Delta Center California Learning Laboratory
Virtual Learning Event 6 Summary: "Circle of Influence: Workforce Burnout and Collective / Self Care"

Summary:

Building off of the workforce dynamics that have been elevated over the last year, the Program Office facilitated a series of conversations with Learning Laboratory Teams to consider how teams might embody trauma- informed and resilient practices in their organization. Utilizing a 'sphere of influence' exercise developed by Rio Holaday, we asked teams to reflect on the systems, structures, and policies that produce burnout and trauma in healthcare spaces and identify what lies within one's circles of concern, influence and control. Individuals and teams identified concerns outside their influence, and what was within their control and influence to make change and/or initiate action.

Key Takeaways:

There were a number of themes at each level (control, influence, concern) that emerged from these conversations.

Actions Within Individual or Team Control
- Be aware of how we show up and how we bring our whole selves to conversations/meetings
  - Create intentionality around interactions with teammates/colleagues
  - Seek to be self aware of how actions impact others
- Create conditions for meaningful engagement with people with lived experienced
  - Create shared understanding, eg treat the person with lived experience as the expert in practice and policy decisions and avoid tokenism
- Enable integration of behavioral/primary health from both perspectives
- Acknowledge power dynamics
- Build relationships and supportive teams
  - Be flexible in how we can tangibly support colleagues, e.g. scheduling, training

Actions that Can Influence Change
- Question the status quo regarding productivity and unrealistic/unnecessary expectations
- Show the value/ outcomes of the role of system navigators (peer staff)
- Advocate to policy makers and health plans
  - Why services should include system navigator
  - Influence terms of negotiations for reimbursement rates
- Elevate voices to influence parents, families, policymakers
- Work with HR to rethink hiring practices and organizational policies that promote equity, inclusivity, and a culture of feedback

Issues of Concern
- Workforce-related concerns include systems that perpetuate inequities; lack of experience at the 'front lines'; poor incentives and low pay; high burnout across the workforce; and restricted ability to add persons with lived experience to the workforce as mentors and employees.
- Structural-related concerns include changing strategic priorities and impact on funding of programs and services; state demands that are not slowing down; and challenges with an increasingly data-driven culture while focusing on equity and anti-racism issues.
- Integration-related concerns include the recognition that behavioral health continues to be in the shadow of medical care; worry that behavioral health will be left behind in APM conversations; and the concern that clinical teams may not have a cohesive, knowledgeable, and positive regard towards community behavioral health.

We used these actions and concerns to inform the development of the Convening 3 program, including four of the five topics to elevate with invited guests: elevating people with lived experience, data as an equity strategy, building and navigating partnerships across systems, and cultivating a vibrant and well workforce.