

Vicarious Trauma-Informed Care

Building a Bridge of Resilience on a FABULOUS Foundation

Mission and Ministry Impact

Come to the Table 5: Grantee Renewal Conference

September 25-27, 2022

WELCOME

Barbara Rubel, MA, BCETS, DAAETS

Griefwork Center, Inc.

www.griefworkcenter.com

I searched for meaning in Dad's loss, of dying by suicide and in the meaning of my life. I questioned why. In only three weeks, my dad would have become a grandfather to triplets.

Rubel, B. (2000). *Grief Magazine*. Surviving Suicide: the many colors of grief. 28-29.

As a
Thanatologist

- I speak to trauma-informed organizations on being traumatic grief-informed and vicarious trauma-informed

“During the week of Sept. 11th, I was a hospice bereavement coordinator; facilitated a suicide loss support group; and taught crisis intervention, a master’s level course, at Brooklyn College. I felt compassion fatigue and vicarious trauma and knew that I needed self-care to replenish myself, not only the days after 911, but every day thereafter.”

– *Barbara Rubel*

Rubel, B. (2019). *Loss, Grief, and Bereavement: Helping individuals cope (4ed.)*. Elite Learning

Trauma-Informed Organization

- Organization integrates knowledge about trauma (e.g., signs, symptoms, impact) into policies, procedures and practices
- Trauma-informed care helps reduce burnout among staff potentially reducing turnover

Trauma-informed care (2021).

<https://www.traumainformedcare.chcs.org/what-is-trauma-informed-care/>

What Do You Worry About Most?

- Are you experiencing occupational burnout, compassion fatigue (CF) or vicarious trauma (VT)?
- Has the COVID-19 pandemic added various stressors to your job?

What Are You Getting Out of This Experience?

Participants should have a better understanding of how to:

1. Recognize the effects of burnout, compassion fatigue and vicarious trauma.
2. Use techniques that match one's strengths to build career resilience.
3. Select ways to make meaning of a stressful career.

Worksheets

- 1.1: Burnout Self-Assessment
- 1.2: Burnout Self-Reflection
- 1.3: FABULOUS Resilience Competency to Manage Burnout
- 1.4: Secondary Traumatic Stress Self-Assessment
- 1.5: FABULOUS Framework for Resilience
- 1.6: Workplace Spirituality
- 1.7: Questions to Avoid Unhealthy Boundaries
- 1.8: Achieving Job Satisfaction
- 1.9: Reasons for Possibly Leaving Your Job
- 1.10: Leadership Practices During the Workforce Crisis
- 1.11: Core Values in the Workplace
- 1.12: Action Plan to Achieve a Wellness Goal

Burnout

- Syndrome from chronic workplace stress not successfully managed

Three dimensions:

1. Energy depletion or exhaustion
2. Mental distance from job, negative or cynical about job
3. Reduced professional efficacy (personal accomplishment in job)

11th Revision of the International Classification of Diseases (ICD-11)

Worksheet

1.1

Burnout Self-Assessment

- Agree strongly to Disagree strongly

Reflective Question to Think About

Imagine you're texting a coworker who is burned out. What is the main reason for their burnout?

Worksheet 1.2

Burnout Self-Reflection

- Symptoms
- Causes
- Impact
- Risk
- Policy
- Culture of wellness

Worksheet 1.3

FABULOUS Resiliency Competency to Manage Burnout

- Consider symptoms, contributors, strengths

Secondary Traumatic Stress

(No Consensus Definition)

- Changed behaviors and emotions due to secondary stress results from knowing about person's primary traumatizing event and wanting to help them (Figley, 1995)
- Symptoms (e.g., anxious, frozen, nightmares, guilty) like PTS due to direct or indirect exposure

Benuto, L.T. et. al., (2021). The Secondary Traumatic Stress Scale: Confirmatory Factor Analyses With a National Sample of Victim Advocates. *Journal of Interpersonal Violence*, 36(5-6), 2572-2591

Worksheet

1.4

Secondary Traumatic Stress Self-Assessment

Is STS one of the reasons why coworkers are leaving their job?

Are Your Employees Experiencing CF?

- Compassion: concern for those primarily traumatized and ***want to help them***
- Immediately succumb to demands of care for others over self-care

Figley, C. R. (1995). *Compassion fatigue: Coping with secondary traumatic stress disorder in those who treat the traumatized*. NY

- Fatigue is from empathic engagement, not from compassion (wanting to help)

Empathetic Distress Fatigue

Neuroscientists confirm 'compassion fatigue' should be replaced by 'empathic distress fatigue'

- “Empathy” fatigue: over-identify with person’s emotions, take emotions on as own
- Consumed: anxiety, stress, poor health
- Withdraw: protect self from overwhelming negative feelings

Are You
Experiencing
Empathic
Distress
Fatigue?



Different Symptoms

STS: Closely mimics PTS, wider syndrome of experiences (e.g., exhaustion, hypervigilance, avoidance, numb)

Can be *short duration*

VT: Disruptions to view of oneself, others, and world

Impacts safety, trust, esteem, intimacy, control

Views are *permanent*

Slack, D.P. (2020). Trauma and coping mechanisms exhibited by forensic science practitioners: A literature review, *Forensic Science International: Synergy* (2), 310-316, <https://doi.org/10.1016/j.fsisyn.2020.10.001>

Have you
been
Vicariously
Traumatized?

- Develops: profound, extended encounter with trauma material
- Requires: emotional labor to manage painful and distressing impact it has on you

Moran et al., 2020

Vicarious Trauma (VT)

- Intrusive imagery after exposure to person's trauma content
- STS Symptoms and profound negative cognitive changes in identity:
 - Safety (trust self/others)
 - Esteem (value self/others, question abilities)
 - Intimacy (connect to self/others)
 - Control (self-management, helpless)
 - Sense of self/world

McCann, I. L., & Pearlman, L. A. (1990). Vicarious traumatization: A framework for understanding the psychological effects of working with victims. *Journal of Traumatic Stress, 3*(1), 131–149.

Pearlman, L. A., & Saakvitne, K. W. (1995). *Trauma and the therapist: Countertransference and vicarious traumatization in psychotherapy with incest survivors*. W.W. Norton.

VT and Organizational Barriers

- Witness or learn about traumatic experience that produces empathic response
- Damaging impact on health
- Leads to individual, organizational, societal burdens if changes are not made due to organizational barriers and cultural issues

Hallinan et al., 2021

VT Interventions

- Research lacks detailed and consistent definition
- VT intervention: self-care and general self management addresses specific effects of VT
- Need to develop primary VT interventions at organizational level

Kim, J., et al., (2021) Scoping of VT interventions for service providers working with people who have experienced traumatic events. Trauma, Violence, & Abuse.
<https://doi:10.1177/1524838021991310>

VT Interventions (no gold standard)

- Mindfulness-based stress reduction (MBSR)
- Accelerated Recovery Program (ARP)
- Critical Incident Stress Management (CISM)
- Clinician Experience and Reducing Trauma (CE-CERT)
- Psychoeducation

Reflective Question to Think About

- If you started a support group for those who do the same job as you, what would be one issue that members would certainly bring up?

FABULOUS Framework for Wellness

A thick, hand-drawn style orange line that spans the width of the text above it, positioned below the word 'Wellness'.

Flexibility

Attitude

Boundaries

Understanding job satisfaction

Laughter

Optimism

United

Self compassion

8 FABULOUS
Techniques
for Wellness

FABULOUS Framework for Fostering Resilience

- Understanding that loss, burnout, CF, empathic distress fatigue, or VT become a catalyst for positive change and growth, transforming the way you think about current challenges

Rubel, B. (2015). The FABULOUS Principle©: What woman entrepreneurs know about loss and triumph. In J. Herrmann (Ed). *Keys to a Good Life: Wisdom to unlock your power within*.

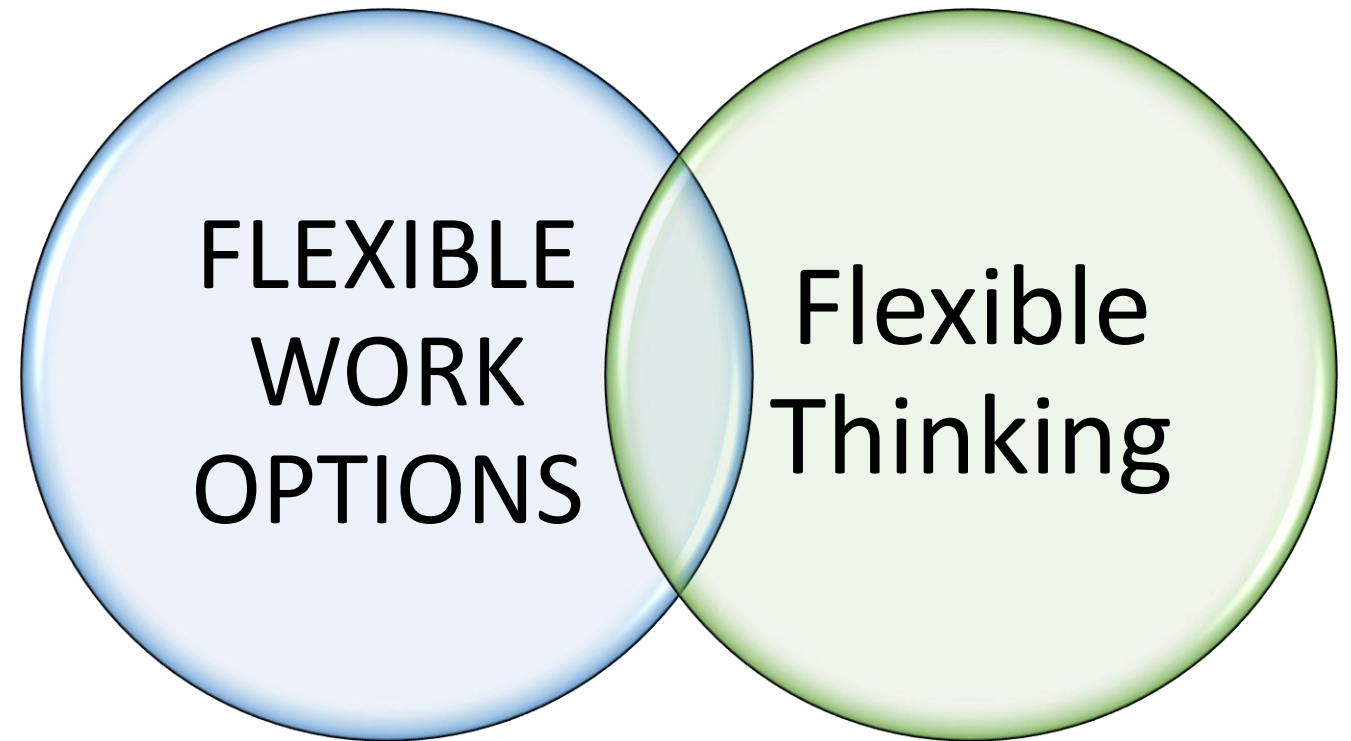
- Problems in education
- Homelessness
- Poverty
- Ongoing pandemic related challenges to operation
- Politics
- Tremendous pressure to recruit staff . . .



Flexibility

1st element of the FABULOUS
Framework

Key Topics



Employee Flexibility

- Has organization considered changing how working conditions are shaped?
- Are workers and organization willing to change and compromise?
- Can employee benefits potentially lead to workplace and dept. benefits?

Bal. P.M. & Izak, M. (2021). Paradigms of Flexibility: A Systematic Review of Research on Workplace Flexibility. *European Management Review*, 18(1), 37-50.

Flexible Work

When organizations create flexible work arrangements and focus on physical health:

- employees have fewer somatic symptoms and absenteeism is reduced

Shifrin & Michel, 2021

Impact of Turnover on Employees Who Stay

Reducing turnover can decrease adversity for staff remaining at work who are dealing with:

- Constant onboarding
- Orientation of new hires
- Working with less experienced staff
- Increased workload due to decreased staffing

Perreira, et al., (2018). The employee retention triad in health care: Exploring relationships amongst organisational justice, affective commitment and turnover intention, *JCN, Journal of Clinical Nursing*, 27(7-8), _e1451-e1461

Impact of Turnover

Increased
mistakes

Missed
deadlines

Effects
productivity

Decreases
efficiency

Additional
overtime

Interrupted
schedules

Increases
training time

Employees who
leave must be
replaced

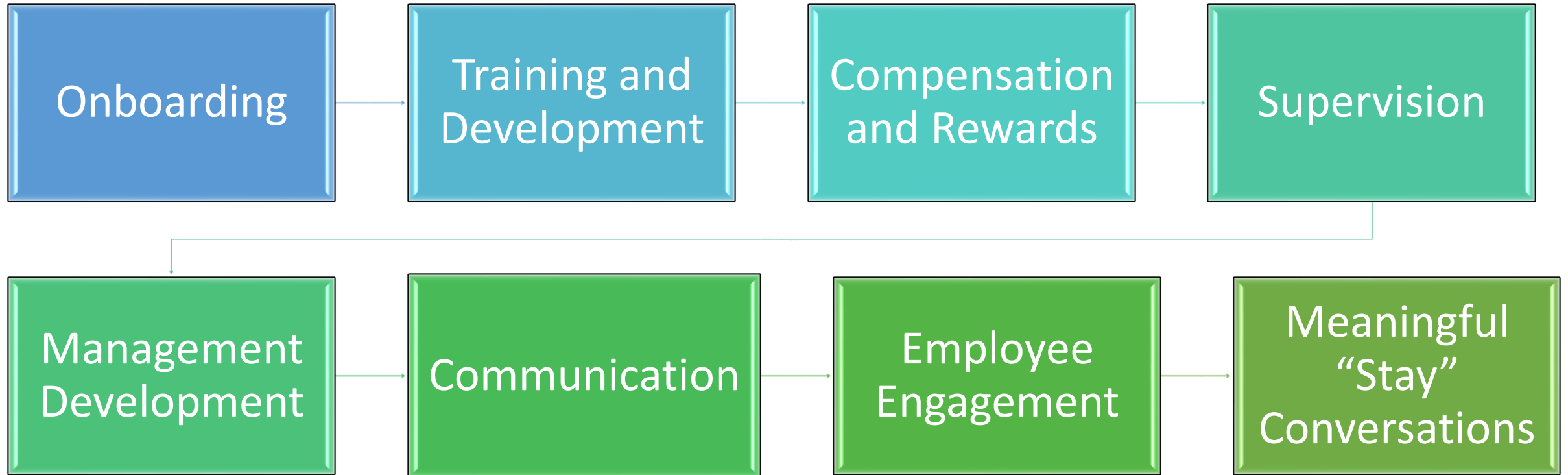
Mahan et. al., (2020). *2020 Retention Report: Trends, Reasons & Wake Up Call*, Work Institute,

Employees Don't Leave Companies, They Leave Managers

Managers account for at least 70% of variance in team engagement and heavily influence employee well-being

Gallup Poll, 2020

Retention Strategies



Ramapriya, M. and Sudhamathi, S. (2020). Theory Of Employee Retention Strategies.
Journal of Interdisciplinary Cycle Research, 12(2), ISSN NO: 0022-1945 1112-1119

Reflective Question to Discuss

What flexible work options would you like (that make sense)?

- Work hours, hybrid, job sharing
- Scheduling, remote work
- Security, recognition
- Learning opportunities
- More/less responsibility
- Salary, time off
- Family leave, childcare/eldercare



FABULOUS Framework for Resilience Worksheet 1.5

Flexibility

This past week, what strength helped you to be flexible at work?

- ***Judgement:*** “I adjusted my thinking about flexible work options.”





Attitude

2nd element of the
FABULOUS Framework

Key Topics



MEANING MAKING



WORKPLACE SPIRITUALLY



PRACTICING GRATITUDE

Reflective Question to Think About

- How long do you think someone could reasonably keep doing your present job and still enjoy it?

Are You Making Meaning of Your Career?

What does “job narrative” mean to you?

Reflect: beliefs, values, assumptions, world view, impact of role

Personal or posttraumatic growth:

- *“I help others and can improve their life.”*
- *“I am financially able to provide support to my family”*
- *“My life’s work is significant to others.”*
- *“My job gives me a space to live my values.”*

Making Meaning

- **Spirituality:** I share the same values as others at work
- **Compassion:** I help those in my community
- **Valuing Life:** I don't take life for granted
- **Family Bonds:** My family means so much to me
- **Valuing Relationships:** I appreciate peer support
- **Live to the Fullest:** I take advantage of my time
- **Greater Perspective:** I'm not upset by the small stuff
- **Personal Growth:** I have changed priorities because of my work
- **Impermanence:** Life is short and there are no guarantees

Positive Link Between Spirituality and . . .

Khan, J., et al., (2022). Does workplace spirituality influence knowledge-sharing behavior and work engagement in work? Trust as a mediator. *Management Science letters*, 12(1), 51-66.



- Leader integrity
- Job satisfaction
- Environment of trust
- Personal growth
- Connected to something bigger than self
- Uplifting, inspiring emotions around job
- Organizational mission and values match your own

Worksheet 1.6
Workplace
Spirituality



Attitude of Gratitude

- Reinforces self-control
- Increase patience and honesty
- Fosters humility
- Generates a sense of connection

Reflective Question

- Share with someone, *what you are grateful for*

We don't see things as they are,
we see them as we are

—*Anais Nin*

Change the way you look at things and the things you look at
change.

- Wayne W. Dyer

FABULOUS Framework for Resilience Worksheet 1.5

Attitude

What strengths helped you to maintain a positive attitude at work this past week?

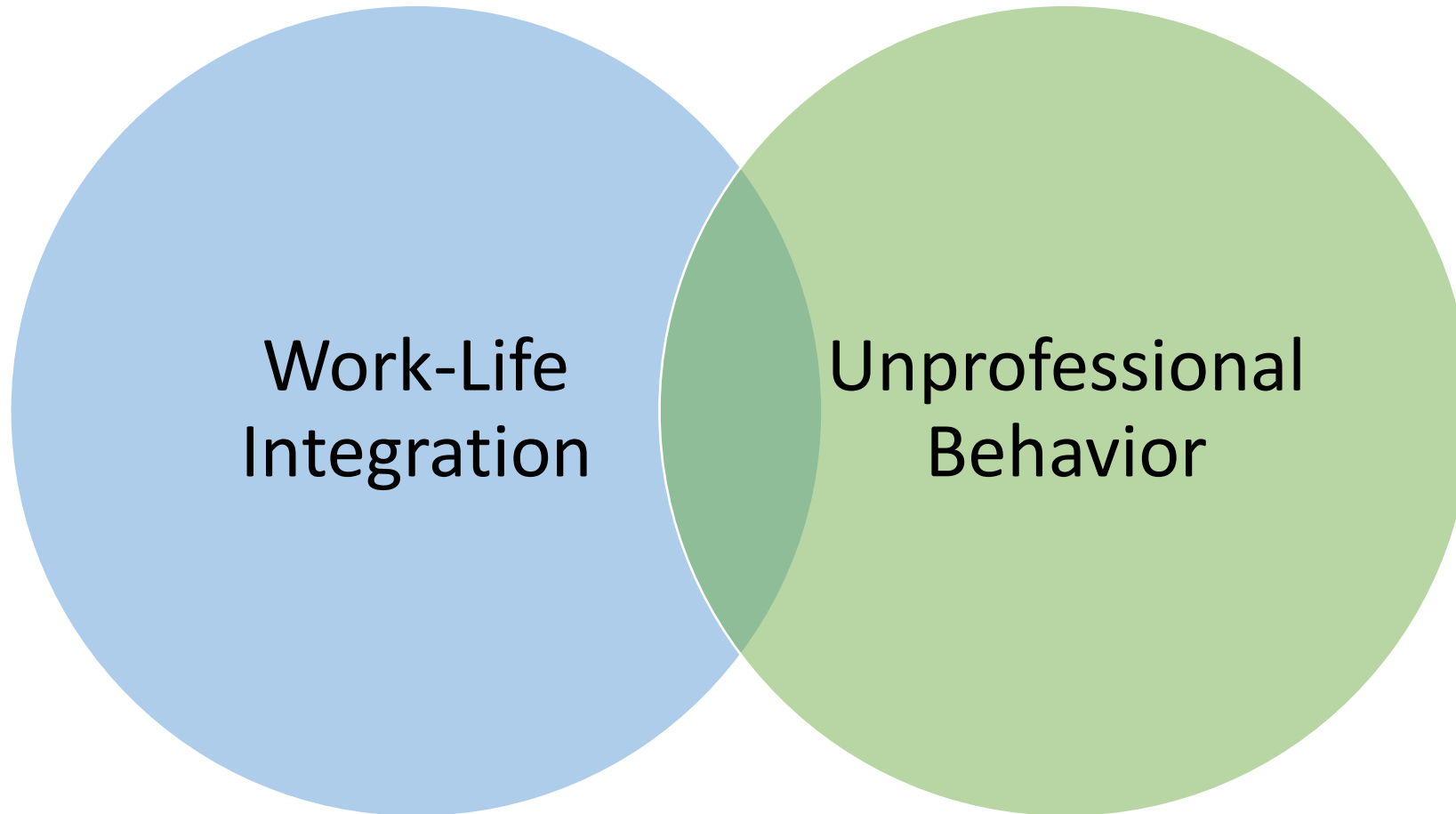
- ***Brave:*** “Even when others felt differently, I spoke up for what was right.”



Boundaries

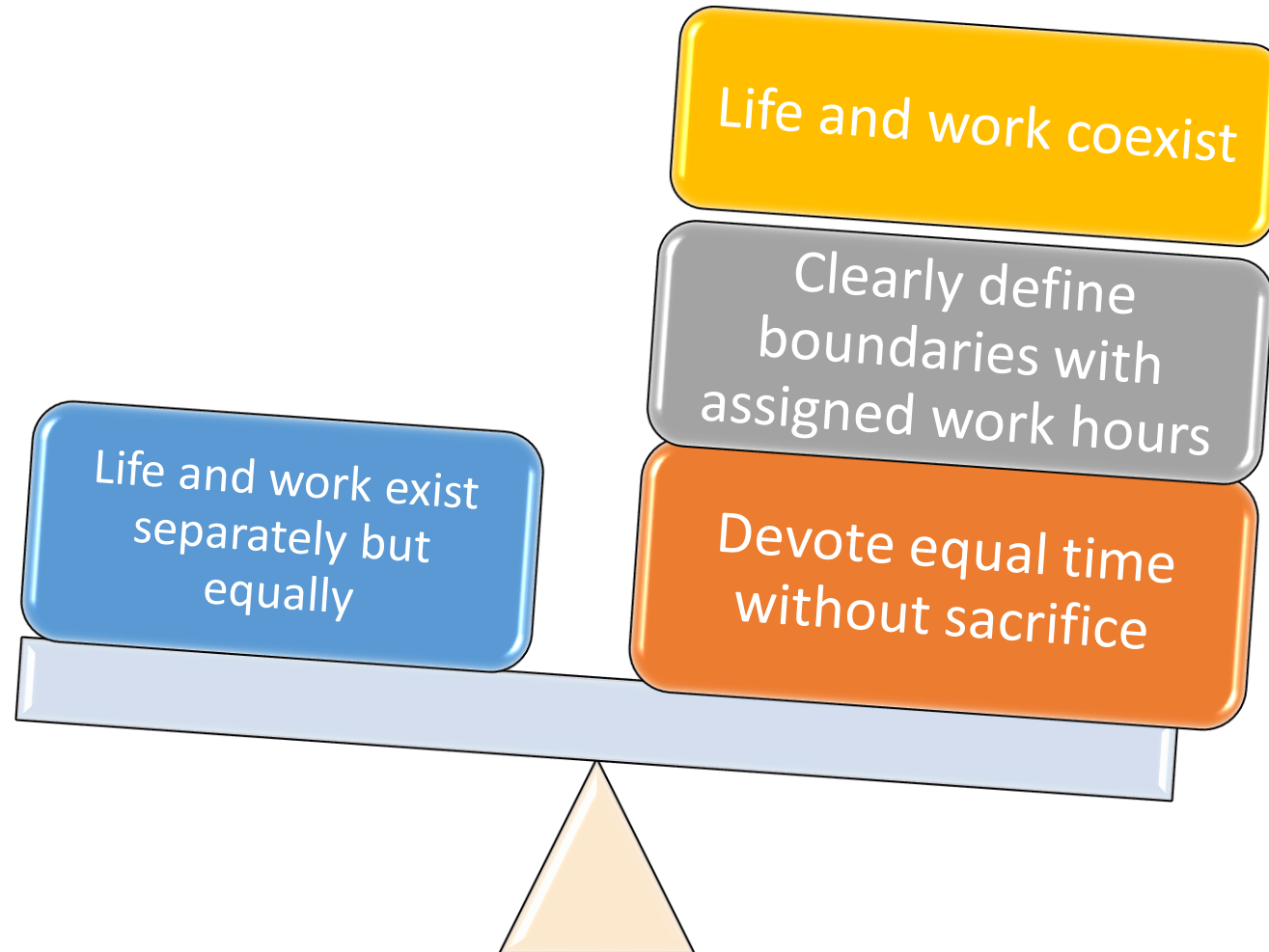
3rd element of the
FABULOUS Framework

Key Topics



Work-Life
Balance

Work-Life
Integration



You teach people how to treat you by
what you allow, what you stop, and
what you reinforce.”

-Tony Gaskins

Healthy Boundaries

- Physical
- Emotional
- Mental/thoughts
- Sexual
- Time
- Spiritual/religious

Worksheet 1.7

Questions to Avoid Unhealthy Boundaries

- Risky minor boundary crossings can escalate into unprofessional behavior





Reflective Question

If you had a superpower
that would make your job
easier, what would it be?

FABULOUS Framework for Resilience Worksheet 1.5

Boundaries: This past week, what strength helped you to keep your boundaries?

- *Self-control:* “I recognized when I was being triggered by someone’s action.”



Understanding Job Satisfaction

4th element of the
FABULOUS Framework

Key Topics



Employee Wellness



Moral Injury



Compassion Satisfaction

Understanding Job Satisfaction

- Origins-1930s Human Relations Movement

Emotional response: degree to which people subjectively like/evaluate job:

- Coworkers care about you
- Respected by peers
- Secure about role
- Motivation to work/needs are met

Onboarding: during hiring, did interviewer:

- Discuss whether your values, mission matched values of org.?
- Appraise ability to cope with situations in the workplace?
- Relate stressors you would experience on the job?
- Point out examples of wellness and safe-care?
- Consider: rules/policies, structure (physical layout), politics (formal/informal power structure, influence over decisions)

Sanchez et al., 2020

Leadership and Management Need to Address Wellbeing

Good leadership and management have potential to create environment where:

- Mental health stigma is reduced
- Employees feel able to seek psychological help should they need it

Wild, et. al., (2020) Pre-incident Training to Build Resilience in First Responders: Recommendations <https://doi:10.1080/00332747.2020.1750215>

What's Working?



Manager talks openly about wellness

EAPs and off-site support

Leader fosters teamwork

Regular quality supervision

Safe physical space at work to relax

Confidentiality

Peer-to-peer support

Wellness program fits workplace culture

Healthy lifestyle
habits and behaviors

Visualize peaceful
images/awe
environment—plants-
animals-nature

Exercise, Sleep

Mindfulness training

Health screenings

Hobbies, Therapy

Relationships

Meaning Making

Progressive
relaxation, breathing

Your
Personal
Wellness
Impacts
Job
Satisfaction

Have You
Been Morally
Injured (MI)?

- Employee's basic principles about what's right & wrong
- What is morally right is violated
- Commit, witness or fail to prevent something that goes against moral beliefs and values
- Leadership failure, betrayal of what's right by leader/mgr. in high stakes situation (Shay, 2014)
- Emotional, cognitive, spiritual damages when employer betrays employee

Do you feel like you are failing those who you support?

Do you feel betrayed by the system?

Do you feel guilty for not providing the best quality of care?

Are you racked with shame for knowing what you could do, but not doing it?

Moral Injury and Employee retention

- Moral concerns at work stem from employee's core, which suffers
- Religious struggle with faith
- Spirituality is impacted
- Lose purpose at work
- Can't make meaning out of role
- Lose trust in system and in themselves
- Sense of self suffers

Worksheet 1.8



Achieving Job
Satisfaction

Compassion Satisfaction

- Positively about colleagues
- Meaning making or calling in life
- Pleasure from doing work
- Gratification from being kind
- Contribute to greater good
- Combined feelings of helping, balance of CF and compassion satisfaction
- More compassion satisfaction you have, less CF you have, and vice versa

Stamm, B.H. (2009-2012) Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL).

www.proqol.org

Compassion Satisfaction (CS)


- Satisfaction with and positive feelings related to helping (Christian-Brandt, 2020)
- Internal strength acts as shield for increased motivation and satisfaction from helping (Grant, 2019)
- CS may lessen impact of burnout and CF in healthcare and mental health care professionals (Xie et al., 2021; Samios, 2018; Ruiz-Fernández et al., 2020)

Compassion Satisfaction

“I have been married to this woman for 65 years,” he said, “How do I say goodbye?” As a bereavement coordinator of hospice, I was responsible for providing comfort, yet my heart ached as I search for the right words.”

Rubel, B. (November/December 2004). Facing Our Fears in Patient Death. *Imprint*, the professional magazine for nursing students, National Student Nurses Association Inc., 46-49.

Worksheet 1.9



Reasons for possibly leaving
your job

Worksheet 1.10



Leadership Practices During the
Workforce Crisis

Reflective Question to Ponder

- What has been your greatest accomplishment in your current job?

FABULOUS Framework for Wellness Worksheet 1.5

Understanding Job Satisfaction

This past week, what strength helped you to be satisfied with your job?

- ***Skillful:*** “Although the situation was stressful, I had the knowledge and communication skills to do my job well.”



Laughter

5th element of the
FABULOUS Framework

Key Topics



HAVING A SENSE OF
HUMOR



INCORPORATING FUN
INTO YOUR DAY

Humor is associated with:

- Increased mental well-being
- Lower levels of loneliness
- Less headaches
- Cognitive flexibility

Curran, T. et al., (2021) Making Others Laugh is the Best Medicine: Humor Orientation, Health Outcomes, and the Moderating Role of Cognitive Flexibility, *Health Communication*, 36(4), 468-475, <https://doi:10.1080/10410236.2019.1700438>

Decompress

- Keynote Address: Compassion Fatigue in School Nurses
- Approximately 1,000 Nurses
- National Association of School Nurses, Washington DC
- 37th Annual Conference, 2005

Types of Laughter

Giggle

Snort

Belly Laugh

High pitched

Nervous
laughter

Howl:
unrestrained

Chuckle: quiet
partly
suppressed

Roar:
uncontrolled
and heartily

Snicker:
disrespectful
laugh, mock

Hee-haw: loud,
like a horse
neighing

Cackle: loud,
suggestive of
hen's sound after
laying an egg

Sense of Humor

Stand-up: comic, joke, funny story

Slapstick: physical comedy

Sarcastic: dark comedy

Gallows: grim/misfortune

Observational: not planned

Self-defeating: poke fun at yourself



Reflective Question to Discuss *while we hand out a toy*

- What is your type of humor? (e.g., standup, slapstick, sarcastic, gallows, observational, self-defeating)

FABULOUS Framework for Resilience Worksheet 1.5

Laughter

This past week, what strength helped you to maintain a sense of humor at work?

- ***Zest:*** “I started each day with a sense of excitement.”



Optimism

6th element of the
FABULOUS Framework

Key Topics



Predictor Of Flourishing



Appreciative Questions

Optimism is a Protective Factor

Optimism

- attitude and personality trait
- influences health and ways to cope
- fair treatment increases optimism

Optimists are significantly more successful than pessimists in aversive events and when important life-goals are impaired

Are You an Optimist or a Pessimist?

Optimist:

- High expectations, anticipate best outcome
- Don't assume blame, situation is temporary
- *Describe job: rewarding, fulfilling, gratifying*

Pessimist:

- Low expectations, anticipate worst outcome
- Shoulder blame, situation is constant
- *Describe job: wounding, exhausting, draining*

Reflective Question

If you had to describe
your role using one
word, what would it be?

Optimism is a Predictor of Flourishing

Contributes to sense of flourishing (thrive, healthy, successful, fulfilled):

- Increase positive emotions
- Engagement in world (work, hobbies)
- Connected with others-deeper level, develop relationships
- Make meaning/find purpose, worthwhile tasks
- Achieve goals/accomplishments
- Applying strengths

Seligman, M. E. P. (2011). *Flourish: A visionary new understanding of happiness and well-being*. Free Press.

5 Areas of Wellbeing and a Well Lived Life

1.
CAREER

2.
RELATIONSHIPS

3.
FINANCES
FINANCIAL STRESS AND
MANAGING MONEY

4.
HEALTH PHYSICAL AND
MENTAL WELLNESS

5.
LIVING CONDITIONS
UNDESIRABLE /UNSAFE

Wellbeing and Flourishing

Are you fulfilled and satisfied with your life?

Do you focus on your mental wellness?

Are you doing well physically?

Are you finding meaning in your work?

Do you know your purpose in life?

Flourishing and Making Meaning at Work

Flourishing participants in study reported work as source of meaning in terms of:

- calling, passion, purpose that fulfilled them
- avenue for generativity: want to pass it to others or add value to employees
- *Generativity: willing to do something that promotes the wellbeing of the next generation*

Wissing, et. al., (2021). Important Goals, Meanings, and Relationships in Flourishing and Languishing States: Towards Patterns of Well-being. *Applied Research Quality Life*, 16, 573–609 (2021).

Flourishing is Cultivated by 4 Core Dimensions of Wellbeing

1. Are you aware of ways to thrive and be fulfilled?
2. Are you attached to people on a deeper level?
3. Are you insightful and know how to increase positive emotions?
4. What drives you to make meaning or to achieve your goals?

Dahl, et. al., (2020). The plasticity of well-being: A training-based framework for the cultivation of human flourishing. *Proceedings of the National Academy of Sciences*, 117(51), 32197-32206

Appreciative Questions

What is working well?

How do I manage moral distress when I do things I disagree with or go against my values?

What has been helpful?

How am I overcoming challenges?

What is the most rewarding part of my life?

Worksheet

1.11



Core values in the workplace

Does Your Manager/Supervisor Talk to You About Wellbeing?

- Strong and sustained leader who recognizes your wellbeing
- "*Your wellbeing*" should be essential component of semi-annual review for employees
- Ongoing conversations-direct employees to resources

Witters, D. and Harter, J. (2021) 10 Wellbeing Practices to Guide Leaders,
Workplace <https://www.gallup.com/workplace/349502/wellbeing-practices-guide-leaders.aspx>

FABULOUS
Framework for
Wellness
Worksheet 1.5

Optimism

This past week, what strength helped you to remain optimistic at work?

- ***Hopeful:*** “Although it was a difficult problem that the person was facing, I anticipated the best possible outcome.”



United

7th element of the
FABULOUS Framework

Key Topics



Building Relationships



Peer Support



Nurturing Relationships

Relationships and Collaboration

- Strong social networks for self-disclosure
- Increases productivity
- Team alignment
- Leaders can promote kindness to emotionally drained employees

Awe Environment: Music, Art, Views

- Reduces daily stress in the moment
- Leads to elevated life satisfaction
- Puts daily stressors into perspective in the moment
- Increase well-being

Bai, Y., Ocampo, J., Jin, G., Chen, S., Benet-Martinez, V., Monroy, M., Anderson, C., & Keltner, D. (2021). Awe, daily stress, and elevated life satisfaction. *Journal of Personality and Social Psychology*, 120(4), 837–860. <https://doi.org/10.1037/pspa0000267>

Connected on a Universal Scale

- Spiritual presence of a connection to something greater than yourself
- Focus beyond self toward compassion and relationships

FABULOUS Framework for Resilience Worksheet 1.5

United

This past week, what strength helped you relate to and collaborate with others professionally or personally?

- ***Collaborative:*** “I was able to give a coworker a break.”



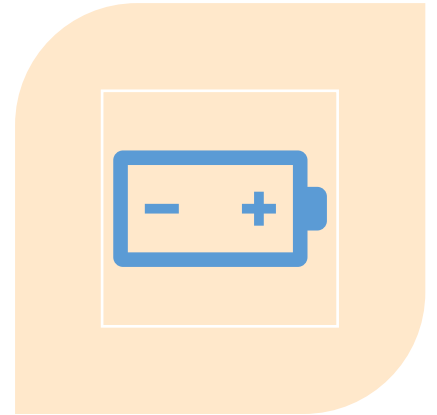
Self-Compassion

8th element of the
FABULOUS Framework

Key Topics



ELEMENTS OF
SELF-COMPASSION



CONNECTING
WITH AN ENERGY
SOURCE

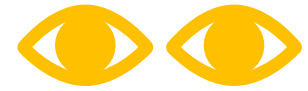
Three Elements of Self-Compassion



1. Self-kindness
understanding with
personality, rather than
critical/judgmental



2. Common humanity
mistake, experienced by everyone,
connected in failure rather than
isolated by suffering



3. Mindfulness
keep experience in
perspective, balanced view,
don't ignore or exaggerate it

Neff, K. (2011). *Self-compassion: The proven power of being kind to yourself*. Harper Collins

Self Assessment: <https://self-compassion.org/test-how-self-compassionate-you-are/>



Self-compassion is
the Foundation of
Wellbeing

“I’m just as kind to myself when I
make a mistake, as I am to others
who make similar mistakes”

“I don’t criticize myself when I
start thinking negatively about
someone”

“I don’t have to be perfect, and
recognize others feel the same
way I do when exposed to
traumatic situations”

Energy Sources To Manage Workplace Stress



Spiritual energy of flowing water, mountains, stars

Inspirational books, poetry

Prayer, meditation, deep breathing

Uplifting music, drumming

Sacred circle, visit a sacred site, meaningful traditions

Mindfulness

Reflective Question

Imagine you met an older version of yourself right now. What sage advice would they offer you?

FABULOUS
Framework for
Resilience
Worksheet 1.5

Self-Compassion

This past week, what strength helped you to be self-compassionate at work?

- ***Spiritual:*** “I made meaning out of a person’s distressing experience.”

Reflective Question

- What is your greatest strength?

Worksheet 1.12



Action Plan to Achieve
a Wellness Goal

Meeting Our Objectives

Participants should have a better understanding of how to:

1. Recognize the effects of burnout, compassion fatigue and vicarious trauma.
2. Use techniques that match one's strengths to build career resilience.
3. Select ways to make meaning of a stressful career.

Core Learning

What are you going to do with the information you learned?

How will you practice what you learned?

Once you apply today's learning, how will it be sustained?

What is your motivation?

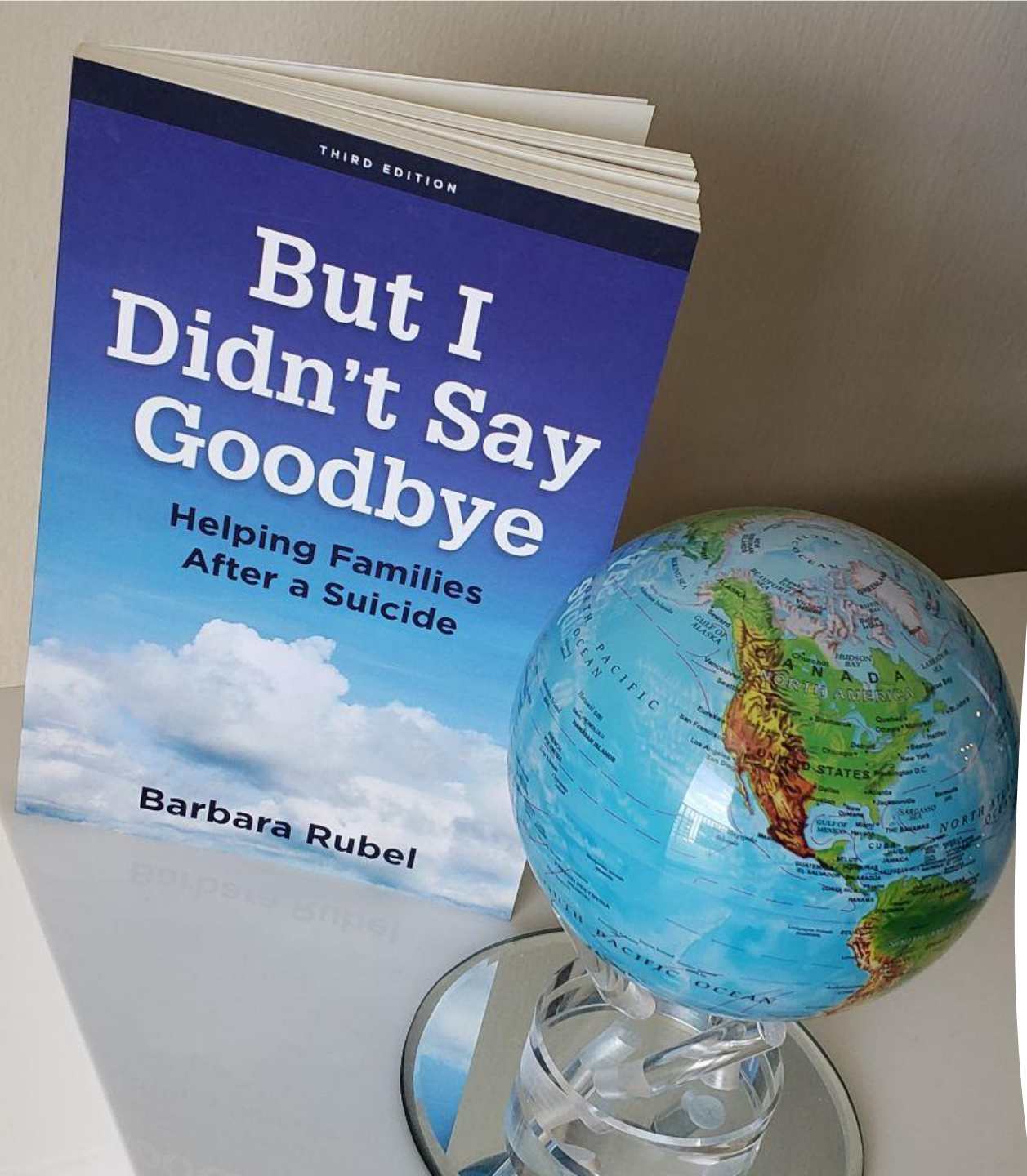
FABULOUS Framework for Wellness

Evidence-Based Wellness Practices

- Framework based on research evidence proving that practice works
- Shared by professionals who say the framework works “in practice”

Reflective Question to Think About

At your retirement party, what do you hope is said about your job performance?



I urge you to make the most of this program and leave here with new ideas about wellness and with a heart full of enthusiasm to build your career resilience

Barbara Rubel, MA, BCETS, DAAETS
www.griefworkcenter.com