

# Associate Wellbeing: A Guide for Leaders



CHRISTUS  
Health®

# A Message from Kimberly King Webb, SVP Chief HR Officer



***"I know God will not give me anything I can't handle. I just wish that He didn't trust me so much." Author Unknown***

These are difficult times. It's no secret that 2020 has been fraught with challenges – from COVID-19 to racial injustices to natural disasters. It can all be so overwhelming! The constant change and increasing demands of work and home don't seem to be going away anytime soon. And while Associate engagement continues to be a key driver to our organizational success, engagement alone, without personal wellbeing and resilience, just leads to burnout. So now, perhaps more than ever, it's important to learn how to be more resilient and foster an environment of wellbeing for our Associates.

The good news is that we can adopt strategies and develop habits to build Associates' resilience and to enhance their wellbeing. The purpose of this guide is to do just that. Resilience – the ability to bounce back from difficulties – is not something that you either have or you don't; it is something you **do**. Something you practice day after day. This guide includes activities to help Associates practice resilience in their professional and personal lives. It also provides tools to foster a supportive culture for Associates' wellbeing.

***"Everybody has a plan until they get punched in the mouth..." Mike Tyson***

Associate wellbeing and resilience are the current foundations for Associate engagement. While organizational strategies lay the ground work, it's our agility to respond to changing circumstances that ultimately yields our success. Our resilience strategy is designed to empower Associates to 'roll with the punches' and shift as needed to meet their professional and personal goals. And our wellbeing strategy helps us to meet Associates where they are and positively impact their health, safety, security, and total wellbeing – mind, body, and spirit. The result? Stronger engagement, better performance and productivity, and more workplace joy.

***"Hang on to your hat. Hang on to your hope. And wind the clock, for tomorrow is another day." E.B. White***

Finally, I hope you find this guide helpful to you in your own journey. Leaders often take care of their teams first. But your resilience and wellbeing is equally important. I hope this guide serves as a reminder of that and further equips you to conquer the inevitable peaks and valleys we all face. Yes, these are difficult times. But with each day, comes new possibilities. I am continually inspired by our leadership team and excited for the future. Thank you for your leadership in extending the healing ministry of Jesus Christ.

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# Mind, Body, Spirit: Associate Wellbeing at CHRISTUS Health

**Aligned with our mission and values, Associate wellbeing has always been a priority for us at CHRISTUS Health.**

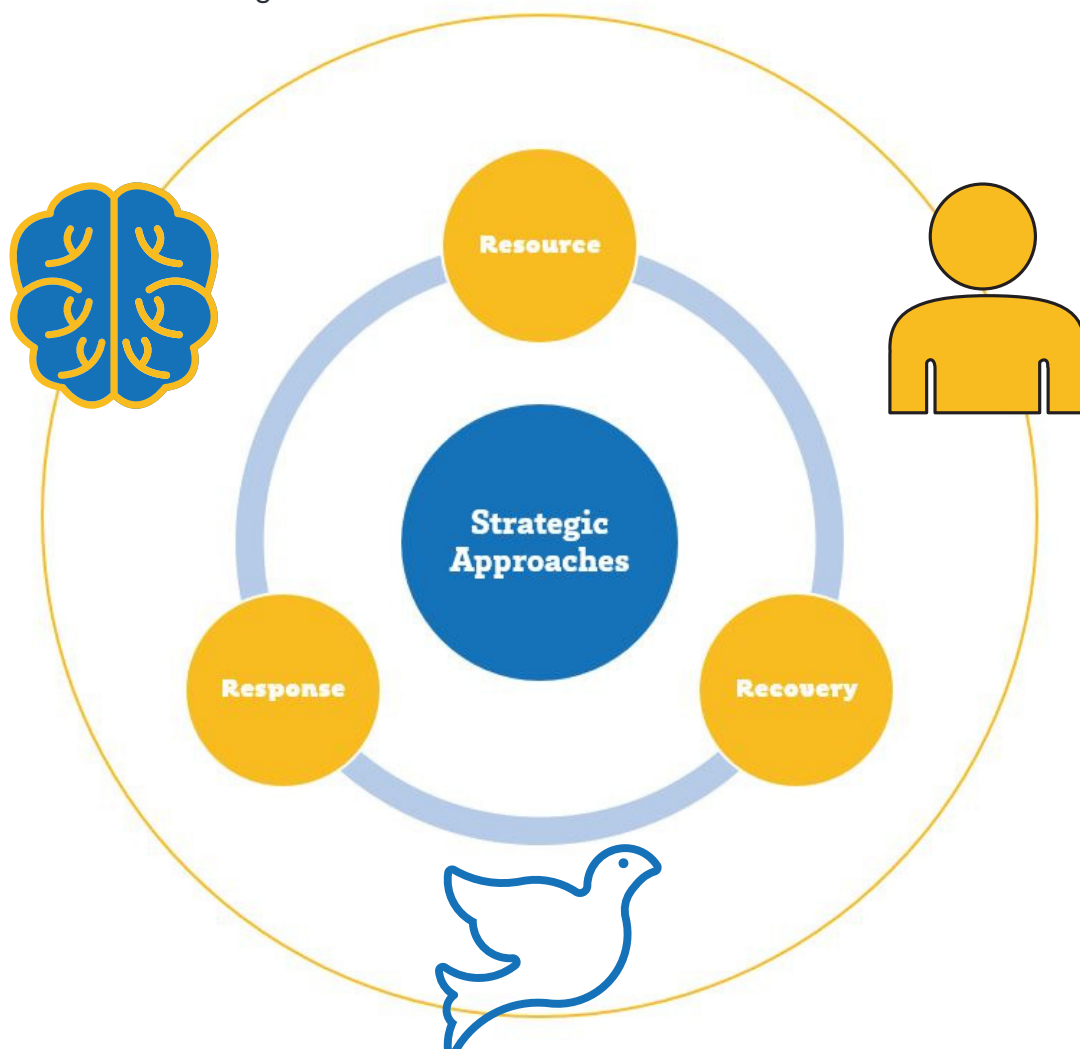
One of the core tenants of Catholic health care is to honor the dignity of each person – mind, body, and spirit. If we are to provide highly reliable and compassionate care to our consumers and community, we must first start with ourselves. As demands throughout our ministries continue to intensify, there has never been a more important time to ensure we are taking steps to care for our own minds, bodies, and spirits. As such, CHRISTUS Health is committed to providing additional resources to build Associates' resilience and to enhance their wellbeing.

Our approach for supporting Associates' wellbeing centers around the strategies of **RESOURCE**, **RECOVER**, and **RESPOND**.

Integrated within each is our commitment to support Associates through the lens of Mind, Body, and Spirit by:

1. Providing **RESOURCES** to establish a baseline level of resilience for all CHRISTUS Health Associates.
2. Helping Associates and their teams **RECOVER** during times of sustained crisis/emergency or in response to declining engagement and resilience.
3. **RESPONDING** to critical incidents that may lead to trauma, moral injury, burnout, or compassion fatigue.

The following pages provide a summary of the support available in each category along with tips on how to use these resources with your team.





# Resource

**Purpose: To build a baseline level of resilience for all Associates by providing education and support for wellbeing**



Genesis Associate Wellbeing Channel	Helpful tips, articles, videos, and short courses to increase your own or your team's wellbeing and resilience
Resilient Wednesdays	Weekly Genesis smart cards with quick tips and habits that contribute to resilience and wellbeing
Resilience Huddles	Monthly 20-minute webinars consisting of conversations with frontline leaders and Associates sharing their own resilience strategies and brief, real-time resilience practices (recorded & posted to Genesis Associate Wellbeing Channel)
Resilient Leader Lunch & Learns	Quarterly lunchtime meetings to provide leaders with resilience resources and ideas to build resilient teams
The CHRISTUS Moment	Weekly Genesis smart cards with reflections to lift your spirit and inspire you for the week ahead
Resilience Basics Webinar	A 1-hour webinar designed to teach you and your team the basics of practicing resilience. Contact your local Talent Management Consultant for more details.
CHRISTUS Health EAP	Free professional counseling, financial and legal support, nutrition support, family support, health coaching, and fitness support for Associates and their dependents. Visit <a href="http://workhealthlife.com">workhealthlife.com</a> and search for CHRISTUS Health to learn more.

# Recovery

**Purpose: To intervene during times of sustained crisis or emergency or in response to declining scores on Glint Associate engagement pulses**

## 1

### **CHRISTUS Health eChaplain**

A service that connects CHRISTUS patients, families, Associates and the community with board certified Chaplains who provide spiritual and emotional support. eChaplains work individually and confidentially to help people discover what they believe deepest about themselves, the world they experience and God, leading to a sense of coping, hope, and calm. To connect with an eChaplain, visit [www.christushealth.org/echaplaincy](http://www.christushealth.org/echaplaincy).

## 2

### **Targeted Leader Coaching**

Targeted coaching provided by Talent Management Consultants or HR Business Partners to assist leaders in increasing their teams' engagement and resilience. Reach out to your TMC or HRBP to request targeted coaching.

## 3

### **Team Effectiveness Sessions**

Customized team effectiveness sessions provided by Talent Management Consultants to address specific challenges your team is facing. To request a team effectiveness session, reach out to your TMC.

## 4

### **CHRISTUS Health Patient and Family Action Teams**

Provides support to patients, families, and Associates suffering from physical, spiritual and emotional impacts of COVID-19. The multi-disciplinary teams are composed of Associates from Spiritual Care, Mission Integration, Social Work, Case Management, Patient Experience and Ethics Committees with special training to foster resiliency, address moral distress and prevent burnout. To connect with a PFT team, reach out to your ministry Mission Integration Leader.

# Response



**Purpose:** To respond to critical incidents such as unexpected death of a colleague, heightened patient mortality, implementation of Altered Standards of Care, increases in Safe Harbor reporting, and significant staffing shortages that may result in trauma, moral injury, burnout, or compassion fatigue

## HRBP/Chaplain Intervention

In extreme moments of distress, Human Resources, Spiritual Care, and Mission Integration work in partnership and are available to provide crisis support to Associates and teams.

## EAP Crisis Response Teams

CHRISTUS has access to Critical Incident Support through our Employee Assistance Program. This type of trauma debriefing is geared towards small groups, usually no larger than 10-12 Associates. The groups are interactive in nature and provide support for those impacted by a critical incident. Critical Incident Support is typically onsite but is currently virtual only due to COVID-19. An HRBP or Manager can call 866-695-6327 toll-free to request trauma support.

## Targeted Leader Coaching

Targeted coaching provided by Talent Management Consultants or HR Business Partners to assist leaders in responding appropriately to acute critical incidents





# Tips for Building Resilience in Your Ministry & on Your Team



Add resilience & wellbeing information, tips, & practices to your ministry's regular Safety Huddle agenda.

Invite your local Talent Management Consultant to a team huddle to provide resilience training.

Share the Resilient Wednesday or CHRISTUS Moment smart cards with your team during your Thursday huddles.

If you notice a dip in your team's Glint resilience score, reach out to your Talent Management Consultant for coaching/consultation on how to process the results with your team.

Invite a member of your ministry's Patient Family Action Team or your chaplain to your team huddle to assist when debriefing challenges.

Model resilience practices & daily habits for your team.

Distribute Associate Wellbeing postcards and posters to your team.

Add resilience questions to your rounding conversations to keep a pulse on how your Associates are doing (Appendix A).

Attend quarterly Resilient Leader Lunch & Learns to learn & share ideas with other leaders about how to build your team's resilience.



# Sponsoring Executives

**Kimberly King Webb, SVP CHRO**



**George Avila, VP Mission  
Integration**



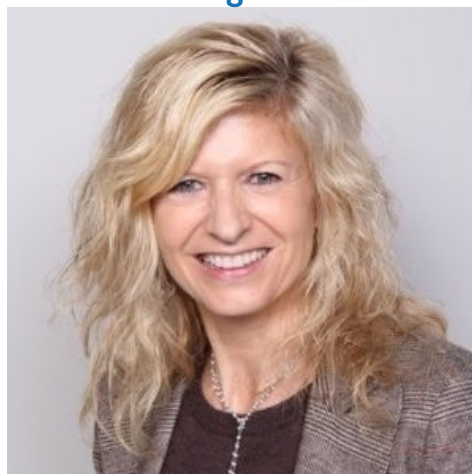
**Spencer Clancy, System  
Director Learning &  
Development**



**Dione Chaney, System Director  
Benefits**



**Lisa Reynolds, VP Change  
Management**



# Appendix A: Resilience Rounding Questions

**Add these questions to your regular rounding conversations to engage your Associates in thinking about how to increase their wellbeing – mind, body, and spirit.**

General	<ul style="list-style-type: none"><li>• What is going well for you personally?</li><li>• What is going well for you at work?</li><li>• How can I pray for you today?</li></ul>
Coping	<ul style="list-style-type: none"><li>• How do you cope with hard days/events?</li><li>• What are you doing to take care of yourself?</li><li>• Do you have someone you regularly talk with/confide in?</li></ul>
Dealing with Difficult Days/Events	<ul style="list-style-type: none"><li>• What has been hard about today/this event?</li><li>• What is one small step you could take to make things just a little better tomorrow?</li></ul>
Gratitude	<ul style="list-style-type: none"><li>• What is something you are grateful for? What did you do to make that good thing happen today?</li><li>• What is something you are grateful for in your personal life?</li></ul>
Purpose & Motivation	<ul style="list-style-type: none"><li>• What strengths did you use today?</li><li>• What is one goal you have for your time off?</li><li>• What is the reason you chose this career?</li><li>• What do you love most about your work?</li></ul>
Benefit Finding	<ul style="list-style-type: none"><li>• Tell me about a time you overcame a challenge.</li><li>• What personal strengths did you use?</li><li>• What positive outcome came from it?</li><li>• What did you learn from the situation that you can apply currently?</li></ul>

# Appendix B: Stress vs. Burnout

It is important to recognize that there is a difference between stress and burnout:

- STRESS = the response our bodies and minds have to the demands placed on them and the meaning we assign to those demands
- BURNOUT = emotional, physical, and mental exhaustion caused by excessive and prolonged stress

As a leader, you may be able to help your team members with their stress by using the tips and tools provided in this guide. If, however, you have a team member experiencing burnout, we encourage you to refer them to the counseling services provided through the CHRISTUS Health EAP.

Stress	VS.	Burnout
Characterized by over-engagement	•	Characterized by disengagement
Emotions are overactive	•	Emotions are blunted
Produces urgency & hyperactivity	•	Produces helplessness & hopelessness
Loss of energy	•	Loss of motivation
Leads to anxiety disorders	•	Leads to depression
Primary damage is physical	•	Primary damage is emotional

# Appendix C: Resource Links

Genesis Associate  
Wellbeing Channel



CHRISTUS Health  
EAP



The CHRISTUS  
Moment Weekly  
Reflections



CHRISTUS  
eChaplain



Resilience  
Wednesday

