

SOLUTION: Employee Wellness Team



PURPOSE

Develops and helps implement solutions to create an Employee workforce engaged in improving the health of the entire organization. Healthy employees have healthy families, and therefore a healthy community. The organization then role models healthy behaviors for every employer in their service area.

TEAM LEADER/FACILITATOR

The Employee Wellness Team is supported by a leader (usually an employee health or wellness staff member, but any leader or employee with a known passion for health and wellness who motivates others to the same is perfect.). The Employee Wellness Team leader/facilitator will also serve as a member of the organization's Steering Team. It is advisable that the Employee Wellness Team leader/facilitator makes a multi-year commitment to serve in this role as this consistency is helpful for team success. However, if a team leader/facilitator is not able to re-commit or is not effective in the role, the Steering Team should facilitate replacement. A co-leader/facilitator or Executive Sponsor could also be selected if the organization desires.

Having a leader serve the team via this role is helpful in navigating the organization's processes which will assist the team in achieving their purpose. Without some leader involvement, a team of employees can get bogged down with navigating the bureaucracy of the organization when attempting to create change. Also, the team may need access to resources of talent and money. A leader can assist in this way as well.

TEAM MEMBERS

The remaining team membership is made up of employees. While not every work unit, or department, will have an employee on each team, a cross section of the organization should be represented on each team. Don't miss an opportunity to include team members from various shifts and campuses. This can provide a logistical challenge for meetings and communications, but not one that cannot be overcome by a creative and motivated team. Use these recommendations to create and maintain a team of ten to twelve members.



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SOLUTION: Employee Wellness Team 1

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Qualities of Team Members:

- Believes in, and supports, that these changes/improvements are necessary and important to the success of the organization.
- Willing and able to follow through on action assignments.
- Committed to role modeling the behavioral standards that are expected of everyone in the organization.
- “High performers” who want to be part of a high performing team and organization.
- Able to work in a group.

In organizations that have had a long history of having robust and successful employee-driven teams, it is coveted to be on a team. This happens over time as the organization loudly celebrates the contributions that these teams are making to the organization’s success. The positive reputation of these teams will create interest in other employees to join a team when opportunities arise in the future.

Over time, some founding members will leave the team allowing for the selection of replacement members. The team will have many interested and qualified employees throughout the organization, so having a process for new team members selection will be something that the team must develop. When adding replacement members to the team, the team will take on the responsibility of recruiting their new members.

Some teams create a team member commitment letter (see Steering Team **Solution for Strengthening Team Dynamics**) in which the team members commit to the responsibilities of the team. Some organizations also require employee team members to secure a signed commitment from their direct supervisor which indicates their supervisor’s support of their involvement on the team. These commitment documents may be part of the initial team set up process or be added later if there is decreased participation from team members or perceived lack of support from the employee’s supervisor.

At the start of each membership term, which is usually one to two years, the team should ask each member to re-commit for another term. If unable to re-commit, the member should be replaced by the team. It is positive to have a level of stability and longevity on the team, as well as a healthy level of new members over time.

Some teams also consider the use of ad hoc, guest members, or outside contributors which are brought in to aid the team for a specific period of time to support the success of a specific project. When a team recognizes that key stakeholders or certain knowledge or ability is needed to aid their efforts, the team can augment their membership on a temporary, or permanent, basis.



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THE WORK TO BE DONE BY THE TEAM

In alignment with their purpose, the team will annually define measurable goal(s) and action plans to guide their contributions to the organization's "people" strategies.

TEAM RESPONSIBILITIES

- Develops a Framework and structure to operate the wellness program annually. This is the structure that will guide the action plan/journey plan for your team. (e.g. WELCOA, Mind/Body/Spirit etc.)
- Assist the Employee experience team to conduct an annual survey of employee engagement and promote employee participation at a 75% or higher response rate. There will be topics/questions of interest to the wellness team on the survey annually.
- Analyzes the employee engagement survey results and develops action plans for improving engagement with wellness initiatives based on survey findings.

When a team is newly formed, the team's first and second quarter action plans should contain some less complicated actions so that some early wins and the associated feelings of achievement can motivate the members. As the team functioning gears up, action plans can take on the necessary sense of urgency and elevate to the higher end of difficulty.

While the annual action plan will be created at the start of each year, it may need some adjustments along the way. Some teams may move forward quicker, or slower, than the plan originally mapped out. The intent is to avoid lulls in the action or a sense of being overly rushed or overwhelmed.

In organization's with multiple employee-driven teams, the creation of annual action plans is often stewarded by a Steering Team to assure that duplication of effort doesn't occur, that teams stay on purpose, or that specific priority work doesn't get missed on the action plans.

When a team exists for many years, there will be a sense of "circling back" to past solutions/action items. The intent of going back to past solutions that were launched by the teams is to continue the change and adoption process that was started. It can take years for a large organization to reach every employee with every solution. This is a normal phenomenon of change. It doesn't indicate failure on the part of the team.

As well, circling back to past solutions rolled out by the teams also provided an opportunity to refresh, re-inspire, and elevate the solution. When the solution is in use, there will be employees who put the tactic in use in ways that elevate its usefulness and results. Finding these examples and re-launching the elevated tactic to all employees keeps the solution fresh, alive, and achieving better than ever results.



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