



Workforce Support and Well-Being: Avoiding Burnout and Vicarious Trauma

December 08, 2022

Housekeeping



We encourage participation. Please use the Q/A or chat function for questions, comments, etc.



This session will be recorded and posted to the FPWA website.



You will receive a follow-up email with link to the recording and a short post-session survey. *Please take 2 minutes to complete the survey!*



Please take care. This session includes information and discussion about trauma.



About FPWA

- **FPWA** is an **anti-poverty policy and advocacy organization** with a membership network of over 170 human services and faith-based organizations.
- We **promote the social and economic well-being** of individuals and communities by **advocating for just public policies** and **strengthening human services organizations**.

How we support nonprofits

- FPWA supports nonprofit and faith-based organizations, by **building their capacity** to use a **trauma-informed** and **people-centered approach** to service delivery, organizational effectiveness, and civic engagement.

Why the focus on being trauma-informed?

Nonprofit and faith-based organizations play an **integral role in supporting the needs** of individuals and communities.



Often, these **needs stem from** generational, interpersonal, systemic, and/or community **trauma**.



Ultimately, we believe that a trauma-informed approach will result in an **effective and impactful human services sector**, best positioned to serve their communities and **interrupt the cycle of trauma and poverty**.



To **support organizations in addressing both the root causes and manifestations of trauma**, FPWA offers a core set of trainings and resources, focused on trauma-informed practices.



Today's Agenda

In today's session, you will learn how you can actively promote staff well-being and improve your organization's response to the experience of compassion fatigue, burnout, and/or vicarious trauma.

- Piper Anderson, Founder of Create Forward - Establishing the building blocks for a community of care and safety where everyone can learn, grow, and succeed in their roles.
- Ivy Gamble Cobb, Executive Director of The Family Center - Continuous Quality Improvement (CQI) Trauma-Informed Care Project.
- Sophia Holly, Director of Community Partnerships at Exhale to Inhale - ETI's trauma-informed organizational wellness programs.



Create Forward is a social impact consultancy harnessing the power of storytelling and experience design to deliver experiences that advance equity and justice.



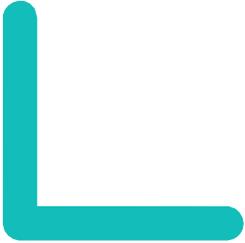
Piper Anderson, Founder/Managing Director

piper@create-forward.com

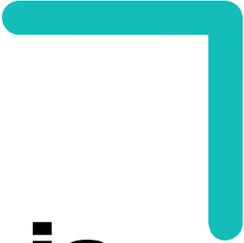
The Systemic Nature of Burnout

- Burnout is a syndrome resulting from a failure to manage workplace chronic stress.
 - -World Health Organization

- A 2019 National Academy of Medicine study found that burnout is a systemic issue that can only be addressed with policy changes.



**A workplace defined by
unmanaged chronic stress is
an unsafe workplace.**



Indicators of Burnout

Constant Fatigue

Anxiety

Detachment



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Difficulty concentrating

Lack of creativity

Impaired immune system

Indicators of Burnout

Empathy deficit

No longer attending
to relationships

Judgmental/ Leading
with assumptions

No longer curious/ no
genuine interest in the
people in the room

Lack of aliveness/lower
or stagnant energy

We often hear it said that we cannot control others, and for the most part that is true. We cannot force others to be the way we want them to be. But, because we are in relationship with them, because we're connected, they will be affected by our choice to breath and become centered.

-Judy Ringer

Conflict Avoidant Behaviors

Personal Criticism: blame, attacking the other person's character or personality, bullying

Defensiveness: deflection, self-protection, justification

Contempt: demeaning, mocking, disrespect and hostility, undermining, belittling

Stonewalling: withdrawal and cutting off communication, silent treatment, avoidance



We don't often hold reverence for what conflict is, and what it is trying to offer us. Conflict gives us the opportunity to clarify boundaries, deepen relationships, and open potential for repair. Conflict is one of the primary ways that we change and change things.

- The Embodiment Institute



Generative Conflict

Conflict is neutral. It is our reactions/actions that give it charge and leads to unintended consequence for both parties. **Instead of resistance we greet it with curiosity.**

Conflict cannot be resolved unless each party is **willing to take responsibility for their actions, the impact of those actions, and then decides to change.**

Conflict is an essential aspect of authentic relationship. When we trust each other enough to engage in conflict in a way that centers relationship, deeper trust, and connection becomes possible.

We must decide that the relationship matters more than being right.

Ways to Enter into Conflict

Learn to tolerate your own sensations without judgment and practice staying curious. To stay present in conflict, we have to stay in our bodies.

Accept that sometimes things will be left unresolved or take a long time to reach completion because trust has to be restored.

Cultivate a practice of giving and receiving feedback and having direct conversations when issues show up instead of engaging in conflict avoidant behaviors.

Let go of being right. Focus on identifying and addressing needs instead of judgments about the other person.

Organizational Practices to Reduce Chronic Stress

- Limiting the number of meetings in a day
- Create an agreement that we don't send emails after work hours.
- Celebrate not working late.
- Create shared metrics for reducing chronic stress amongst staff.
- Create buffers of time between meetings so that people have time to transition
- Allow people not to be on camera during video conference meetings. Not being on camera is a vital way that people save mental energy.
- Provide health savings accounts to cover out-of-pocket costs for culturally competent mental health providers.
- Designate one day where no meetings are allowed and/or shorten the work week.
- Respect boundaries and reduce workload





Continuous Quality Improvement Trauma Informed Care Project

Ivy Gamble Cobb, LMSW
Executive Director

Our Mission

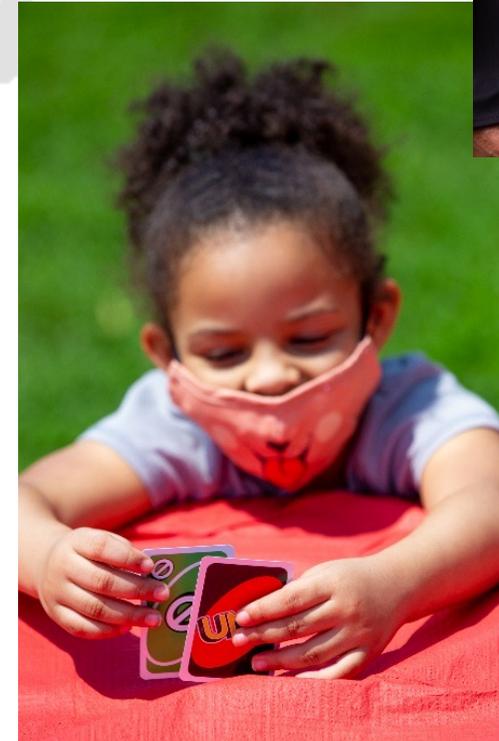
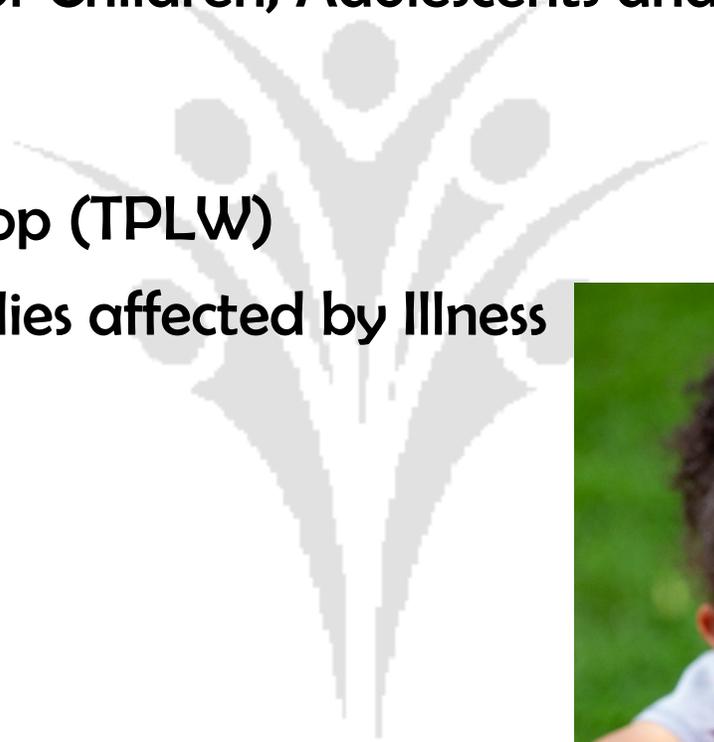
The Family Center strengthens families affected by crisis, illness or loss to create a more secure present and future for their children.

*Families stay
stronger, longer.*



Our Services

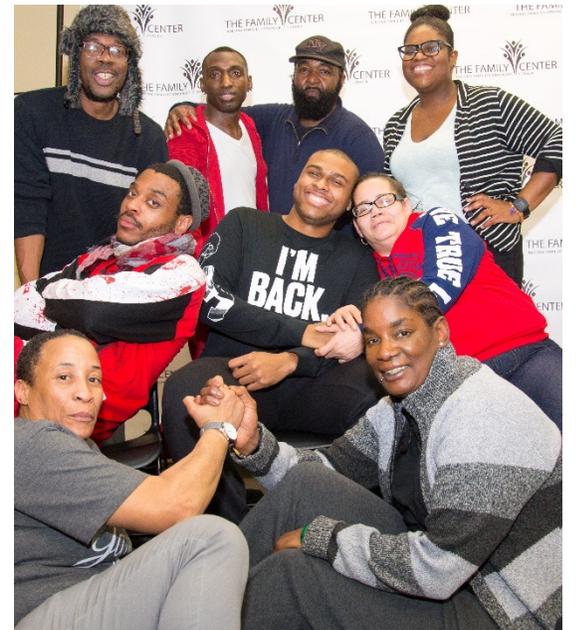
- Behavioral Health Services & Supports
 - Substance Use Treatment
 - Mental Health Services for Children, Adolescents and Adults
 - Caregiver Services
 - The Positive Life Workshop (TPLW)
- Supportive Services for Families affected by Illness
 - HIV/AIDS
 - Cancer
- Legal Services
- Training Institute



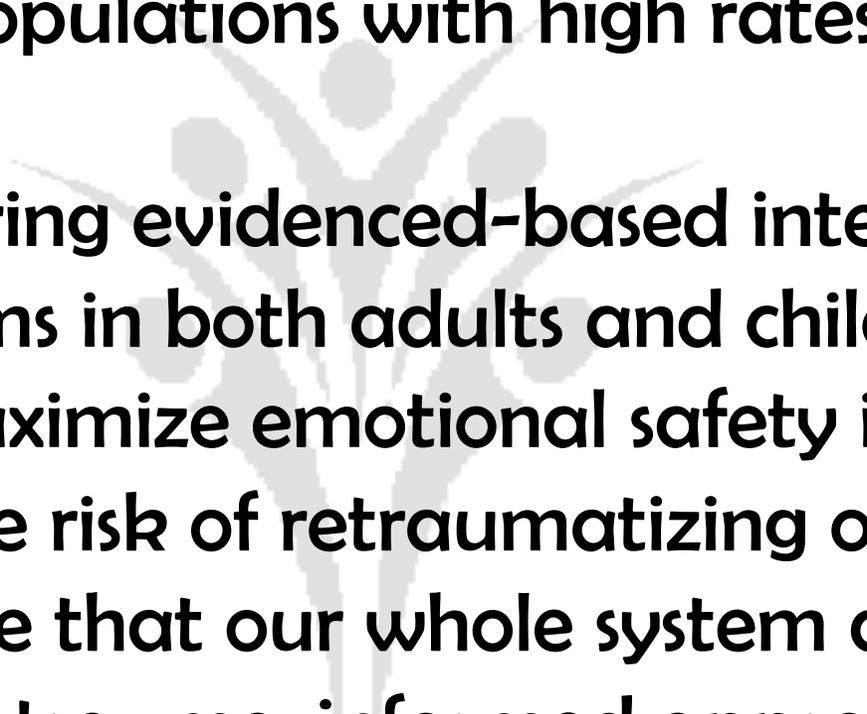
Our Clients

The Family Center is dedicated to serving the most marginalized and under resourced members of our community:

- 96% of client families live below the poverty line
- Of families impacted by illness, 34% are affected by HIV/AIDS, 21% struggle with mental illness and 11% are facing cancer
- 94% are African American or Latino
- Over 75% are single parent or single caregiver households
- Average household has 3 minor children

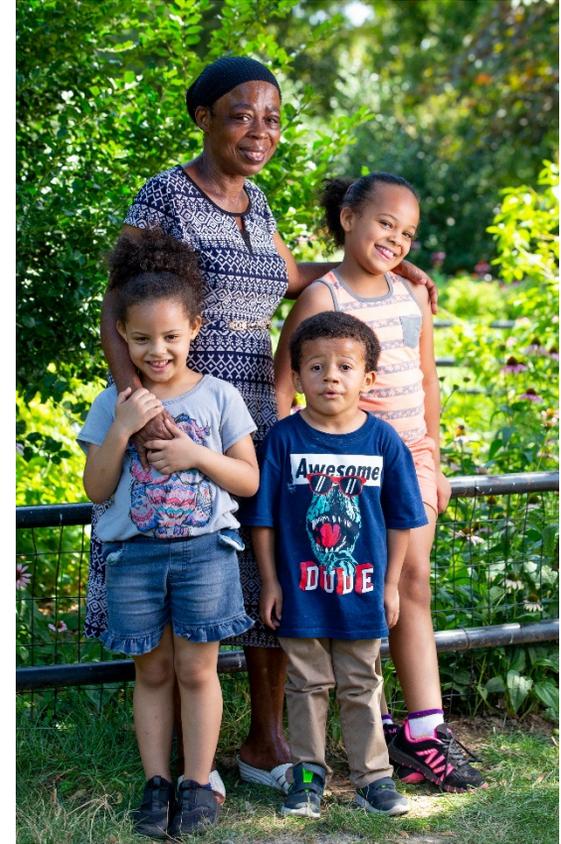


Why Do CQI Around TIC

- 1. We work with populations with high rates of childhood and adult trauma**
 - 2. Increasingly offering evidenced-based interventions to treat trauma symptoms in both adults and children**
 - 3. Important to maximize emotional safety in all of our work and minimize the risk of retraumatizing or alienating clients**
 - 4. Needed to ensure that our whole system and approach was consistent with a trauma-informed approach**
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Benefits of Adopting Trauma Informed Approaches

- Increases safety for all
- Improves the social environment
- Promotes organizational wellness
- Improves the bottom line
- Reduces negative encounters and events
- *Cares for the caregivers*
- *Improves the quality of services*
- *Creates a community of hope, healing and recovery*
- *Increases success and satisfaction at work*

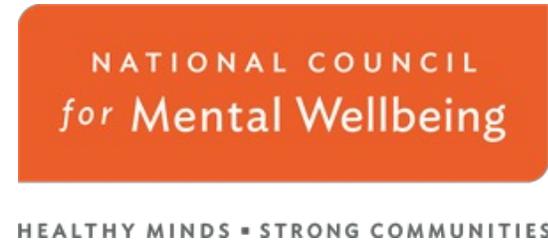


Key Steps to Starting

1. Identification of a Partner – National Council for Mental Wellbeing (formerly National Council for Behavioral Health)
2. Setting the agenda for our work
3. Creating a Trauma Informed Core Implementation Team
4. Grounding the entire agency in Trauma Informed Care



Choosing the Right Partner & Setting Priorities



- Formally assess agency practice using a trauma informed lens
- Identify practice domains for improvement based on Organizational Self Assessment (OSA)
- Develop a continuous quality improvement infrastructure to prioritize projects identified on the OSA
- Engage staff in workgroups convened to launch quality improvement projects
- Assess agency experience with new trauma informed care Quality Improvement process and modify as needed for ongoing sustainability

Grounding Everyone in the Work

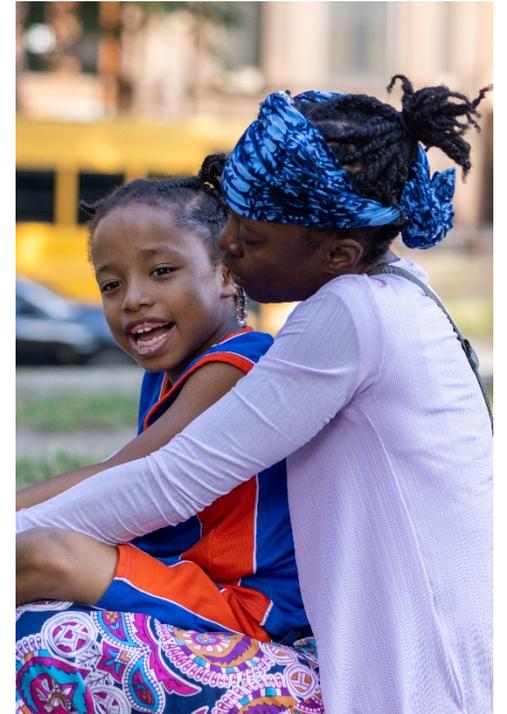
- **Project Kick off**
 - **2 Day event designed and facilitated by NCWB Consultant**
 - **Day 1 All Staff and Key Partner Organizations and Consumer representatives participate in full day training on trauma informed care**
 - **Day 2 All day meeting with NCWB Consultant and 14 staff members chosen to participate on the Trauma Informed Care Core Implementation Team (CIT) – Our Trauma Champions**
 - **Core Implementation Team (CIT) Membership – Executive Leadership, Staff (management and direct service), Consumers with lived experience, Data person, rep from partner organization (if possible)**

Organizational Self Assessment (OSA)

- **Designed to help improve our policies, procedures, practices and social and physical environment to reflect the core principles and values of a trauma-informed care organization.**
- **Performance Improvement resource to increase awareness of the key components of a trauma informed organization**
- **Engage in a self-reflective process to identify what to : 1) keep doing and reinforcing, 2) stop doing and, 3) start doing, in order to advance our efforts to become a continually improving trauma-informed care organization.**
- **Completed by all employees and analyzed by NCWB and used to prioritize areas in need of improvement**

Domains of Trauma Informed Care

- Early Screening and Comprehensive Assessment of Trauma
- Consumer Driven Care and Services
- *Trauma-Informed, Educated, and Responsive Workforce*
- Trauma-Informed, Evidenced-Based & Emerging Best Practices
- *Safe and Secure Environment*
- Community Outreach & Partnership Building
- Ongoing Performance Improvement



What We Learned from the OSA About WorkForce Support and Well-Being

- **Actual comments from staff**
 - We have done a good job of setting a tone and environment consistent with TIC principles but have only recently started explicitly using that language. Direct social service staff across programs have received training in various best practices, but we could do better with integrating these best practices into all aspects of our work, including orientation, supervision, prof development, and staff evaluation.
 - We can do a better job of assessing trauma across the agency. Sometimes data collection demands from funders forces us to ask personal questions early on
 - It would be nice to bring back the Employee Assistance Program (EAP). We often support our client's mental health, but it's important for staff to have access to mental health services for themselves (and be encouraged/supported in using counseling services for their own mental health
 - We can do more to educate staff at all levels to recognize and manage impact of compassion fatigue and secondary trauma. It is easier to see the impact in terms of work performance and deal with as such but need more preventive and longer sustaining measures
 - My supervisor does not seem very aware of trauma-informed practices
 - We do not have clear safety policies/procedures

Diving Into the Work



- Core Implementation Team (CIT)
 - Met twice per month
 - Comprised of staff from across the entire agency
 - Consumer involvement
- Formation of Committees
 - Safety and Security
 - Workforce Development
 - Consumer-Driven Care and Services
- Creation of a Vision Statement to guide the work

Accomplishments Re Workforce and Well-Being

Within Workforce Development Committee, created sub committees to address Self-Care, Supervision, Orientation and Training

- Creation of a Supervision Vision Statement and Expectations for Supervision
- Complete revamp of the agency orientation process to include self learning tools that allow staff to learn at their own pace
- Creation of “Goodie Fridays”
- Revamp of Employee Development and Performance Management Process

Safe and Secure Environment

- Creation of a Safety and Security Manual
- Updated agency safety signage and emergency protocols
- Now incorporated as part of standard new employee orientation

Challenges/Barriers to Implementation and Sustainability

- **Balancing promotion of self care and workload – staff doing the work all have other jobs – their involvement on a committee can seem like extra work**
- **Managing expectations that change will occur quickly**
- **Turnover of staff or leadership, need for continued buy in of all staff**
- **All staff need to buy in and need ongoing training and support to deliver on TIC**
- **Energy ebbs and flows**

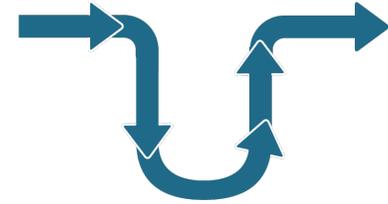
Where Are We Now

- New Initiative – Diversity, Equity, Inclusion and Accessibility (DEIA)
- Merging of TIC committees with DEIA Committees addressing similar areas of concern
 - Organizational Climate/Staff Appreciation and Engagement
 - Equity Training and Competency/Orientation and Training
 - New Committee – Human Resources/Leadership Development



Key Take Home Points

- Don't Let Up – Keep Moving Forward
- This is a Marathon, Not a Sprint
- Celebrate Every Success
- Continuity is Key - Ask participating staff to commit for at least 1 year
- Encourage Staff to Be a Part of the Change They Want to See



The Implementation Dip



Thank You!!

Ivy Gamble Cobb, LMSW
Executive Director
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Exhale to Inhale

Trauma Informed Yoga to Support
Resilience & Wellbeing



**Exhale
to Inhale**

Mission

Exhale to Inhale uses the healing practices of trauma-informed yoga to empower survivors, while helping communities to develop the skills and knowledge to support them.

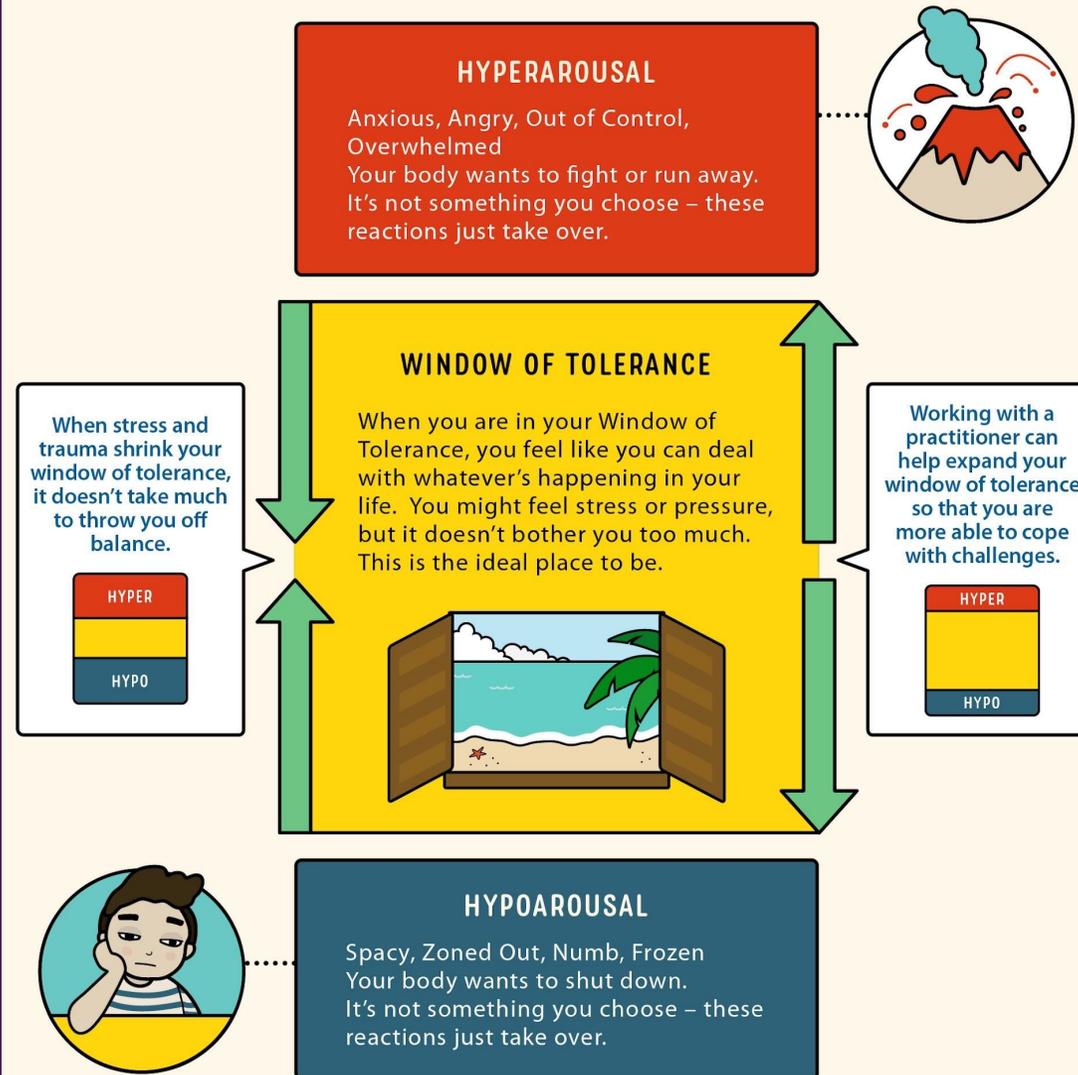
Our Work

Since 2013, Exhale to Inhale has empowered over **6,000 survivors** through this healing practice. Our trauma-informed approach helps survivors reconnect with their own bodies and inherent strength so they can **better navigate the challenges** they are experiencing.

Over 50 + Nonprofit & Community Partners



How Trauma Can Affect Your Window Of Tolerance





Exhale to Inhale's Class Curriculum

Explore twelve themes that center the participant's healing journey. Our thematic curriculum promotes post-traumatic growth, nurtures healing and empowers participants to make movement-based choices.



Twelve Themes

Connection Restore Intention Curiosity

Anchoring Empower Mindfulness Self-Acceptance

Experience Resilience Courage Worthiness

VICARIOUS TRAUMA

“Vicarious trauma happens when we accumulate and carry the stories of trauma - including images, sounds, resonant details - we have heard, which then come to inform our worldview. If you think of trauma as information, vicarious trauma is information overload. There is a limit to what we are able to take in and process. The stories of trauma and suffering start to fill us up and can become a part of us. Vicarious trauma is a human response to the experience of coming face-to-face with the reality of trauma and the difficulties of the human experience. It can slowly shift our outlook and deny us the perspective of a world that exists beyond the traumatic experience.”

Joyful Heart Foundation



Signs and Symptoms of Vicarious Trauma

Self-Awareness

- Emotional numbing, feeling “shut down”
- Social withdrawal
- Work-related nightmares
- Work-related intrusive thoughts
- Feelings of despair and hopelessness
- Loss of sense of spirituality
- A more negative view of the world
- Reduced sense of respect for your clients
- Not time or energy for yourself
- Find that you talk about work all the time (can't escape)
- Sense of disconnection from your loved ones
- Increased sense of danger (reduced sense of safety)
- Sense of cynicism or pessimism
- Increased illness or fatigue, aches and pains
- Reduced productivity
- Difficulty trusting others
- Less time reflecting on your own experiences
- Loss of a sense of control over your work and your life

ETI Methodology



- . Connection
- . Safety
- . Simplicity
- . Choicemaking
- . Interoception

Physical

Sleep Eat Regularly & nourishing foods
Exercise **Medical care** Hydrate
Massage Dance Yoga **Hugging**

Mental

Therapy Journaling
Meditation **Intellectual Stimulation**
Self-reflection Positive Self-talk

Emotional

Cuddle pets Laugh Self-love
Engage in Community **Quality Time**
Cry Develop & nurture friendships

Spiritual

Nature **Place of worship**
Spiritual Community Volunteer Work
Meditation/Prayer/Chanting

Personal

Boundaries Reading/Podcasts
Time with family/friends **Vacations**
Hobbies **Work/life balance**

SELF-CARE

Thank you! Feel free to email partnerships@exhaletoinhale.org if you have any questions, or are curious about partnering with us.

Feel free to Join me now for a 5 minute practice







Piper Anderson
Founder / Managing Director
Create Forward

Piper Anderson is a writer, coach, trainer, and Founder of Create Forward, a social impact firm delivering experiences that advance equity and justice. She brings 20 years of experience as a coach and facilitator for racial justice, community engagement, and conflict transformation. For ten years, Piper was a Professor at NYU's Gallatin School and a founding member of the advisory board and faculty of NYU's Prison Education Program. She is a New School Writing Democracy Fellow, a Culture Push Fellow for Utopian Practice, a TED Resident, Aspen Ideas Scholar, and a 2021 Radical Imaginational Fellow with The Laundromat Project. Piper has dedicated her life to providing leaders with the generative spaces and tools they need to build thriving communities and organizations.



Ivy Gamble Cobb, LMSW
Executive Director
The Family Center

Ivy Gamble Cobb, LMSW, is the Executive Director of The Family Center. The Family Center’s mission is to strengthen families affected by illness, crisis, or loss to create a more secure present and future for their children. The Family Center is a \$7M agency of 50 staff serving over 5,000 New Yorkers and their families annually. Ms. Gamble Cobb was part of a team of four women who established The Family Center in 1994. She is featured in the videos “A Gift for My Children” and “Remember the Sun.” She has also co-authored articles on the issue of families affected by parental illness and bereaved children. In the last two years, The Family Center has added significant behavioral health services to agency offerings. Under Ms. Gamble Cobb’s tutelage, The Family Center now offers substance use support services and primary medical care screening in addition to legal, social and mental health services. Ms. Gamble Cobb received her Bachelor’s Degree from NYU and her MSW from Hunter College School of Social Work. She has earned credits towards a Ph.D. in Social Welfare, and is the recipient of numerous awards, including most recently New York Life’s 2020 Love Takes Action Award.



Sophia Holly
Director of Community Partnerships
Exhale to Inhale

Sophia Holly is the Director of Community Partnerships and has been practicing yoga for over 15 years. She is a 500-hour registered Yoga Instructor, with a specialty in trauma-informed yoga & pre-natal yoga. In addition to her yoga certifications, she has a Bachelor's in Health Promotion and Fitness from Keene State College and is a reiki master. She has taught in shelters, elementary and middle schools, privately, and in yoga studio settings. Sophia began teaching classes with ETI in 2017, became Program Manager in 2018, and is one of 5 yoga instructors in our 2020 Fellowship Program. Her overall mission is to help people connect to their bodies and access the limitless wisdom within while helping to eliminate barriers to accessing healing practices.



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Next Steps

Please remember to complete our **short post-training survey** that automatically opens after this session.

To watch previous sessions On-Demand and to access our written resources, please visit

<https://www.fpwa.org/trainings-resources/>

Thank You!