



Making Wellness Work:

An Introduction to Wellness, the Importance of Self-Care and Practical Wellness Tools for Your Practice

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Intention Setting Exercise

The Well

Margaret Cullen, MFT
Compassion Institute

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Participant Objectives

Participants will leave this 100 minute educational session with a clear understanding of how compassion and mindfulness practices contribute to workplace wellness, sustainability and employee retention.

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Participant Outcomes

1. The importance of wellness services in veterinary practices via the positive impact on employees and clients.
1. The importance of compassion and mindfulness as foundational tools in creating a common language of wellness within your veterinary practice.
1. Practical wellness tools shared by administrators (Hospital Director, People Resources Department- Leader of Wellness and Culture & Human Resources Manager) at Four Seasons Veterinary Services. These tools can be implemented immediately, regardless of practice size or budget.

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The importance of wellness services in veterinary practices via the positive impact on employees and clients

First- the good news:

- We can reduce employee burnout and increase employee satisfaction through wellness programs/education/offering
- These interventions **do not** have to cost a lot of money or take a lot of time
- Burnout reduction is a practice affair- no one has to go it alone!

Second- what isn't working:

- Recent study indicates that 86.7% of US Veterinarians have ProQOL burnout scores in the moderate to high range.
- Chronic workplace stress is main contributor to burnout, according to WHO
- Burnout is seen in most helping professions- human and animal
- Lack of research in VetMed. Studies are more prevalent in human medicine- what can we learn?

The Economic Cost of Burnout in Veterinary Medicine, Neill et al, 2022

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The importance of wellness services in veterinary practices via the positive impact on employees and clients (continued)

Employee retention-

- Burnout + Lack of wellness = Turnover
 - Burnout + Lack of wellness = Reduced working hours
 - Turnover + Reduced working hours = Lost revenue
- Burnout is estimated to cost the VetMed industry between \$1 and \$2 billion dollars annually in lost revenue
 - Applicable to both Veterinarians and Veterinary Technicians
 - Study suggests that organizational interventions have shown the most impact in preventing burnout and increasing satisfaction

The Economic Cost of Burnout in Veterinary Medicine, Neill et al, 2022

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***The importance of compassion and mindfulness
as foundational tools in creating a common
language of wellness within your veterinary
practice.***

- Mindfulness
- Compassion
- Self-Compassion

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Mindfulness- Stability of Attention

- Dr. Leah Weiss, PhD
 - Realistic in fast paced professions?
 - Yet another “thing” to do!
 - “We are going to learn how to change our relationship with our existing habits of thinking at and about work, and find freedom in the new possibilities that will emerge as a result” *Weiss, 2018*
 - Becomes less about doing something different and more about *looking differently* at what we are already doing
 - Marc Brackett (Yale Center for Emotional Intelligence) “Micro-Moments”
 - Reset the perspective- yes, it really is enough!

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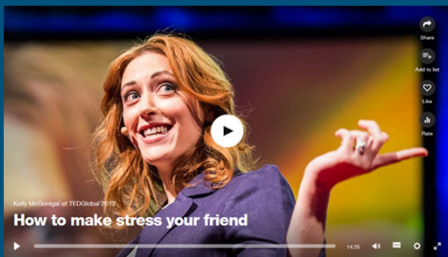
Power of Mindfulness and Mindset

Thought experiment

Lunch visualization

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Mindset



Dr. Kelly McGonigal, PhD
"The Upside of Stress"



Dr. Alia Crum, PhD
"Change Your Mindset, Change the Game"

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What is compassion?



Credit: CCT, CCARE, Stanford University, The Compassion Institute

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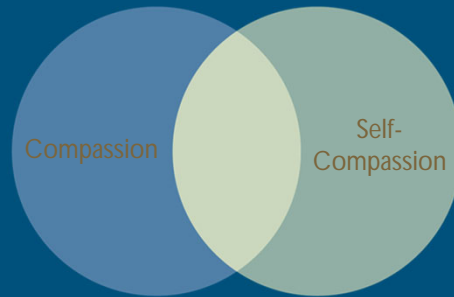
Self-Compassion



Credit: Kristin Neff, PhD, Self-Compassion.org

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Compassion and Self-Compassion



- Common Humanity and “just like me”- compassion to “suffer with”
- Come together, our basic sameness, less isolation
- “Pull yourself up by your bootstraps” way of thinking is antiquated
 - Grief theory and The Great Depression
 - Retraining the brain to choose compassion
- Remind yourself “anyone in this same situation would find this difficult”

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Compassion and Self-Compassion: what are the habits of your mind?

- A less skillful choice does not dictate being unkind to yourself or assuming your or someone is inherently flawed or bad
- Admitting a wrong or less skillful moment alleviates suffering for our self and others
 - Identify
 - Process
 - Problem solve
 - Move forward

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Compassion vs. Empathy

“Compassion may be defined as the capacity to be attentive to the experience of others, to wish the best for others, and to sense what will truly serve others.

Ironically, in a time when we hear the phrase “compassion fatigue” with increasing frequency, compassion as we are defining does not lead to fatigue.

In fact, it can actually become a wellspring of resilience as we allow our natural impulse to care for another to become a source of nourishment rather than depletion.”

Halifax, 2012



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What are the benefits of a compassionate mindset in helping professions?

Leary, M. R., Tate, E. B., Adams, C. E.,
Allen, A. B., and Hancock, J. (2007)

Self-compassion and reactions
to unpleasant self-relevant events:
The implications of treating oneself kindly.

Journal of Personality and Social Psychology, 92, 887-904.



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How do compassion and self-compassion impact my life, my job, my goals?

- Self-care of Physicians Caring for Patients at the end of Life: “Being Connected...A Key to My Survival” 2009, Kearney et al)
- A Randomized Controlled Trial of CCT: Effects on Mindfulness, Affect and Emotional Regulation, 2013, Jazaieri et al)

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“By taking just a few extra seconds to stay with a positive experience – even the comfort in a single breath – you’ll help turn a passing mental state into lasting neural structure.”

– Rick Hanson
Hardwiring Happiness: The New Brain Science of Contentment, Calm, and Confidence

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Tools to Stay Present

- Set an intention
 - “The Well”
 - What is my “why”?
- Common Humanity, connect to compassion
 - Just like me...
 - Someone in a similar situation would feel this way
- Calm app
- Kristen Neff, PhD, Self-Compassion.org
 - “practices”, “self-compassion exercises”
- Leave a post-it note with 3 things you appreciate about yourself at your computer
- Change your password to something meaningful/compassionate
- Dedication of your positive efforts

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Tools to Stay Present (cont...)

- The Compassion Institute
 - Find a CCT class and become certified to teach!!
- “How We Work: Live our Purpose, Reclaim Your Sanity, and Embrace the Daily Grind” Leah Weiss, PhD
- “The Upside of Stress: Why Stress is Good for You, and How to Get Good at it” Kelly McGonigal, PhD

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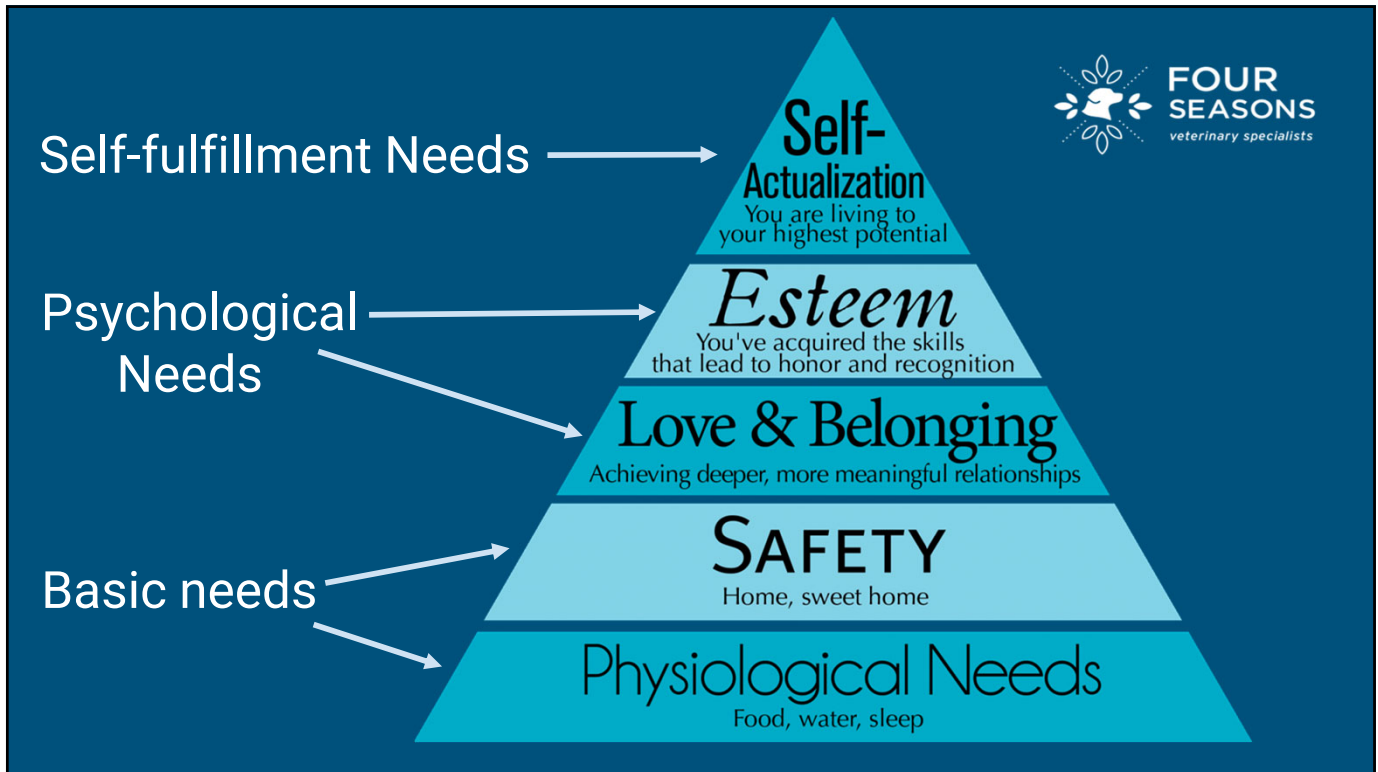
Courtney Hubrecht, CVPM

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Maslow's Hierarchy
of Needs &
HBR's renovation

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Basic needs (physiological and safety): *food, shelter, sleep, working conditions, wage rates*

- AVMA's OSHA support
- Walkabouts vs meetings/employee check-ins in an office
- Plants- bring nature indoors
- Be aware of oncall - check in with employees, adjust schedule where possible
- NAVTA studies- issues facing CVTs- low income
 - VHMA compensation and benefits surveys to remain competitive
- Remember Amy Newfield's H.E.L.P.
Hydrate, Eat, Laugh, Pee
- Encourage breaks

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"I'm too busy for a break"



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Step One:
Establish Mission Vision Values



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Well Managed Practice Benchmarks

BOX 2.7 Top Items That Would Increase Job Satisfaction for DVMs

- Career development opportunities and training
- More opportunities to do what I do best
- Better communication with coworkers
- Clarify roles and responsibilities in the veterinary practice
- Better relationship with the practice owner
- More challenging work
- Better relationship with the practice manager

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Psychological needs (belongingness and esteem): *practice culture, inclusion, self-confidence, self-esteem*

- Employee engagement and loyalty-first 60 days are vital
 - What do you do to help new team members?
- Leverage your technicians : drives satisfaction and reduces burnout, increases revenue
- Empower your employees
- Fail forward: reflect on positive outcomes of failure, let go of perfectionism
- Fear Free techniques
- Being aware of our language

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Kindness. It doesn't
cost a damn thing.
Sprinkle that shit
everywhere.

@livegrey

INHALE
THE GOOD SHIT



EXHALE
THE BULLSHIT

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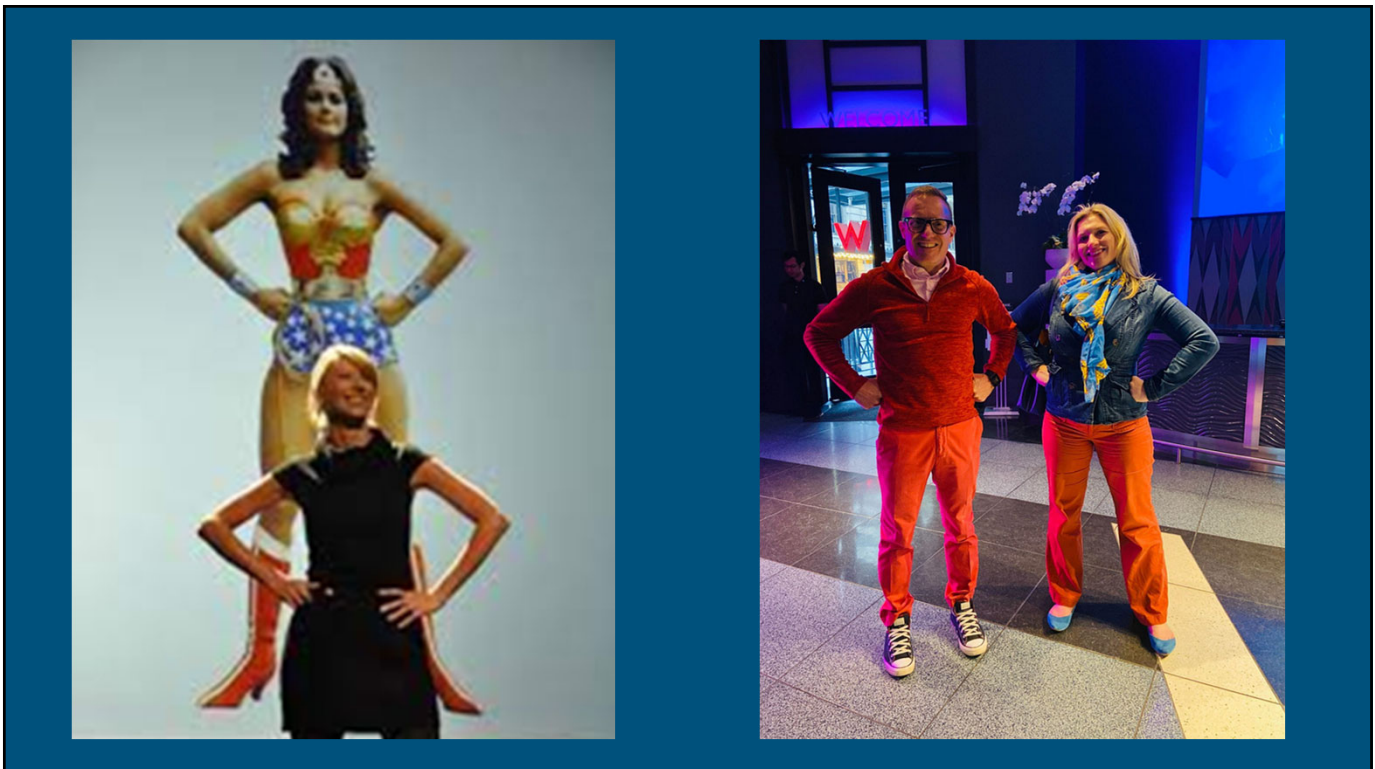
Psychological needs (belongingness and esteem):
practice culture, inclusion, self-confidence, self-esteem
Cont'd

- Continuing Education opportunities
- Feedback from your team: Spiral Thinking Theory by Ed Goodman
- Ripple effect of leaders: grace for ourselves: psychological safety
- Be authentic to who you are: unicorn wand
- Start small, maybe with a smile

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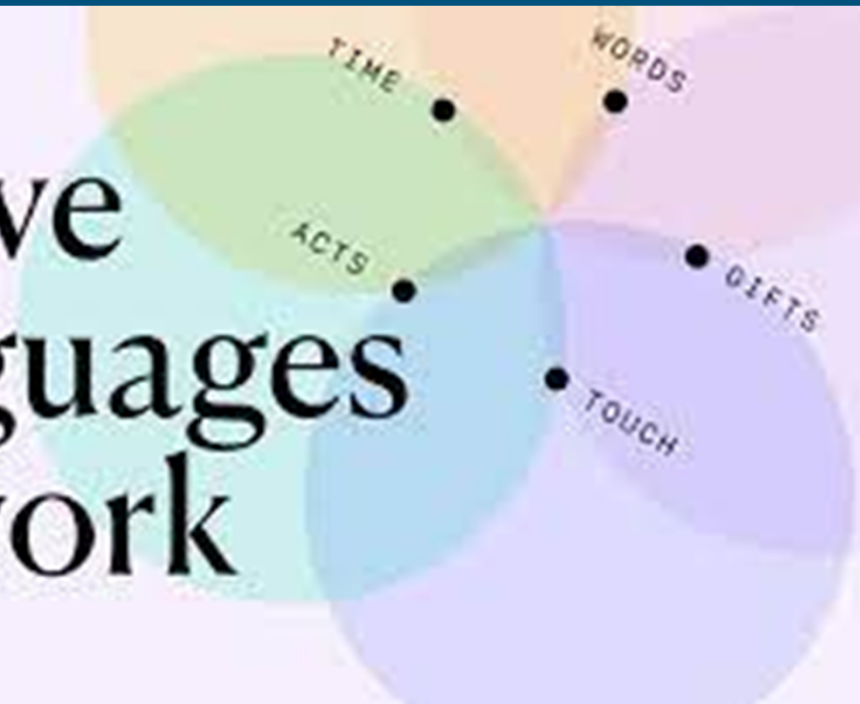


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5 love languages at work



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Cross training
and shadowing
opportunities for
all positions



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Self-fulfillment Needs: *highly motivated and seek opportunities for self growth, achieving one's full potential*

- Check in on goals



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HBR's renovation

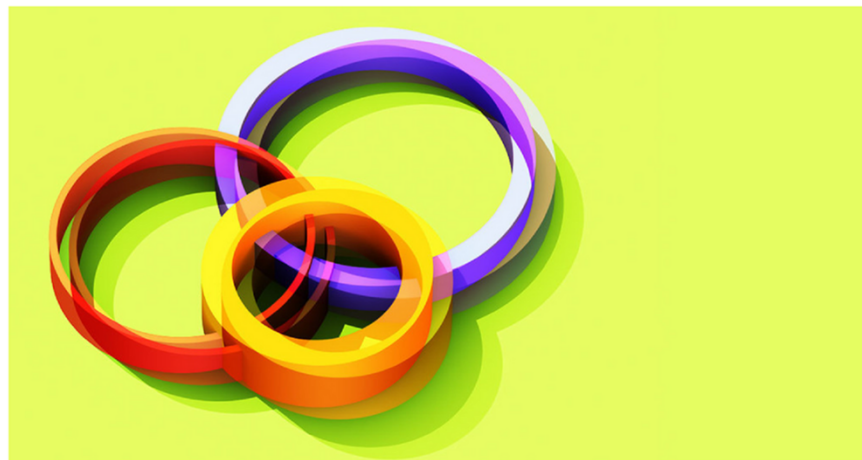
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MANAGING PEOPLE

The 3 Things Employees Really Want: Career, Community, Cause

by [Lori Goler](#), [Janelle Gale](#), [Brynn Harrington](#), and [Adam Grant](#)

FEBRUARY 20, 2018



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Practical Tools and Resources for Effective People Management

Jill Vleming, PHR
Human Resources Manager
Four Seasons Veterinary Specialists

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My background

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HR Practices

- Plan ahead. Strategic planning is always a work in progress.
- Align HR and business objectives.
- Engage teams with key repeatable messages.
- Be transparent when providing feedback. The “why”

5 Key Areas: talent management, compensation and benefits, training and development, compliance, and workplace safety.

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Planning ahead

Search for HR trends and compliance topics to stay ahead of the curve.

- Employment law updates
- Healthy workplace training
 - DE&I, Anti-Harassment and other industry safety and state requirements.
- Engagement tools, performance platforms.
- New wellness trends and platforms

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Align HR & Business Objectives



- Engage teams in identifying the “why”
- Roll out new programs in phases.
- Train from the top down.
- Use key repeatable messages in materials and communications. Site your mission and vision for rollout.

Desk references

- Company Handbook - Online resources and templated policies are available free or customizable for a small fee.
- *The Essential HR Handbook* by Sharon Armstrong and Barbara Mitchell
- *The Big Book of HR* by Barbara Mitchell and Cornelia Gamlem
- *Change the Culture Change the Game* by Roger Connors and Tom Smith

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Free Resources



- Compliance newsletters
 - The National Law Review <https://www.natlawreview.com/newsletter>
 - Littler Newsletter - <https://www.littler.com/>
 - SHRM Email Newsletter Subscriptions <https://www.shrm.org/hr-today/news/hr-news/pages/hr-newsletters.aspx>
- Web resources to bookmark -
 - Federal agencies
 - U.S. Department of Labor - Toolkits, fact sheets, compliance posters. <https://www.dol.gov/>
 - Equal Employment Opportunity Commission - COVID 19, ADA guidance, Employee Policies, Tips, and FAQs. <https://www.eeoc.gov/>

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FMLA Compliance Assistance Toolkit



The Family and Medical Leave Act (FMLA) Compliance Assistance Toolkit contains:

- [Family and Medical Leave Act poster](#) (also available in [Spanish](#)) – Required notice for employers subject to the FMLA
- [The Employer's Guide to the Family and Medical Leave Act](#) – A comprehensive guide that walks employers through every step of the process for administering leave under the FMLA, from determining eligibility through employee reinstatement.
- [The Employee's Guide to the Family and Medical Leave Act](#) – A concise handbook to help employees understand their rights and responsibilities under the Family and Medical Leave Act. (Also available in [Spanish](#))
- [FMLA Military Leave Employee Guide](#) – A concise guide for military families that explains their rights and responsibilities under the Family and Medical Leave Act. (Also available in [Spanish](#))
- [Wage and Hour Fact Sheet #28](#) – The Family and Medical Leave Act of 1993. This fact sheet provides a general overview of the FMLA.

Basic Compliance Assistance Toolkit



Our basic compliance assistance Toolkit includes:

- [The Handy Reference Guide to the Fair Labor Standards Act](#)
In print continuously for more than 50 years, the Handy Reference Guide provides a clear and thorough introduction to the major provisions of the Fair Labor Standards Act.
- [The Employer's Guide to the Family and Medical Leave Act](#)
A comprehensive guide that walks employers through every step of the process for administering leave under the FMLA, from determining eligibility through employee reinstatement.
- [The Employee's Guide to the Family and Medical Leave Act](#)
A concise handbook to help employees understand their rights and responsibilities under the Family and Medical Leave Act.
- [Did You Know?](#)
An introduction to all the laws enforced by the Wage and Hour Division, including the Fair Labor Standards Act, the Family and Medical Leave Act, the Migrant and Seasonal Agriculture Worker Protection Act (MSPA), and the Employee Polygraph Protection Act (EPPA). Also available in [Spanish](#).
- [Basic Information Fact Sheet](#)
A one-page introduction to the most universally applicable labor law provisions administered by the Wage and Hour Division. Also available in [Spanish](#).
- [Posters](#) – The following three posters are required by laws enforced by WHD in most workplaces. Some employers have additional posting obligations under the law. Also available in [Spanish](#). For more information about workplace posters required by laws enforced by the U.S. Department of Labor, please see <https://www.dol.gov/general/topics/posters>
 - [Fair Labor Standards Act minimum wage poster](#)
 - [Family and Medical Leave Act poster](#)
 - [Employee Polygraph Protection Act poster](#)

<https://www.dol.gov/agencies/whd/compliance-assistance/toolkits/basic>

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- OSHA - provides free safety consulting services.
- Bureau of Labor Statistics - <https://www.bls.gov/>
- State agencies
 - CO Department of Labor and Employment - Workshare and layoff assistance
<https://cdle.colorado.gov/>
 - Rocky Mountain ADA Center - Free consultation and training.
<https://rockymountainada.org/>
 - Research municipalities

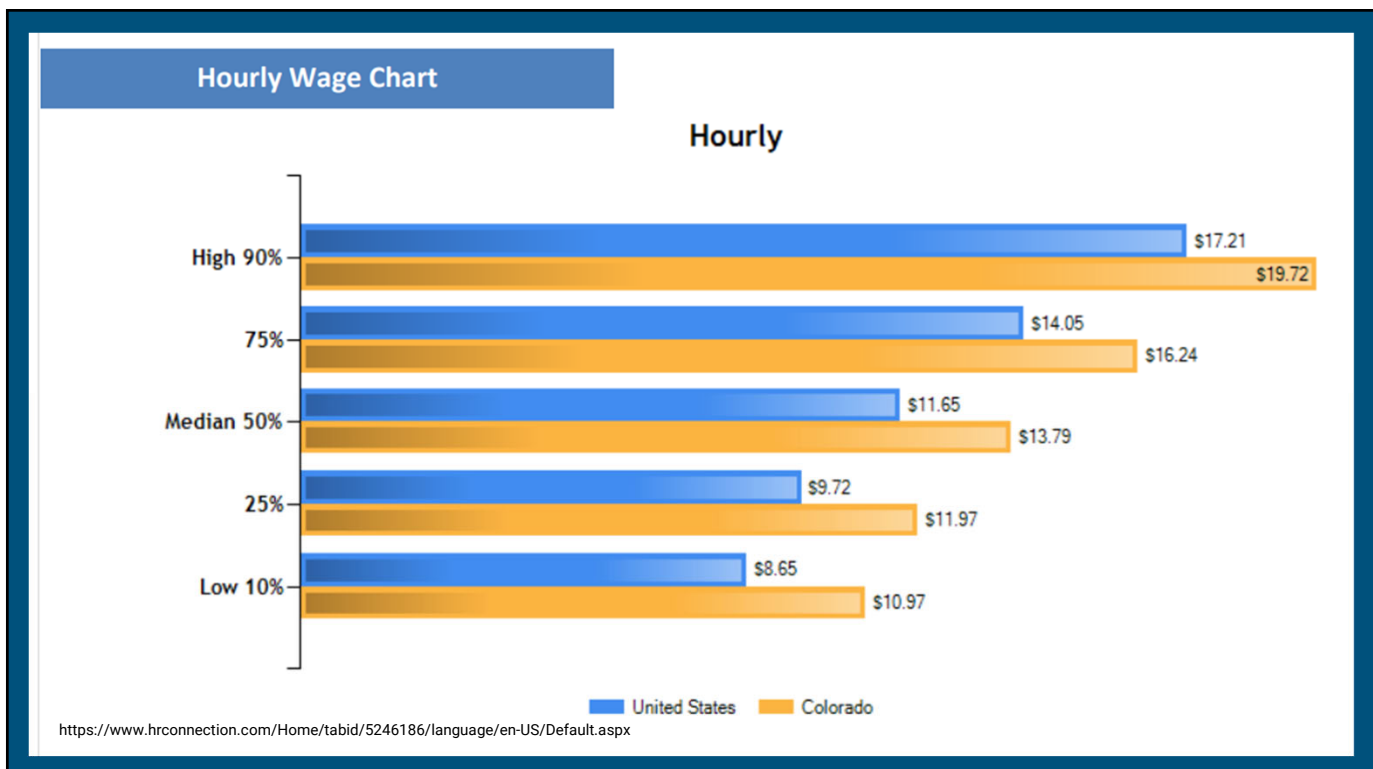
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Fee Resources



- SHRM Membership - Individual memberships for a small annual fee. SHRM CP - for individuals who are performing HR related duties. SHRM Interactive Tools - salary benchmarking, employee cost calculator, <https://www.shrm.org/about-shrm/Pages/Membership.aspx>
- Simplify Training - Business Learning Resources (BLR) - Provides a robust training platform and online tracking system for HR, Safety, Communication, Leadership Development etc. <https://simplifytraining.com/>
- LinkedIn Learning - For individuals and teams. <https://www.linkedin.com/learning>
- Vetbloom - RACE approved courses, HR Compliance, Communications, Practice Management Training. - <https://vetbloom.com>

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1 Select States
2 Select State Laws
3 Create Chart

Select All
Clear All

Selected States

Include Federal Laws

- Arizona
- Colorado
- Montana
- Utah
- Wyoming

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Arizona

Overtime Rates in Arizona (AZ)

Arizona currently has no overtime law requiring private employers to pay more than the [federal overtime rate](#) equal to 1 ½ times an employee's regular rate of pay for hours worked in excess of 40 per workweek.

Industrial Commission of Arizona

[Wage Payment Law FAQs](#)

Colorado

Colorado Overtime Rates

Federal overtime wage payment requirements are governed by the Fair Labor Standards Act (FLSA). In Colorado, these requirements are governed by the Colorado Wage Act (CWA) and beginning Jan. 1, 2022, the Colorado Overtime and Minimum Pay Standards (COMPS) [Order 38](#) and Colorado's 2022 Publication And Yearly Calculation of Adjusted Labor Compensation

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Engagement Resources



Engagement Surveys:

- Google Forms - <https://www.google.com/forms/about/>
- SurveyMonkey - <https://www.surveymonkey.com/>
- Qualtrics - <https://www.qualtrics.com/marketplace/employee-engagement-survey/>

Wellness tools:

- Headspace for work <https://get.headspace.com> (monthly fees apply)
- DiSC - Personality test and interpersonal communication tool.

Engagement Platforms:

- 15five - <https://www.15five.com/> (monthly fees apply) Engagement, Performance, Continuous Feedback, and Training/Coaching.
- CultureAmp - <https://www.cultureamp.com/> (monthly fees apply) engagement platform, data, coaching

Desk Reference: *FYI: for your improvement* by Korn Ferry Leadership Architect

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Remember



- Our team members are our most valuable assets.
- Effective communication and training fosters a healthy workforce.
- The “why” Mission, vision and values.
- Recognize your own good faith efforts to stay compliant.

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Thanks and Dedication

Dedicate these positive efforts to your intention/your “why”
and for your willingness to be here, open to explore new ideas
and grow as humans

Thank you!