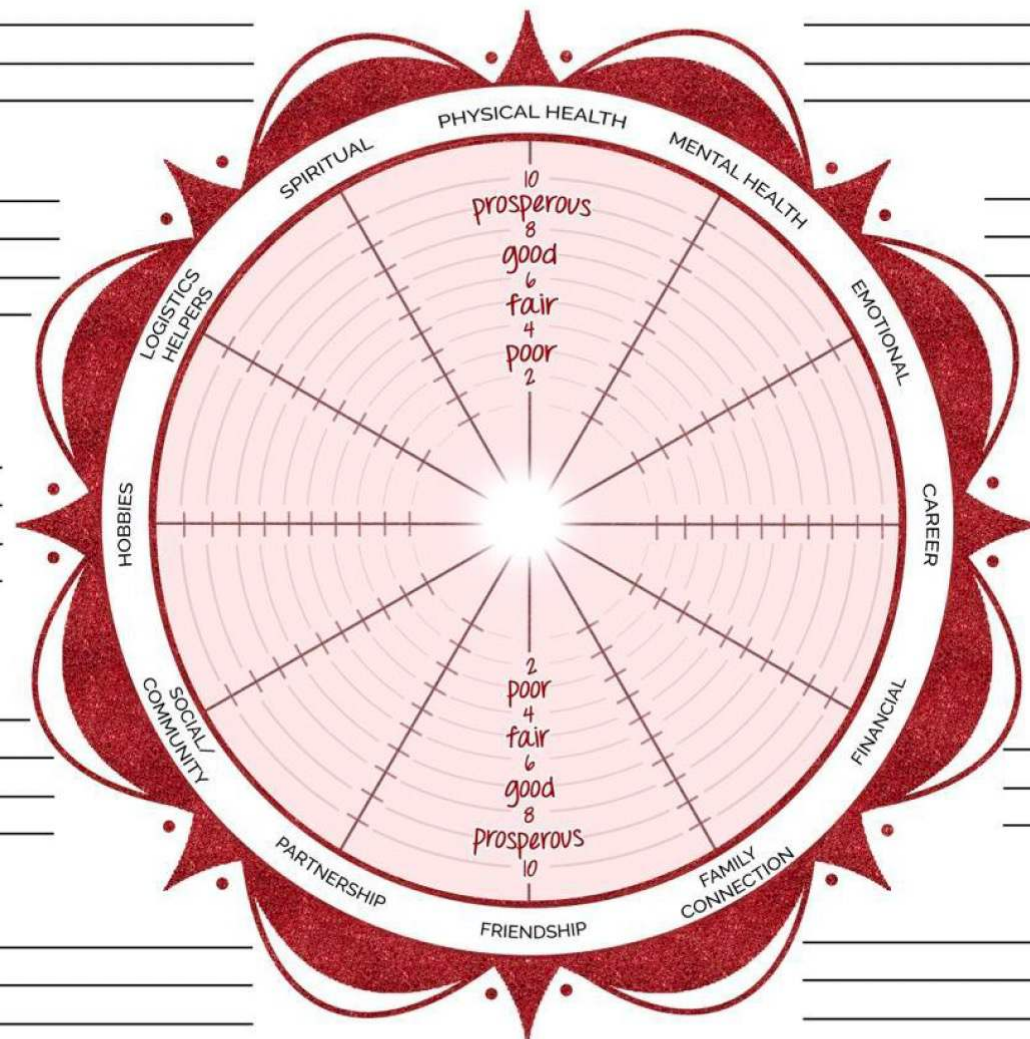
Support

“Alone we can do so little,
together we can do so much.”

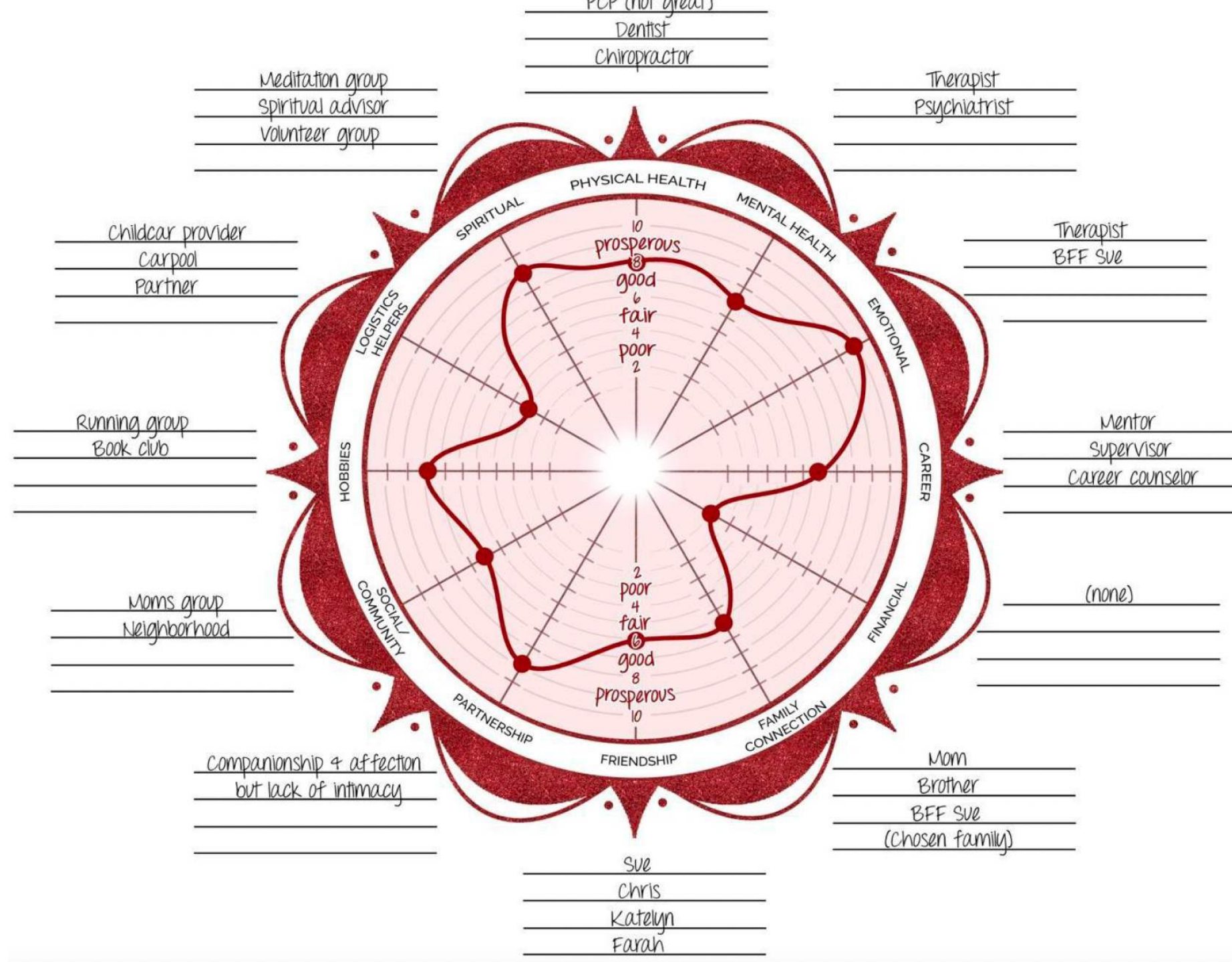
- *Helen Keller*



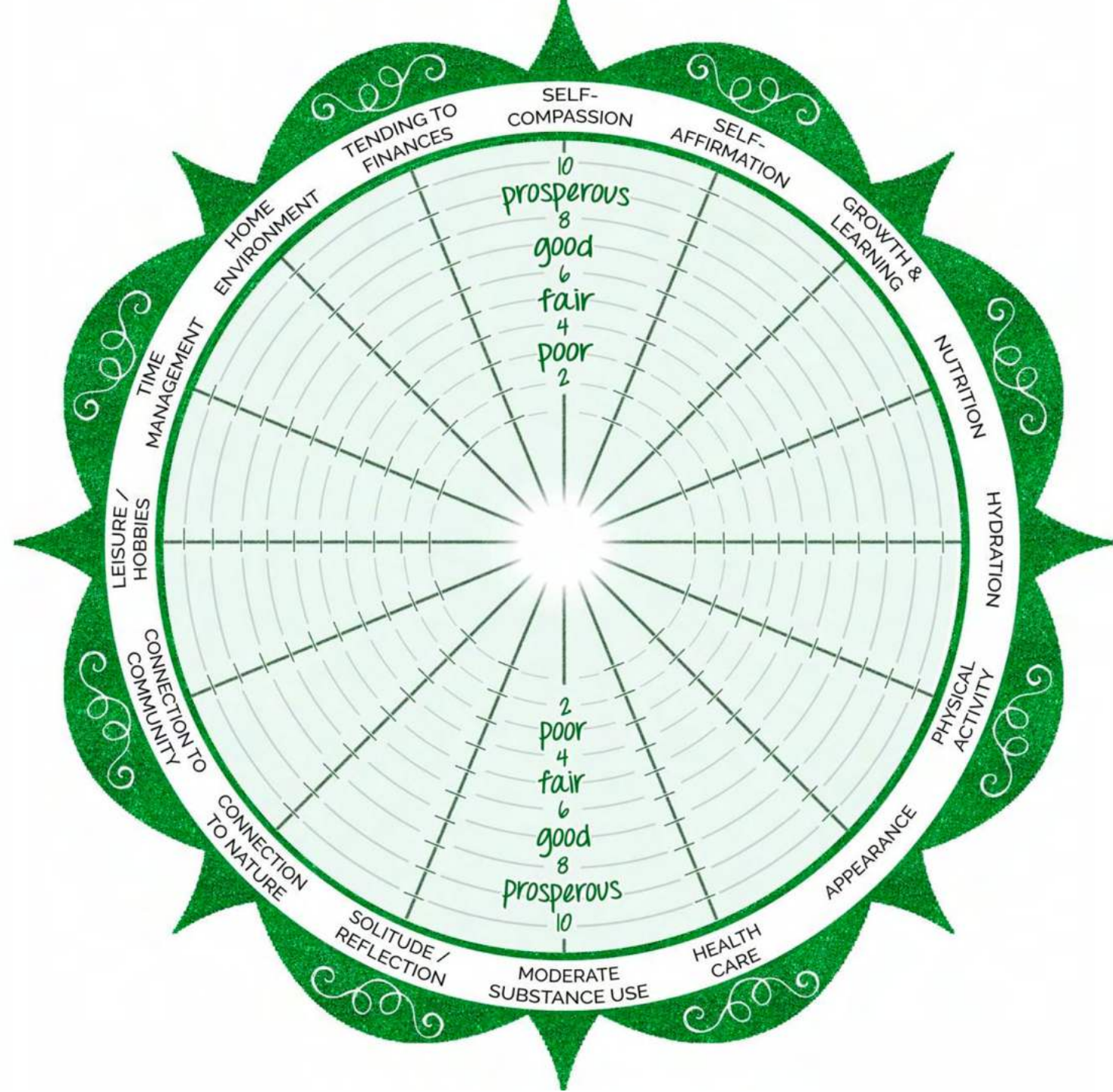
Support Network Wheel



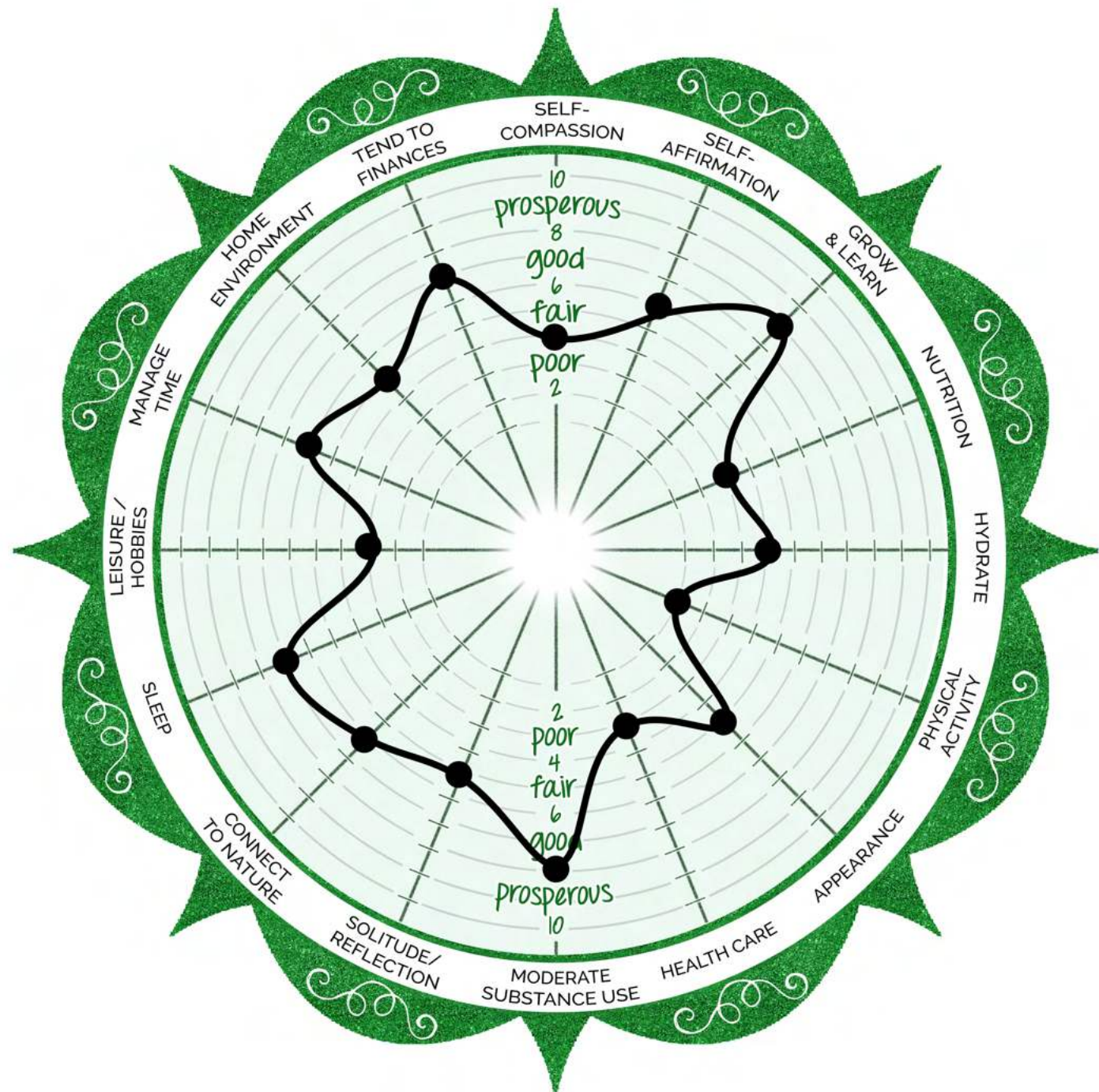
Sample Support Network Wheel



Self-Care Wheel



Sample Completed Self-Care Wheel

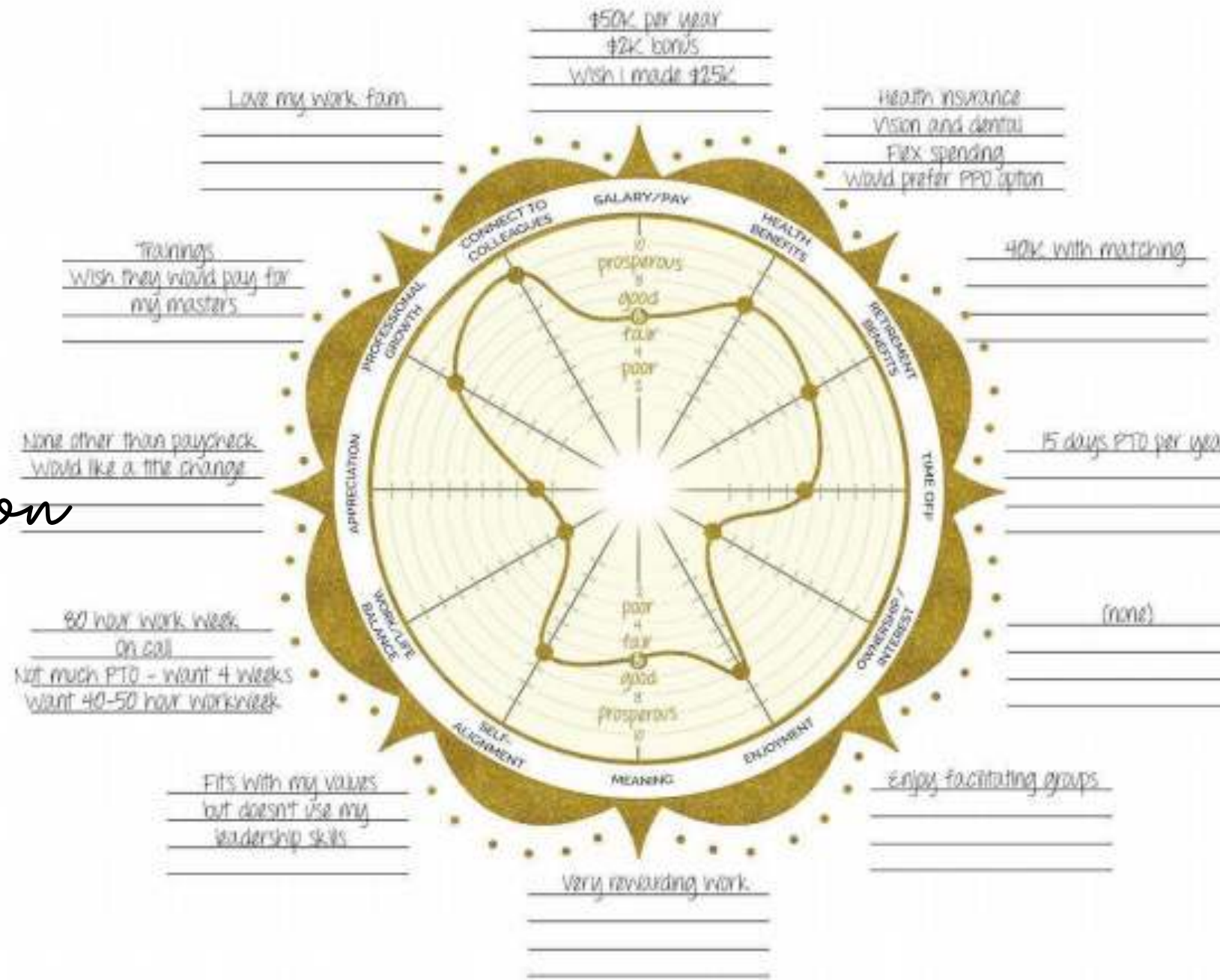


Work- Satisfaction Wheel

The Work-Satisfaction Wheel is a circular tool for assessing various aspects of job satisfaction. It consists of 10 segments, each representing a different factor. Each segment has a scale from 1 to 10, with qualitative labels (poor, fair, good, prosperous) and a set of three horizontal lines for notes.

Segment	Scale	Qualitative Labels	Notes
SALARY/PAY	10 9 8 7 6 5 4 3 2 1	prosperous good fair poor	_____ _____ _____
HEALTH BENEFITS	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
RETIREMENT BENEFITS	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
TIME OFF	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
OWNERSHIP / INTEREST	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
ENJOYMENT	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
MEANING	10 9 8 7 6 5 4 3 2 1	poor fair good prosperous	_____ _____ _____
SELF-ALIGNMENT	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
WORK/LIFE BALANCE	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
APPRECIATION	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
PROFESSIONAL GROWTH	10 9 8 7 6 5 4 3 2 1		_____ _____ _____
CONNECT TO COLLEAGUES	10 9 8 7 6 5 4 3 2 1		_____ _____ _____

Sample Completed Work-Satisfaction Wheel



Community Connection

- Personal check-ins
- Personal sharing
- Peer support
- Social/fun connection
- Staff appreciation/recognition



360 Reviews & Feedback

- Requesting feedback after:
 - Job offer declines
 - Onboarding
 - 6 month/annual reviews
 - Exit interviews
- Check [glassdoor.com](https://www.glassdoor.com)



Compensation Review

- Check industry standards:
 - Salary.com
 - Professional associations
- Provide perks such as:
 - Calm/Headspace
 - Ginger
 - Holisticly.com
 - EAP
 - What else?



Implement Mindfulness in the Workplace Programming

- GOOGLE
- NIKE
- ACCENTURE
- SONY
- LOREAL
- BRITISH AIRWAYS
- NOKIA
- MICROSOFT
- AMERICAN EXPRESS
- JOHNSON & JOHNSON



Conduct Staff Training

- The American Psychiatric Association Foundation Center for Workplace Mental Health's [Right Direction](#) Program
- [USA Mental Health First Aid](#)
- Employee Assistance Programs
- Corporate Trainers



Provide Wellness Trainings (EAP)

- Mindfulness
- Stress Reduction
- Management trainings
- Work/life balance
- Communication
- Conflict Resolution
- Self-Care & Support
- De-escalation Trainings
- Cultural Sensitivity /DEI
- Anti-Harassment
- How to Deal with Difficult People
- Building Resilience
- Promoting Positive Mental Health
- Managing Change
- Working remotely



Other EAP Services for Supervisors & Leadership

- Critical Incident Stress Debriefings
- Workplace Wellness Events
- Educational Training
- Employee Resource Group (ERG) Programs
- Accountability Groups
- Drug-Free Workplace Programming



Create Programs & Events

Take the [NAMI Stigmafree Pledge](#)

Celebrate Awareness Months

Create a [Mental Health Diplomats Program](#) where employees volunteer to serve as a resource for their colleagues who may be struggling with mental health concerns—connecting them to services offered by the company as well as other resources.

Consider doing a [NAMI Walk](#) a team building & awareness event



Address Employee Mental Health Issues

- Act swiftly, don't delay or minimize
- Express care & concern, not criticism
- Practice active listening & empathy
- Focus on specific behaviors, not character or personality
- Avoid labeling or diagnosing
- Respect confidentiality



Encourage Utilisation of:

- **EAP Services**
 - Voluntary referrals
 - Supervisory referrals
 - Services for family members
 - Resources to alleviate stressors
 - Childcare & Eldercare
 - Legal & Financial
- **Flex Spending/Health Savings Accounts**
- **Sick benefits & FMLA for time as needed**
- **Insurance Benefits (Mental Health Parity Law)**



Suggestions for Leadership

- Take care of your own mental health
- Practice self-care
- Be aware of your emotional process (EQ)
- Do not enable, collude or go into denial
- Maintain good boundaries with detachment
- Document (factual, objective, clear)
- Get consultation & support (legal, HR)



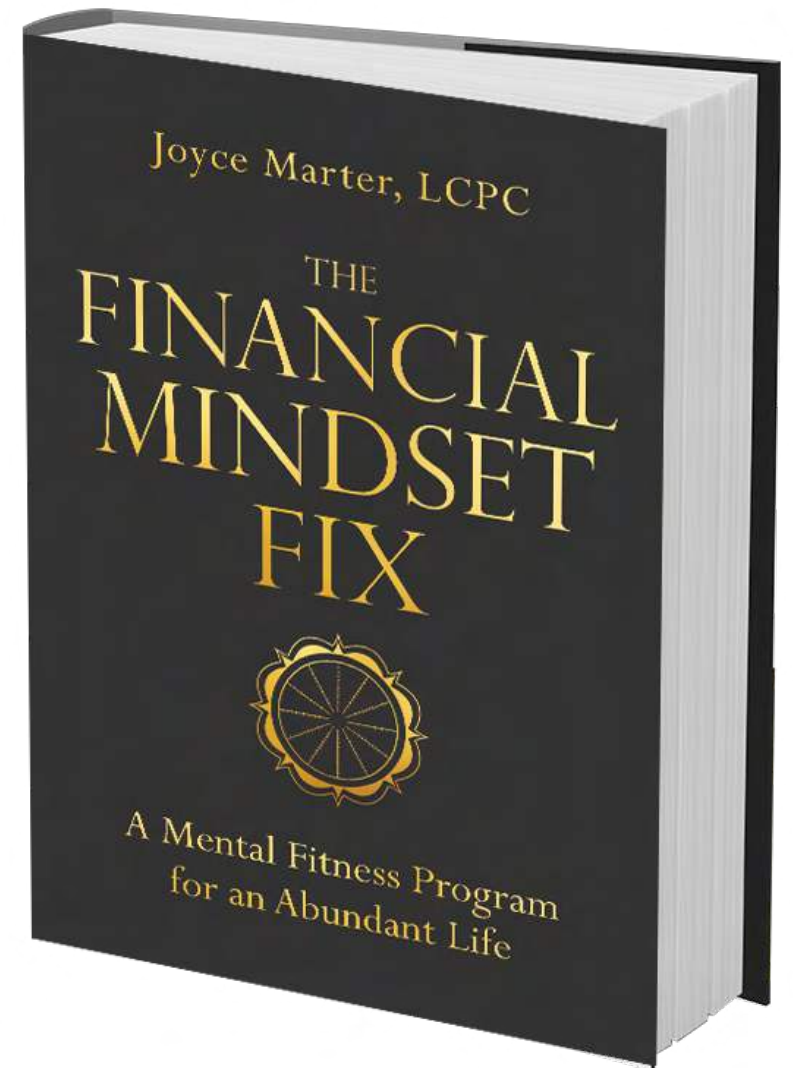
Wellness Programming Resource

Mental Health & Financial Health Corporate Wellness Program

[Available for pre-order on Amazon](#)

Available in bookstores July 27, 2021

Published by [Sounds True](#)



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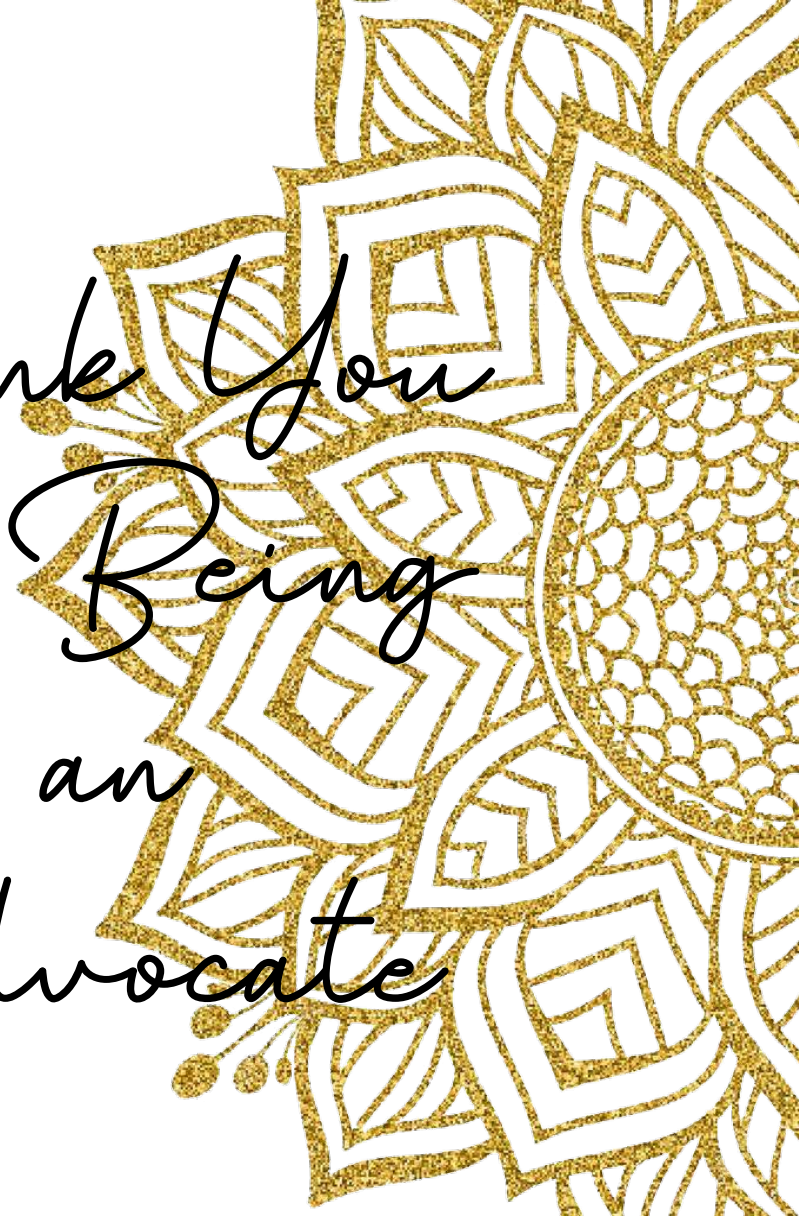
"Address mental health and...
we'll address our criminal justice issues,
we'll address a lot of our health-care issues,
we'll address a lot of our education issues,
and we'll address a lot of our economic issues.

The ripple effect of doing the right
thing in mental health is enormous."

PATRICK J. KENNEDY



Thank You
for Being
an
Advocate



What are you going to do now?

KEEP (doing)	START (doing)	STOP (doing)

Q & A





Thank You!

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