



Toolkit

**Transforming Your Leaders Into A
High-Performing Team: The 2025 *OPEN
MINDS* Seminar On Improved Leadership
Competencies & Engagement**



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Transforming Your Leaders Into A High-Performing Team: Improved Leadership Competencies & Engagement: Seminar Toolkit



Monica E. Oss, Chief Executive Officer, *OPEN MINDS*

Thank you for downloading The *OPEN MINDS* Seminar Toolkit, a supplemental guide to Transforming Your Leaders Into A High-Performing Team: The 2025 *OPEN MINDS* Seminar On Improved Leadership Competencies & Engagement, a signature part of The 2025 *OPEN MINDS* Executive Leadership Retreat.

Amid the chaos within the behavioral health landscape, building your leaders into a high-performing team creates the stability, focus, and resilience your organization needs to navigate uncertainty and deliver exceptional care. This toolkit was created as a supplementary guide to the Transforming Your Leaders Into A High-Performing Team Seminar featured on September 16, 2025, at The 2025 *OPEN MINDS* Executive Leadership Retreat.

Then on September 16, 2025, join industry experts Stuart Buttlair, Ph.D., MBA, Vice President Of Clinical Excellence & Leadership and Christy Dye, MPH, Senior Associate, at *OPEN MINDS* for the live seminar in Gettysburg. This engaging session will explore practical tools and strategies to build high-performing leadership teams that drive both clinical and financial success.

I hope you will take advantage of all the toolkit and seminar has to offer. Feel free to reach out to sbuttlair@openminds.com or cdye@openminds.com for specialized advice on how to build a framework to foster trust, resilience, and innovation within leadership teams.

Table Of Contents

▪ Are Middle Managers Your Change Agents?	Page 4
▪ CFO Success	Page 5
▪ Creating A Feedback Culture	Page 6
▪ For A Stable Workforce—Ascend & Thrive	Page 7
▪ Has What We Want (Need) From The C-Suite Changed?	Page 8
▪ Performance-Based Compensation Above Market Rates	Page 9
▪ The Executive As Athlete	Page 10
▪ The Structure For Success	Page 11
▪ The Workforce Triangle	Page 12

Are Middle Managers Your Change Agents?

By Monica E. Oss, Chief Executive Officer

Are middle managers your change agents? When I talk to most executives in health and human services, I get “no” as the answer to that question. But a recent article, [What’s The Future Of Middle Management?](#), paints an interesting and changing picture of middle management.

Middle management is defined as the managers below the top level who are responsible for running an organization rather than making decisions about how it operates—an intermediary between upper management and front-line teams and staff (see [Who Are Middle Managers and Why Are They Important?](#)).

In the business press and the popular press, there are many articles about the “flattening” of organizational management and the replacement of middle managers by automation and artificial intelligence (AI)....

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How Is Middle Management Changing?

- 1 Middle managers are shifting from controllers to facilitators
- 2 They're owning strategy and innovation
- 3 They're progressing from messengers to collaborators
- 4 With more data, they're becoming even more accountable
- 5 They need a more flexible and agile management style to thrive
- 6 They must contend with the rise of remote management
- 7 They're becoming core culture carriers
- 8 Middle management is becoming more toxic

Source: <https://www.testgonilla.com/blog/future-middle-management/>

CFO Success

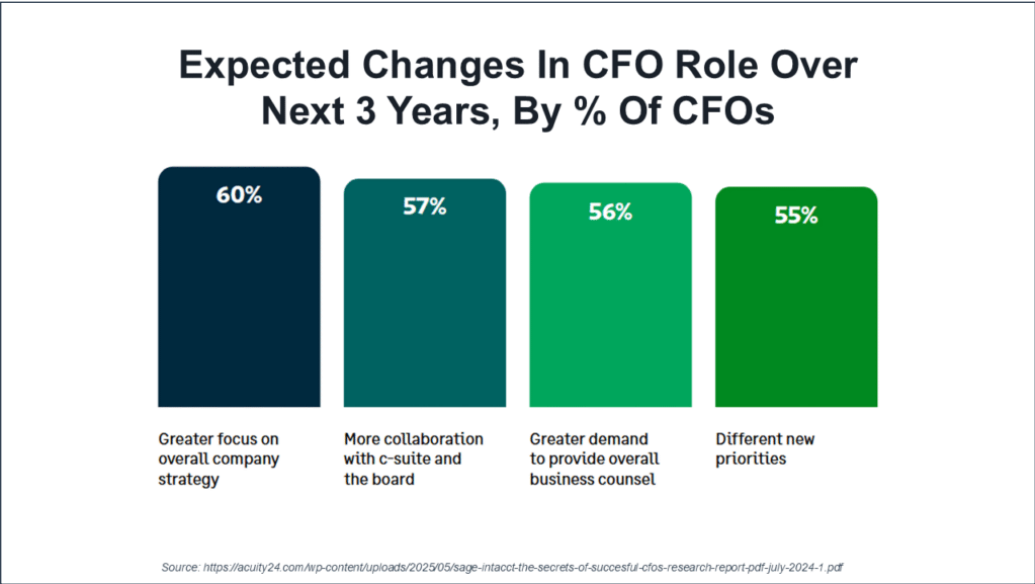
By Monica E. Oss, Chief Executive Officer

So what makes chief financial officers (CFOs) successful? A new survey—The Secrets Of Successful CFOs: The 3 Frontiers Of Finance Leadership—identified three practices of successful CFOs—expanding their strategic and operational role across the organization, embracing a role in technology planning and decision making, and maintaining work-life balance. How much the role is changing is captured by the fact that traditional financial tasks now only occupy two hours and 40 minutes of each CFO’s day.

CFOs are redefining their influence beyond budget management with a 30% increase in cross-department collaborations over the last five years. CFOs who see themselves as successful are prioritizing problem solving (79%)....

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Creating A Feedback Culture

By Monica E. Oss, Chief Executive Officer

Measurement has never been a strong suit in health care—particularly measurement that is focused on what the consumer wants or thinks (see [Feedback Matters](#)). And as payers move to more consumer-centric measures of performance (and value), there is a need to gather more information on consumers.

Recently, we covered measurement-based care (MBC) in particular—which is only used by 13.9% of clinicians (see [The Measurement Gap](#)). It's one example of the dearth of consumer-focused measurement in the field—along with net promoter scores, Consumer

Assessment of Healthcare Providers and Systems (CAHPS), and more. The American Psychological Association (APA) recently released new guidelines, [APA Guidelines On Measurement-Based Care](#), specifically focused on improving MBC adoption...

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Creating a “Culture of Feedback” with your caseload

- Assists provider and patient create goals for planning graduation from services.
- Specifically, FIC “involves routinely and most importantly formally soliciting feedback from clients about the process of therapy, working relationship [with the therapist] and overall wellbeing
- Receiving ongoing formal feedback from clients has clear-cut benefits. It's been shown to boost the effectiveness of therapy, including enhancing clients' wellbeing and decreasing dropout rates and no-shows. And it makes sense: Once the therapist knows precisely how the client is feeling, they're better equipped to adjust treatment accordingly.
- “FIC is an opportunity for therapists to hear honest feedback from their patients and to “feel safe that they won't be retaliated against for any negative feedback.”



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For A Stable Workforce—Ascend & Thrive

By Monica E. Oss, Chief Executive Officer


Since the pandemic, the health and human service system has experienced a severe shortage of behavioral health professionals, which has caused long waiting lists for services and closed programs (see [The Staffing Search](#)). In response, state governments have used a wide variety of approaches to expand the workforce, outlined in a new report, [Trends In State Strategies To Improve The Behavioral Health Workforce](#).

Some have focused on recruitment and retention incentives, like Michigan’s 2023–2024 fiscal year budget allocating \$5 million for scholarships in behavioral health careers.

And there are programs to address the maldistribution of the workforce, such as Texas spending \$134.7 million for pay increases for staff in state hospitals, \$28 million for loan repayment programs for mental health professionals, and \$5 million for developing forensic psychiatry fellowship programs...

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ASCEND EMPLOYEES vs. NON-ASCEND EMPLOYEES		
Devereux Corrective Action FY 2024		
	Non-ASCEND Participants	ASCEND Participants
YTD	17.30%	5.00%
Devereux Turnover FY 2024		
	Non-ASCEND Participants	ASCEND Participants
YTD	39%	9%
ASCEND Turnover is 77% lower than the Non-ASCEND Turnover! If ASCEND EE's turned over at the same rate it would have resulted in 165 more terms - Potential savings of \$990,000 in replacement cost (\$6000 per).		
ENSURING SUSTAINABLE STAFFING		

Has What We Want (Need) From The C-Suite Changed?

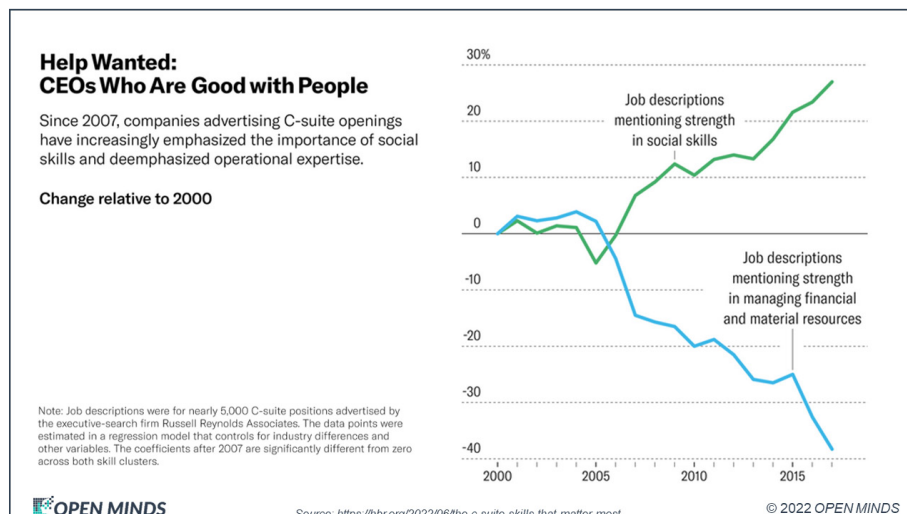
By Monica E. Oss, Chief Executive Officer

Executive team skill sets have changed—or at least what organizations are looking for in their C-suite executives. That is the premise of a thought-provoking new Harvard Business Review piece, *The C-Suite Skills That Matter Most*. Over the past 20 years, C-suite recruitment has moved from looking for technical expertise, administrative skills, and a track record of successfully managing financial and operational resources to a new skill set. The new ‘ideal candidate’ has those skills but with strong social skills—self-awareness and the ability to work with a wide range of people

and empathy for their perspectives. They also need strong communication skills, facilitating the exchange of ideas, building and overseeing teams, plus identifying and solving problems....

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Performance-Based Compensation Above Market Rates

By Joe Naughton-Travers, Ed.M., Senior Associate & Executive Editor, Management Newsletter

Therapist and social worker compensation is not great (see Occupational Outlook Handbook). In large part, the pay problem is caused by lower reimbursement rates from insurance companies and linked to a shortage of qualified mental health workers—making recruitment and retention a big (and reoccurring) challenge facing health and human services executives.

One way to pay more without raising wage rates is to create performance-based compensation

models for team members...

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Four-Step Approach To Designing A Performance-Based Compensation Plan



Define
Your Goals



Design Your
Compensation
Model & Rates



Support
Employees In
Meeting
Performance
Goals



Track & Share
Performance
Outcomes

The Executive As Athlete

By Monica E. Oss, Chief Executive Officer

In several ways, the demands of two jobs—executive of an organization and a professional athlete—are a lot alike. Both want to “win”—achieving their mission and making their strategic plan a success. Both need to assess the competition and make judgments about strategy and resources.

A recent article, [The CEO As Elite Athlete: What Business Leaders Can Learn From Modern Sports](#), identified five leadership practices from athletes that executives can adopt in their personal development. These practices include

continuous learning, data-driven decision-making, time management, personal resilience, and adaptability..

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The Structure For Success

By Monica E. Oss, Chief Executive Officer

Has your organization undergone a transformation or reorganization in the past few years? If your answer is “no,” your organization is the exception and not the rule. A recent survey of 1,000 C-suite executives and 5,000 workers across 17 countries and 14 industries, [Change Reinvented Report: A New Blueprint For Continuous, Meaningful, Successful Change](#), found that 95% of organizations have been through a major transformation (or two) in the past three years.

Not only is reorganization the rule—executives are planning for it. 96% of executives reported

that 5% or more of their annual budget was earmarked for transformation projects. But only 30% of those same executives feel confident about their ability to drive those transformational changes...

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Functional Changes to Create a Seamless Organization

- Organize by populations served across all entities
- Streamline corporate overhead for back-office functions
- Strengthen local program leadership and empower innovation
- Clarify lines of authority and formalize reporting structures
- Create one executive leadership team for System
 - Allows for alignment of vision, strategy, and tactics
 - Allows for agility to quickly respond to changing market forces
- Foundation board oversees entire organization

The Workforce Triangle

By Monica E. Oss, Chief Executive Officer

For the past decade, finding and retaining workers has been a strategic challenge for health and human service organizations (see Direct Service Worker Turnover Averages 47.8% In Six States and Psychiatrist Jobs Projected To Increase By 8% By 2033 With Highest Predicted 10-Year Job Growth Rate Of Physicians). And this is not limited to the U.S. A global shortage of at least 10 million health care workers is projected by 2030, with estimates reaching as high as 78 million, according to a new report, Heartbeat Of Health: Reimagining The Healthcare Workforce Of The Future.

The report proposes a three-part strategy to

address these workforce shortages: grow, thrive, and stay. And as executive teams develop their own next-generation workforce strategies, this strategy framework can be adapted to their specific organizations' needs, focusing on the most critical positions, the geographic market, and the consumers served...

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