



Authentic Workplace Resiliency Dakota County Public Health

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Welcome Exercise

An opportunity to:

- Connect
- Center
- Focus
- Regulate
- “Settle In” to the meeting



- In 2022, Dakota County Public Health (DCPH) did a one-year update of its strategic plan (following COVID)
 - Goal 2.3 – The department will increase and maintain resilience – was added to the plan to address feedback from staff during SWOT analysis
- A workgroup was formed: 10 staff members, 1 AmeriCorps member, and the department director
 - Self-selected to be on the workgroup
 - Included representatives from every work unit
 - Group met monthly starting in September 2022

- First objective was to do a staff assessment
- Used data from 3 primary sources:
 - Public Health Workforce Interests and Needs Survey (PH-WINS) – conducted in Fall 2021
 - Dakota County Employee Opinion Survey – conducted in April 2022
 - DCPH Resiliency Survey – conducted in November 2022

- Internally-developed survey
 - Modeled after COPEWELL (Composite of Post-Event Well-Being) developed by Johns Hopkins University and modified by the Minnesota Department of Health
- Two sections: Social Capital and Cohesion, Health and Wellbeing
- 3-point Likert scale (Disagree, Neither Agree Nor Disagree, Agree)
- Team/department trust and support
- Staff capacity, backup support
- Sense of belonging
- Professional development
- Feedback opportunities
- Relationship with supervisor
- Physical/mental/spiritual wellbeing
- Flex/breaks
- Remote work
- Work environment
- Physical/emotional safety at work
- Access to mental health resources



Strengths

- Staff feel committed to the goals of the organization
- Staff feel a connection to the community

Opportunities

- Department-wide communication
- Staff stress levels

Additional information

- More than $\frac{1}{4}$ of staff reported poor or fair mental or emotional health
- More than $\frac{1}{4}$ of staff reported 3 or more symptoms that indicate probable post-traumatic stress disorder (PTSD)

- During December 2022, the resiliency workgroup led brainstorming sessions with each work unit (11 sessions).
 - The Public Health Management Team did a separate brainstorming session
 - Approx. 44 hours were dedicated to facilitating these meetings for staff
- Brainstorming used the Keystone Impact Model™ (1)
 - Identify cultural building blocks that were strongest and most needing improvement
 - Recommend strategies to address those most in need of improvement

⁽¹⁾The Keystone Group International (<https://www.keystonegroupintl.com/>)

Cultural Building Blocks ⁽¹⁾

- Aligns culture and strategy
- Chosen to help staff visualize organizational culture
- Breaks culture into 20 building blocks in 6 categories
 - Foundation
 - Organization
 - Team
 - Individual
 - External
 - Results



⁽¹⁾The Keystone Group International (<https://www.keystonegroupintl.com/>)

- Data from all sessions was compiled to identify the top three strengths and top three areas for improvement
 - Strengths: inspiring purpose, social impact, and personal why
 - Improvement: intentional communication, systems & processes, rewards & benefits
- Survey and brainstorming sessions resulted in 562 individual ideas for strategies from staff
- Each of the 3 areas for improvement became goals in the 2023-2025 resiliency plan and strategies were selected from staff feedback
 - Criteria for selection: support from multiple work units, feasible with current and projected resources, could be accomplished within the scope of the health department
- Also, identified actions that could be done within teams or by individuals

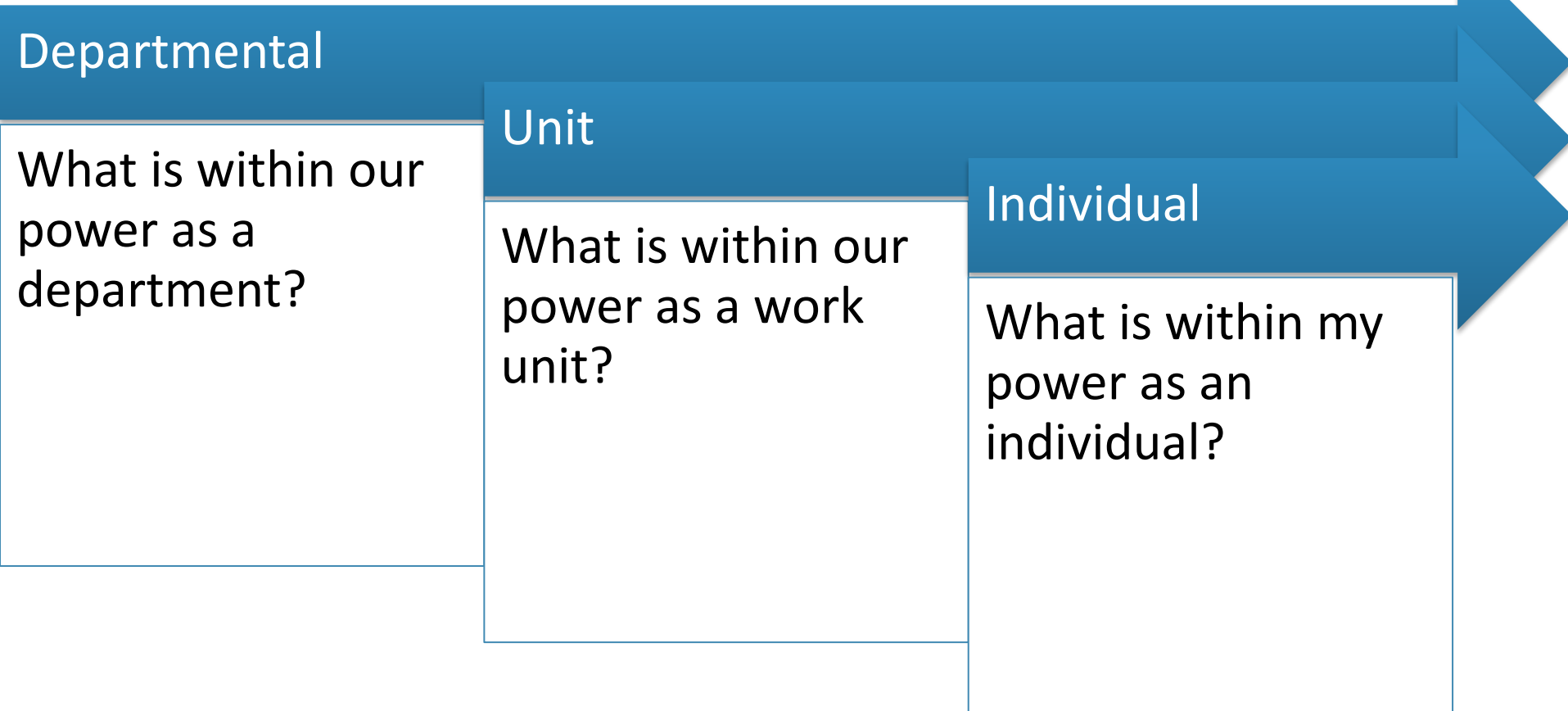
- Repeated the DCPH Resiliency Survey in June 2023
 - Strengths: staff feel supported in their teams, flexibility
 - Opportunities: opportunities for feedback, sense of belonging
- Department is in a state of transition
- Work-in-progress – this takes time!
- Will repeat again in March 2024

Timeline



August 2022	September 2022	November 2022	December 2022	June 2023	March 2024
Strategic plan kick-off	Resiliency Workgroup begins meeting	DCPH Resiliency Survey	Brainstorming sessions with 11 work units	Plan published	Reassessment
Quarterly check-ins		Management Team brainstorming		Reassessment	

Follow-Up Strategies



Individual Case Study

activity 1.4 Self-Assessment Tool: Self-Care

Take some time to complete the checklist below. You need not share your answers with anyone – this is simply for self-reflection. Remember that no one strategy works for everyone. This activity just gives you a way to think about the possibility of self-care in many aspects of your life.

How often do you do the following? (Rate, using the scale below):

5 = Frequently 4 = Sometimes 3 = Rarely 2 = Never 1 = It never even occurred to me

Physical Self-Care

- Eat regularly (e.g., breakfast and lunch)
- Eat healthfully
- Exercise
- Lift weights
- Practice martial arts
- Get regular medical care for prevention
- Get medical care when needed
- Take time off when you're sick
- Get massages or other body work
- Do physical activity that is fun for you
- Take time to be sexual
- Get enough sleep
- Wear clothes you like
- Take vacations
- Take day trips, or mini-vacations
- Get away from stressful technology such as pagers, faxes, telephones, e-mail
- Other: _____

Psychological Self-Care

- Make time for self-reflection
- Go to see a psychotherapist or counselor for yourself
- Write in a journal
- Read literature unrelated to work
- Do something at which you are a beginner
- Take a step to decrease stress in your life
- Notice your inner experience—your dreams, thoughts, imagery, feelings

- Let others know different aspects of you
- Engage your intelligence in a new area—to an art museum, performance, sports event, exhibit, or other cultural event
- Practice receiving from others
- Be curious
- Say no to extra responsibilities sometimes
- Spend time outdoors
- Other: _____

Emotional Self-Care

- Spend time with others whose company you enjoy
- Stay in contact with important people in your life
- Treat yourself kindly (supportive inner dialogue or self-talk)
- Feel proud of yourself
- Reread favorite books, review favorite movies
- Identify and seek out comforting activities, objects, people, relationships, places
- Allow yourself to cry
- Find things that make you laugh
- Express your outrage in a constructive way
- Play with children
- Other: _____

activity 1.4 Self-Assessment Tool: Self-Care continued

Spiritual Self Care

- Make time for prayer, meditation, reflection
- Spend time in nature
- Participate in a spiritual gathering, community or group
- Be open to inspiration
- Cherish your optimism and hope
- Be aware of nontangible (nonmaterial) aspects of life
- Be open to mystery, to not knowing
- Identify what is meaningful to you and note its place in your life
- Sing
- Express gratitude
- Celebrate milestones with rituals that are meaningful to you
- Remember and memorialize loved ones who have died
- Nurture others
- Have awe-full experiences
- Contribute to or participate in causes you believe in
- Read inspirational literature
- Listen to inspiring music
- Other: _____

Workplace/Professional Self Care

- Take time to eat lunch
- Take time to chat with co-workers
- Make time to complete tasks
- Identify projects or tasks that are exciting, growth-promoting, and rewarding for you
- Set limits with clients and colleagues
- Balance your caseload so no one day is "too much!"
- Arrange your workspace so it is comfortable and comforting
- Get regular supervision or consultation
- Negotiate for your needs
- Have a peer support group
- Other: _____

Source: Adapted from Saakvitne, Pearlman, and Traumatic Stress Institute Staff, *Transforming the Pain: A Workbook on Vicarious Traumatization*, 1996.

Discussion Questions

- What made an impression on you about this activity?
- What did you notice while completing the checklist?
- How did you feel after the checklist was completed?
- What thoughts do you have about the areas where you are doing well?
- What are areas that you would like to change/improve?

Work Unit Case Study



Unit Action Plan

- Offload and Settle-In Activities to start meetings
- Invite other work units and community partners to team meetings to better understand each other's roles, build a working relationship, and collaborate on work that centers our community.
- Prioritize training opportunities that elevate resiliency and/or Inclusion, Diversity, Equity and Inclusion
 - Compassion Fatigue Training
 - Interrupting Bias in Home Visiting Trainings
- Optional opportunities for team connection: Friday walks, quarterly team lunch at a local business, lunch and learns, etc.

Intentional Communication

- Communications Standards Document
- Department-wide Communications Plan
- Conflict Resolution Process that centers shared decision-making between supervisor and employee

Systems and Processes

- Build standardized structure and guidelines for use of SharePoint, Teams, File Storage, and Data Management Systems
- Guidelines for approval requests

Rewards and Benefits

- Optional department-wide training on workplace boundary setting
- Become a Trauma Informed Department
- Staff Recognition Committee will find ways to incorporate more celebration, staff engagement and collective staff care

Other Departmental Strategies



- Workload discussions at the individual and work unit level.
- Monthly All Staff Meetings
 - Electronic Comment and Question Box
 - Electronic Staff Kudos Box
- Established Anchor Days
 - All staff are in office Tuesdays and Wednesdays
- Promotion of EAP Benefits
- Mental Health Employee Resource Group
- “Healthy Meetings” Policy
- 2024-29 DCPH Strategic Plan

Free Tools to Support Resiliency Work at Your Organization

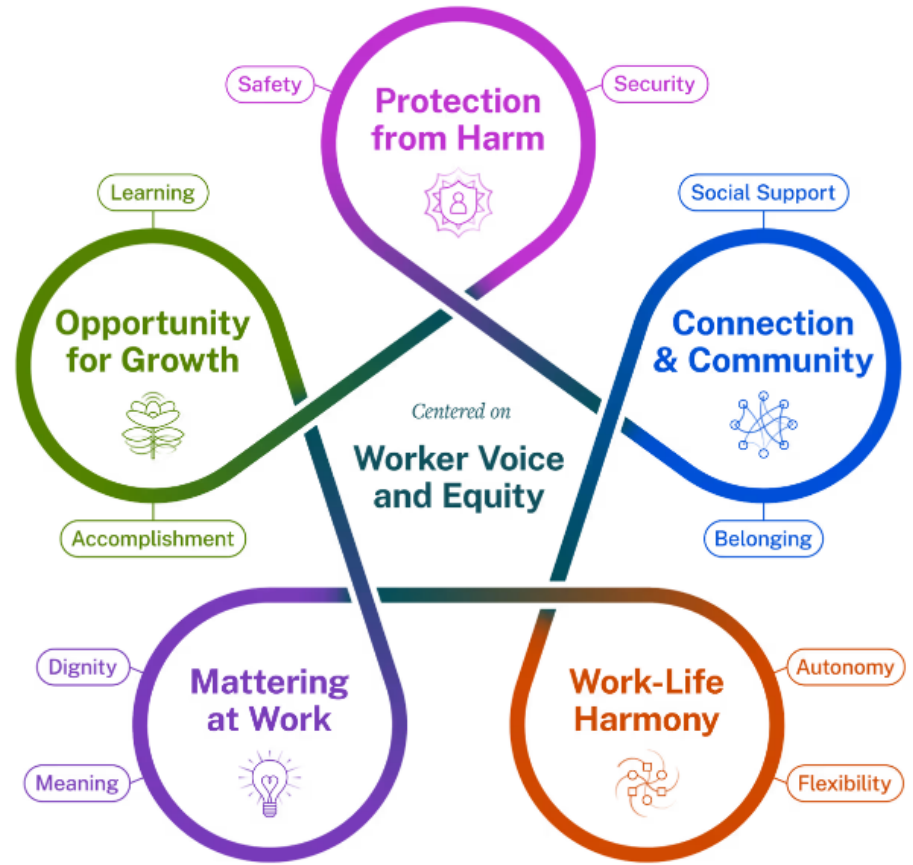


US Surgeon General:
Workplace Mental Health and Wellbeing

Harvard T.H. Chan School of Public Health:
Work Design for Health

Institute for Healthcare Improvement:
Joy in Work Toolkit

And many, many more!



Surgeon General's Framework for Workplace Mental Health and Well-being

Questions?

Dakota
COUNTY

