So Shines a Good Deed in a Weary World: Combating Compassion Fatigue

1.25 General CLE credits

From the Oregon State Bar CLE seminar Charlie and the Juvenile Law Factory: Avoiding the Conveyor Belt, presented on February 1, 2019

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Chapter 6

So Shines a Good Deed in a Weary World: Combating Compassion Fatigue

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So Shines A Good Deed In a Weary World: Taking care of ourselves when faced with secondary trauma
OSB Juvenile Law Section
February 1, 2019
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- Name it to Tame it:
  o Compassion Fatigue (Figley)
  o Trauma exposure response (Lipsky and Conte)
  o Vicarious Traumatization (Pearlman and Saakvitne)
  o Empathic Strain (Conte)
  o Secondary Trauma or Secondary Traumatic Stress Disorder
    ▪ “The transformation of the inner experience of the [helper] that comes about as a result of empathetic engagement with clients’ trauma.” This results in a profound change in worldview that is both cumulative and permanent, and evident in helper’s professional and personal life.
    -Pearlman

- Distinguishing Burnout
- Who is affected?
  o Personal Risk Factors
  o Inevitability of the trauma exposure response
  o Organizational/System-related Risk Factors

- Managing Vicarious Trauma with the ABC’s
  o Coping with Trauma
  o Transforming Trauma

- Moving from Survival to Growth
  o Compassion Satisfaction
  o Vicarious Resilience
  o Engagement
Resources

Trauma Informed Oregon: https://traumainformedoregon.org

The Sanctuary Model: http://sanctuaryweb.com/

Burnout in mental health professionals: A systematic review and meta-analysis of prevalence and determinants:
https://www.researchgate.net/publication/326010444_Burnout_in_mental_health_professionals_A_systematic_review_and_meta-analysis_of_prevalence_and_determinants


Headington Institute: www.headington-institute.org
Chapter 6—So Shines a Good Deed in a Weary World: Combating Compassion Fatigue

Caring for Yourself in the Face of Difficult Work

Our work can be overwhelming. Our challenge is to maintain our resilience so that we can keep doing the work with care, energy, and compassion.

10 things to do for each day

1. Get enough sleep.
2. Get enough to eat.
3. Do some light exercise.
4. Vary the work that you do.
5. Do something pleasurable.
6. Focus on what you did well.
7. Learn from your mistakes.
8. Share a private joke.
9. Pray, meditate or relax.
10. Support a colleague.

For more Information see your supervisor and visit www.psychosocial.org or www.proqol.org

Beth Hudnall Stamm, Ph.D., ProQOL.org and Idaho State University
Craig Higson-Smith, M.A., South African Institute of Traumatic Stress
Amy C. Hudnall, M.A., ProQOL.org and Appalachian State University
Henry E. Stamm, Ph.D., ProQOL.org

Switching On and Off

It is your empathy for others helps you do this work. It is vital to take good care of your thoughts and feelings by monitoring how you use them. Resilient workers know how to turn their feelings off when they go on duty, but on again when they go off duty. This is not denial; it is a coping strategy. It is a way they get maximum protection while working (switched off) and maximum support while resting (switched on).

How to become better at switching on and off

1. Switching is a conscious process. Talk to yourself as you switch.
2. Use images that make you feel safe and protected (switch off) or connected and cared for (switch on) to help you switch.
3. Find rituals that help you switch as you start and stop work.
4. Breathe slowly and deeply to calm yourself when starting a tough job.

We encourage you to copy and share this card. This is a template for making the pocket cards. You may make as many copies as you like. We have heard from some organizations that they have made thousands of copies. Some people find that it is helpful to laminate the cards for long-term use. The ProQOL helper card may be freely copied as long as (a) author is credited, (b) no changes are made other than those authorized below, and (c) it is not sold.

www.proqol.org
PROFESSIONAL QUALITY OF LIFE SCALE (PROQOL)

COMPASSION SATISFACTION AND COMPASSION FATIGUE

(PROQOL) VERSION 5 (2009)

When you [help] people you have direct contact with their lives. As you may have found, your compassion for those you [help] can affect you in positive and negative ways. Below are some questions about your experiences, both positive and negative, as a [helper]. Consider each of the following questions about you and your current work situation. Select the number that honestly reflects how frequently you experienced these things in the last 30 days.

1=Never 2=Rarely 3=Sometimes 4=Often 5=Very Often

1. I am happy.
2. I am preoccupied with more than one person I [help].
3. I get satisfaction from being able to [help] people.
4. I feel connected to others.
5. I jump or am startled by unexpected sounds.
6. I feel invigorated after working with those I [help].
7. I find it difficult to separate my personal life from my life as a [helper].
8. I am not as productive at work because I am losing sleep over traumatic experiences of a person I [help].
9. I think that I might have been affected by the traumatic stress of those I [help].
10. I feel trapped by my job as a [helper].
11. Because of my [helping], I have felt "on edge" about various things.
12. I like my work as a [helper].
13. I feel depressed because of the traumatic experiences of the people I [help].
14. I feel as though I am experiencing the trauma of someone I have [helped].
15. I have beliefs that sustain me.
16. I am pleased with how I am able to keep up with [helping] techniques and protocols.
17. I am the person I always wanted to be.
18. My work makes me feel satisfied.
19. I feel worn out because of my work as a [helper].
20. I have happy thoughts and feelings about those I [help] and how I could help them.
22. I believe I can make a difference through my work.
23. I avoid certain activities or situations because they remind me of frightening experiences of the people I [help].
24. I am proud of what I can do to [help].
25. As a result of my [helping], I have intrusive, frightening thoughts.
26. I feel "bogged down" by the system.
27. I have thoughts that I am a "success" as a [helper].
28. I can't recall important parts of my work with trauma victims.
29. I am a very caring person.
30. I am happy that I chose to do this work.

© B. Hudnall Stamm, 2009-2012. Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL). www.proqol.org. This test may be freely copied as long as (a) author is credited, (b) no changes are made, and (c) it is not sold. Those interested in using the test should visit www.proqol.org to verify that the copy they are using is the most current version of the test.
Based on your responses, place your personal scores below. If you have any concerns, you should discuss them with a physical or mental health care professional.

**Compassion Satisfaction**

Compassion satisfaction is about the pleasure you derive from being able to do your work well. For example, you may feel like it is a pleasure to help others through your work. You may feel positively about your colleagues or your ability to contribute to the work setting or even the greater good of society. Higher scores on this scale represent a greater satisfaction related to your ability to be an effective caregiver in your job.

The average score is 50 (SD 10; alpha scale reliability .88). About 25% of people score higher than 57 and about 25% of people score below 43. If you are in the higher range, you probably derive a good deal of professional satisfaction from your position. If your scores are below 40, you may either find problems with your job, or there may be some other reason—for example, you might derive your satisfaction from activities other than your job.

**Burnout**

Most people have an intuitive idea of what burnout is. From the research perspective, burnout is one of the elements of Compassion Fatigue (CF). It is associated with feelings of hopelessness and difficulties in dealing with work or in doing your job effectively. These negative feelings usually have a gradual onset. They can reflect the feeling that your efforts make no difference, or they can be associated with a very high workload or a non-supportive work environment. Higher scores on this scale mean that you are at higher risk for burnout.

The average score on the burnout scale is 50 (SD 10; alpha scale reliability .75). About 25% of people score above 57 and about 25% of people score below 43. If your score is below 43, this probably reflects positive feelings about your ability to be effective in your work. If you score above 57 you may wish to think about what at work makes you feel like you are not effective in your position. Your score may reflect your mood; perhaps you were having a “bad day” or are in need of some time off. If the high score persists or if it is reflective of other worries, it may be a cause for concern.

**Secondary Traumatic Stress**

The second component of Compassion Fatigue (CF) is secondary traumatic stress (STS). It is about your work related, secondary exposure to extremely or traumatically stressful events. Developing problems due to exposure to other’s trauma is somewhat rare but does happen to many people who care for those who have experienced extremely or traumatically stressful events. For example, you may repeatedly hear stories about the traumatic things that happen to other people, commonly called Vicarious Traumatization. If your work puts you directly in the path of danger, for example, field work in a war or area of civil violence, this is not secondary exposure; your exposure is primary. However, if you are exposed to others’ traumatic events as a result of your work, for example, as a therapist or an emergency worker, this is secondary exposure. The symptoms of STS are usually rapid in onset and associated with a particular event. They may include being afraid, having difficulty sleeping, having images of the upsetting event pop into your mind, or avoiding things that remind you of the event.

The average score on this scale is 50 (SD 10; alpha scale reliability .81). About 25% of people score below 43 and about 25% of people score above 57. If your score is above 57, you may want to take some time to think about what at work may be frightening to you or if there is some other reason for the elevated score. While higher scores do not mean that you do have a problem, they are an indication that you may want to examine how you feel about your work and your work environment. You may wish to discuss this with your supervisor, a colleague, or a health care professional.
WHAT IS MY SCORE AND WHAT DOES IT MEAN?

In this section, you will score your test so you understand the interpretation for you. To find your score on each section, total the questions listed on the left and then find your score in the table on the right of the section.

### Compassion Satisfaction Scale

Copy your rating on each of these questions on to this table and add them up. When you have added them up you can find your score on the table to the right.

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>_____</td>
<td></td>
</tr>
</tbody>
</table>

The sum of my Compassion Satisfaction questions is _______.

<table>
<thead>
<tr>
<th>Score Range</th>
<th>My Compassion Satisfaction level is</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 or less</td>
<td>Low</td>
</tr>
<tr>
<td>Between 23</td>
<td>Average</td>
</tr>
<tr>
<td>and 41</td>
<td></td>
</tr>
<tr>
<td>42 or more</td>
<td>High</td>
</tr>
</tbody>
</table>

### Burnout Scale

On the burnout scale you will need to take an extra step. Starred items are “reverse scored.” If you scored the item 1, write a 5 beside it. The reason we ask you to reverse the scores is because scientifically the measure works better when these questions are asked in a positive way though they can tell us more about their negative form. For example, question 1. “I am happy” tells us more about the effects of helping when you are not happy so you reverse the score.

<table>
<thead>
<tr>
<th>You Wrote</th>
<th>Change to</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>_____</td>
</tr>
</tbody>
</table>

The sum of my Burnout Questions is _______.

<table>
<thead>
<tr>
<th>Score Range</th>
<th>My Burnout level is</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 or less</td>
<td>Low</td>
</tr>
<tr>
<td>Between 23</td>
<td>Average</td>
</tr>
<tr>
<td>and 41</td>
<td></td>
</tr>
<tr>
<td>42 or more</td>
<td>High</td>
</tr>
</tbody>
</table>

### Secondary Traumatic Stress Scale

Just like you did on Compassion Satisfaction, copy your rating on each of these questions on to this table and add them up. When you have added them up you can find your score on the table to the right.

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>25.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td>28.</td>
<td>____</td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>_____</td>
<td></td>
</tr>
</tbody>
</table>

The sum of my Secondary Trauma questions is _______.

<table>
<thead>
<tr>
<th>Score Range</th>
<th>My Secondary Traumatic Stress level is</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 or less</td>
<td>Low</td>
</tr>
<tr>
<td>Between 23</td>
<td>Average</td>
</tr>
<tr>
<td>and 41</td>
<td></td>
</tr>
<tr>
<td>42 or more</td>
<td>High</td>
</tr>
</tbody>
</table>
Self-Care Inventory

How frequently do I do the following?

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>Rarely</td>
<td>Sometimes</td>
<td>Often</td>
<td></td>
</tr>
</tbody>
</table>

**Physical Self-Care**
- ___ Eat regularly (e.g., breakfast, lunch, & dinner)
- ___ Eat healthy foods
- ___ Exercise regularly (3 times per week)
- ___ Get enough sleep
- ___ Preventative medical care
- ___ Medical care when needed
- ___ Take time off work when sick
- ___ Get massages
- ___ Dance, swim, walk, run, play sports, sing, or do other physical activity you enjoy
- ___ Take time to be sexual
- ___ Take vacations

**Psychological Self-Care**
- ___ Decrease stress in your life
- ___ Make time away from demands
- ___ Write in a journal
- ___ Read literature that is unrelated to work
- ___ Do something at which you are not an expert or in charge
- ___ Let others know different aspects of you
- ___ Be curious
- ___ Say no to extra responsibilities

**Emotional Self Care**
- ___ Connect with others whose company you enjoy
- ___ Stay in contact with the people that matter in your life
- ___ Love yourself
- ___ Laugh
- ___ Cry
- ___ Play with animals
- ___ Play with children
- ___ Identify comforting activities, objects, people, relationships, places and seek them

**Spiritual Self-Care**
- ___ Spend time in nature
- ___ Find spiritual connection or community
- ___ Cherish optimism and hope
- ___ Be open to not knowing
- ___ Sing
___ Pray
___ Spend time with children
___ Be open to inspiration
___ Have gratitude
___ Meditate
___ Listen to music
___ Engage in artistic activity
___ Yoga
___ Have experiences of awe
___ Be mindful of what is happening in your body and around you
___ Make meanings from the difficult periods
___ Seek truth

**Workplace or Professional Self-Care**
___ Take time to eat lunch
___ Take time to connect with co-workers
___ Make quiet time to complete tasks
___ Identify projects or tasks that are exciting/rewarding
___ Set limits with clients and colleagues
___ Balance your workload so that you are not "overwhelmed"
___ Arrange your workspace so that it is comfortable and comforting
___ Get regular supervision and consultation
___ Negotiate for your needs (benefits, pay raise)
___ Have a peer support group


---

**Evaluating ourselves:**

___ What are the healthy behaviors/activities you are involved with that you would like to keep doing or do more of?

___ Are there risky or unhealthy behaviors that you would like to address/change?

___ Are there healthy activities that you would like to embark on, if so what are they?
SELF CARE AND LIFESTYLE BALANCE INVENTORY

Source: Headington Institute

Please note: this scale is not a clinical diagnostic instrument and is provided for educational purposes. It merely examines some of the more effective physical, psychological and spiritual methods of staying balanced and preventing burnout. If you have any concerns about your state of emotional health, you should consult with a mental health professional.

INSTRUCTIONS: In a typical month, how often has the following been true for you?
For each question, write the number that best fits your experience on the line before the question.

0 | Almost never       1 | Seldom       2 | Sometimes       3 | Often       4 | Almost always

1. I have at least one full day off work each week.  
2. I take some time for myself to be quiet, think, meditate, write and/or pray. 
3. I work no more than eight hours a day when not on deployment. 
4. I exercise for at least 25 minutes five days a week. 
5. I do something I find fun (e.g., play a game, go to a movie, read a book etc.). 
6. I practice muscle relaxation, yoga, stretching, meditation or slow-breathing. 
7. I share how I am feeling with at least one friend or my partner. 
8. I sleep well and get 7-8 hours of sleep a night. 
9. I am careful about what I eat and eat a balanced diet. 
10. I drink at least 2 liters of water a day. 
11. On balance I have more positive emotional experiences than negative. 
12. At the end of the day I can leave the pressures of work behind. 
13. I slow down when I am becoming tired, rundown and vulnerable to illness. 
14. There are people who care about me that I trust, to whom I can talk if I want. 
15. I do something I find creative or expressive. 
16. I feel I have the training and skills I need to do my job well. 
17. I stand up for myself, saying “no” when I need to. 
18. At work I take a brief break every two hours & switch tasks regularly. 
19. I spend time with trusted others who are part of a community of meaning and purpose (e.g. church group, community volunteers, work colleagues, book group) 
20. I feel good about my ability to communicate with others. 
21. I spend my time and energy doing what is really important to me in life. 
22. I believe in my ability to accomplish goals, even when I encounter difficulties 
23. I set realistic goals for my life and work towards them 
24. I take good vacations. 
25. I am able to let go of mistakes I have made. 
26. I am able to manage conflict constructively. 
27. I am able to let go of grudges. 
28. I drink more than 1-2 alcoholic drinks, smoke, or use other recreational drugs. 

TOTAL SCORE: _______
SELF CARE AND LIFESTYLE BALANCE INVENTORY

Source: Headington Institute

INTERPRETATION GUIDELINES

0 – 29:
A score in this range suggests that your self care skills and lifestyle balance strategies may be poor, and that you could probably benefit from developing a plan to change your lifestyle and improve your self-care.

30 – 59:
A score in this range suggests that your self care skills and lifestyle balance strategies may be average, and that you could possibly benefit from developing a plan to improve your self-care, especially if you have more stress than is typical for an adult.

60 – 84:
A score in this range suggests that you may have good self-care skills and lifestyle balance strategies in place, but could benefit from preparing for times of high stress by adding some additional practices.

85 and above:
A score in this range suggests that you may have good self-care skills and lifestyle balance strategies in place for building resilience.

List 2-3 things you can do to improve your self care:

www.headington-institute.org
So Shines A Good Deed In a Weary World:
Taking care of ourselves when faced with secondary trauma

OSB Juvenile Law Section
February 1, 2019
Kyra Hazilla

Introduction

• Oregon Attorney Assistance Program
  – Free, voluntary, and CONFIDENTIAL!
  – Group and Individual Support and CLE’s for bar groups and law firms (public, private, small, large).
  – NOT “The Bar.”
  – Call for yourself, call for your friends, call for consultation.

• Metropolitan Public Defender
Attending to our trauma makes us better lawyers

Roadmap

• Settling in
• What is compassion fatigue?
• Can we prevent it?
• Why does it happen?
• What do we do about it?
  – Vicarious Trauma ABC’s
• Good news!
Talk to each other

Putting a name to our experience

• Compassion Fatigue (Figley)
• Trauma exposure response (Lipsky and Conte)
• Vicarious Traumatization (Pearlman and Saakvitne)
• Empathic Strain (Conte)
• Secondary Trauma or Secondary Traumatic Stress Disorder
Definition

- Transformation of the helper’s inner experience resulting from empathic engagement with the clients’ trauma material.
- Profound change in world-view,
- Cumulative and permanent,
- Evident in helper’s professional and personal life.

- Pearlman
Trauma Exposure or Burnout?

• Burnout affects professionals who work with other people in challenging situations. It is characterized by:
  – Emotional, physical and cognitive exhaustion,
  – Disengagement from work,
  – A negative and cynical attitude towards people, and
  – A diminished sense of personal accomplishment.

Burnout

• Not caused by exposure to trauma but by job factors such as limited autonomy, work overload and low satisfaction.
• A rigid and reactive work environment can contribute to employee burnout (this one of the ways it relates to trauma).
Who’s at risk for secondary trauma

• EVERYONE

• Increased affects for:
  – People with trauma history (ACEs)
  – Women (because of trauma history and emotional labor falling disproportionately on women)
  – People with lots of empathy
  – Perfectionists
  – People experiencing personal or professional stressors
  – People exposed to children’s trauma

ACEs

• Adverse Childhood Experiences Study (Kaiser and CDC).
  – Childhood trauma increases likelihood of physical/medical issues.
Why does this happen to us?

Roots of Secondary Trauma

“The root of compassion fatigue in health and human service agencies is the resistance to feeling. Without tools to non-judgmentally accept, understand, and create space around the emotions and sensations that arise at work (guilt, hopelessness, fear, resentment), resistance to these natural feelings is continually reinforced. The resistance to, or effort to shut off or escape from these visceral emotional experiences is what leads to compassion fatigue and the erosion of empathetic communication.” – Jones, TIMBO White Paper
Mirror Neurons

Mirror neurons

- Physical pain
- Motor movements
- Emotional pain
What Does Trauma Do To Our Brains?

Trauma rewires our brain and our stress response system in our body to keep us safe.

- Trauma lowers the threshold for the defensive systems.
- Neutral Interactions are threatening.
- Defensive reactions instead of social engagement.
- Keeps us from co-regulating.
- Makes us much more likely to flip our lids.
Handy Model of the Brain

Universal Precautions

• Have all people accused of crimes experienced trauma?
• Have all parents and children involved in dependency cases experienced trauma?
• Have all of our colleagues and opposing counsel experienced trauma?
Can we prevent it?

- Can we prevent our clients from experiencing trauma?
- Can we prevent ourselves from being exposed to traumatized people, trauma material or traumatizing systems?
- Can we mitigate the harm that trauma exposure causes us?

Awareness

- Trauma is ubiquitous as is vicarious trauma
- Question is not “if” but “how” we are affected
- Self-Awareness check
  - What does my body feel like right now?
  - What am I being exposed to?
  - How am I responding?
- Grounding techniques
Chapter 6—So Shines a Good Deed in a Weary World: Combating Compassion Fatigue

Charlie and the Juvenile Law Factory: Avoiding the Conveyor Belt

Five Senses

breathe.
Measuring How We Are Doing: The *Professional Quality of Life Scale (ProQOL)*

- It is free and there’s a copy in your materials
- A 30 item self report measure of the positive and negative aspects of caring
- The ProQOL measures Compassion Satisfaction and Compassion Fatigue
- Compassion Fatigue has two subscales
  - Burnout
  - Secondary Trauma

www.proqol.org

Investigating ourselves

- “Maintaining compassion for ourselves and others is of paramount importance as we explore our trauma exposure response.”

  Trauma Stewardship

- Be curious
- Be gentle
- Use humor
- Appreciate the protective part
Chapter 6—So Shines a Good Deed in a Weary World: Combating Compassion Fatigue

Resiliency Planning

- Individual, personally
  - The ProQOL can help you plan where to put your energy to increase our resilience

- Organizational planning
  - Can help organizations find ways to maximize the positive aspects and reduce the negative aspects of helping

- Supportive Supervision
  - The ProQOL can be used as information for discussions

Trauma Ripples

www.proqol.org
Traumatized Organizations

- Why and how do organizations behave like traumatized people?

Parallel Process

Clients
- Feel unsafe
- Angry/aggressive
- Helpless
- Hopeless
- Hyperaroused
- Fragmented
- Overwhelmed
- Confused
- Depressed

Staff
- Feel unsafe
- Angry/aggressive
- Helpless
- Hopeless
- Hyperaroused
- Fragmented
- Overwhelmed
- Confused
- Demoralized

Organization
- Is unsafe
- Punitive
- Stuck
- Missionless
- Crisis Driven
- Fragmented
- Overwhelmed
- Valueless
- Directionless

-Sandra Bloom, Parallel Process Sanctuary Model
### Organizational Trauma

- Organizations/systems have the potential to mitigate or exacerbate the effects of trauma exposure for all the workers and by extension the clients.
  - Trauma Stewardship

### Traumatized Organizations

- Chronic hyperarousal
  - High tension, tightly wound
  - Highly reactive, punitive, controlling
  - Organizational lizard brain
- Loss of emotional management
  - Emotional contagion
- Impaired problem-solving
- Rigidity
  - Restoring Sanctuary, Bloom and Farragher
Protective Measures

• “When people perceive their organizations to be supportive, they experience lower levels of vicarious trauma.” (Jansen)

How to Create Safety in a Traumatized Organization?

• Become rigorously trauma-responsive and attend to physical and emotional safety.
  – Do staff feel physically safe? Provide services outside the office?
  – In relationships with supervisors do staff feel supported?
  – Do staff feel comfortable bringing concerns, vulnerability and emotional responses to supervisors?

• Sanctuary Model
Trauma-Responsiveness

- More than trauma-informed.
- Proactive approach to mitigate retraumatizing traumatized people.
- Corrective emotional experiences.

Co-regulating
Balance

- Work/work balance
  - Variety between demanding and uncomplicated work
- Work/Life balance
  - Breaks (daily, weekly, monthly, yearly)
  - Time away from work for life’s activities:
    - Sleep
    - Exercise
    - Diet
    - Attention to our coping strategies
    - Fun

Coping with Secondary Trauma

- Strategies for intense times:
  - Escape
  - Rest
  - Play
Tapping in to Resilience

• Strive for awareness and balance
  – When you’ve reached your trauma quotient, don’t consume more in your down time.
  - Take care of yourself on purpose.
    Double benefit, enjoy that phone call to a friend and enjoy the satisfaction of Intentional self-care.
    If using an avoidance strategy,
    Appreciating that in the moment.

Transforming Secondary Trauma

• Nurturing a sense of hope and meaning
  – Reflection (journaling, prayer, meditation)
  – Mindfulness and gratitude practices
  – Reminders of what gets you through (note from client, drawing from child)
  – Challenging cynicism
  – Focusing on personal growth
Trauma Stewardship Activity

• Before starting your workday, take a moment to stand completely still and ask yourself “why am I doing what I am doing?” Once you hear your answer, remind yourself that you are making a choice to do this work and acknowledge both the responsibility and freedom that entails.

Connection
What we offer each other

• We can ground each other by checking in with our physical body or the physical space.
  – “That fleece looks so cozy! Is it warm?”
  – “It sure is dark outside, do you think that cloud is going to pour?”
  – “Whoa, these bar center chairs sure are comfortable!”
  – Pause and take a deep breath (it’s contagious).

Microculture

• It is critical to create a community where our chosen culture nurtures us by reflecting different values than the community at large.
• Pick your people to provide:
  – Encouragement
  – Accountability
  – Trauma Stewardship
Is there any good news?

- Many of the strategies to address the trauma exposure response are great things to do!
- In addition to proactively engaging in activities that you enjoy and that are good for you, we experience some direct benefits from working with people overcoming challenges.
- Turn back to ProQOL and CS score

Compassion Satisfaction and Vicarious Resilience
Compassion Satisfaction

• The positive aspects of helping
  – Pleasure and satisfaction derived from working in helping, care giving systems

• May be related to
  – Providing care
  – To the system
  – Work with colleagues
  – Beliefs about self
  – Altruism

  • www.proqol.org

Moving from Survival to Growth
Engagement

• The opposite of burnout.
• Persistent, positive affective-motivational state of contentment.
  – Characterized by high level of energy, vigor, dedication and absorption.
• Engagement groups facilitate this process.

Fostering healing
Aspirations

• Every interaction a client has with us and the systems surrounding them can:
  – Create new traumatic experiences;
  – Reactivate previous trauma;
  – Foster connectedness, safety and emotional regulation.

• Every interaction we have with each other has that same potential.

Compassion does not fatigue
Questions?

Resources

• Trauma Informed Oregon: https://traumainformedoregon.org
• The Sanctuary Model: http://sanctuaryweb.com/
• Burnout in mental health professionals: A systematic review and meta-analysis of prevalence and determinants: https://www.researchgate.net/publication/326010444_Burnout_in_mental_health_professionals_A_systematic_review_and_meta-analysis_of_prevalence_and_determinants/download
• Trauma Stewardship (2009), van Dernoot Lipsky and Burk
• www.headington-institute.org