

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

Ann Arbor Marriott
Ypsilanti, MI at Eagle Crest

September 25-27, 2022

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


About Your Presenter



Honored as *Essential Worker Mental Health Thought-Leader of the Year 2022*, Barbara Rubel, MA, BCETS, DAAETS, is founder and president of Griefwork Center, Inc. Since 1999, her company helps audiences understand ways to mitigate occupational burnout, compassion fatigue and vicarious trauma. As a nationally recognized keynote speaker and trainer, she has presented to over 1,000 groups since 1991, including corporations, state and national associations and non-profits focusing on her FABULOUS Framework for Wellness. Barbara motivates professionals who provide essential services and supports to create work-life integration and manage loss and chronic stressors. Her speaking engagements give leaders, managers, and staff practical strategies to enhance career resilience and wellness. Barbara is a Board-Certified Expert in Traumatic Stress and Diplomate with the American Academy of Experts in Traumatic Stress. She received a BS in psychology and MA degree in community health, with a concentration in thanatology. She is an award-winning author of, *But I Didn't Say Goodbye: Helping Families After a Suicide* (2020) (3ed); the 30-hr CE nursing course, *Loss, Grief, and Bereavement: Helping Individuals Cope* (2019) (4ed); and healthcare course, *COVID-19 Loss, Grief, and Bereavement* (2020). Barbara was featured in an Emmy award winning documentary, *Fatal Mistakes, Families Shattered by Suicide* narrated by Mariette Hartley. For the past 19 years, Barbara has been a consultant with the Department of Justice, Office for Victims of Crime, and co-authored their training curriculum, *Compassion Fatigue*. She is a contributing writer to *Thin Threads: Grief and Renewal*; *Fresh Grief*; *Coaching for Results: Expert Advice from 25 Top International Coaches*; and *Keys to a Good Life*. Barbara is frequent podcast and radio guest and has been featured in magazines including Newsweek, Family Circle, Health, and Shape.

A Personal Note to Leaders and Managers

Core to my strategy is to foster workplaces that infuse greater resilience, wellbeing, and work-life integration. Through keynotes, trainings, and virtual programs, I help employees in trauma-informed organizations manage burnout, secondary traumatic stress, vicarious trauma, compassion fatigue, and empathetic distress. Attendees of my interactive programs can expect the latest research on resilience with actionable next steps. What makes my brand a bit different is that I am a thanatologist who focuses on grief-informed care and vicarious trauma-informed care in organizations that are trauma-informed. If you need to hire a trusted subject matter expert for a keynote or training, I can help you retain employees by creating a workplace culture of resilience and compassion satisfaction.

 732-422-0400

 BarbaraRubel@BarbaraRubel.com

 www.griefworkcenter.com

 <http://www.linkedin.com/in/barbararubel>

<https://about.me/barbararubel>

Why This Guide?

This participant guide includes worksheets, self-assessments, and key takeaways from the slide deck, and will enhance your learning experience. The material has underpinnings in research, theory, and practice and gives audiences who work toward social concern and change, an evidence-based guide. For your wellness, It is critical for you to learn how to identify and recognize symptoms of occupational burnout, secondary traumatic stress (STS), compassion fatigue (CF), empathetic distress fatigue, or vicarious trauma (VT). After reviewing the material, you'll learn more about wellness, have the strategies to build career resilience, and develop deeper insights into putting your strengths into action.

Participant Worksheets

Worksheet 1.1: Burnout Self-Assessment

Worksheet 1.2: Burnout Self Reflection

Worksheet 1.3: FABULOUS Resilience Competency to Manage Burnout

Worksheet 1.4: Secondary Traumatic Stress Self-Assessment

Worksheet 1.5: FABULOUS Framework for Resilience

Worksheet 1.6: Workplace Spirituality

Worksheet 1.7: Questions to Avoid Unhealthy Boundaries

Worksheet 1.8: Achieving Job Satisfaction

Worksheet 1.9: Reasons for Possibly Leaving Your Job

Worksheet 1.10: Leadership Practices During the Workforce Crisis

Worksheet 1.11: Core Values in the Workplace

Worksheet 1.12: Action Plan to Achieve a Wellness Goal

DISCLAIMER: The information in this Participant Guide is provided for educational and informational purposes only. It is not a substitute for professional help. If expert assistance or counseling is needed, the services of a competent professional should be sought. The information has been provided in good faith. Under no circumstances does the author accept any liability for problems that users may incur as a result of relying on the research, websites, or the information contained therein.

Worksheet 1.1 Burnout Self-Assessment

To assess your level of burnout, rate how strongly each statement applies to you and how you feel about your job. Review each statement below and check the appropriate box. **Interpretation:** Consider the number of statements checked in each column. The more checks placed in “agree” somewhat” and “agree strongly,” the greater the likelihood that you may be experiencing some level of burnout.

Statement	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly
• I have been experiencing more staff conflicts recently.				
• I am non-engaged in the workplace.				
• I do not share similar workplace values with my team.				
• I work with people who are experiencing burnout.				
• My employer is not accessible or transparent.				
• My organization does not offer new employee, low-performing, or high-performing mentoring programs.				
• My job lacks family-friendly policies.				
• I do not have the resources I need to do my job well.				
• I am dissatisfied with my organization’s goals.				
• The fact that there are big consequences for failure (e.g., lawsuit, death) is getting to me.				
• My supervisor does not offer supervision.				
• Increased federal and state regulations for compliance and added paperwork is getting to me.				
• My supervisor does not create a sense of teamwork.				
• My workplace is not culturally respectful.				
• My organization has downsized.				
• I am not a good fit for the job.				
• I do not have job security.				
• I take on many new tasks while still doing old ones.				
• I am not paid enough for all that I do.				
• I have infrequent breaks while I work long hours.				
• I am not maintaining healthy workplace boundaries.				
• I have a problem balancing work-life integration.				
• I have little or no control over my job.				
• I experience many interruptions throughout my day.				
• I do not have any input in decision making.				
• I am physically exhausted doing the work that I do.				
• I am not personally accomplishing what I need to achieve.				

Worksheet 1.2 Burnout Self Reflection

Burnout is a syndrome from chronic work stress not successfully managed (WHO, 2019). “In a worker, occupational burnout or occupational physical and emotional exhaustion state is an exhaustion due to prolonged exposure to work-related problems” (Guseva Canu & Marca, 2021).

How do you define burnout?

Queen and Harding (2020) found that burnout symptoms include poor self-care, being unmotivated, apathetic, feeling overwhelmed, not getting things done, lack of energy, emotionally drained, blaming others, conflicts, back aches, headaches, loss of appetite, disrupted sleep, negative coping, becoming reclusive and struggling working from home, easily frustrated, feeling hopeless, and helpless.

What are your burnout symptoms?

According to Maslach and Leiter (2016), contributors to burnout are overload of tasks, little control over your job, constant demands, and social conflicts at work. Burnout is caused by inadequate staffing, lack of social support from leadership, increased workloads, insufficient time for documentation, work long hours, lack of collaboration and communication. Working in a health profession increases one’s risk for burnout.

What is causing your burnout?

The result of burnout is a loss of faith in one’s abilities, increased errors, scapegoating, diminished attention and memory, and decreased productivity.

How has burnout impacted your job?

High-risk groups include first responders and essential workers. Other high-risk occupations include cardiologists, nurses, psychotherapists, medical students, palliative care professionals, physicians, ICU professionals, and oncology health professionals (Simionato & Simpson, 2018, Shah, et al., 2021).

Why is your group at risk for burnout?

Policy makers and health systems need to address specific effects of burnout depending on the work environment and the employee’s personal characteristics.

What should be included in your workplace policy to protect you from burnout?

Organizations can increase a culture of wellness on an individual-level and organizational level approach involving supervisors and team leaders. By engaging leadership, values are aligned and focus on self-care, autonomy, peer support, work-life integration (e.g., flexibility and compromise), and manager support.

Does your organization put a value on a culture of wellness?

Leaders and managers can increase EAPs and mental health support, offer flex hours, and increased financial health assistance. They can offer a health fair, have healthy food available in the workplace kitchen, and offer gym membership reimbursement. Programs need to be designed with continued education and interdisciplinary teamwork in mind, and job satisfaction as a goal.

What can your managers or team do to prevent burnout?

Worksheet 1.3: FABULOUS Resilience Competency to Manage Burnout

The following elements are the basis for the FABULOUS Framework for Wellness. Let's identify your burnout symptoms, causes and risk factors, and resilience competencies.

FLEXIBILITY

- Burnout Symptoms: cynical, distrust others, difficulty concentrating
- Causes and Risk Factors: no input in decision making, don't reframe negative thoughts
- Resilience Competency: openness, reflective, critical thinker, creative, inventive

Resilience competency: _____ helps me to: _____

ATTITUDE

- Burnout Symptoms: angry, anxiety, feel powerless
- Causes and Risk Factors: workforce shortage, financial issues, lack skills for job
- Resilience Competency: careful, agreeable, brave, daring, eager

Resilience competency: _____ helps me to: _____

BOUNDARIES

- Burnout Symptoms: headaches, gastro problems, backaches
- Causes and Risk Factors: don't set limits, don't say "no", high workload and overtime work
- Resilience Competency: determined, sense of control, helpful, disciplined, organized

Resilience competency: _____ helps me to: _____

UNDERSTANDING JOB SATISFACTION

- Burnout Symptoms: feeling ineffective, no accomplishment, lack of motivation
- Causes and Risk Factors: ongoing infection control, lack clear goals, non-engaged, not using skills
- Resilience Competency: kindness, skillful, confident, leadership, efficient, motivated

Resilience competency: _____ helps me to: _____

LAUGHTER

- Burnout Symptoms: sadness, lack passion about work, don't enjoy life. poor performance
- Causes and Risk Factors: no work-life integration, not appreciated, no employee rewards
- Resilience Competency: witty, playful, zest for life, happy, sense of humor, funny, imaginative

Resilience competency: _____ helps me to: _____

OPTIMISM

- Burnout Symptoms: detachment, shame, sleep problems, chest pain, increased illness
- Causes and Risk Factors: politics, no sense of purpose, lack of control
- Resilience Competency: realistic, prudence, trusting, hopeful, religious

Resilience competency: _____ helps me to: _____

UNITED

- Burnout Symptoms: fear of being alone, easily irritated, aggressive, mistrust, relationship issues
- Causes and Risk Factors: coworker relationships, employees on PFML
- Resilience Competency: attachment to others, collaborative, sociable, outgoing, loyal

Resilience competency: _____ helps me to: _____

SELF COMPASSION

- Burnout Symptoms: insomnia, exhaustion, drained, forgetful, high blood pressure
- Causes and Risk Factors: critical of self, feel alone when you fail, exaggerate when things go wrong
- Resilience Competency: patient with self, self-kindness, humility, tolerant, gentle, self-regulation

Resilience competency: _____ helps me to: _____

Worksheet 1.4 Secondary Traumatic Stress Self-Assessment

This self-assessment gives you a basic understanding about your level of secondary traumatic stress (STS) due to a person's trauma, grief, and suffering, and your workload. Check the box if the statement applies for *none or a little of the time*, *some of the time*, *a good part of the time*, or *most of or all the time*.

Symptoms	None or a little of the time	Some of the time	A good part of the time	Most of or all the time
Difficulty concentrating				
Intrusive thoughts				
Relive client's trauma				
Think about work when you don't want to think about it				
Recurrent painful memories				
Nightmares				
Insomnia				
Fatigue (e.g., low energy)				
Sadness				
Inability to listen				
Behavioral (e.g., self-destructive coping)				
Heart starts pounding				
Fear of contagion (COVID)				
Persistent anger				
Want to not work with certain clients				
Guilt				
Hypervigilance				
Cynicism				
Irritability				
Shaking of beliefs				
Reduced productivity				
Emotionally overwhelmed				
Avoid people and places				
Discouraged about the future				
Hopelessness				

Consider the number of statements checked in each column. The more checks placed in *"a good part of the time"* and *"most of or all of the time"* columns, the higher chance of experiencing some level of STS. Think about how your strengths help you to cope with STS while working for social change.

Worksheet 1.5: FABULOUS Framework to Foster Resilience

Although the acronym spells out the word, **FABULOUS**, the characteristics are not sequential. Resilience building strategies may be completed in any order or be carried out at the same time. The following conceptual framework identifies eight characteristics of resilience:

1. **F**lexibility to be less rigid about flexible work arrangements.
2. **A**ttitude to evaluate stressors and behave positively.
3. **B**oundaries to maintain limits of acceptable workplace behavior.
4. **U**nderstanding of job satisfaction to gain pleasure from your work.
5. **L**aughter to maintain a sense of humor to manage a stressful workplace.
6. **O**ptimism to think positively, realistically, and anticipate the best possible outcome.
7. **U**nited to cultivate personal and professional relationships that increase well-being.
8. **S**elf-compassion as to express kindness to oneself when experiencing failure or challenges.

Strengths
Agreeable, Approachable, Authentic, Boldness, Bravery, Calm, Cheerful, Cooperative, Collaborative, Confident, Conscientious, Courage, Creative, Curiosity, Daring, Dependable, Determined, Devoted, Disciplined, Eager, Efficient, Empathetic, Energetic, Enthusiastic, Fairness, Faith, Firm, Forgiveness, Funny, Gentle, Generous, Gratitude, Happy, Hardworking, Helpful, Honesty, Hopeful, Honorable, Humble, Humorous, Imaginative, Integrity, Intelligent, Inventive, Kind, Leader, Love, Love of learning, Loyal, Mature, Motivated, Open-minded, Organized, Outgoing, Passionate, Patient, Perfectionist, Perseverance, Playful, Pleasant, Practical, Proud, Prudence, Punctual, Quiet, Realistic, Relaxed, Reflective, Religious, Resourceful, Respectful, Restrained, Self-regulation, Sensitive Skillful, Sociable, Spiritual, Strategic, Tactful, Tolerant, Trusting, Vitality, Wisdom, Witty, Zest

Instructions: Review the strengths listed above. Next, write down one of your strengths for each of the eight pillars. Consider how you put this strength into practice. For example, you may choose the strength “hopeful” to remain optimistic when things go wrong at work.

1. **Flexibility:** _____
2. **Attitude:** _____
3. **Boundaries:** _____
4. **Understanding job satisfaction:** _____
5. **Laughter:** _____
6. **Optimism:** _____
7. **United:** _____
8. **Self-compassion:** _____

Strengths can be perceived as weaknesses when misused. Focus on whether there are strengths listed that might contribute to burnout, compassion fatigue or vicarious trauma.

Worksheet 1.6 Workplace Spirituality

When we talk about workplace spirituality, we look through the lens of an employee's emotions around their work and being connected to something bigger than them. To decrease negative workplace outcomes associated with burnout, CF or VT, organizations can focus on workplace spirituality, which is the positive energy and connection employees feel toward their organization and their job and begins with leaders and managers who create a positive workplace culture.

Management competencies in relation to workplace spirituality include an organizational foundation that mirrors a leader's values, attitudes, behaviors, and a meaningful vision for the future. Spiritual leadership inspires employees who work toward collaboration and systemic change to:

- give purpose to their life
 - obtain job satisfaction
 - make meaning in their role
 - be engaged in the workplace
 - find a deep connection to the job outcome
 - achieve personal growth
 - have a sense of gratitude
 - accomplish the organizational mission
 - create mutual respect
1. What happens, in your experience, when an employee is deeply attuned with their leader?
 2. What strategies can a leader integrate into organizational culture to enhance workplace spirituality?
 3. Why is workplace spirituality a main factor for elevated trust among employees?
 4. Why does workplace spirituality improve knowledge-sharing behavior in the workplace?
 5. How does workplace spirituality create a sense of hope?
 6. Why is it important for employees to find meaning in their work?
 7. Why does a meaningful organizational mission matter?

How important is spirituality in your workplace?

- Very important
- Important
- So-so
- Less important
- Not important

Worksheet 1.7 Questions to Avoid Unhealthy Boundaries

Imagine that you have just finished speaking with a client. Pick up a sheet of paper which includes 40 questions. Consider using this worksheet as a springboard to ask your own boundary questions.

1. Did I give money or a gift to a person who I helped?
2. Did I offer my own resources?
3. Did I accept a gift from a person who I helped?
4. Did I take something from someone I helped that I should not have taken?
5. Did I find myself engaging in their personal activities (e.g., basketball game)?
6. Am I attending their family function (e.g., wedding)?
7. Am I treating a person who I helped as a friend?
8. Did I communicate in a professional manner?
9. Did I let them tell their story?
10. Did I give them enough time to share their story?
11. Did I text message too much?
12. Did I give advice that I am not supposed to give?
13. Did I explain the reasons why I was asking all the questions?
14. Did I listen to my gut?
15. Did I say too much?
16. Did I offer them more information than was necessary?
17. Would I be embarrassed if what I shared was publicly revealed to my colleagues?
18. Did I give them too much information?
19. Did I share other cases with them?
20. Did I overshare with them?
21. Did I tell them that they could call me anytime?
22. Did I call them after hours?
23. Did I over-identify with them?
24. Was I personally triggered by something they said?
25. Am I remaining objective?
26. Was I unbiased?
27. Did I want to immediately email or text a person who I helped after meeting them?
28. Was I in touch with what had my attention?
29. Did I make a client feel less safe after speaking with them?
30. Did I treat them differently from the way I treat other individuals who I help?
31. Did I give them preferred/special treatment after hours?
32. Did I make my relationship/role clear?
33. Did I offer realistic expectations/time frames?
34. Did I set clear expectations for myself?
35. Did I pursue a romantic relationship with them?
36. Did I physically touch an adult client inappropriately?
37. Did I follow them on social media?
38. Am I hiding my actions from management?
39. Did I continue contact with them after they were no longer in my care/case was closed?
40. Did I offer my professional services as a life coach?

Worksheet 1.8 Achieving Job Satisfaction

Job satisfaction: relatively passive state of the way you think, feel, and behave at work (e.g., don't want to complain, not as excited as those engaged, and that is okay because I am content).

Employee engagement: active, involved, individual state of being enthusiastic, inspired, with positive energy, sense of empowerment, and completely connected with work and others (Hilliard et al., 2019).

Moral Injury (MI): syndrome caused by repeated exposure to emotional/physical trauma or violence that creates perceived transgressed moral beliefs or values in a helper who bears personal responsibility for what happened.

Circle *Yes or No*

1. I am in the appropriate workplace. yes or no
2. My organizational culture aligns with my experience. yes or no
3. I am in the right industry. yes or no
4. I am accomplishing my goals. yes or no
5. My organization shows appreciation. yes or no
6. I have/I am a trusted leader. yes or no
7. I have the strengths for the job. yes or no
8. My role makes a difference. yes or no

On a scale from 1 (not at all) – 10 (very) rank the following:

- I am satisfied with my job: 1 2 3 4 5 6 7 8 9 10
- I am engaged in the workplace: 1 2 3 4 5 6 7 8 9 10

While providing services, you may experience moral injury. Employees are impacted by MI due to lack of staff to provide services, not being able to operate at full capacity or provide the quality of care due to lack of resources. Moral injury violates an employee's basic assumptions. It goes against moral beliefs and values. This causes shame, self-condemnation, guilt, betrayal, lost trust, and loss of faith, hope and meaning. You may be exposed to potentially morally injurious events and can experience a deep emotional wound as you bear witness to intense human suffering and cruelty. Although it is not your fault, you may have regrets while facing ethical situations at work or feel guilt. To manage moral injury, consider, therapy, spiritual or pastoral care interventions.

Moral Injury Therapy: adaptive disclosure, acceptance and commitment, cognitive behavioral therapy, cognitive processing, prolonged exposure, healing through forgiveness.

Spiritual interventions: building spiritual strengths, spiritually integrated cognitive processing therapy.

Pastoral care interventions: Pastoral Narrative Disclosure, Moral Injury Reconciliation Therapy, Moral Injury Group, Structured Pastoral Care.

On a scale from 1 (not at all) – 10 (very) rank the following:

- I have experienced moral injury: 1 2 3 4 5 6 7 8 9 10
- I am/have a spiritual leader: 1 2 3 4 5 6 7 8 9 10

Worksheet 1.9 Reasons for Possibly Leaving Your Job

Circle the 3 top reasons why you may consider leaving your job. Then, put a check mark next to three reasons why your employees may consider leaving their job. Any similarities?

- I want flexible hours
- I don't have work-life integration
- I want to be compensated with better benefits
- I want more job security
- I am tired of commitments at work being broken
- I want the overall culture of my organization to match my own
- I am not getting career opportunities for growth
- I want freedom in how I do my job
- I want a job with less workload
- I no longer work with people I like
- I am dealing with too many family-related health issues
- I want to relocate and find a job near my home
- I want to be closer to my parents/siblings
- I have no personal time
- I want to search for more happiness
- I want a more rewarding job
- I want to switch industries
- I want to find a job that I enjoy
- I want to start my own company
- I am giving terrible care (moral injury)
- I am ready to retire
- My coworkers don't give me a break
- I feel disrespected
- I am impacted by turnover
- I want to be recognized for all that I do
- I am not appreciated
- I might be terminated or laid off

Worksheet 1.10: Leadership Practices During the Workforce Crisis

To ensure wellness in organizations that focus on social concerns, organizations can (check all the apply):

- Adopt organizational policies on wellness and protect professional development training budgets
- Offer membership trainings/forums on burnout, compassion fatigue and vicarious trauma
- Establish an organizational culture of peer support and have social networks for self-disclosure
- Create a spiritual workplace where employees feel positive energy and connection toward the organization and the outcome of social concern
- Be consistent while cultivating mutual colleague recognition and support
- Praise staff for their contribution and dwell on employee success and not their failure
- Be a role model and demonstrate the importance of choosing a balanced lifestyle
- Create partnerships and form new alliances to discuss issues and share effective practices to promote high standards of care and services
- Attract staff by increasing workforce salaries
- Attempt to retain staff by ensuring that interviewers offer stay interviews instead of exit interviews

Stay Interviews and Exit Interviews During the Human Services Workforce Shortage

Stay Interview: what can be done so they stay in their job?

Exit interview: why did they really leave?

Listen to the employee's answers and to what's important to them. Keep asking follow-up questions:

- Why are/were you frustrated?
- What tasks are/were making you feel overloaded?
- What resources do/did you need?
- What benefits do/did you want?
- In what ways are/were you recognized in the workplace?
- What type of training would you like?
- How can we do a better job with work-life integration?

Recruiting and Hiring During a Workforce Shortage

Due to workforce shortage and inability to hire staff, recruitment is a major issue. To ensure new employees provide the support to individuals they will support, the interviewer need to discuss: whether their values match the organization's values; evaluates whether their ideal work environment matches the job description; appraises their ability to cope with situations that clients are facing; and outlines a typical workday and relates many of the stressors experienced on the job. During the hiring process, interviewers need to focus on organizational culture and values, goals and strategies (topics of high priority), task proficiency (knowledge, skills), rules and policies, structure (physical layout, authority), working relationships (colleague expectations, working styles), wellness (self-care), and navigation and politics (informal power structure, control of resources, influence over decisions) (Sanchez, et al., 2020).

Worksheet 1.11: Core Values and Self Compassion

Core values guide and energize you and influence your overall behavior in your personal and professional life. These personal values impact your wellbeing and help to remain mindful when practicing self-compassion. Let's discover and clarify your values, which are guiding principles related to beliefs and practices about how you live your life and why you chose your career.

Instructions: Review the following eight questions.

1. What do my core values (e.g., hard work, loyalty, family) mean to me?
2. What evidence do I have that I am living my personal values (e.g., passion, commitment, bravery) as I provide services to families and people with a range of needs?
3. If I have an inherited value that has been passed down to me from someone in my family or from my culture, what does that inherited value mean to me?
4. Do I share the same values as my personal heroes?
5. Do my values (e.g., authenticity, community, vision) help me know what I need for myself to mitigate the impact of burnout, compassion fatigue, secondary trauma, and vicarious trauma?
6. Being that core values help me to feel more confident, (e.g., adventure, recognition, service) what conclusions can I draw about myself?
7. Are my core values (e.g., citizenship, influence, contribution) in line with my organization?
8. What does it look like when my organization encourages my values (e.g., merit, justice, teamwork)?

Worksheet 1.12: Action Plan to Achieve a Wellness Goal

Your organizational mission focuses on social concerns. The MMI conference mission is to learn new and innovative ways to work together with partner organization to achieve greater impact toward a common social concern, while embracing the mission and diversity of each organization. Your personal mission is just as important. To achieve your personal mission, you need to take care of yourself. Let's focus on one wellness goal.

- **Goal.** In my personal life, I want to accomplish:
- **Life satisfaction.** How my goal is aligned with my life satisfaction:
- **Meaning.** What my goal means to me:
- **Reasons.** I am self-motivated to accomplish this because:
- **Resources.** I need (funding, materials):
- **Concrete Steps to Implement.** It is essential that I:
- **Timeline.** I will act during these times:
- **Obstacles.** I might not act due to:
- **Inner Critic.** I can lessen the power of my critical inner voice by doing this:
- **Risks.** Why I may want to stay in my comfort zone:
- **Revise Tactics.** Strategies for overcoming any obstacles or risks:
- **Actions.** Strategies I will take to make this happen:
- **Strengths.** I can use my strengths to prioritize the tasks by:
- **Positive View.** I can view obstacles from a positive, strengths-perspective by:
- **Inspiring People.** Those who will motivate and encourage me in pursuit of my goal are:
- **Self-compassion.** I can be extra kind to myself when I am struggling by:
- **Evaluation.** I will know that I am making progress when:

After you review the steps, talk about your wellness plan with someone whose opinion you trust, whose suggestions you appreciate, and who will be supportive of your accomplishing this goal. Your plan should translate into concrete steps that can be implemented. To evaluate your progress of letting go of work, and life-work integration, continually go over how you put strengths into practice. Become more aware of your wellbeing and the positive results.

Slide Deck Tips, Insights, Key Takeaways

Three Pillars of Organizational Resilience: Trauma Informed, Vicarious Trauma (VT) Informed and Grief Informed

Regardless of your level of expertise, you will most probably meet someone at work who is experiencing burnout, compassion fatigue, secondary traumatic stress, vicarious trauma, or grief. Perhaps, you have been impacted yourself. Trauma is defined as an emotional response to a horrific event such as injury, sodomy, or natural disaster (American Psychiatric Association, 2018). If you are a leader, you may be seeking resources and strategies for organizational resilience to increase productivity and retention. As a trauma-informed organization, it's essential that you are vicarious trauma-informed, and grief informed.

1. **Trauma-Informed Organization:** *The first pillar* of organizational resilience is *trauma-informed care*, a framework that supports an understanding of the impact of trauma on a person and how to provide support while avoiding re-traumatization. To mitigate the impact of trauma, strategies that are well supported and found to be effective include:

- Service provider training in psychological trauma, signs and symptoms, and safety
- Trauma specific practices such as screening, assessment, and therapeutic interventions
- Staff training on the stress response, personal resilience, and cultural and gender sensitivity

2. **Vicarious Trauma-Informed Organization:** *The second pillar* of organizational resilience is *vicarious trauma-informed care*, a framework that supports an understanding of the impact of being exposed to trauma material. Vicarious trauma-informed care is an approach to the delivery of mental health care to professionals or volunteers to manage trauma exposure. Direct or indirect exposure to trauma material, vicarious traumatic stress, and perceived lack of organizational support affect staff's well-being (Ham, et. al., 2021). VT has a long-lasting impact on one's world view. Leaders need to create a culture of understanding of the impact of VT, provide peer support networks to employees, and demonstrate ways to show employees that they are valued. This can be accomplished by respectful communication with a focus on the importance of staff health, protective factors, wellness, and wellbeing.

Four Vicarious trauma informed interventions that show promising findings are:

1. **Trauma-specific supervision:** Manager reviews signs, symptoms, and risks for STS and VT, assists in emotional re-regulation related to indirect trauma exposure, identifies cognitive distortions and changes in world view, builds resilience, and monitors progress.
2. **VT policies:** Write supportive policies into employee handbooks that enhance high performance work practices and a shared vision of workplace wellness.
3. **VT organizational support services:** Reduce treatment barriers, human resources, EAPs, mental health services, Cognitive Behavioral Therapy, and online support.
4. **Psychoeducation:** General wellness psychoeducation (e.g., stress management seminars and work-life integration initiatives, professional skills trainings on trauma and grief).

Although it is impossible for one approach to work across the spectrum of professionals, vicarious trauma-informed workplaces recognize:

- *Professional skills training*, a method to mitigate impact of CF, STS or VT.
- *Mindfulness-based stress reduction (MBSR) interventions* (generic wellness) through professional training on self-care, healthy diet, meditation, yoga, and body movement. Recommendations can be made to professional helpers on *recreational programs*, those activities that can be done after work, indoors/outdoors, alone/with others, such as sports or the *arts* (e.g., music, movement, writing).
- *Alternative medicine (integrative/complimentary) therapy*, an approach that includes acupuncture, homeopathy, naturopathy, and traditional Chinese medicine, such as acupuncture.
- *Clinician Experience & Reducing Trauma (CE-CERT) model*, a program for professionals that focuses on clinical, evidence-based trauma treatment and group psychological debriefings.
- *Accelerated Recovery Program (ARP)*, a 5-step model that treats compassion fatigue and secondary traumatic stress. Another approach to consider is *Critical Incident Stress Management (CISM)*, a 7-step education-based debriefing that professionals have found to be helpful.

3. **Grief-Informed Organization:** *The third pillar* of organizational resilience is grief informed care, a framework that supports an understanding of the Palette of Grief® defined as emotional, physical, cognitive, behavioral, and spiritual grief reactions. Through an understanding of ambiguous loss, disenfranchised grief, and Prolonged Grief Disorder, we learn ways to manage loss. It important to invest in grief-informed training and develop personal or professional grief management strategies. With training from hospice care to managing loss after a suicide, organizations promote and create sustainable wellness at work. For more information on the Palette of Grief® program or receive a free Palette of Grief® activity to use with your clients, contact Barbara Rubel www.griefworkcenter.com

Healthy Decision-Making Skills

It is an ethical duty to self-care during times of increased exposure to stress, trauma, and grief. I will:

- Work through my own trauma and loss before helping others who are experiencing similar issues.
- Attain competency through education and training to be psychologically more resilient.
- Find healthy ways to cope when I experience tension and anxiety.
- Establish a set of rules that guide me as I face dilemmas that push my personal boundaries.
- Not discriminate clients based on age, sexual orientation, gender expression, disability, race, color, ethnicity, national origin, citizenship and immigration status, religion, marital status, political affiliations, physical or mental disability, diagnosis, HIV status, COVID-19 status, weight, height, affluence or social class, pregnancy, veteran or military status, or genetic information.
- Value justice and treat everyone fairly, *including* myself.
- Become an advocate in my workplace to create a healthy work environment for improved and safer working conditions that are just and fair to myself and my team.
- Support and rely on my colleagues to build my resilience through peer support or supervision.
- Realize the importance of sleep as I am exposed to frequent negative incidents in the workplace.
- Focus on ways to decrease stress in my life
- Take time to talk to those I work with, eat lunch and leave on time
- Remain fully present with a person's suffering, yet never be too fatigued to practice self-care.
- Focus on my strengths that help me overcome burnout, CF, VT or grief.
- Identify how workplace loss has resulted in emotional distress and unhelpful behaviors.
- Make self-care of and protection of myself a priority issue.
- I will negotiate for my needs at work and at home.
- I will balance work-life integration and set my boundaries accordingly, so my work-life and personal life coexist.
- Not provide support while impaired (e.g., drugs, alcohol) and if I'm self-medicating, I'll get help.
- I will incorporate a FABULOUS framework for wellness into my life.
- Take a Quality-of-Life assessment: http://proqol.org/uploads/ProQOL_5_English_Self-Score_3-2012.pdf
- Assess my current level of self-compassion, as I try to not self-judge, isolate, or over-identify with others <https://self-compassion.org/test-how-self-compassionate-you-are/>
- I will make it a duty to alleviate my suffering. If I am thinking about suicide or need emotional support, I will call 988 or 1-800-273-8255.