

# *Stronger Together Webinar Series*

**Welcome!**

Please introduce yourself in the chat.



Recording & slides (English/Spanish) will be available at [cvnl.org](https://cvnl.org)

*Stronger Together Webinar Series*

**Mental Health and Employee Well-Being  
During Covid-19**



Moderator

**Linda Jacobs, CEO**  
Center for Volunteer &  
Nonprofit Leadership

Recording & slides (English/Spanish) will be available at [cvnl.org](https://cvnl.org)

# *Stronger Together Webinar Series*



Center for Volunteer & Nonprofit Leadership

<https://cvnl.org/>

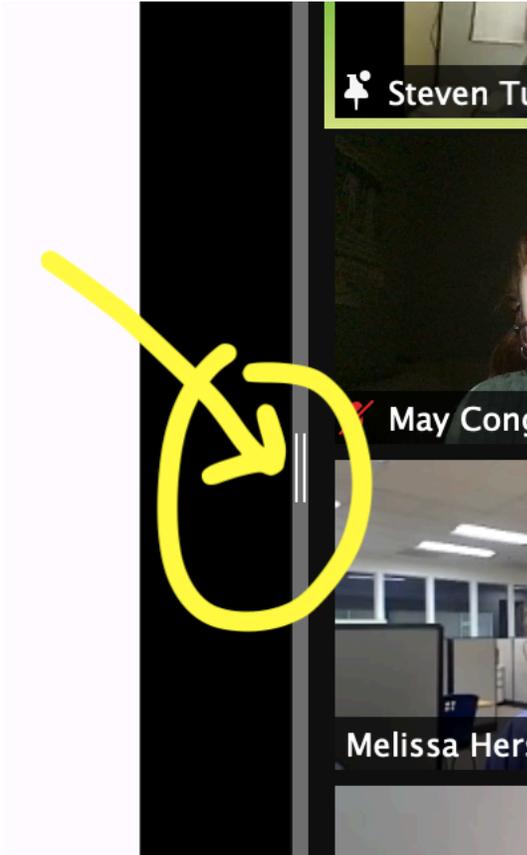
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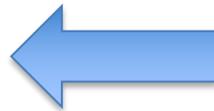
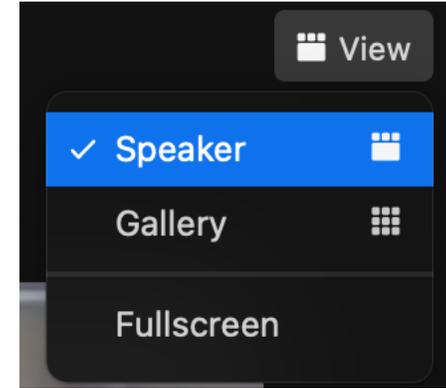
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# Tech Tips

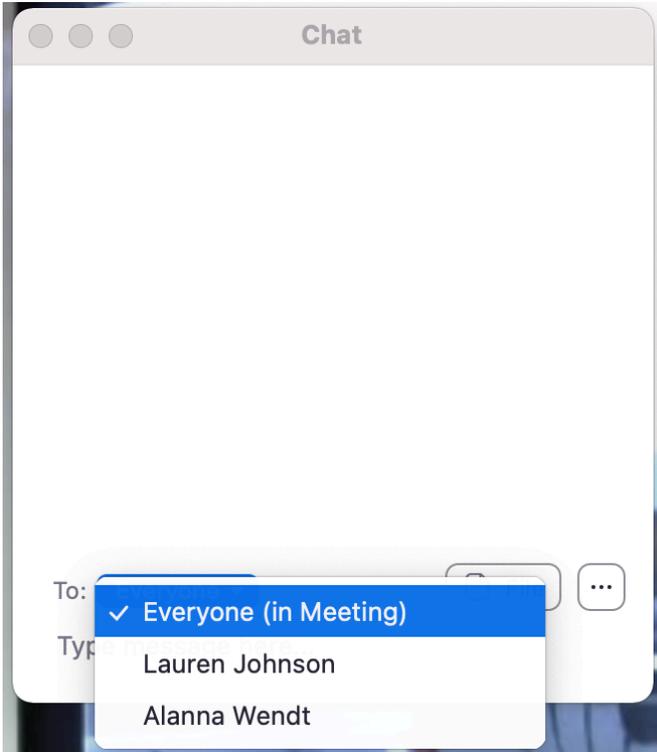


- **View tab:** Adjust your view to see the whole group, or just the active speaker
- **Shared screen:** When a screen is shared, drag the divider to view more people at once

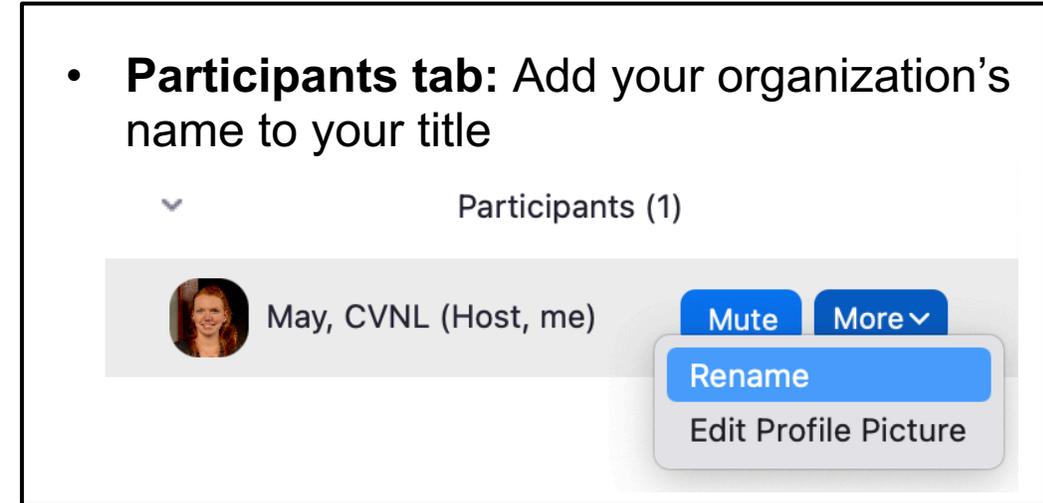


# Tech Tips

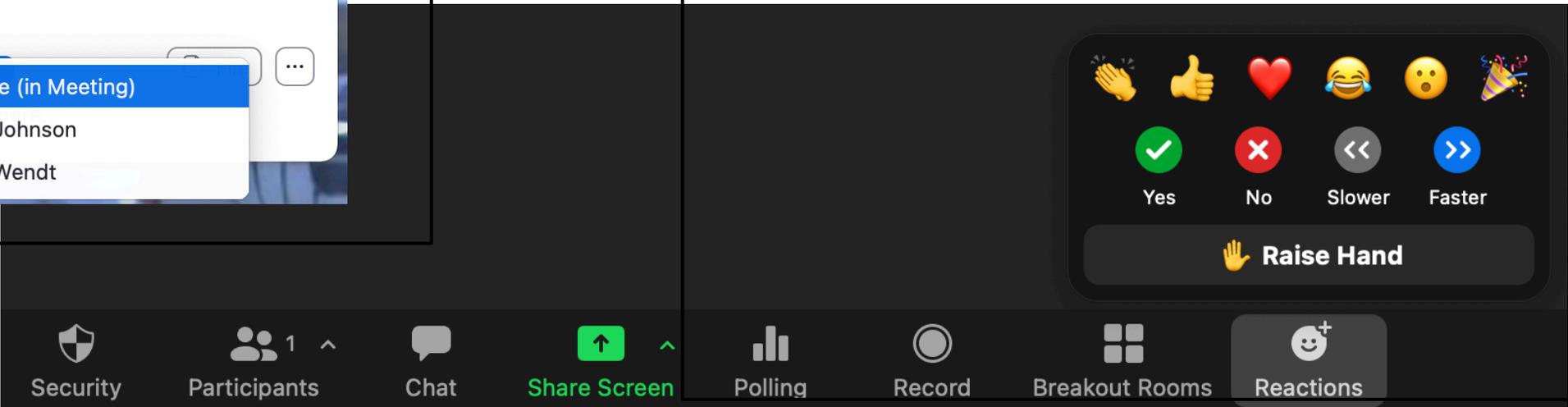
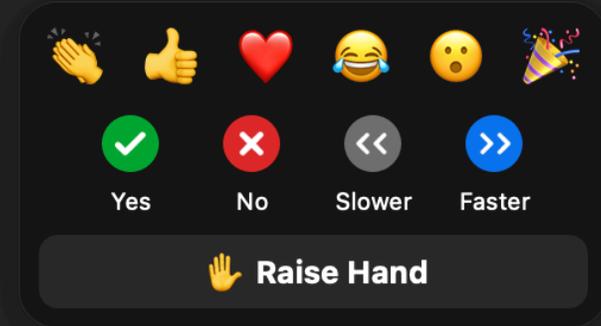
- **Chat tab:**  
Ask your questions here!



- **Participants tab:** Add your organization's name to your title



- **Reactions tab:** Share a heart or some applause to show your reactions throughout the presentation



# Mental Health and Employee Well-Being During Covid-19



**Dr. Jei Africa**  
Director, Behavioral Health &  
Recovery Services  
Marin County Health and Human  
Services



**Kim Brown Sims, RN**  
CEO & Founder  
KBS Leadership Consulting  
Board President, Mentis Napa



**Rob Weiss, LCSW**  
Executive Director  
Mentis Napa



**Dr. Jei Africa**

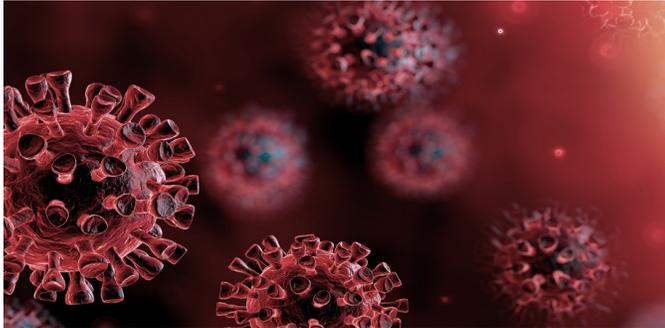
Director, Behavioral Health &  
Recovery Services  
Marin County Health and Human  
Services



# LAND ACKNOWLEDGEMENT

Marin sits upon Me-wuk (Coastal Miwok);  
all of us in the US are on indigenous land.

Jeï Africa at [jafrica@marincounty.org](mailto:jafrica@marincounty.org)



# Leadership during a crisis

Ability to cope  
with and plan  
amidst ambiguity

Bring calm in  
the midst of  
uncertainty

Ability to move  
teams step-by-  
step when the  
end point is not  
yet known

Jeï Africa at [jafrica@marincounty.org](mailto:jafrica@marincounty.org)

# Vulnerability

Vulnerability here does not mean being weak or submissive. To the contrary, it implies the courage to be yourself. It means replacing “professional distance and cool” with uncertainty, risk, and emotional exposure. Opportunities for vulnerability present themselves to us at work every day.

<https://hbr.org/2014/12/what-bosses-gain-by-being-vulnerable>

Jeï Africa at [jafrica@marincounty.org](mailto:jafrica@marincounty.org)

# What we've done in BHRS

- Increased communication
  - Be clear about what you know/don't know and what you are working on and what is on your mind
  - Shift from monthly to weekly (brief) meetings on Fri at 11 am
- Engaged with staff to develop strategies to care for themselves and others
  - Meditation moments, Mindfulness check-in, chair yoga, Reflective Space, after hour (virtual) socials, book clubs, affinity groups, monthly challenges
- Normalize (“it’s okay not to be okay”) and offer resources (to re-energize and re-engage)

Jeï Africa at [jafrica@marincounty.org](mailto:jafrica@marincounty.org)

# Reflective Space

Guiding questions to help discussions:

- Why are we having these conversations? What's the intention?
- What's the impact of my role (positional power) and how can it influence staff and/or discussion?
- How is this discussion connected to our organizational values and our commitment to our clients and community?
- What resources can I share to help support staff and/or to direct those who are interested to learn more about what we talked about?

Please ask permission for use.

Jeï Africa at [jafrica@marincounty.org](mailto:jafrica@marincounty.org)



**Kim Brown Sims, RN**  
CEO & Founder  
KBS Leadership  
Board President, Mentis Napa

# The Greatest Gift

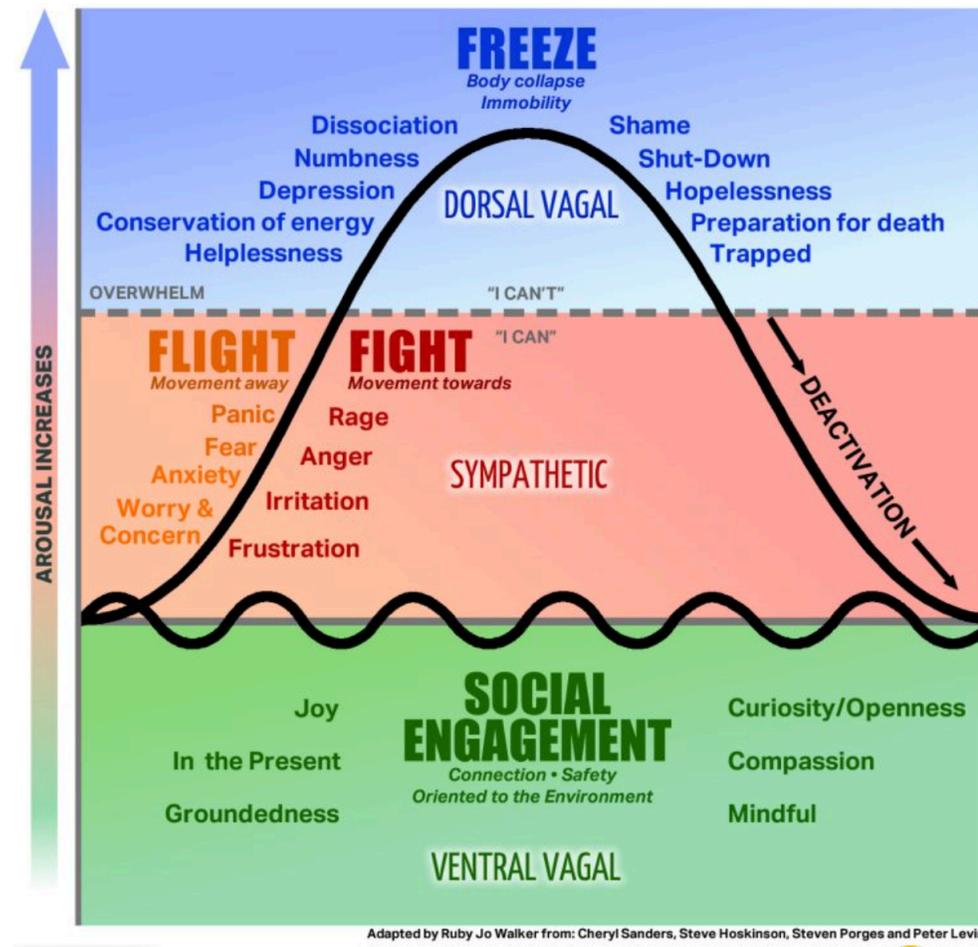
Impact: The World in Which We Live



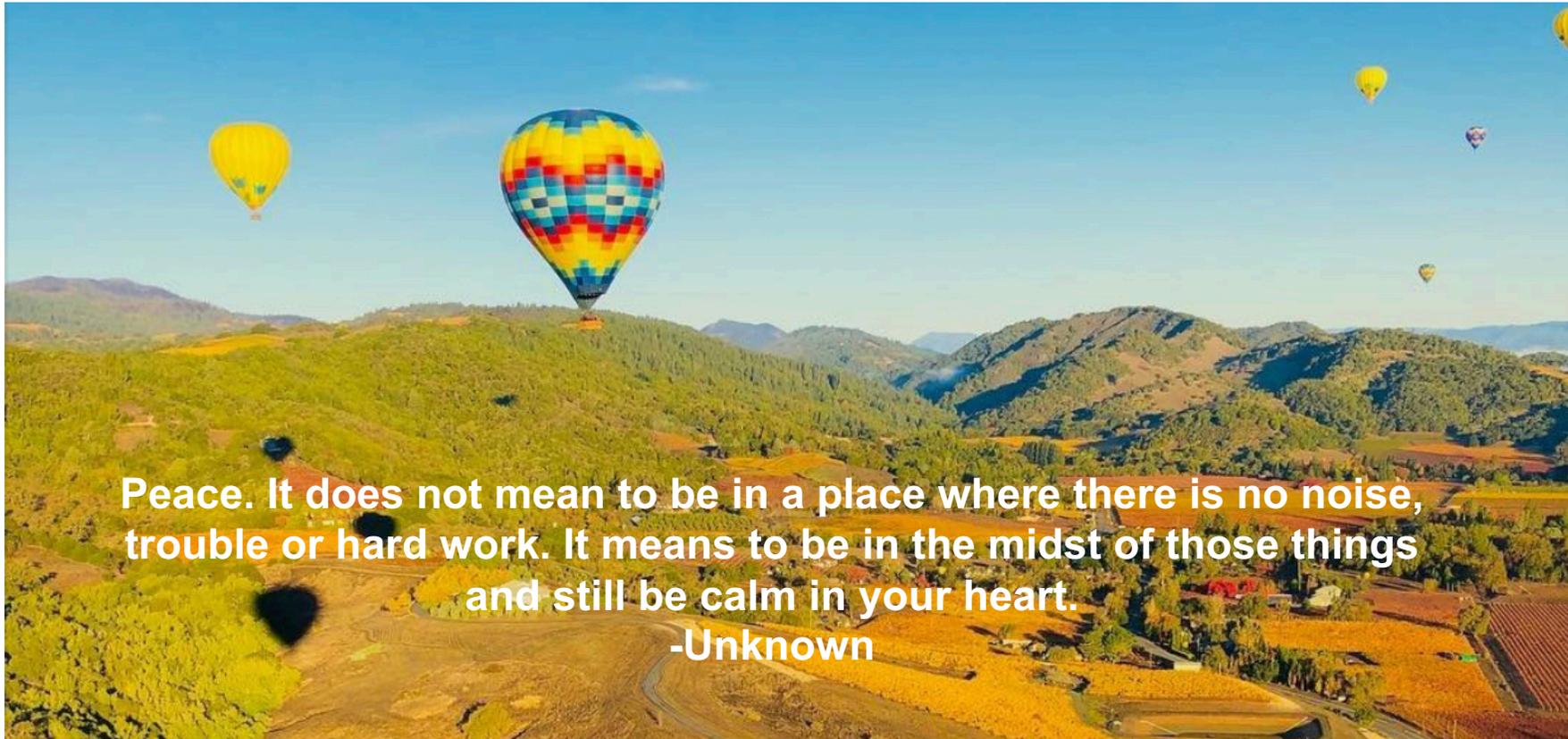
# Objectives

- Discuss the physiologic responses to stress
- Describe the tenets of Mind Body Medicine techniques to alleviate stress and anxiety
- Understand the importance of acknowledging impacts from the pandemic, social and civic unrest and the financial crisis
- Define moral injury, distress, and residue for essential workers
- Take-away leadership strategies to engage and support staff

# Physiologic Response to Stress



# Techniques to Alleviate Stress



# Moral Injury, Distress and Residue

- **Moral injury** can happen to someone not only by directly inflicting harm, but also by witnessing it happening, hearing about it, or surviving being harmed.
- **Moral distress** is the inability of a moral agent to act according to his or her core values and perceived obligations due to internal and external constraints.
- **Moral residue** is long-lasting and becomes powerfully integrated into one's thoughts and views of the self. It is this aspect of moral distress—the residue that remains—that can be damaging to the self and one's career, particularly when morally distressing episodes repeat over time. It is characterized by three components: emotional exhaustion, depersonalization (loss of self), and personal accomplishment.

# Acknowledgment

## 6 GUIDING PRINCIPLES TO A TRAUMA-INFORMED APPROACH

The CDC's [Office of Public Health Preparedness and Response \(OPHPR\)](#), in collaboration with SAMHSA's [National Center for Trauma-Informed Care \(NCTIC\)](#), developed and led a new training for OPHPR employees about the role of trauma-informed care during public health emergencies. The training aimed to increase responder awareness of the impact that trauma can have in the communities where they work. Participants learned SAMHSA'S six principles that guide a trauma-informed approach, including:





**Rob Weiss, LCSW**  
Executive Director  
Mentis Napa

# Leadership Strategies

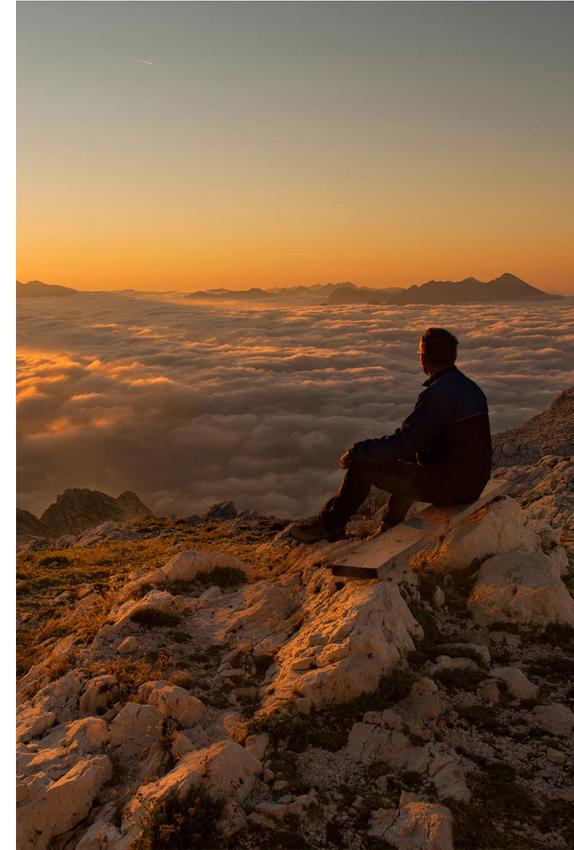
- Actively listen.
- Acknowledge feelings being expressed and situations as they are being seen.
- Recognize that the best a person has to give in the moment may be less than what they are capable of and have exemplified in the past.
- Engage in dialogue, mirroring concerns and collaborating to find an in-the-moment solution.
- Act with empathy, grace, and kindness not only for others, but for yourself as well.
- Be a hero for the heroes on the front line. It can be as simple as uttering four words, How can I help?

And then *listen* to the answer.

# The Greatest Gift Is You

Success as a leader is not having all the answers, not putting up a shield to appear strong, not dictating the direction but rather, asking for opinions to gather answers, being vulnerable and acknowledging your own concerns and doubts.

It's a recognition that the key to success is taking it day-by-day, sometimes, minute-by-minute, and that making decisions with an open heart usually results in the right decision.



# What We are Doing at Mentis

- Begin with acknowledging to staff challenges of time we are living in, validate emotional/mental impact as providers-how do we self-regulate as staff to be available to others-self care practices for stress/trauma-staff has their own personal issues
- Open conversation/mutual support from both management to direct service staff and peer to peer- provide setting/opportunity for this to happen
- Encouragement and reminders about the value of our work – service to others/reasons why we work for non-profit organizations
- Clear communication around staff expectations and agency response to COVID

# Organizational Practices

- Assessing staff capacity to perform their job on an individual basis using program managers-range in how people respond
- Coming up with contingency/coverage plans as needed based on staff assessment-adjusting caseloads/what does staff need
- Given most work is remote, making sure staff has home office space that is functional-differences from being in the office
- Ongoing dialog with staff as situation is dynamic and constantly changing-attending to staff stressors
- At leadership level use a flexible approach-model for team good mental health practices-engage in creative problem solving

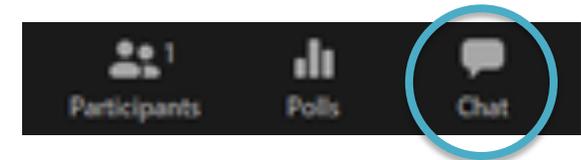
# Final Thoughts

- Common sense-making adjustments as needed
- Continue to assess/gauge staff emotional health
- Recognizing the emotional/mental toll of a prolonged pandemic- watch for fatigue
- Keep team informed, stay connected
- Critical that staff “feels supported”

# Q&A Session:

At this time we would like to invite your additional questions.

*Time permitting we hope to respond to everyone's inquiries*



Click the “Chat” icon and type your questions here



# Additional Resources

## Center for Volunteer & Nonprofit Leadership

[cvnl.org/covid-landing-page](https://cvnl.org/covid-landing-page)

[Frontline Workers Counseling Project](#) (therapy resource for frontline workers)

<https://genesishealinginstitute.org/soul-refuge-team> (support for racial trauma)

[Mental Health & Wellness: The Best Apps & Resources For Self Care](#) (support for BIPOC & LGBTQ+)

## Articles

• [Strategies for Building an Organization with Soul](#)

• [Healing Justice Guidance to Philanthropy During COVID-19, the Uprisings, and Beyond](#)

• [From Trauma to Transformative Futures: Four Dimensions](#)

• [How to Challenge White Supremacy Through Rest](#)



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# Additional Resources

**NAMI Marin (National Alliance on Mental Illness):**

<https://www.marinhhs.org/suicide-prevention>

<https://www.namimarin.org/covid-19-resource-guide>

**Center for Mind-Body-Medicine**

<https://cmbm.org/onlinegroup/>

**Marin County Health and Human Services**

<https://www.marinhhs.org/coping-covid-19> (Self-Care Resources and Videos)

[https://www.marinhhs.org/sites/default/files/files/servicepages/2020\\_05/self-care\\_advice\\_for\\_health-care\\_providers\\_during\\_covid-19\\_4-22-20.pdf](https://www.marinhhs.org/sites/default/files/files/servicepages/2020_05/self-care_advice_for_health-care_providers_during_covid-19_4-22-20.pdf) (Handout on Self-Care)



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# Additional Resources

## Trauma Informed Approach

<https://blogs.cdc.gov/publichealthmatters/2018/07/trauma-care/>

<https://store.samhsa.gov/product/SAMHSA-s-Concept-of-Trauma-and-Guidance-for-a-Trauma-Informed-Approach/SMA14-4884>

<https://store.samhsa.gov/product/Preventing-and-Managing-Stress/SMA14-4873>

[https://www.cdc.gov/cpr/infographics/6\\_principles\\_trauma\\_info.htm](https://www.cdc.gov/cpr/infographics/6_principles_trauma_info.htm)



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# CVNL Upcoming Learning Opportunities

## Peer Learning Networks

Convened and facilitated virtually by CVNL staff members, these supportive networks of like-minded nonprofit professionals.

- **Fundraising & Marketing (Joint Meeting)** – [dbell@cvnl.org](mailto:dbell@cvnl.org)
  - *January 27, 1:00pm-2:00pm*
- **Volunteer Services** – [etokolahi@cvnl.org](mailto:etokolahi@cvnl.org)
  - *February 3, 10am-11am*

Learn more at: [cvnl.org/peer-learning-networks](https://cvnl.org/peer-learning-networks)

## Excellence in Leadership Program (ELP)

March – May 2021

Apply now, Early-Bird discount of \$100 if received by 1/29. [Learn more and apply here.](#)

## Dare to Lead™

March – May 2021

Nationally certified program based on the work of Dr. Brené Brown. [Apply Now.](#)

## Lunch and Learns (FREE)

February 5 – **FAQs about Board Governance**  
[Register Here.](#)

**Featured Event: February 17, Your Brain on Story – Improving Your Communication Power and Success**  
Great for fundraisers and marketing professionals! [Register Here.](#)



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# Thanks for Joining Us!



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