

Mentored
Internship
Program



Workplace Ethics:

**Ethical Awareness in the Workplace by Adhering to
Confidentiality and HIPAA Laws,
Addressing Ethical Dilemmas to Prevent Moral Injury,
Best Practices for Matching Interns with Mentors**

Mentored Internship Program (MIP)

July 12, 2022 | 12:00-1:00 p.m. PT



Indigenous Land Acknowledgement

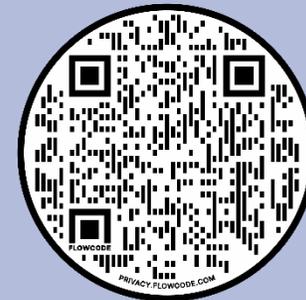
- We respectfully acknowledge that we live and work in territories where Indigenous nations and tribal groups are traditional stewards of the land. Our California office currently resides in Tongva territory.
- Please join us in supporting efforts to affirm tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all indigenous people.

Whose land are you on?

Option 1: Text your ZIP code to 1-907-312-5085

Option 2: Enter your location at <https://native-land.ca>

Option 3: Access Native Land website via QR Code:





MIP Program Purpose

To help achieve the BHWD goals, the Mentored Internship Program is designed to provide:

1. Opportunities for students 18 and older, and at multiple stages of their education, to gain practical on-the-job experience as paid interns in nonprofit organizations and county-operated provider settings providing behavioral health (BH) services; and
2. BH provider organizations with an increased workforce of diverse and talented interns who are potentially interested in being hired as members of the BH workforce upon graduation and/or following their internship.



MIP's overarching goal is to enhance the professional development of diverse talent to help meet California's urgent need for BH workforce in the near term and develop ongoing partnerships with schools.



Modalities of TTA Participation

TTA will include:

- Regional quarterly Learning Collaborative meetings
- Coaching calls and webinars
- Affinity Groups, organized by profession, populations served, topics of interest, local needs, age groups served, etc.
- Tailored TA based on grantee requests and needs





Advocates for Human Potential (AHP) Mentored Internship Program Team



Kathleen West
Project Director



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Project Manager



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Operations Manager



Ellen Radis
TA Resources



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TTA Provider

Allen Fowler
TTA Provider



Vic Walker
Operations Specialist



Jennifer Ortiz
Grantee Coach



Tiffany Malone
Grantee Coach



Marjorie Delgadillo
Grantee Coach

Cklara Moradian
Grantee Coach



Caitlin Storm
Quality Assurance



WELCOME!

126 MIP awardee locations

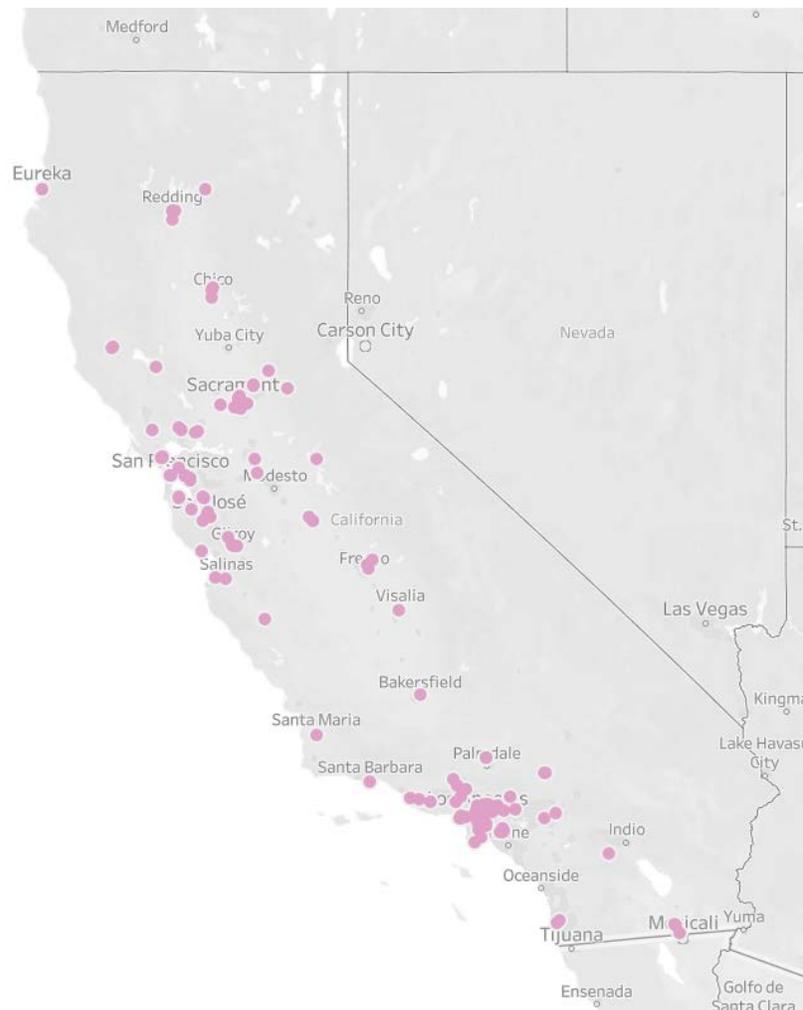
from

83 nonprofit & county-operated behavioral health organizations

located in

78 cities in 34 counties

Congratulations again on your awards!



Session Objectives

Understand the importance of developing a process and protocols to support ethical decision-making and ethical awareness by following confidentiality and HIPAA laws.

Identify the meaning and application of ethical dilemmas in behavioral health services and its connection to preventing moral injury and burnout in the behavioral health workforce.

Review best practices in matching mentors and mentees and promoting a rewarding mentorship experience.



What comes to mind when you think of an ethical workplace culture?

Please put 3 words that come to mind in the chat box. We will later collect these words and create a word cloud to send out with the recording of this presentation.

Thank you!



Laws & Regulations we need to adhere to in Behavioral Health:

- HIPAA is a federal law:
- Established in 1996, HIPAA incorporates a multifaceted approach to protect personal health information and medical records. The HIPAA Privacy Rule (Standards for Privacy of Individually Identifiable Information) defines and creates a national consensus for the protection of patient health data. The HIPAA Security Standards for the Protection of Electronic Protected Health Information (the Security Rule) addresses requirements and safeguards related to covered entities. The rule secures electronic protected health information (e-PHI).
- jurisdiction of the U.S. Department of Health and Human Services (HHS)
- Confidentiality in CA:
- Like HIPAA, the California Confidentiality of Medical Information Act (CMIA) has similar goals to protect individuals' health care information and prevent unauthorized disclosure of medical information.
- Privacy extends to medical history, mental or physical condition, or treatment.

Elements of Creating an Ethical Culture in the Workplace

- (1) the existence of a set of *core ethical values* infused throughout the organization in its policies, processes, and practices;
 - (2) the establishment of a *formal ethics program*, including a code of ethics, ethics training, an ethics hotline, and an ethics officer; and
 - (3) the continuous presence of *ethical leadership*—that is, an appropriate ‘tone at the top’ as reflected by the board of directors, senior executives, and managers.
- Source: Schwartz (2013)



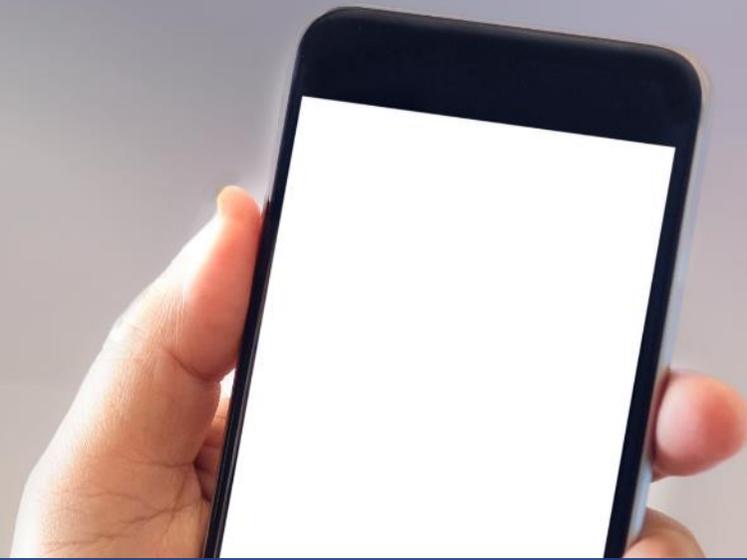
Why Create an Ethical Workplace Climate?

Aside from meeting legal obligations and regulatory compliance, an ethical workplace climate, leads to better program outcomes through employee retention and satisfaction, long-term consumer trust, positive reputation, as well as better clinical outcomes. Ethical workplace climates are more than following formal laws and regulations. Informal procedures and culture is just as important.

“Work climates reveal employees’ perceptions of “how things are done around here.” They capture what it feels like to work in an organization, the “prevailing weather” of the workplace. More specifically, climate reflects employee perceptions of the policies, practices, and procedures that the organization rewards, supports, and expects.” (In research from SCHMINKE et al. (2007)

"...*values* ultimately drive our *behavior*. In a nutshell, values exert influence over our attitudes, and attitudes influence our behavior." (Kerns, 2018, para 3)





If you did an audit of your agency, do you think your organization is taking a more rules-based approach to workplace ethics or a more values-based approach?

- A: Rules-based B: Values-based C: I don't know
D: Workplace ethics has never come up

Mission, Vision, Core Values, and Professional Code of Ethics

- Giving interns, even those who are in high school, a strong foundational knowledge in professional codes of ethics and regularly reviewing your organization's mission, vision, and core values can help them navigate ethical dilemmas.
- Working with interns to develop with their own mission statements to refer to when they face challenges can help them better cope with difficult scenarios that they may experience in their work with clients/patients and in their communities.
- Code of Ethics:
 - [National Association of Social Workers](#) (NASW)
 - [American Association for Marriage and Family Therapy](#) (AAMFT)
 - [American Psychological Associations](#) (APA)

An Ethical Workplace Is a Strong Buffer against Moral Injury for our Behavioral Health Workforce

What is Moral Injury and
what does ethics have to
do with it?

What is Moral Injury? a "spiritual exhaustion"

- “Moral injury involves a deep emotional wound and is unique to those who bear witness to intense human suffering and cruelty.” (Čartolovni, et al., 2021).
- This concept was first introduced in research with war veterans in the 1990s. Psychiatrist Jonathan Shay noticed that some war veterans who did not meet criteria for PTSD, “carried within themselves a kind of wound, which they named moral injury.” (Čartolovni, et al., 2021).
- In almost all instances, facing an ethical dilemma and ethical uncertainty was more likely to lead to moral injury.
- Experiencing a betrayal of trust is another key characteristic of “moral injury”. (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8270769/>)
- Researchers have started studying moral injury in healthcare workers. Moral injury can lead to severe emotional distress and poor outcomes for workers.

Are you experiencing burnout due to work fatigue or moral fatigue?

Work related fatigue

- High caseloads
- Unpredictable work hours
- Low compensation / high expectations
- Inadequate supervision and support

VS.

Moral fatigue

- Having to make decisions that are misaligned with professional and/or personal sense of right and wrong
- Witnessing those in power harm others with discriminatory practices
- Having to turn away people in need due to program policies or institutional barriers

Case Example

- Clinical case managers (CM) at a local community mental health agency are required to meet 6 hours of productivity per day. Billable hours include intakes, meeting individually with clients and/or with their families, conducting home visits when appropriate, and making referrals. It's the month of December and clients are not attending sessions regularly and are unavailable for visits.
- Job performance evaluations are due in January. If CMs do not meet productivity requirements, they will receive lower job ratings and no or lower raises. This can even impact job security.
- Intern notices that some workers are inflating the number of hours they are spending with clients and saying they are going on home visits to meet their productivity requirements.
- What should the intern do?

Mission & Vision

- Agency
- Professional
- Personal

- Do our daily practices align with and embody our larger mission and vision?
- Am I living a life that is aligned with my core values?

Case Example of Facing an Ethical Dilemma:

A new bilingual intern Emma meets with a monolingual mother and young child for an intake. The mother, Sonja, lives in a one-bedroom apartment with multiple family members, some of whom are undocumented.

Sonja is making ends meet by being a food vendor, works long hours and must leave her child at home in the care of others. Sonja is very scared of seeking services and is reluctant to answer questions due to fears of deportation.

Emma utilizes cultural humility and rapport building skills to build trust with Sonja, who shares during their sessions that her child was sexually abused by someone who used to live with them. She says that since she found out, the perpetrator was kicked out of the house and “she has taken care of the issue.”

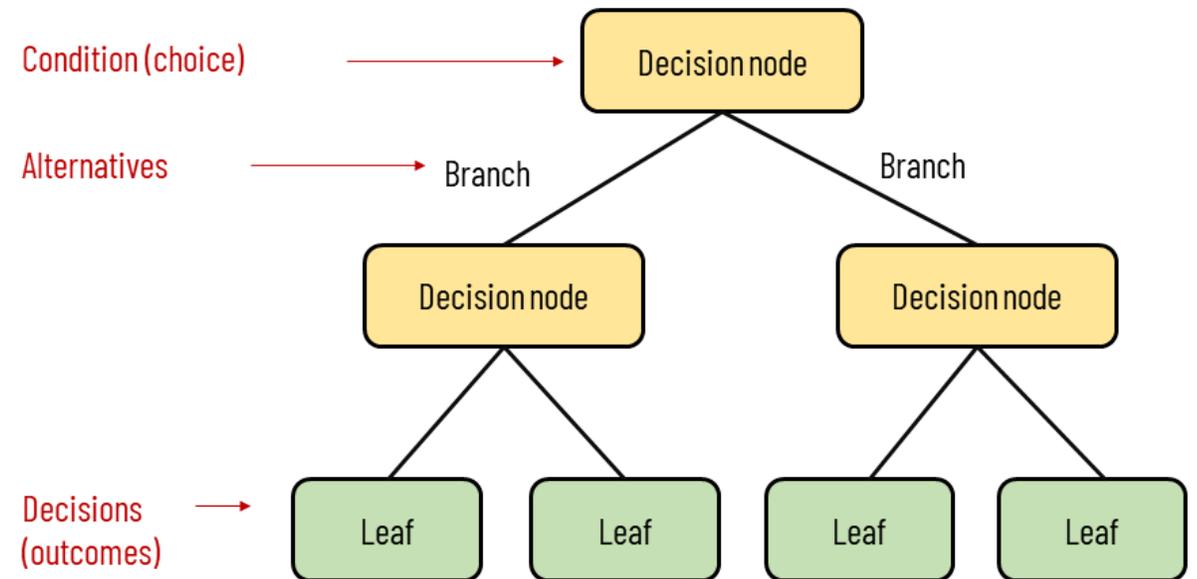
Emma knows that she is a mandated reporter and must report sexual abuse to DCFS even if the perpetrator is gone. Sonja begs Emma not to report the case because it might lead to immigration issues and/or not being able to continue working.

Emma knows she must file a report, but feels conflicted.

Mentors have an essential role in preventing moral injury in interns

- Mentors can create a safe space for interns to openly discuss moral dilemmas without fear of judgement and negative performance evaluation.
- Mentors can help create a decision-making tree in collaboration with the interns to help them determine how to best proceed in ambiguous moral situations.

Elements of a decision tree



Source: <https://why-change.com/2021/11/13/how-to-create-decision-trees-for-business-rules-analysis/>

Does your agency provide interns & staff with clear guidelines on how to navigate workplace ethical dilemmas?

A: Yes B: No

C: We are working on it



Matching Mentors and Interns

Matching

Mismatching

Ending Well

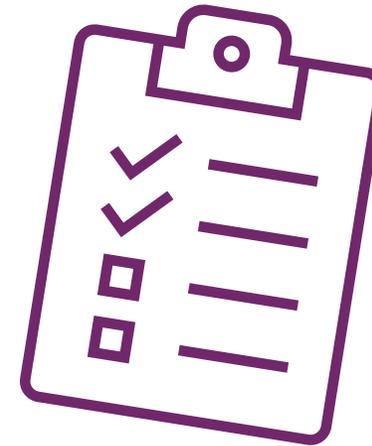


Successfully Matching Mentors and Interns

Prioritizing the Intern's Preferences

- Provides voice and choice*
- Establishes foundation for comfort and trust
- Encourages greater candor and frankness

- Mentorship Matching Priorities Survey



***NOTE:** For those agencies with limited staff and thus unable to offer a choice of mentors, using the survey is nonetheless recommended to gain insights and offer opportunities for discussion.

Prioritizing a Successful Internship Experience



- Mismatches will occur
- Supervisor as point of check-in and resource
- Opportunity to model best professional practices
 - Working through a challenge
 - Finding a different match
 - Encouraging mentor to grow

Ending the Mentored Internship Experience Well

Mentoring Has No “Use By” Date

- Have a plan
 - Exit interview
 - Appreciation/Celebration
- Discuss expectations
 - Exchange professional contact information
 - Schedule ongoing check-ins (monthly, quarterly)
- Ongoing Mentorship
 - Share professional updates (conference info, articles, BH initiatives, etc.)
 - Network (job postings, connections, etc.)



MIP Fact Sheet



SUCCESSFULLY MATCHING MENTORS AND INTERN/MENTEES

Because the core of a successful mentor/mentee relationship is based on trust, making matches based on shared interests can provide a strong foundation for building that trust. During the matching process, the intern/mentee's preferences should be prioritized where possible.

Use the Mentorship Matching Priorities Survey to determine what characteristics and experiences are important to the intern/mentee when being matched to a mentor—for example, shared interests, life experience, temperament, gender identity, race, ethnicity, or language fluency(s). In assessing traits to make a beneficial match, you will need to strike a balance between respecting privacy and seeking information. (See the ranking survey example below.)

Pairings informed by these shared traits and preferences can encourage greater candor and frankness, which are essential in forging a trusting, supportive, and effective mentoring relationship.

Addressing a Mismatch of Mentor and Intern/Mentee

Despite best efforts, mismatches will occur. It is important to have a plan to address this. For example, as part of the onboarding process, the intern's supervisor should let the intern/mentee know that they will be checking in to see how the mentoring relationship is progressing. The supervisor should be clear that it is alright to raise any concerns or challenges, and that if a change is warranted and you have the staffing capacity, a mentorship change can happen without consequence. Likewise, the mentor should be attuned to how well things are going and be open to facilitating any changes (as needed) that benefit the intern/mentee's experience. Any change in mentorship should be undertaken as an opportunity to model best practices in navigating professional relationships, problem-solving, and effective communication.

Ending the Mentored Internship Experience Well

Ideally, once a mentoring relationship exists, it never ends—but internships will. Again, a plan or protocol will provide a framework for this transition. For example, during a final in-person meeting during the internship, in addition to a review of goals and an exchange of gratitude for the opportunity, the mentor and intern/mentee should talk about expectations for their relationship going forward. For example, they could plan on continued weekly check-ins, finding time to sit down over a coffee every few months, or an exchange of contact information and offer of continued support.

Example Mentorship Match
Intern/mentees should complete the survey. Then, where possible, the mentor should be matched with the intern/mentee based on the following criteria:

Directions: Read through the survey for importance, using 1 as the most important and 5 as the least important.

- 10 or more years older
- Less than 10 years older
- Gender identity (please specify)
- Bachelor's as a terminal degree
- Master's as a terminal degree
- Doctorate as a terminal degree
- Race (please specify)
- Ethnicity (please specify)
- Lived experience with
- 5 or more years in professional field
- Less than 5 years in professional field
- Urban roots
- Rural roots
- Community/areas of interest

Upcoming Events and Important Reminders

- [MIP Educational Institution Program Capacity Survey](#): **Was due June 17, 2022**, for all MIP Educational Partners. Please ask your Ed Partners to submit asap.
- [MIP Intern Self-Assessment](#): Please distribute this link to your interns. **Each intern must take this Self-Assessment survey as soon as their internship is confirmed with your agency and no later than 1 work week after the first day of their internship.**
- [MIP Mentor Self-Assessment](#): Each mentor must take this Self-assessment survey as soon as their role as a mentor is confirmed within your organization and no later than 1 month before they are assigned their first intern.
- **Contracts:** Great News! Contracts have begun to go out. Please be sure to follow the instructions in the email and submit the signed contract to ahpcontracts@ahpnet.com
- **Invoices:** The MIP Invoice Template was sent out Friday, June 17, 2022 and may be submitted upon execution of contract.

Upcoming Events and Important Reminders

- **July MIP Events:**

- July 14, 2022

- Mentor Office Hours (Optional)– 12:00 – 1:00 pm

- Intern Office Hours (Optional)– 2:00 –3:00 pm

- **August MIP Events:**

- August 2,2022

- Webinar (Required)– 12:00 – 1:00 pm

- August 9 - 10,2022

- Regional Coaching Calls – Invites to come

- **The MIP website will be available the week of July 11th.** At that time, mentors, interns, MIP grantee organizations' main point of contact, and educational intuitions will be provided with login credentials. More to come!

In the interim, please visit our website to continue accessing materials related to the Mentored Internship Program: [Home Page | CABHWD \(buildingcalhhs.com\)](#)

Save The Dates !

The Learning Collaboratives will be 2-hour regional interactive sessions from 10:00 am – 12:00pm and 1:00 pm – 3:00 pm. More information plus invites to come!

Learning Collaborative Dates:

- September 21 & September 22
- December 14 & December 15

Q & A

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