

Case Study: Kirkwood Hospice Case Study: Effective workforce planning, well-being and attracting younger workers in a social enterprise (UK, 2019)

Abstract

While approaches to HRM in SMEs often differ from managing people in large organisations, it is important to note that SMEs are also diverse in terms of size, mission, history and governance. In this case, we explore a not-for-profit social enterprise with charitable status. Specifically, we discuss key challenges in workforce planning in a hospice, which provides palliative care for in-patients and service users in the community. Importantly, we reflect on the importance of workforce well-being, in particular the risks of burnout in the context of high levels of compassion. We also note the need to attract younger workers. The lone HR Manager in this kind of SME needs to ensure that they take steps to manage their own self-care. One impact from the case has been discussions with Hospice UK and its HR managers' network to establish a national randomised virtual coffee trial to support mentoring.

Introduction

Kirkwood cares for and supports people in Kirklees in West Yorkshire (north-west England) who are affected by life-limiting illnesses to make a positive difference to their quality of life. Services are provided free of charge. This means that fundraising plays an important role in the organisation as only 25% of its finances come from the NHS (National Health Service).

This social enterprise was founded in 1987 in Dalton, Huddersfield. It has around 233 employees. According to its annual report, 156 of these employees work full-time. In addition, Kirkwood Hospice has around 800 volunteers who are supervised by the Volunteering Department. These volunteers must comply with HR policies and procedures, e.g. criminal background check and induction. It works closely with the University of Huddersfield. One former student from the University is now working full-time in HR at Kirkwood.

According to Kirkwood's annual report, there is a significant gender gap: 82% female and 18% male because there are many nursing employees. Although the gender gap is huge, that does not affect gender pay and 50% of the executive team and operational team are women.

These are strong HR policies that could be marketed to potential employees, as one of the challenges for Kirkwood includes attracting potential employees.

HR Challenges

Kirkwood's HR Manager, who was the first person in the role and recruited three years ago, has implemented effective HR practices such as:

- Employee training
- Online learning

- Family-oriented policies
- Very flexible in terms of employability: staff age ranges from 40 to over 60 years old.

On the other hand, the following list describes the challenges faced by the social enterprise:

- Finding new tools to develop workforce planning
- Managing personalised staff working arrangements, e.g. part-time working
- Rewarding non-financial rewards for employees
- Avoiding employee burnout - because this is a charity, people tend to be very dedicated, which can lead to burnout
- Attracting younger employees

All of these challenges are linked to workforce planning.

New tools for personalised workforce planning

Workforce planning is the ability to get the right people in the right job at the right time. To succeed, the company must take the following steps (Anderson, 2004):

- Supply analysis (e.g. identifying organisational competencies (Kirkwood is the main hospice in the Kirklees area), analysing staff demographics and identifying employment trends).
- Demand analysis (e.g. measuring the future activities and workloads and what the workforce of the future will need; for Kirkwood it is important to observe the percentage of nurses in the area, and what undergraduates are majoring in).
- Gap analysis (if the number of personnel or competencies in the current workforce will not meet future needs, this translates into **demand exceeding supply** and if a situation in which the current workforce personnel or competencies exceed the needs of the future then the **supply exceeds demand**).
- Solution analysis (planned recruiting, training, re-training and placement of employees are all possible solutions to close the gap).

For this case, the demand seems to be worrying as future planning can be tough. In demand analysis, it is important to consider workforce shifts driven by changing work tasks, workload and technology. However, it is important to keep in mind that the social aspect is the most important part of non-profit sectors.

Two elements are required to identify competencies:

- 1) Workforce skills: In order to address future demands it is relevant to identify the current workforce skills, but also the skills required to carry out a function (Anderson, 2004).
- 2) Job analysis: collect information on successful job performance in order to repeat the success. Job analysis focuses on tasks, responsibilities and skill requirements. The information you obtain from your employees during job analysis becomes the basis for identifying competencies (Anderson, 2004).

Mystery shopping, patient or guest, is a good way to get an external perspective on how the employees are performing. This would let the HR manager know if that person needs training or not.

Customer reviews could be collected via the website, for example, as another way to gain an insight into development needs.

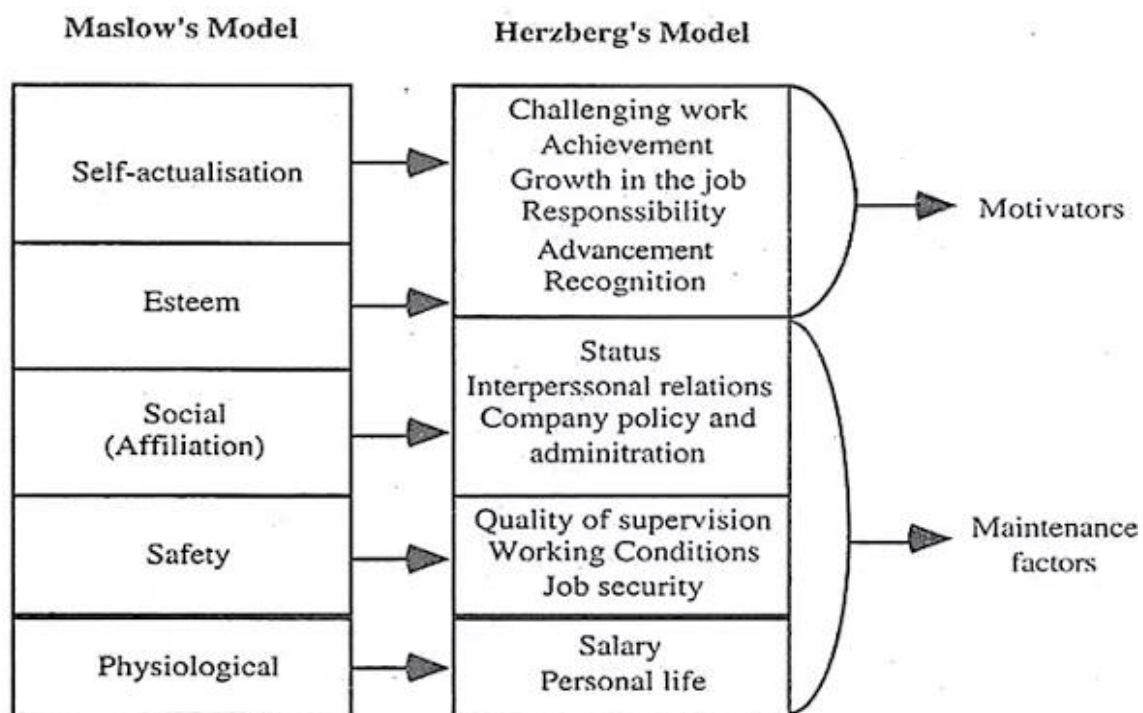
Physical training is also much more interesting than online training.

Kirkwood hospice is divided into three main “subdivisions”: Clinical, retail and administration. The main concern for the HR department is how the company should manage, appraise and reward those three sectors differently, as the tasks require different levels of work. It is important to first find out what the wants and needs of these employees are.

As previously mentioned, the information obtained from employees helps identify not only competencies but also the needs of the employees. The employees are the heart of the company and work on the front-line every day; they are the ones that mainly understand the operations of the business and will be the ones affected by organisational culture change.

For the retail sector, they might be looking at self-actualisation more: given more responsibility on the job and knowing that there is the possibility of advancement in the future (ex: store manager).

Figure 1: Maslow and Herzberg’s models of motivation



MASLOW'S AND HERZBERG'S MODELS OF MOTIVATION

Source: <https://iedunote.com/maslow-herzberg-theory-comparison>

Attracting younger talent and preventing employee burnout

Attracting young talent

There is a bad perception of hospices because some people look at them as a place where people go to die (which is untrue), thus making it hard to attract potential employees to the organisation, especially younger talent. Kirkwood supports palliative care for patients with life-limiting diseases, which includes in the community and at home.

Gonzales (2015) has created a step-by-step guide on how to attract talent to an organisation (Appendix 1).

A possible solution would be to offer mentorships in each department of the hospice (especially administration). This coincides with the fact that older members of the workforce tend to enjoy opportunities that allow them to share their knowledge and experience.

The company brand should be worked on by the marketing team (making videos of clients during activities, the new buildings...) to challenge negative perceptions and allow people to be more empathetic.

Avoiding employee burnout

Working for a charity can cause stress due to the passion, hard work and dedication. Glicken and Robinson (2013) confirm this by saying that helping professions are prone to 'compassion fatigue': experiencing a decline in the ability to care for others and feel joy. This happens when higher levels of energy and compassion are expended yet very little internal peace or positive feedback is received for such efforts (Renard & Snelgar, 2016). Therefore, it might be useful to keep formal appraisal (to agree objectives but most importantly set objectives).

Since the majority of the employees are aged over 40, it is important to find out what they value.

A Rapid Evidence Assessment (REA) was used to investigate what makes work fulfilling for older workers. This assessment was guided by three research questions (Marvell & Cox, 2017):

- 1) What do people over 50 value about work and why are these things important to them?
- 2) How does this vary for different contexts or subgroups of people aged over 50?
- 3) How (if at all) does this differ from the rest of the working age population?

To answer these questions over 7,000 publications were identified and assessed for quality. They were drawn from academic databases, the UK government and agencies, European agencies and organisations, employer organisations and older people or occupational health (Marvell & Cox, 2017).

The results of this report stated that overall, older workers (45 to 65) look for flexible, sociable and age inclusive jobs. Learning and development are truly valued by them but also

responsibility and career progression as it promotes self-esteem, confidence, engagement and performance (Marvell & Cox, 2017).

Creating opportunities for older workers to share their knowledge and experience with other colleagues is a great way to keep them challenged.

Health also plays an important role: their health needs to be taken into consideration.

Transparency and flexibility are important to support older workers as it is a mistake to keep them isolated.

Clinical jobs are more permanent, which means that there is possibly no room for advancement other than more training. Therefore, to reach to that state of self-actualisation, it will be important to keep the job as challenging as possible. Salary, working hours and work conditions should all be reviewed to maintain motivation (it is important to focus on one at a time).

Another way to find out what the employees want would be to create an anonymous staff survey.

Mike Belmares noticed the following actions as steps that may lead to employee burnout (Kanter et al, 2016):

- Say “yes” to everything.
- Don't have a hobby.
- Spread yourself thin.
- Do everything yourself.
- Success = staying super busy.
- Complain lots.
- Don't take vacations or personal days.
- Don't take care of yourself.
- Work only on tasks that you don't care about.

It is admirable that the company is currently working towards mental health and wellbeing in the organisation.

According to the book, 'The Happy, Healthy Non-profit: Strategies for Impact Without Burnout', there are five spheres that employees should consider to sustain their wellbeing: self-care, relationships, environment, work and technology.

The author has created a useful assessment, which would be helpful in sparking awareness about the wellbeing and mental health of staff within the company (Appendix 2).

Workplace wellness guru Laura Putnam puts it this way: “If you don't have a culture that supports wellness and well-being, your program won't get off the ground.”

The actions to implement wellbeing and health should be measured by the Maslach burnout inventory (MBI):

1. Emotional exhaustion: how overextended individuals feel from their work.
2. Depersonalization: cynicism and detachment, not caring.
3. Personal accomplishment: how competent and successful individuals feel in their work (Kanter et al, 2016)

The surveys (Appendix 2) and the MBI will help determine if the employees from the organisation are dealing with symptoms of burnout.

Non-financial rewards

17 different symbolic rewards have been studied for their impact on volunteer satisfaction, organisational commitment, and tenure; these included thank you letters, prizes, publicity, appreciation dinners, and attendance at conferences (Phillips & Phillips, 2010).

Since the volunteers play an important role in the company (800 volunteers), it is important to include them.

It is essential to understand your workforce in order to anticipate some of their needs in terms of rewards and motivation.

The “mature” members of the workforce represent the demographic born between 1900 and 1945. They are loyal, consistent and conforming (Kyles, 2005). They have strong values for authority, integrity and delayed gratification. They are easily motivated by verbal or written recognition, awards and/ or public acknowledgment for a job well done (Kyles, 2005). They do not believe in switching jobs as they often prefer being an “expert” in their function (those employees would fit perfectly with the clinical department of Kirkwood Hospice).

The “baby boomers” represent the demographic born between 1946 and 1964. They are competitive, political and hardworking (Kyles, 2005). As this generation is very hardworking, they expect to be rewarded with status symbols such as advanced titles, more money, special parking spaces and large private offices (Kyles, 2005). Consequently, a non-profit organisation should be careful when hiring this generation as they tend to expect more resources. On the bright side, since this generation is approaching retirement, they are heavily concerned with financial and job security (Kyles, 2005). Kirkwood hospice seems to have a large number of older employees, therefore, that would make this generation feel safer.

Generation X represents those born between 1965 and 1979. They tend to be individualistic, disloyal and techno literate (Kyles, 2005). They are considered the most challenging group to manage as they view corporate relationship building as a degree of “bootlicking” (Kyles, 2005). But unlike their former generation, they do not care as much about titles and hierarchies. Opportunity and work autonomy are the ultimate corporate rewards for this generation and it also keeps them productive at work (Kyles, 2005).

Generation Y represents the demographic born between 1980 and 1995. They are also techno literate, purposed and good at multitasking (Kyles, 2005). This generation expects to work a meaningful job that allows them to cater to the greater good of society and they also want

their managers to relate to them and value their contributions (Kyles, 2005). If they do not feel valued they will leave, as their greatest reward is internal, not external. This generation is the easiest to reach out to, to work in non-profit organisation as long as they see the meaning behind it.

Conclusion

Working with multiple generations, as well as attracting them, requires a huge understanding of their values and an idea of what they are expecting. It is okay to anticipate but it is even better to ask the current employees in order to prepare and move forward as the employees represent the body of the company.

Working for non-profit organisations requires a lot of patience, passion and time, which can lead to burnout, therefore the health and wellbeing of employees should be taken into consideration. Appraisal should not be lessened but it should be a little more formal in order to truly make it feel like a reward.

Anderson (2004) briefly sums up that it is important to fill the gap between “what our company offers” and “what can this potential employee bring to the company”. When hiring, ending the interview with a question such as “what do you expect from this job” would give an idea of what that potential employee is expecting.

Any future changes within the new organisational culture should be communicated with the employees before directly implementing it to avoid a strong resistance to change.

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By Raquel Rolo González

Here are keys to a high-performing group who will work tirelessly to fulfill your organization's goals.

Your organization can't meet its goals without the right workforce. To recruit and retain the kind of staff—both paid and volunteer—your organization needs, here are the steps to take:

“The first step is talent planning.”

Create a Strategic Talent Plan

The first step is talent planning. During this process, it's important to do the following:

- **Identify current and future** human-resource needs.
- **Match those needs to your organization's strategic goals** (identified in your strategic plan; for more on strategic planning, see the first item in “Keep Up the Good Work” on page 25).
- **Forecast your future demand** for employees, based on organizational priorities.
- **Decide on the required number** of qualified, competent people.
- **Plan for the people-management practices** that will help your organization meet its goals.
- **Create a clear target profile** of the people you need. This is the key to sending a strong message and attracting the right people to the organization without the need for mass marketing.

Decide Who to Recruit

If you think recruiting means looking for the best people in general, you're missing the boat. What you want are those who will put in their best for *your* organization. This means discovering people who will

- **fit well** with your organization's culture
- **participate wholeheartedly** in the organization's activities
- **be enthusiastic** team players

- **have values** that match those of your organization
- **have a deep sense of commitment** towards the organization's mission and goals.

It's not about finding people with the right experience. It's about finding those with the right mind-set. Recruit for attitude. Train for skill.

Market Yourself

Once you know your staff needs, the next step is positioning and marketing your organization. To do so, you must know your organization inside out. Ask yourself:

- **What's your brand**—the combination of logo, Web site, and other materials that set you off from other organizations and communicate who you are?
- **What are your organization's key values**, mission, and vision?
- **How would you describe your culture**—the assumptions underlying people's behavior and the collective norms that suggest how they should act?
- **Who are your main competitors?** What do they do to be successful? How do you differ from them?

Once you've answered those questions, you'll know what people will find attractive about working at your organization. That will help you target new employees and “sell” your organization as the place to be.

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Appendix 2

The Happy Healthy Nonprofit: The Nonprofit Burnout Assessment

The following assessment can help become more aware of your stress symptoms before burnout takes its toll.

This assessment is not a clinical diagnostic instrument and is provided for informational purposes only. If you have any concerns about your state of physical or mental health, consult with a medical professional.

Review each statement and place an "X" in the column that best scores the frequency with which you identify with each feeling described.

Use this scale:

0=Not at all

1=Rarely

2=Sometimes

3=Often

4=Very Often

Statements	0	1	2	3	4
Physical and Emotional					
I feel run down and drained of physical or emotional energy					
I have trouble sleeping at night					
I get aches and pains and other physical symptoms					
I have a loss of appetite or overeat/drink unhealthy foods					
I have trouble paying attention and concentrating on important tasks					
I am forgetful					
I feel anxiety, depression, or anger towards work					
Signs of Cynicism and Detachment					
I have negative thoughts about my work					
I have less empathy with co-workers or clients than they deserve					
I am easily annoyed and irritated by problems or by my co-workers or clients					
I feel that I am not fulfilled doing my job					
I feel less curiosity, excitement, joy, passion, or hope about my work					
I feel misunderstood or unappreciated at work					
I feel I have no one I can talk to					
Signs of Ineffectiveness and Lack of Accomplishment					

I feel I am not learning anything new at work or gaining new skills					
I feel I am achieving less than I should					
I feel tremendous unpleasant pressure to succeed					
I feel I am in the wrong profession or organization					
I am frustrated or bored with my job					
I feel overwhelmed at work with all I have to get done					
I feel I do not have enough time to do many of the tasks that					

Excerpted from The Happy Healthy Nonprofit: Impact with Burnout by Beth Kanter and Aliza Sherman Copyright 2016 Wiley <http://bit.ly/happyhealthynpbook>

are important to doing a high quality job					
I feel I do not have enough planning time.					
TOTAL					

Step 1: Passion Driven**Score: 0-22**

You still have a passionate belief in the cause and your organization's mission. If you are working harder because of limited resources, your idealism, energy, and positive attitude will only carry you so far. You may get away with not having a solid Self-Care Plan for a while, but having one in place will help you sustain your passion.

Step 2: Passion Waning**Score: 23-44**

You're not yet in a state of emergency, but this stage can be deceiving. If you dismiss any stress you might be experiencing as insignificant, you begin to tip the scales toward burning out. Examine your behaviors. If you respond to stress with negative behaviors, start making better choices to enhance your wellbeing. Do not self-sacrifice and neglect setting up a Self-Care Plan. Get started with changing habits

Step 3: Passion Challenged**Score: 45-66**

At this stage, a Self-Care Plan is mission-critical to improving your wellbeing and reigniting your passion. You may not be able to control the stress that is affecting you, but you can start controlling how you react. Consult a medical or mental health professional about any physical symptoms or signs of stress or depression you are experiencing.

Step 4: Passion Depleted**Score: 67-88**

Get help now! You are one step away from self-destruction. See a medical or mental health professional immediately about your physical symptoms or signs of stress or depression. Once you get professional healthcare guidance, return to this book and assemble your Self-Care Plan to support your return to wellbeing.

Assessing Your Current Reactions to Stress

Self-care can minimize your stress and act as an antidote to many of the stressors that you may face each day working at a nonprofit.

How to Use:

Put an "X" to signify "Yes" you engage in the behavior or "No" you don't. Pay attention to any tendency you might have toward self-deception. The truth might be ugly or embarrassing, but use it as your catalyst for change.

When you are under stress, do you:	Yes	No	When you are under stress, do you:	Yes	No
Smoke/Use Tobacco			Engage in physical activity at least 3 times a week for 30 minutes		
Consume more than 2-3 cups of caffeinated drinks per day			Get 7-9 hours of sleep per night		
Drink more than 1-2 alcoholic beverages per day			Maintain healthy alcoholic drinking habits – if any		
Misuse over the counter medications			Find time to relax throughout your day/week as needed		
Misuse prescription medications			Meditate		
Participate in illegal drug use			Find different ways to manage stress		

Over or under eat			Maintain healthy eating habits		
Spend too much money			Maintain healthy ritual and routines		
Engage in risky sexual behavior			Maintain relationships with family or friends		
Sleep too much			Walk in the woods		
Have angry outbursts			Find ways to manage your anger		
Blame yourself for anything that goes wrong			Practice positive self-talk		
Overwork or underwork			Play		
Stay silent about problems			Verbalize what you're struggling with in a professional manner		
Other			Other		
NEGATIVE SELF-CARE BEHAVIORS TALLY			POSITIVE SELF-CARE BEHAVIORS TALLY		

If you answer more “Yeses” in the left column than the right column, then you are choosing to react to your stress in negative ways. Think about ways you can replace your negative stress reactions and behaviors with more positive ones. Hint: Self-care activities are a good start. The checklists can help you identify a whole range of self-care practices available to you as alternative ways of dealing with your stress.

Happy, Healthy Nonprofit: Self-Care Plan Checklist

The Self-Care Plan that you create for yourself should be customized to fit your own needs and personality. Use the time you spend going through the lists below to highlight actions that resonate with you to include in your Self-Care Plan. Assemble a mix of things you can do in the morning, throughout the day, and at night.

How to Use:

Think about each positive behavior. Rate for Frequency – how often you practice each self-care habit and for your motivation. Also rate for Motivation – how interested you are in doing them. We recommend going through the lists first rating for Frequency then take another pass rating for Motivation. Fill in “Other” if you think of related activities you already do or can do.

As you go through the lists, use a highlighting pen to mark the practices that you’ve rated with a + (really want to do this). Sometimes, it can be easier to start with things you are motivated to do rather than the “must do’s.” You’ve got to start somewhere!

Rating for Frequency:

- 3=I practice this self-care habit daily or almost daily
- 2=I practice this self-care habit occasionally
- 1=I practice this self-care habit once in a blue moon
- 0=I never do this

Rating for Motivation:

- ?=Never thought about doing this
- =I really need to do this
- +I really want to do this

Sphere 1: Relationship To Self Checklist

How you relate to and take care of yourself makes up your first Sphere. Without prioritizing self-care, all other Spheres suffer or fall apart. Here are ways you can attend to your personal wellbeing across different areas of your whole self.

Physical Health

- Get regular medical care for prevention
- Seek medical or dental care when needed
- Don't go into work when sick
- Get enough sleep
- Be sexual
- Eat healthily
- Attend to personal hygiene
- Wear clothing I like
- Get massages
- Exercise
- Stretch
- Dance
- Take a hike or walk in nature
- Go swimming or soak in a hot tub
- Play a sport
- Engage in a fun physical activity
- Take three deep breaths anytime during the day
- Get 15 minutes of sunshine

Other:

Down Time

Mind

- Set personal improvement goals for myself
- Read books or articles not related to work
- Do something new or that I'm not an expert in
- Take a class that engages my mind and is not work related such as a cooking or art class, etc.
- Engage my mind in a new area such as going to a concert, museum, theatre
- Listen to music
- Sing out loud
- Do crossword puzzles or play word games
- Use a brain training or memory app
- Be curious

Other:

Emotions

- Set boundaries with toxic or negative people
- Understand who and what pushes my buttons
- Manage situations when people do push my buttons
- Give myself affirmations

_ Take three deep breaths anytime during the day

_ Get 15 minutes of sunshine

Other:

Down Time

_ Don't work on weekends

_ Schedule regular down time

_ Take a nap

_ Take real vacations

_ Take day trips or mini-vacations

_ Go for a drive without a destination in mind

_ Make time for self-reflection

_ Enjoy escape entertainment – movie, sports event, crafts fair

_ Make time to keep up with home chores: laundry, dusting, vacuuming or lawn work

Emotions

_ Set boundaries with toxic or negative people

_ Understand who and what pushes my buttons

_ Manage situations when people do push my buttons

_ Give myself affirmations

_ Love myself

_ Allow myself to cry

_ Laugh out loud

_ Channel my outrage through social action, letters, donations, etc.

_ Pay attention to my inner dialogue, self-talk, feelings, etc.

_ Keep a gratitude journal

Other:

Spiritual Self-Care

- Engage in a regular hobby I enjoy like gardening, cooking, baking, crafting
- Play a game like a card game or board game
- Play with a child or a baby

Other:

Mindfulness

- Eat slowly
- Meditate
- Try a meditation app
- Yoga
- Try a yoga app
- Pay attention to my breathing
- Spend time watching the clouds
- Quietly and closely examine a flower

Other:

Creativity

- Color with adult coloring books
- Color with a child
- Try meditative art like Zentangle
- Doodle
- Sketch or follow a YouTube video on sketching
- Make music
- Play with air dry clay or Play-doh
- Weave a friendship bracelet

- Make time for quiet reflection
- Spend time in nature
- Find a spiritual connection or community
- Be open to inspiration
- Be optimistic and hopeful
- Be aware of non-material aspects of my life
- Be open to not knowing
- Identify what is meaningful to me and notice its place in my life
- Learn more about my religion
- Learn more about another religion
- Pray
- Read or listen to inspirational talks, music

Other:

Sphere 2: Relationship To Others Checklist

Your relationships with family, friends, and acquaintances offline and online make up your second Sphere. In life and at work, you cannot avoid interacting with others. Your behaviors, habits and wellbeing impact and influence others, and the reverse is true as well. Here are ways you can attend to your relationships.

<p>Relationship with Family</p> <ul style="list-style-type: none"> <input type="checkbox"/> Schedule regular dates with my partner or spouse <input type="checkbox"/> Schedule regular activities with my children <input type="checkbox"/> Schedule regular family time <input type="checkbox"/> Call, check on, or see my relatives <input type="checkbox"/> Spend time with my pets <p>Other:</p>	<p>Relationship with Friends</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stay in contact with friends near and far <input type="checkbox"/> Stay in contact with important people in my life <input type="checkbox"/> Write a letter, put it in an envelope and mail it <input type="checkbox"/> Schedule time to reply thoughtfully to personal emails <input type="checkbox"/> Call at least one friend a week <input type="checkbox"/> Send cards to friends for any occasion or no occasion at all <input type="checkbox"/> Ask for help when I need it <input type="checkbox"/> Allow friends to do things for me <input type="checkbox"/> Enlarge my social circle <input type="checkbox"/> Share a fear, secret, or dream with someone I trust <input type="checkbox"/> Spend time with people who I enjoy <input type="checkbox"/> Invite a friend over for dinner <input type="checkbox"/> Make a meal with a friend <input type="checkbox"/> Organize a get together with friends <input type="checkbox"/> Ask your friends for positive feedback about me <p>Other:</p>
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The environment around you makes up your third Sphere. Environment is a major force in your life, but you may not be aware of its tremendous affect on you every day. While you may not be able to significantly change your environment, you can make small changes, like those listed below, to create a cleaner, safer space for yourself to improve your health and wellbeing.

<p>Your Home and Office</p> <ul style="list-style-type: none"> <input type="checkbox"/> Declutter your home <input type="checkbox"/> Declutter your desk <input type="checkbox"/> Clean something in your house you've avoided cleaning <input type="checkbox"/> Change your light bulbs to softer, energy efficient ones <input type="checkbox"/> Add plants to your home or office <input type="checkbox"/> Plant an indoor or outdoor garden <input type="checkbox"/> Use an ionic air cleaner <input type="checkbox"/> Use an aromatherapy diffuser (note coworker allergies) <p>Other:</p>	<p>Outdoors</p> <ul style="list-style-type: none"> <input type="checkbox"/> Walk outside at least once a day <input type="checkbox"/> Spend time at a lake, river, pool or other body of water <input type="checkbox"/> Find a hiking trail near you and explore <input type="checkbox"/> Take a different route to work <input type="checkbox"/> Ride a bike <input type="checkbox"/> Go to a park or a zoo <p>Other:</p>
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- _ Take time to chat with co-workers
- _ Make quiet time to complete tasks
- _ Understand my energy levels and plan work day accordingly
- _ Understand my concentration levels and plan work day accordingly
- _ Get help from co-workers or boss when needed
- _ Don't answer email all day
- _ Identify projects and tasks that are exciting and rewarding
- _ Have a system for effectively managing time and workload
- _ Set limits with clients, colleagues, and co-workers
- _ Balance my workload so I'm not overloaded every day
- _ Arrange my workspace so it is comforting
- _ Negotiate for my needs (benefits, pay raise, workload, comp time)
- _ Take comp time when earned
- _ Don't do work when I am on vacation
- _ Take weekends off
- _ Have a professional peer group from which to

- _ Strive to juggle work and family time
- _ Strive to juggle work and work life

Other:

Relationship with Money

- _ See a financial advisor to map out a financial plan
- _ Open up and use a savings account
- _ Use software like Mint to get a dashboard view of my finances
- _ Cut back on frivolous spending
- _ Bring lunch to work

Other:

Sphere 5: Relationship To Tech Checklist

Navigating the new sphere of your relationship with your technology can be challenging because you may already have developed bad habits around your tech. Here are some ways to implement Tech Wellness.

<p>Getting Away From Tech</p> <ul style="list-style-type: none">_ Take technology mini-detoxes or breaks when needed_ Unplug from work email and social media on vacations_ Unplug from work email and social media on weekends_ Unplug from work email and social media in evenings_ Don't check work email or social media first thing in the morning_ Don't check work email or social media right before bed_ Don't charge devices in bedroom or next to body_ Take breaks from computer for stretching, moving around <p>Other:</p>	<p>Technology Self-Care</p> <ul style="list-style-type: none">_ Use a standing desk_ Regularly stop, stand and stretch away from the computer_ Get a glare shield for my computer screen_ Get an ergonomic keyboard_ Hold my mobile device or smartphone at eye level instead of looking down at it <p>Other:</p> <p>Mindful Tech Practices</p> <ul style="list-style-type: none">_ Unfriend negative people from your social media feeds_ Unsubscribe from email newsletters_ Move your inbox emails into a folder and go to Inbox Zero <p>Other:</p> <p>Using Mindful and Monitoring Tech</p> <ul style="list-style-type: none">_ Try a habit tracker like Today or Habit List_ Install RescueTime on my computer to track my productivity
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