

Emerging Leaders 2016

Team Name: C

Hosting Unit: ALA - Allied Professional Association (ALA-APA)

Member Guide: Beatrice Calvin

Staff Liaison: Lorelle Swader

Team Members: Amanda Avery, Dory Cochran, Jennifer McElroy

Project Title: Wellness Website Update Project

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1 - Project Description & Expected Outcomes

Information Gathered from the ALA-APA Project Proposal

Description:

In, 2008, ALA President Loriene Roy had an initiative that focused on workplace wellness in libraries. Wellness included all aspects of a library worker's life; physical, social, environmental, emotional, intellectual, spiritual, and occupational. There were several programs and activities that were held at the Annual Conference that year and in particular, a website was developed as a resource tool as part of the ALA-APA (a companion organization to the ALA that focuses on issues of importance to library workers) website.

On this site, workers read inspiring stories of their library colleagues' journeys towards wellness and found out about workplace wellness in the news. They also were able to discover helpful tools and resources to aid on their own journey. The website was a valuable resource that has not been updated. With changes in the workplace today and the need for "work life integration," we are hoping an Emerging Leaders team would help us develop resources for the future. The website address is: <http://ala-apa.org/wellness/>

Expected Goals and Outcomes:

The overall goal is to provide research and possibly provide an updated version of the website. (If at all possible, code pages, but that is not necessary). The final product should be a virtual website or mocked up design. While the current site has a lot of very helpful categories, the EL group will be asked to make the site more relevant for today's workplace needs (i.e. wellness and work life integration). At a minimum, the outcomes of the mock layout and design can be ready in time for the Annual Conference poster session.

2 - Summary of Completed Outcomes

- The team members identified at least three resources or tools relevant to each dimension of wellness for the updated website
- The team members used feedback from Dr. Roy and survey responses from library workers to guide the fit and usefulness of each resource added
- The team members created a new WordPress wellness site to organize and house the new content
- The team members produced a document with suggested next steps for final website design and future site maintenance

Project Details:

As advised by the team member guide and staff liaison, the team used the dimensions of wellness developed by Dr. Bill Hettler (co-founder of the National Wellness Institute) to guide their process of finding and evaluating tools and resources for the updated wellness website. The team searched for three types of materials: online tools (calculators, charts, how-to instructions, toolkits, etc.), online articles and other resources, and printed books. All materials were assessed for usefulness and credibility, and online resources were also evaluated for projected permanence. This resulted in a curated list of resources for the site, as well as a number of examples of interesting and/or useful items that are appropriate for the categorized newsfeed portion of the site.

In order to identify the most useful types of resources for library workers--and the best way to organize these resources for findability--the team created a survey related to the areas library workers most struggle with concerning wellness and work-life balance. Team members administered the survey through ALA's Think Tank, personal connections and networks, as well as several other library-related organizations and associations. The qualitative results were analyzed and provided insights that guided final source-curation and provided organizational structure for the updated website.

The team also interviewed Dr. Lorie Roy, who initiated the original wellness campaign and website during her 2007-2008 ALA presidency. Her comments about the history of the project and the importance of wellness to all library workers were important guides to creating final documentation on the site and refining the final list of collected resources.

In offering a sample layout and design for the updated website, the team used WordPress to organize and house the content. This decision was mostly motivated by the request of the ALA-APA to have the new site on this platform, but WordPress is also user-friendly and easy to maintain. In addition to a demo site, the team members created documentation with suggestions for future steps in maintaining the updated website and suggestions for final website design.

Demo Site: <https://alaapawellness.wordpress.com/>

3 - Survey: Creation, Administration, & Analysis

After conducting initial searches for wellness content, the team members created and administered a survey through Google Forms to better learn what types of resources and content would be most beneficial for library workers.

A. Survey Questions

<http://goo.gl/forms/kMQaYKPzt2>

- 1) What aspects of wellness are most important to you right now?
- 2) What aspects of wellness are most challenging to you right now?
- 3) When you think about having a good work-life balance, what are your biggest challenges?
- 4) What wellness or work-life balance issues would you like to see addressed at your library on an institutional level?
- 5) We will be posting a variety of resources or tools to help improve aspects of wellness in their work and life. Which of the following would interest you?
 - a) Success stories from other library workers
 - b) Materials related to wellness at professional conferences
 - c) Individual wellness tracking tools
 - d) Tools to help assess wellness - and the perceptions of wellness - in your workplace
 - e) Other_____

Where Survey Was Posted:

- ALA ThinkTank (posted two different days)
- RUSA-HS listserv
- Merrill-Cazier Library, Utah State University (Logan, UT)
- University of Kansas Library (Lawrence, KS)
- Marywood University Library (Scranton, PA)
- Team member personal networks (colleagues, friends, & former colleagues)

B. Survey Analysis: Keyword Frequency Analysis

Repeated in at least 10% of responses
65 time
48 tools
45 assess
40 health
40 physical
31 materials
30 exercise/ing
30 balance/ing
29 conference
27 eat/eating
27 stories
26 stress
24 mental
20 home
18 family
17 healthy
16 sit/ting
13 child/ren/care, kids
13 leave
13 institution
13 weight
13 sleep
12 flex
11 environment/al
11 schedule/ing
11 staff
10 social/izing
9 gym
8 parent/s

Repeated, but in less than 10% of responses
7 time management
6 ergonomic
6 financial
5 budget
5 anxiety
5 vacation
5 shift
4 motivation
4 spiritual
4 communication
3 maternity
3 quality
3 diet
3 toxic
3 burnout
3 commuting
3 coworkers
2 sedentary

C. Discussion of Survey Results

The survey gathered 80 responses over a period of about 2 months. Since all but one question was open ended and invited respondents to answer in their own words, we looked for common themes by analysing the frequency of keywords and similar concepts. The survey was helpful in identifying which wellness aspects to focus on, add, or find additional resources for on the website. For example, general wellness in terms of stress management, mental health and family work life balance were common themes that emerged, but tying resources for these areas into library-specific work environments was challenging. Time, distraction, as well as themes of self-efficacy and motivation were also concepts that respondents mentioned. Many or most of the concerns of library workers do not fundamentally differ from that of other professionals, so most resources were applicable, but we tried to find ones focused on or originating from library environments as much as possible. It is recommended that library-focused resources be a guiding goal for the addition of future resources.

Themes that were more specific to library work seemed to relate to physical wellness in terms of dissatisfaction with amount of exercise workers get (along with time pressure to exercise outside of work) and ergonomic, due to the largely sedentary nature of most knowledge work. Leaving work at work and not working or thinking about work outside of the workplace was also a common response, as well as being unable to unwind, relax, prevent work stress from carrying over into non-work time, and the exhaustion of frequent emotionally demanding work. Lack of time off and over-work were related themes. Another important finding was the fact that some job-related stress seemed to be due to the often high demand/stress nature of the work combined with low pay/salary, finances, and devaluing part-time work.

Some responses belied a fundamental or philosophical tension between modern work-life balance in that perhaps an ideal balance in all areas of wellness is impossible or a myth. It is interesting that a lack of balance in certain areas seemed to feed into or spill over onto other areas, such as stress and eating habits, or stress and lack of motivation outside of work, as well as lack of flexible scheduling affecting family and recreation and the pursuit of hobbies/interests. It is hoped then, that for responders, addressing any aspect of wellness will have positive impacts on other areas as well. The Wellness Wheel provides entry into taking positive steps at any point and the resources provided can be the basis or starting point of a healthier, less stressful life all around.

Responses to the question, "What wellness or work-life balance issues would you like to see addressed at your library on an institutional level?" were very specific but also offered common themes. Overall respondents would like their workplaces to offer more options and flexibility in terms of work times, control of environment (standing desks, opportunities to build in exercise), and support for different work styles and preferences, personality traits, and better job description/fit assessment. Workplace expectations including work times (especially for those

caring for family) and levels of connectivity (encouraging work to be taken home or checking email at home) were mentioned. Suggestions for what library workers might advocate for included on-site childcare/flexibility or other creative job-share arrangements, discounts for local fitness centers, transparency and a stake in organizational decision-making, as well as general acknowledgement and concern for common workplace stressors, so that conversation and dialogue about these issues becomes possible and steps to achieve comprehensive wellness become more integrated into the workplace in general.

4 - Phone Interview with Dr. Loriene Roy (May 16, 2016)

During the interview, Dr. Roy shared the history of why and how the ALA-APA wellness website was initially created in 2008. Major themes that emerged from the interview were the importance of supporting wellness through community, sharing and learning from others' stories, and increasing knowledge and awareness of wellness needs and issues in the library community. Our selected content and suggested website design addresses these themes by offering wellness resources on both individual and larger institutional levels, offering library workers opportunities to share and read stories through the website, and sharing tools and resources researched and selected by librarians for library workers. In keeping with Dr. Roy's focus on sharing stories and health journeys, we included a condensed transcript of the interview on the website.

Transcribed answers were condensed for brevity.

Q: What was your motivation for focusing on wellness as a presidential theme and in the ALA-APA Circle of Wellness website?

A: I was interested for several reasons:

- I had an earlier career in allied health where I worked for three years as a medical imager and worked in community hospitals.
- As an indigenous person I see wellness as part of my culture and as part of a balancing life force.
- As I've been in the library field, I've seen colleagues impacted by poor health and I wanted to help people before events like conferences to ward off sickness.
- Wellness is in the shadows and certain related issues are not taken up by ALA. As a result, topics like salaries, unions, and things that impact the individual in the library setting need to be taken care of by ALA-APA.

Q: What new or different challenges in wellness do you see librarians and library workers facing now, as opposed to when you started your presidential wellness initiative?

A: Librarians have a tendency to take care of others and not themselves very well. We're all aging and the average library worker is still in their mid 50s. So, we still need more attention

given to health coverage, health care, and insurance coverage for librarians. And, anything that helps someone have a good work life that extends into retirement is a positive thing that can benefit one individual worker and the workplace as a whole. Also, needs haven't gone away, but with events like the zika virus and ebola, health is a more prominent topic in the public sphere.

Q: What new kinds of information or features would you like to see on the website?

A:

- Content like wellness stories and other information to motivate library workers.
- Greater awareness of what libraries are doing to promote wellness for library workers and to support a community through wellness.

Q: Do you have a personal wellness story or any tips to share with others?

A: I gave a talk on workplace wellness with orthopedic surgeon Dr. Barbara Bergin at the Texas Library Association this year. Dr. Bergin has launched a national campaign for women and joint health called "Sit Like a Man." The idea of the campaign is that by implementing a simple technique, like not crossing your legs when sitting, you can make positive health, work, and life changes.

5 - WordPress Website: Design & Organization

The original "Join the Circle of Wellness @ Your Library" website (located at <http://ala-apa.org/wellness/>) had 6 main sections:

1. Wellness Journeys: 5 stories from individuals
2. Share Your Journey: Email Link
3. In the News: 3 categories
4. Resources: a collection of 10 online resources
5. Tools: 3 printable tools (Healthy Conference Travel, Workplace Wellness Inventory, and Wellness Passport)
6. Annual Conference: Info on wellness fair and classes at ALA Annual

The site had not been updated significantly since it was created in 2008. This meant that most of the links were broken, the conference information was for ALA Annual 2008, and no additional stories had been added. In addition, the look and feel of the site were extremely dated.

The new, prototype version of the site was designed around the information gathered from the survey results and the functionality of WordPress. It is located at:

<https://alaapawellness.wordpress.com>.

The basic structure is:

- Home
 - About this Project
- Tools and Resources
- Wellness News and Stories
 - News
 - Stories of Success
- Book List
- Conferences
- Share Your Wellness Story

The “Tools and Resources” sections from the old site were combined and expanded, with updated versions of the three printable tools that were created for the old site.

“Home,” “About this Project,” and “Tools & Resources” are all stable pages, with the “Tools” page divided into various categories of personal and workplace wellness. Each of these categorized lists has at least two resources and also has a link to the posts that are associated with the that blog category. (See Appendix A for full list of stable resources.)

“Share Your Wellness Story” is a stable page with an email submission form. This will allow site users to submit their stories to the ALA-APA staff for further communication, editing, and formatting for future posting.

The other “pages”--News, Stories, Book List, and Conferences--are dynamically created using the WordPress blog functionality. The site’s “blog” utilizes these stable categories:

- Books
- Conference
- Ergonomics
- Exercise and Fitness
- Family, Parenting, and Children
- Finances, Salary, and Budgeting
- Food and Nutrition
- General Health and Wellness
- General Workplace Wellness
- Library-Specific Wellness at Work
- News
- Stories
- Stress and Emotional Wellness
- Wellness Programs at Work
- Work-Life Balance

Every post is categorized generally as either “News” or “Stories,” and then by the additional categories that apply. Tags are also applied to each post. While the categories are more general and meant to be stable, the tags are more specific and the list can be expanded.

The site is currently running on a very plain and standard WordPress theme: Twenty Sixteen. It has some of the following features:

- Search Bar
- Follow ALA-APA on Twitter
- Follow the site on RSS
- Follow the site via email
- Categories list (only displays on blog generated pages, NOT on Home, About, Tools & Resources, or Share your Stories)

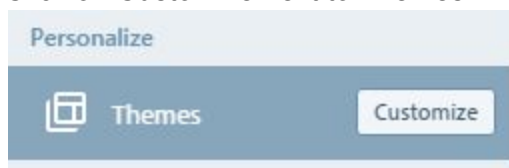
6 - Future Steps

The demo site is just the framework for an updated online resource for library workers. The team's goal was to create a site that would be easy to maintain and update, so that it can be a living site and will continue to be useable for some time.

In addition to the "future steps" suggestions listed in this section, the team is available to help with the process of transitioning to the site's final version and/or with maintenance in the immediate aftermath of the transition. If we can be of assistance, please contact us.

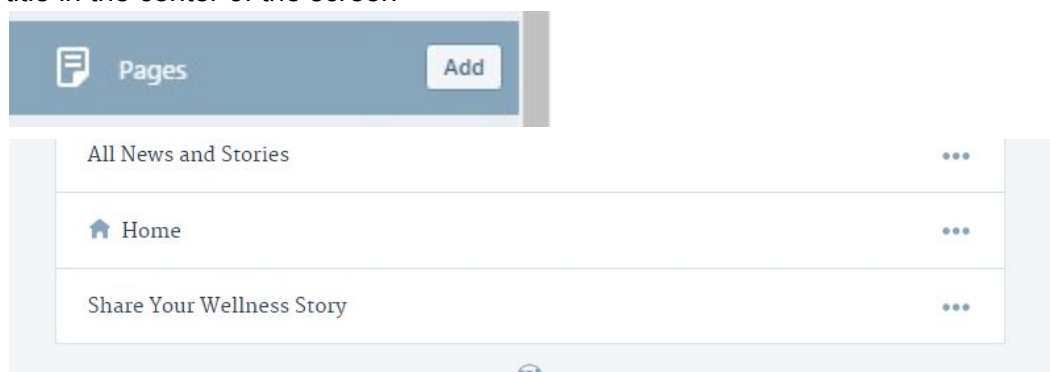
A. Website transition from Demo to Final Version

- Move site from <https://alaapawellness.wordpress.com/> to wordpress.org page hosted by ALA-APA.
- Since ALA-APA already uses WordPress, this should be fairly simple to do using these instructions: <https://move.wordpress.com/>
- We recommend that the new site be moved to the address of the old site <http://ala-apa.org/wellness/>
- Select theme (demo created in Twenty Sixteen)
- Customize theme
 - Click on Customize next to Themes



- Make desired changes to fonts, etc.
- Add widgets (Widgets do not transfer to self-hosted sites and these are the locations for the Twenty Sixteen theme on the demo page. If a different theme is used, these locations may be different.)
 - Sidebar
 - Search
 - Categories (Visibility customized to HIDE if Page is Home, Share your Stories, Tools and Resources, and About this Project)
 - Twitter Timeline labeled "Follow ALA-APA on Twitter" (create widget in Twitter)
 - RSS Links labeled "Follow This Site via RSS "
 - Follow Blog labeled "Follow This Site via Email"

- Content Bottom 1
 - Contact Info for ALA-Allied Professionals Association
- Content Bottom 2
 - Text labeled “About Us”: ALA-APA is a nonprofit professional organization established to promote the mutual professional interests of librarians and other library workers. It is a companion organization to the American Library Association (ALA).
- Add a redirect and/or redirecting message from the demo site’s address to the final site address.
- Direct the Contact Form on “Share Your Wellness Story” to send to the correct email address
 - Navigate to the “Share your Wellness Story” page in the admin/editor mode by clicking on Pages in the left-hand navigation menu and then the appropriate page title in the center of the screen



- Click on the form area of the page, so that it is highlighted

Looking for inspiration? Check out the [submitted by others.](#)

Name *(required)*

Email *(required)*

Tell Us Your Story *(required)*

Can we share your story?

Yes

No

- Click on the pencil-shaped editing icon at the top of the highlighted box



- Click on Settings and then change the email address and subject line to whatever you prefer. Note: The contact form can send the submitted emails to more than one address, if that is desired.

Form Fields (4) Settings

Contact Form Notification Settings

If you don't make any changes here, feedback will be sent to the author of the page and the subject will be the name of this page.

Enter your email address

jennifer.mcelroy@mnhs.org

You can enter multiple email addresses in the Email address field, and separate them with commas. A notification email will then be sent to each email address.

What should the subject line be?

Share Your Wellness Story

B. Suggested additions after transition to self-hosted site

(Note: These were not possible in demo site hosted on WordPress.com, but should be relatively simple to institute on the self-hosted wordpress.org site.)

- Add plugin for Category Sticky Post and then add sticky posts in categories <https://wordpress.org/plugins/category-sticky-post/>
 - Create a sticky post for each of the categories listed on the Tools and Resources page that links to that page (use the anchors that are in the menu at the top of the page).
 - Post should be simple, something like: "See Tools and Resources related to [category]"
 - These sticky category posts will work as the reverse of the "More on [category]" links on the Tools and Resources page.
- Remove authors from posts
 - Unlike some more-traditional blogs, the author of the posts on this site is unimportant and mostly a distraction. To remove, add this piece of custom CSS:


```
.entry-author {
display: none;
}
```

C. Regular additions to the site

- When schedule is released for Annual and Midwinter--make posts for events and programs related to wellness.
- When a story is submitted through the email form--communicate with author to get a photo and more info if needed. Edit story, create blog post, and categorize as "Story."
- Add blog posts for news items, new books, etc.--whenever they are found and deemed appropriate for the site. (See "How to Create Posts" below)
- Try to add these blog posts regularly to keep the site fresh and new. Recommendation is at least once every 2 months.
- Seek out stories and suggestions of new articles/tools to feature. Any sort of campaign to add stories can also serve as advertisement for the site.
 - The first of these campaigns will actually be at our ALA Annual Poster Session, where we will encourage people to visit and then share their own stories.

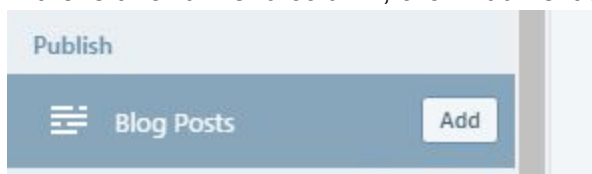
D. Site maintenance suggestions

- Check permanent links on Tools and Resources page at least once per year and fix any that are broken.
- Search for new
- Categories and Tags
 - Categories are set and stable; do not add or subtract.
 - Tags are more specific and the list is expandable. They can also be deleted if deemed not useful.

E. How to create posts

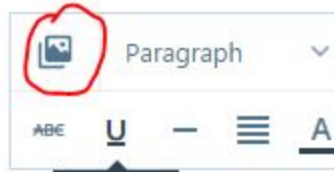
Posts are the way that most content will be added to the site in the future. This process is easy

- In the left-hand menu column, click Add next to Blog Post



- Add a title
- Write post content
 - For books provide a very brief (1 to 2 sentence) description followed by the phrase "Read the Book: [book title], by [book author] (year of publication). The book title should be linked to the main, general WorldCat entry for it.
 - For conference events include the title, time/date/location, and paste in the description from the conference program/scheduler. Follow with the phrase "Add this session to your conference mobile scheduler app or through the online scheduler" with online scheduler linked to the webpage on the session.
 - For articles, webpages, and other online materials provide a brief synopsis, followed by the phrase "Read it: [title] by [author]" Title should be linked to full source.

- Add an image:
 - We do not recommend using the “featured image” tool (located in the left-hand menu column). Inserting an image into the post’s body gives much more control on image location and appearance.
 - Click on the Add Media button



- Click Add New and browse computer to find image file



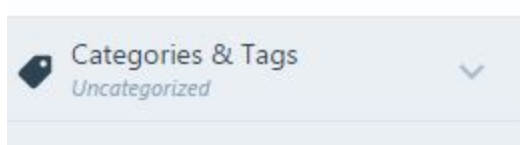
- Once image is selected, click Insert



- Image will be in post, click on it to edit (change alignment, size, etc.)

- Add categories and tags

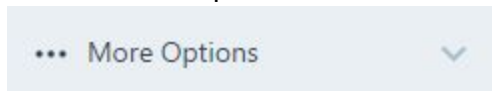
- Click on Categories and Tags in the left-hand menu



- Click on all the categories that apply. Every post is categorized generally as either “News” or “Stories,” and then by the additional categories that apply.
- Remove “uncategorized” category
- Apply tags

- Add a quote or excerpt to the top of the post’s display (under the title, before the main text)

- Click on More Options



- Write excerpt in box



- Be sure to save or publish post

7 - Resources for Website Design Best Practices

Most of the project time was spent on curating resources and determining website organization, functionality, and components. However, because none of the team members are trained web designers, the look-and-feel of the final site's design is up to the ALA-APA. If the decision is made to significantly alter the appearance of the wellness website after transitioning to a self-hosted version--more than just changing the theme, moving widgets, or other basic alterations--here are a few helpful resources that provide advice on web-design best practices.

- [Library Website Design wiki](#)
 - http://www.libsuccess.org/Website_Design
 - Collects information on usability, accessibility, and design that could be applied to any type of website.
- [Content Strategy for the Web](#)
 - <http://contentstrategy.com/>
 - A short book about how to inventory web content and assign management roles.
- [Smashing Magazine](#)
 - <https://www.smashingmagazine.com/>
 - A great resource for all kinds of web best practices.

(Thank you to Alex Sundt, Web Services Librarian at Utah State University, for these recommendations)

8 - Team Member Reflections

Throughout our exploration of wellness, mindfulness quickly emerged as a prominent theme in current wellness literature and practices. One critical component of being mindful is practicing reflection. Practicing reflection is not only beneficial for the individual, but can also benefit collaborative groups and institutions. In engaging in our own wellness journeys, we each reflected on what we've learned and discovered about wellness in our profession and our experiences participating in this Emerging Leaders Project.

Amanda:

I was excited to work on this project for ALA-APA because wellness in terms of one's professional and personal life has always been an interest of mine, not only because I've personally found aspects of modern knowledge and library work difficult, but because I see the repercussions of ignoring it all around me and don't believe it has to be so. I am pleased that the ALA-APA Wellness website exists and it is a great sign that those in the library profession are aware and concerned about these issues and see the importance of both finding, organizing and offering resources for others to improve their situations and environments as well as implementing them ourselves. Over the course of this project I've come to realize that library workers face both many common stressors and conundrums as most working people, but that there are also unique aspects as well. Personally, I deal with the more unique and abstract pressures of tenure stress in an academic position, as well as organizational politics and self-efficacy issues. On the other hand, there are also the all too common issues of childcare and physical health/exercise. The resources our team has collected have given me much food for thought. I like to experiment and am lucky to have a workplace that encourages this type of find what works for you approach. I alternate between standing and sitting on a yoga ball, I try to seek out alternative places in our building to work when I feel burnt out, I try to maintain personal boundaries in terms of how much time I allow for extraverted activities vs more introverted, as I've realized how much this affects my productivity. But, I am lucky to be able to do so and am happy to have the chance to possibly give others the tools to start advocating for themselves and their own needs in their workplaces. Awareness of one's needs and factors over what can be influenced is key and is the first step and not accepting the status quo where possible can result in big positive changes in terms of personal wellness over the long run.

Dory:

As Dr. Roy mentioned in her interview, librarians work continuously to serve others and sometimes, to the detriment of librarians' own health and wellness. I think one of the major hurdles we often face in the workplace is that we don't have a safe space or the opportunity to talk about issues surrounding wellness. I see the ALA-APA Wellness website as a place where these conversations can happen, but it can also serve as a springboard for conversations at our libraries. For example, since working on this project I've read several books on wellness related topics and I've made a point to read them or have them with me at work. The result is that my colleagues usually ask what I'm reading and then we have an opening to talk about some of the wellness challenges we're facing. Another way that I've worked to support wellness with my colleagues is to create a space where co-workers can recognize and celebrate daily

accomplishments. In collaboration with my supervisor, I put a poster board up in my department along with sticky notes and pens. By sharing our experiences together in this way we are collectively practicing reflection and daily gratitude. The response in my department has been positive and I look forward every morning to see what thoughts and accomplishments my coworkers have added to the board. Ultimately, creating these types of moments for sharing our wellness journeys is one of my major takeaways from this project and something that I will continue to foster in my library and profession.

Though we are a wide and far-reaching profession, I feel we often get stuck in our daily routines and interactions. Working with my team members has helped me get out of this bubble and both develop and practice consideration and compassion. In today's world where acts of violence and hate are becoming all too common, I was inspired by my team members who were interested in working together to explore an important issue, offer new perspectives, and share in a positive learning experience together.

Thank you for this opportunity!

Jenny:

This project has been a significant learning journey for me in several important ways. First, I have learned about the ALA as a whole organization, and I have learned even more about the ALA-APA. I had no idea about the great resources that were available from the ALA-APA before I began working with this Emerging Leaders project. I now find myself telling colleagues about things like the salary surveys and the Advocating for Better Salaries toolkit. Like any library or information professional, now that I've found a good resource, I want to share it with everyone!

The need for working on this project completely at a distance from my teammates has been an illuminating and useful experience. Clarity in goals and purpose, deadlines, and check-in emails/phone meetings were all important to us. Also important were finding the right tools for us (freeconferencecall.com; Google docs, forms, and slides; and a live WordPress demo site were the winners) and finding the right balance between working together and a more individual, divide-and-conquer approach.

Finally, I have become much more aware of my own wellness issues during the 6-months of this project, particularly in regards to work-life balance and work-related stress. Some of the articles, tools, and resources from our site are now a part of my own personal wellness toolkit and I have shared them with friends and colleagues. I also had my own significant health issue in the Spring. I was hospitalized, out of work for well over a week, and did not have my usual energy level for more than 6 weeks. I consider myself very lucky to have good colleagues, both on this project and at my day-to-day job. They were understanding when a meeting needed to be moved or a deadline extended, and they seemed genuinely concerned with me as a person and not just as a cog in the wheel of their own work. It is amazing the positive difference that others' flexibility and understanding can make on an individual's stress levels, sleep patterns, work satisfaction, and overall and happiness.

Thank you to my group members, to Beatrice and Lorelle from the ALA-APA, and to the Emerging Leaders Program for a wonderful experience this year!

Appendix:

A: Index of Resources

Books:

- Conflict Management for Libraries: Strategies for a Positive, Productive Workplace by Montgomery, Cook, Wagner, and Hubbard (2005)
 - Based on formal and informal observations, the authors discuss 17 possible workplace conflict scenarios for librarians and offer strategies for realistically coping with each scenario.
- Crash Course in Dealing with Difficult Library Customers by Mosley, Tucker and Van Winkle (2014)
 - The authors provide strategies for managing stressful situations with problem-causing individuals.
- Dealing with Difficult People in the Library by Mark Willis (2012)
 - In this second edition, Willis shares strategies for managing problems posed by patrons and staff.
- Deep Work: Rules for Focused Success in a Distracted World by Cal Newport (2016)
 - Newport provides strategies for focusing on demanding tasks without distraction.
- Essentialism: The Disciplined Pursuit of Less by Greg McKeown (2014)
 - McKeown asks the reader to rethink priorities and productivity by applying selective criteria to better identify what contributions we really want to make in our lives and profession.
- The Frugal Librarian: Thriving in Tough Economic Times Edited by Carol Smallwood (2011)
 - Topics in this book relate to all different types of libraries and range from information on developing grant proposals to supporting professional development opportunities.
- Getting Things Done: The Art of Stress-Free Productivity by David Allen (2015)
 - Allen revisits his original 2001 book and writes about skills needed to master workflows, project planning, and stress-free work.
- Job Stress and the Librarian: Coping Strategies from the Professionals Edited by Carol Smallwood & Linda Burkey Wade (2013)
 - Includes chapters on a range of topics, including dealing with difficult patrons, burnout, and physical and mental health.
- Managing Stress and Conflict in Libraries by Sheila Pantry (2013)
 - Pantry provides information about conflict resolution skills and defining a healthy working environment.

- Mindfulness for Creativity: Adapt, Create, and Thrive in a Frantic World by Danny Penman (2015)
 - Provides a four week program to help develop and put into practice mindfulness techniques to enhance creativity, problem solving, and decision making.
- Mindset: The New Psychology of Success by Carol Dweck (2006)
 - Dweck discusses the differences between fixed and growth mindsets and offers strategies for being more open to change.
- Pre- & post-Retirement Tips for Librarians Edited by Carol Smallwood (2012)
 - Includes chapters on a range of retirement topics, including information on spending plans, working part-time, and relocating.
- So Good They Can't Ignore You: Why Skills Trump Passion in the Quest for Work You Love by Cal Newport (2012)
 - Newport reexamines the claim that following your passion is good advice and writes about strategies that have helped others turn hard work into rewarding and compelling careers.

Online Tools and Resources:

General Health and Wellness

- [MedlinePlus Health Check Tools](#): Interactive tools for assessing your health with interactive tools: calculators, quizzes, and questionnaires. Mostly related to physical injuries and disease, but also includes tools related to stress, communication with health professionals, nutrition, and more.
- [MedlinePlus Herramientas para Evaluar la Salud](#): Evalúe su salud con herramientas interactivas (cuestionarios, calculadoras, evaluaciones personales y guías).
- [Wellness worksheets from Substance Abuse and Mental Health Services Administration](#): A package of 126 Wellness Worksheets that cover a wide variety of subjects and all types of personal wellness. Some are research/textbook based, but many are assessment tools and questionnaires that are universally applicable.
- [HealthNewsReview.org](#): A watchdog site that reviews and rates health care journalism, advertising, marketing, public relations and other “sound bite” medical tips and stories. Their goal is to help improve the public dialogue about health care and to help consumers critically analyze claims.
- [MyHealthfinder.gov](#): A tool from the US Department of Health and Human Services that will give you personalized recommendations related to preventive health services.
- [Mayo Clinic Healthy Lifestyle](#): Find information and tools for a variety of health and wellness topics including caregiving, stress, and fitness.
- [Conference Wellness Checklist](#): A simple list of ideas to make any conference a healthy one, divided into the 7 aspects of wellness: physical, environmental, social, occupational, emotional, spiritual, and intellectual. (PDF document)
- [Wellness Weekly Review Journal](#)
A document for recording your weekly wellness goals in all areas of personal wellness and for gathering information on how well you are meeting those goals. Good for a one

time self check-in, and even better to do periodically to see how you are doing in the long-term. (PDF Document)

Ergonomics

- [Ergonomics from Mayo Clinic Infographic](#): Useful visual about the basics of office workspace ergonomics.
- [Ergonomics from the National Institutes of Health](#): This page provides info and tools related to all aspects of ergonomics including: exercises and stretches for workers, advice on ergonomic chairs and office configuration, and lists of vendors who sell ergonomic office equipment.

Exercise and Fitness

- [American Council on Exercise: Tools and Calculators](#): Free tools and calculators related generally to fitness and exercise, and more specifically to body mass index (BMI), target heart rate zone, blood pressure, body fat composition, daily caloric needs, etc.
- [President's Council on Fitness, Sports & Nutrition](#): Tips and stories on health, as well as information on presidential programs and initiatives for health across the country.

Family, Parenting, and Children

- [Guide to the Family Medical Leave Act](#): Family Medical Leave Act (requires employers of 50 employees or more to provide employees that have worked for at least 1250 hours, up to 12 weeks unpaid leave a year, with job protection, to take care of an immediate family member or themselves for a birth, adoption, or serious illness. Some states such as CA, NJ, and RI provide state-paid maternity/paternity leave as well.
- [Caregiver Toolbox](#): An extensive set of tools to help Topics range from communication and finances, to independent living assessment and nutrition. Also included are resources for caregivers' self-care and support.
- [Symptom Checker](#): An interactive tool from the American Academy of Pediatrics that can help you determine what to do next when a kid experiences different symptoms and/or injuries. It includes levels of professional care, as well as when and how to manage the symptoms on your own.
- [Household Products Database](#): Check to see if an item in your house or library is dangerous and learn more about safety and handling.
- [Tools and Information from the National Partnership for Women and Families](#): Provides information and tools on a wide variety of wellness and work issues, including paid leave, pregnancy discrimination, general health care, and reproductive health. Among the tools are a [Work and Family Policy Database](#) (searchable by state, issue, and year)

and section-by-section summaries of laws like the Pregnant Workers Fairness Act and the Family and Medical Leave Act.

Finances, Salary, and Budgeting

- [ALA-APA Salary Surveys](#): Links to the APA's Salary Survey Database, as well as articles, summaries, and fact sheets for Librarian Salary Surveys and the Rural Library Salary Survey.
- [ALA-APA Advocating for Better Salaries Toolkit](#): This toolkit is designed to provide library workers with the resources and strategies they need to improve their salaries. The toolkit has four parts: Building Your Case for Better Salaries; Pay Equity; Unions; and Speaking Out. This toolkit will be helpful whether you are a librarian, administrator, or support staff.
- [Tools at MyMoney.gov](#): Budgeting worksheets, calculators, and checklists for a wide variety of financial situations and to help ensure financial wellness. Among the calculators are: debt payoff, tax withholding, savings (long and short term), investing, etc. Checklists include: buying a car, getting a mortgage, refinancing, financial privacy and protection, etc.
- [Federal Student Loan Forgiveness](#): Many library workers can qualify for student loan forgiveness after a period of time in particular employment, eligible payments, and/or a triggering event. Official information on forgiveness based on many factors: public service, teaching, disability, death, school closing, etc.
- [LibraryWorklife Newsletter Archive of Articles on Salaries](#): A publication of the American Library Association-Allied Professional Association (ALA-APA), LibraryWorklife is a monthly electronic publication about issues that concern all library workers.
- [Taking the Mystery out of Retirement Planning](#): An online booklet from the US Department of Labor is for people who are 10 to 15 years from retirement that includes interactive worksheets and other planning tools and calculators.
- [Savings Fitness Worksheets](#): A series of 6 worksheets from the US Department of Labor to help you begin saving and having better financial fitness. Topics are: Goals and Priorities, Financial Documents Checklist, Calculating Net Worth, Retirement Saving, Cash Flow Spending Plan, and Debt Reduction.

Food and Nutrition

- [ChooseMyPlate.gov](#)
Information on balanced eating, healthy eating on a budget, and age-specific tips, tools, videos, and games to help preschoolers and school-age kids learn wellness habits
- [What's Cooking? \(USDA Mixing Bowl\)](#)
Look for healthy recipes, create and print your own cookbook, watch how-to videos, and find other resources on nutrition.
- [SuperTracker](#)
A free food and activity tracker from the US Department of Agriculture, as well as other tools related to goal setting, weight management, group challenges, etc.

- [Portion Distortion](#)
Two sets of interactive slides from the National Heart, Lung, and Blood Institute that show how portions have changed over time and how to better judge the health of food-on-the-go.

Stress and Emotional Wellness

- [Stress and Stress Management from the Mayo Clinic](#)
A series of pages covering stress basics, in-depth topics, videos, health news about stress, links to books and webpages, as well as a q-and-a section and a regular blog written by a medical expert. The in-depth pages are particularly wide-ranging, covering topics as diverse as job stress, empty-nest syndrome, relaxation techniques, pet therapy, meditation, preventing stress set-backs, and more.
- [Relaxation Techniques for Health](#)
A fact sheet from the National Center for Complementary and Integrative Health (part of the National Institutes of Health) summarizing information on relaxation techniques, such as deep breathing, progressive muscle relaxation, guided imagery, and self-hypnosis. Includes links to other stress- and relaxation-related articles and resources.
- [Action on Workplace Stress](#)
A guide and resource toolkit provided by the Occupational Health Clinics for Ontario Workers (OHCOW) that provides a place to start to learn about workplace stress and what to do about it. Although some of the legal materials are focused specifically on Ontario, it includes tools that are more universal, including links to a smartphone app and an online survey that can help you measure your stress levels.
- [MentalHealth.gov](#)
A collaborative government site that includes resources for all types of people who may be dealing with Mental Health issues themselves, in their family/friends, or in their wider community. Provides direct advice for how to communicate, what to say, and further resources to share.

Work-Life Balance

- [Work-Life Balance Fact Sheet](#)
A nice general overview from the Canadian Centre for Occupational Health and Safety, with links to other, question-and-answer fact sheets
- [LibraryWorklife Newsletter Archive of Articles on Work-Life Balance](#)
A publication of the American Library Association-Allied Professional Association (ALA-APA), LibraryWorklife is a monthly electronic publication about issues that concern all library workers.
- [Work Life Balance Toolkit](#)
Created by the National Health Service of Wales, this is a resource for goal setting and provides suggestions for relaxation, managing stress, and creating more balance in your health and work life. (PDF Document)

- [The Greater Good Science Center](#)
Based at the University of California, Berkeley the GGSC studies different aspects of well-being. At their site, you can find educational resources, study information, videos, and podcasts on general well being and work-life balance.

General Workplace Wellness

- [Worksite Health Scorecard](#)
A tool for assessing workplace implementation of science-based health promotion and protection interventions related to a variety of health problems like heart disease, stroke, diabetes, and obesity. Designed by the Centers for Disease Control (CDC)
- [Total Worker Health Webinars](#)
A series of archived webinars on a variety of topics like Advancing Working Family Well Being, Sedentary Work, and Workplace Stress. Created by The National Institute for Occupational Safety and Health (NIOSH).
- [Quality of Worklife Questionnaire](#)
A survey you can use for workplace wellness assessment at your own workplace. Designed to help study longitudinal changes, the National Institute for Occupational Safety and Health (NIOSH) selected 76 questions dealing with a wide assortment of work organization issues. These include (but are not limited to) hours of work, workload, worker autonomy, layoffs and job security, job satisfaction/stress, and worker well-being.
- [Drug-free Workplace Toolkit from Substance Abuse and Mental Health Services Administration](#)
This toolkit can be used to support drug-free workplace policies and programs and includes information on assessing your workplace, developing policies, providing education and support for employees, and more.
- [Workplace Wellness Pathfinder](#)
Start researching better workplace wellness with this tool created by former ALA President Loriene Roy's Workplace Wellness Task Force.

Wellness Programs at Work

- [The Step by Step Guide to Successful Workplace Wellness Programs](#)
A report with best practices, tips, and tricks on workplace wellness programs including info on wellness committees, etc.
- [Workplace Health Solutions](#)
A program through the American Heart Association that includes assessment of programs and environment, tools and trackers for employees, and progress reporting.
- [Workplace Wellness Programs Study](#)
The Department of Labor's final report on all aspects of workplace wellness programs, including information on program elements, impact of financial incentives on program uptake, and impact of wellness programs on health and costs.
- [Workplace Health Promotion from the CDC](#)
An online toolkit for workplace wellness programs from The Centers for Disease Control

and Prevention. It has tools, resources, and step-by-step guides, including information on making the business case for wellness programming, pre-program [workplace assessment](#), [employee needs surveys](#), program evaluation, etc.

Library-Specific Wellness at Work

- [Workplace Wellness Inventory](#)
Use this form to assess workplace wellness and perceptions of workplace wellness at your library. (PDF document)
- [Library Workplace Wellness Surveys](#)
In 2007-2008 the ALA-APA surveyed library workers on their thoughts and attitudes concerning work-life balance issues and workplace wellness initiatives in libraries. These are the summaries discussing the results and the conclusions drawn from them.
- [LibraryWorklife Newsletter](#)
A publication of the American Library Association-Allied Professional Association (ALA-APA), LibraryWorklife is a monthly electronic publication about issues that concern all library workers, including wellness-related issues like work-life balance, career advancement, salaries, etc.
- [Finding Health and Wellness @ the Library](#)
Funded by an IMLS grant and completed by the California State Library, this document includes annotated links and sources related to all aspects of wellness. Included is a section specific to library workplace wellness.

Appendix:

B: Updated Tools

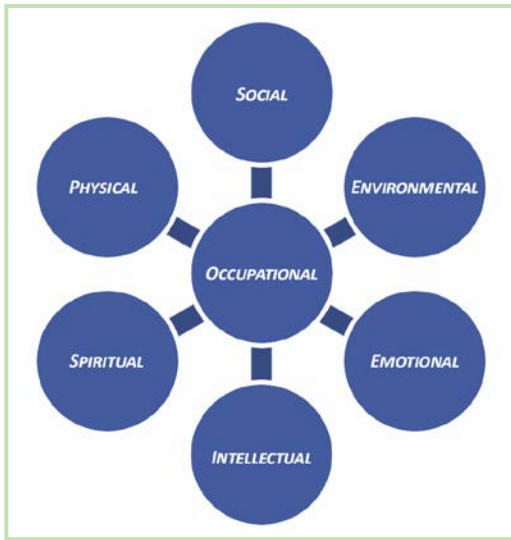
Attached are the final versions of the three tools created especially for this project in 2008: a Conference Wellness Checklist, Workplace Wellness Inventory, and Wellness Weekly Review Journal. They have been updated, revised, and edited.



Wellness Weekly Review Journal

Created by: Ted Chaffin, Sara Jeffress, Jennifer Turner
& Laura Warren-Gross,
ALA Emerging Leaders, 2008.

Updated: A. Avery, J. McElroy, D. Cochran
ALA Emerging Leaders, 2016.



As library employees there are many factors that can affect our overall wellness from day to day. Our own physical health, the strain of outside social influences, dusty stacks and noisy patrons, stressful interactions, either a lack or overload of mental stimuli, and the potential ambiguity of our motivations and personal direction can all contribute to the satisfaction and wellness that we experience in our daily work.

This booklet is designed to help you monitor your personal wellness week by week through daily checks that can lead to overall balance. It can be a starting point to embark on your personal wellness journey. Everyone's journey will be different!

Weekly Wellness Review

Complete wellness considers all aspects of a person's life: **physical, social, environmental, emotional, intellectual, spiritual, and occupational**, which is the focus of this passport. Each element factors into your daily experiences at work in the library. The checkpoints suggested on the following pages focus on positive changes and observations that you can make to improve and enrich your daily routine in the library.

Before you begin, take time to **define** your weekly goals:

- Nutrition Goals.**

- Fitness Goals.**

- Personal/Time Management Goals.**

- Current hobbies, interests, and pursuits.**

Day 1

Date _____

Physical

- Nutrition Goals
- Fitness Goals

Social

- Today I initiated a positive, helpful interaction with:

Environmental

- Today I improved my work environment by:

Emotional

List two good things that happened to you at work today:

- 1.
- 2.

Intellectual

- Time Management Goals
- Today I challenged my mind by:

Spiritual

- Daily Quiet Time
- Today I worked toward my personal goals by:

Occupational

Take a moment to consider the good things that happened to you at work today and how you might continue to facilitate those experiences.

Day 2

Date _____

Physical

- Nutrition Goals
- Fitness Goals

Social

- Today I initiated a positive, helpful interaction with:

Environmental

- Today I spent time in nature by:

Emotional

List two good things that happened to you at work today.

- 1.
- 2.

Intellectual

- Time Management Goals
- Today I challenged my mind by:

Spiritual

- Daily Quiet Time
- Today was meaningful because:

Occupational

Today I performed well at work by:

Day 3

Date _____

Physical

- Nutrition Goals
- Fitness Goals

Social

- Today I initiated a positive, helpful interaction with:

Environmental

- Today I spent time in nature by:

Emotional

List two good things that happened to you at work today:

- 1.
- 2.

Intellectual

- Time Management Goals
- Today I challenged my mind by:

Spiritual

- Daily Quiet Time
- Today was meaningful because:

Occupational

The thing that I love most about my job is:

Day 4

Date _____

Physical

- Nutrition Goals
- Fitness Goals

Social

- Today I initiated a positive, helpful interaction with:

Environmental

- Today I spent time in nature by:

Emotional

List two good things that happened to you at work today:

- 1.
- 2.

Intellectual

- Time Management Goals
- Today I challenged my mind by:

Spiritual

- Daily Quiet Time
- List one truth that impacted your day or occurred to you this week.

Occupational

Two things that I wish had gone better today:

- 1.
- 2.

Day 5

Date _____

Physical

- Nutrition Goals
- Fitness Goals

Social

- Today I initiated a positive, helpful interaction with:

Environmental

- Today I spent positive time outdoors.

Emotional

List two good things that happened to you at work today:

- 1.
- 2.

Intellectual

- Time Management Goals
- Today I challenged my mind by:

Spiritual

- Daily Quiet Time
- Today I worked toward my personal goals by:

Occupational

- Today I performed well at work by:

Weekend

2 things that I will **do for myself** this weekend.

2 things that I would like to **improve on** next week.

Highlight of the week:

Book that I am reading (or would like to read this weekend):

Good-will or volunteer project (what I am doing **for others**):

My **overall wellness score** this week (personal rating) with 1 being lowest on how well you achieved your personal wellness goals as you define them and 10 being highest in all areas:

1 2 3 4 5 6 7 8 9 10

Notes/Observations.

Know Before You Go: Tips for Healthy Conference Travel

As you prepare to take off for your next big conference adventure, take a little time to gather up some tools that will help you stay well during your time away from home. This checklist considers all seven different aspects of wellness: physical, environmental, social, emotional, spiritual, intellectual, and occupational.

Physical Wellness

- Find out what fitness facilities are available at the conference hotel(s) and if you have a choice, select lodgings that have your preferred facilities. Pack appropriate clothing and plan workout times. If no facilities are available, pack your running shoes for quick, portable exercise.
- Be sure to pack clothes and shoes that are professional, but also comfortable for days with lots of movement. Those exhibit halls and conference centers can be huge!
- To avoid jet lag, stay up until at least 10pm local time. No naps longer than 2 hours!

Environmental Wellness

- Pack your favorite water bottle or travel mug. Reuse!
- Be prepared for the weather. Bring sunscreen, umbrellas, or other suitable outdoor gear.

Social Wellness

- Contact old colleagues or friends that may be attending. Conferences are a great time for strengthening old ties and renewing your personal and professional networks.
- Plan to attend social opportunities available through the conference planning committee.

Emotional Wellness

- Leave yourself time to try something new, be it a conference session in a slightly different field or an exotic restaurant. Be adventurous!
- Be prepared for things that might be stressors for you—meeting lots of new people, having a highly scheduled day, etc.—and have a plan for handling anything that gets overwhelming.

Spiritual Wellness

- Mentally prepare for the whole trip. Think about your destination. A conference, a new city, an opportunity. Try to imagine yourself in conference sessions, sleeping in an unfamiliar place, and meeting new people.
- You will need some quiet or personal time while you're away (everyone does!). Be sure to plan for it.

Intellectual Wellness

- Choose your conference sessions wisely. Be sure to select alternates in case your selected session turns out to be a disappointment.
- Most people depend on their mobile devices for information of all kinds during conferences. Be sure to bring your charger and, if possible, a mobile charger and/or extra battery.

Occupational Wellness

- Have a prepared “elevator” speech so that you can quickly tell new people about yourself and your work.
- Conferences are wonderful opportunities to learn more about your profession and explore new avenues within that profession. Look forward to falling in love with your work all over again!
- Keep in mind the goals that you have set for yourself, personally and professionally, and the goals of your employer. You're going to make good things happen at this conference!

Workplace Wellness Inventory

Use this form to assess workplace wellness and perceptions of workplace wellness at your library.

Management: Provide employees with electronic or paper copies of this form. Allow 1-2 weeks for employees to reflect and assess wellness practices. You may also wish to complete your own inventory. Collect forms and compile data. The areas marked “sometimes” or “never” are those that may require attention to make your library workplace a healthier environment.

Library Employees: Reflect on the seven components of wellness in your workplace. Complete this form and return to management.

As a Team: Look at the Workplace Wellness Inventory results. Brainstorm and implement measures to increase wellness at your library. For tips and ideas, visit ALA’s Wellness website: www.ala-apa.org/wellness

Workplace Wellness Inventory

Please return to _____ by _____

Physical Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Employees have access to health insurance			
Fitness programs/activities are sponsored by the employer or available to employees at a reduced rate			
Employees are encouraged to take breaks and move about throughout the day			
Healthy foods are available in vending machines and at workplace dining facilities			

Environmental Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Ergonomic furnishings and computer stations are available to all employees			
The air is clean; steps are taken to control mold, mildew, and other irritants			
Information about cleaning chemicals is available to all			
Recycling is available and encouraged			
Employees are encouraged and empowered to use safe lifting, climbing, bending, and carrying practices.			

Social Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Employees feel comfortable sharing personal information with each other			
Employees have opportunities to create meaningful relationships with colleagues			
The library director/management takes time to establish relationships with all employees			

Spiritual Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Employees feel as though their work is meaningful and valuable			
Spiritual diversity is respected and valued			
Employees are comfortable with the ethical standards employed at the library			

Emotional Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Employees feel personally valued			
Employees can comfortably say “no,” when asked to perform additional duties			
Library management is trustworthy			
Stress management is encouraged and promoted			

Intellectual Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Cultural and/or professional development opportunities are provided and/or encouraged by the employer			
Critical thinking and problem solving are encouraged			

Occupational Wellness

How often are these statements true at your library?	Always	Sometimes	Never
Employees have time outside of work to pursue activities that are personally stimulating			
Employees feel satisfied in their jobs			
Employees are encouraged to set short- and long-term professional goals			

Document updated by Jenny McElroy, Dory Cochran, & Amanda Avery
ALA Emerging Leaders Project 2016