Measured Impact Webinar

Healthy Organizations: Beyond Individual Self-Care

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National Capacity Building Project

Craig Higson-Smith
Director of Research
Center for Victims of Torture

Melba J. Nicholson Sullivan
Staff Psychologist
Bellevue/NYU Program for Survivors of Torture

Learning Objectives

• Articulate a way of thinking about organizational wellness and individual self-care
• Define burnout, secondary traumatic stress, vicarious trauma, and compassion fatigue
• Identify an approach to assessment of wellness at the organizational level and self-care at the individual level
• Begin to develop a wellness plan at the organizational, team, and individual levels
• Stop, start or continue approaches to resolving self-care and staff wellness dilemmas
To truly seek Healing for our communities, we need to interrupt and transform systems on a broader level.

Yashna Maya Padamse

Loewe, B (2012, May 15)
Trauma-Informed Approaches:
Key Principles

- The interrelationship of trauma, the practitioners’ experience, the helping relationship, and the context in which services are delivered
  - 2001 Harris & Fallout, “essential elements”
  - 2009 Fallout and Harris assessment and planning
  - 2012 The Chadwick Trauma Informed Systems Project, planning process for child welfare
  - 2014 SAMHSA’s guidelines and applications to supervision (e.g. Berger & Quiros).

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Key Principles of Trauma-Informed Approaches

- **Safety** - Physical and emotional safety
- **Trustworthiness** - Task and role clarity, interpersonal boundaries
- **Choice** - Input and control
- **Collaboration** - Management and sharing of power
- **Empowerment** - Skill building and access to resources

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That which is to give light must endure burning.

Victor Frankl

8/29/2016
Earliest work – Maslach, 1970's
Focus on fatigue, especially in emotionally charged work.
Prevention/recovery depends primarily upon enough rest, and managing working hours.
Stress management
Large literature across multiple functions.
Maslach Burnout Inventory
- Emotional Exhaustion
- Depersonalization
- Personal Accomplishment

Figley and others, early 80's
Developed as special case of burnout for people in helping professions.
Specifically the burden of caring.
Cumulative.
Preoccupation with clients.
Compassion fatigue self-test. Precursor of the ProQOL.
SECONDARY TRAUMATIC STRESS

• Stamm and others, 90’s
• Focus on exposure to traumatic stress.
• Link to definition of traumatic event.
• Need not be cumulative.
• Characterized by intrusion and avoidance.

VICARIOUS TRAUMA

• McCann, Pearlman, Saakvitne, early 90’s.
• Specific to trauma work.
• Not necessarily cumulative.
• Focus on nature of the helping relationship. Including counter-transference issues.
• Disruption of cognitive schemas.
• Supervision.

PARALLEL PROCESS

• Unhealthy processes that replicate the experiences and interactions of our clients:
  • Collegial and team dynamics
  • Management and supervisory relationships
  • Organizational culture
  • The victim-perpetrator lens
• Requires:
  • Careful self-reflection
  • Skilful engagement & conflict management
Organizational Assessment

**Safety:**
When, where and how are services delivered?

**Trustworthiness:**
How clear and transparent are job tasks? Are boundaries established and maintained consistently and appropriately?

**Choice:**
To what extent do staff have choice and diversity in their work?

**Collaborative:**
How can roles and responsibilities be modified to promote collaboration and power-sharing?

**Empowerment:**
How can professional growth and development be maximized?

Organizational Intervention

**Safety:**
Physical Space

**Trustworthiness:**
Timely, Relevant, Accurate, Consistent Communication

**Choice:**
Staff shape workload and responsibilities

**Collaborative:**
Formal, structured opportunities for feedback

**Empowerment:**
Allow staff’s whole skillset and expand it

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**KEY ISSUES**

- **Burnout**
  - Working hours
  - Time off
  - Personal health
  - Sleep
  - Personal resilience

- **Compassion Fatigue**
  - Realistic expectations
  - Varied work functions
  - Optimism and hope
  - Meaning
  - Other interests
  - Support

- **Secondary Trauma**
  - Self-worth
  - Monitor exposure
  - Manage stress
  - Monitor feelings
  - Support

- **Vicarious Trauma**
  - Personal motivation
  - Beliefs – self & others
  - Client relationships
  - Team relationships
  - Friends and family
  - Skills and knowledge
  - Supervision

- **Burnout**
  - Physical Space

- **Compassion Fatigue**
  - Trustworthiness: Timely, Relevant, Accurate, Consistent Communication

- **Secondary Trauma**
  - Choice: Staff shape workload and responsibilities

- **Vicarious Trauma**
  - Collaborative: Formal, structured opportunities for feedback

- **Empowerment**
  - Empowerment: Allow staff’s whole skillset and expand it
Organizational Practice

Stakeholder buy-in, verbal and behavioral
Strategic Planning
Mentoring and Coaching

Formal Processes and Policies
Salary and Benefits
Crisis Intervention
Evaluation

Trauma-Informed Program Planning
Intensive training in trauma
Professional Growth and Development Opportunities
Fun Activities: Group movement and creative expression

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Compassion Fatigue Self-Test
• Figley (1988)

Secondary Traumatic Stress Scale
• Figley (1990)

Compassion Satisfaction and Fatigue Test (1990)
• Figley and Bonn (1999)

Professional Quality of Life Scale (QOL)
• Holan (2000)

Professional Quality of Life Scale (I-V)
• QOL (2016)

Compassion Satisfaction and Fatigue Test (1993)
• Figley and Stamm (1993)

Professional Quality of Life Scale (I-V)
• CVT (2016)

Estimated Number of Mentions of ProQOL Terms in Online Scholarly Documents 1984-2015

1. Each term is specific, and not independent. e.g., paper documents could include more than one of the terms. 2. Certain is not included due to its non-specific nature in databases. Non-copyrighted material from americ.org/January 2016

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Creating a Personal Care Plan

**START:**
What new behaviors would I like to start?

**STOP:**
What unhelpful behaviors would I like to stop?

**KEEP:**
What helpful behaviors would I like to maintain and develop?

**MY AGENCY:**
What do I need from my colleagues?
What do I need from my supervisor?
What do I need from my organization?