

Nurture

Your Team, Your Business, and You

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NURTURE – Course Overview

- **Session 1 – Active & Passive Recruitment**
 - Know when/if you're ready to recruit
 - Learn how to recruit in both active and passive ways
- **Session 2 – Culture & Staff Retention**
 - A focus on what it should FEEL like to work with you
 - How to avoid team burnout and support team growth
 - Built-in career progression for your team
- **Session 3 – Graceful Exits**
 - Planning for staff to move on
 - Handling resignations and firings
 - Future ambassadors for your brand

Culture & Staff Retention – Session Overview

- Support
- Respect
- Training
- Opportunities
- Culture



Support

The number one thing team members want and new candidates look for ...

- Clinical
 - Supervision – formal/informal; internal/external
 - Mentoring
- Administrative
 - Clinicians hate dealing with money, don't make them
 - Keeping on top of waitlists, cancellations, etc
- Burnout Prevention
 - Listen when they ask for temporary reductions in caseload or new clients – what's driving this?
 - It is not the job of clinicians to worry about your finances
 - Don't expect the unreasonable – daily session numbers
 - Foster peer support within the team – they won't always want to talk to you
- Growth
 - Foster a growth mindset
 - Support their future ambitions

Support – How we achieve this

- Clinical
 - Supervision
 - Formal supervision (i.e., prov psychs) outsourced to keep roles clear
 - Funded within their salary package
 - Team meeting and group supervision fortnightly hosted by me
 - Mentoring
 - Alternate fortnight peer supervision hosted by a 'clinical mentor' within the team
 - Ad hoc "expert" supervision
 - Paid for by the practice on an as-needs basis
- Administrative
 - Full-time admin support
 - No client access to clinicians via email or mobile
 - Admin handle payments, etc
- Burnout Prevention
 - Average 5 clients a day (4 for provs)
 - Day off to provide an extra-long weekend to cope with lockdown
 - WFH flexibility (within the bounds of our contractual obligations around rural outreach)
 - Ad hoc support sessions with an available team member to debrief as-needed
- Growth
 - Open discussion about career ambitions
 - Freely mentioned support for if/when they are ready to start their own practice
 - On the proviso they give me lots of warning and communicate with me
 - Listen to requests for access to specific resources, trainings, etc
 - Can't always provide, but take it on board

Respect

More than manners, this is something easily overlooked ...

- Profession
 - Be mindful to respect all team members regardless of their profession / training
 - Elitism is a major problem within mental health, and so unnecessary
- Interests
 - Clinical interests and personal interests can be accommodated, even if it involves some creative thinking
 - Group programs, research, writing resources, marketing
 - Hobbies, etc
- Needs
 - Listen to and respect the individual needs of your team
 - Validate concerns and take on board options for improvement
 - Pick your battles
 - Everyone needs to feel that you've got their back if they hit a rough patch
- Rights
 - To disagree
 - To feel safe
 - To grow
 - To leave

Respect – How we achieve this ...

- Profession
 - My team is a mix of psych (prov & reg), social work (MH accredited and not), and OT
 - I'm currently the only clin psych on my team
 - They all do the same work ...
 - Treatment of mental health concerns
 - ... But they all do it from their own professional foundation
 - Our organizational / fee structures are not based on profession, but on years of experience (generally and within my team)
- Interests
 - Clinicians are given opportunities work with specific client groups and treatment modalities that interest them
 - Provides a balance against all the other 'general' clients they see
 - Opportunities to contribute to marketing activities
 - Consideration given to time-without-pay to pursue individual hobbies
- Needs
 - When clinicians request a pause on new clients, we generally accommodate this
 - Gives them a mental breather
 - Lets them trust that we have their back
 - But we plan when they'll return to new clients and what support they need to get their
 - Requests for fewer clients (unless it's prov psychs) are an invitation to discuss overwhelm
 - Time management – usually the culprit
 - Clinical support needs
 - Overbooking their own diaries?
- Rights
 - Encourage open dialogue
 - I'm not afraid of difficult questions – will answer when I can or come back to it if need be
 - Open discussion about 'when they're ready for their next challenge' beyond our team
 - Responsive to issues that threaten sense of safety
 - And SEEN to be responsive
 - Leadership stance
 - Covid response

Training

Not just clinical ... or your practice management software ...

- Operational
 - Your practice manager (plus training modules in PowerDiary, for example) can support the new team member to learn the ropes
 - Doesn't have to be you
 - Have an induction manual and make sure new staff go through it
- Clinical
 - Be responsive to requests from your team, if you can
 - Affordability issues? Address your fee structure
 - In-house training sessions – encourage team members to run as well as you
 - External experts providing bespoke in-house training sessions
 - Study leave?
- Ethical
 - Don't overlook opportunities to refresh your team's understanding of ethical principles – especially those who'd not covered this in their studies
 - Include admin team
- Leadership
 - Supervisor training?
 - Mentorship training?
 - Other leadership courses that might benefit your rising stars?

Training– How we achieve this ...

- Operational
 - Our business manager does this, with support from the admin team
 - All staff do my Better Access training (even if not medicare-eligible)
- Clinical
 - I fund admin staff to do Mental Health First Aid training
 - I'll run in-house training on clinical topics of interest
 - Admin staff are welcome to attend if interested
 - If a topic is better handled by an outside expert, I'll arrange bespoke in-house training by others
 - Team are invited to run training sessions if interested to do so, not compulsory
 - Study Leave – We provide 5 days per annum (pro rata)
 - Instead of a PD budget
- Ethical
 - See my ethics & documentation training resource, developed for my team
- Leadership
 - Practice leadership staff have access to leadership trainings as appropriate – funded by me
 - Clinicians interested in leadership are supported to do supervisor training (or equivalent)
 - Whether or not we fund this is handled on a case-by-case basis

Opportunities ...

More than career pathways and burnout prevention ...

- Utilise interests
 - Team members need to feel heard and valued
 - Creating opportunities for them to utilize their interests contributes to this feeling
- Caseload balance
 - Helps reduce burnout risk
 - Provides opportunities to build new interest areas
- Product development
 - If possible, time away from client work can be an investment in future revenue streams
 - Group programs, online programs, consultancies, etc
 - Resource development
 - Social media / marketing contributions
- WFH Flexibility
 - Growth in telehealth means clinicians can 'work from anywhere'
 - Allow opportunities for working from home helps reduce Covid anxiety
 - E.g., dedicated 'telehealth days'
- Leadership

Opportunities – How we achieve this

- Utilise interests
 - Sub-committees within our team
 - Intake
 - Marketing
 - Others will come
- Caseload balance
 - Private fee-paying vs our funded clients
 - Supervision clients vs therapy clients
- Product development
 - See sub-committees above
- WFH Flexibility
 - Unless a rural outreach day, clinicians are welcome to wfh if it's a telehealth-only day
 - Informal 'work from anywhere' policy
- Leadership
 - Mentoring others
 - Leading sub-committees
 - Supervision when eligible

Culture ...

All of the previous elements contribute to your team culture, and should contribute to ...

- Connection with each other
- Support of each other
- Sense of personal and professional safety
- Encouragement to grow
- Support to leave when the time is right

Things to Get Your Head Around

- Affordability
 - Organisational structure and fee structure
- Scarcity mindset
 - “What if I invest all this and then they leave?”
- Generosity mindset
- Stay interviews
 - See resource in Session 2 Guide
- Vision Mission & Values
 - See resource in Session 2 Guide

They all leave eventually

... and that's okay

Leadership tip ...

**Listen more than you
speak.**

See you next week!