



# County of Santa Clara

## Department of Behavioral Health

Employee Name Employees of Behavioral Health Department  
 Dept./Div. Behavioral Health Department  
 Job Title All Classifications  
 Discussed with Employee Date On going  
 Presented to Employee Date On going

### EMPLOYEE UNFAVORABLE REPORT *(complete in quadruplicate)*

#### UNFAVORABLE REPORT ITEM(S)/UNRESOLVED PROBLEM AREAS

Behavioral Health Department Management has continued to disregard support for the employees (EEs) in Behavioral Health. Their lack of leadership for their EEs has continued to place the workers and community at risk, creating liabilities to the county. The issues are, but not limited to: 1. Disregard to EEs professional development and judgement. 2. Management disregards EEs expertise when it comes to client care needs and supervision of licensed staff. 3. Not involving workers when making decisions lead to increased chaos that impedes workers' ability to provide services to the community.

Results

1. Increased crisis throughout the county as more clients are seen at MHUC, CWBC, and other facilities. 2 Inability to respond appropriately to the COVID-19 public health crisis, which jeopardizes the safety of workers and clients. 3. Lack of transparency - not providing any information or involving the workers in such crisis planning. 4. Disregarding the health and safety issues of staff. 5. Inability to address short staffing issues at Evans Lane in an appropriate manner; 6. Communication failures, which relate to transparency as described above. 7. Causing a disharmonious work environment by making accusations about workers not wanting to help or support the community. Managers mimicking executive leaders continue this type of behavior.

#### EMPLOYEE COMMENTS

1. Let's work together; 2. Be fair and avoid double standards; 3. Please consult and inform EEs when changes impact our work operations. We deserve to hear about these changes from our direct leadership versus EEs in other programs; 4. Provide us safety supplies, we are committed to work.

Employees of Behavioral Health Department on going  
 Signature (Employee) \_\_\_\_\_ Date \_\_\_\_\_

#### SUPERVISOR'S COMMENTS

1. This is a disaster, we can do what we want and we don't have to communicate with the EEs; 2. Visit the PHD website for the COVID-19 safety protocol. It is EEs responsibility to educate yourself and clients; 3. You are not entitled to have information; 4. If you are not happy, you can leave.

Behavioral Health Department Executive On going  
 Signature (Supervisor) \_\_\_\_\_ Date \_\_\_\_\_

#### PROPOSED SOLUTION(S)

1. Involve EEs in planning, changes and best practices at all levels. 2. Take workers' concerns seriously, including health and safety. Respond to them promptly and develop solutions together. 3. Respect EEs development and professional specialties. 4. Let EEs know what we know so far regarding COVID-19. Transparency creates less panic. 5. Communicate clearly, and do not try to direct bargain with staff. 6. Recognize EEs want to help improve services to clients instead of telling what they CAN'T do in crisis situation, and then telling them that they can leave or don't want to help. Provide all EEs equal opportunity to participate in planning. Ask for their input. You will find most EEs will go above and beyond.

Employees of Behavioral Health Department On going  
 Signature (Employee) \_\_\_\_\_ Date \_\_\_\_\_

Behavioral Health Department Executive On going  
 Signature (Supervisor) \_\_\_\_\_ Date \_\_\_\_\_

#### Reviewer

Initials \_\_\_\_\_ Date \_\_\_\_\_