



## **FLOURISHING WORKPLACE INITIATIVE TOOLKIT**

*The Peer Support Coalition of Florida’s “**Flourishing Workplace Initiative**” is a well-being program that aims to spread the hope of recovery, resiliency, and flourishing for all, one workplace at a time.*

*This toolkit is designed for use by organizations and introduces tools to include all employees in creating a “**Flourishing Workplace**”.*

### **Additional Information**

For additional information or to download an electronic version of this toolkit, go to:

<https://www.peersupportfl.org/pentac/resources/>

For technical support implementing the toolkit, contact us at:

[info@peersupportfl.org](mailto:info@peersupportfl.org)

# **FLOURISHING WORKPLACE INITIATIVE TOOLKIT**

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## **Introduction & Terminology**

The Peer Support Coalition of Florida’s “**Flourishing Workplace Initiative**” is a well-being program that aims to spread the hope of recovery, resiliency, and flourishing for all, one workplace at a time.

If we want to eliminate the stigma associated with behavioral health issues, we need to reframe how we think about behavioral health issues. We need to recognize that everyone falls somewhere on the mental health continuum. We need to recognize that where we fall on the mental health continuum is dynamic and not static. Everyone will face less-than-optimal mental health at some point in their lives. When that happens, we need to focus less on labels and more on support.

Two important concepts. One is exclusionary and requires an issue often requiring a diagnosis and the overcoming of that issue. That is recovery. The other concept, flourishing, does not focus on issue-specific language. Flourishing allows for the inclusion of everyone. When we look at the mental health continuum, flourishing can include periods in our past or present when we needed, sought, or lived in recovery.

### **What is Recovery?**

Recovery from Mental Disorders and/or Substance Use Disorders is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. (*SAMHSA’s working Definition, 2012*)

### **What is Flourishing?**

“Flourishing itself might be understood as a state in which all aspects of a person’s life are good” (VanderWeele, 2017). We might also refer to such a state as complete human well-being, which is arguably a broader concept than psychological well-being. (*Human Flourishing Program*)

### **What is Recovery Capital?**

Recovery Capital is the internal and external assets that can be brought to bear to initiate and recover from problems, including MH and SUD (Recovery Planning Training).

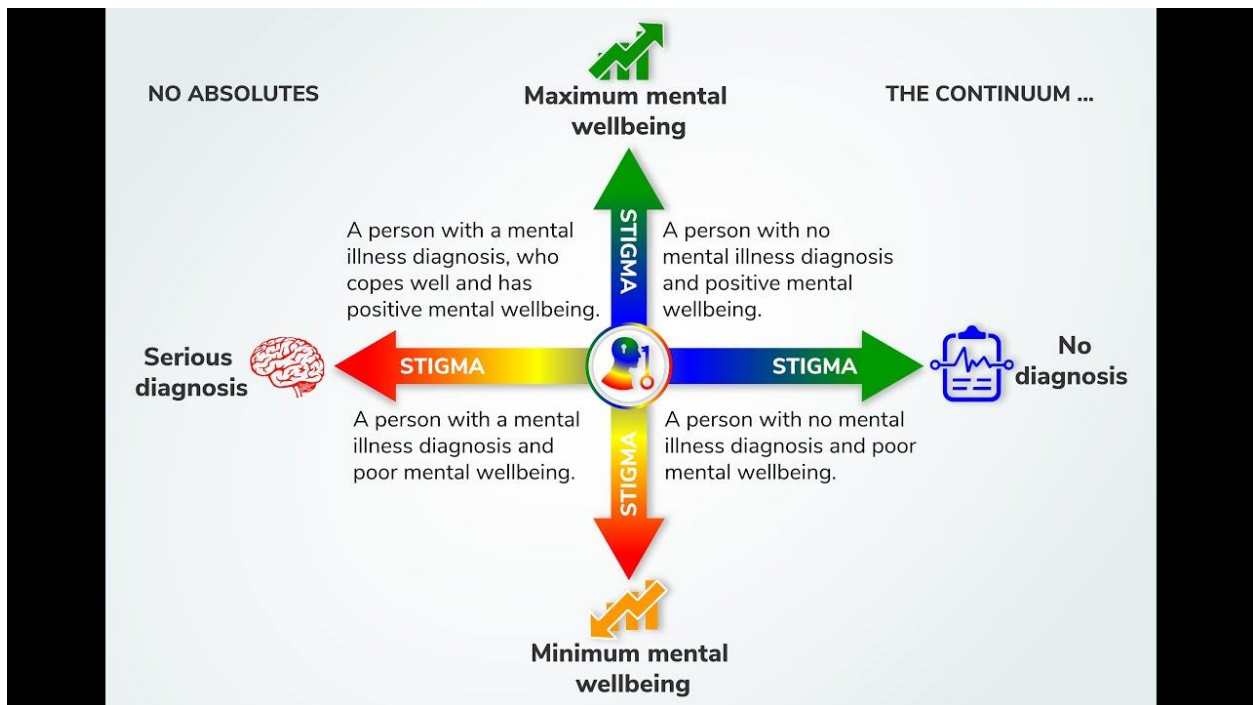
### **What is Psychological Capital?**

Psychological Capital is defined as “an individual’s positive psychological state of development” (Fred Luthans, et al., 2007), which is characterized by having high levels of HERO, the four elements of Hope, (self-)Efficacy, Resilience, and Optimism.

## What is The Mental Health Continuum?

The mental health continuum is a tool that helps us to think about our well-being and the actions we can take to improve it. The mental health continuum helps to identify the current state of our mental health. Mental health is not an all-or-nothing concept—it can change often.

We highly recommend this video for an informative description of how we all fall on the continuum: [\(206\) The Mental Health Continuum - YouTube](#). A picture version follows.



## The Organization's Role in Recovery & Flourishing

Through the Recovery Support Strategic Initiative, the federal Department of Substance Abuse and Mental Health Services Administration (SAMHSA) has delineated community as one of the four major dimensions that support a life in recovery. **Community**: relationships and social networks that provide support, friendship, love, and hope (SAMHSA's definition).

***Recovery is supported through relationships and social networks:*** An important factor in the recovery process is the presence and involvement of people who believe in the person's ability to recover; who offer hope, support, and encouragement; and who also suggest strategies and resources for change. Family members, peers, providers, faith groups, community members, and other allies form vital support networks. Through these relationships, people leave unhealthy and/or unfulfilling life roles behind and engage in new roles (e.g., partner, caregiver, friend, student, employee) that lead to a greater sense of belonging, personhood, empowerment, autonomy, social inclusion, and community participation. (SAMHSA)

Flourishing adds a dimension beyond recovery and incorporates the concepts of well-being for all and not just those in recovery from mental health and substance use issues.

Studies indicated that positive organizational support is an important contributor to employee flourishing. Employees who perceived that the organization values their contribution, cares about their well-being, and commits to providing support were more likely to experience flourishing in the long run. They were more likely to feel contentment and joy, establish and maintain positive relationships with others, have a sense of purpose and meaning in life, and work towards or achieve goals that they have set for themselves. Read the article [Flourishing in the Workplace: A One-Year Prospective Study on the Effects of Perceived Organizational Support and Psychological Capital - PMC \(nih.gov\)](#).

## **Flourishing Workplace Initiative**

The aim of a workplace well-being initiative is to inspire employees' interest in whole health and open dialogues about how organizations play an integral role in the well-being of their employees. The concept of workplace well-being is not new. There are working examples of organizations that have taken on the challenge to one degree or another using various names for the initiative.

### **Understanding the need for a workplace initiative:**

Well-being and flourishing are not simply about personal health but the health and well-being of the entire organization.

### **What can the organization do?**

- Recognize that the employees, as well as the organization, do have resources and strengths
- Look for opportunities to build supportive workplace relationships
- Share resources and information
- Influence policies and procedures
- Combat stigma and discrimination
- Share skills and talents
- Support the development of employee ambassadors
- Start ongoing well-being activities

### **What can every employee do?**

- Share hope that recovery is real
- Champion well-being initiatives
- Provide support and hold hope for other employees that are going through a tough time
- Share their story
- Get involved with advocacy
- Volunteer to provide peer support in the organization and community organizations
- Help to identify local community resources that can help others deal with issues and help to build a network of allies
- Address language, stigma and other biases that interfere with well-being
- Learn to avoid unintentional triggering or harmful situations at work.

### **Who is involved in a Workplace Well-being Initiative?**

Absolutely everyone is involved!

### **How to Start a Workplace Well-being Initiative?**

The following pages represent sections of a workplace well-being toolkit that can be used by anyone interested in improving the recovery and psychological capital in their organization. Use the pieces that apply to your organization and your initiative.

## **Sample Mission, Vision, and Values**

Organizations have mission, vision, and values statements. However, adding a well-being initiative is one area that can benefit from its own statements. Over time as the organization assimilates the cultural changes, well-being can be added to the overall organization's mission.

It is beyond the scope of this toolkit to expand on how to create these statements. PSCFL provides technical assistance to assist organizations where needed to develop statements.

### **Sample Flourishing Workplace Initiative Mission**

The mission of the [Organization Name] Well-being Initiative is to promote and support programs that encourage the wellness of [name of organization] employees.

The mission of the [Name] Public Schools Employee Well-being Initiative is to enhance organizational health by fostering interest and encouraging employees to initiate or expand healthier lifestyles, decrease illness and stress, and develop a positive school culture.

To support employees in making healthy choices with their work and home lives, encourage well-being habits, increase self-awareness of well-being factors, and inspire employees to take responsibility for their own health.

### **Sample Flourishing Workplace Initiative Vision**

By [Date, Organization Name] will be recognized (using a follow-up employee satisfaction survey) as a great workplace with progressive programs in workplace flourishing. Employees will collaborate to promote healthy environments and personal health as part of our culture of learning and working with purpose.

We aim to create a health-promoting workplace where our people can be themselves and feel and perform at their best, so we can deliver the exceptional service our stakeholders expect. This means being proactive in empowering our people to prioritize their well-being and supporting those around them in doing the same.

### **Sample Flourishing Workplace Initiative Values**

We value:

- The inherent worth and potential for flourishing of all employees.
- The treatment of all employees with respect and dignity.
- Diversity, inclusion, and equity for all.
- Communication that is open, honest, and direct at all levels.
- The highest standards of professionalism, with an emphasis on ethical behavior, empathy, and confidentiality.
- The powerful role of education in all our work.



## **Sample Flourishing Workplace Resolution**

***WHEREAS**, the [Organization Name] supports the designation of **Flourishing Workplace** and;*

***WHEREAS**, at their [date of adoption, meeting], the [Organization Name’s Well-being Committee] has unanimously passed a resolution supporting the designation of [Organization Name] as a **Flourishing Workplace**, and;*

***WHEREAS**, [Organization Name] recognizes that all employees experience life on the well-being continuum and;*

***WHEREAS**, [Organization Name] recognizes that one in four Americans has experienced mental illness, including substance use disorders, in a given year according to the National Institute of Mental Health, and;*

***WHEREAS**, mental health problems are more common than cancer and heart disease combined, affecting children and adults, including a large percentage of veterans, and;*

***WHEREAS**, given the serious nature of global well-being, mental health, and substance use issues, we must continue to reach those who need help and;*

***WHEREAS**, the stigma associated with the disease of mental illness and substance use is identified as the primary reason individuals fail to seek the help they need to recover, and;*

***WHEREAS**, **Flourishing Workplaces** aim to inspire employees’ interest and open dialogues about well-being, raise awareness of the need for support in our organization, and create a culture wherein all employees feel supported by their supervisors and peers and feel free to seek support and treatment without fear of stigma and;*

***WHEREAS**, promoting awareness that there can be no discourse on “health” without consideration of “whole health” and encouraging all employees to be mindful of their whole health and ask for help when needed, and;*

***WHEREAS**, resources are available to promote hope and well-being in the workplace so no one employee needs to suffer alone or feel hopeless, and;*

***WHEREAS** establishing **Flourishing Workplaces** will raise awareness of resources and encourage employees to engage in care as soon as the need is identified so recovery can begin, hope is inspired, and tragedies are avoided, and;*

***NOW THEREFORE BE IT RESOLVED** that [Organization Name] recognizes the workplace needs and supports the efforts of the [Organization Name’s Well-being Committee] as a **Flourishing Workplace Initiative**.*

## **Forming a Well-Being Task Force**

### **How to Identify Well-being Ambassadors**

A Well-being Ambassador is an employee who embraces the Flourishing Workplace Initiative and will help bring your Flourishing Organization to life.

Well-being Ambassadors are involved employees who are influential in the workplace and understand the needs, specific strengths, and opportunities of the workplace initiative.

Ambassadors do not have to be professional advocates; they are individual employees who are passionate, interested, energetic and committed to the organization's transformation. Any proactive employee can be trained to become a Well-being Ambassador. For example, an ambassador can be a supervisee, supervisor, manager, director, or president. Often people become ambassadors because they have been affected by an issue directly or through a loved one.

### **How to form a well-being task force**

Gather a team of dedicated employees who can help enhance the culture of caring and hope in the organization. Including as many different roles and departments as possible would be ideal.

Host a town-hall information meeting to introduce employees to the Flourishing Workplace Initiative, educate and promote awareness, and gather general interest. Invite broadly in support of the Flourishing Workplace Initiative. The size of the organization determines the breadth of the task force. Include employees from the executive, management and supervisor, and non-supervisory levels.

## **Flourishing Workplace Action Plan**

**Below are some ideas to bring your local Flourishing Workplace to life. Feel free to follow these suggestions and plans and add your own to benefit your organization. Remember, this initiative is an organization-wide effort, so play to the strengths and opportunities within your organization.**

- Run a town-hall-styled meeting about your local Flourishing resolution and efforts.
- Hold a Flourishing forum to discuss your community’s well-being goals and gather input for community events.
- Promote whole health goals within the community.
- Host a well-being walk.
- Set up a well-being booth at community events and community days.
- Host a “Looks of Well-being” poster contest.
- Have educational events for employees.
- Develop a website or Facebook page for your initiative or extension of your current site with a link to local resources.
- Encourage employee well-being clubs focusing on various topics.
- Collaborate with local community service groups to host organization-wide well-being celebrations. For example, organize a celebration for Mental Health Awareness Month or Recovery Month.
- Distribute well-being promotional materials to employees to place on their private lawns and vehicles, sending an outward-facing message to their communities.
- Host a well-being awareness community concert.
- Collaborate with other well-being-focused groups to provide community education and awareness events as well as recreational events.
- Develop a media campaign and put out press releases for your well-being-oriented efforts.
- Promote personal stories of well-being, recovery, and flourishing.

## Sample Outreach Communication

### Sample Communication:

#### **[Named Organization] Declares a Flourishing Zone**

All employees experience times when they are not at their optimal level of well-being. Moreover, one in four adults experiences a diagnosable mental illness every year, and many of these individuals do not seek help because of fear of shame or judgment from friends, family, and coworkers. On *[DATE]*, *[Named Organization]* made the first steps towards creating a Flourishing Workplace. Employees can receive the necessary resources without disclosure or judgment in a Flourishing Workplace.

*[Named Organization]* representatives passed a resolution designating the *[Named Organization]* as a Flourishing Organization to create an environment where employees feel free to seek the support they need to attain and maintain well-being. *[Named Organization]* joins other progressive organizations to declare a Flourishing Zone.

*[Named Organization]* hopes to raise awareness that flourishing is attainable and that well-being is achieved in organizations by encouraging those affected to seek services and feel supported. Establishing this Flourishing Zone will raise awareness of organization-wide and locally available resources so no employee needs to feel hopeless or alone. Eliminating stigma will enable employees to ask for help when needed to inspire hope and avoid tragedies.

*[Named Organization]* urges anyone wanting more information on the Flourishing Organization Initiative to contact *[Well-being Committee]*.