

Board of County Commissioners Agenda Request

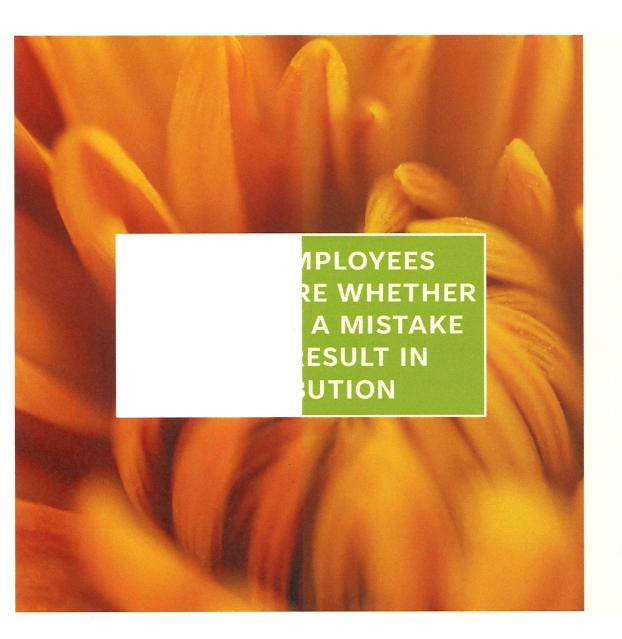


Requested Meeting Date: November 25, 2025

Title of Item: H&HS Psychological Safety Survey Results & Team Updates **Action Requested:** Direction Requested **REGULAR AGENDA** Approve/Deny Motion Discussion Item **CONSENT AGENDA** Adopt Resolution (attach draft) Information Only Hold Public Hearing *provide copy of hearing notice that was published Submitted by: Department: Paula Arimborgo **H&HS** Administration Presenter (Name and Title): **Estimated Time Needed: H&HS** Revitalization Team 20 minutes Summary of Issue: The H&HS Revitalization Team will present the results of the second Psychological Safety Survey, highlighting key improvements and progress since the first survey. In addition, a representative from each of the four teams formed in response to the initial survey results will provide a brief summary of their team's mission, "Who We Are" statement, and the work they have been focusing on to support psychological safety and organizational well-being. Alternatives, Options, Effects on Others/Comments: Recommended Action/Motion: Financial Impact: Is there a cost associated with this request? Yes What is the total cost, with tax and shipping? \$ Is this budgeted? Yes No Please Explain:

PSYCHOLOGICAL SAFETY





- Baseline Survey showed uncertainty and fear in areas such as organizational design, team learning and supervisor/manager behavior
- Key gaps included: adapting to workload shifts, transparency in decision-making, collaboration, ability to raise concerns, and how supervisors handled conflict.

WHAT WE DID



CLIFTON STRENGTHS FINDER



Executing
Influencing
Relationship Building
Strategic Thinking

EMPLOYEE-DRIVEN SOLUTIONS

CARE CONVENING TEAM

THE ADAPTABLES

AUDIBLE PLAYMAKER

CLARITY PORTAL



THE ADAPTABLES

What: Employees who join this team will prototype, test, and improve a flexible workload and workplace that utilizes individual strengths to support employee growth and well-being during workload fluctuations.

Why: To strategically anticipate and manage workload fluctuations offer employees challenging assignments that align with their strengths and career ambitions. This system aims to stabilize workloads and provide recovery periods after busy periods (parasympathetic well-being).

ACTION TO DATE:

- PLAN TO CONDUCT GE WORKOUTS WITHIN ACHHS AS THEY ARE SUBMITTED.
- ENCOURAGING NEW STAFF TO BE TRAINED IN FACILITATION OF GE WORKOUTS AS IT IS A TRAINING
 OPPORTUNITY THAT EMPOWERS EMPLOYEES TO CREATE MEANINGFUL, VISION CENTERED AND ENGAGING
 WORK. STAFF ARE TAUGHT STRATEGIES TO LEARN HOW TO REDUCE BURDENSOME AND INEFFECTIVE
 PROCESSES WHICH CAN LEAD TO INCREASED EMPLOYEE ENGAGEMENT AND FULFILLMENT.
- COORDINATION WITH CARE CONVENING TEAM TO DISCUSS EMPLOYEE SATISFACTION AND EMPLOYEE SUPPORTS.
- CREATION OF A LIST OF EXPERTS OR CHAMPIONS FOR PEOPLE TO REACH OUT TO DURING THE REMOTE WORK PERIOD FOR ASSISTANCE WITH SYSTEMS SUCH AS CASEWORKS, SSIS, MMIS, MAXIS, MNCHOICES, TEAMS, ETC.
- BRAINSTORMING AROUND PROCESSES OR SERVICES (COULD ANY SERVICES BE OUTSOURCED) VS. POLICIES/MANDATED SERVICES INTERNALLY AT ACHHS IN EACH DEPARTMENT.
- DISCUSSIONS AROUND CROSS TRAINING SOME STAFF TO FILL IN AREAS DURING STAFFING SHORTAGES.
- STREAMLINED PROCESSES PRIOR TO REMODEL FOR EASIER TRANSITIONS.
- ASSISTING TO SUPPORT STAFF WITH CHANGE FATIGUE PRIOR TO AND DURING THE REMODEL AT HHS.

AUDIBLE PLAYMAKERS

WHO WE ARE:

AUDIBLE PLAYMAKERS IS A GROUP ASSEMBLED TO PROTOTYPE, TEST AND IMPROVE A DECISION-MAKING PLAYBOOK. THE PURPOSE IS TO HAVE A STANDARD AND TRANSPARENT DECISION-MAKING PROCESS THAT WOULD INCLUDE THE ROLES, AUTHORITY, CRITERIA, AND PRIORITIZATION METHODS (WHEN FACING RESOURCE TRADEOFFS).

THIS IS A GROUP OF EMPLOYEES SO THIS SHOULD IMPROVE TRANSPARENCY AND INCLUSION FOR THE PROCESS. WE WANT TO BOOST BUY IN FOR THE PROCESS AND CONFIDENCE THAT THERE IS APPRECIATION OF EMPLOYEE VOICE.

WHAT WE ARE WORKING ON

Audible Playmakers identified decision types including the subject matter, roles, authority levels, criteria, prioritization methods and avenues for employee input.

We have developed what we call our "imperfect Playbook" and recently gave it to Health and Human Services for implementation. We are asking for input on the process collecting feedback on its usability, effectiveness and clarity. We will continue to refine and improve the playbook, ensuring that it meets our needs and effectively guides our decision—making process.

<u>Personal Advocacy:</u> developing the confidence and humility to voice one's truth and ask for help.

<u>Growth Mindset:</u> embracing the humanity, imperfections, and mistakes of ourselves and others with deep care and in service to collective learning and development. .

Healthy Expectations: setting healthy growth expectations over unrealistic punitive expectations set by other people or organizations.

<u>Self-Care:</u> unapologetically and genuinely caring for oneself and supporting self-care in others, not as separate from, but *in service to* the common good.

CARE CONVENING

Employees who join this team will prototype, test, and improve all-staff convenings (every other month) that set aside differences in authority and expertise and invite diverse human perspectives into dialogue around shared developmental themes

TO CULTIVATE
CRITICAL SOCIAL
SUPPORT AND
INSPIRE COLLECTIVE
GROWTH IN CRITICAL
AREAS THAT ARE
LINKED TO
PSYCHOLOGICAL
SAFETY, WELL-BEING,
EFFECTIVE
LEADERSHIP, AND
TALENT RETENTION.

- Monthly Mix Once a month. Each month has a different mindful message. The Monthly Mix focuses on wellness and inspirational quotes. We give reminders of resources such as the EAP and other ways to handle stress.
- Before the remodel we had been having pizza parties and themed potlucks. We have now been having more virtual events such as lunches or games rooms.
- The Care Convening group has been active in Full Staffs with different activities such as a "Who has the best funny hat". Our goal is to keep open communication and connections between Staff.

CLARITY PORTAL

Strives to create a transparent communication tool to be used for questions, discussion, build understanding, promote harmony, growth and confidence at HHS without retribution. Be your own advocate. Allow yourself to be heard and amplify your voice.

CLARITY PORTAL

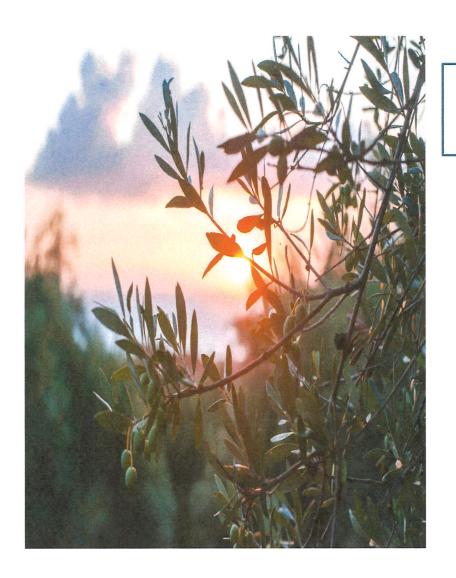
Brainstorms with a chance of pondering - where ideas spark, thoughts flow, and suggestions take shape.

Clarity Corner-Where questions find answers

The Solution Hub-Turning challenges into actionable solutions for success. THINK BIG!

The Celebration Station-Sparking fun and festive ideas

Peer Podium-Elevating each other with recognition and praise

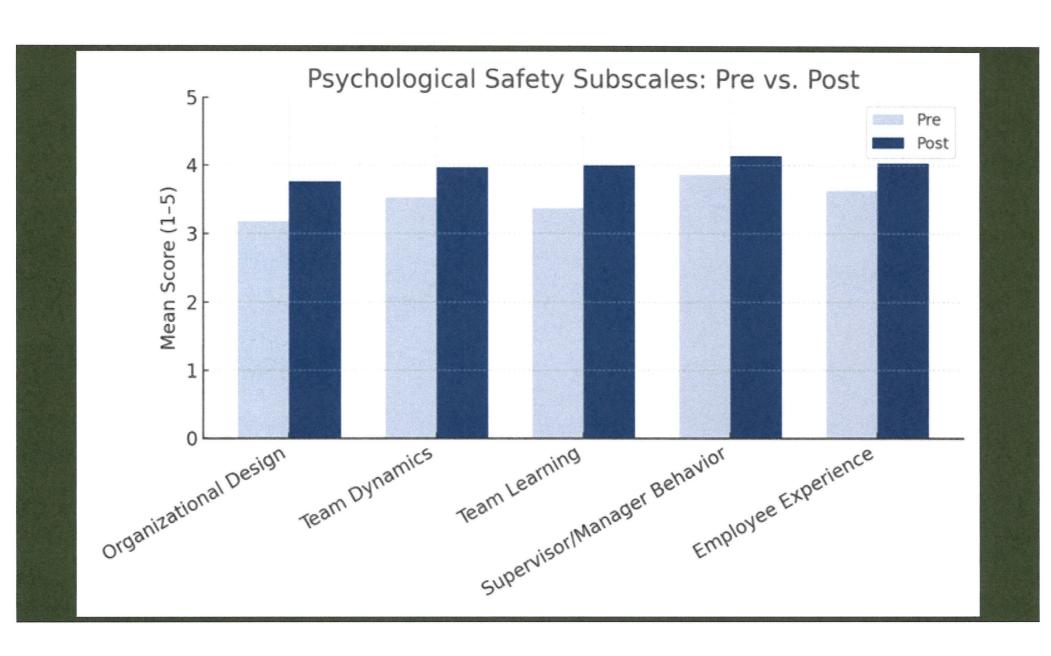


WHAT WE FOUND

4 out of 5 Domains improved SIGNIFICANTLY:

- Organizational design
 - Team learning
 - Team Dynamics
- Employee experience

Supervisor/Manager Behavior also improved



TOP IMPROVEMENTS

Planning for the future

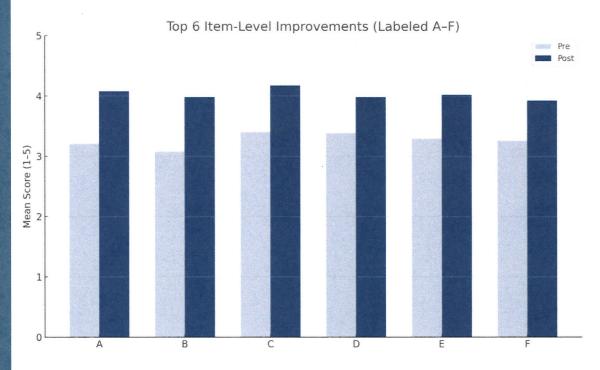
Effective Feedback channels

Teams seeking new information

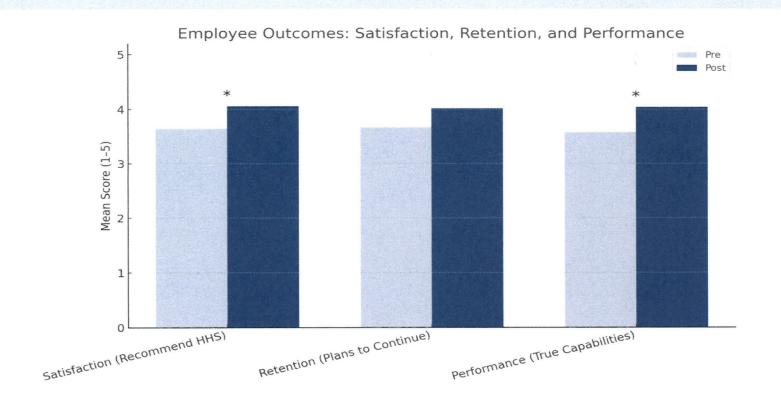
Clearer mission/purpose

Safer processes for testing assumptions





SATISFACTION, PERFORMANCE AND RETENTION





- Employees feel safer, clearer and more engaged
- HHS now has employee-created tools that are both innovated and sustainable
- Leadership has opportunity to continue this momentum by focusing on supervisory practices
- Employee-led change has measurably improved culture and performance in a high-stress environment