

# Fisher & Associates Solutions Inc.

## Organizational Health Specialists

Assessment grounded in  
state of the art theory

Evidence-based  
Responses

Comprehensive programs,  
services & resources

- Contemporary organizations face many complex challenges to their long-term viability, productivity and stability.
- One common factor contributes to an organization's capacity to meet these challenges – *the human element*.
- A dynamic and effective workplace culture relies on healthy teams, interpersonal relationships and individuals.
- The term “*Organizational Health*” includes all the *psycho-social and culture elements that contribute to organizational culture and capacity*
- 12 key Factors have been defined as central to Organizational Health

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Like building blocks, the 12 key Factors break down into:

- 3 Foundation Elements, and
- 3 levels of Outcome Elements

## A 4-TIER, 12 FACTOR MODEL OF ORGANIZATIONAL HEALTH: Foundation Elements and Three Tiers of Outcomes

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Organizations face many complex challenges to their viability, productivity and stability. One common factor contributes to an organization's capacity to meet these challenges – the human element – the focus of an Organizational Health approach.

**Organizational Health** includes all the psycho-social and culture elements that contribute to organizational function and capacity. Biology provides a good analogy: while **Organizational Structure** describes the skeleton, **Organizational Health** describes the muscle and soft tissues that animate that skeleton and allow it to function.

Our 4-tier Model of Organizational Health incorporates 12 critical factors, which fall into a base set of **Foundation Elements** and three layers of **Outcome Elements**. Consider how critical each of these elements is to your organization.



**TIER 4: THIRD LEVEL OUTCOMES:** This is the functional level that organizations typically pay the most attention to. However, performance at this level is largely dependant on the lower 3 tiers. Successful organizations are adaptive and creative, teamwork is effective and productive, and employees are committed to their future with the organization.

**TIER 3: SECOND LEVEL OUTCOMES:** This level contains the cultural and structural elements that directly affect the functional capacity of the top tier. Staff and managers need a clear and congruent vision of the organization's purpose within a framework that recognizes and rewards their contributions. Equally, in successful organizations, employees willingly embrace opportunities to enhance their competency and develop their skills

**TIER 2: FIRST LEVEL OUTCOMES:** These are first level culture outcomes of the foundation elements and set the stage for the remaining elements. The functional capacity of a work culture founded on mutual trust and respect, with effective communication is very different from one characterized by suspicion, distrust and communication failures. Equally important is the ability of employees to balance their personal and professional lives.

**TIER 1: THE FOUNDATION:** These 3 provide the foundation for all the other elements of Organizational Health. High quality, effective leadership is vital to every outcome factor, as is the mental and physically well-being of staff and managers. Of course, even with both of these in place, the absence of effective succession planning severely limits the sustainability of a healthy organization.

We believe it is vital to identify organizational strengths, and to address challenges in the most efficient and effective way. This requires:

- *A comprehensive multi-factor diagnostic assessment*
- *An effective evidence-based response plan*
- *A flexible and extensive range of programs, resources & services*

## ASSESSMENT & PLANNING

### **ORGANIZATIONAL HEALTH DIAGNOSTIC: A 12-Factor Report & Recommendations**

Using a risk and resiliency framework, our comprehensive Organizational Health Survey examines the 12 factors incorporated in our **4-Tier Model of Organizational Health**.

Our efficient web-based 72 item survey provides an in-depth organizational health diagnostic. Incorporating critical demographic information, the survey identifies specific and detailed areas of strength, risk and challenge.

Based on the survey results and interviews with key individuals, clients are provided with a comprehensive planning report incorporating recommendations for staged action and intervention. Survey results also provide a benchmark against which to measure gains in later surveys.

## PROGRAMS, RESOURCES & SERVICES

Fisher & Associates provides a wide range of effective programs, services and resources that address the various elements of the 4-Tier Organizational Health Model. We also continue to develop new programming and resources, and design and develop unique new programs and resources to meet the specific needs of our clients.

The following is a partial listing of the programs, services and resources that we offer. For additional information on these options please either contact us directly, or visit our website for more detailed information.

### **PROGRAMS**

**The Critical Role of Leadership in Organizational Health:** This 2-day intensive workshop introduces managers to the critical role of Leadership strategies within our unique 4-tier Organizational Health Model. Participants apply the model to their own setting and consider the unique risk and resiliency factors driving their Organizational Health profile. Self-assessment tools allow managers to discover their areas of strength and challenge. Within the context of the model, participants explore areas of particular challenge such as recruitment and retention, change management, staff turnover, building trust, transitioning into the manager's role, communicating up and down, mentoring/coaching staff, generational differences, etc. Participants develop specific plans to address their unique challenges.

**Workplace Wellness Program:** A research-based, 2-day intensive workshop for staff and managers, designed to address stress and trauma in specific occupational sectors. Participants in this textbook based program will: become aware of current information and theory regarding workplace stress and trauma; complete a comprehensive battery of self-assessment tools; develop and initiate individualized long-term wellness plans; develop workplace strategies to mitigate and address workplace stress.

**Manager Training Program:** A 2-day intensive workshop designed to assist managers as they address the organizational health implications of stress and trauma in their own workplaces. Participants in this textbook based program will: become familiar with current leadership theory and organizational health principles; become familiar with the role of management strategies as applied to staff experience of workplace stress and trauma; complete assessment tools regarding their own management style and the effects on staff; determine the effects of workplace stress and trauma on their staff's functioning; develop a needs-risk analysis regarding the risk and resilience factors associated with workplace stress and trauma effects on their staff; develop practical strategies to increase the resiliency of their staff and mitigate the impact of workplace stress.

Please see over

## *We also design and develop unique programs and resources to meet the specific needs of our clients*

**Train-the-Trainers for the Workplace Wellness Program:** In the event that an organization adopts the train-the-trainers model of program delivery, the individuals selected will undergo an intensive 5-day train-the-trainers program that will provide them with the knowledge, skills and tools to deliver the program to staff, and to maintain the program as an ongoing organizational resource

**Post-Strike Recovery:** This workshop is designed to assist managers and staff to bring closure following a strike or significant labour disruption. It enhances personal and organizational resilience in the aftermath of a strike, and supports positive future planning and development. Typically, post-strike environments feature extensive accumulations of events and experiences that have occurred over extended periods of time, within complex social environments. Thus, the post-strike recovery process requires a comprehensive approach

**Care for the Caregivers: Imperatives & Obstacles:** A 1-day workshop specifically designed for professionals providing care to high need populations

**Maintaining Wellness While Coping With High Risk/High Needs Clients & Personnel:** This workshop has been specifically designed for staff dealing with particularly challenging clients, members of the public and/or organizational personnel.

**Prevention & Intervention: Primary And Secondary Traumatic Stress In High Risk Professions:** This specialized 1-day workshop provides a comprehensive look at both primary and secondary traumatic stress. Primary and secondary trauma (also commonly referred to as vicarious trauma) are occupational hazards for professionals working within high risk occupations such as child welfare, corrections, emergency services, health care, social services and the military.

**When a Client Dies: Healing & Recovery in the Workplace:** When a client dies many people are affected, including the professionals who have been either directly or indirectly involved with the client and their family. This specialized 1-day program provides insights and strategies for the professional and the organization dealing with the aftermath of a client's death

**Grief and Loss in the Workspace:** A 1-day specialized workshop addresses the issues related to loss and bereavement in the workplace

### **CONSULTATION SERVICES**

**Developing Long-Term Organizational Health Infrastructure:** Following implementation of the Core Programming, we recommend that organizations develop a long-term infrastructure supporting Organizational Health and Employee Wellness. We work with individuals identified by the organization to develop customized structures and initiatives that will address these needs.

**Specialized Consultation Services:** We offer a wide set of competencies to assist organizations in:

1. Planning proactive organizational health responses,
2. Evaluating organizational health strengths and challenges,
3. Planning effective responses to organizational health challenges,
4. Supporting the implementation of specific programs and services

**Individual Consultation Services for Managers:** We offer individualized personal and professional support for managers. Today's work environment provides multiple conflicting demands on managers including funding constraints, increased accountability, workforce instability, cross-generational challenges and information management demands. Managers are also coping with the massive demographic change as baby-boomers retire and new generations of managers assume responsibilities in an increasingly turbulent environment. All these elements often leave managers feeling isolated, overwhelmed and unsupported. This takes a personal toll and affects individual's abilities to do their jobs. Our individualized consultation services support managers as they address these complex issues.