The Importance of Resilience and Well-Being in the Workplace

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Tribal
MAT

A unified response to
the opioid crisis in
California Indian Country

Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where Indigenous nations and Tribal groups are traditional stewards of the land.

- Please join us in supporting efforts to affirm Tribal sovereignty across what is now known as California and in displaying respect, honor and gratitude for all Indigenous people.

Whose land are you on?
Option 1: Text your zip code to 1-855-917-5263
Option 2: Enter your location at https://native-land.ca
Option 3: Access Native Land website via QR Code:

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What we say and how we say it inspires the hope and belief that recovery is possible for everyone.

Affirming, respectful, and culturally-informed language promotes evidence-based care.

PEOPLE FIRST

Language Matters
in treatment, in conversation, in connection.

Pacific Southwest (HHS Region 9)
ATTC
Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

JUNETEENTH

FREEDOM DAY

JUNE ACKNOWLEDGEMENTS

JUNETEENTH AND LGBTQ + PRIDE MONTH

Disclosures

There are no relevant financial relationships with ACCME-defined commercial interests for anyone who was in control of the content of this activity.

Starting Off with a Few Key Definitions

► **Positive work and learning environments** are safe and healthy, support the well-being of health workers and learners, and foster ethical and meaningful training and practice (NASEM, 2019).

► **Professional well-being** is a "function of being satisfied with one's job, finding meaning in work, feeling engaged at work, having a high-quality working life, and finding professional fulfillment in work" (Danna and Griffin, 1999; Doble and Santha, 2008).

► **Resilience** is the ability of an individual, organization, "community, or system to withstand, adapt, recover, rebound, or grow from adversity, stress, or trauma" (NASEM, 2019).
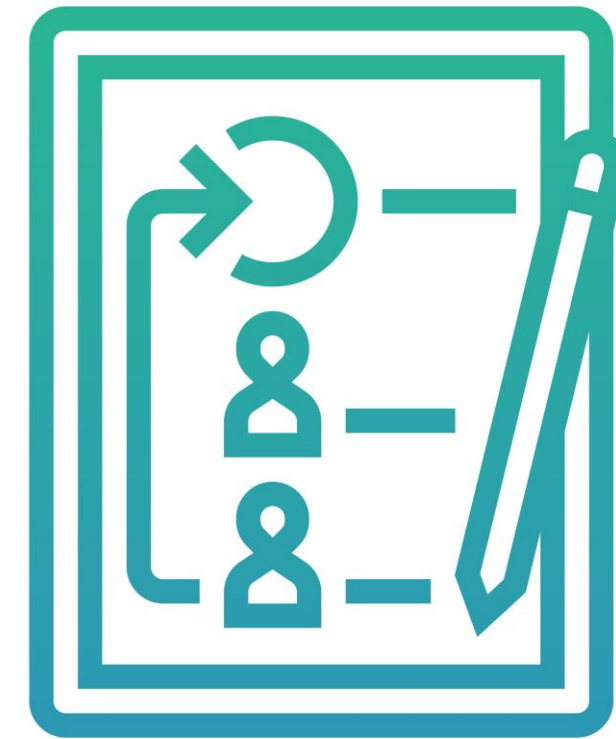
What is Resilience? – All the "Rs"

▶ Ability to handle setbacks and deal with chronic stress

▶ It's all about recharging, not enduring

  ▶ Recovering, refueling, and resting

▶ Chronic stress can lead to extreme exhaustion and burnout

▶ Professionals can influence and impact their team's and organization's resilience through words and actions

  ▶ *In order to do so, you must build and maintain your self-resilience first!*

  ▶ *This requires a mindset shift*

SOURCE: Adapted from Dr. Amer Kaissi, https://www.issup.net/knowledge-share/publications/2023-01/power-resilience

"3 by 2 Morning Prioritization" – A Practical Exercise

▶ Flexibility is key! – Find small blocks of time (time confetti)

▶ Instead of jumping straight into checking email or returning phone calls, you:

  ▶ 2 minutes: Sit and let the mind settle into focus, calm, and clarity

  ▶ 2 minutes: Consider most important priorities for the day

  ▶ 2 minutes: Plot priority activities into calendar

Work-Life Balance < Achieve Alignment

- ▶ Establish boundaries between professional and personal life
  - ▶ Sometimes you have busy stretches with extreme imbalances
- ▶ Be flexible and work intentionally to re-establish boundaries when busy stretches are over
  - ▶ Example: You may need to work during evenings and on weekends during busy seasons with tight deadlines, though that should be the exception, not the rule

Our workplaces play a significant role in our lives

Vivek H. Murthy, MD, MBA

Current Priorities of the U.S. Surgeon General

Project ECHO

University of California Los Angeles
Integrated Substance Abuse Programs

"The COVID-19 pandemic brought the relationship between work and well-being into clear focus"

Vivek H. Murthy, MD, MBA

Current Priorities of the U.S. Surgeon General

Our Nation's Current Workplace Landscape

76%

of U.S. workers reported at least one symptom of a mental health condition[1]

84%

of respondents said their workplace conditions had contributed to at least one mental health challenge[1]

81%

of workers reported that they will be looking for workplaces that support mental health in the future[3]

(1) Mind Share Partners' 2021 Mental Health at Work Report (https://www.mindsharepartners.org/mentalhealthatworkreport-2021); (2) APA's 2022 Work and Well-Being Survey Results (https://www.apa.org/pubs/reports/work-well-being/2022-mental-health-support#:~:text=A%20majority%20(81%25)%20of,into%20their%20future%20job%20decisions).

The Surgeon General's Framework for Workplace Mental Health and Well-Being

- Safety
- Security
- Protection from Harm
- Learning
- Social Support
- Opportunity for Growth
- Connection & Community
- *Centered on* **Worker Voice and Equity**
- Accomplishment
- Belonging
- Dignity
- Autonomy
- Mattering at Work
- Work-Life Harmony
- Meaning
- Flexibility

▶ Centered on the worker's voice and equity

▶ Five Essentials support workplaces as engines of well-being

▶ Each Essential is grounded in two human needs

▶ Creating a plan to enact these practices can strengthen the essentials of workplace well-being

The Five Essentials for Workplace Mental Health and Well-Being

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

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Let's do a deep dive into each of the five key essentials

Essential #1: Protection from Harm
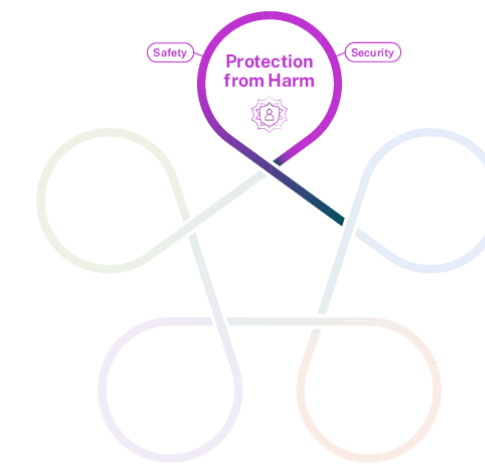
▶ Rests on two human needs – *safety* and *security*

▶ Workplace safety means all workers are in a safe and healthful work environment, protected from physical harm, injury, illness, and death

▶ People cannot perform well at work if they feel physically or psychologically unsafe

▶ Organizations can further *normalize and support mental health* while decreasing stigma at work by validating challenges, communicating mental health and well-being as priorities, and offering both support and prevention services

▶ Prioritizing DEIA norms means operationalizing relevant policies and programs in ways that ensure safety, including confronting structural racism, microaggressions, ableism, and implicit bias

Essential #2: Connection & Community
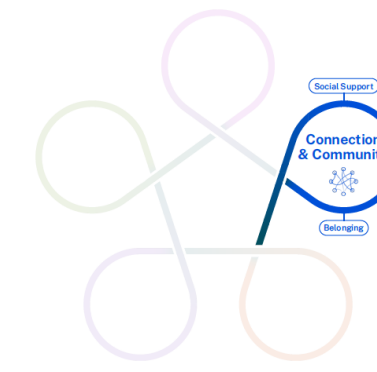
▶ Rests on two human needs – *social support* and *belonging*

▶ Belonging is the feeling of being an accepted member of a group, or of connectedness given one's interpersonal relationships

▶ Organizational cultures that promote belonging can foster a powerful protective force against bias, discrimination, and exclusion in the workplace

▶ Clear and consistent communication between staff and leaders is foundational in building trust.

▶ The future of work includes both remote and hybrid work, resulting in a need to be intentional about how to build teams, communicate, and collaborate

Essential #3: Work-Life Harmony
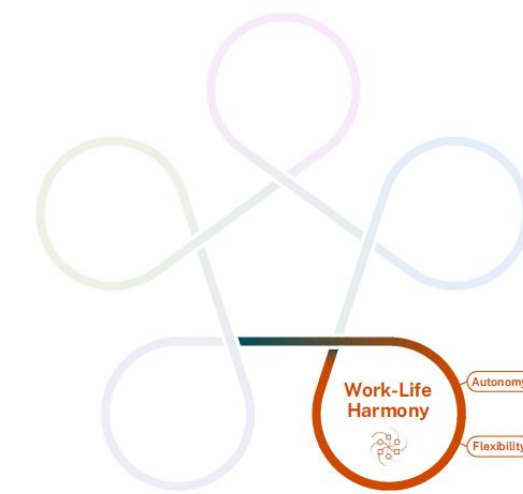
▶ Rests on two human needs – *autonomy* and *flexibility*

▶ Organizations that increase worker autonomy and provide greater flexibility have workers who are more likely to succeed and retain staff longer

▶ It is important to make schedules as flexible and predictable as possible

▶ When leaders and supervisors set, respect, and model clear boundaries between work and home life, workers report a greater sense of well-being

Essential #4: Mattering at Work
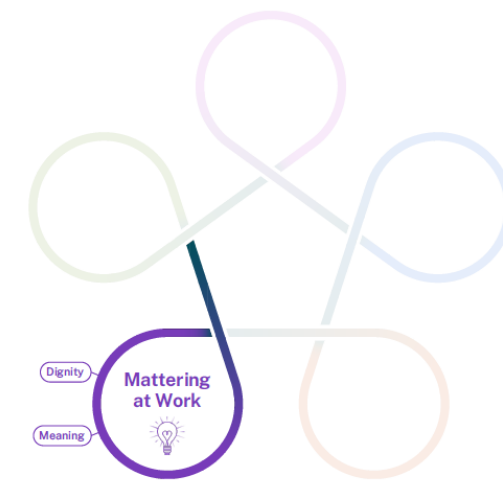
- Rests on two human needs – *dignity* and *meaning*
- Studies have shown that having meaning and purpose reduces the risk for health complications such as heart attacks and stroke, and when connected to work, can lead to improved productivity and innovation
- When people feel appreciated, recognized, and engaged their sense of value and meaning increases, as does their capacity to manage stress
- Shared purpose helps to generate pride and fuel motivation, all while reducing stress – organizations can help workers to see the connection between their day-to-day work and the purpose and mission of the organization

Essential #5: Opportunity for Growth
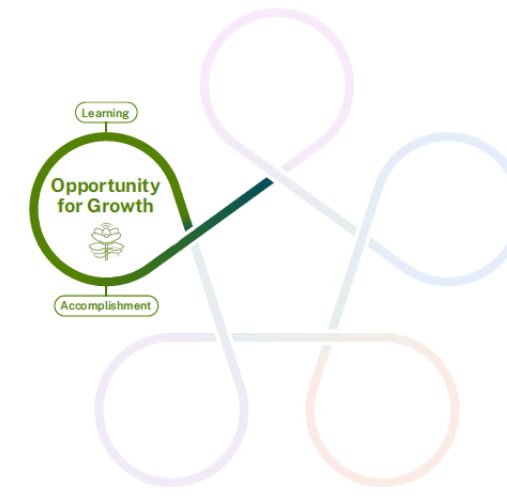
▶ Rests on two human needs – *learning* and *accomplishment*

▶ When organizations create more opportunities for learning, accomplishment, and growth, workers become more optimistic about their abilities and enthusiastic about contributing to the organization

▶ Employers can informally promote grown opportunities by showing genuine interest in workers through personal encouragement, coaching, and mentorship

▶ Transparent career pathways and advancement opportunities helps to foster inclusion and diversity in the workplace

▶ Feedback should be positive, collaborative, and outcome-oriented

Culture as Health for All

- Integrate culture to reenergize when depleted
  - Cultural in-services for staff
  - Sweats, talking circles, hand work, healing of healers ceremony
  - Do not appropriate traditional practices but provide opportunities for respectful learning and healing

Conclusion and Next Steps

▶ The Framework emphasizes the connection between the well-being of workers and the health of organizations

▶ It offers a foundation and host of resources that can be used by workplaces of various sizes, across many industries

▶ The most important asset in any organization is its **PEOPLE**!

▶ By choosing to center their voices, we can ensure that everyone has a platform to thrive

Workplace Well-Being Resources

▶ Reflection Questions

▶ Practice Examples

▶ Toolkits, Tips, Assessments, Directories, Research, Campaigns, etc.

▶ Visit: https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/resources/index.html

▶ Full Framework available at: https://www.hhs.gov/sites/default/files/workplace-mental-health-well-being.pdf

Project ECHO
University of California Los Angeles
Integrated Substance Abuse Programs

National Plan for Health Workforce Well-Being

Resources for Health Care Worker Well-Being: 6 Essential Elements

- Advance Organizational Commitment
- Strengthen Leadership Behaviors
- Conduct Workplace Assessment
- Examine Policies & Practices
- Enhance Workplace Efficiency
- Cultivate a Culture of Connection & Support

National Academy of Medicine
Action Collaborative on Clinician Well-Being and Resilience

nam.edu/CW | #ClinicianWellBeing

▶ The vision is that patients are cared for by a health workforce that is thriving in an environment that fosters well-being

▶ Six essential elements based on *Organizational Evidence-Based and Promising Best Practices for Clinician Well-Being*

Compendium of Resources – Strategies and Tools to Take Action to Improve Clinician Well-Being

▶ Access a wealth of resources at: https://nam.edu/compendium-of-key-resources-for-improving-clinician-well-being/

▶ Full National Plan for Health Workforce Well-Being available at: https://nap.nationalacademies.org/catalog/26744/national-plan-for-health-workforce-well-being

SAMHSA Mental Health Technology Transfer Center (MHTTC) Provider Well-Being Initiative

▶ The MHTTC Provider Well-Being Initiative was established to support provider well-being and work with agencies to implement organizational-level interventions that optimize provider satisfaction and health.

▶ Additional resources are available at: https://mhttcnetwork.org/centers/mhttc-network-coordinating-office/provider-well-being

Resource Spotlight – Practicing Resiliency and Flexibility at Home

- **Time Management**
  - Even a 5-minute walk is better than no walk at all
  - Start small – incremental change is more likely to become permanent

- **Ask for, and accept, help**
  - Create a household/family schedule
  - Give yourself grace

- **Make space for joy without guilt**
  - Consider a hobby
  - Daily journaling

- **Healthy eating**
  - Meal preparation
  - Pre-order groceries
  - Stash healthy snacks