



NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 12, 2022 – Session 2

Foundations of Becoming A Leader

Creating/Developing Boundaries

Sponsored by:

Johnson & Johnson

NACHC's STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

2



Empowered Infrastructure

Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

3



Skilled and Mission-driven Workforce

Develop a highly skilled, adaptive, and mission-driven workforce reflecting the communities served

4



Reliable and Sustainable Funding

Secure reliable and sustainable funding to meet increasing demands for Community Health Center services

5



Improved Care Models

Update and improve care models to meet the evolving needs of the communities served

6



Supportive Partnerships

Cultivate new and strengthen existing mutually beneficial partnerships to advance the shared mission of improving community health

To learn more about NACHC's Strategic Pillars visit <https://www.nachc.org/about/about-nachc/>

THE NACHC MISSION

America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.





Creating/Developing Boundaries

October 12, 2022

Virtual Session



Helping Organizations
Redefine and Pursue Wellness



Today's Learning Objectives

- Define boundaries and understand the advantages of setting healthy boundaries.
- Learn your role in creating healthy relationships/environments/culture through boundaries.
- Learn how to successfully set personal and professional boundaries.





Workshop Agenda

Estimated Time	Discussion Topic/Session
5 min	Welcome & Overview
20 min	Understand Boundaries
20 min	Importance of Setting and Keeping Boundaries
10 min	The Language of Boundaries
20 min	Challenges to Setting and Keeping Boundaries
10 min	Tools to Enforce Boundaries
5 min	Wrap Up & Next Steps

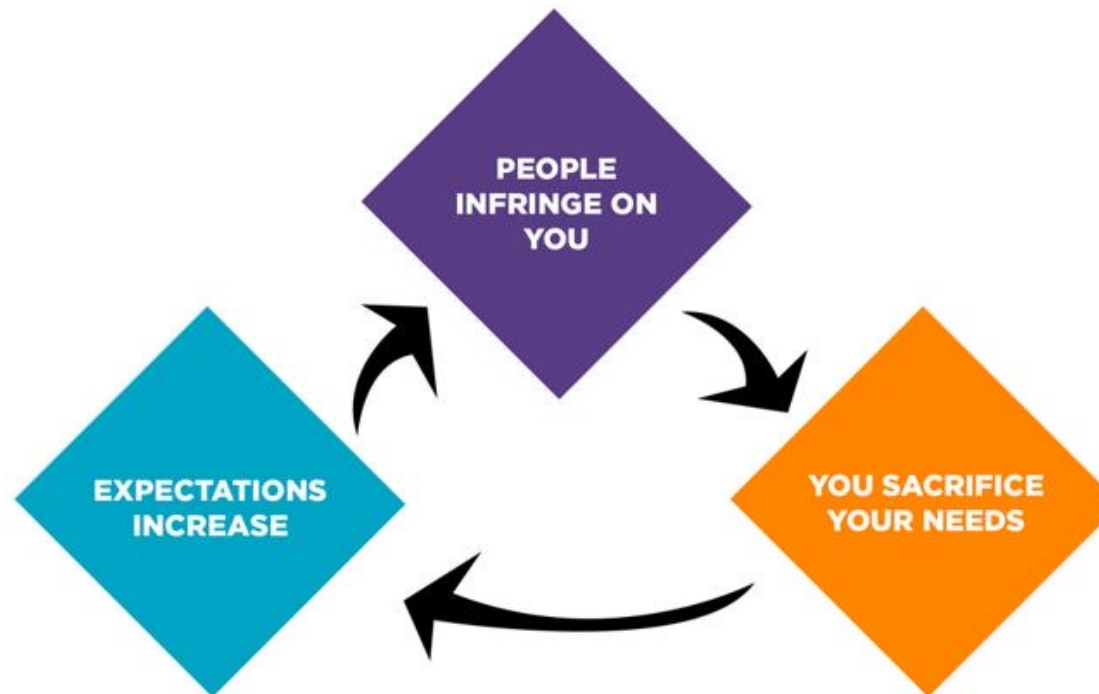


What are Boundaries?

Boundaries defined and the advantages of setting healthy boundaries

Why do I need boundaries?

THE VICIOUS CYCLE OF UNHEALTHY WORK BOUNDARIES



What is (and isn't) a boundary?

Boundaries are...

- *your* routines and practices
- *your* responsibility to maintain and execute
- *you* knowing yourself and your needs

Boundaries are not...

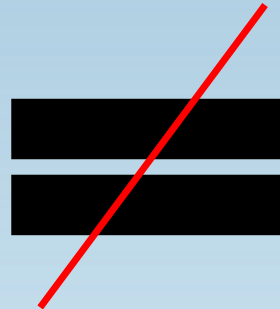
- a set of rules you impose on others
- for others to guess or manage
- an attempt to skirt responsibility
- "in hindsight" but rather, in forethought

<https://summitsedgecounseling.com/read-me/2019/10/14/why-your-boundaries-arent-holding-up-a-short-guide-to-getting-right-with-yourself>





BOUNDARY



BARRIER



Types of Boundaries





Healthy vs Unhealthy Boundaries

Healthy Boundaries	Unhealthy Boundaries
Valuing your personal boundaries and not compromising them for someone else.	Disrespecting the values, beliefs, and opinions of others when you do not agree with them.
Saying “no” and accepting when others say “no.”	Not saying “no” or not accepting when others say “no.”
Knowing that your needs and feelings are just as important as the needs and feelings of others.	Feeling like you are responsible for other people’s feelings and/or happiness.
Knowing who you are and what you want	Changing the way you look, dress, or style your hair because someone you barely know suggests it
Not letting others define you or your sense of self-worth.	Feeling like you are responsible for “fixing” or “saving” others.
Trusting your own decisions	Not trusting anyone – or, trusting everyone: All or nothing thinking

Sources: <https://healthyrelationshipsinitiative.org/healthy-vs-unhealthy-boundaries/> & https://amywatsonpc.com/wp-content/uploads/2021/03/Healthy_Boundaries_vs_Unhealthy_Boundaries_Download_RV_2020.pdf

REFLECTION



1. What are some areas in your life where you believe you have created healthy boundaries?
2. What are those boundaries?
3. How are those boundaries serving you?

Video: Brene Brown Conversation with Kelly Clarkson



"A boundary is what is ok and what is not ok." – Brene Brown



When to Set Boundaries

*How to know when to set boundaries and
language techniques to support you*



REFLECTION



Know when to set a boundary

1. Inside the circle, write down everything that makes you feel safe and stress free, you look forward to, or gives you energy.
2. Outside the circle, write down anything that causes you discomfort, stress, annoyance, exhaustion, anger, etc.
3. Write down an area to focus on for boundary setting. You will come back to this during the rest of the session.

Source: <https://www.scienceofpeople.com/how-to-set-boundaries/>

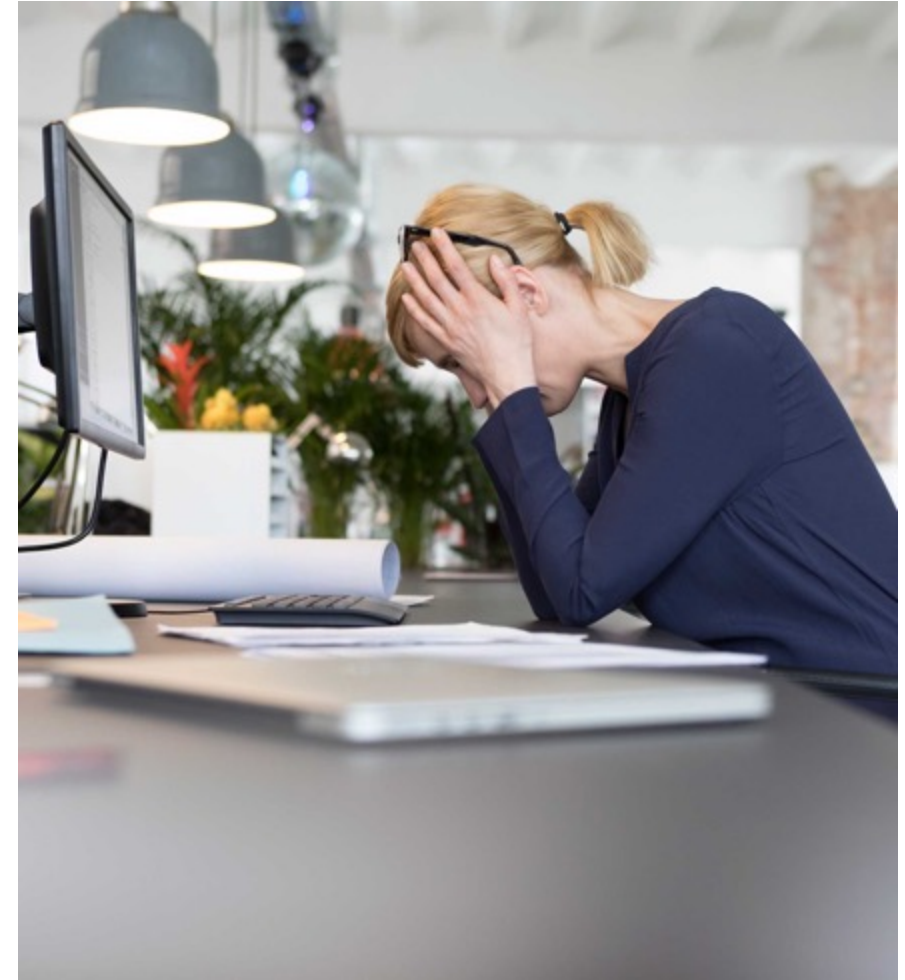
Boundaries at Work

- Gain clarity on YOUR responsibilities
- Know the challenges that will get in the way of you doing your best work
- Request the information needed to do your best work
- Set time for uninterrupted work time
- Be clear on your optimal work style



Before Setting Boundaries

- Be honest with yourself and others about what you need
- Accept the positive and negative consequences
- Give yourself permission to say no
- Know what is and is not your responsibility
- When resentful, burnt out, or bitter, examine your own life to see where you've misrepresented your needs and expectations of others.
- Balance accountability and personal responsibilities with your emotional needs



REFLECTION



1. What are your work responsibilities?
2. What challenges might get in the way of you doing your best work?
3. What information do you need to do your best work?
4. What is your optimal work style?



Language Techniques: Work Boundaries

Situation	Example language
When You Need to Set Realistic Expectations	<p>“Given the quick turnaround time for this project, I’m able to accomplish Objectives X and Y. Unfortunately, there isn’t enough time to complete Objective Z with the quality it deserves.”</p> <p>“This project was slated for X hours for completion, but on average it takes Y hours. It would be helpful to extend the scope of this project to ensure it’s finished to the best of my ability.”</p>
Asked to Take on Extra Work	<p>“Unfortunately, I don’t currently have the bandwidth to give this project the attention it needs.”</p> <p>“I’m happy to help with this if Project X can be deprioritized to allow me to pivot my focus.”</p>
Meeting Scheduled During a Break	<p>“Hi [Name], I just saw your meeting invitation and wanted to see if there’s a chance we could push it back? I normally take a lunch break during that time, and that break helps me feel energized and focused for our meetings.”</p>
In Public Feedback/Reprimand	<p>“I understand I made a mistake, but I think the feedback would have been more effective in private rather than in a group meeting.”</p>
Need More Information	<p>“I can work on the initial portion of the project, but I feel I need more insight on how to approach the second portion. Could you meet with me for 30 minutes later today to flesh out details? “</p>
Need Support/Resources	<p>“I could use some help pulling together the final paperwork to meet the deadline. Who can take on that responsibility today so I can turn my attention to what only I can complete?”</p>

REFLECTION



1. In the area you wrote down as your focus today, identify 2 statements you can use when that boundary limit is pushed.



Challenges to Boundaries

Learning how to overcome the challenges to boundaries

Challenges to Setting and Keeping Boundaries

- Life Shifts
- Disagreements
- Misunderstandings
- Patterns/Beliefs
- Excuses
- Fear
- Ignorance



REFLECTION



1. Which of the boundary challenges might show up for you?
2. What can you do to ensure you don't jeopardize your boundary should this challenge show up?



Tools to Enforce & Reinforce Boundaries

Building your toolkit

What tools can I use to enforce and reinforce my boundaries?

“We don’t fall into perfect relationships. We create them.”

-Nedra Glover Tawwab



What are some tools to enforce your boundaries?



Tool	Example language
Clear agreements	"I want to be clear about what each of us can expect from this agreement..." "We will meet at the office at 3pm sharp."
Confident knowledge of yourself	"No, that is not my style." "I need more structure than that, can we compromise?"
Commitment to your goals	"That does not fit with the direction I've chosen." "I've committed to using my lunch hour for personal development 3 times a week, but I'd be happy to have lunch with you every other Tuesday."
An air of ownership	Appearance that says you are authentic and know what is appropriate. Confidence in your role and contribution. Spirit of enthusiasm and adventure. A calm "knowing."
Speak Up	"No, I will not accept your behavior." "I need to let you know that your actions and words hurt me."
Suspend Privilege	"I will not continue this arrangement." "Let's step back and resume when we have adjusted our behavior."
Withdraw	Withdraw emotionally to keep your objectivity. Retreat and start fresh if the situation calls for it.
Denounce	"You are no longer welcome here." When appropriate, refuse to speak about it. If needed, call for help, hire an attorney, consult an advocacy support, or get a restraining order.

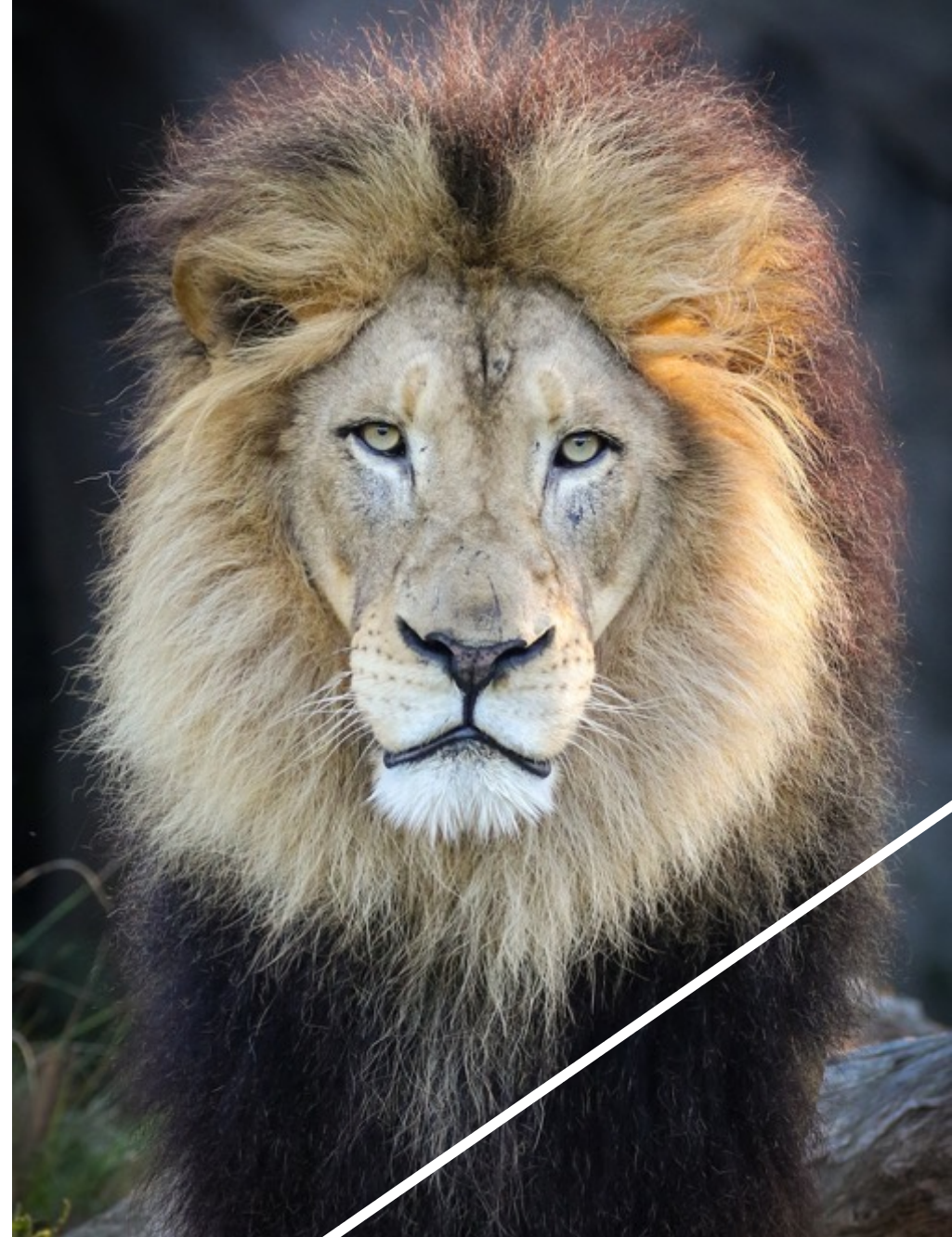
Courage and Practice

It takes **COURAGE** to set and maintain boundaries

It takes continued **PRACTICE** in setting boundaries to fully know and respect ourselves

“You are not required to set yourself on fire to keep others warm.”

- Anonymous



Strategies for Boundary Maintenance



Strategy	Example
Validate Feelings + Boundary	"I hear that you are feeling disconnected and want to spend more time together. I want that too, but I cannot do it tonight, but how about Saturday?"
Gratitude + Boundary	"Thank you for your advice. I'm going to handle it from here."
Safety Rule + Boundary	A firm no is always fine, but "That question is too personal for me to share details with people at work.."
Sympathy + Boundary	You can have sympathy for someone without taking responsibility for their plight. "Wow, I can really see what a dilemma this is. I don't have any advice, but I am here to listen."
Restatement + Boundary	"So you'd like me to take on the assignment this close to the deadline? I have other commitments already on my plate that would not allow me to meet this new deadline. I can look at it and let you know when I can complete it."
Say Nothing	If you have determined that someone does not respect your well-established boundary, it is sometimes ok not to reply or to reply on your own time.
Boundary + Schedule	"I'm working on something else right now but I can meet with you on Tuesday at 2:00pm to discuss your questions."
Boundary + Resources	"I've shared all the advice I have from my experience. I'd love to be supportive, but maybe talking to ?? Would be helpful. Can I give you the number?"
Boundary + Alternate Solutions	"I won't be able to take on that project and complete it in the time the customer is requesting. We could extend the deadline or see if someone else has the bandwidth to take this on."
Their Boundary + Your Boundary	"I can't take a walk at lunch today, but can we meet up tomorrow morning?"
Your Emotions + Boundary	"I feel ignored when you look at your phone while I'm talking to you. Can we have a no phone at the dinner table rule?"
Boundary + Request	"I'm feeling lonely and need some time with my best friend. Would you be able to go grab coffee some time this week?"
Exit + Boundary	"This isn't a productive conversation." "Don't message me again on this topic."

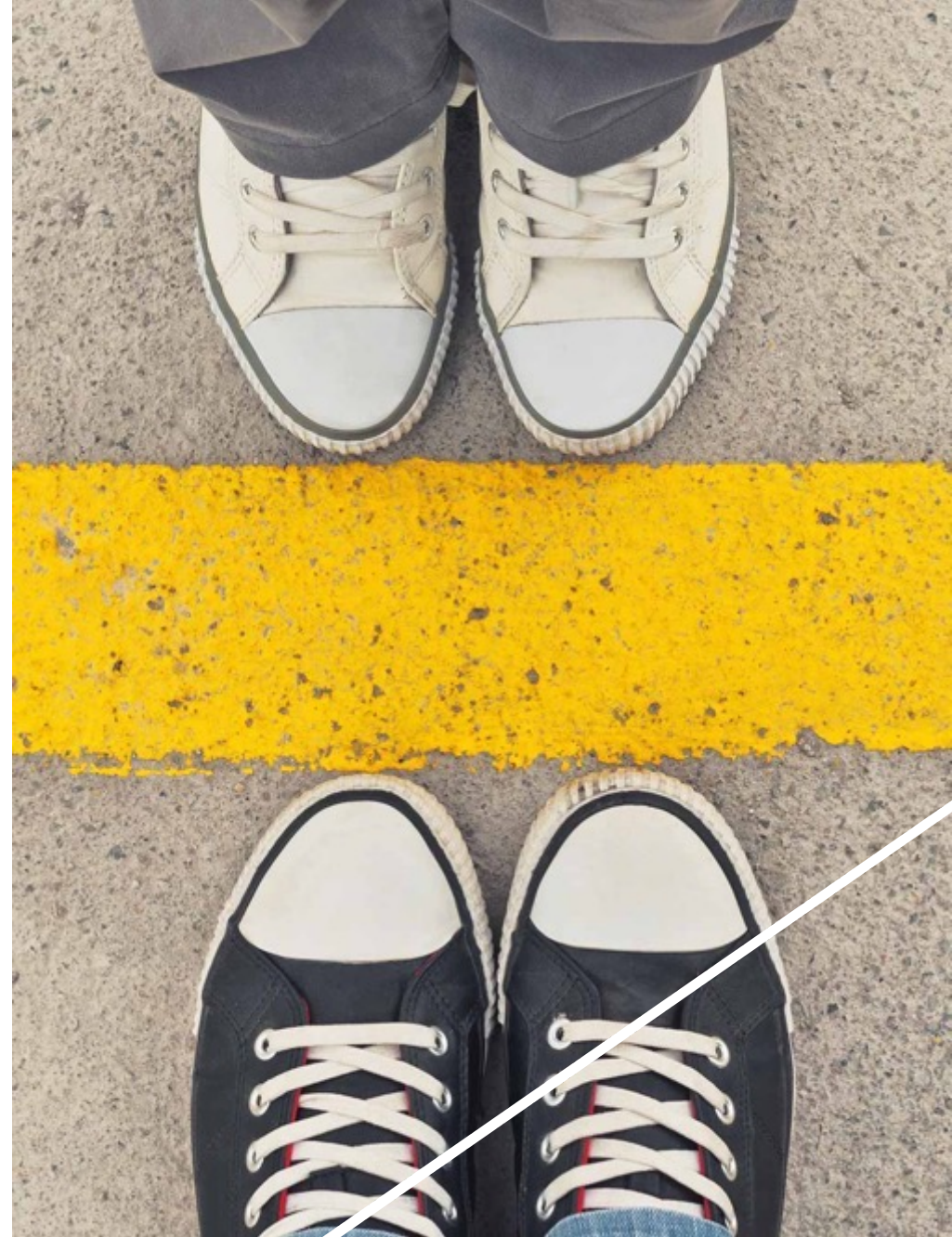
REFLECTION



1. Based on the boundary you selected, which of these tools might be the most useful to you?
2. Write a statement that you can use to enforce or reinforce your boundary.

Recognize, Encourage, and Respect Others' Boundaries

- Notice: Is there a topic that seems upsetting?
- Notice: Do they seem stressed under recurring circumstances?
- Ask: “Would you prefer....” or “Would it be helpful if...” to model boundary setting.
- Act: Be the change
- Support: Encourage accountability and boundaries



1. Boundaries are your responsibility.
2. Boundaries are not barriers.
3. Boundaries are a gift to yourself and your team/relationships when created to optimize your own authenticity and abilities.
4. Knowing yourself helps to set appropriate boundaries to maintain your own physical, emotional, and mental health.
5. The language you use when communicating boundaries can help with how others react to your boundaries.
6. Regularly reflect on your boundaries and ask yourself questions to determine if your boundaries are serving you.
7. Setting boundaries is self-care.
8. Say *no* to what doesn't matter so you can say *yes* to what does matter.
9. Setting and maintaining boundaries takes courage and practice.
10. Recognize, encourage, and respect other people's boundaries.



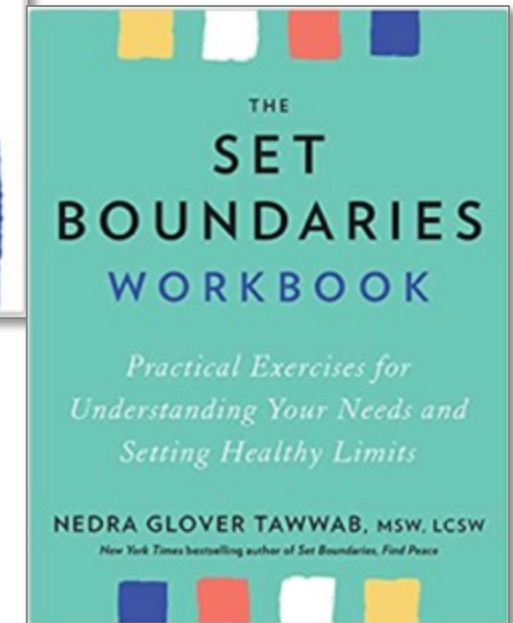
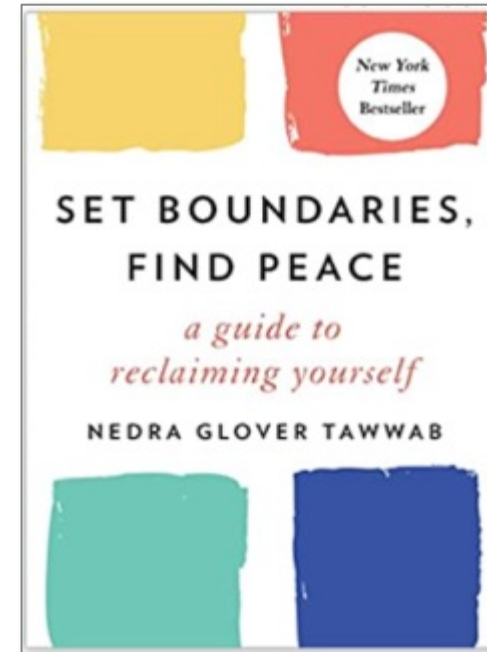
RESOURCES

Stress Reduction:

- Headspace
- Mindfulness Awareness Podcast
- Jellyfish Meditation
- Support Groups
- Employee Assistance Program (EAP)

Websites on Setting Boundaries:

- [Very Well Health - Setting Boundaries](#)
- [Psych Central - Build & Preserve Boundaries - 10 tips](#)
- [Science of People - How to Set Boundaries](#)



THANK YOU FOR YOUR PARTICIPATION

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www.ceekllc.com

Find us:



CEEK a Better Way®



October 5, 2022

Provided by CEEK

Helping Organizations Redefine and Pursue Wellness

Next Steps

A link to the recording will be sent to all who registered.

Upcoming Sessions:

Session 3: October 19: Improving Focus and Attention

Session 4: October 26: Giving and Receiving Feedback

For more information: <https://www.nachc.org/59153-2/>

For questions, email trainings@nachc.org

Want to Dig in Deeper?

For information on NACHC's Coaching program:

<https://www.nachc.org/nachc-career-leadership-coaching-services/>

THANK YOU!



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