



Forget Me Not
Creating a resilient workplace for caregiving

Forget Me Not Creating a **Creating a resilient workplace for caregivers** **Learning Outcomes and Key Take Aways**

Four factors that influence resilience in the workplace:

- 1. Individuals**
- 2. Individual Jobs**
- 3. Teams**
- 4. Organizations**

Implementing a program to build resilient workplaces

1. Individuals

A resilient individual is someone who maintains good mental health and productivity generally, as well as during times of stress or adversity.

Skills in emotional regulation, awareness of when to ask for help, self-esteem, confidence in individual ability and problem focused coping skills are protective factors that may boost individual resilience.

Stressful life events, a mismatch between skills and the job, prior mental ill health as well as chronic health problems and a low perception of their own health, are risk factors that may reduce individual resilience.

Practical strategies to build individual resilience

1. Individual resilience training grounded in evidence based approaches, for example Cognitive Behavioural Training or Mindfulness/Acceptance and Commitment Therapy.
- 2. Enhancing worker involvement in workplace decisions, for example representation on workplace committees.
3. Providing workers with appropriate control or say in how and when they do their work, for example flexible working initiatives, shift work and rostered time off.
4. Training to help workers manage stressful situations.

Practical strategies to build individual resilience

5. Workplace physical activity programs.
6. Promotion of self-help websites or other electronic health initiatives.
7. Recognising and rewarding good work.
8. Encouraging managers to have regular conversations with their workers to 'check in' to see how they are going.



Experience
never goes out
of fashion

Robert DENIRO Anne HATHAWAY

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Individual jobs

A job that helps build resilience can only be created in a workplace that monitors risk and reduces this risk.

Examples of protective factors that may improve individual job resilience include workplace engagement, role clarity with regular feedback and recognition, job satisfaction and meaningful and flexible work.

Meanwhile, risk factors that may reduce resilience at work include high demand, a lack of control over work, poor performance feedback and job insecurity.

Matching the job to the skills and abilities of a worker and providing appropriate training and support are very important for improving resilience.

Practical strategies to build job resilience

- Providing workers with autonomy and appropriate demands and control. For example, providing scope for workers to plan their work and make decisions about how their work is done.
- Working with the Human Resources Team to identify specific job risks to mental health. For example, periods of high work demand, change or conflict.
- Having regular conversations between the manager and worker to support the worker's performance. This can include providing job clarity and identifying support the worker may need.
- Regular communication and consultation with workers about issues that affect them directly.



Teams

A resilient team buffers its members against the adverse effects of stress and helps minimize known risk factors.

Protective factors that can help to build resilience within a team include supportive managers, trust and respect between team members, the ability to make reasonable adjustments, as well as good communication.

Conflict and breakdown in relationships, team stigma around mental health and poor leadership and communication are risk factors that may reduce a team's resilience.

Practical strategies to build team resilience

- Manager training to provide skills and confidence to help and support team members when needed.
- Commitment statement from senior leaders to be active participants in creating mentally healthy workplaces.
- Training on how to deal with bullying or interpersonal conflict.
- Regular communication between team members.
- Peer support programs.
- Mentoring schemes.
- Team social events to foster increased co-worker support.
- Regular informal team catch-ups to build team cohesion.
- Education to recognize and respond to mental ill health.



Organizations

Resilient organizations are characterized by strong leaders and an ability to positively adapt to a changing environment.

Protective factors that may build resilience at the organizational level include clear organizational goals and objectives, visible and accessible senior management, consultation and good systems to support ill or injured workers.

Conversely, risk factors that can reduce organisational resilience include a lack of accountability, poorly managed organisational change, a lack of action around known problems, and a lack of senior leader support for mental health.

Practical strategies to build organizational resilience

- Senior management are actively involved in creating mentally healthy workplaces.
- Mental health policy including a bullying policy.
- Establish a working group (with senior representation) to discuss responsibilities for psychological resilience strategies.
- Encourage a culture of flexibility and worker involvement in decisions.
- Ensure high levels of organisational justice through a focus on respect and dignity and fair distribution of resources.
- Mental health literacy programs for all workers.

• Practical strategies to build organizational resilience

- Policies and programs to reduce mental health stigma.
- Employee assistance programs.
- Regular worker engagement surveys.
- Assess and address mental health risk factors through risk assessments such as a psychosocial risk assessment tool.
- Policies to support and encourage people to seek help early.
- Consider mental health in any proposed major organizational change.

LEADS FRAMEWORK



Systems Transformation

- Demonstrate systems/critical thinking; encourage and support innovation; orient themselves strategically to the future; champion and orchestrate change.

Develop Coalition

- Purposefully build partnerships and networks to create results; demonstrate a commitment to customers and service; mobilize knowledge; navigate socio-political environments

Achieve Results

- Set direction; strategically align decisions with vision, values, and evidence; take action to implement decisions; assess and evaluate.

Engage Others

- Foster the development of others; contribute to the creation of healthy organizations; communicate effectively; build teams.

Lead Self

- Are self-aware; manage themselves; develop themselves; demonstrate

Implementing a program to build resilient workplaces

Workplaces can improve their workers' resilience and have direct financial benefits to an organization thanks to improved work performance and reduced sickness absence. The key is to have an integrated approach for individual resilience and organizational factors.

There are three broad strategies organizations can use to build the resilience of their workers:

- 1.reduce known work-related risk factors for mental ill health
- 2.increase individual resilience
- 3.maximize organizational resilience.

When implementing strategies to build resilience in the workplace, remember:

- It is not just about the individual—organizational and team factors are very important.
- Single strategies implemented in isolation are unlikely to work.
- Leadership commitment is crucial to making sure promoting resilience becomes embedded in workplace culture.
- Line managers have an important role to play through early intervention, managing sickness absence, supporting team members, boosting team morale and modelling positive behaviours.

STEP 1: PREPARATION

- > Ensure senior level support and involvement
 - > Involve all levels of staff in planning
- > Possible role for mental health policy or working group



STEP 2: ASSESS WHAT IS CURRENTLY OCCURRING

- > What sort of potential risk factors are a problem for your organisation?
How are they measured?
- > What processes are currently in place to promote psychological resilience at the individual, job, team and organisational level?



STEP 3: IMPLEMENT NEW RESILIENCE STRATEGIES

- > The potential for new strategies should be considered at each of the four levels of the resilience model



INDIVIDUAL

JOB

TEAM

ORGANISATION



STEP 4: EVALUATION

- > The impact of any new intervention or strategy should be evaluated
- > There should be a process of continual monitoring and re-evaluation



Balance work with other life activities.

Encourage a balanced approach to work. Ensure work is undertaken in a safe, healthy and productive manner over time. A balance of effort and recovery (including time for rest, exercise and adequate nutrition) has been recognized as important to the maintenance of resilience.

Building Personal Resilience

The following four elements are important to build personal resilience:

- 1. Social support**
Build good relationships with family and friends;
- 2. Physical health**
Look after yourself;
- 3. Behaviour**
Spend your time wisely; and
- 4. Thoughts**
Manage your self-talk.









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TABOR VILLAGE
Providing Care from the Heart



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