

Mindful Managers Training Programme

Intellectual Output 2

National Report

Finland

Pilot 1

Prepared by VAMK
2019



Contents

Pictures, Figures and Tables	3
1. Introduction	4
1.1. Overview of the Mindful Managers Training Programme	4
1.2. Recruitment	6
2. Overview of Participants	7
3. Pilot training in Finland	8
3.1. First Session	9
3.2. Second Session	10
3.3. Third Session	10
3.4. Fourth Session	10
4. Impact of the Training Programme	11
4.1. Evaluation	11
4.2. Participants' testimonials	14
5. Summary and recommendations	15
5.1. Facilitator's Comments	15
6. Annexes	16

Pictures

Picture 1. Alere, Wolffintie 27–31, Vaasa	5
Picture 2. All the attendants got a badge made of autumn leaves	8
Picture 3. Signposts for the training	8

Figures

Figure 1. Overall organisation of the training session and logistics	11
Figure 2. Relevance of training content to my professional needs	11
Figure 3. Quality of materials distributed	12
Figure 4. Increase of knowledge with regards to the topic of today’s session	12
Figure 5. Final evaluation of the pilot 1	13

Tables

Table 1. Background data from each participant	6
Table 2. Sessions overview	9

1. Introduction

1.1. Overview of the Mindful Managers Training Programme

The Mindful Managers Training Programme is innovative in its multi-disciplinary approach. It consists of five training modules:

1. Connect
2. Be active
3. Take notice
4. Keep learning
5. Give

These five modules were developed and adapted from the themes of the UK Government project 'Mental Capital and Wellbeing' (2008). The modules follow the '5 a Day' habits for wellbeing.

During each module, participants will explore two topics. These topics were identified based on partners' existing knowledge and research outcomes collected in the first phase of the Mindful Managers project. During these modules, the participants had a chance to explore various topics related to mindfulness and to get to know different techniques to manage stress.

During the development of the Mindful Managers Training Programme, project partners used David Kolb's Experiential Learning Cycle (1975) as theoretical framework. In each module, the four phases of the Kolb Learning Cycle are included. Trainers were free to choose which cycles they want to deliver depending on the available time during the training and it was up to them with which phase of the Kolb learning cycle they want to start delivering the exercises.

At VAMK the Training Programme Pilot took place in Alere, which is the separate building where both VAMK's and Novia's (the Swedish University of Applied Sciences) social and health care units are situated (<http://www.puv.fi/en/about/alere/>).

"Renovated for the demands of modern teaching, Alere offers the students, besides cosy premises, also shared courses and teacher exchange between Finnish and Swedish education. The cooperation significantly strengthens the students' competitiveness in the bilingual working environment of the Vaasa region." (VAMK 2020.)

The classroom A157 is on the first floor of the building. It is a spacious and bright, but quite ordinary classroom with two video projectors and two screens. The premises were chosen on the grounds of easy access and location of group rooms nearby. Unfortunately, the use of

group rooms was temporarily prohibited and the group used the hall for drama/interaction, which is also situated nearby.

The parking situation in Palosaari Campus area in Vaasa is very difficult. There are no pointed parking spaces for the students, although there are three large universities situated on the same area. That is why the participants received good instructions for arriving to the training.



Picture 1. Alere, Wolffintie 27–31, Vaasa (VAMK 2020)

There were two facilitators, who both are senior lecturers in health care unit. Their education and work experience are following:

Suvi Kallio, Senior Lecturer VAMK

- Specialized Nurse in Internal Diseases
- Master of Education
- Work experience f. ex. in hospital ward

Sanna Saikkonen, Senior Lecturer, Team Manager VAMK

- Public Health Nurse
- Specialized Nurse in Surgery and Internal Diseases
- Master of Science (Health Care)
- Work experience f. ex. in occupational health care

1.2. Recruitment

For the Mindful Managers Training pilot 1 in Finland participants were recruited according the planned strategy. The project operators planned the recruitment process in April 2019 and decided to write an invitation letter to the public sector organisations. The invitation letter is in annex X. The chosen strategy for recruiting was to approach the large public sector organisations in the area, give information about the training and enquire a permission to ask their managers to participate the training during their working hours. With this approach, we thought the possibility to get managers to engage to the training was better.

The letter was sent to following organisations:

- Vaasa City
- Vaasa Central Hospital
- The Centre for Economic Development, Transport and the Environment (ELY Centres), Ostrobothnia
- Old Vaasa Hospital (forensic psychiatry hospital)

Additionally there were some direct contacts to potential attendants. For example there were discussions in April 12th 2019 with the manager of social work and family services of Vaasa City, presentation of the project and the training at nurse managers' meeting May 22nd 2019 at Vaasa Central Hospital and e-mail contacts to administrative nurse manager at Old Vaasa Hospital.

The Vaasa City (information about the training was sent to 377 managers, training open for signing up in the city education system until 21.10.2019) and Old Vaasa Hospital (delivered a list of participating managers) agreed to inform their managers about the possibility to take part in the training. Vaasa Central Hospital head nurses decided that half of the head nurses (4) would attend the first pilot and the rest (4) the second pilot. The ELY-Centre's manager did not answer the request and later on she explained, that she didn't notice the e-mail at the time.

Because there were enough attendants who signed up, there was not need to contact more organisations. There were even people, who expressed their interest to attend the second pilot.

2. Overview of Participants

A summary of background data from each participant can be seen in Table 1.

Table 1. Background data from each participant.

Participant	Background
1	Service unit manager, Vaasa city social and health care services
2	Service unit manager, Vaasa city social and health care services
3	Ward manager, Old Vaasa Hospital
4	Service unit manager, Vaasa city social and health care services
5	Unit manager, Vaasa city social and health care services
6	Service unit manager, Vaasa city social and health care services
7	Head nurse, Vaasa Central Hospital
8	Ward manager, Old Vaasa Hospital
9	Managerial supervisor, Vaasa city social and health care services
10	Head nurse, Vaasa Central Hospital
11	Head of general public services, Vaasa city museums
12	Head nurse, Vaasa Central Hospital
13	Senior physician, outpatient care, Vaasa city social and health care services
14	Head nurse, Vaasa Central Hospital
15	Head of the information department, Vaasa city administrative services

16	Head nurse, Vaasa city social and health care services
17	Head of the payment ordering, Rural Department, ELY Centre
18	Head nurse, Vaasa Central Hospital
19	Exercise service coordinator, Vaasa city sports and fitness services
20	Ward manager, Old Vaasa Hospital
21	Ward manager, Old Vaasa Hospital

3. Pilot training in Finland

The first pilot of the Mindful Managers Training Programme in Finland was attended by 21 participants. All sessions took place at VAMK Alere. The Finnish facilitators were Suvi Kallio and Sanna Saikkonen.



Picture 2. All the attendants got a badge made of autumn leaves.



Picture 3. Signposts for the training.

Table 2. **Sessions overview**

	Session 1	Session 2	Session 3	Session 4
Name of the session	CONNECT	TAKE NOTICE	KEEP LEARNING	GIVE
Date	30.10.2019	6.11.2019	13.11.2019	20.11.2019
Number of participants	21	18	12	15
Topics covered	Topic 1/ C1 Quality Mindmap Topic 2/ D4 Action Plan	Topic 2/ E1–4 Coleman Raider Topic 1/ C1–4 Colvey plan you day	Topic 2/E1–4 Learning Styles Topic 1/ B1–4 Purpose of the job and shared values Topic 1/ C1–4 Wellbeing at work	Topic 2/D1–4 Puzzle assignment, X- factor, Role play, Group discussion Topic 2/F1 Situation gone bad Topic 1/A1–4 Video observation, Theory, What’s my goal?, Coach the Coachee
“Be active” element of the session	E1 Breathing out stress and work anxiety	B2 Back of the Napkin F1 Office Yoga	D1–4 Relaxation technique, Relaxation Technique – Reflection, Learn more, Mapping Characteristics	C1–4 Dancing, Feel it, Learn more, Create

3.1. First Session

First session started with introduction and getting to know each other. In the beginning, it was too formal. There should be some kind of icebreaker. The introduction of the project was too long. The participants discussed well. Especially activity C1 was pleasant. It was backtracked in other sessions.

Facilitators’ comments: The common thread about the whole training was missing in the beginning. Breathing exercise was good. A part of participants felt that they got resources from the training.

3.2. Second Session

B2 succeeded very well and the participants were enthusiastic. The beginning of the conversations were rigid and it was difficult to guide it. Participants required more theory basis. Six of the head nurses discontinued the training after this session. They felt that they did not get anything from it.

Facilitators' comments: The common thread about the whole training was still missing. The atmosphere was relaxed.

3.3. Third Session

The atmosphere was relaxed, and it was easy to proceed with the training. The contents were better in hand. Outdoor exercise was ok in spite of the rain. Because the group was smaller, the discussion went better. The participants shared ideas about values at the work place, and implemented them to their own work.

3.4. Fourth Session

Full day with a lot of theory. A lot of discussion. The participants told that they wait for the Wednesday afternoons. Delicious cake and coffee to celebrate the end of the training. Information about the Reflection Rounds. Several enthusiastic managers signed up preliminarily for the sessions.

4. Impact of the Training Programme

4.1. Evaluation

In following figures you can see the participants' evaluation of the first pilot training.



Figure 1. Overall organisation of the training session and logistics.

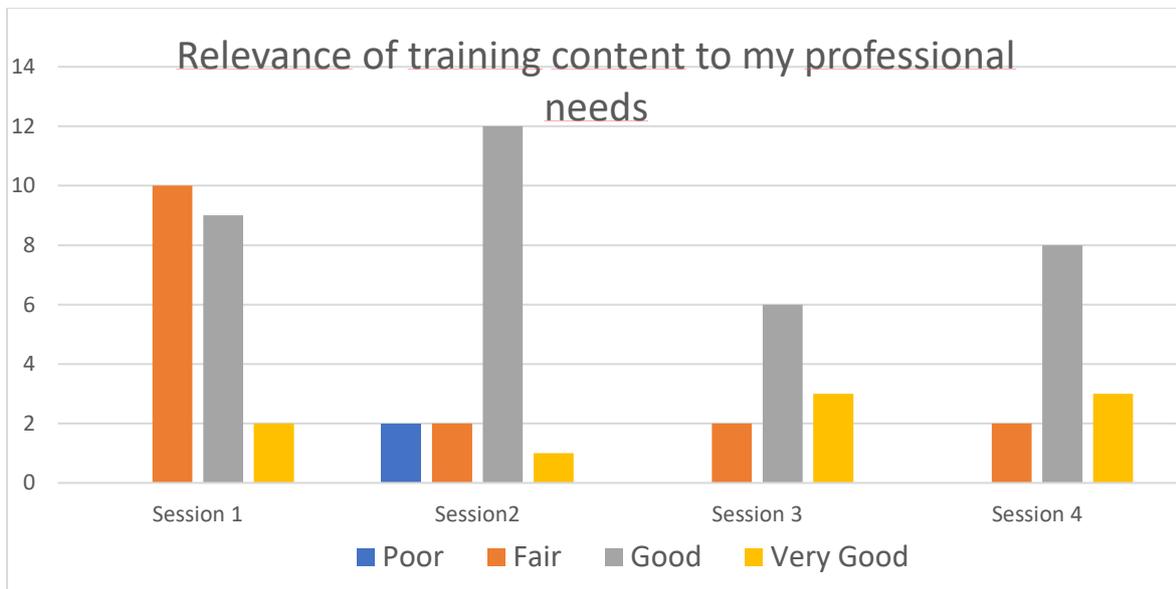


Figure 2. Relevance of training content to my professional needs.

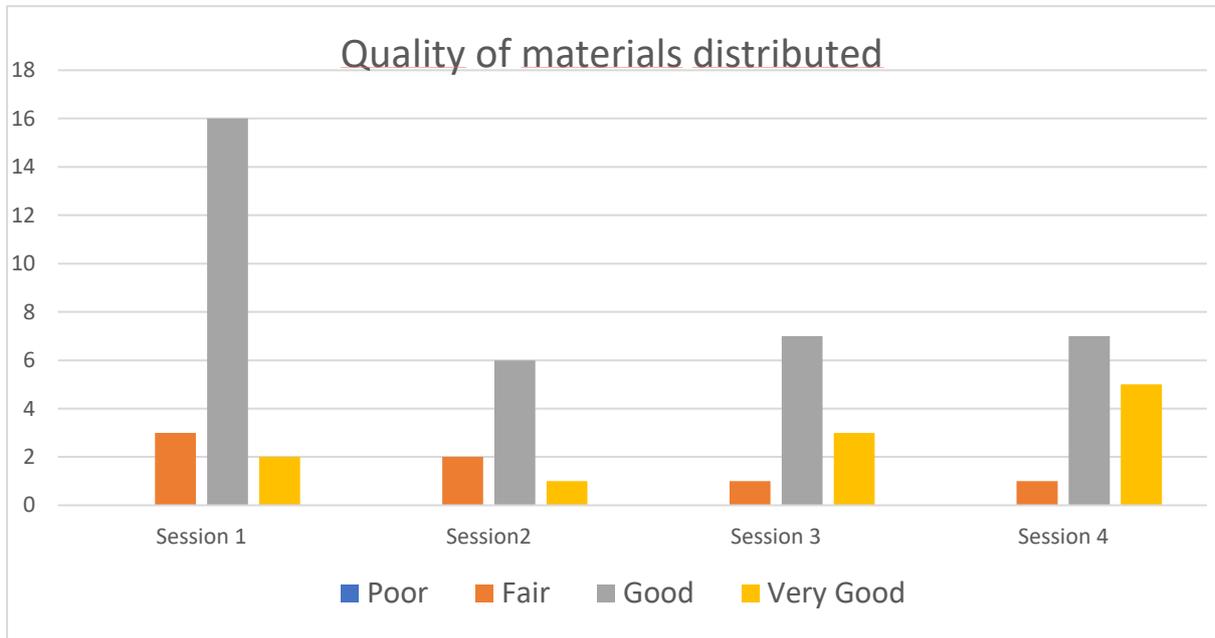


Figure 3. Quality of materials distributed.

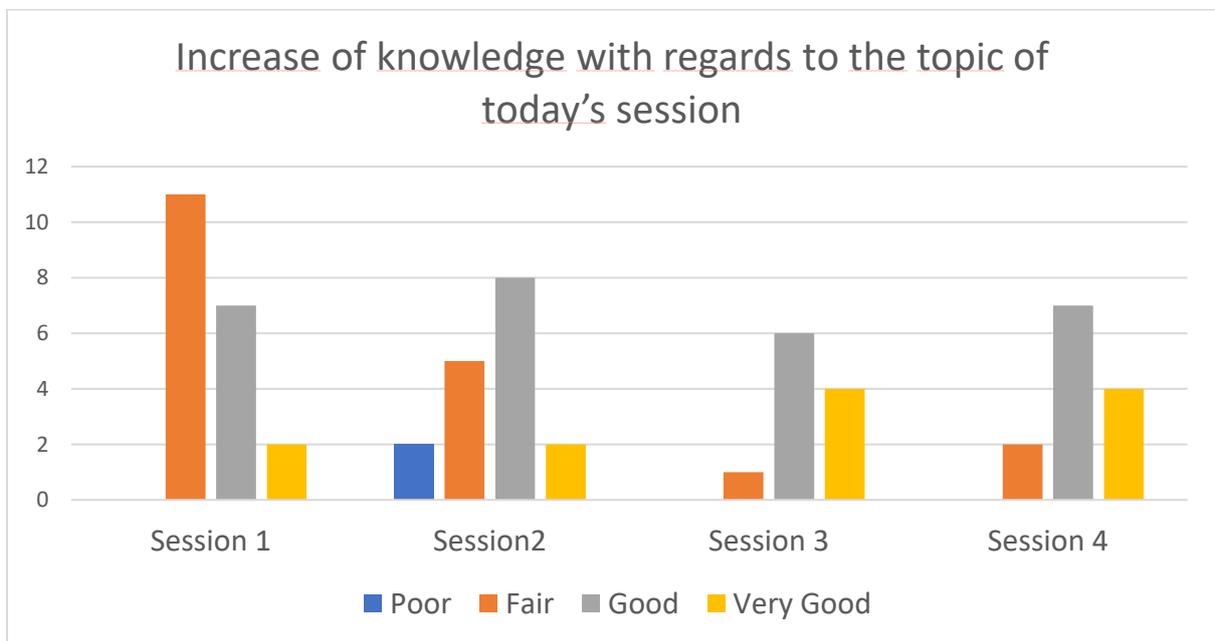


Figure 4. Increase of knowledge with regards to the topic of today's session.

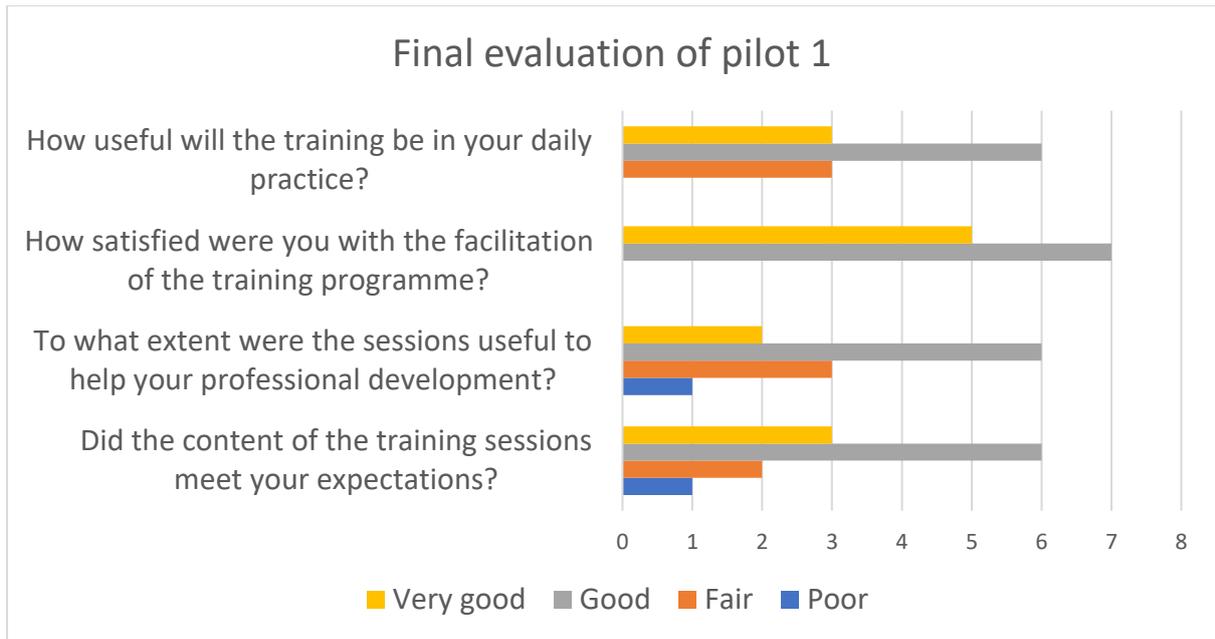


Figure 5. Final evaluation of the pilot 1.

The participants mentioned, that the most useful about the training programme was, that they had time to think, contemplate and reflect. They valued the group and specially the group assignments. They had the opportunity to change experiences and discuss about them. They appreciated the openness and relaxed environment. The cases were interesting and they got concrete tools for work (figures etc.). They reported a growth in self-importance and liked the method learning by doing.

The participants gave also aspects on what should be improved and how in the training programme. They wanted more mindfulness techniques, and some issues more in depth. They suggested more examples that are concrete and discussing them in groups. On the other hand, there was feedback, that the issues were too basic. There should be more about work related wellbeing. The contents could be more compact, and the training shorter. Not everything is needed to practice. There were also an opinion to make the target group clearer.

The participants suggested additional topics for the training. There could be more about practical training methods, which could be used in the workplace without background material. The training programme should contain methods for recognising the stress and burnout, and how to ease the burden at the work place. There could also be methods how to make a team function and how to clarify the targets. The training could be longer. There could be more tools for work related wellbeing, and how to cope with the work. More about rhetoric and management skills, because the theory stayed quite unfamiliar.

In other comments, the participants thanked for an useful and good training, the opportunity to take part in pilot group and the trainers☺. They considered the afternoons

being nice and realization of the training participatory. The training arrangements were assessed good and fluent and the progression smooth. The relaxation practice was wonderful and atmosphere was calming and good in the sessions.

4.2. Participants' testimonials

Most useful about the training programme:

"Aikaa miettiä asioita rauhassa, Kokemusten vaihtaminen. Time to think, to exchange experiences."

"Konkreettisia työvälineitä työhyvinvointiin liittyviin keskusteluihin, omaan työhyvinvointiin liittyvät harjoitteet. Concrete tools for discussions concerning wellbeing at work, exercises connected to own wellbeing at work"

Which aspects of the training programme should be improved and how?

"Konkreettisia esimerkkejä enemmän ja niiden pohdiskelua ryhmissä. More concrete examples and discussing them in groups."

"Johonkin teoriaan voisi syventyä enemmän, nyt oli hieman vähän kaikkea, muttei mitään kunnolla. You could go deeper in some theory, now there were a little bit of everything, but nothing properly."

Were there any topics missing from the training programme that you would find useful?

"Ehkä käytännön harjoitukset, joita voi viedä työpaikalle ilman koulutuksen taustatietoja/alustuksia. Maybe practical training methods, which could be used in the workplace without background material."

Other comments

"Kiitos hyvästä ja tarpeellisesta koulutuksesta. Thank you for a good and useful training."

"Kivat kouluttajat :) Osallistava koulutus. Great facilitators 😊 Participatory training."

"Rentoutusharjoitukset olivat ihania ja tunnelma koulutustilaisuksissa oli rauhoittava ja hyvä. Relaxation exercises were wonderful and the atmosphere at the sessions was calming and good"

5. Summary and recommendations

The training process started with recruiting the attendants with an invitation letter to the public sector organisations in the area. The chosen strategy for recruiting was to approach the large public sector organisations in the area, give information about the training and enquire a permission to ask their managers to participate the training during their working hours. Additionally there were some direct contacts to potential attendants. When there was an agreement with the organisation, the managers could sign in for the training in their own organisations. The attendants were mainly from social and health care sector.

The training took place in Vaasa in Alere building at Wednesday afternoons every week four times in a row. The attendants received an invitation with practical information. The sessions were in the same classroom every time. There were two facilitator present in every training session. VAMK social and health care unit offered the attendants some coffee on the middle brakes of the sessions. There were 21 attendants at the first session, but the number dropped some towards the end of the training.

Training materials were comprehensive and you had many options to choose. The facilitators used all the equipment mentioned in each task (e.g., pictures, napkins, etc.).

Recommendations

- It would be good to have attendants from various fields of public sector.
- 20 is too large group, 10 would be much better.
- Preparation time was not long enough, because the resources went to sessions' content planning.
- It would be better to divide the theory more into different sessions.

5.1. Facilitator's Comments

The atmosphere in the group was a bit formal in the beginning at first sessions, but got more relaxed and open during the process. The group warmed up in the 3rd session. Then the group was a little bit smaller and the attendants were very interested to take part. In first two sessions, there were those, who did not experience the training as their own.

The training was somehow not suitable for the head nurses, because they did not want to continue it. As a result, the nurse manager of Vaasa Central Hospital decided that no one would attend the second pilot. The training was not informed to charge nurses at all. It was a pity, because the training would have been very useful for that group, because they are very stressed and overworked.

6. Annexes

ANNEX 1. REFERENCES

VAMK. 2020. Alere. Available: 20.2.2020 at <http://www.puv.fi/en/about/alere/>

ANNEX 2. RECRUITMENT LETTER/EMAIL (April 2019)

Arvoisa vastaanottaja

VAMKin sosiaali- ja terveysala on mukana Erasmus+-hankkeessa Mindful Managers, jonka tavoitteena on, että julkisen sektorin esimiehet ymmärtäisivät paremmin omaa ja muiden käyttäytymistä työhön liittyvissä stressitilanteissa ja pystyisivät toimimaan ennakoivasti ja positiivisesti suhtautumisessaan mielenterveyteen ja työhyvinvointiin. Hankkeesta löytyy tietoa VAMKin verkkosivuilta: http://www.puv.fi/fi/com/projects/mindful_managers/ ja hankkeen kotisivulta: <https://mindfulmanager.eu/fi/> Hankkeessa ovat mukana Suomen lisäksi Belgia, Iso-Britannia ja Kypros.

Hankkeessa kehitetään koulutusohjelma julkisen sektorin esimiehille. Sen tavoitteena on tukea esimiehiä koulutuksella, joka on koostettu monitieteellisellä lähestymistavalla liittyen psyykkiseen terveyteen ja hyvinvointiin. Ohjelmassa yhdistyy elementtejä positiivisesta psykologiasta, hyväksymis- ja sitoutumisterapian tekniikoista, valmentamisesta, mentoroinnista ja NLP:stä. Hankkeessa on kehitetty myös e-oppimispeli/applikaatio, joka tukee esimiesten psyykkistä hyvinvointia. Peli liittyy kiinteästi koulutuskokonaisuuteen.

Hankkeen puitteissa koulutusohjelma pilotoidaan syksyn 2019 ja kevään 2020 aikana kahdella 20 hengen esimiesryhmällä (ajankohdat tarkentuvat myöhemmin; todennäköisesti toinen ryhmä syksyllä ja toinen keväällä). Osallistuminen koulutukseen on ilmaista. Koulutuskertoja on viisi, ja kerrallaan koulutus kestää iltapäivän (4h). Jokaisella tapaamisella on oma teema:

1. Pidä yhteyttä
2. Ole aktiivinen
3. Ota huomioon
4. Opiskele
5. Anna

Pyydämme Sinua ystävällisesti ilmoittamaan, olisiko organisaationne halukas osallistumaan pilotointiin niin, että palveluksessanne olevat esimiehet voisivat halutessaan osallistua koulutukseen. Jos Sinulla on jotain kysyttävää, otathan meihin yhteyttä.

Ystävällisin terveisin

Ulla Isosaari, Suvi Kallio ja Sanna Saikkonen

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ANNEX 3. INFORMATION AND REGISTRATION LEAFLET.



mindful
managers

Mindful managers – koulutus julkisen sektorin esimiehille

Aika: keskiviikko 30.10., 6.11., 13.11. ja 20.11.2019
klo 12.30–16

Paikka: VAMK Alere, Wolffintie 29–31, luokka A 157

Sitovat ilmoittautumiset mahdollisimman pian, mutta viimeistään 21.10.2019 osoitteeseen uis@vamk.fi.

Lisätietoja: yliopettaja Ulla Isosaari, ulla.isosaari@vamk.fi



ANNEX 5. INVITATION AND INFORMATION FOR THE REGISTERED PARTICIPANTS

Vaasan ammattikorkeakoulu

Mindful Managers –koulutusohjelma

30.10., 6.11.,13.11. ja 20.11.2019 klo 12.30–16.00

Alere, Wolffintie 31, 65200 Vaasa

TERVETULOA RAKENTAMAAN YHDESSÄ TIETOISTA MATKAA TYÖHYVINVOINTIIN!

**Koulutuksen tavoitteena on kehittää omaa ja
työyhteisön hyvinvointia sekä pyrkiä lisäämään
omaa jaksamista ja ennaltaehkäistä stressiä.**

Työstä johtuva stressi on yksi yleisimpiä syitä työperäisiin sairauksiin, ja se vaikuttaa yli 40 miljoonaan ihmiseen kaikkialla EU:ssa. Vaikka työllä on positiivisia vaikutuksia fyysiseen ja henkiseen terveyteen, työn nopeuden ja luonteen muuttumisesta seuraa kuitenkin kuormitusta mielenterveydelle ja hyvinvoinnille.

Erasmus+ -hankkeen yhteistyökumppanit Iso-Britanniasta, Belgiasta, Kyprokselta ja Suomesta ovat kehittäneet uuden koulutusohjelman, jolla tuetaan julkisen sektorin johtajia työstä johtuvan stressin käsittelyssä. (Hankkeen uutiskirje)

Kokoonnumme Aleren (Wolffintie 27–31) pääaulassa klo 12.30. Aleren pääovi on Wolffintieltä päin katsottuna vasemmalla. Pääaulassa on vahtimestarin info-piste.

Koulutukseen on varattu luokka A 157.

Pysäköintipaikat Aleressa:

Aleren pysäköintipaikat on varattu henkilökunnan käyttöön, ja muut pysäköivät katualueille. Tällä hetkellä koulun läheisyydessä ilman aikarajoitusta olevat kadut tai niiden osat:

Kapteeninkatu (toinen kaista), Pursimiehenkatu, Työväenkatu (toinen kaista), Palosaarentie (Wolffintiestä rantaan päin), Levoninkatu. Tritonian ja Domus Bothnican läheisyydessä on myös joitain pysäköintipaikkoja ilman aika-rajoitusta.

Suurin osa pysäköintipaikoista ilman aikarajoitusta on Onkilahden rannassa ST1-aseman vieressä.

Tule mukaan uteliaalla ja avoimella mielellä, yhdessä voimme enemmän!

Yhteistyöterveisin,
Ulla Isosaari, Suvi Kallio ja Sanna Saikkonen
(sähköposti:etunimi.sukunimi@vamk.fi)

ANNEXES 6–11 IN SEPARATE DOCUMENTS

ANNEX 6. ATTENDANCE LISTS

ANNEX 7. EVALUATION FORMS 1 SESSION 30.10.2019

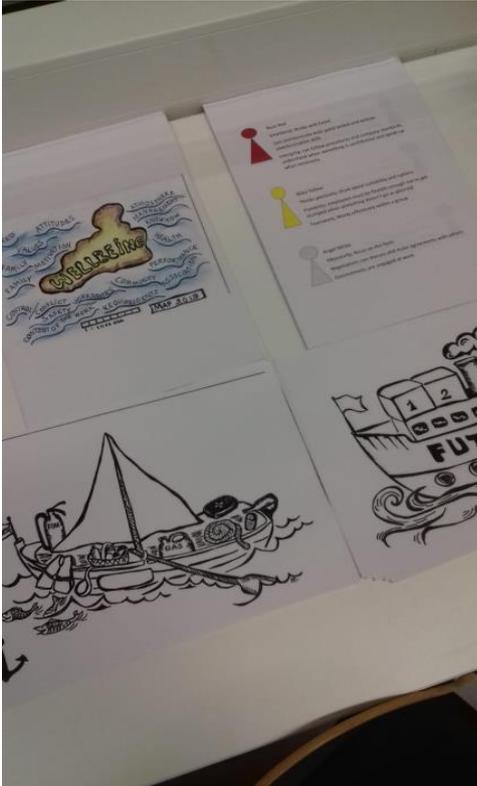
ANNEX 8. EVALUATION FORMS 2 SESSION 6.11.2019

ANNEX 9. EVALUATION FORMS 3 SESSION 13.11.2019

ANNEX 10. EVALUATION FORMS 4 SESSION 20.11.2019

ANNEX 11. EVALUATION FORMS FINAL 20.11.2019

ANNEX 12. PICTURES FROM THE TRAINING SESSIONS



A/1 – Employees' skills
C/3 – Wellbeing at work 3

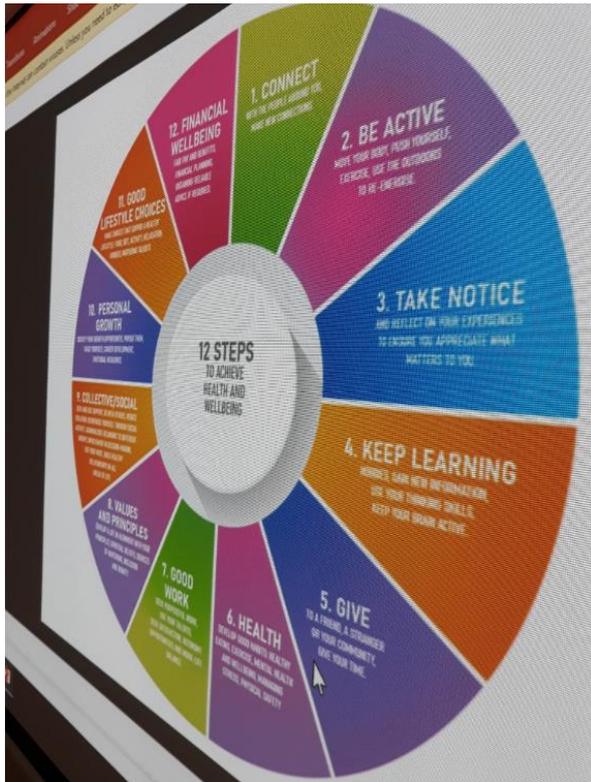


Coffee break



B2 – Back of the Napkin





Introducing Reflection Rounds contents.



Going through the results of a practical exercise at session 4 (Suvi Kallio)