

BE A WELLNESS LEADER

Workshop

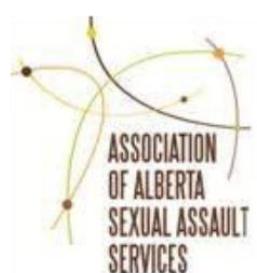
Participant Workbook

Your name: _____



Healthy Workplaces for Helping Professions
info@hwhp.ca

With thanks to...



Workshop Overview

Module 1: Basics of Health, Wellness and Stress

- Your path to becoming a wellness leader
- Your passion and your performance
- Job demands, control and stressors
- Your Contribution Cycle
- Your “stressful day” and your “next day”
- Basics of “inclusive leadership”
- Your leadership vision: A thriving agency
- Planning for Leadership Action

Module 2: Self-Care for Helping Professionals

- Self-care in Helping Professionals in Alberta
- Defining self-care
- Components of self-care: Self-care Wheel
- Planning for self-care
- Work-life balance vs. work-life blending
- Planning for Leadership Action

Module 3: Building Healthy Work Relationships

- Identifying your work relationships
- Elements of a healthy work relationship
- Using media to assess your relationships
- Improving work relationships
- Resolving conflicts at work
- Planning for Leadership Action

Module 4: Making the Most of Wellness Resources

- Agency resources: sick leaves, absence, health benefits, vacation, modify work
- Benefit provider resources
- Educational resources
- Professional resources (training, conferences, workshops)
- Planning for Leadership Action

Module 5: Communication for Health and Wellness

- Communication about wellness issues in Helping Professions in Alberta
- Communication, wellness, and leadership
- Storytelling and writing: shaping wellness messages
- Planning for Leadership Action

Module 1 Workbook Activity

My passion: (*In a brief sentence, describe the passion you bring to your job.*)

My stressors: (*List obstacles to realizing your passion that you sometimes encounter in your job.*)

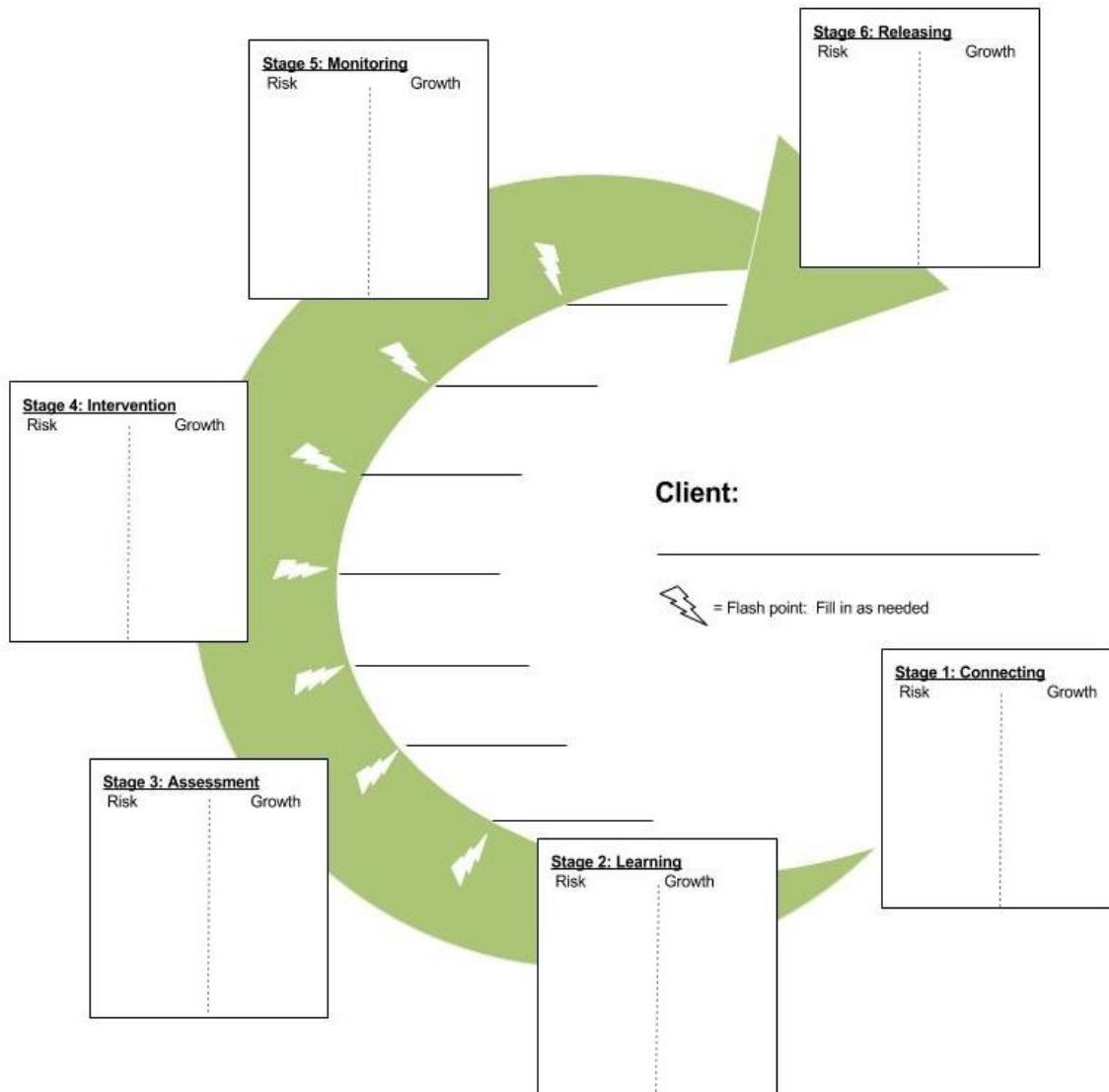
My “stressful day”: (*Use one or two stressors of your own, or that your group identified, to write a short narrative of your stressful day.*)

List of possible changes you might make: (*List one or more solutions to your stressful day.*)

My “Next day”: (*Write down some ideas as for how you might commit to making those changes.*)

My leadership vision:

Value Cycle Assessment Tool



How to use the Value Cycle Assessment Tool?

Instructions

- Identify flashpoints where you can anticipate stressful pressures.
- Identify ways to grow from stressors

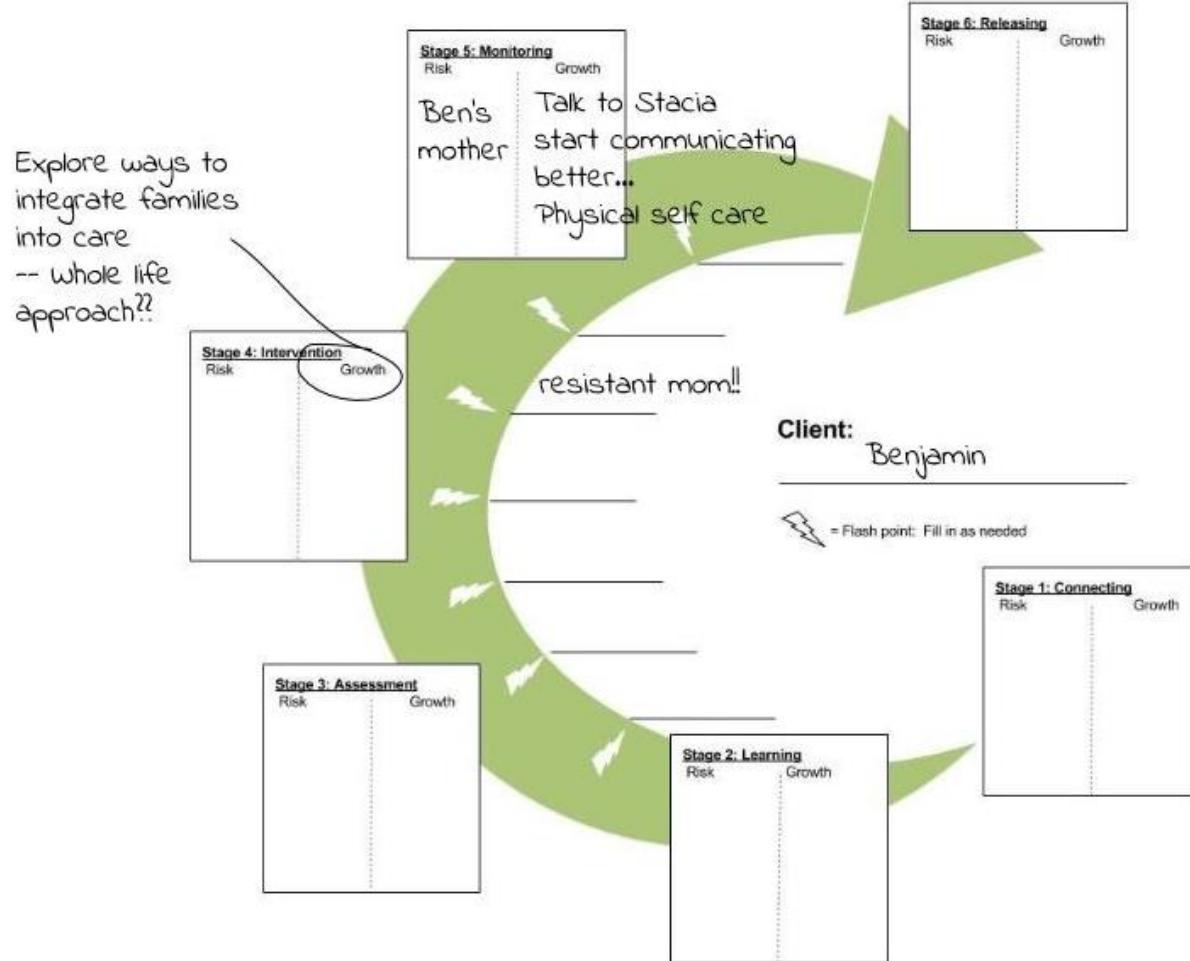
Example

Hazards/risks	Personal Growth Factors	Agency Growth Factors
<ul style="list-style-type: none">• Potential lack of reward• Lack of discussion of key/issues• Lack of sufficient staff• Possible work/life conflict• Possible values conflict• Lack of decision-making capability• Potential put-downs, bullying, gossip• Task outside of my agency role	<ul style="list-style-type: none">• Rely on professional education and training• Use personal strategies to balance work/life• Use physical self-care• Use mental self-care• Use support from friends and community• Use support from co-workers• Use journaling or reflection	<ul style="list-style-type: none">• Exert control over my job• Schedule obligations where possible• Use agency self-care options• Use employee assistance programs• Enlist supervisory support and reflection• Increase communication• Use agency health and safety committee• Report excessive hazards• Tap into supportive culture• Get specialized training

Context

- Staff meetings
- Training
- Record keeping
- Develop personal leadership skills

Example: Kelly's Value Cycle Assessment



Components of Self-Care

1. Workplace Self-Care

This involves activities that help you to work consistently at the professional level expected of you. For example:

- Engage in regular supervision or consulting with a more experienced colleague
- Set up a peer-support group
- Be strict with boundaries between clients/students and staff
- Read professional journals
- Attend professional development programs

2. Physical Self-Care

Activities that help you to stay fit and healthy, and with enough energy to get through your work and personal commitments.

- Develop a regular sleep routine
- Aim for a healthy diet
- Take lunch breaks
- Go for a walk at lunch-time
- Take your dog for a walk after work
- Use your sick leave
- Get some exercise before/after work regularly
- Use the Balanced app to help you develop healthy habits

3. Psychological Self-Care

Activities that help you to feel clear-headed and able to intellectually engage with the professional challenges that are found in your work and personal life.

- Keep a reflective journal
- Seek and engage in external supervision or regularly consult with a more experienced colleague
- Engage with a non-work hobby
- Turn off your email and work phone outside of work hours
- Make time for relaxation
- Make time to engage with positive friends and family

4. Emotional Self-Care

Allowing yourself to safely experience your full range of emotions.

- Develop friendships that are supportive
- Write three good things that you did each day
- Play a sport and have a drink together after training
- Go to the movies or do something else you enjoy
- Keep meeting with your mothers group or other social group
- Talk to you friend about how you are coping with work and life demands

5. Spiritual Self-Care

This involves having a sense of perspective beyond the day-to-day of life.

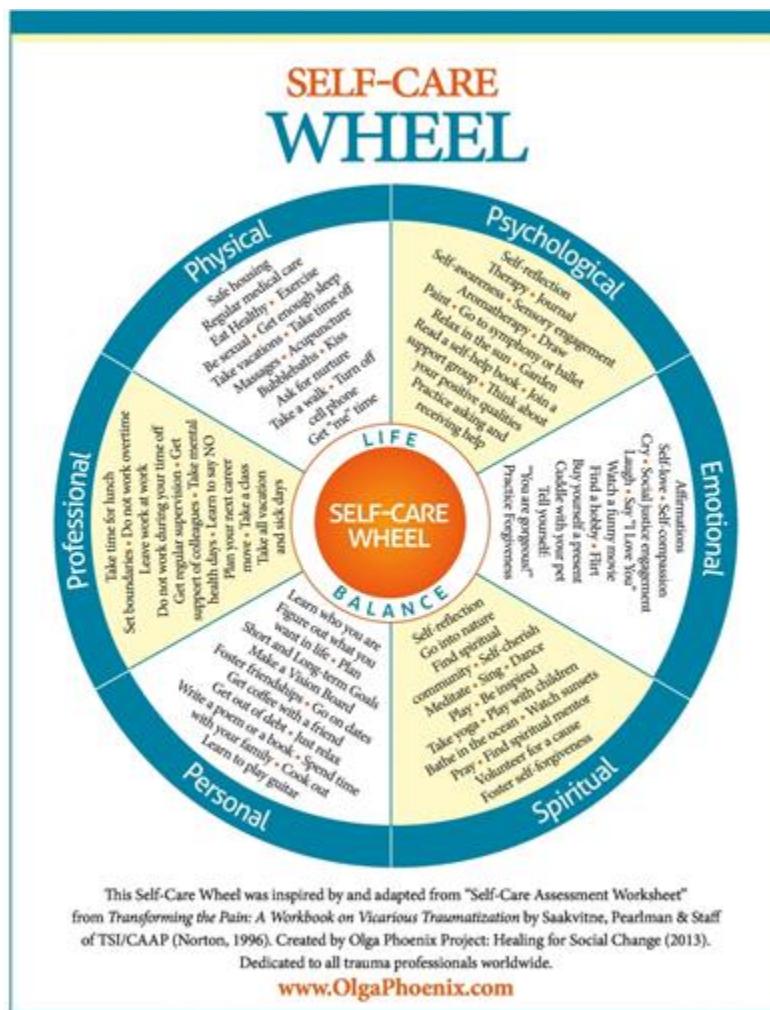
- Engage in reflective practices like meditation
- Go on bush walks
- Go to church/mosque/temple
- Do yoga
- Reflect with a close friend for support
- Download the 1 Giant Mind app and learn mindfulness

6. Relationship Self-Care

Relationship self-care is about maintaining healthy, supportive relationships, and ensuring you have diversity in your relationships so that you are not only connected to work people.

- Prioritize close relationships in your life e.g. with partners, family and children
- Attend the special events of your family and friends
- Arrive to work and leave on time every day

Source: <http://au.professionals.reachout.com/developing-a-self-care-plan>



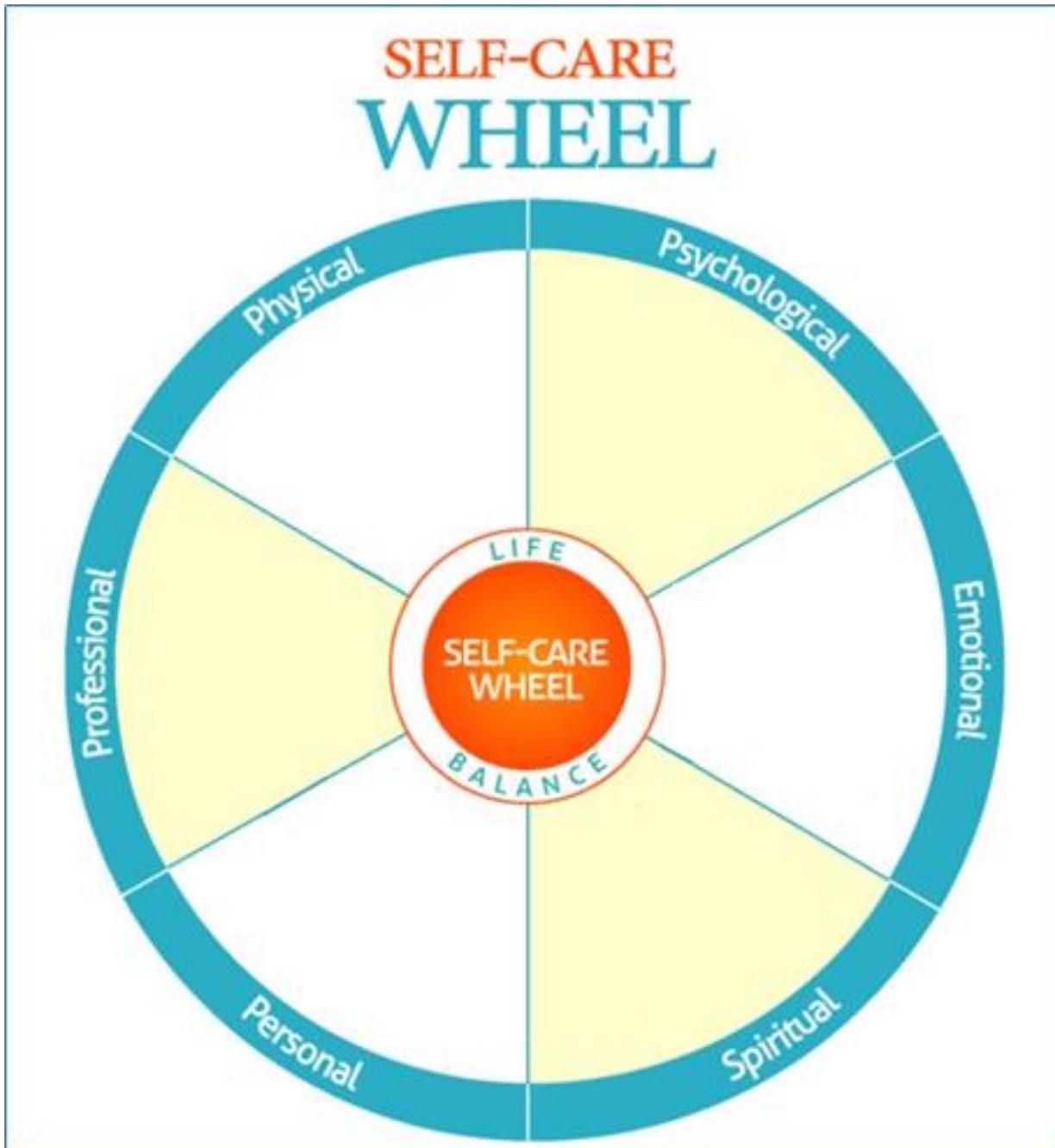
Module 2 Workbook Activity

My passion (from Module 1): _____

My stressors (from Module 1): _____

My leadership vision (from Module 1): _____

My self-care activities:



Risk Assessment for Daily Wellness

Name:		Date:	
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Today's Event (one assessment per event)

What new case or event do I face today that pose potential wellness risks?

Short-Term Assessment	Factors	Rating Scales 1 = low 3 = high	Risk Level 1-3	Mitigation: What I can do
Client	Known to me	Known.....Unknown		
	Adequate records	Have.....Don't have		
Support	Team	Known.....Unknown		
	Communication	Strong.....Weak		
	External	Known.....Strangers		
Time	Adequate time	Lots.....Pressed		
Process	Clear	Unknown.....Known		
	Total risk assessment	18 - 21 = High risk 13 - 17 = Medium risk 7 - 12 = Low risk	Total:	
Long Term Assessment	Factors	Rating Scales 1 = low 3 = high	Risk Level 1-3	Mitigation: What I can do
Capabilities	I have training	TonsLacking		
	My style	My zone.....not my zone		
	Learning	Potential.....no potential		
Rewards	Potential	High.....Low		
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Backside: outcomes and reflection

Example: Kelly's Daily Risk Assessment

Risk Assessment for Daily Wellness																																																																																	
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Building Good Work Relationships

Defining a Good Relationship

There are several characteristics that make up good, healthy working relationships:

- Trust – This is the foundation of every good relationship. When you trust your team and colleagues, you form a powerful bond that helps you work and communicate more effectively. If you trust the people you work with, you can be open and honest in your thoughts and actions, and you don't have to waste time and energy "watching your back."
- Mutual Respect – When you respect the people that you work with, you value their input and ideas, and they value yours. Working together, you can develop solutions based on your collective insight, wisdom and creativity.
- Mindfulness – This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact the people around them.
- Welcoming Diversity – People with good relationships not only accept diverse people and opinions, but they welcome them. For instance, when your friends and colleagues offer different opinions from yours, you take the time to consider what they have to say, and factor their insights into your decision-making.
- Open Communication – We communicate all day, whether we're sending emails and IMs, or meeting face-to-face. The better and more effectively you communicate with those around you, the richer your relationships will be. All good relationships depend on open, honest communication.

How to Build Good Work Relationships

So, what can you do to build better relationships at work?

- **Develop Your People Skills**

Good relationships start with good people skills. They are "soft skills" such as collaboration, communication and conflict resolution.

- **Identify Your Relationship Needs**

Look at your own relationship needs. Do you know what you need from others? And do you know what they need from you?

Understanding these needs can be instrumental in building better relationships.

- **Schedule Time to Build Relationships**

Devote a portion of your day toward relationship building, even if it's just 20 minutes, perhaps broken up into five-minute segments.

For example, you could pop into someone's office during lunch, reply to people's postings on [Twitter](#) or [LinkedIn](#), or ask a colleague out for a quick cup of coffee.

These little interactions help build the foundation of a good relationship, especially if they're face-to-face.

- **Focus on Your EI**

Also, spend time developing your emotional intelligence (EI). Among other things, this is your ability to recognize your own emotions, and clearly understand what they're telling you. High EI also helps you to understand the emotions and needs of others.

- **Appreciate Others**

Show your appreciation whenever someone helps you. Everyone, from your boss to the office cleaner, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well. This will open the door to great work relationships.

- **Be Positive**

Focus on being positive. Positivity is attractive and contagious, and it will help strengthen your relationships with your colleagues. No one wants to be around someone who's negative all the time.

- **Manage Your Boundaries**

Make sure that you set and manage boundaries properly – all of us want to have friends at work, but, occasionally, a friendship can start to impact our jobs, especially when a friend or colleague begins to monopolize our time.

If this happens, it's important that you're assertive about your boundaries, and that you know how much time you can devote during the work day for social interactions.

- **Avoid Gossiping**

Don't gossip – office politics and "gossip" are major relationship killers at work. If you're experiencing conflict with someone in your group, talk to them directly about the problem. Gossiping about the situation with other colleagues will only exacerbate the situation, and will cause mistrust and animosity between you.

- **Listen Actively**

Practice active listening when you talk to your customers and colleagues. People respond to those who truly listen to what they have to say. Focus on listening more than you talk, and you'll quickly become known as someone who can be trusted.

Difficult Relationships

Occasionally, you'll have to work with someone you don't like, or someone that you simply can't relate to. But, for the sake of your work, it's essential you maintain a professional relationship with them.

When this happens, make an effort to get to know the person. It's likely that they know full well that the two of you aren't on the best terms, so make the first move to improve the relationship by engaging them in a genuine conversation, or by inviting them out to lunch.

While you're talking, try not to be too guarded. Ask them about their background, interests and past successes. Instead of putting energy into your differences, focus on finding things that you have in common.

Source: <https://www.mindtools.com/pages/article/good-relationships.htm>

Resolving Conflicts at Work

(From *Let's Talk: A Guide to Resolving Workplace Conflicts*. Government of Alberta, Human Services.
<https://alis.alberta.ca/pdf/cshop/letstalk.pdf>)

Take a look at the six steps of issue-based problem-solving and see how you could use it in your workplace.

1. Explore issues

An issue is a problem that needs to be solved—the topic or subject you need to talk about. When you're exploring issues, keep the following things in mind:

- Separate the people from the problem.
 - Set aside your judgments about people.
 - Consider what the person has to say, not how you feel about him or her.
- Identify the issues by using concrete examples.
 - Take note of who is involved, when and where the problem happens, how often it happens, and so on.
- Take time to explore the issues. Ask the following questions:
 - Is everything out in the open? Do we have all the details?
 - Do we agree on what we need to talk about?
 - Do we understand how the issues affect others?

2. Understand interests

People's interests in an issue are the reasons why they care about it—the needs, fears, wants and concerns they experience about the issue and its impact. Every person with a well-founded concern has an interest in the issue.

To understand people's interests listen for what they need (their interests), not what they say they want (their positions). The best solution to the problem is the one that satisfies the most interests.

- Ask open-ended questions that can't be answered with a simple "yes" or "no."
 - What's important about the issue?
 - Why do people take specific positions or have specific points of view?
- Share your own interests in the issue.
 - What's important to you and why?
- Dig deeper to understand fears and concerns.
- Look at what people need, not at what they have.
- Focus on areas of common ground without losing sight of different, separate or opposing interests.

3. Develop options

An option is a possible solution to a conflict that satisfies both the shared and separate interests of the people involved. Work with everyone involved to come up with as many options as possible:

- Brainstorm. Ask for ideas and write all of them down.
- Don't judge any option until you run out of ideas.
- Relate each option to the issue to make sure it's a workable solution.
- Merge similar or related options.

4. Choose a solution

A solution is an option that resolves the issue by meeting the interests of the people concerned. An effective solution is a simple, efficient, affordable, acceptable, flexible and legal answer to the problem.

Choose a solution using a process that lets you measure or compare the options. Compare all of the options using the same process.

Use a three-cut method to help you compare options:

- First cut—interests: Does this option meet everyone's interests?
- Second cut—resources: Do we have the resources to support this option?
- Third cut—saleability: Can we sell this option to people not involved in the process? Who needs to support this option?

5. Implement the solution

Prepare a plan. Decide:

- what needs to be done
- who will do it
- how they'll do it
- when it will begin
- when it will be completed
- what special steps or checkpoints need to be included.

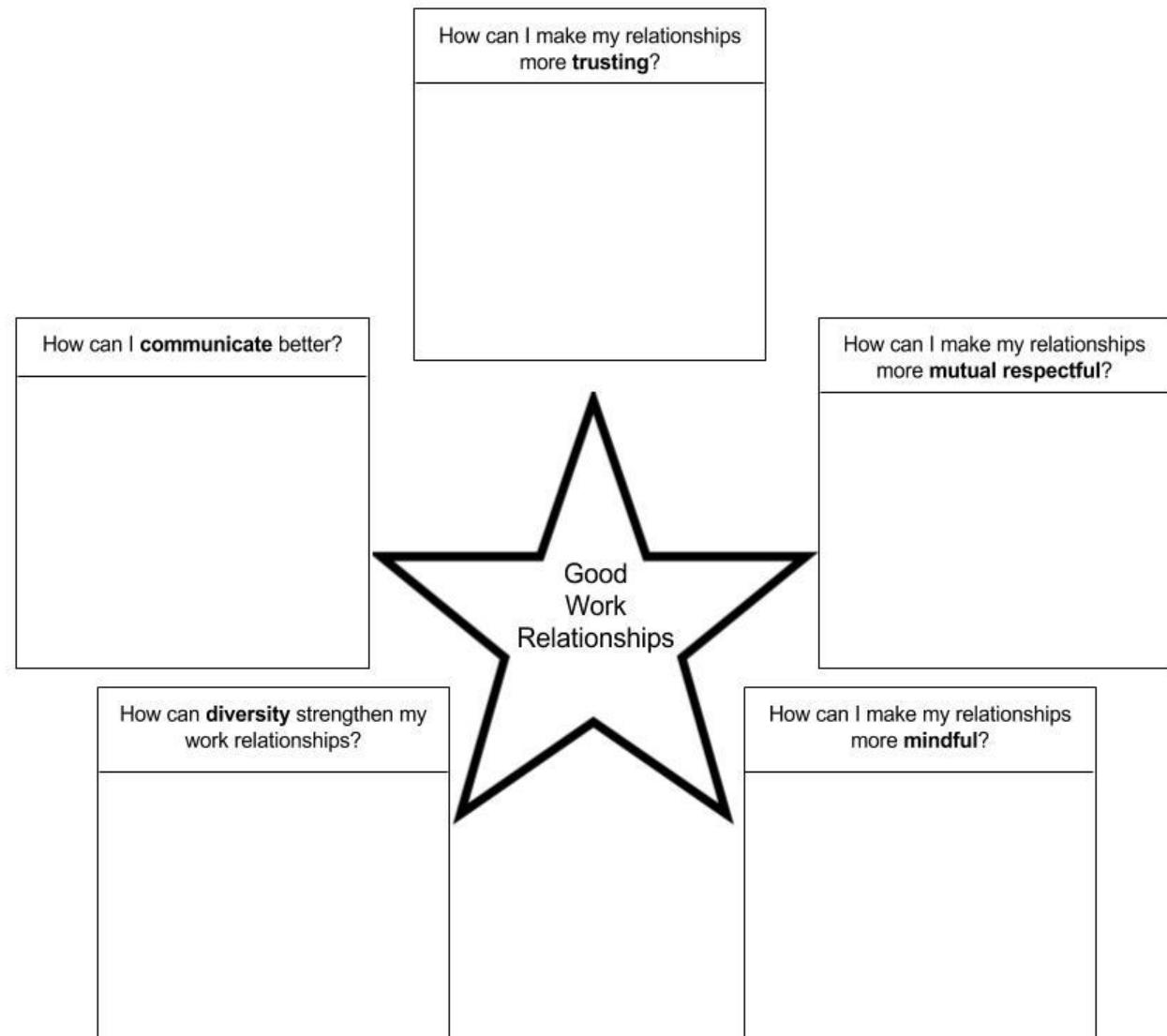
6. Evaluate the outcomes

Measure the success of your plan to decide if your solution is working. Ask the following questions:

- What will we measure?
- Who will do the measuring?
- How will we share the information?
- What will we do to fix the situation if the solution isn't a success?

Module 3 Workbook Activity

How can I improve my work relationships?



Wellness Resources

Resources for Agency Support

Guarding Minds @ Work

<http://www.guardingmindsatwork.ca>

Guarding Minds @ Work (www.guardingmindsatwork.ca) is a valuable resource site for employers concerned about the psychological safety of their workforce. The site provides practical, user friendly assessment tools, including an organizational audit and an online survey to measure psychological safety and health in the workplace through 12 risk factors (including psychological support and protection, workload management, work/life balance and more).

Canadian Centre for Occupational Health and Safety

https://www.ccohs.ca/oshanswers/psychosocial/wellness_program.html

This section covers issues dealing with stress and its causes and effects. It include topics on harassment (sexual, personal, etc.), posttraumatic stress disorder, absenteeism, burnout, substance and alcohol abuse, workplace violence and many other topics. It also includes steps on how to develop a workplace wellness program.

Employee Assistance Programs

<http://www.ccohs.ca/oshanswers/hsprograms/eap.html>

Mental Health Commission of Canada

<http://www.mentalhealthcommission.ca/English/issues/workplace/nationalstandard>

National Standards of Canada for psychological health and safety in the workplace

Health Canada- How Job Demands and Control Over Work May Affect Your Well-being

<http://www.hcsc.gc.ca/ewhsemt/pubs/occupavail/affecteffet/indexeng.php>

Benefits Provider Resources

Shepell

<https://www.shepell.com/enca/>

Alberta College of Social Workers Insurance Program

<http://www.acsw.ab.ca/site/insurance>

Educational Resources

University of Alberta, School of Public Health

<https://www.ualberta.ca/publichealth/programs/professionaldevelopment>

Canada's Higher Education and Career Guide

<http://www.canadianuniversities.net/index.html>

Professional Resources

Alberta College of Social Workers

<http://www.acsw.ab.ca/site/advocacypublications/advocacy?nav=sidebar>

ACSW supports social workers through committee structures, annual conference, publications and special initiatives

ALIGN Association of Community Services

<http://www.aascf.com/>

ALIGN provides a range of resources and training events for agencies serving vulnerable families, children and youth in Alberta.

Notes

Module 4 Workbook Activity

List resources available at your agency

Guidelines for Writing a *Wellness Leader* Story

A good “*wellness leader*” story is about a discovery or realization you had in your work that illustrates how you stay healthy--dealing with stress--in your work. It is a story you can share with others as a helpful example. Often a “bad day” story is a good place to start. Imagine the *next day*...

Not all kinds of stories are appropriate for telling your personal realization.

Great subjects:

- “Ah-hah” I get it, finally, after banging my head against the wall.
- “Problem solved.” I couldn’t see how I could do it, but then I found the determination in myself.
- “Eureka!” I figured out how to do my job.
- “This was my transformation.” I changed my attitude or outlook and my whole job got easier.

Not so good subjects:

- “I hate my job.” Rants about working in a dysfunctional environment or with dysfunctional clients, bosses, or coworkers.
- “I make a difference.” Stories about successful interventions or practice.
- “Things got better.” Stories about resolutions that were not the direct result of the participant’s effort at understanding.
- “It all started when I was 10...” Life stories of career changes and choices.
- “She finally started to fit in.” Stories about other people.

Ever had a really bad day? Think about your work and a time when you were feeling frustrated because the demands of the job seemed beyond you. Then think about how you resolved the problem, found your personal capability, and came to the conclusion that you belonged in that job. This is your “I get this job” moment. Such a story may begin with a rant, and it may end with a sense of making a difference, but it is much more about you and how you realized that you fit in.

You should be prepared to share this kind of story with others, and to gently nudge them into the groove of their personal success. Remember, “A candle loses nothing by lighting another candle.”

Module 5 Workbook Activity

My Wellness Leadership Story: What I do to stay healthy at work.

How I understand stress and hazards in my work	How I take care of myself	How I build good work relationships	How I use agency resources to stay health

My Wellness Leader Story Sharing Plan

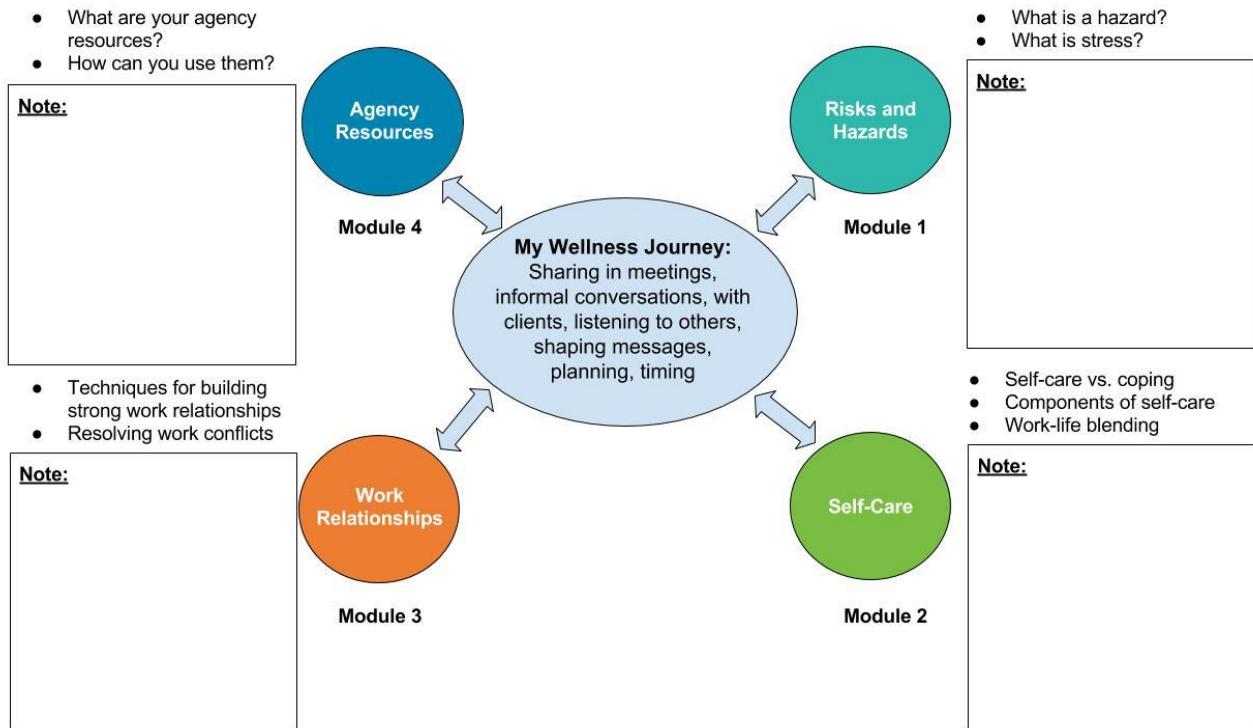
Story title: _____

Author: _____

Who will I share my story with?	What is your key message?	Where will I share my story?	When will I share my story?
<input type="checkbox"/> Co-workers <input type="checkbox"/> Supervisor <input type="checkbox"/> Family <input type="checkbox"/> Other:	<input type="checkbox"/> Social supports <input type="checkbox"/> Self-care <input type="checkbox"/> Change of thought patterns <input type="checkbox"/> New practices <input type="checkbox"/> New accountabilities <input type="checkbox"/> Change in workplace culture <input type="checkbox"/> Life-long learning <input type="checkbox"/> Value messages Jot the message down here:	<input type="checkbox"/> Staff room <input type="checkbox"/> Health & Safety meeting <input type="checkbox"/> Staff meeting <input type="checkbox"/> Face-to-face <input type="checkbox"/> Note <input type="checkbox"/> Email <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Phone message <input type="checkbox"/> Journal <input type="checkbox"/> Newsletter <input type="checkbox"/> Other:	<input type="checkbox"/> ASAP <input type="checkbox"/> Anytime <input type="checkbox"/> Occasion: Notes:
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Communication, Wellness, and Leadership

What have I learned today?



Leadership Action Planning Worksheet

My passion: _____

My stressors: _____

My leadership vision: _____

Module Learning	What will you share? (What will be your message?)	With whom will you share?	How will you share? (Conversation, staff meeting, reports, social media?)
Basics of Health, Wellness and Stress			
Self-Care for Helping Professionals			

Module Learning	What will you share? (What will be your message?)	With whom will you share?	How will you share? (Conversation, staff meeting, reports, social media?)
Build Good Work Relationships			
Making the Most of Wellness Resources			
Communication for Health and Wellness			

Be a Wellness Leader Certificate

Be A Wellness Leader

Facilitators

Cathy Mitchell, ALIGN

Research Consultant, HWHP

Dr. Thomas Barker, University of Alberta
Project Lead, HWHP



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Workshop Overview

Module 1: Basics of Health, Wellness, Stress, and Leadership

Module 2: Self-Care for Helping Professionals

Module 3: Building Healthy Work Relationships

Module 4: Making the Most of Wellness Resources

Module 5: Leadership Communication for Health and Wellness



Introduction and Expectations

Activity: Who are you and what do you want to get out of the day?

Your Path: Becoming a Wellness Leader

1. Understand basics of wellness and hazards
2. Improve your self-care
3. Build stronger work relationships
4. Use wellness tools and resources
5. Share your wellness leadership story



Module 1: Basics of Health, Wellness and Stress



What is your passion in doing your work?

1. Share with the person next to you or in a small group.

2. **Workbook activity:** Write a sentence describing your passion (p.4).



Basics of Stress

- Definition of *stress*:

“Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to realize their passion for work.”

World Health Organization, 2003

- Key concepts in stress:

- **Job demands:** Aspects in a job that require sustained physical and/or psychological effort or skills.
- **Control:** The ability of a person to influence or respond productively to what happens in his or her work environment.
- **Stressors (hazards):** Factors that diminish the employee’s ability to influence what happens in the work environment.



Example: Stressors in Kelly's Workplace

Kelly is a home visitation worker helping a delayed child. She has been working with this little boy for six months.

My passion: I can positively impact others' lives

My stressors:

Lack of time

Don't understand practice formats

Don't communicate with team

Family issues in care

Feeling of ineffectiveness

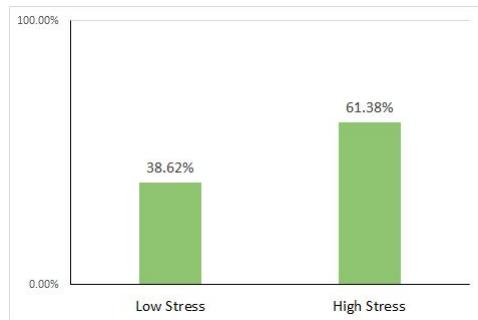


Stressors in Your Workplace

- At your table, talk about the stressors in your workplace
Thought starters:
 “Too much work and too little time”
 “Lack of resources”
- **Flip-chart activity:** Write your group’s list of hazards on the flip chart.
- **Discussion:** What are the most common hazards in your sector?
- **Workbook activity:** List stressors that you encounter in your job and that prevent you from realizing your passion (p.4).



What The Healthy Workplaces Research Shows: Stressors in the Helping Professions in Alberta



Q: What is your daily level of unhealthy stress at work?

Base: All sectors (n=593)

Source: HWHP Healthy Workplaces Survey, 2016

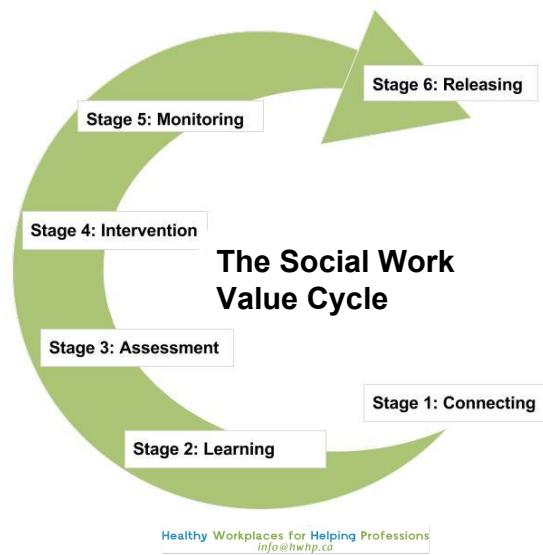
Most frequently experienced stressors:

1. Unrewarded contributions (25%)
2. Lack of discussion of health and wellness issues (22%)
3. Insufficient staff to handle client needs (17%)
4. Left out of decisions affecting my job (16%)
5. Life demands compete with work demands (14%)
6. Unreliable supervision (13%)
7. Lack of team support when needed (12%)
8. Put-downs, backstabbing, racism, gossip (12%)
9. Unclear job role (12%)
10. Workload too high (11%)

(Experience of work-related stressors: all, most or some of the time. All sectors.)



Think about the value your agency provides?



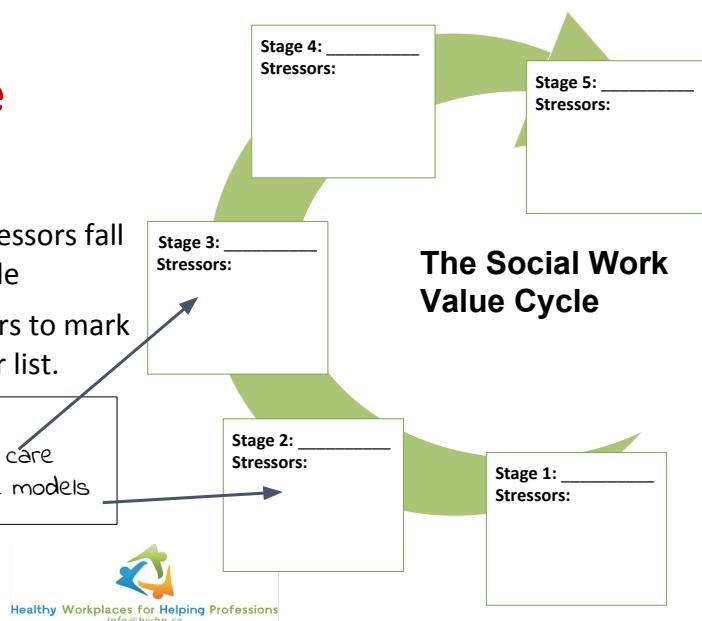
How do stressors interfere with the value cycle?

Discussion: Identify where stressors fall in each stage of the Value Cycle

Flipchart Activity: Use numbers to mark the stages of stressors on your list.

Kelly's example:

Monitoring stage: family issues in care
Assessment stage: lack of service models



Describe a “Stressful Day”

- Look over your list of stressors in your workbook
- Pick one or more stressors to use as a “typical” example
- **Workbook Activity:** Write a description of a “stressful day” for you in your workbook (*p.4*).
(Make sure to tell how you felt.)



Example: Kelly’s “Stressful Day”

I was having a stressful day. I had been working with a client who was very delayed but the mother kept interfering with my work and not following through. This day I almost exploded when the mother accused me of turning her child against her. I was very frustrated.

Stressor: “Family issues in care”

Would anyone want to share your stressful day story?



Break (15 minutes)

After the break: “The Next Day”



What The Healthy Workplaces Research Shows: Solutions to Stressors in Alberta

Organizational Factors	%	Individual Factors	%
Control is given to me in my job	71%	I am professionally capable and qualified	84%
I have flexible work arrangements	70%	I balance my life and work	82%
I have opportunities and support for self-care	59%	I meditate and jog	76%
I have access to employee assistance programs	54%	I have supportive conversations with co-workers	63%
I experience reflective and reliable supervision	53%	I try creative ways to do my work	58%

Q: Indicate which of the following factors are available in your workplace and that you think contribute to your workplace health.

Q: As an individual, what do you do to maintain your health in your workplace?

Source: HWHP Healthy Workplaces Survey, 2016



Flip-chart Activity: Action Solutions to Stressors

At your table:

- Review your list of stressors
- Brainstorm **solutions** for these stressors
- **Flipchart Activity:** Add these solutions to the flip chart
- Discuss:
 - Responsibilities: Which are *organizational*, which are *individual*?
 - Where might responsibilities overlap?



Workbook Activity: Solutions to Stressors

- Look over your group list of solutions
- Find one or more solutions that might have helped your stressful day
- Write your example as a “Next Day” in your workbook

Would anyone want to share your story?

Example: Kelly's Workbook

List of possible changes/solutions

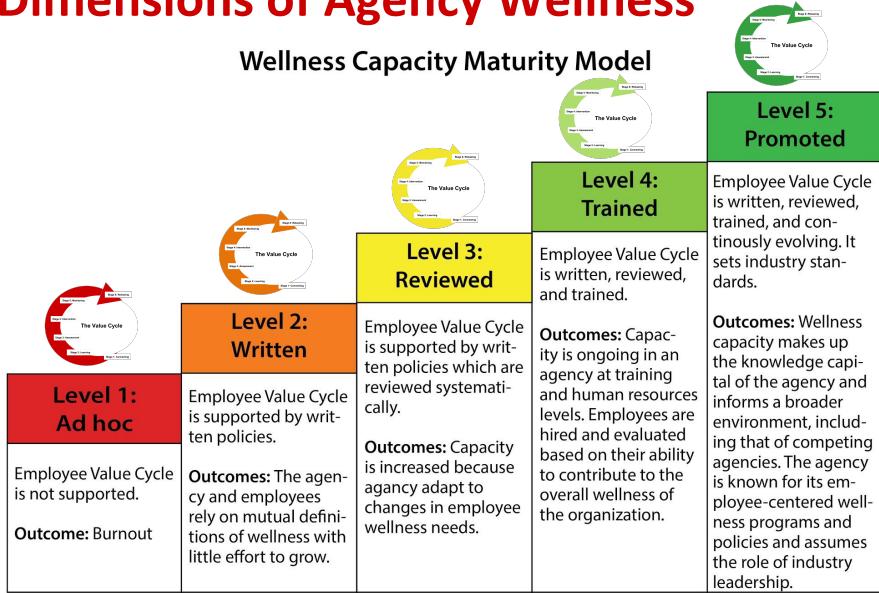
- I might ask my co-workers for help
- I need ways to integrate families (moms!) into care
- How can I plan my workday better so that I could visit both 'easy' and 'difficult' clients as a balance?
- How can I not freak out?

“Next Day” story

“I was tired of having stressful days. So I decided “no more!” I vowed to start asking my teammates for help, and to do better at engaging clients. That day was the beginning of my wellness journey.”

The Dimensions of Agency Wellness

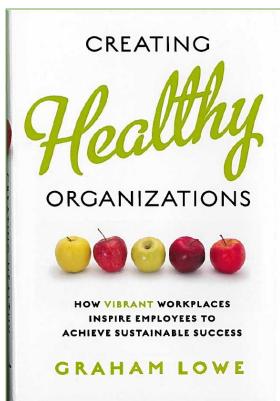
Wellness Capacity Maturity Model



Leadership Vision: Imagine Two Agencies

Hindering Agency	Thriving Agency
Value Cycle set by policy	Value Cycle developing and growing
Employee motivation drives the employee	Employee motivation drives the agency
High turnover and burnout	Employees inspired and eager
Mission is to grow profits	Mission is to grow employees
Low trust in supervisors	High trust in supervisors
Employees have little to say	Employees have everything to say
Policies imposed from the top	Policies grown from the bottom up
Culture of negativity and fear	Culture as a competitive advantage
Communication suppressed	Communication used to grow trust
Stress is unhealthy	Stress is a source of growth

Basics of Leadership



Inclusive Leadership

"Everyone in your organization has the potential to play a leadership role in achieving healthy organization goals. They need to be enabled to do so." (p.122)

"The answer to the question 'Who are the leaders?' is 'everyone in your organization.'" (p.124)

~Graham Lowe, *Creating Healthy Organizations*



Characteristics of Inclusive Leaders

1. Inspirational ("What inspires me.")

"Inspire yourself and encourage and support others to set and achieve higher goals for quality of work life and performance."

2. Caring and Connected ("How I show respect.")

"Leaders need to care about and be connected with those with whom you work." "You must be proactive, anticipate others' needs, take initiative, be a role model."

3. Trustworthy and Trusting ("Why I am worthy.")

"Leadership is about inspiring other to pursue with you outstanding results because they trust you and everyone else in the organization."

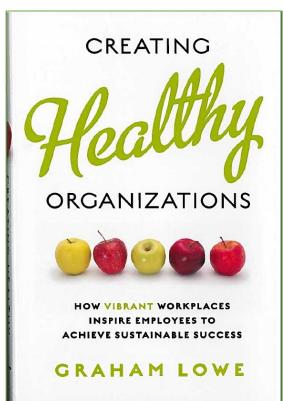
4. Action-Oriented ("What I will do.")

"Talk about sharing directions must lead quickly to action, or it becomes a waste of time."

~ Graham Lowe, *Creating Healthy Organizations*, p. 127-129.



Your Leadership Vision



Workbook Activity: Write your personal leadership vision.

“Leaders keep the big picture in view and understand how their actions contribute to the workplace community and the organization’s mission.” (p. 128)

~Graham Lowe, *Creating Healthy Organizations*



Module 1 Key Messages

- Know your path to becoming a wellness leader
- Understand your passion and your performance
- Identify job demands, control and stressors
- Information: Stressors in the Helping Professions in Alberta
- The Value Cycle
- Develop your “stressful day” and your “next day” stories
- Information: Basics of “inclusive leadership”
- Develop your guiding leadership vision



Leadership Action

Workbook Activity:

Complete the 1st part of
the Leadership Action
Worksheet (p.25.)

*(How will you share what
you have learned?)*

Leadership Action Planning Worksheet

My passion: _____
My stressors: _____
My leadership vision: _____

Module Learning	What will you share? (What will be your message?)	With whom will you share?	How will you share? (Conversation, staff meeting, reports, social media?)
1. Basics of Health, Wellness and Stress			



Module 2: Self-Care for Helping Professionals

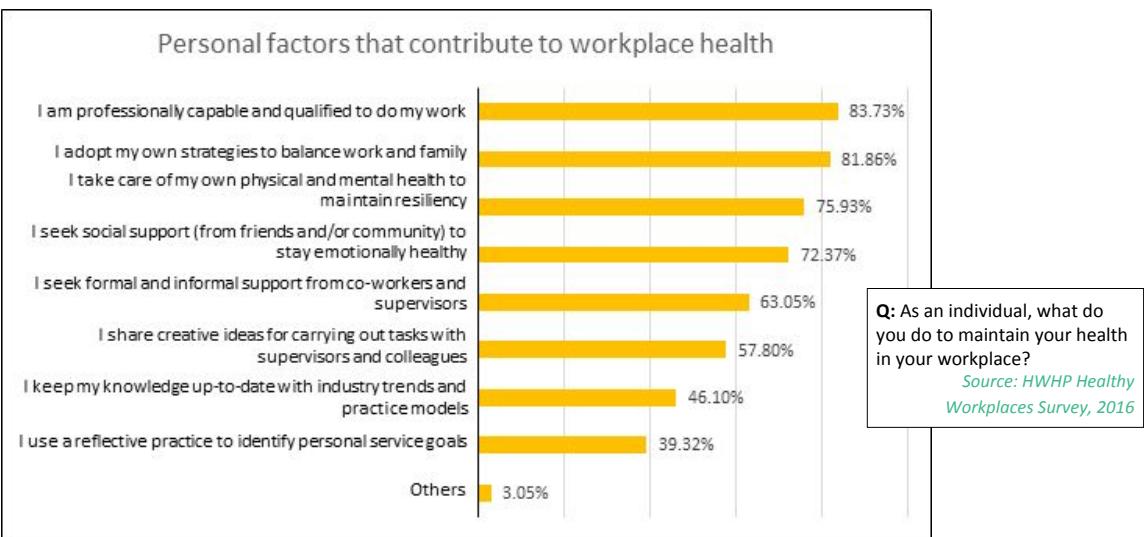


Discussion: Self-Care for Helping Professionals

1. **Discussion:** At your table, share some things you do for self-care.
2. **Flipchart activity:** List them on your flip chart.

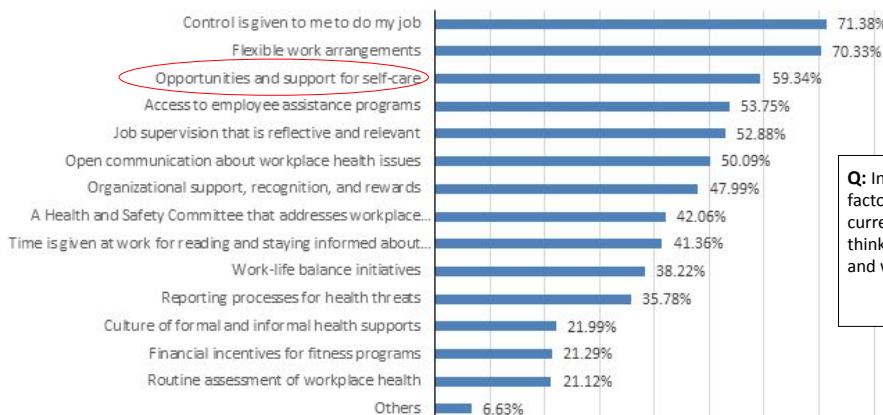


What The Healthy Workplaces Research Shows: What *Individual* Helping Professionals Do for Self-Care



What Healthy Workplaces Research Shows: Organizational Support for Self-Care

Organizational factors that contribute to workplace health:
perceived by respondents



Q: Indicate which of the following factors are available in your current workplace and that you think contribute to your health and wellness

Source: HWHP Healthy Workplaces Survey, 2016

Approaches to Self-Care

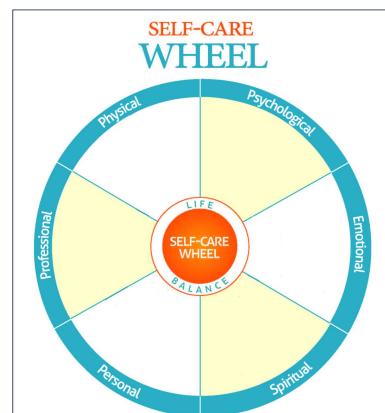
Reactive Approach	Proactive Approach
Limiting or addressing professional stressors	Enhancing well being
Positive or negative	Positive
Based on habits and weaknesses	Based on development and strength
Short-term	Short and long-term
Haphazard	Used regularly

Components of Self-Care

- **Workplace Self-Care.** This involves activities that help you to work consistently at the *professional* level expected of you.
- **Physical Self-Care.** Activities that help you to *stay fit and healthy*, and with enough energy to get through your work and personal commitments.
- **Psychological Self-Care.** Activities that help you to feel *clear-headed* and able to intellectually engage with the professional challenges that are found in your work and personal life.
- **Emotional Self-Care.** Allowing yourself to safely experience your full range of *feelings*.
- **Spiritual Self-Care.** This involves having a sense of *perspective beyond* the day-to-day of life.
- **Relationship Self-Care.** Is about maintaining healthy, supportive relationships, and ensuring you have diversity in your relationships so that you are not only *connected* to work people.



Identify Self-Care Goals and Activities



Activity: What Can You Do?

- Recall your stressful-day.

Example: Kelly's stressful-day

I was having a stressful day. I had been working with a client who was very delayed but the mother kept interfering with my work and not following through. This day I almost exploded when the mother accused me of turning her child against her. I was very frustrated.

- **Discussion:** How would better self-care have helped you avoid your stressful day?
- **Workbook Activity:** List activities and ideas on the Self-Care Wheel (p.10)



Work-Life Balance: Reactive Approach

- Categories of caregiver strain:
 - Delay starting a family/decide not to have a family
 - Have fewer children
 - Just work harder
 - Reduce the quality of things one does
 - Just try to forget about things
 - Use prescription medicine

“...individual coping strategies do little to help employed Canadians deal with work-life conflict...”

Source: <http://www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/balancing-equilibre/index-eng.php#a6234>



Work/Life Blending: Proactive Approach

- “**Work/life blend**”
Find ways that both work and life grow from your passions.
- “**Work/life seasons**”
Schedule times and events when work and life activities increase or decrease.
- “**Agency support**”
Allow for flexibility around workers’ life demands.

“When you approach everyday with passion and purpose, whether you're working long hours to prepare an important presentation or staying up late with your daughter to work on her science project, you can find joy and happiness in whatever it is you're pursuing at that moment.”

Jon Gordon, 2012

Can anyone share ideas?



Staff Resource: Daily Risk Assessment Tool

Risk Assessment for Daily Wellness																																																																			
Name:		Date:																																																																	
Today's Event (one assessment per event)																																																																			
What new case or event do I face today that pose potential wellness risks?																																																																			
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How to use this tool?

Instruction:

- Anticipate your day
- Evaluate your risk score
- Plan your day accordingly

Context:

- Staff meeting
- Training
- Record keeping
- Keep strong for others

Example: Kelly's Daily Risk Assessment

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Support	Team	Known.....Unknown	2																																																																		
	Communication	Strong.....Weak	3	Talk to Stacia and fellow workers																																																																	
External	External	Known.....Strangers	1																																																																		
	Adequate time	Lots.....Pressed	2	Plan better, visit easier clients afterwards																																																																	
Time	Total risk assessment	18 - 21 = High risk 13 - 17 = Medium risk 7 - 12 = Low risk	Total: 18																																																																		
	Process	Clear	Known.....Unknown	2																																																																	
Long Term Assessment	Capabilities	I have training	TonsLacking	2	Learn more about the holistic approach towards disabled persons																																																																
	My style	My zone.....Not my zone	4																																																																		
Rewards	Learning	Potential.....No potential	2	Find ways to communicate better with client's family																																																																	
	Potential	High.....Low	2																																																																		
Total risk assessment	12 - 15 = High risk 8 - 11 = Medium risk 4 - 7 = Low risk	Total: 9																																																																			


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Module 2 Key Messages

- Information: Self-care in Helping Professions in Alberta
- Information: Reactive vs. Proactive
- Information: Components of self-care: Self-Care Wheel
- Plan for self-care
- Information: Work-life balance vs. work-life blending
- Information: Daily Risk Assessment Tool

Leadership Action

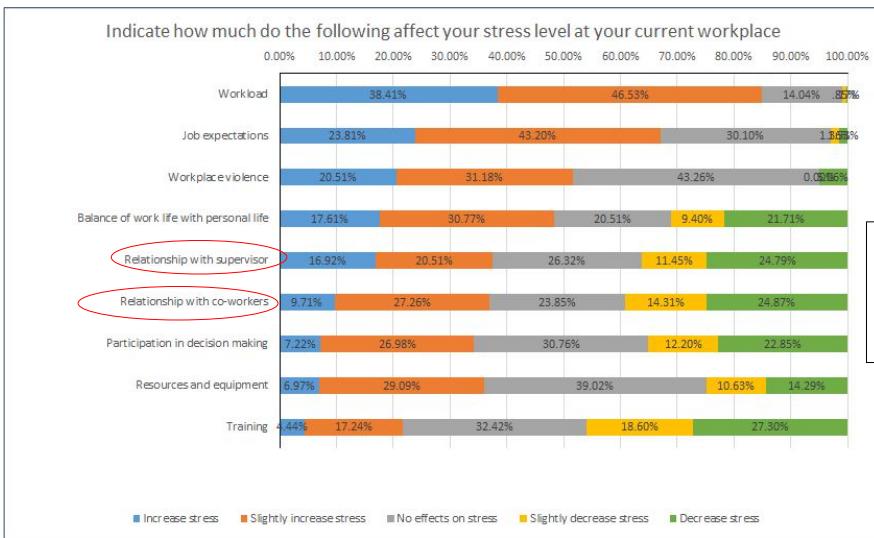
Workbook Activity: Use the 2nd part of the Leadership Action Worksheet to identify how you will share your ideas about self-care with your work-mates (p.25).



Module 3: Building Healthy Work Relationships



What Healthy Workplaces Research Shows: “Work relationships and stress”



Q: How much do the following factors affect your stress level at your current workplace?

Source: HWHP Healthy Workplaces Survey, 2016

Identify Work Relationships

1. Think about the people at work.
2. How do people contribute to (or hinder) your success at work?

Assess Work Relationships

- **Trust** – “How can I build trust?” This is the *foundation* of every good relationship. When you trust your team and colleagues, you form a powerful bond that helps you work and communicate more effectively.
- **Mutual Respect** – “How can I find ways to work together?” When you respect the people that you work with, you value their input and ideas, and they value yours. *Working together*, you can develop solutions based on your collective insight, wisdom and creativity.
- **Mindfulness** – “How can I be present and empathize?” This means taking *responsibility* for your words and actions. Mindful people are careful and attend to what they say, and they don’t let their own negative emotions impact the people around them.
- **Welcoming of Diversity** – “How can I value diversity?” Workers with good relationships accept and welcome diverse people and opinions. When friends and colleagues offer *different opinions*, they consider what they have to say, and factor these insights into their decision-making.
- **Open Communication** – “How can I be more authentic?” The better and more effectively you communicate with those around you, the richer your relationships will be. All good relationships depend on *open and honest* communication.

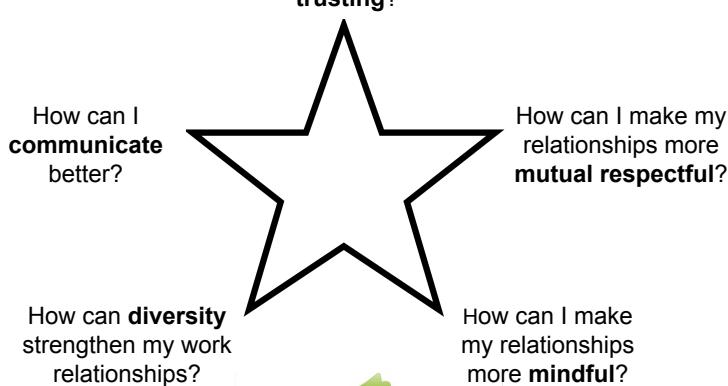
Discussion: Use these elements to think about your current work relationships.



Improve Work Relationships

Workbook Activity (p.17)

How can I make my relationships more **trusting**?



Flip-chart Activity

- What are some things **an individual** can do to improve work relationships? Make a list of action items.
- What are some things **an agency** can do to improve work relationships? Make a list of action items.

Individual	Agency



Information: Resolving Work Relationship Conflicts

1. **Explore issues:** An issue is a problem that needs to be solved—the topic or subject you need to talk about.
2. **Understand interests:** People's interests in an issue are the reasons why they care about it—the needs, fears, wants and concerns they experience about the issue and its impact. Every person with a well-founded concern has an interest in the issue.
3. **Develop options:** An option is a possible solution to a conflict that satisfies both the shared and separate interests of the people involved.
4. **Choose a solution:** A solution is an option that resolves the issue by meeting the interests of the people concerned. An effective solution is a simple, efficient, affordable, acceptable, flexible and legal answer to the problem.
5. **Implement the solution:** Prepare a plan.
6. **Evaluate the outcomes:** Measure the success of your plan to decide if your solution is working.

<https://alis.alberta.ca/ep/eps/tips/tips.html?EK=7389>



Module 3 Key Messages

- Information: Work relationships matter
- Follow the process: Identify, assess, and improve your work relationships
- Identify what **you** and can do and what your **agency** can do
- Information: Resolving work relationship conflicts



Leadership Action

Use the 3rd part of the **Leadership Action Worksheet** to list opportunities for sharing how you and your agency can improve work relationships (*p.26*).



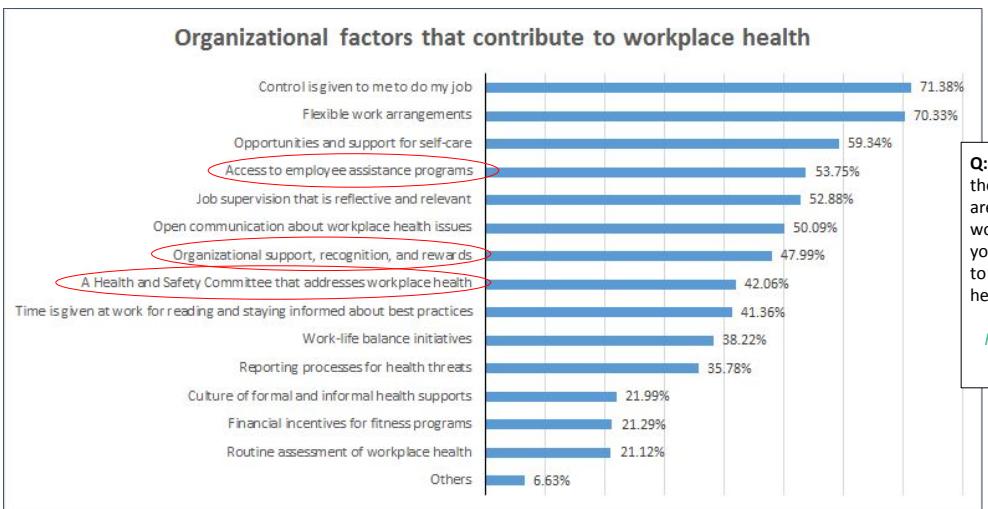
Break (15 min)



Module 4: Making the Most of Wellness Resources



What Healthy Workplace Project Research Shows: Agency Wellness Resources



Overview of Wellness Resources

- Agency resources:** These are specific to your agency and include the efforts of your Health and Safety Committee.
- Benefit provider resources:** These are provided by insurance companies.
- Educational resources:** These are available from colleges and university extension services for continuing education credit.
- Professional resources:** These are workshops and conferences where you can learn about wellness initiative. Some of these come from certification bodies.
- Community resources:** These are workshops and events provided by the community that can enhance your social network and help you see how appreciated you are.

Agency Resources

- **Policies:** sick leaves, absence, health benefits, vacation, modified work, dependant care, training opportunities
 - Clear policies (hiring, training, rewards), employee involvement in decision-making, job satisfaction surveys
 - Insurance
 - Wellness policy with employee engagement
- **Health and Safety Committee**
 - Reporting, staff meetings, education
- **Employee Assistance Program**
 - Counselling, medical assistance, coping with personal issues



Resources for Agency Support



Non-Governmental Agencies

Guarding Minds @ Work

<http://www.guardingmindsatwork.ca>



Government Agencies

Canadian Centre for Occupational Health and Safety

https://www.ccohs.ca/oshanswers/psychosocial/wellness_program.html



Employee Assistance Programs

Family Services Employee Assistance Programs

<http://www.ccohs.ca/oshanswers/hsprograms/eap.html>



Wellness Standards Organizations

Mental Health Commission of Canada

<http://www.mentalhealthcommission.ca/English/issues/workplace/national-standard>



Example of Agency Support: Alberta Blue Cross

- Supporting individual health
- Fostering a healthy workplace
- Promoting healthy communities
 - Promoting physical activity
 - Focusing on healthy employees at staff meetings
 - Providing free flu shots and access to assessment tools
 - Hosting information sessions
 - Focusing on ergonomics
 - Focusing on everyday safety and security
 - Participating in Alberta Winter Walk Day



How does your workplace compare to this one?

Your Agency Resources

- **Workbook Activity:** What agency/ benefit provider/ educational/ professional/ community resources are available to you? (p.20)

Flipchart Activity: Your Resources

In your group: List resources available at your agencies. Analyze your list using the criteria below.

O = Obstacles to Action	What prevents a person from accessing these wellness resources in your agencies?
C = Co-Worker Action	How can people make better use of these wellness resources?
A = Agency Action	What can your agency do to make these resources more available to employees?
M = My Action	What can you do to promote use of these wellness resources?

Module 4 Key Messages

- Information: Overview of wellness resources
- Identify resources available at your agency
- Find ways to promote the use of agency resources

Leadership Action: Share Your Ideas About Wellness Resources

Use the 4th part of the **Leadership Action Worksheet** to plan how you will share your ideas. (p.26)



Module 5: Communication for Health and Wellness



What The HWHP Research Shows: “Wellness Issues Are Rarely Discussed”

Most frequently experienced (always, most or some of the time) workplace hazards:

- Unrewarded contributions (25.39%)
- ***Lack of discussion of personal/tough wellness issues (22.28%)***
- Insufficient staff to handle client needs (16.81%)
- Lack of involvement in decision-making (16.07%)
- Imbalanced work-life (13.75%)

Q: Indicate the factors that threaten your workplace health. Please select one choice for each factor (Always or almost always, some of the time, rarely, never, not applicable).

Source: HWHP Healthy Workplaces Survey, 2016

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What The HWHP Research Shows: “Effective Communication Reduces Work Stress”



Activity: Communication in Helping Settings

- Think about your workplace setting.
- **Flip chart Activity:** *What kinds of communication do you see?*



Benefits of Storytelling

What makes great stories so powerful is their “stickiness”, their ability to draw attention and encourage our hearts and minds.”

(Changemakers, 2014)

Large group discussion: How are stories important to your work?

- Understand: Reinforce positive practices and encourage others to do the same
- Feel better: Good stories spread quickly and inspire us to take action
- Solve: Promote culture change and positive action



Types of Stories in A Helping Setting

Type of Stories	Example
Teaching	“The police car came to the house today....”
Clinical	“Then I left the children with their grandmother....”
Therapeutic	“I went to the counselling sessions....”
Performance	“Then I suggested that she join a support group....”
Journal	“Today I felt like I was getting better at my work....”
Mentorship	“Let me tell you how that meeting went....”
Leadership	“That incidence changed the way I look at my work....”



Example: Kelly's Wellness Leader Story

Kelly's “stressful day” story:

I was having a bad day. I had been working with a client who was very delayed but the mother kept demeaning my work and not following through. This day I almost exploded when the mother accused me of turning her child against her. I was very frustrated.

Kelly's “wellness leader” story:

The next day I decided not to keep it inside any more. I didn't know her very well, but I took a chance and confided in Stacia. To my surprise, Stacia said, “It looks like you're really having an issue with the mom.” I had to admit she was right. Stacia couldn't talk just then, but she remembered when she got back and took the time to hear me out. From that day on I saw my work differently. I shared more.

And my focus is on making my work healthy. What Stacia did for me, I have done for others. I can talk about the hazards we face in child and family work, especially when monitoring a client. My self-care has gotten better since I started relaxation and meditation classes. I have stronger relationships with my co-workers (thanks to Stacia's model).



Information: Guidelines for Writing a Wellness Leader Story

Guidelines for Writing a *Wellness Leader* Story

A good "wellness leader" story is about a discovery or realization you had in your work that illustrates how you stay healthy—dealing with stress—in your work. It is a story you can share with others as a helpful example. Often a "bad day" story is a good place to start. Imagine the *next day*...

Not all kinds of stories are appropriate for telling your personal realization.

Great subjects:

- "Ah-hah" I get it, finally, after banging my head against the wall.
- "Problem solved." I couldn't see how I could do it, but then I found the determination in myself.
- "Eureka!" I figured out how to do my job.
- "This was my transformation." I changed my attitude or outlook and my whole job got easier.

Not so good subjects:

- "I hate my job." Rants about working in a dysfunctional environment or with dysfunctional clients, bosses, or coworkers.
- "I make a difference." Stories about successful interventions or practice.
- "Things got better." Stories about resolutions that were not the direct result of the participant's effort at understanding.
- "It all started when I was 10..." Life stories of career changes and choices.
- "She finally started to fit in." Stories about other people.

Ever had a really bad day? Think about your work and a time when you were feeling frustrated because the demands of the job seemed beyond you. Then think about how you resolved the problem, found your personal capability, and came to the conclusion that you belonged in that job. This is your "I get this job" moment. Such a story may begin with a rant, and it may end with a sense of making a difference, but it is much more about you and how you realized that you fit in.

You should be prepared to share this kind of story with others, and to gently nudge them into the groove of their personal success. Remember, "A candle loses nothing by lighting another candle."

Workbook, p.21

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Workbook Activity: Write Your Wellness Leader Story



Workbook, p.22

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Wellness Leader Story Sharing Plan

Who is the audience for this story?	What is the key message of the story?	Where could you share story? With whom?	What are you asking of your audience?	Where/how will the story be shared?
<input type="checkbox"/> Co-workers <input type="checkbox"/> Supervisor <input type="checkbox"/> Family <input type="checkbox"/> Other: Jot the message down here:	<input type="checkbox"/> Social supports <input type="checkbox"/> Self-care <input type="checkbox"/> Change of thought patterns <input type="checkbox"/> New practices <input type="checkbox"/> New accountabilities <input type="checkbox"/> Change in workplace culture <input type="checkbox"/> Life-long learning <input type="checkbox"/> Value messages	<input type="checkbox"/> Staff room <input type="checkbox"/> Health & Safety meeting <input type="checkbox"/> Staff meeting <input type="checkbox"/> Face-to-face <input type="checkbox"/> Note <input type="checkbox"/> Email <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Phone message <input type="checkbox"/> Journal <input type="checkbox"/> Newsletter <input type="checkbox"/> Other:	<input type="checkbox"/> ASAP <input type="checkbox"/> Anytime <input type="checkbox"/> Occasion: Notes:	

Workbook, p.23

“Every listener hears something different; help them hear what they need to hear.”

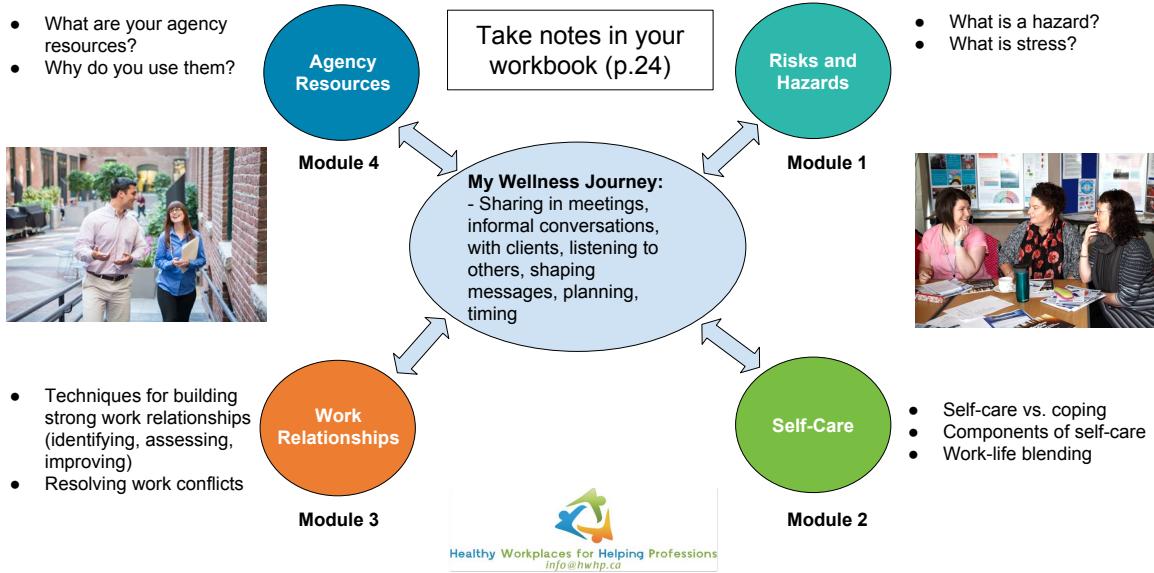


Activity: Role Play “Sharing Your Wellness Leader Story”

- In pairs, practice telling your stories. Role play the “Storyteller” and the “Listener” roles. (Imagine the occasion and location.)
- For the “Listener” share your stressful day story only.
- For the “Storyteller” share your stressful day story *and* your next day story.
- Next: Switch roles and repeat the exercise.
- When everyone has had a chance to share and listen, share your feelings with your group about telling your experience.
 - How did hearing someone’s story make you feel?*
 - How did telling your story make you feel?*



Communication, Wellness, and Leadership



Module 5 Key Messages

- Information: Communication about health and wellness issues in Helping Professions in Alberta
- Communication, wellness, and leadership
- Story telling and writing
- Leadership Action: share your story

Leadership Action

Use the 5th part of the **Leadership Action Worksheet** to plan for sharing your ideas.



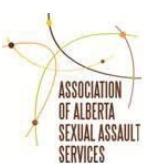
Workshop Review

Group discussion and sharing: What will you take away from today's workshop?





Thank You...



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