

Leadership Development in Healthcare

Promoting a Culture of Wellness, Balance & Resilience

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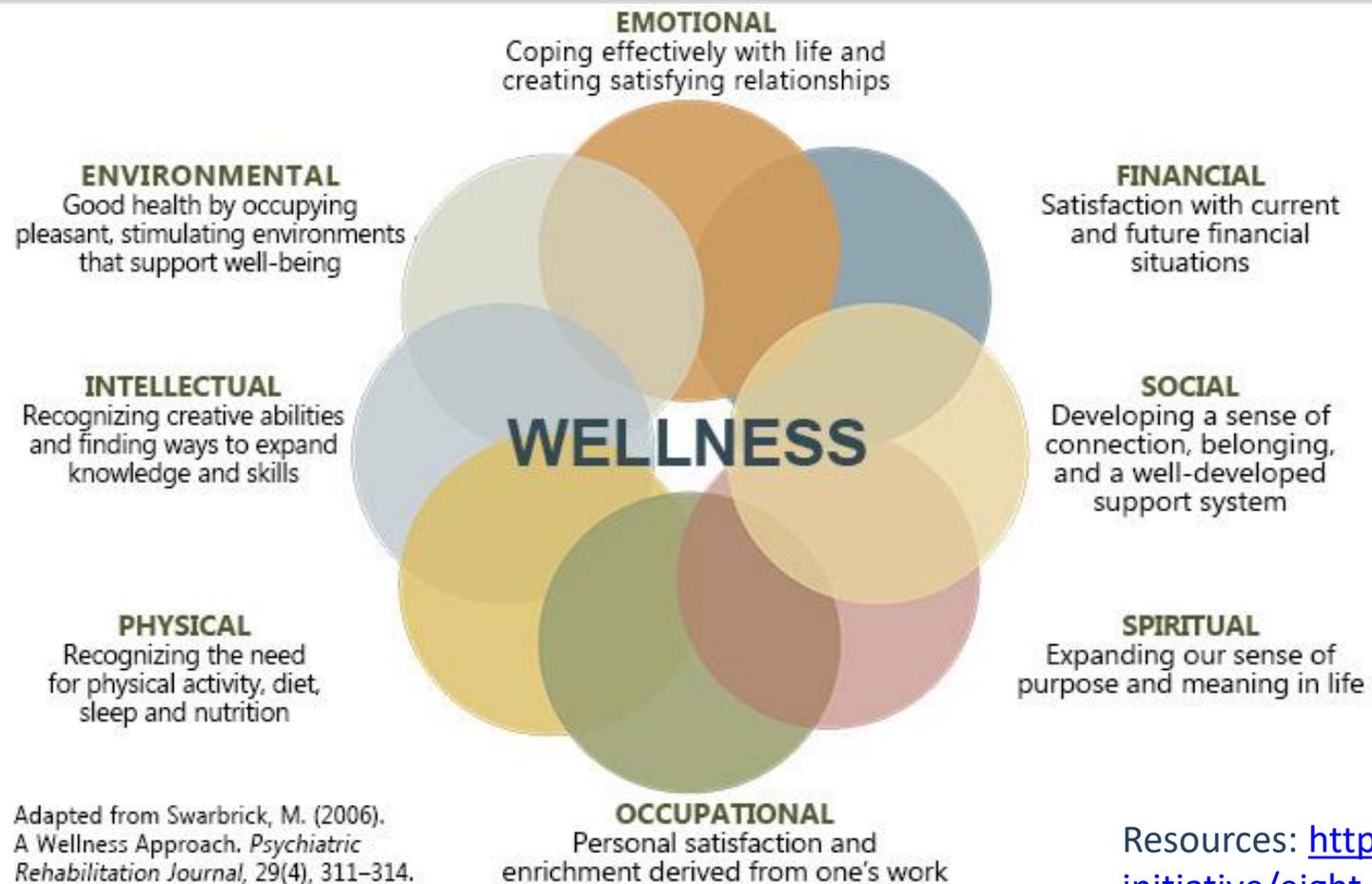
What is a Culture of Wellness?

Promoting a **culture of wellness** means fostering a workplace (classroom setting) that encourages and promotes the well-being of your employees (students, peers, faculty). It means implementing ways for everyone to be healthy and supporting each other in creating healthy habits, in both personal and professional lives, consistent with our own values & priorities.



[Adapted from: Kohll, A. (2017). How you can nurture a culture of wellness. *Forbes*.]

Eight Dimensions of Wellness



What is Resilience?

- Skill and capacity to be robust under conditions of enormous stress or change, i.e., family and relationship problems, serious health problems or workplace and financial stressors.
- “Bouncing back” from difficult experiences.

Coutou, 2002. How Resilience Works. Harvard Business Review. Accessed at: <https://hbr.org/2002/05/how-resilience-works>

Essential Leadership Competency

- 25% of employees in the US view their jobs as their #1 stressor (CDC, 2013)
- Stress → Burnout, Depression, Anxiety
- Organizationally, reduces wellness & productivity
 - Resilience is a tool that can help employees more effectively manage work-related stress

What Contributes to Resilience?

- ❑ Psychological capacity; innate factors including:
 - Optimism
 - Ability to stay balanced, manage difficult emotions
 - Sense of safety, strong support system
 - Sense of meaning, values
 - Ability to make do
- ❑ Skill: attitudes and behaviors that can be learned
 - Positive psychology: study of strengths that enable individuals/communities to thrive
 - Positive psychologists outline ways to build resilience

Coutou, 2002. How Resilience Works. Harvard Business Review. Accessed at: <https://hbr.org/2002/05/how-resilience-works>

Strategies to Build Resilience

- ✓ Practice *mindfulness*: meditating to focus on the present, avoid distraction of past/ future worries
- ✓ *Compartmentalize*: avoid context switching between different types of tasks
- ✓ *Detach*: step away to reset
- ✓ Develop *mental agility*: when stressed, pause, reflect, and choose to respond versus react
- ✓ Be *compassionate*: to yourself and others

Fernandez, 2016 . 5 Ways to Build Resilience at Work. *Harvard Business Review*, Accessed at: <https://hbr.org/2016/06/627-building-resilience-ic-5-ways-to-build-your-personal-resilience-at-work>

Resilience has its limits...

- If underlying structural, environmental, aggravating factors are not addressed, continued aggravation may lead to burnout.
- Resilience may increase personal resources without increasing occupational resources.
- Resilience implies the challenge for employees is to tolerate the demands put upon them. It may not in itself inspire action to improve the work context.
- There are some things people should not tolerate. For example, workplace incivility and disrespect are a major source of distress for people at work. A greater capacity to tolerate such behavior may serve an individual in a moment, but fails to address serious ongoing problems for the group (and the workplace culture).

Leiter, M. (2018). Preventing workplace burnout: Why resilience is not enough. *InPsych: The Bulletin of the Australian Psychological Society Ltd*, 40(3), 24.

Leaders Achieving (Work-Life) Balance

- Means bringing work, whether done on the job or at home, and leisure time into balance to live life to its fullest.
- Not that you spend half of your life working and half of it playing; instead, balancing the two to achieve harmony in physical, emotional, and spiritual health (the mind-body-spirit connection).
- In today's economy, can nurses achieve work-life balance? Although doing so may be difficult, the consequences to our health can be enormous if we don't try. Balance may look different for each one of us (depending on our lives).
- As leaders, achieving balance begins with *us* – and we can role model for others!

Simmons, S. (2012). Striving for work-life balance. *AJN The American Journal of Nursing*, 112(1), 25-26.

The Key

- *Know Yourself:* What motivates you to keep moving forward? What are your goals, values, desires, likes, wants, and needs?
- There are existing, as well as emerging interventions, strategies, activities that promote “wellness” and “work-life” balance. *The key* is to choose what you like to do, what makes you happy and brings you joy!
 - Recommend to keep an open mind and “try” new things too because “learning” keeps our brain healthy.
- Decades of research shows that the *social support* we receive from family, friends, co-workers – helps keep us healthy.
- ***SHARE: What is something you like to do for wellness? Include a resource (app, link, organization, reference, community resource, strategies) you can share!***

Simmons, S. (2012). Striving for work-life balance. *AJN The American Journal of Nursing*, 112(1), 25-26.