



Teaming for Safe, Quality Care: Mindful Organizing in Supervision

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Mindful Organizing is part of Safety Culture



High Risk, High Impact Service

Our work changes the course of people's lives. And it's easy for us to, in every good intention, still get it wrong. Or at least not the best. We need a constant growth and learning mindset.



Blameless Candor and Preconditions of Respect

We can't fix what we don't know. Secrets, hidden problems and passive disagreement don't help us or our clients, or worse – they can hurt. We have to be willing to share, listen, respond with respect, and be willing to grow at -all-levels.



Collaborate and Commit

“Systems thinking” is a core leadership skill. No single one of us has all the answers. Trainings and policy complexities aren't transformational and can have unintended consequences.

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility



Office of the
U.S. Surgeon General

Creating an environment where workers' voices are supported without fear of job loss or retaliation is an essential component of healthy organizations.

The U.S. Surgeon General's
Framework for

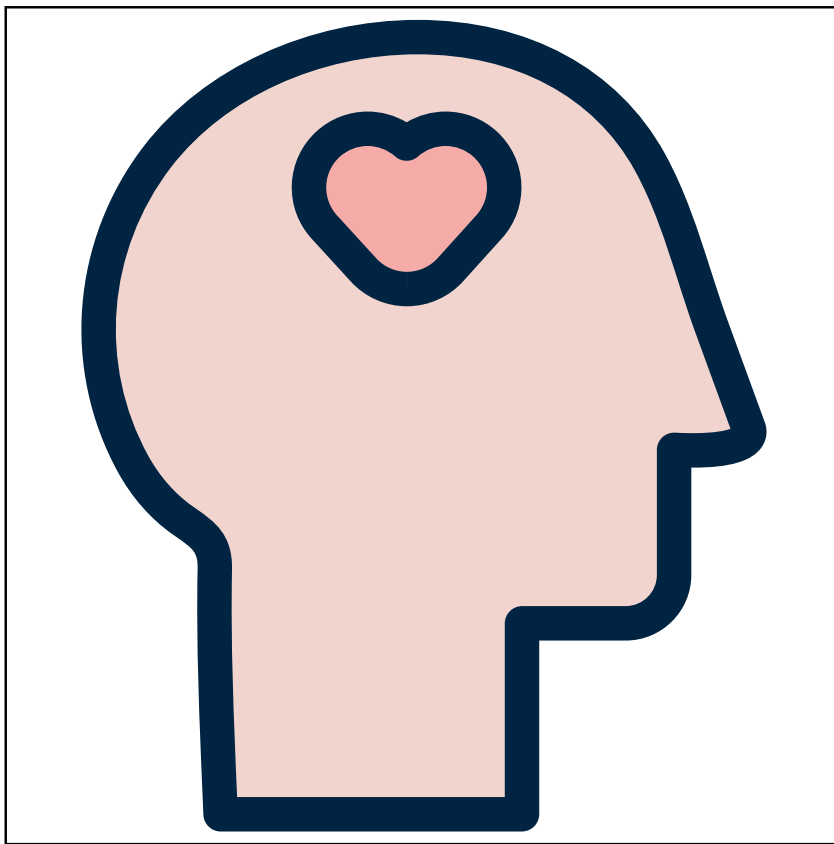
Workplace Mental Health & Well-Being

2022



Psychological Safety

Feeling accepted, respected, supported -- able to disclose an error, mistake, or to respectfully challenge



Distinctive from Trust (though that's always good)

Conflated with Comfort (not the same and not always good)

Psychological safety

What it is NOT

- ✗ Free from accountability
- ✗ A place where people always feel comfortable

What it is

- ✓ A **shared belief** that comes from **shared experiences**
- ✓ A place where **mistakes** are treated as **opportunities to learn** -not a time to blame and punish
- ✓ Anyone can...
 - ... Ask questions without looking stupid.
 - ... Ask for feedback without looking incompetent
 - ... Be critical without appearing negative
 - ... Suggest improvements without being appearing disruptive

LEARNER SAFETY

- Learn through asking questions
- Experiment
- Make (and admit) mistakes
- Ask for help

AM I GROWING?

CHALLENGER SAFETY

MUST I ACCEPT THE
STATUS QUO?

- Question others' ideas (including those in authority)
- Suggest significant changes to ideas, plans, ways of working

● ● ● ● ● ● ● ● INNOVATION THRESHOLD

AM I MAKING A DIFFERENCE?

CONTRIBUTOR SAFETY

Feel safe to contribute their ideas without fearing ridicule or embarrassment

DO I BELONG?

INCLUSION SAFETY

- Feel safe to belong to the team
- Are comfortable being present
- Do not feel excluded
- Feel wanted and appreciated

**PSYCHOLOGICAL
SAFETY!**

A person wearing a plaid skirt and black boots is standing on a crosswalk. The background is a blurred street scene with a crosswalk. The text is overlaid on the left side of the image.

Supervisors:

- Lead with empathy.
- Admit mistakes or times when you saw/received something different than you expected in clinical practice. Describe ways you are trying to improve, learn something new, etc.
- Practice Restorative Accountability.
 - Seek a balanced perspective of accountability
 - Candid, clear, kind, predictable
 - Ask “how” not “why”
- Ask: Can I hear a different point of view?
- Strong care teams make teamwork a habit. It takes practice.

Psychological Safety to Mindful Organizing

Plan forward

Huddles/Briefings: 10-15 minute coordinated sessions where everyone shares essential information

Reflect Back

Plus-Minus-Interesting in Supervision

Test Change

Plan a **PDSA** on a new idea or strategy to collaboratively improve outcomes

Communicate Effectively

Use **SBAR** or **IPASS** during decision-making

Appreciation

Offer **appreciation**, acknowledgment, and effort (even when efforts fail). Train brains with **Three Good Things**.

Manage Professionalism

Managing Up in moments of transition for professionals and families



Connections to Mindful Organizing

Early research tells us that Mindful Organizing is related to



Less emotional exhaustion & turnover in the child welfare workforce

(NPCS data, 2021; Vogus et al., 2016; Epstein et al., 2020)



Fewer placement disruptions for children in out-of-home placement

Vogus et.al. (2016); Epstein et al (2020)



More parent-child visitation for children in out-of-home placement

Vogus et.al. (2016); Epstein et al (2020)



Fewer care interruptions, patient falls, and medication errors in residential treatment centers and hospitals

Epstein et al (2020); Vogus (2011)

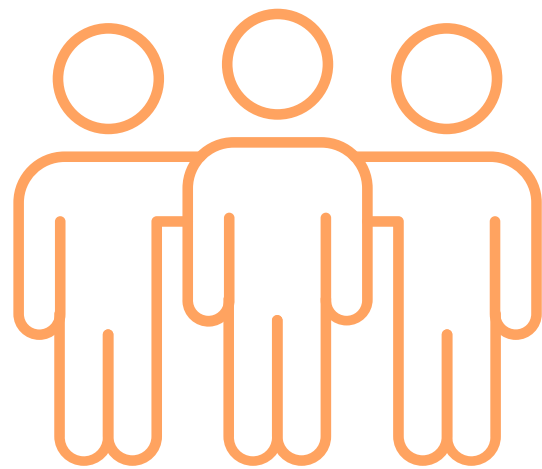
PLAN FORWARD



Huddles

Organize and promote equity, share accountability and facilitate decision-making

Standing is better than sitting



GROUND RULES

Keep it short - 15 minutes



Start and end on time



*Adapted from the Team First Field Guide (Cull, & Lindsey 2019)



Structured Debriefs

Debriefs are a leader facilitated discussions that accomplish two important goals:

- Team unity and psychological safety
- Learning and improvement

Ask three simple questions:

- What went well?
- What could have been better?
- What will we do differently next time?

PLAN FORWARD



Pre-Mortem Strategy

A reflective, mental strategy where you imagine a future state when a plan has been put into place but failed. The strategy is useful because, in some cases, we know how a plan is likely to fail. Taking the time to think through likely failures gives an opportunity to proactively create safeguards.

Follow these guidelines:

- You've engaged the family in response to an event...
- The plan you wanted to put into place has happened, but...
- The plan has failed...
- What went wrong?

*Adapted from the Team First Field Guide (Cull, & Lindsey 2019)

You are planning to try some new strategies to build psychological safety and mindful organizing

Imagine your efforts don't go to plan...

What went wrong?
What got in the way?

Activity Time! Safely Creating a Quality Mr. Potato Head... and Fast



Roles and Rules

Roles:

- Assembler
- Assembler's Assistant
- Team Facilitator (takes notes)
- Timekeeper (needs phone)
- Quality Assurance Specialist

Rules

- Stay within your Role
- Parts must start inside Potato
Head with closed Back
- Quality Matters...
- *...Fastest Wins* 😊

The Ideal Mr. Potato Head



Quality Checklist

- All parts in place
- Fully pressed into Body
- Oriented in the right direction

The background of the slide is a repeating pattern of Mr. Potato Head cookies. Each cookie is shaped like a potato head and is decorated with various features: a brown body, a red nose, a black mustache, a black hat, and a blue shirt. The cookies are arranged in a grid-like pattern, with some cookies partially visible at the edges of the frame.

Conversation

- 1. How did you experience the Huddles and Debriefs?**
- 2. Did you learn new things by taking a moment to hear briefly from everyone?**
- 3. How did you experience your team's Quality Assurance Specialist?**
- 4. What strategies helped you build a quality Potato Head quickly?**

LEARN MORE



**TEAM FIRST
FIELD GUIDE**



**SAFE SYSTEMS
IMPROVEMENT TOOL**



**UKY SAFE
SYSTEMS TEAM
WEBSITE**

