

Plan for Resilience

Employee Guide



Plan for Resilience: A Commitment to Myself

This resource can help you build resilience by developing a plan to get through a potential crisis that could impact your personal or work life. You will consider different preventive strategies to integrate into your daily life to help you be prepared should adversity occur.

We all juggle personal, family, social, financial and work demands. Most of us do pretty well, but any of us could be blindsided by an unexpected crisis or overwhelmed when too many stressors coincide.

Some potential stressors may diminish over time, others may become more prominent. Stressors are not always bad and they do not necessarily lead to negative feelings. Sometimes what appears to be a crisis can lead to post-traumatic growth by helping us learn, evolve or choose a more positive path. The more resilient we are, the more likely that we will be able to benefit in this way.

The lists in **Exploring Factors That Test Resilience** are areas that could cause unwelcome stress for some people. Protective strategies that help develop resiliency and enhance your ability to cope when a crisis does occur are listed in **Commitment to Myself**. These strategies include brainstorming options to overcome challenges, taking action even when you feel paralyzed by fear or worry, learning from your mistakes rather than beating yourself up, and building a network of support.

Creating a plan may not help us avoid the crisis, but can make it much easier to get through it. The following questions can help you anticipate and prepare for many types of personal crises. Your stressors and responses often change from year to year, so we encourage you to revisit this regularly or when your circumstances change.

RESILIENCE IS THE CAPACITY TO ADAPT OR RECOVER IN THE FACE OF ADVERSITY, INCLUDING:

- Distress
- Loss

• Trauma

• Relationship problems

Tragedy

• Financial problems

Threats

- · Health problems
- Harassment
- Workplace issues

Exploring Factors That Test Resilience

Why this matters

Resilience is the ability to bounce back after being blindsided by adversity. One of the ways to improve our ability to bounce back is to consider some of the many adverse events that could happen to any of us at any time. This is not intended to increase anxiety about what could go wrong, but to realize that many people have experienced these life events and survived.

For example, most of us know individuals who have experienced serious illness, disability or loss and then bounced back to enjoy and appreciate life more than ever. We probably also know people who experienced a setback or disappointment many years ago and continue to deal with anger or upset today. By anticipating that life will present challenges and planning for how to survive them, you may be able to reduce the negative impact should adversity occur.

Instructions	☐ Parental responsibilities, including adult children
Check any of the items below that are worrying you now or have potential	☐ Management of children's school and extra-curricular activities
for concern in the future. These may include:	 Supporting children with special needs or health concerns
	☐ Family breakdown — separation, divorce or custody issues
HEALTH	☐ Empty nest syndrome — adjusting to life without children at home
\square An unexpected diagnosis, either physical or psychological	FINANCIAL
 □ Injury or disability □ A negative change in your well-being □ Your personal identity, including sexual identity □ Stress related to the health of family members □ Vicarious trauma – impact on you when someone else is traumatized □ Health concerns of friends or co-workers □ Inadequate access to care, support, or resources for self or others □ Overstimulation – no mental downtime due to work/life demands 	 ☐ Having enough money to pay for day-to-day expenses ☐ Incurring unexpected expenses ☐ Trying to pay off debts ☐ Incurring an investment loss ☐ Ensuring enough money for retirement ☐ Long-term care expenses for your parents, partner or other loved ones ☐ Losses due to traumatic experiences – fire, accident, floods, storms, etc.
RELATIONSHIPS	WORK
 □ Coordination of schedules with spouse/significant other □ Support of parents or other adult family members □ Cultural expectations of family clash with other expectations □ Loss of a loved one □ Supporting others dealing with grief □ Loss of a pet □ Excessive exposure to negative, frustrated or angry people □ Isolation or estrangement from family or friends □ Unresolved conflict or difficulty maintaining relationships 	 □ Job insecurity – fear of dismissal or contract not being renewed □ Lack of role clarity or shifting expectations □ Major organizational shifts – merger, acquisition, reorganization, etc. □ Conflict with team members □ Organizational or team culture – lack of respect or civility □ Lack of time to plan, think or reflect leading to errors or poor decisions □ Extra work – covering for other team members □ Conflict with your leader □ Bullying or harassment □ Mobbing – where a group treats someone insensitively
☐ Unwelcome change in involvement in church, community or group	☐ Lack of job flexibility

WORK (CONTINUED)

Changes that need to be managed
Increased responsibility
Lack of recognition or appreciation
Fear of being perceived as inadequate or incompetent
Stagnation – no opportunities for job growth or development
Work pressures/demands
Responsibility without reasonable authority
Inadequate training
Gossip or rumours
Inadequate or ineffective resources
Quality or safety concerns affecting your products or workplace
Occupational health and safety concerns
Workplace psychological health and safety issues
Major traumatic events, including workplace injuries or death
Fear of making mistakes
Lack of control over opportunities at work
Return from vacation to a huge backlog
Survivor guilt – when others lose their job or are injured
$\label{lem:communication} \mbox{Communication demands/expectations} - \mbox{immediate responses to email and cellphone}$

EMOTIONAL

☐ Impact from criticism, judgement or accusations
☐ Humiliation
☐ Chronic frustration or irritability
☐ Ongoing feelings of guilt or shame
$\hfill\Box$ Continual disappointment, unmet expectations or feeling let down
$\hfill\Box$ Fear of the social, political or economic climate of the world
☐ Fear of violence or terrorism
☐ Inability to relax or take time out
☐ Sense of hopelessness



Automatic Responses to Stress

Why this matters

Often stress responses are automatic. We don't choose them or plan them. Yet, if we can identify some of our immediate responses to stress, we are more likely to recognize and address them before they create a major life or health concern. Most of us will have automatic physical responses as well as changes in our behaviours and emotions.

Instructions

Check off your usual responses when you are first experiencing stress in each of the categories below. In the column to the right, jot down how it may impact you. The examples included are suggestions that may or may not apply to you.

PHYSICAL RESPONSES

AUTOMATIC PHYSICAL RESPONSES MAY INCLUDE:	IMPACT FROM THIS RESPONSE MAY INCLUDE:
☐ Hives	Distracted by the discomfort, self-conscious about how it looks
☐ Sleeplessness	Inability to focus, more prone to accidents, decision making is impaired
☐ Ocular migraines, blurred vision or auras	Fear of more serious illness, inability to focus
☐ Headaches or migraines	Can be disabling, increased irritability
☐ Exhaustion	Become emotional, everything is more difficult
☐ Cold sores	Become self-conscious or less social
☐ Irritable, especially with those close to you	Damage relationships, avoid social situations
☐ Flushed and red in the face	Risk from high blood pressure, embarrassment
☐ Sweating and/or nausea	Feeling ill or self-conscious, avoiding situations
☐ Tension in neck or shoulders	Irritability, pain, discomfort
☐ Stomach or bowel problems	Feeling self-conscious, avoiding activities
☐ Arthritis or autoimmune flares	Pain, disability
☐ Shallow breathing	Anxiety, panic attacks
☐ Clenching jaw or grinding teeth	Pain in jaw, damage to teeth
☐ Lack of energy — even talking is an effort	Withdrawal, isolation, hopelessness
☐ Other:	

BEHAVIOURAL RESPONSES

AUTOMATIC BEHAVIOURAL RESPONSES MAY INCLUDE:	IMPACT FROM THIS RESPONSE MAY INCLUDE:
☐ Using substances such as alcohol or drugs	Addiction, relationship problems
☐ Using substances such as sugar or caffeine	Increase in stress, poor health
☐ Making more mistakes	Risk to reputation, job loss, injury
☐ Losing or forgetting things — keys, appointments, etc.	Frustration, time lost, risk to reputation
 Clumsiness – dropping things, tripping, bumping into things, etc. 	Injury, damaging things
☐ Being disorganized with tasks	Missing deadlines, poor quality work
☐ Focusing on tasks without being strategic	Wasting time, missing opportunities
☐ Swearing	Offending others, risk to reputation
☐ Hyper-scheduling or making many lists	Increasing stress
 Avoiding social events or not being friendly with others 	Damage to relationships, isolation, risk to reputation
☐ Impatience with others	Damage to relationships, demotivating others
☐ Falling asleep fully dressed	Lack of quality sleep, missing out on social interaction
☐ Waking up worried	Increasing stress
☐ Pushing through regardless of the impact	Making mistakes, reducing productivity, increasing health risks
☐ Stopping healthy physical activity	Lower energy, weight gain, health risks
☐ Cleaning obsessively or leaving things a mess	Poor use of time, unable to find things when needed, build-up of germs or bacteria
☐ Isolating yourself from others	Damage to relationships, lack of support system

BEHAVIOURAL RESPONSES (CONTINUED)

AUTOMATIC BEHAVIOURAL RESPONSES MAY INCLUDE:	IMPACT FROM THIS RESPONSE MAY INCLUDE:	
☐ Lashing out in anger	Risk to relationships, loss of respect, possibility of physical or emotional hurt	
☐ Losing motivation to do a good job	Job loss, loss of promotion, missed deadlines	
☐ Working harder, longer or faster	Risk of burnout, poor work-life balance, potential health problems	
☐ Making poor decisions	Guilt or regret, damage to work or relationships	
☐ Becoming distracted — trying to multitask, but not effectively	Making mistakes, producing poor quality work	
☐ Becoming narrowly focused or obsessed with task completion	Missing your breaks, not interacting with coworkers	
☐ Becoming dictatorial or authoritarian	Alienating yourself and others, creating too much pressure for perfection	
☐ No longer listening due to indifference or lack of energy	Making mistakes, missing deadlines	
☐ Eating or sleep disturbances	Health risks, weight gain or loss, lack of energy	
☐ Becoming compulsive	Creating bad habits, not making thoughtful choices	
☐ Other:		

EMOTIONAL RESPONSES

AUTOMATIC EMOTIONAL RESPONSES MAY INCLUDE:	IMPACT FROM THIS RESPONSE MAY INCLUDE:
☐ Being fearful, paranoid or paralyzed	Missing social or work opportunities, health risks
☐ Having thoughts running rampant	Increased stress, anxiety
☐ Lacking self-awareness	Regret, poor choices, taking on too much responsibility
☐ Crying for seemingly no reason	Embarrassment, becoming self-conscious, avoiding social situations
☐ Losing objective perspective	Catastrophizing, increased stress or anxiety]
☐ Being unable to make decisions	Wasting time, missing opportunities]
☐ Becoming unresponsive to others	Appearing rude or uncaring, isolation
☐ Feeling like nothing really matters	Sense of hopelessness, depression, mental illnesses
☐ Lacking compassion for self or others	Feeling low self-worth, isolation
☐ Expressing anger or frustration	Offending others, risk to reputation
☐ Having emotional outbursts	Embarrassment, stress
☐ Feeling sad or hopeless	Increased health risks, decreased work productivity, isolation
☐ Being defensive or feeling the need to justify every action/decision	Fatigue, anger, irrationality
☐ Becoming irritable	Offending others, risk to reputation
☐ Being distracted or lacking focus	Making mistakes, risk to job security or reputation, personal injury
☐ Beating yourself up emotionally	Headaches and other physical symptoms, not participating in social or work events, fear
☐ Saying no to many things or being critical a lot	Losing others' support, missing out on opportunities
☐ Other:	

YOU MAY HAVE NOTICED

By identifying your potential physical, behavioural and emotional reactions to stress before they happen, you increase your ability to recognize when you are having a stress response. This will enable you to reach out for help earlier, which can lessen the negative impact of stress on your work and health.



Resilience Through Interdependence

Why this matters

How do you feel after you help someone? If you are happy to help others and feel good doing it, do you also feel good about asking for help? If not, why not? Some of us were raised to believe that helping others was a sign of strength, but asking for help was one of weakness. But do you actually think people who ask for help are weak? Probably not.

RESILIENCE INVOLVES ACKNOWLEDGING OUR INTERDEPENDENCE ON EACH OTHER.

All of us will have times we can offer help and times we should reach out for help. There are times we need to be a friend and times we need to have a friend.

There are probably more people than you are aware who would be happy to help you. But not everyone can help with every issue. If you feel hesitant to reach out, think about how you feel when someone asks for your help. Many people welcome the opportunity and are relieved to find out that we all need help from time to time.

Instructions:

Think about family, friends, associates, neighbours or services you could reach out to for help. Using the chart below, identify those who would best provide help in the ways described. Try to include a variety of names so that you can create a diverse network of support for yourself.

WHO DOES OR COULD:	NAME	EMAIL	PHONE
Do errands for me			
Help me with housework			
Help me get my work done			
Offer me emotional support			
Be trusted with a secret			
Provide a tough love approach by calling me on my stuff			
Provide a reality check and question my perspective			
Encourage and support me unconditionally			
Celebrate with me			
Make me laugh			
Motivate me to take action			
Explore potential solutions with me			
Hold me accountable to follow through on what I need to do			
Make me have fun			
Go to a social or work event with me			

YOU MAY HAVE NOTICED:

You may have more support than you first thought. You might also notice that your support network is not as large as it could be. To help develop your network, look for opportunities to assist others and offer help. The more people you know and reach out to, the more people who may also be there when you need help.

Beyond Automatic – Choosing Responses That Support Resilience

Why this matters

There are many strategies that can reduce the potential negative impact of stressors or adversity, but not all of them will work for everyone. The following list of approaches includes potential protective strategies to prevent or manage stress. Many are evidence-based approaches, such as mindfulness, practicing gratitude and deep breathing. Others are practice-based approaches that have been shared by those who have used them successfully to manage life stressors.

Instructions

Check off the strategies below that you know work or think might be helpful for you. Consider whether you can introduce some of these into your daily or wookly routings

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	Meditation
	Mindfulness or mindfulness apps like Headspace
	Spirituality
	Deep breathing relaxation techniques
	Seek natural light every day
	Stay hydrated with water
	Ask for help and support
	Taking work breaks away from your workstation
	Reconsidering personal values and strengths
	Exploring options – what can you do differently, cost/benefit analysis
	Search for a quick win – small victory, something positive
	Getting help to brainstorm solutions

Gratitude – focus on what you appreciate in life, 5 Minute Journal
Staying active doing things that you enjoy
Being aware of your thoughts and how they are affecting you
Avoiding gossip and refocusing on solutions
Request for someone to listen and question your perspective/objectiveness
Read a book or magazine
Acupuncture
Spending time outdoors in nature
Expedition – taking a drive
Music, singing or dancing
Laughter or comedy
Volunteer or help others
Exercise – walking, hiking, biking, etc.
Sports or recreational activities
Artistic pursuits
Spending time with children – reading to them, listening to their laughter, playing, etc.
Create a board with images of a positive vision
Listen to enjoyable podcasts or videos
Nutrition – increasing healthy food choices
Improving sleep habits
Talk therapy
Massage, reiki or reflexology
Silence
Social interaction
Time spent with people who are a positive influence in your life
Card game with friends
Plan a trip
Interact with pets

□ <i>I</i>	Aromatherapy
	Delegation of any tasks that are not your responsibility
	Medical treatment
	Naturopathic or complementary treatment
	Activities you find pleasurable, such as gardening, cooking, knitting, yoga, etc.
	Music or quiet time before going home, during your daily commute or at home
	More attention to how you look so that it can help you feel better
	A break in your schedule before going on to new tasks
	Journal – write down your experiences and feelings
	Communicate with a trusted advisor, friend or mentor
	Quiet time, including sitting with negative emotion until it loses power
	Other:

YOU MAY HAVE NOTICED

There may be strategies in this list that you have not tried or considered before. By including these in your repertoire of activities that help with resilience, you can use them to alleviate stress in many different situations.

What makes it worse? What makes it better?

Why this matters

We have choices when it comes to dealing with stress and adversity. These choices can usually be classified as one of the four A's – Accept, Avoid, Alter, or Adapt.

As an example, let's look at how these choices might play out if we were faced with an intimidating and critical boss.

Recognize that valid choices are those that can eliminate or significantly reduce your stress:

Accept: recognizing that the boss may have their own issues and making a conscious effort not to react to them.

Avoid: choosing to avoid the boss and not saying much when they are around.

Alter: sitting down and negotiating a different way of interacting with the boss. In this scenario, we would seek to understand what the boss is experiencing and what they need from us at work.

Adapt: changing the way we interact with and work for the boss to meet their expectations.

Some people turn to alcohol, food or other substances when they are stressed. This has become a coping strategy that helps distract from whatever is causing the stress, but it doesn't make things better and can often make things worse. We may make stress worse by refusing to reach out for help, denying there is a problem or avoiding dealing with the cause.

Others will step back and take time alone to think about potential approaches to addressing the cause of their stress. This can provide an opportunity to reduce the stress and gain perspective about what can be done.

Instructions

Think about a specific stressor in your life right now and use the chart below to consider how each of the 4 A's – **Accept**, **Avoid**, **Alter**, **Adapt** – might make your stress better or worse.

Stressor:		
How I might make my stress worse:		How I might reduce my stress:
	ACCEPT – putting the situation in perspective – it is what it is– so that it becomes less personal or stressful.	
	AVOID — refocusing away from the stressful situation toward something more positive for you.	
	ALTER — shifting your circumstances in some way so that the stress is reduced or eliminated.	
	ADAPT – changing the way you interact with the source of the stress.	

YOU MAY HAVE NOTICED

Perhaps you use a coping strategy that is more damaging than healthy or helpful. Using one of the four A's might help with managing your perspective of the situation and improving your stress level.

Work Resilience	3. If your organization does not provide a benefit plan, how would you continue to pay your bills if you could not work?	
Why this matters		
Not being able to work can exacerbate stress. If you were not able to do your regular work for any reason, having a plan that minimizes potential negative impact from your absence can make a big difference.		
impact from your absence can make a big unference.	4. What insurance or government benefits are available to you?	
Instructions		
Complete each of the questions below.		
1. Consider work continuity. If you were unable to do your regular work, does your workplace provide accommodations so you can work from home, part-time or job share? If these options are not available or possible, who might be able to cover for you?	5. What tasks could just wait or be dropped altogether if you were unable to work?	
What would be the effect on your workplace and co-workers if you were unable to do your regular work? What can you do about that?	6. Can you set a reminder to review this again in one year? How will you do that?	

YOU MAY HAVE NOTICED

Stressful thoughts about work can consume much of your time and energy. Recognize that if your work situation changes, you can still thrive. Knowing what to do when change may be unwelcome or unanticipated can help with decreasing this particular stressor.

Commitment to Myself

Why this matters

At this point, we've explored how you might automatically respond in the face of adversity and considered alternative responses or daily habits that could be more beneficial. Shifting your perspective can also significantly improve your resilience. Commit to one or more things you are willing to do differently for at least three weeks to improve your own resilience.

Instructions

Choose one or more of the items listed below or create your own. Over the next three weeks, I will commit to working on:

- ☐ Reframing challenges as an opportunity for growth
 - Life will always present us with stressors, such as disappointment, frustration, conflict or loss. We don't always get to choose what happens to us, but we always get to choose our response. With this commitment, you will pause to consider what you may have gained from any of these events. It could be that you have learned what not to do next time. It could be that you are spurred to take action that propels you toward something better. It could be that you have learned to be more sensitive or compassionate.
- ☐ Resist analysis paralysis take action to do what you know is good for you
 - Motivational speaker Mel Robbins talks about immediately taking action when we have a thought about something you know is good for us, but don't have much motivation to do it. For example, if you know you should call a family member, but don't feel like talking on the phone, just count down (5, 4, 3, 2, 1) and make the call without the motivation. Just do it. You will probably feel much better afterward. This can work whether the activity is eating something healthy, going for a walk, or asking for help. Count down and then just do it. Sitting and waiting for motivation rarely spurs us to take effective action.

Advocating effectively for what I believe ir
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- Sometimes we may sit in silence rather than voice our opinion or concern. We may be afraid of rejection or creating conflict. By learning to state what we are thinking, in ways that are neither critical or accusing, we can improve our sense of integrity and control over situations. This is true even if we are not successful in getting our preferred outcome. For example, rather than saying "I don't want to do what you are asking," you could say, "Can you help me understand the value of doing this?" By inquiring rather than reacting negatively, you have an opportunity to reframe your thinking and adjust the situation.
- ☐ Brainstorming options to address stressors I encounter using the 4 A's
 - Using the 4 A's and the worksheet on page 12, consider your options when responding to stressors and evaluate how they will make your stress better or worse.
- ☐ Expressing appreciation to those who help me in anyway
 - This can help us recognize that many people want to and do offer help in both large and small ways every day. Whether it is someone who holds the door open or someone who makes us a meal thank them specifically for what they did with as much detail as possible. For example, say "Thank you for pausing to hold the door longer for me," or, "I really appreciate the thought and time you spent preparing this sandwich for me." By doing this, you help increase your awareness and appreciation of our interconnectedness and reinforce your own network of support. You will also probably find that people will be quicker to offer help or support, as you will be encouraging and rewarding this type of behaviour.

Shifting your perspective can also significantly improve your resilience.

☐ Consciously learning from my mistakes	
 When we hide our mistakes, we risk repeating them or having their become even more of crisis if they are not resolved. Learning to take responsibility for our mistakes and openly discussing them with the intention of finding solutions and preventing recurrence can significe change our perspective. We can move from seeing our mistakes as weakness or failure to understanding that mistakes are part of lift This can help facilitate our personal growth and development. 	ke e antly
☐ Taking time for myself to regain balance and calm	
 The nature of life is for us to have ups and downs, times of boredo times of crisis. We should expect to experience stress, frustration, le heartache, conflict and disappointment. All of that is part of life. If can experience these things and return to a place of relative calm balance, we can learn how to bounce back from adversity and be le prepared for the next event. 	oss, we and
☐ Accepting support when offered and reaching out when needed	
 Over the next few weeks, pay extra attention to offers of help you from others — carrying groceries, bringing you a coffee, making y a meal, etc. Make a mental note of how many people offer help, a wherever possible, accept the help and say thank you. Also, ask for when you need it. Don't worry if someone is unable to provide wh ask for, just congratulate yourself for having the courage to ask. 	ou nd r help
☐ Improving my self-talk (the things I say to myself about myself)	
 Wear an elastic or soft plastic bracelet around your wrist. Each tim say something derogatory to yourself about yourself ("I'm an idio "how can I be so stupid", etc.), snap the bracelet and rephrase to comment in a way you would for someone you care about ("That whonest mistake", "Try again", etc.). Retraining your brain to think unkind or critical thoughts will help you feel better and be more re- 	ot", he was an fewer
☐ Other:	

Why this matters

Any sustainable change requires a level of accountability. While all of us have different levels of motivation and discipline, most of us do better when we are accountable to someone else.

Instructions

Tell someone what you chose as *The Commitment to Myself*. Ask them to check with you in three weeks and hold you accountable for reporting how you have met your objective.

Write below the name of the person you will tell:

Put a reminder in your calendar now to review your progress next year. Keep your plan and refer to it when stress becomes overwhelming or share it with a trusted friend who will help you when needed.

YOU MAY HAVE NOTICED

Committing to a challenge and sharing your plans with someone may help keep you accountable to your goals. Limit your stress by choosing only one or two changes to work on at a time.

Organizational and Community Resource List

Fill this in on your own or get help from someone to gather the information. List resources available to you within your organization, community or other associations.

POTENTIAL ORGANIZATIONAL RESOURCES	CONTACT NAME/ORGANIZATION	EMAIL	PHONE
Human Resources Department			
Benefit provider			
Employee Assistance Program (EAP)			
Peer support program			
Member of managerial team			
Wellness/health centre			
Occupational health nurse			
Association or membership resources			
Other:			
POTENTIAL COMMUNITY RESOURCES	CONTACT NAME/ORGANIZATION	EMAIL	PHONE
Family Doctor			
Local branch of the Canadian Mental Health Association (CMHA)			
Mood disorder services			
Addiction services			
Distress/help line			
Child and family services			
Return-to-work planning			
Circle of support – people who agree to support each other in advance			
Physically close supporters (those who you see regularly)			
Peer support services			
Other:			

Free online resources

Working Through It – videos and resources by individuals who share strategies for managing at work, off work and when returning to work.

Building Stronger Teams – Activities to build resilience among work team members.

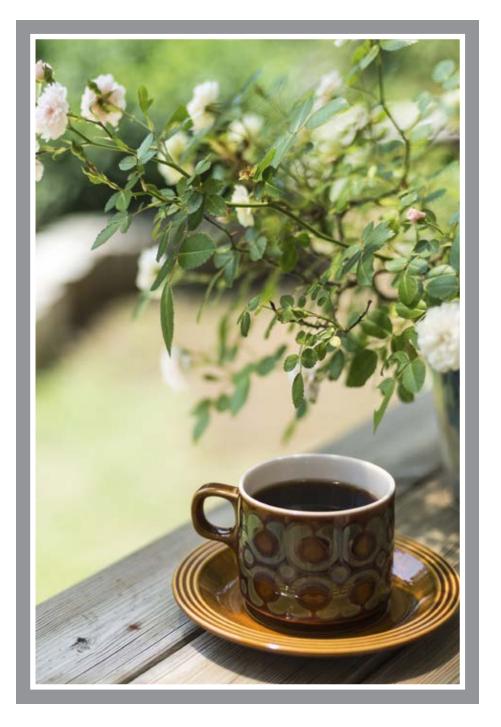
Chartered Professional Accountants (CPA) Financial Literacy resources – guides to help manage money at various stages in life.

ElderCare Canada – resources and tools for those managing eldercare issues.

Checkup from the Neck Up – private mental health check-up to help identify symptoms of common mood disorders so you can get help if you need it.

Stress Strategies - looks at stress as a problem that can be solved, or at least improved, using practical problem-solving methods.







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