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HEALTHY MINDS
STRONG COMMUNITIES

CCBHC-E National Training and Technical Assistance Center

Session 4: Confronting fear as an Impediment to Transformational Change: Embracing the Challenges of Effective Change

May 13, 2025

CCBHC-E
National Training and Technical Assistance Center
Funded by Substance Abuse and Mental Health Services Administration and operated by the National Council for Mental Wellbeing

Acknowledgements and Disclaimer

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We want to set the stage for today's session. We understand that there are a lot of changes happening at the Federal policy level and there are many questions about these changes.

While you are welcome to share questions with us today, we may not have answers to specific questions about policy changes.

We are committed to our mission to making mental wellbeing a reality for everyone, everywhere.

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- *For example:*
  - ○ Patricia Gayle, National Council
- *To rename yourself:*
  - ○ Click on the **Participants** icon at the bottom of the screen
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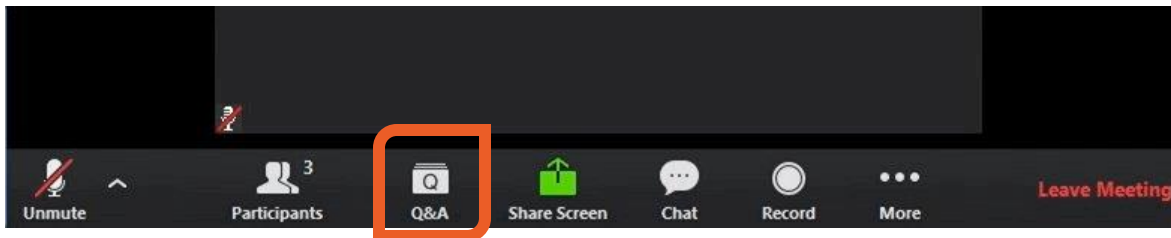- If you are having any issues, please send a Zoom chat message to **Patricia Gayle, National Council**
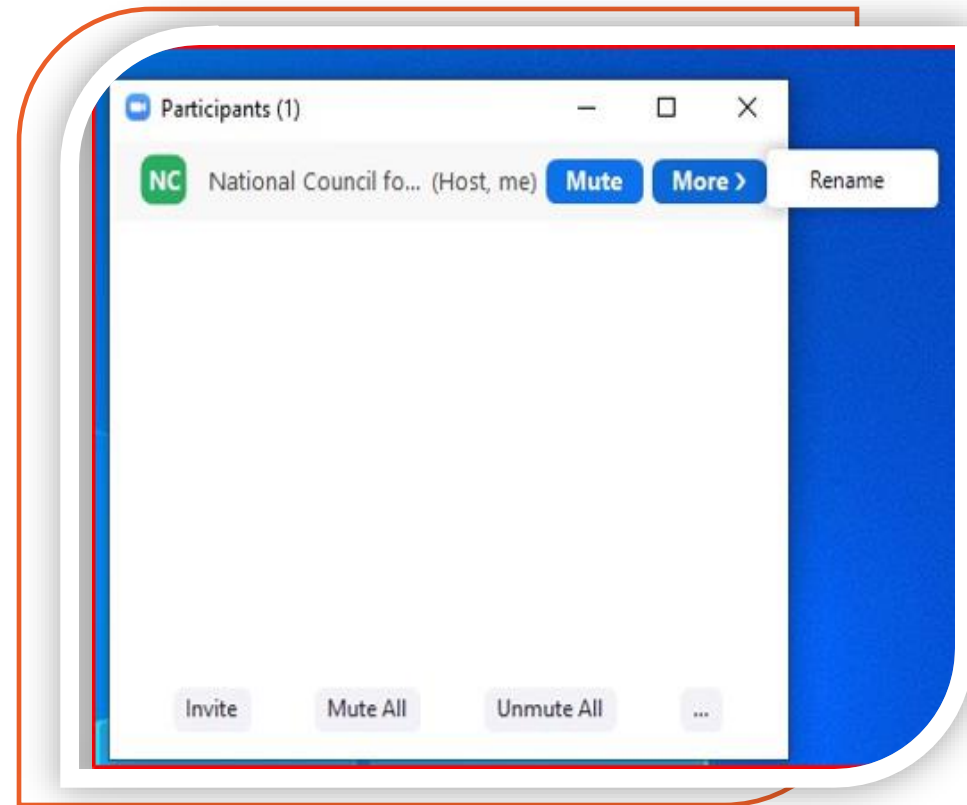
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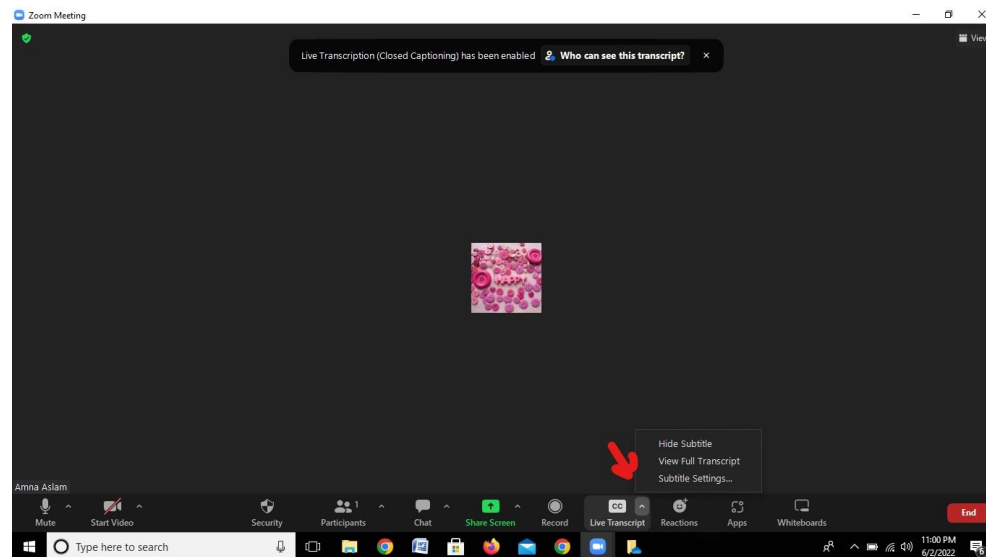
How to Use the Q&A Feature

NTTAC Learning & Action Series Team

Jeff Capobianco, PhD
Consultant

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Project Coordinator

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The Learning & Action Sessions

Date	Topic
February 11	Session 1: Setting the Vision for Transformational Change
March 11	Session 2: Leveraging Leadership to Develop and Deliver a Plan for Transformative Care Design and Delivery
April 8	Session 3: Measure Twice, Cut Once – Using Data to Support Transformational Change
May 13	**Session 4: Confronting fear as an Impediment to Transformational Change: Embracing the Challenges of Effective Change**

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Today's Presenters

Kerry King, PsyD, MBA, CCTP
Principal, Bowling Business
Strategies

Tom Petrizzo
CEO, Beacon Mental
Health

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Today's Agenda

1 — Introductions

2 — Impact of Fear in the Workplace

3 — Intersection of Leadership and Employee Wellbeing

4 — Discussions & Questions

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Learning Objectives

Participants will learn:

1. Common challenges associated with CCBHC change management planning and implementation.

2. Explore the concept of fear and overwhelm in the context of organizational change.

3. How leadership can support employee wellbeing to prevent burnout.

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Poll

1. As a leader, I am mindful of the reciprocal impact between employee emotion and organizational culture (1-5 scale)

2. As a leader, I am clear on the elements of my organizational culture that may impact employee well-being (1-5 scale)

3. My organization employs specific strategies to address the impact of organizational culture on employee well-being (1-5 scale)

4. As a leader, I am mindful of how my leadership style and behaviors impact employee emotional well-being (1-5 scale)

5. Managing the emotional climate of the workplace is a part of the (my) role as a leader (1-5 scale)

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Reflections on Fear in the Workplace

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Fear is a common occurrence in organizations and may be experienced by leaders and team members alike.

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People adapt their behavior to align with the organizational culture and context.

This adaptation is not always functionally aligned with the organization's explicit goals.

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The organizational climate has significant impacts on team members'…

☺ Job satisfaction

🤝 Commitment to the organization

✏️ Productivity & creativity

📈 Financial performance

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Experience of Workplace Stress Within Healthcare Workforce

- Work life accounted for 49% of stressors with an additional 19% at the intersection of work and personal life

- 40% - experienced job as very stressful
- 26% - endorse burnout
- $300 billion in absenteeism, loss productivity, turnover & healthcare

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"The value (of fear)…usually is to signal that something has gone wrong, something needs to be fixed, and it gives energy. And though those are positive outcomes, **the problem with fear is it can also cause people to become rigid, less creative, unhappy, and it tends to be better in small doses**."

Professor Sigal Barsade, Wharton Management

"Fear is a normal human emotion and—when held in check—can sometimes be a functional or even necessary way to ensure that people don't become complacent…but **when fear becomes an entrenched marker of an organization's culture, it can have toxic effects over the long run. In addition to stifling creativity, it can inhibit collaboration and lead to burnout.**"
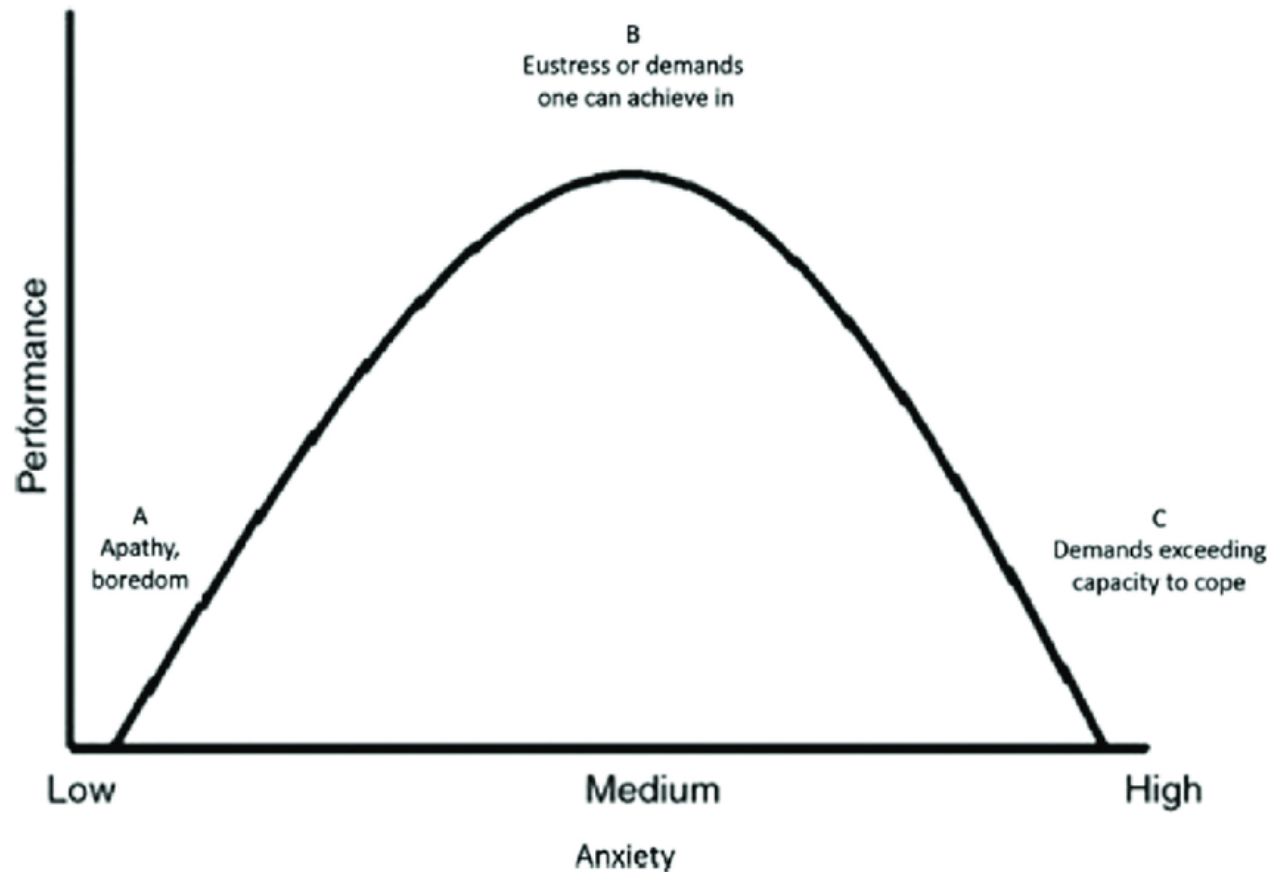
Professor Andrew Carton, Wharton Management

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Performance and Anxiety (as a barometer of fear)

The curvilinear relationship between stress and performance (Gibbons, 2008)

Elements of Organizational Culture that May Increase Employee Anxiety

High results orientation

Subgroups with varying priorities and standards of conduct – perceive warring factions

Incongruence between organizational and personal values

Loose norms

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Unintended Reinforcers of Fear

- Regulatory Compliance Focus
- Regulatory Uncertainty & Conflicting Statutes
- Misinterpretation of Policy Intent
- Avoidance of Litigation
- Pay for Performance Models
- Skill-Task Misalignment
- Misalignment of Success Metrics

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The Impact of Fear

- Narrows focus and novel problem-solving suffers
- Less likely to report errors; decreased opportunity to learn from mistakes
- Teaches what is wrong but not what should be done
- It puts team and individuals in position of perceived/false conflict
- Favors quick fixes focused on the behavior of individuals rather than examination of need for underlying systemic realignment

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Does Management of Emotion Have a Place In Organizational Culture?

"...emotions aren't noise; ...they're data about not only how employees feel but also how they think and will behave."

Professor Sigal Barsade, Wharton Management

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Psychological Contract

- What have I signed up for?
- Impacts:
  - Wellbeing: related to health workplace practices
  - Job satisfaction: comparison between desired and actual benefits
  - Performance: neglect of duties; diminished standards; restoration of balance
  - Belief in management
  - Organizational citizenship: support cooperation, climate, productivity
  - Commitment/turnover
  - Workplace deviance
  - Burnout

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Contextual Risks in Behavioral Health

- The nature of the work

- Compassion fatigue

- Vicarious trauma

- Underutilization of care resources

- Internalization of shame

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The problem with burnout is not only the impact on employee wellbeing but also the negative impact on patient care and increased risk of adverse outcomes.

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Staff Perceptions of Stress and Burnout

Staffing Shortages

Interpersonal Conflict with Coworkers

Negative Impacts Resulting from Work-related Stress

Personal life

Patient care

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Barriers to Addressing Employee Well-being

$ Cost

Concern about impact on productivity

Developmental level of HR management processes

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Why Prioritize Employee Well-being

Increases in:

- task efficiency/effectiveness
- loyalty
- productivity
- profitability

Decreases in:

- attendance/call-outs
- workplace stress
- accidents
- healthcare costs

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Implications for Well-being

- Employee involvement, growth & development, and health & safety had positive effect
- Recognition & work-life balance had negative effect
- What's getting lost in translation?
  - Application of recognition & work-life balance initiatives

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Stress-Appraisal Theory

- Event as stressful because it is perceived as stressful
- Stress is appraised in the aftermath of the event (event not recognized as inherently stressful)
- Stress as an individualized experience
- Potential for victim-blaming in organizational application
- Onus for solution is placed on victim

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Conservation of Resources (COR) Theory

- "individuals strive to obtain, retain, foster, and protect those things they centrally value" (Hobfoll et al., 2018)
- Natural tendency to emphasis loss in resources vs gained resources
- "stress occurs (a) when central or key resources are threatened with loss, (b) when central or key resources are lost, or (c) when there is a failure to gain central or key resources following significant effort" (Hobfoll et al., 2018)
- Focuses on accumulation of circumstances vs an event

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Conservation of Resources (COR) Theory

People like to have a buffer of commonly valued resources:

- health
- well-being
- family
- self-esteem
- purpose and meaning

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How COR Informs Employee Functioning

- Resource loss is more salient than resource gain
- An investment of resources is required to protect against resource loss
- When potential for losing resources is high, resource gain becomes more important
- In limited resource states people defend those they have

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Providing resources without supporting use of those resources leads to poor outcomes and dissatisfaction.

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Intersection of Leadership and Employee Wellbeing

Impact of Ethical Leadership

Significant ability to counter-balance lack of resources elsewhere in the organization if:

Helpful

Fair

Emotionally supportive

Ethical leadership is particularly important in circumstances of low organizational resources

Not necessarily so for those valuing organizational rewards

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What Supports Wellbeing?

Resource Motivation
- training
- job security
- performance appraisal

Ethical Management
- power sharing
- caring
- *perceived fairness*
- *trust building*

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Can Ethical Leadership Decrease Wellbeing?

- Ethical leaders model behaviors that employees emulate
- The internalized expectation of mimicking these behaviors can create a behavioral performance pressure
- There is also the expectation of higher standards and productivity
- This can be internalized as anxiety and can contribute to diminished well-being

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Psychological Safety has measurable impacts. It's worth the effort!

27% reduction in turnover

40% reduction in safety incidents

12% increase in productivity

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Creating Psychological Safety: Combatting Fear

- Be mindful of and open to unintended elements of the organizations culture that contribute to a culture of fear
- Model being okay with being wrong
- Resist the pull toward false urgency
- Model the opportunity for problem-solving in the aftermath of errors
- Create opportunities for emotional 'gut checks' with employees and teams
- Focus on building capability control vs activity control
- Shape behavior through reinforcement rather than punishment

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Common Fear-Related Concerns re: CCBHC Transformation

What does this CCBHC transformation mean for me and my team?

How will this transformation differ from what we are already doing?

How much extra work will I have because of the CCBHC transformation?

How do I get my team on board with the CCBHC transformation?

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What does this CCBHC transformation mean for me and my team?

- Serving our community in a greater way in harmony with our mission

- Serving the community with a more accurate match to its needs

- More relevant clinical services coupled with the right complement of clinical staff and support

- More demonstrable positive clinical outcomes

- More resources targeted at improving staff skills and applying proven interventions

- Increased clarity in collaboration with other team members and teams

- Your team is a critical player in making the transformation occur and be successful – helping us live out our mission in a greater way

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How will this CCBHC transformation differ from what we are already doing?

- Enhanced service delivery – meeting gaps identified in our needs assessment

- More baseline measures (e.g. suicide risk, depression/PHQ9) and more consistent visibility on clinical outcomes to guide care decisions

- Staffing enhancements – clinical and non-clinical

- Technology and Data Reporting – Population Health Tool, Outcome Measures, or Dashboard

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How much extra work will this CCBHC transformation mean for me and my team?

- Streamlining workflows will require initial planning

- The outcome should be more efficient use of time and resources, not extra work

- More demonstrable results and outcomes, allowing more focus on effective strategies and providing evidence that allows us to retire ineffective or mismatched ones

- Use of technology allows for more time to work in skillset related areas and less on administrative tasks

How do I get my team on board with the CCBHC transformation?

- Include team members in identifying gaps and building service enhancements

- Do check-in sessions regularly and listen openly to feedback

- Engage team for impact and results (i.e., jointly developed goals)

- Follow-up regularly and note progress and accomplishments

- Let team members share progress with others

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Reflection on Poll Responses

- As a leader, I am mindful of the reciprocal impact between employee emotion and organizational culture (1-5 scale)

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- Managing the emotional culture of the workplace is a part of the (my) role as a leader (1-5 scale)

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Give Us Your Feedback

Following today's event, the recording, PowerPoint slide deck, and any resources reviewed will be provided to you.

We kindly ask that you take a moment to complete the Post-Event Survey. It will pop up once the Zoom session is closed.

Thank you!

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