



Northwest (HHS Region 10)

MHTTC

Mental Health Technology Transfer Center Network

Welcome to
“We are not going to fail”
Focus on ACT Team Well-Being
Webinar

Presented by:
Lynette M. Studer, PhD, MSW LCSW
Mimi Choy-Brown, PhD, MSW
We will begin soon!

- This **webinar is being recorded** and will be posted to our website within a few weeks.
- **Participants are muted** with video off.
- Take note of the *toolbox* at the bottom of your screen.
- Use Q&A feature to ask questions, which are answered at the end of the presentation.
- **Chat** only goes to MHTTC staff. Please don't ask questions here unless it you are having technical issues.
- **Certificates of attendance** will be available for those who attend.
- We are **not able to offer CEUs** for this webinar.



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PSYCHIATRY & BEHAVIORAL SCIENCES
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SAMHSA
Substance Abuse and Mental Health
Services Administration



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Funded by Substance Abuse and Mental Health Services Administration

“We are not going to fail”

Focus on Team Well-Being Webinar

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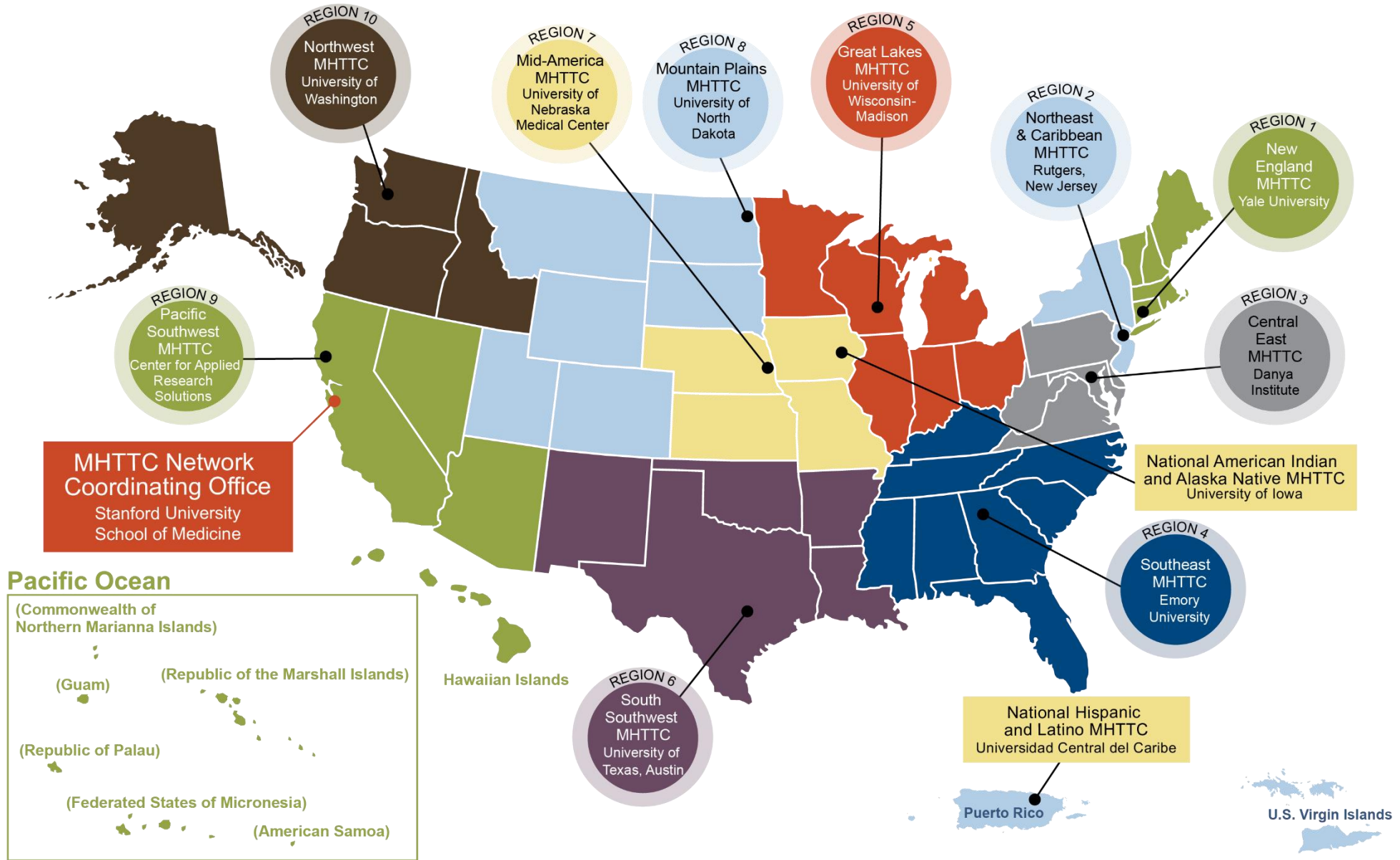
Mimi Choy-Brown, PhD, MSW



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We use affirming, respectful and recovery-oriented language.

THAT LANGUAGE IS:

STRENGTHS-BASED
& HOPEFUL.

HEALING-CENTERED/
TRAUMA-RESPONSIVE.

INVITING TO
INDIVIDUALS
PARTICIPATING IN
THEIR OWN
JOURNEYS.

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CULTURES,
GENDERS,
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SLIDES



CERTIFICATE

EVALUATION



ASKING QUESTIONS



Q&A BOX

Audio Settings ^



Chat



Raise Hand



Q&A

Leave Meeting

USING CHAT



SUPPORT & DISCLAIMER

- This work is supported by grant SM 081721 from the Department of Health and Human Services, Substance Abuse and Mental Health Services Administration.
- The opinions expressed herein are the view of our presenter(s) and do not reflect the official position of the Department of Health and Human Services (DHHS), SAMHSA.

TODAY'S PRESENTERS

Lynette M. Studer, PhD, MSW, LCSW, is a Clinical Assistant Professor at the University of Wisconsin-Madison Sandra Rosenbaum School of Social Work. She teaches MSW students in a mental health field unit as well as classes on Mental Health Policies & Services and Advanced Practice Skills in Mental Health. Lynette is also a former ACT team leader and trains ACT teams and team leaders nationally.



Mimi Choy-Brown, PhD, MSW, is an Assistant Professor at the University of Minnesota School of Social Work. Informed by over a decade of practice and leadership in community mental health services, her research focuses on improving access to high quality mental health services for individuals who experience significant psychiatric disabilities and supervision-focused strategies to improve the implementation of recovery-oriented, evidence-based practices in routine care.





We are not going to fail: ACT Team Leaders' Focus on Team Well-being

Northwest & Great Lakes MHTTC Joint
Webinar

2nd Team Leader Webinar: 2/8/2021

Lynette Studer, PhD, LCSW & Mimi
Choy-Brown, PhD

Summary & Today

- 2nd of 4 webinars focused on pivotal role of ACT team leaders
- Engage in dialogue with team leaders around past and current strategies for focusing on team member well-being
 - Pre COVID-19
 - During COVID-19
- Share lessons learned
- You can use this time to reflect on your own practice.



Context

- In the December webinar we emphasized:
 - The importance of the team leader to ACT implementation
 - Very little is written about this key role
 - Ideas that the team leader's role is very diverse, and in looking at what team leaders do to have high performing teams, a focus on team members well-being was identified.
 - As team leaders we should document what we do and how we do it



Learning Objectives

1. Describe ways that ACT team leaders are assessing team members' well-being
2. Understand team leader strategies to respond to and support team members' well-being
 - Use of a theoretical framework
3. Identify/Leave with one action step for team leaders to support team members' well-being.

Definition

Dictionary

Search for a word



well-being

/ˈwelˈbeɪŋ/

noun

the state of being comfortable, healthy, or happy.
"an improvement in the patient's well-being"

Similar:

welfare

health

good health

happiness

comfort

security







Prep for Next Steps

Text LYNETTESTUDE579 to 37607

PollEv.com/lynettetstude579



As an ACT team leader, how would you answer the following question: I think about the physical and psychological well-being of my individual team members....?

Not really much at all. Maybe sporadically, when specific situations come up.

1-2 days a week

3 to 5 days a week, but not daily.

At least daily

Multiple times a day (and night too)!

[Team Leader] “...and I think, with every passing year, I recognize of equal importance to caring for the clients that we serve is me caring for my team. And if I don’t care and nurture them, you know, they’re kind of right up there for me with the caring and nurturing that I provide my clients. That if I don’t nurture and care and give feedback, then they’re gonna go. I think they’ll go. I don’t think they’ll stay. ‘Cause I don’t think just knowing that you’re doing a good job is always enough.”

[Team Leader] “I think the things that are most important to me is really honestly that the team is healthy, just from that standpoint of, it is the resource that we have.”



Dust off the ole' memory....



- One study (pre-COVID) found that of the twelve themes identified around understanding what team leaders do and how they do it, seven had some immediate connection to team members and well-being in some fashion. (Studer, 2015).



List the themes

1. Functions as a role model and teacher
2. Sets clear & high expectations
3. Has direct, open, transparent, & understandable communication style
4. Is mindful of individual needs
5. Promotes strengths and professional growth
6. Serves as team's protector
7. Establishes a fun and positive work environment

Curiosity? Is there a current model or framework of leadership that gives insight into these findings?

When poll is active, respond at PollEv.com/lynettetstude579

Text **LYNETTESTUDE579** to **37607** once to join

I know about Bass's theory of transformational leadership.

Yes

No

Maybe



Figure 1: Bass's (1985) Multifactor Model of Leadership

Theory
Alignment?

Components & Descriptions of Transformational Leadership Styles

(Bass's Multifactor Model of Leadership, 1985)

Components	Description of leadership style
Transformational	
Idealized Influence (attribute)	Demonstrates qualities that motivate respect and pride from association with him/her/them.
Idealized Influence (behavior)	Communicates values, purpose, and importance of organization's mission.
Inspirational Motivation	Exhibits optimism and excitement about goals and future states.
Intellectual Stimulation	Examines new perspectives for solving problems and completing tasks.
Individualized Consideration	Focuses on development and mentoring of followers and attends to their individual needs.
Adapted from the Multifactor Leadership Questionnaire--Form 5X	



1. Idealized Influence



ACT Team Leader Work & Idealized Influence

- The leaders served as a role model and embodied the values the leader wanted team members to be learning.
- Set the commitment to having a high-quality ACT team
- Attributes include trustworthiness, respectfulness, determination and confidence all used to inspire and motivate others.

Definition: Demonstrates qualities that motivate respect and pride from association with him/her/them; and Communicates values, purpose, and importance of organization's mission.



ACT Team Leader Work & Idealized Influence

- Promoted vision, led by example, and had a strong commitment to goals.
- Held power and influence with team members because team members trusted, respected and had high levels of confidence in leader's ability.



How in your
ACT
leadership
do you see
Idealized
Influence
(both pre- and
during-COVID) ?

Support for Idealized Influence

[Team Leader] “So, one of the things I have responsibility for doing is really playing similar roles. So, if I want my staff to be coaching and teaching and really doing rehab work, I've got to apply those same principles every day and in supervision around coaching, teaching, helping elicit their desire for growth, their inner strengths, you know, bring those out, so that they can in turn do the same thing with the people they're working with.”

[First Team Member] “I still think it's at least important for me to note that she takes the same number of on-call shifts as every other team member. She's in the weekend rotation just like everybody else. She works just as many holidays. So, I mean, she really . . . [Second Team Member] Yeah. [Third Team Member] Once again, leads by example.”



Setting the Vision

[Team Leader] “I have a responsibility to hold the vision for my team. That, as ACT team leader, I have to have a clear picture – what I do is I hold the picture of where we’re going, where we want to be, and I have the responsibility to hold that vision... and have some idea of how we might get there. You know, the paths can change, but I need to have some ideas. And that’s been my responsibility since day one –to hold that vision. So that’s what I do as an ACT team leader.”



2. Inspirational Motivation

ACT Team Leader Work & Inspirational Motivation

Definition: Exhibits
optimism and excitement
about goals and future
states.

Motivation

Inspiration



In the chat box:

List any ways you provide inspiration or motivation to your team members (both pre- and during-COVID)?



First letter of you last name: A through L first; M-Z next

Support for Inspirational Motivation

[Team Leader] “I keep it [morale] up by acknowledging this is hard work. I keep it up by [saying] what they do is impressive, and they do something that not everyone can do. I keep it up by allowing laughter and allowing some silliness. Um, because that doesn't hurt anything. I keep it up by letting them know that I appreciate them, whether that's by telling them directly, whether that's by listening to them tell me about their kids, whether that's by approving a potluck. That's why I celebrate, celebrating anniversaries and baking a cake myself and bring it in. I keep morale up by encouraging them to attend a training or a conference, I think those are not just educational, those are morale-boosting.”

[Team Leader] “So I think that [motivation] is important. I think effectiveness is probably also influenced by..., I think my staff see me as being aligned with their values. I think they see me as really having the clients' best interest in mind. And that's what's usually most important to them is the outcome for somebody.”

Support for Inspirational Motivation

[Team Leader] “The other thing is I think from the unconscious perspective, is that’s just kind of my outlook on life. You know, overall, I don’t see things really from a dramatic perspective. Um, and am hopeful and optimistic that things will be just fine. And I really trust that. So even if a staff makes a mistake or if it’s news for the team, I think I typically present it in a way that it’s like it’s gonna be okay. We’re gonna be okay. Our clients are gonna be okay. It’ll be fine.”

[Team Leader] “That it [tough situation] is something that we can deal with and we can get through. You know, and I might say that I do not like it or disagree with it. But still wanna present it as, “let’s just do it”.”

[Team Leader from Listening Session in MN] “We aren’t going to fail” in response to COVID-19.

3. Intellectual Stimulation





ACT Team Leader Work & Intellectual Stimulation

- Examines new perspectives for solving problems and completing tasks.
- Challenges followers to be creative & innovative
- Challenges status quo
- Encourages followers/team members to explore new ways of doing things and new opportunities to learn

Moment of Self-Reflection



- How does this intellectual stimulation show up in your work?
- In what ways do you promote intellectual stimulation?
- How do you promote creativity within the evidence-based practice of ACT?
- Pre- and During-COVID times
- Feel free to share in chat

Support of Intellectual Stimulation

[Agency Supervisor] "She's always very interested in looking at growing her people, as I kind of term it... and helping them strengthen their abilities and working with the consumers".

[Team Member] "She kind of picks up on subtleties. She'll kind of say, 'it looks as though maybe you're asking a lot of questions about the admission-side of ACT. Do you wanna go with me some day to do an assessment'? So, kind of asking, what are your professional goals, and how can I help you meet those? Even if it's not here in this moment. 'But what information can I give you that will make your life as a professional better'? That's . . . definitely the key to my job satisfaction here."

[Team Member] "And she's mindful of our individual strengths too. And empowers us to use those and utilize those"; "I feel like she lets me continue growing too. I'm not stuck in one spot"; and, "...there's a spirit of growth. It's like this really positive expectation that you can grow as a practitioner".



Support for Intellectual Stimulation

[Team Leader] “The more that you can create structure, I kind of see ACT as being, structure, structure, structure, then complete flexibility. I see it as part of my job to really help the group step back and think about the larger picture. Think about what do we want to do next in terms of change or growth and then what do you need to do that?”

4. Individualized Consideration





ACT Team Leader Work & Individualized Consideration

- Focuses on development and mentoring of followers and attends to their individual needs
 - Special attention to individual needs by creating learning opportunities, accepting and tolerating individual differences, seeing strengths, encouraging two-way communication
- Genuine concern for needs of followers/team members
- People driven
- Good listener



Support for Individualized Consideration

[Team Member] “I think she cares about us as individual people, like, outside of work. I mean she’ll always ask, ‘Well, how was your weekend? How are your kids doing? How are you feeling today?’ Or, she’ll notice that you’re not feeling well, she’ll say, ‘You look like you’re not well. Are you doing all right?’”

[Team Leader] “But then there’s also this challenge, it’s different for each team member. And working on identifying what is that for each team member. How do I know which team members the personal notes mean everything to them ‘cause they have them plastered on their office walls. You know, I don’t think that holds meaning for [team member name]. For [different team member name], for [another different team member name], every personal note I’ve ever written them is on their bulletin board. Okay, mental note to self, that means something for them. But figuring that out for each team member is a really fun challenge. That what works for one person isn’t gonna work for the next.”

THANK YOU

For The

Amazing Job

YOU DO EVERY DAY!

You Are An Important
Part of the Team



Support for Individualized Consideration

[Team Leader] “When I think about flow, it's like, each staff person to the degree possible should be happy in his or her job. And they should have their individual needs met. So, an example of how that plays out, unless it's not absolutely, not possible, if somebody asks for a day off, they will get the day off.”

The 4 I's

Idealized Influence

Intellectual Stimulation

Team Member
Well-being

Inspirational Motivation

Individualized
Consideration

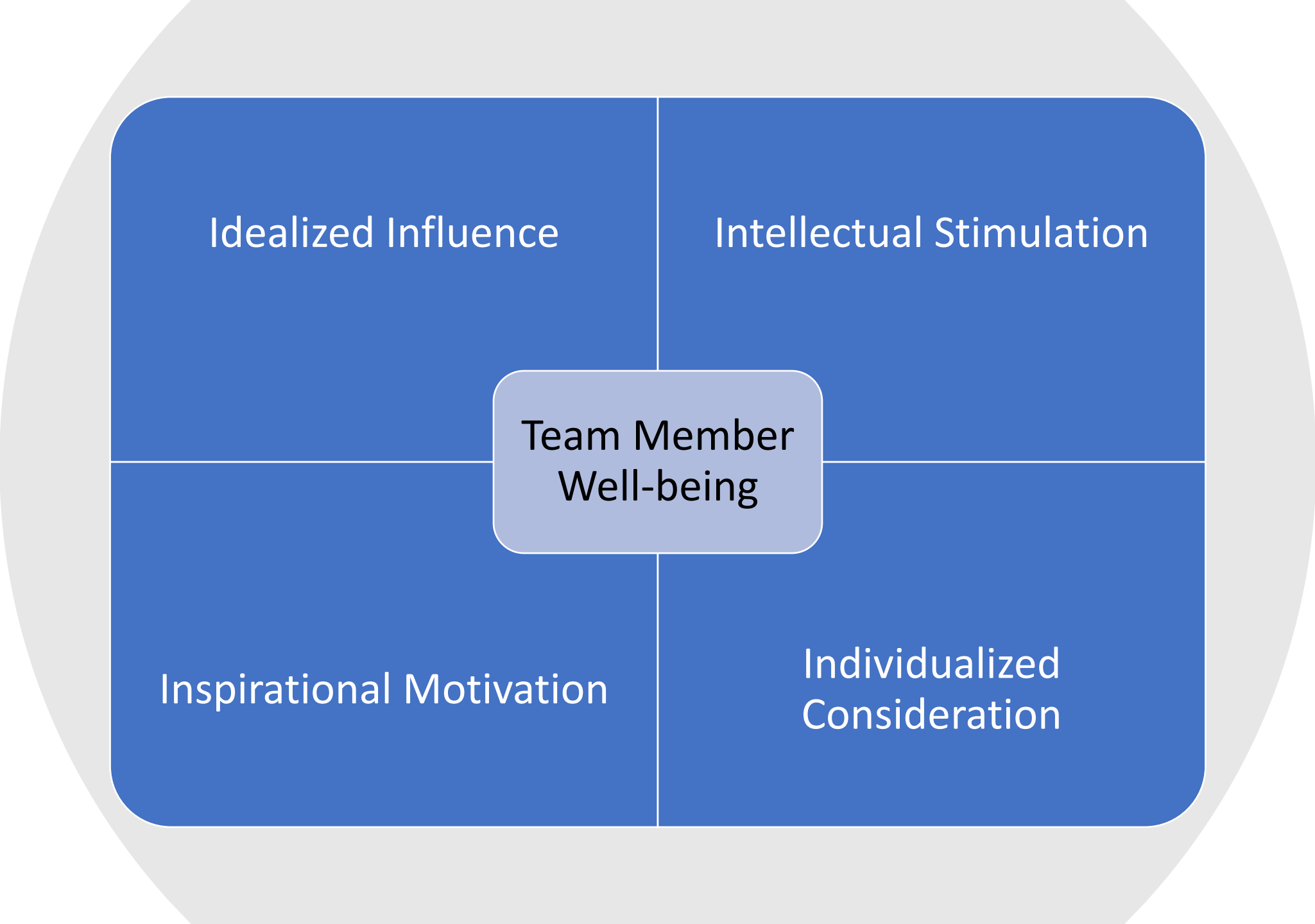




Figure 1: Bass's (1985) Multifactor Model of Leadership

The 4 I's

Alignment,
yes, but
there is
more to
consider!



List the themes

1. Functions as a role model and teacher
2. Sets clear & high expectations
3. Has direct, open, transparent, & understandable communication style
4. Is mindful of individual needs
5. Promotes strengths and professional growth
6. Serves as team's protector
7. Establishes a fun and positive work environment

Serves as team protector



- Politically savvy advocates
- Shielded team members from outside challenges
- Good judgment in sensitive situations
- Had fostered many program allies to help w/ team protection.

Team Buffer and/or Protector

[Team Member] She is very protective of the ACT team. And she, I think she protects her workers against other systems. She tends to support us first...I think like with crisis or hospital she really has your back.

Team member described TL's protectiveness in this way: "beauty is we've been shielded from it [state pressures] so we can go on and do our job and not worry about it"

[Team Leader] "I see myself as a buffer really between the team and the state or management, and, I kind of get described sometimes as kind of like a, I have bear nature. I get described as a Mama bear. You know, it's kind of like the team and the group, they're like my cubs. I get protective of the group and, in terms of agency crap or DHS or whatever. I really will kind of try to shelter and filter and think about planning for how changes happen."



Fun & Positive Work Environment



Team Leaders shape the preferable team/work environment.

Leaders expressed a fun and positive work environment led to team cohesion & improved morale.

The team environment was fun, relaxed, and calm, and team members indicated this was how they wanted it to be.



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[Team Member] “She's very fun.[Second Team Member] She's very fun, and I've heard more than a few clients comment on, 'Well, look there's [team leader] smiling again'. Like, even the twice a year contact they have with her at treatment planning, they know that she's gonna be smiling and laughing and that it's gonna be an uplifting experience to be around her.”

[Agency Supervisor] “She does humor and celebrations, um, very good about that. They take time at that team meeting, to make sure people are recognized for their hard work, whether it's a success for a client, success for themselves, sometimes a birthday.”

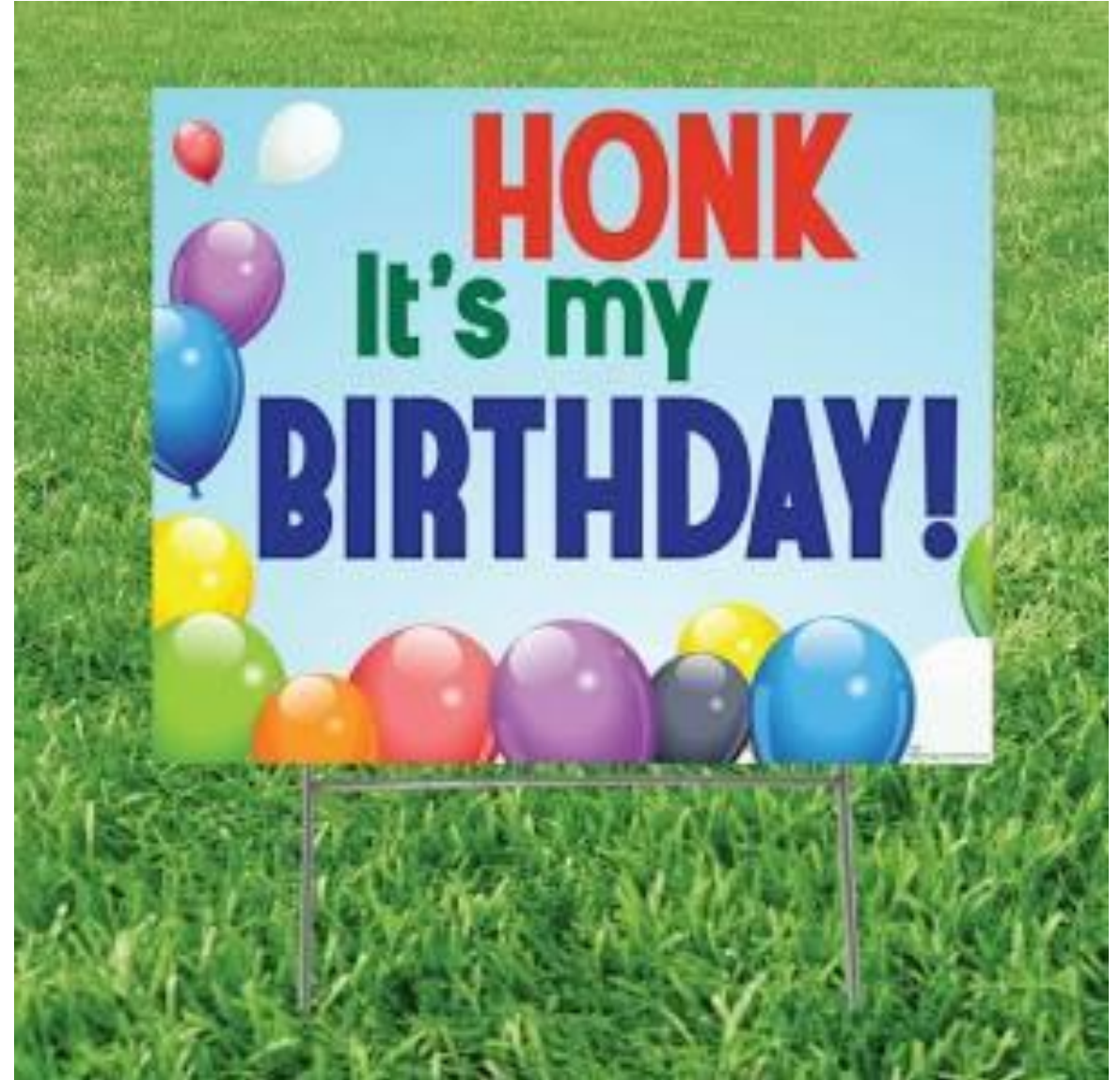
Potlucks & Sticky Notes

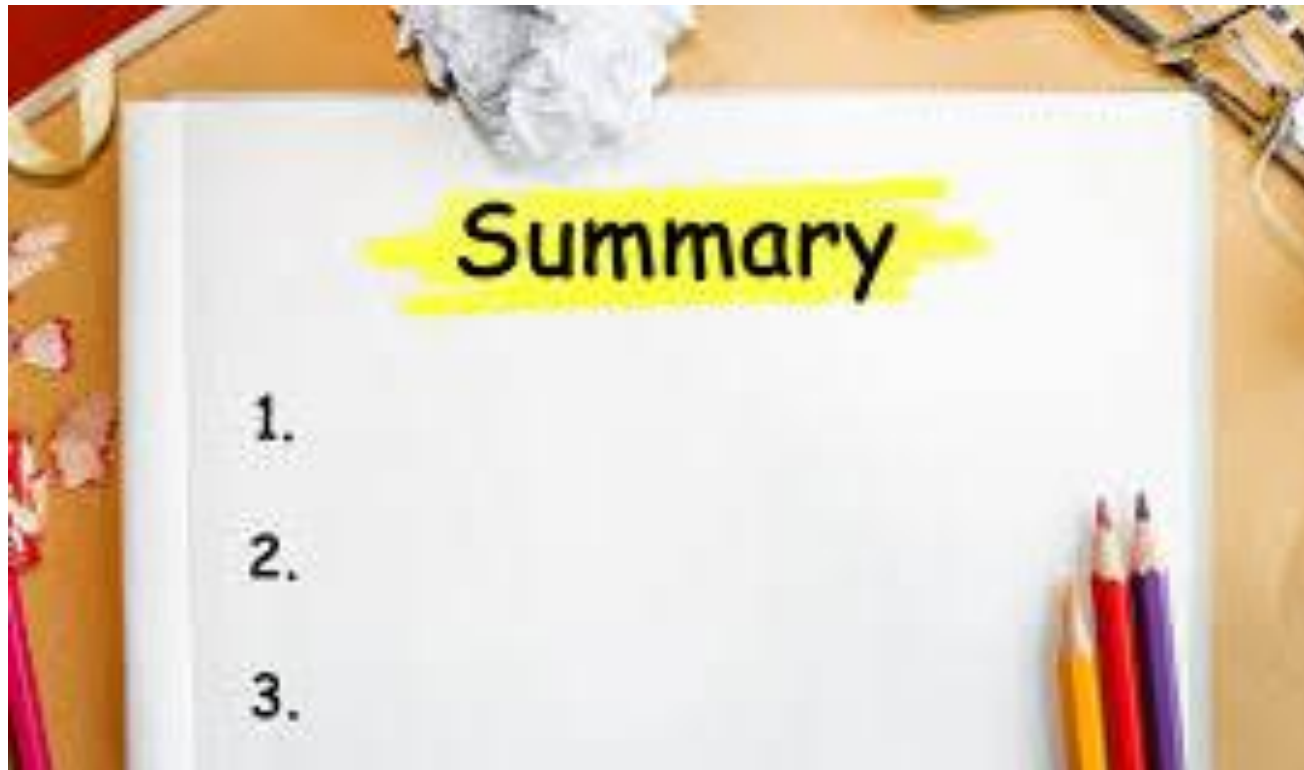
[Team Leader] The purpose [of having a potluck] is, it's to celebrate. Sometimes they make me find things to celebrate. If we don't have one for a few months, it's brought to my attention that we've not had a potluck for a while, and we really should be scheduling a potluck. When I was doing the assessments, with my team on, on why do they stay, more than a few mentioned the potlucks [LAUGHTER]. There's some legend behind our potlucks. It's important to my team that we take that break from time to time and during potlucks we don't talk about work. We take a full hour lunch. Sometimes team members will bring it up and I take that as a cue that we need to exhale as a group. And a potluck is a group exhale. So if a team member says to me, 'It's time for a potluck' I generally trust that it is time for a potluck...You can feel the energy in the room go [SIGH] okay, it's grounding, it's exhaling.

[First Team Member] "I think too the way she recognizes and celebrates, like, our little accomplishments is huge. She does it in a personal way, like, she'll bake a cake and say, 'You've been here three years. That's phenomenal.'" [Second Team Member] "Notes. Write little note cards to you." [Third Team Member] "Sticky notes. Yeah, note cards."



How have your strategies for a fun and cohesive culture shifted during COVID 19?





ACT Team Leaders spend a significant # of hours thinking and impacting team member well-being in many ways (collectively & individually).

Transformational Leadership may hold a partial framework for explaining this behavior

Described ways of assessing well-being of ACT team members

Shared some strategies (via the study & chat) on ways to support ACT team member well-being.

Create your Plan

Choose/Create your own strategy in each of the following areas for supporting and sustaining team member well-being even more than you do now!



1. Functions as a role model and teacher
2. Sets clear & high expectations
3. Has direct, open, transparent, & understandable communication style
4. Is mindful of individual needs
5. Promotes strengths and professional growth
6. Serves as team's protector
7. Establishes a fun and positive work environment

We continue
to need
YOUR help!





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Q&A

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Studer, L. (2015). The roles and contributions of team leaders to high fidelity assertive community treatment: A collective exemplary case study. ProQuest LLC Publishers, Ann Arbor: MI.

QUESTIONS & DISCUSSION



YOUR FEEDBACK IS IMPORTANT

Post-event surveys are **critical** to our work!

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See you next time.

