Agenda

1 **Organizational Change and Psychology**

2 **HEAL© and ADAPT and THRIVE©**

3 **Tactics to take home**

WHAT WE ARE HERE TO WORK ON TOGETHER

Turnover, hybrid and remote work, burnout and moral injury have contributed to a loss of resilience and cohesion within many healthcare teams.

We will cover practical strategies from organizational psychology and best practices for workplace leaders when it comes to the facilitation of cultural change and development within their groups to get moving together in the same direction with an emphasis on specific tactics that are easy to share and highly effective.

A note about human behavior and learning

Observational Learning:

- Human behavior is learned through reinforcement, AND mostly through example, either intentionally or accidentally.

- We observe models, see what they are rewarded / punished for, and act similarly.

- We are more likely to copy 'models' who are similar to us in some way.

- Modeling occurs without reinforcement too.

Reciprocal Determinism

- People influence their environment, just as the environment influences them!
  - This is called *Reciprocal Determinism*.

- Interactions between learning, social influence, and cognition(thinking) = person and environmental variables.
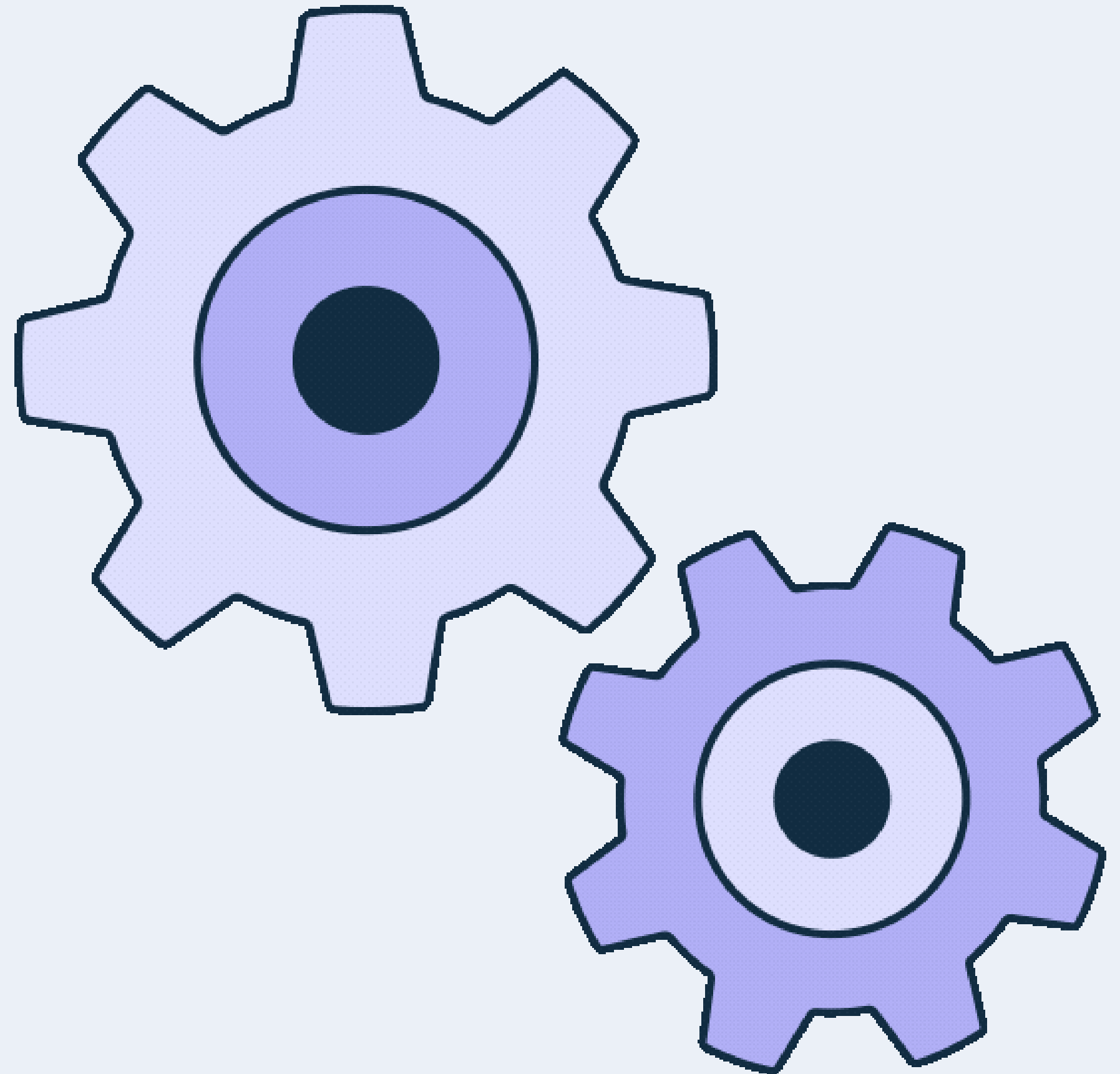
Psychological Moderators of Stress

- Attributional and Explanatory Style
  - How we explain past events
- Locus of Control
  - How we explain future and present events
- Psychological Hardiness / Resilience
  - Factors associated with positive coping

All three have a significant impact on motivation, expectations, self-esteem, risk-taking behavior, and even on the actual outcome of our actions.

Explanatory / Attributional style

- Attributional style determines which forces we hold responsible for our successes and failures; explaining past events
- Factors and Causes of events are: Either Internal or External; Either Unstable or Stable; Either Global or Specific

Optimistic Explanatory Style:

Success attributed to:

Internal

Stable

Global

Failure attributed to:

External

Unstable

Specific

Pessimistic Explanatory Style:

Success attributed to:

External

Unstable

Specific

Failure attributed to:

Internal

Stable

Global

Locus of Control

Internal vs External

On a continuum

Internal LOC= You are responsible for outcomes related to your actions

External LOC= Fate, luck or something else is responsible for outcomes

Managing complex change

Vision	Consensus	Skills	Incentives	Resources	Action plan	=	Success 😀
~~Vision~~ ✗	Consensus	Skills	Incentives	Resources	Action plan	=	Confusion 🤷‍♂️
Vision	~~Consensus~~ ✗	Skills	Incentives	Resources	Action plan	=	Sabotage 😒
Vision	Consensus	~~Skills~~ ✗	Incentives	Resources	Action plan	=	Anxiety 😥
Vision	Consensus	Skills	~~Incentives~~ ✗	Resources	Action plan	=	Resistence 🙅‍♂️
Vision	Consensus	Skills	Incentives	~~Resources~~ ✗	Action plan	=	Frustration 😤
Vision	Consensus	Skills	Incentives	Resources	~~Action plan~~ ✗	=	False starts 🤕

The Lippitt-Knoster Model for Managing Complex Change

Pause and consider

- What are the behaviors that are explicitly or implicitly rewarded on your teams?
- How many, or to what extent are the behaviors that are rewarded, healthy?

A reminder of
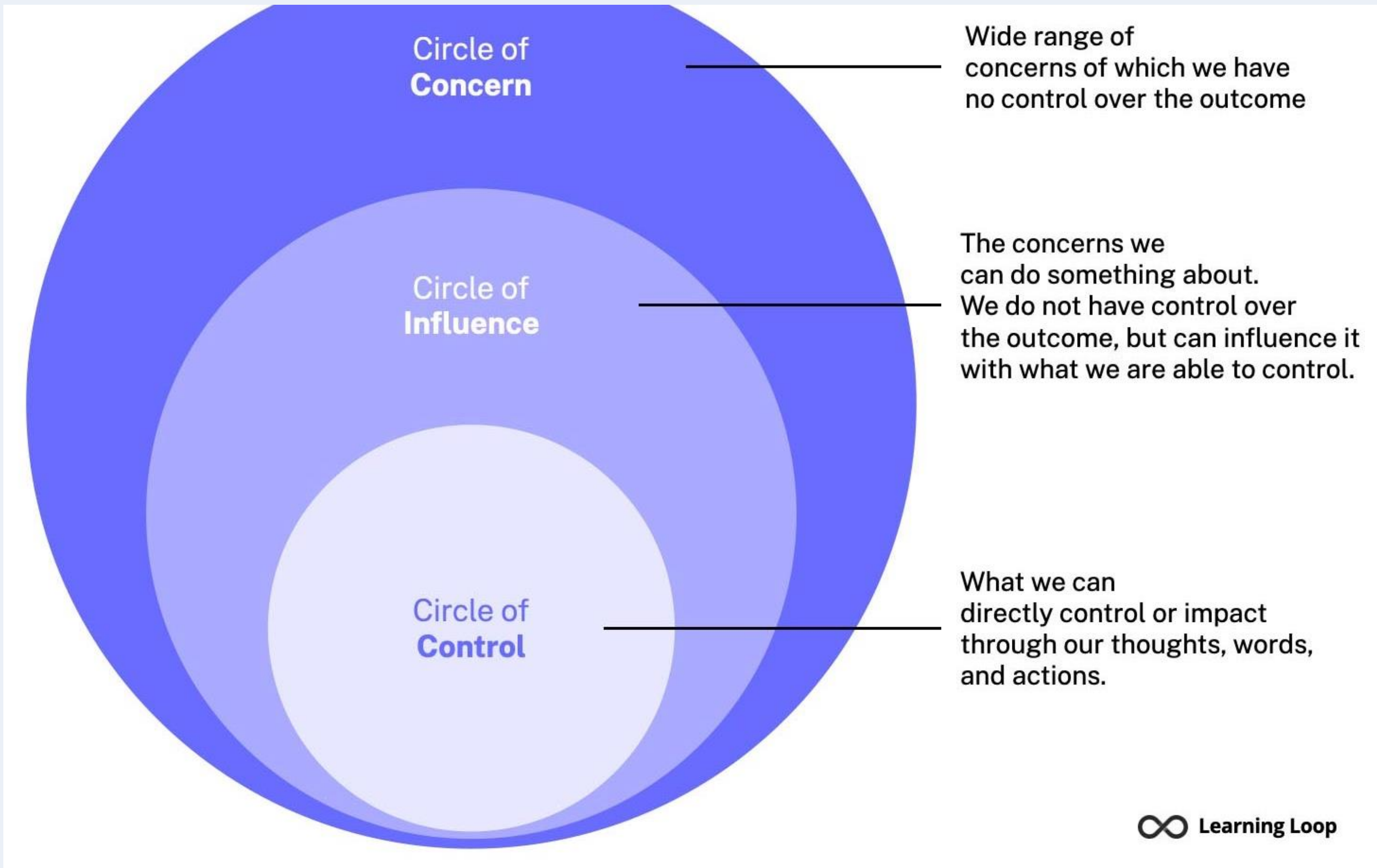one of the big
contributing
factors in the
2025 context

Hint hint

PROBLEM SOLVING MODEL

What are my options?

What are my resources?

What is my first step?

Reminder: The Circle of Control framework

Circle of **Concern**

Circle of **Influence**

Circle of **Control**

Wide range of concerns of which we have no control over the outcome

The concerns we can do something about. We do not have control over the outcome, but can influence it with what we are able to control.

What we can directly control or impact through our thoughts, words, and actions.

∞ Learning Loop

The collective experience of Loss

- Any loss right now is likely to tap into a deeper well of loss that we all have experienced to some degree over the last two and a half years.

- Emotional reactions and responses may be proportionally stronger to ANY loss right now.

- Emotion regulation is already a challenge when the brain is exhausted.

- There is no right or wrong way, or specific timeframe for people to process grief and loss. Increasing resilience and moving forward with recovery will also differ for each person.

- Focus on authentic reactions with the intention to support someone in pain, not to make them "feel better".
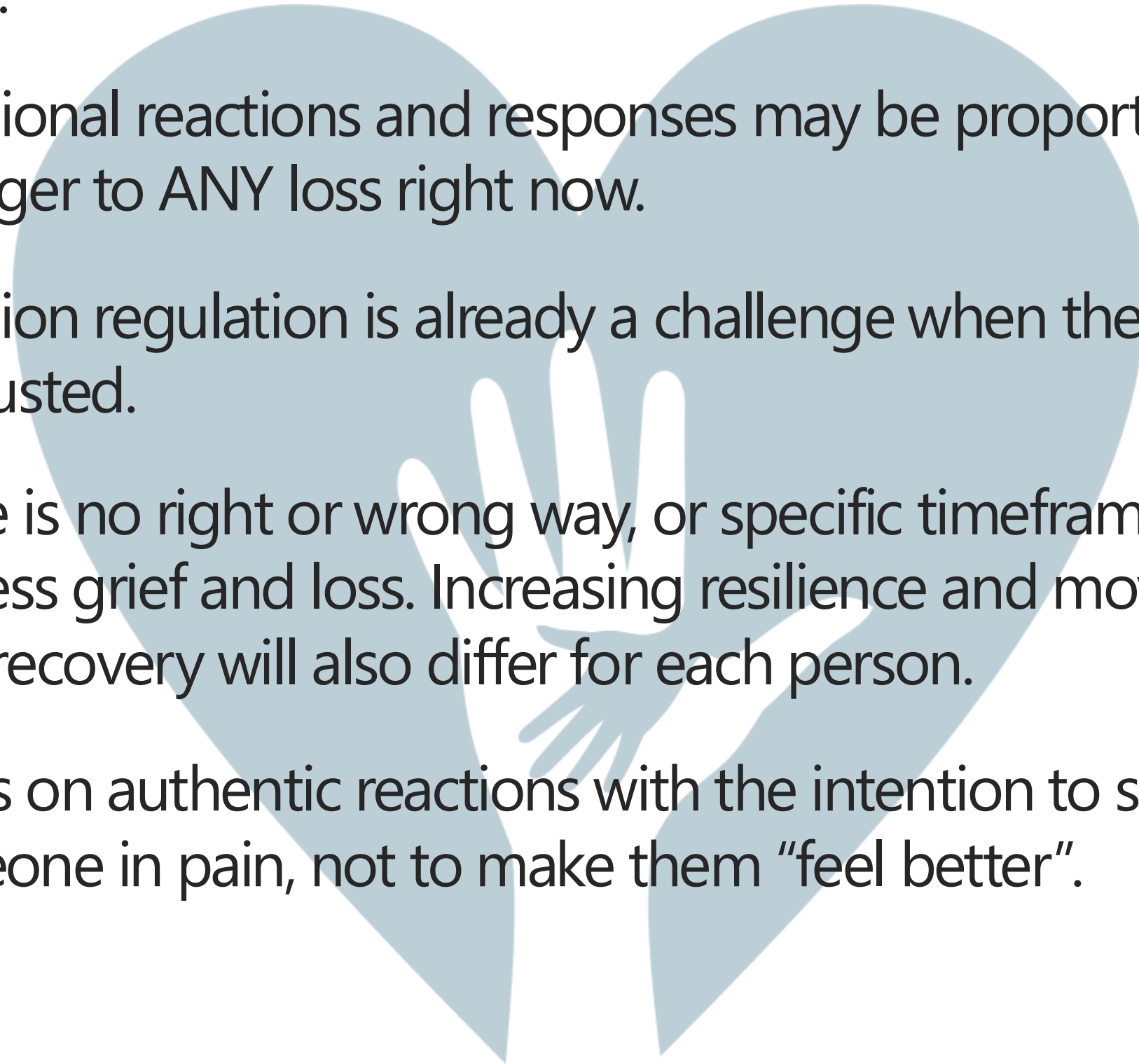
Considerations for
Grief, Loss and Bereavement

- There is no right or wrong way, or specific timeframe for people to process grief and loss. Increasing resilience and moving forward with recovery will also differ for each person.
- In a professional context, stay focused on validating and listening to the griever.
- Authentic reactions with the intention to support someone in pain, not to make them "feel better".
- ACTIVE LISTENING is the recommended and preferred "intervention" to support anyone struggling with grief and loss.

TIPS

1	When appropriate, facilitate problem solving and decision making to prevent impulsive or risky decisions (e.g., precautionary health measures, burial decisions);
2	Modify coping plans if traditional strategies aren't possible (e.g., gathering with family to grieve through facetime);
3	Identify connections (relationships) of support for the person who is grieving
4	Help with focus on engaging in the simpler, more concrete tasks and activities that are uplifting so that the effects of self-efficacy can grow.
5	Provide psychoeducation about the grief process if helpful, especially regarding the warning symptoms of complicated grief and trauma.

HEAL model starting points

It is important to note that the grief and loss process is not specific to the loss of a person or the death of a loved one.
Many people go through the grief and loss process when there is something else (besides a person) that has been lost.

Examples include:
- The loss of identity (such as might take place after a personal assault),
- The loss of meaning (such as might take place after a life transition or move)
- The loss of an idea or principle (a shift in world view that is brought about after a disaster or major event)

HEAL
H= Honor

- Honoring the loss means spending some time in recognizing what has changed

- For the direct loss of a loved one, this could include a memorial, wake, or other service.

- For other kids of losses, consider looking at photos, doing some writing,

- Children and youth NEED to be included in this process

Emotions come in all kinds and types when it comes to grief and loss.

HEAL   E = Express

"I sat with my anger long enough for her to tell me her real name was grief."

- CS Lewis

HEAL
A = Acknowledge

Most people tell themselves things that prevent them from really accepting the loss. Acknowledging those obstacles tends to remove them, and helps with healing.

Wishing things were different than they are (if only)

Acknowledge the obstacles that may be blocking the healing.

Common obstacles that get in the way of acknowledgement (and then accepting) the loss include:

- Avoiding or denying the loss

- Wondering what could have caused a different outcome (but if)

HEAL   L = Live

- Living is more than simply existing.
- Some days, following a loss, all someone can do is continue to breathe, and make it through the day.
- Over time, as the healing process continues, it becomes important to focus on life and **active** living, rather than just surviving or existing.
- Focus on living by engaging, learning, participating, doing and feeling.
- The active development of the elements of resilience can help with this.

ADAPT AND THRIVE©

A Anticipate challenges

D Decrease 'threat' responding

A Adopt Active Coping

P Prioritize process over content

T Talk about it - using healthy communication

HEALTHY WORK TEAMS AND CULTURES

THRIVE

(C) 2022 ASTRUM HEALTH LLC

with a focus on…

- Transparency
- Health
- Resilience
- Integration
- Values & Vision
- Effort

Thrive with a focus on (more)

TRANSPARENCY

Modeling desired behaviors engages Social Learning Theory'

ALL TEAM MEMBERS can influence large-scale individual and cultural change

WALK the WALK with healthy behaviors and communication tactics
(not just Talk the Talk)

Transparency includes not-so-good news too, as well as coping strategies and struggles

Thrive with a focus on
HEALTH

Health and wellbeing / wellness are 'mission critical'

Small things make a big difference for physical and behavioral health

Cultural shifts are significant

Across and between levels

Thoughts, Feelings, Behaviors

THRIVE WITH A FOCUS ON INTEGRATION

From the larger group to the public or external partners- what is the role and reputation we want our group to have?

Cohesion is related to positive mental health outcomes

Amongst team members = are we clear about our team goals and what we are working towards?

Internal = brain: limbic system and pre-frontal cortex

REMEMBER: Healthcare Values according to Google

(NIH, private healthcare orgs, etc)

- **Patient-centeredness:** Focusing on the individual patient's needs, preferences, and values.
- **Respect:** Treating patients with dignity, empathy, and confidentiality.
- **Integrity:** Adhering to ethical principles, honesty, and accountability.
- **Compassion:** Showing understanding, care, and support to patients and their families.
- **Justice:** Ensuring equitable access to quality healthcare for all individuals.
- **Excellence:** Striving for continuous improvement in quality, safety, and patient outcomes.
- **Equity:** Providing care that is fair and unbiased, regardless of factors such as race, socioeconomic status, or geographic location.
- **Diversity:** Embracing and respecting the unique experiences and perspectives of patients from diverse backgrounds.
- **Accountability:** Taking responsibility for actions, decisions, and outcomes, and working to improve them.

THRIVE with a focus on

EFFORT

- **Acknowledging the work that is being done in process, in a way that lands with people.**

- **Individual and team applications (give yourself credit for the work!!)**

- **Recognition of effort goes a long way in increasing team cohesion / unity.**

To sum up – ADAPT and THRIVE

Best practices for healthy work teams:

- COMMUNICATION practices:
  - More transparency around resources, options, plans, etc.
  - **More active listening.**
  - Slower, intentional, responding others with low defensiveness.
  - Recognition of effort and appreciation for work. Expression of gratitude.
  - Awareness of limbic responding, and ACTIVE repair attempts- taking responsibility when you act in a way inconsistent with your core values.

- **An operational focus on resilience and wellness** (this means healthy boundaries, programing, and logistical support). A culture where behavioral health is included as a priority.
- **Cohesion and shared knowledge around what the group is doing**, to become a "team" that is aligned and working together towards a goal or set of goals where everyone is clear on what that is and what their individual roles are.

Things to take home

1. The influence of social learning and organizational psychology

2. ADAPT (processes)

3. THRIVE (content areas)

4. The problem solving and circles models

"Difficult is a far cry from impossible. The distance between these two lies hope. Hope and fear cannot occupy the same space at the same time. Invite one to stay."

— Maya Angelou

A sincere thank you and best wishes to the entire POP team- the providers in Washington have benefited from your amazing and tireless work.

THANK YOU!!

Thank you for joining us and being part of the Power of Providers!

powerofproviders@doh.wa.gov
https://doh.wa.gov/pop/
(360) 236-2662

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email

doh.information@doh.wa.gov.

DOH 170-006 June 2025