



RENEWAL for Leaders and Supporters

to

RESTORE Optimal Well-Being

and

REGENERATE Competence and Commitment to Ensure That
All People Supported Will Live to Their Fullest Potential

A Centre for Conscious Care

Session 9 - Level 1 – Part 1



Part 1 – Resource A

Outcome Objectives

As a result of the group training process and one with one executive coaching sessions...

1. Supervisors and Directors (S & D) will be **Renewed** by celebrating and integrating the more complete best practices that were learned during the COVID experience and;
2. S & D will be better qualified to **Restore** and **Regenerate** supporters to be more competent, committed and caring to consistently provide the best possible conscious care and support and other essential services to people supported and;
3. S & D will significantly enhance their self-awareness, self-understanding, self-management, self-expression, personal and professional development and;



Outcome Objectives

continued

4. S & D will more consistently and completely facilitate the development and successful implementation of Person Centered Plans (PCP) and;
5. The improved PCP development and implementation process will significantly improve the likelihood that every person supported will live to their fullest Social, Vocational, Mental, Emotional, Physical and Spiritual Potential.



Capture, Expand to Experience, and Teach

Captured Key Points	Expand to Experience who will be Helped by this
Who will I teach this to?	Potential Benefits



Why is it Important that You Work at C.L. Access?

e.g. what would be different at C.L. Access if you didn't work there?

Process:

Write 3 – 4 lines to answer this question.



RENEWAL Celebrations

We Grow, Develop, Improve, etc. Through Inspiration and Desperation

Process:

- **Divide into subgroups of 3.**
- **Explore the following questions for 15 minutes in subgroups and report back to the total group with a story of a significant positive experience and what was learned from it.**
- **Each person write a personal statement of up to 3 or 4 lines of what you will continue, stop doing and start doing as a result of what you learned from your COVID experience.**

What of your COVID experience was inspiring

e.g. - What did you do well?

- What did your team do well?**
- What did you learn about yourself?**
- What did you learn about others?**
- What will you continue, stop and start going forward?**
- What are you grateful for (Alice)?**



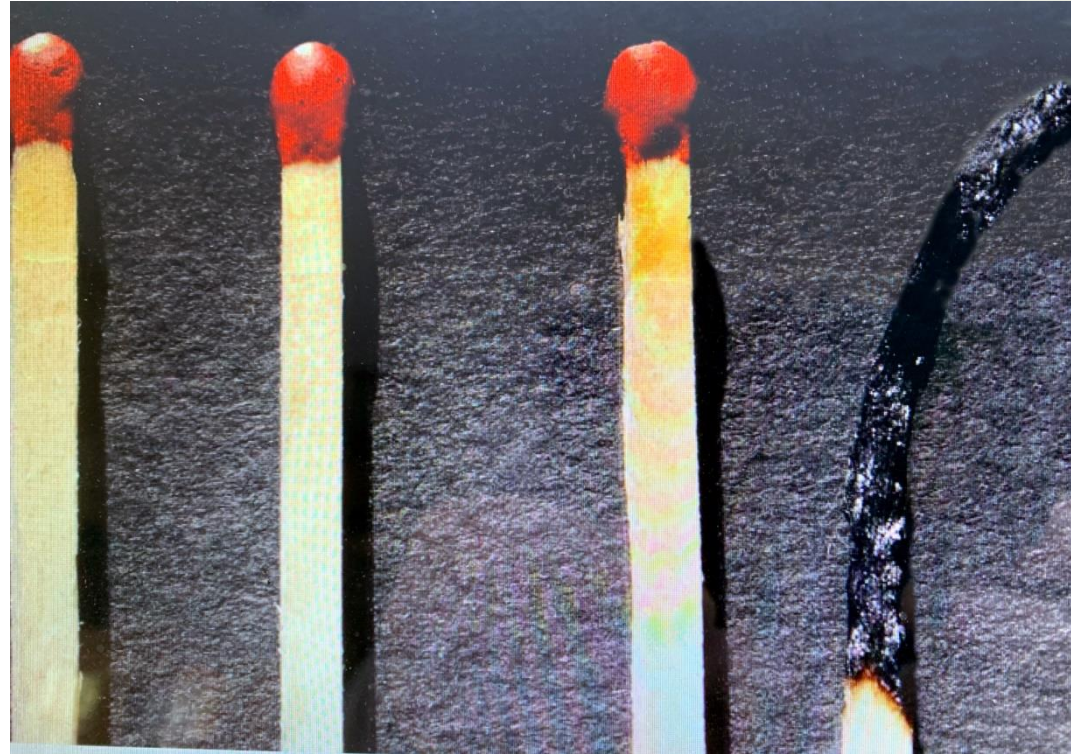
Renewal, Restore and Regenerate

from

**Burn-Out
Space-Out
Tune-Out
and
Strike-Out**

to

Fulfillment, Satisfaction and Services' Excellence



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Question 1

How to Sustain Satisfactory Services When Working Conditions are Unavoidably Compromised (e.g. because of the COVID Crisis)

- Development of Mental Health Disorders and Lack of Emotional and Physical Well-Being
- Work Overload and Stressful Overtime due to Staff Shortages
- Compassion Fatigue
- Unreasonable Levels of Responsibility due to Inexperienced New Hires
- Inadequate 'Tools' to Do the Job, e.g. Loss of Community Support Opportunities
- Low/No Feelings of Meaning and Purpose
- Low/No Feelings of Control Over Roles and Responsibilities



Question 1

Continued

- **Ongoing Anxiety, Fears of Breakouts, Becoming Seriously or Fatally Ill**
- **Personal Social Isolation Resulting from Masks and PPE, etc.**
- **Unresolved Conflict Between Team Members due to Differing Views, like for example on Mandating Masking and Vaccines, etc.**
- **Loss of Working Relationships (due to Working from Home) that are Needed to Inspire and Nurture the Team's Feelings of Togetherness, Meaning and Fulfillment**





Unintended Contributors to Compromised Support Services

How Prevalent are the Outs?

Assessments

Self-assessments (S) Other Assessment (O)

	Don't Know	High	Somewhat	Low/No
Burn-Out				
- Feelings of Overwhelm/ Exhaustion/Anxiety/Depression				
- Negativity Towards the Job and Self				
- Team Members Conflict, Anger, Unforgiving				



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Unintended Contributors to Compromised Support Services

How Prevalent are the Outs?

Assessments

Self-assessments (S) Other Assessment (O)

	Don't Know	High	Somewhat	Low/No
Tune-Out				
- Loss of Confidence or Commitment				
- Low to No 'Wanting To' Do Parts of the Job				
- Low to No Caring/ Indifference				



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Unintended Contributors to Compromised Support Services

How Prevalent are the Outs?

Assessments

Self-assessments (S) Other Assessment (O)

	Don't Know	High	Somewhat	Low/No
Space-Out				
- Low to No 'Ability to Do' Parts of the Job				
- Inadequate Job Skills				
- Ineffective, Inefficient, Mistakes				



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Unintended Contributors to Compromised Support Services

How Prevalent are the Outs?

Assessments

Self-assessments (S) Other Assessment (O)

	Don't Know	High	Somewhat	Low/No
Strike-Out				
- Emotional Hijacks – Impatience/ Intolerance				
- Power Struggles				
- Withdrawn				



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Costs of Not Eliminating the 'Outs'

(by Renewing, Restoring and Regenerating)

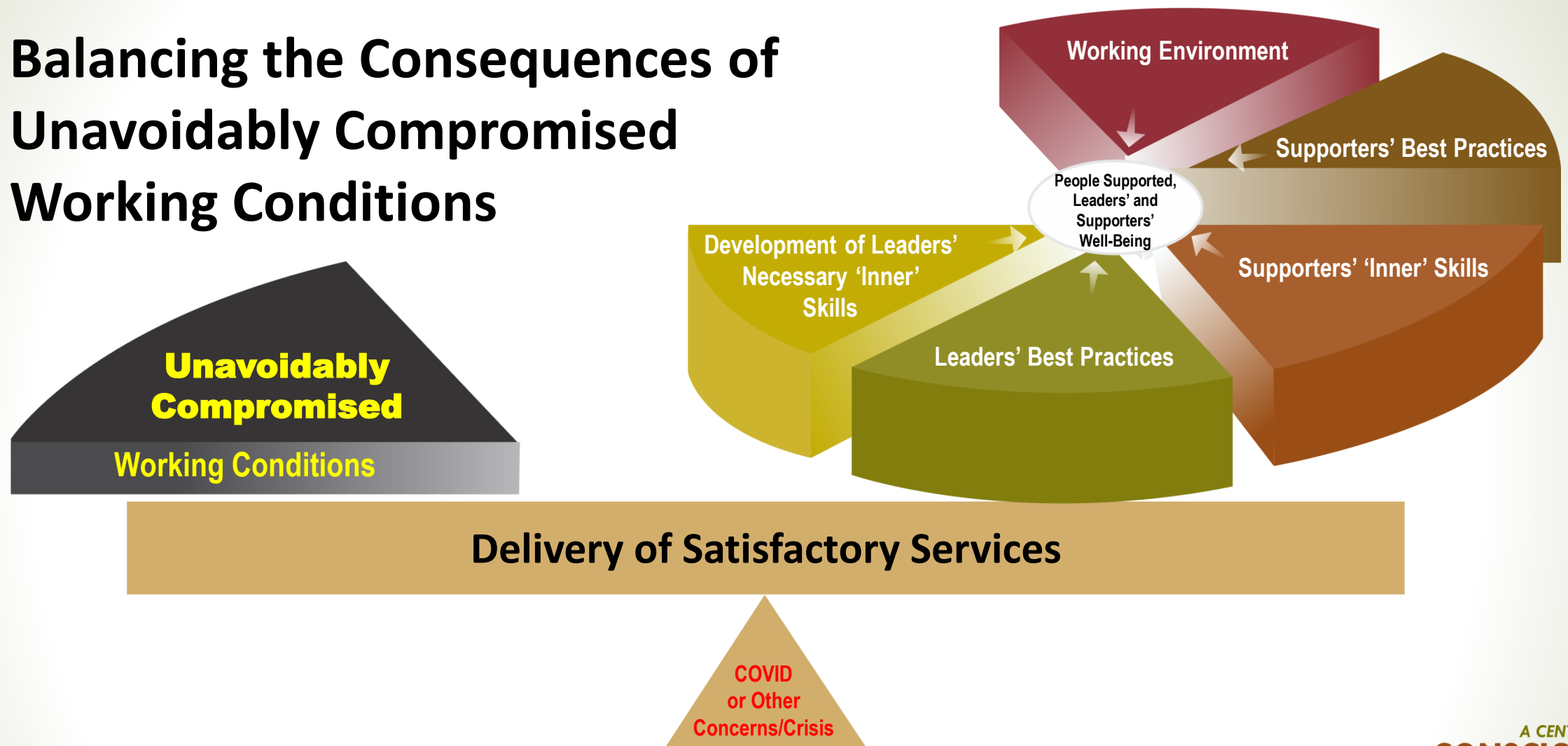
- People Supported – Continued Seriously Compromised Well-Being
- People Supported – Not Living to their Fullest Potential
- Leaders' and Supporters' Compromised Mental Health, Emotional and Physical Well-being
- Harmful Moral Distress – for Not Being 'Enough'
- Lack of Fulfillment, Meaning and Purpose
- Absenteeism and Presenteeism
- Staff Turn Over
- Disrespectful Communications
- Health Problems
- Wasted Financial Resources



Requirements for Renewing and Restoring Optimal Services



Balancing the Consequences of Unavoidably Compromised Working Conditions



At the time when satisfactory working conditions are unavoidably compromised, the consistent delivery of satisfactory services will be directly proportionate to all other evidence based best practices.



Part 1 – Resource B

Supervisors of Support Professionals and Supervisors of Supervisors

Process: In groups of 3, answer the following question.



**What are your most
challenging/difficult to be effective
direct* supervisory roles?**

** Direct roles are applications of leadership tools and skills offered directly to develop, guide and support the people supervised (Team Members) through formal and informal, monitoring, motivating, mentoring and managing meetings and coaching interactions. This is versus supervisory roles that indirectly support, build, maintain, improve the systems or physical infrastructure required to offer services. E.g. scheduling, budget management, administration.*



Summary* of Direct Supervision of Roles and Responsibilities

Process:

- Individually self-assess each role by indicating your level of challenge/difficulty to be effective.
- Submit to Peter for background for executive coaching sessions.

	Level of Challenge				
	Very High - 5	High - 4	Moderate - 3	Somewhat - 2	Low - 1
1. Supervising and Facilitating the Development and Training of Competent, however seemingly Not Committed Team Members (TM).					
2. Supervising and Facilitating the Development and Training of Committed and Motivated, however seemingly not Sufficiently Competent TM.					
3. Facilitating Effective and Timely Constructive Corrective Problem Solving and Decision Making, i.e. Development and Implementation of Team Members Performance Improvement Plans (PIP).					
4. Supervising and Facilitating Effective Planning and Person Centered Plan (PCP) Implementation.					

* Reference Attachment 1 for details



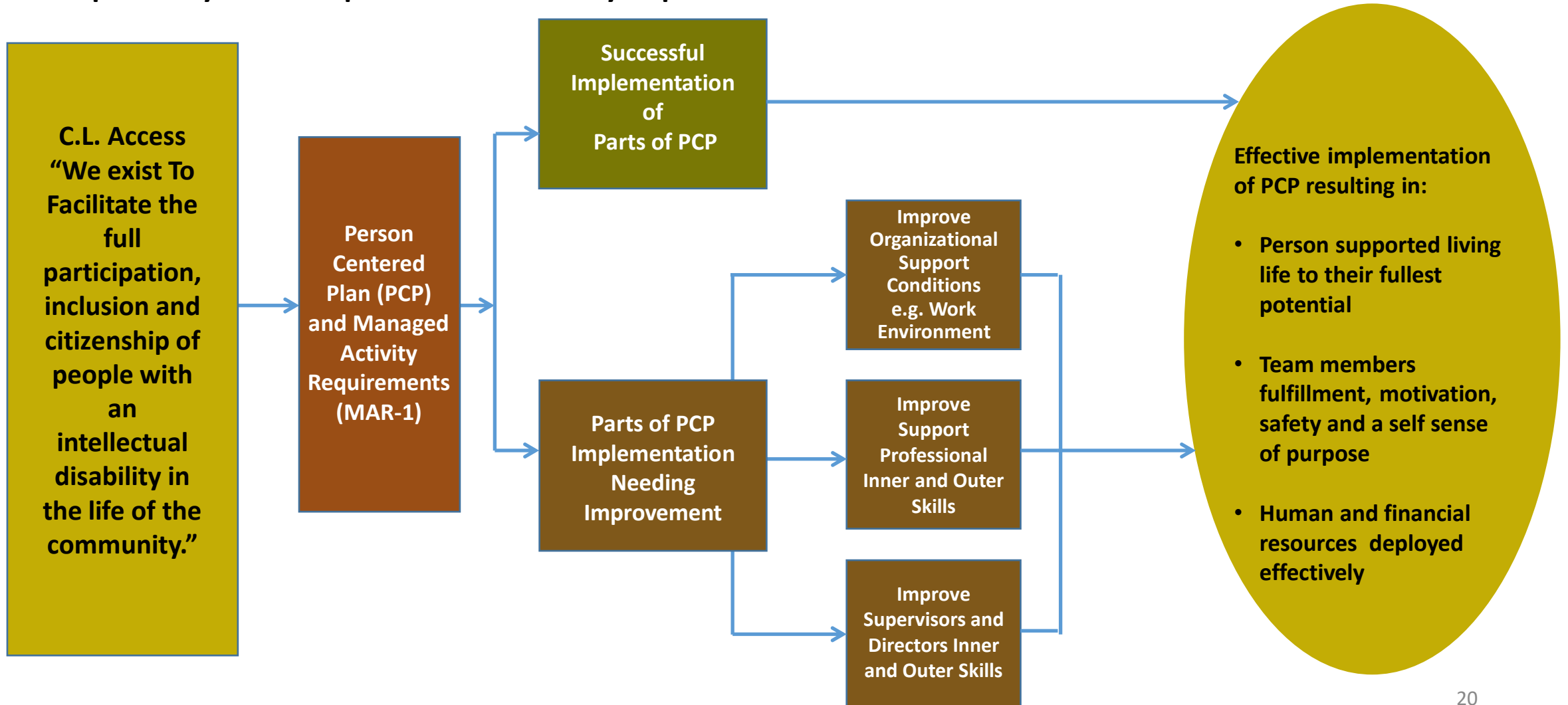
Summary of Direct Supervision of Roles and Responsibilities

	Level of Challenge				
	Very High - 5	High - 4	Moderate - 3	Somewhat - 2	Low - 1
5. Supervising and Facilitating Team Building and Conflict Resolution.					
6. Personally meeting one with one for approximately 15 minutes bi-weekly to identify, prevent and resolve team tension and performance issues and build trusting relationships.					
7. Supervising and Facilitating Personal Health Support, e.g. CCS Biomedical Comorbidities assessments and treatments.					
8. Mentoring as a result of a team member expressing a personal concern, possibly requiring EAP.					
9. Facilitating Advocacy for Others.					
10. Managing demands created by COVID (list).					
11.					
12.					



Successful PCP Implementation – Part 1 – Resource C

- C.L. Access Mission
- PCP Implementation
- Supervisory Roles Required to Successfully Implement the Mission





Part 1 – Resource D

Direct versus Indirect Supervision

Over a typical week/month, what % of your time is spent on:

Direct Team Member Supervision _____ %
(reference above)

Indirect Supervision _____ %
(scheduling, budgeting, planning, management
of the system's administration)

Direct Service _____ %



Time Allocation

Given the needs of your team members for **Renewal** and to **Regenerate** more Positive and Progressive Support Roles –

Are the above time allocations:

1. sufficient to guide and support all team members?
2. sufficient to impact change as required?

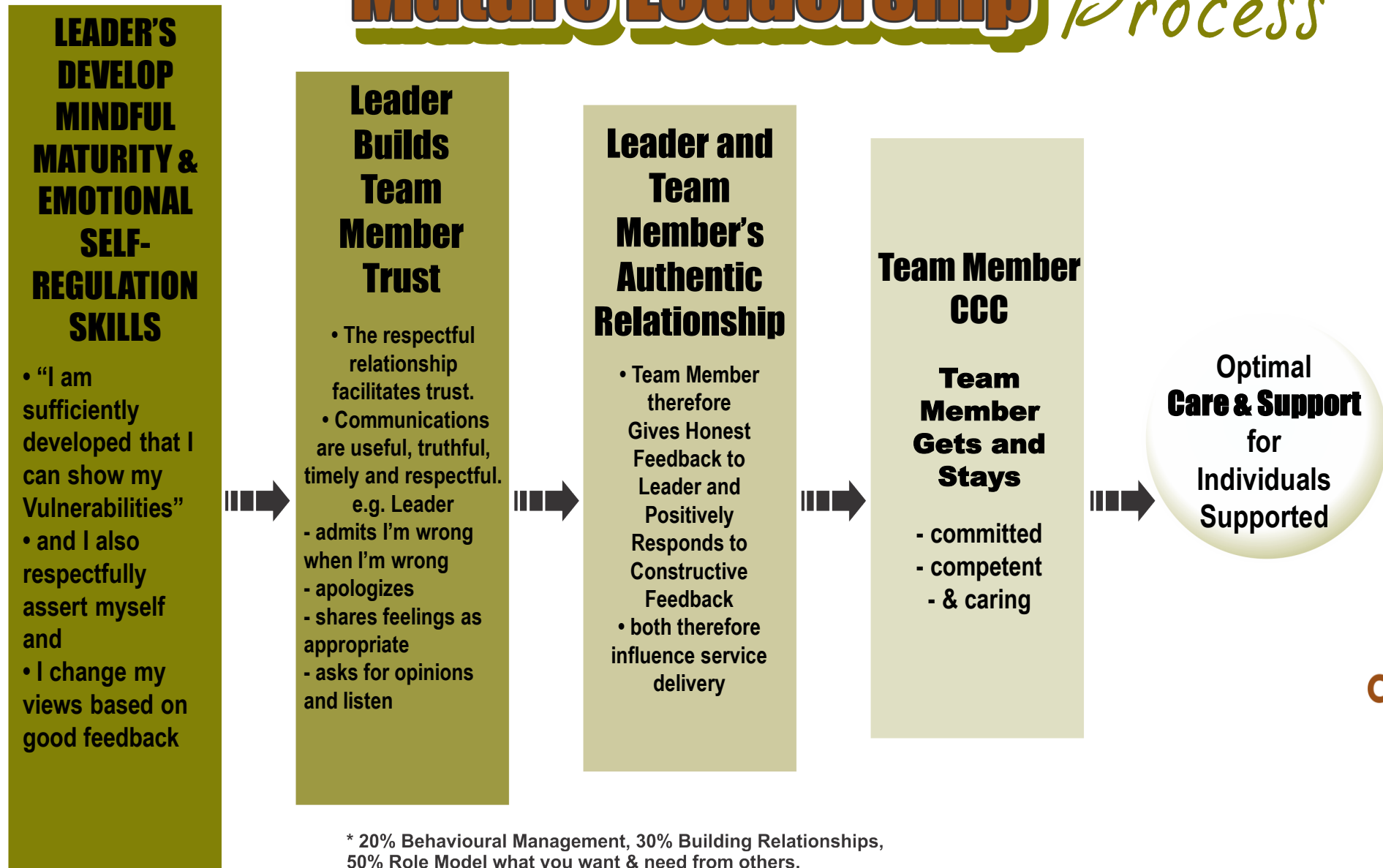
Ideally, I would improve time allocations as follows:



Part 1 – Resource E

What are some of the main reasons for dysfunctional teams?

The Mindful & Emotionally Mature Leadership Process





Part 1 – Resource F

Building Trusting Relationships

Process:

In groups of 4 please answer the following questions and report back.

1. The relevance and importance of building and sustaining trusting relationships as a key component of effective supervision/leadership as previously described, so as to result in optimal service to people supported reflects my views and values.

Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Agree
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2. List examples of how you build 360 degree trusting work relationships.
3. List examples of how you are not building trusting relationships.



Building Trusting Relationships

- A. List Blockages to Building Trusting Relationships.**

- B. What Would Be Required to Remove These Blockages?**



How Supervisors and Directors Can Build Trusting Relationships with Team Members

1. Mindfully commit to build good relationships.
2. Speech should be useful, truthful, kind and timely.
3. Acknowledge and validate team member successes.
4. Acknowledge your mistakes.
5. Acknowledge not knowing something.
6. Follow through on commitments.
7. Be emotionally self-regulated.
8. Accept blame and share credit.
9. Eliminate resentments among team members.
10. Have weekly 10 – 15 minutes check-in meetings.



How to Encourage Team Members

- Remind supporters of the value of what they do.
- Recognize good work – catch others being ‘good’.
- Make regular inquiries about specific people and acknowledge progress.
- Actively seek feedback, e.g. “what can I do to help?”
- Give sufficient time for transfer of status of each person supported, from one shift to the next.
- Director’s Drop-ins – (when).



Part 1 – Resource G

Supervisors' and Directors' Inner and Outer Skills Requirements to Successfully Supervise Team Members (TM) to Achieve C.L. Access Services Outcomes' Standards

S & D Inner Skills



S & D Direct Services Outer Skills

- Build a Sense of Team Shared Purpose and Belonging
- Direct and Support Team Members so as to Develop their Competencies, Confidence and Commitment
- Build a Trusting and Respectful Relationship with each Team Member
- Facilitates each Person Supported, their Family if Applicable, and Team Members in the Development and Implementation of each Person Centered Plan (PCP)
- Monitors, Motivates, Mentors and Manages each Team Member to Successfully Implement the PCP as Required
- Ensures PCP Effective Implementation by Facilitating each Team Members Accountability to their Work Performance Including Tenaciously Managing the Team Members' Work Performance Improvement Plan (PIP)

Support Professionals

- I Trust My Leader to Make the Best Possible Decisions
- Recognition – I Feel Valued
- Team Support – I Feel Part of a Positive Team
- Fairness – I am Not 'Punished' For Good Behaviour (Doing More Than My Share)
- Respect – Communications to Me are Useful, Truthful, Kind and Timely
- Social Justice – There are No 'Favourites' of Team Members
- Meaning and Purpose – I Feel Inspired and Hopeful
- I am competent and committed to provide optimal services

Effective implementation of PCP resulting in:

- People supported living life to their fullest potential
- Team members fulfillment, motivation, safety and a self sense of purpose
- Human and financial resources deployed effectively