

Behavioral Health is Essential To Health



Prevention Works



Treatment is Effective



People Recover



A Trauma Informed Approach to Workforce Development: Healing the Healers

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SAMHSA Promoting Alternatives to Seclusion and
Restraints through Trauma Informed Practices



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Prevalence in the General Population

- ▶ 90% of public mental health clients have been exposed to trauma.
- ▶ In the general population, 61% of men and 51% of women reported exposure to at least one lifetime traumatic event, but majority reporting more than one traumatic event.

(Kessler, et al, 1995)

Stress/Trauma Lives in the Body

- A chronic overreaction to stress overloads the brain with powerful hormones that are intended only for short-term duty in emergency situations.
- Serum cortisol levels
- Chronic hyperarousal – nervous system does an amazing job of preparing the individual to deal with the stress but:

- ❑ Growth, reproduction and immune system all go on hold
- ❑ Leads to sexual dysfunction
- ❑ Increases chances of getting sick
- ❑ Often manifests as skin ailments

- Increases permeability of the blood brain barrier
- Dr. Robert Sapolsky: “Why Zebras Don’t Get Ulcers” – study on salmon

Serum Cortisol

- Bruce Perry
- Cortisol Response to a Cognitive Stress Challenge in PTSD Related to Childhood Abuse

Finding: There were elevated levels of cortisol in both the time period in anticipation of challenge (from time 60 to 0) and during the cognitive challenge (time 0–20). PTSD patients and controls showed similar increases in cortisol relative to their own baseline in response to the cognitive challenge.(Bremner, Vythilingam, et al 2002)

Some Stressors:



- Fiscal and funding cuts
- Downsizing/organizational changes/ mergers
- Different payor systems
- Regulatory changes
- Role changes
- Reimbursement changes
- Do more with less
- Practice changes
- New metrics
- Natural organizational events

Impact on the Individual

- Loss of meaning and purpose
- Decreased creativity
- Inability to innovate
- Absenteeism
- Retreating into the familiar
- Distracted, unfocused
- Physical health effects

Organizational Impact

- Turnover
- Workers Compensation
- Loss of market advantage
- Decreased productivity
- Creation of additional positions to supplement lagging productivity
- Increased training costs
- With an unhappy workforce - more susceptible to litigation
- Sustained stress response imbedded in the organizational culture

2009 GALLUP POLL



EMPLOYEE ENGAGEMENT INDEX

- 33% - Engaged in their jobs
- 49% - Are not Engaged
- 18% - Actively Disengaged

16 Warning Signs of Trauma Exposure Response

From

“Trauma Resolution; An Everyday Guide to
Caring for Self While Caring for Others” 2009

Laura van Dernoot Lipsky with Connie Burk

16 Warning Signs...

1. Feeling Helpless and Hopeless
2. A Sense that One Can Never Do Enough
3. Hypervigilance
4. Diminished Creativity
5. Inability to Embrace Complexity
6. Minimizing

16 Warning Signs

7. Chronic Exhaustion/ Physical Ailments
8. Inability to Listen/ Deliberate Avoidance
9. Dissociative Moments
10. Sense of Persecution
11. Guilt
12. Fear

16 Warning Signs

13. Anger and Cynicism

14. Inability to Empathize/ Numbing

15. Addictions

16. Grandiosity: An Inflated Sense of Importance
Related to One's Work

Current Research

Secondary Traumatic Stress (STS)

There is some evidence that STS is not simply a function of secondary exposure to trauma, but also related to a lack of access to appropriate supports and resources.

Rural workers are more at risk than those in urban areas

There is some evidence that STS is linked to organizational climate: role ambiguity & role complexity (Rothschild, 2006)

ORGANIZATIONAL Climate vs. Culture

- **Organizational Climate** – shared perceptions of policies, practices and procedures present within an organization.
(Reichers & Schneider, 1990)
Observable manifestations of the organization
- **Organizational Culture** - underlying core values of an organization that are inherent, rather than observable.
(Bochner, 2003)

Psychosocial Safety Climate

The shared belief held by workers that their psychological safety and well-being is protected and supported by senior management.

Defined as an organization or team level construct that refers to policies, practices and procedures that are upheld by managers and leaders for the protection of worker psychological health and safety

(Dollard and Bakker, 2010)

Organizational Overview

Leadership

- ✓ Leadership commitment
- ✓ Leadership that truly views human resources as the most important organizational resource
- ✓ Congruence with vision and mission
- ✓ Congruence with organizational values

Commitment

- Visible signs of commitment
 - present at trainings
 - commitment statement
 - resource allocation to prove commitment including needed personnel changes
 - accountability for practitioners whose values are incongruent with the organization's

Secondary Trauma Organizational Prevention

- Organizations' core values reflect respect for the human dignity of all employees.
- This respect for and value of the employee is conveyed in tangible and intangible ways.
- Leadership leads by example

(Indart, 2006)

GOAL

Organizational Wellness

Building resiliency within our
system

Vision and Mission

The essence of Effective Leadership is the ability to motivate one's staff to action around a shared vision (Anthony and Huckshorn, 2008)

- Revisit vision/mission
- Must appeal to reason and emotion to be effective
- Assist everyone to connect with the mission
 - marketing
 - personal mission statements
- Congruent Theoretical Framework

Vision and Mission cont.

Leadership has explained to staff the answers to:

- Why are we doing this?
- Why now?
- How will this affect my daily practice?
- What's in it for me?

Organizational Values

Effective Leaders create an organizational culture that identifies and tries to live by key values

(Anthony and Huckshorn, 2008)

- Values are the “organizational velcro” that binds vision to operations
- Leaders provide values clarification
- Leaders value organizational learning vs. blame (Performance Improvement vs. Quality Assurance)

Resiliency

Recovery

Trauma Informed System of Care

Trauma Informed Care

Trauma Sensitive

Person Served

Trauma Assessment and TX

Universal Precautions

Non-Coercive

Non-Controlling

Partnerships

Collaboration

Hope

Healing

Healing Organization

➤ Adjective

An organization whose mission is to help people get well

➤ Verb

An organization actively restoring its health, making itself whole

Components of Workforce Development

- Training
- Staff support and appreciation
- Staff autonomy
- Accountability and Personal Responsibility

A Culture Shift: The Core Principles of a Trauma-Informed System of Care

- Safety: Ensuring physical and emotional safety
- Trustworthiness: Maximizing trustworthiness, making tasks clear, and maintaining appropriate boundaries
- Choice: Prioritizing consumer choice and control
- Collaboration: Maximizing collaboration and sharing of power with consumers
- Empowerment: Prioritizing consumer empowerment and skill-building

(Fallot 2008)

Components of Workforce Development

- Training
 - Safety
- Staff support and appreciation
 - Safety
 - Choice
- Staff autonomy
 - Collaboration
 - Empowerment
- Accountability and Personal Responsibility
 - Trustworthiness

Staff Support and Appreciation

Strategies and Examples

Revisit and reiterate expected program practices and staff skills (emotional safety is enhanced when people know what is expected of them)

Establish or revise staff competencies based on program model and values

Pay attention to middle management (supervisors)

- Role model

Supervisors cont.

- Actively models all expected staff competencies
- Expert at finding opportunities to teach
- Leads in finding staff successes to celebrate
- Able to motivate and empower staff
- Attends to individual and organizational needs

Staff Appreciation and Support

- Formal and informal
- Recognition of individuals who exhibit values
- Values-based hiring
- Constant praise and feedback
- Resources are made available for people to do their work
- Task forces/workgroups run by staff to solve issues (peer council)

Staff Appreciation and Support cont.

- Consumer satisfaction reflected in staff evaluation
- Forums for “staff voice” to be heard
 - rap sessions
 - town hall meetings
 - brown bag sessions
 - coffee chats
 - touching base sessions – closing the loop

Staff Appreciation and Support

- Respect for staff's time
- Showing flexibility and individual attention
- Coach on clinical issues, competency and play

Significant attention to self-care,
individual and organizational
wellness

Staff Autonomy

Having control of one's life and choices promotes self-determination

- Shared decision making
- Staff are experts at what they do
- Self scheduling, designing their own environment
- Ask staff to design these initiatives

Staff Autonomy cont.

- Staff design the evaluation tool
- Staff design the training
- Transparency and trust staff with information

Drive by Daniel Pink – about motivation

Mc Gregor: Do people avoid effort, work only for money and security, and therefore need to be controlled; or Is work as natural for human beings as play or rest, that initiative and creativity are widespread, and that if people are committed to a goal, they will seek responsibility?

Supervision

Strength-based and resiliency-based supervision

- Distinguish between clinical and administrative supervision
- Supervision structure/ coaching framework that is clearly defined
- Planned and spontaneous supervision
- Formal 1:1 supervision

Supervision cont.

- Supervision for values clarification
- Supervision times sacred
- Supervision is what sustains initiatives

Administrative supervision:

Amabile of Harvard Business School: “Intrinsic motivation is conducive to creativity; controlling extrinsic motivation is detrimental”

Secondary Trauma Organizational Prevention

Organizational Practices:

- ✓ De-stigmatize secondary trauma through organizational recognition and acknowledgement
- ✓ Establish policies
- ✓ Organizational Crisis Planning (WRAP)
- ✓ Professional consultation, training, and counseling

Self-care Practices:

- ✓ Resiliency
- ✓ Emotional competence
- ✓ Regular self-care practices
- ✓ Compassion for self

A Wellness Toolbox is....

- A list of activities your group can do to assure that it works toward the vision
- This is a group process
- These tools will be used to create the rest of your Organizational WRAP

Wellness Toolbox for Programs May Include.....

- Weekly evaluation and reflection
- Collaborating with others
- Communicating directly
- People maintaining responsibility
- Working through conflict
- Giving one-on-one support
- Holding a special meeting to address changes
- Having a celebration
- Having a special presentation
- Delegating tasks

When Things are Going Well...

What does your program/organization look, act and feel like when it is well?

Does your group have trust?

Is there a lot of activity and energy?

Is everyone participating in some way?

Are we making progress toward our vision?

Daily Maintenance List

- These are actions your program/group **NEED** to do on an ongoing basis to maintain and function
- You already do the things on your maintenance list

Group On-going Maintenance List

Could include.....

- Weekly or daily check ins
- Regular meetings
- Keeping the workplace neat and organized
- Being prepared
- Responding to calls or e-mails
- Patience
- Coworkers respecting one another

Triggers

Triggers are unexpected things that happen that are upsetting in some way

If not addressed triggers can start to effect your organization in a negative way

What could be a trigger for your group?

Some examples of Triggers may be.....

- Someone at work is having a difficult time
- Power struggles
- Funding problems
- Changes in staff/co-workers
- Loss of space
- Changes in leadership
- Disagreements

Triggers Action Plan

- A triggers action plan may be developed for very specific triggers or as a general overarching plan
 - What are specific plans for some of the triggers you listed?
 - What might be an overarching plan for your group?

Early Warning Signs/When things are breaking down

- Early warning signs are indicators that things are not going well they are the kind of things we often overlook. However if we pay attention to these signs we can take action to prevent things from breaking down. Warning signs may be a result if a trigger or not, the cause does not matter as much as the corrective action you take. What are some early warning signs at your workplace that your group may be beginning to have difficulty?

Early Warning Signs/When things are breaking down some examples.....

- ❖ Gossiping
- ❖ Nitpicking
- ❖ Cliques
- ❖ People being rude
- ❖ Impatience
- ❖ Poor attendance
- ❖ Lack of Accountability
- ❖ Tasks being put off
- ❖ Staff turnover
- ❖ Membership dropping
- ❖ Conflict not being addressed
- ❖ Blaming
- ❖ Threatening with complaints or grievances
- ❖ Power trips

Early Warning Signs Action Plan

- What would be specific ways you would like to see your organization handle the Early Warning Signs you listed?
- What might be an overarching action plan you would like to do when you see Early Warning Signs?

Action Plan

- We have reviewed what our program is like when it is well
- Maintenance
- Warning Signs
- Now we will need an action plan
- What has worked in the past?
- List concrete actions

Action Plan could include.....

- Call a meeting
- Do a power analysis
- Role definition
- Create a safe forum for communication
- Non-judgmental support

Resilience

Resilience is the ability to adapt well to stress, adversity, trauma or tragedy. It means that, overall, you remain stable and maintain healthy levels of psychological and physical functioning in the face of disruption or chaos

The key is to not try to avoid stress altogether, but to manage the stress in our lives in such a way that we avoid the negative consequences of stress!

Accept the fact that there will be certain levels of stress in your life, and work to manage it in a way that you avoid or minimize the negative consequences of the stress

(Daniel, 2007)

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Strategies for Building Resilience to Stress

1. Maintain flexibility and balance in your life as you deal with stressful circumstances and traumatic events
2. Let yourself experience strong emotions, and also realize when you may need to avoid experiencing them at times in order to continue functioning
3. Step forward to take action, and also step back to rest yourself
4. Rely on others, and also rely on yourself

(Daniel, 2007)

Ten Strategies for Building Resilience

1. Make connections-- Family, friends, civic groups, faith-based organizations, other local groups
2. Avoid seeing crises as insurmountable problems. You can change how you interpret and respond to stressful events
3. Accept that change is a part of living. The only thing that is constant in life is change
4. Do something regularly, even if it seems small, which enables you to move toward your goals

(Daniel, 2007)

Ten Strategies for Building Resilience

5. Take decisive actions rather than detaching completely and wishing problems and stresses would go away
6. Look for opportunities for self-discovery. People often grow in some respect as a result of their struggle with loss
7. Nurture a positive view of yourself. Develop confidence in your ability to solve problems; trust your instincts
8. Keep things in perspective. Keep a long-term perspective-- avoid blowing things out of proportion

(Daniel, 2007)

Ten Strategies for Building Resilience

9. Maintain a hopeful outlook. Expect that good things will happen in your life; visualize what you want rather than worrying about what you fear

10. Take care of yourself. Pay attention to your own needs and feelings. Engage in activities you enjoy and find relaxing

(Daniel, 2007)



Recovery Program Inventory

Mark Ragins

- Is staff treated the way we'd like consumers to be treated?
- Is administration hopeful about their staff?
- Does administration expect their staff to help consumers improve their lives?
- What outcomes do they hold staff accountable for?
- Is staff encouraged to make their own treatment decisions?
- Is staff given funds to spend directly on their consumers?
- Is staff encouraged to try new things?
- Is staff encouraged to take risks or is there a “culture of blame”?

Recovery Program Inventory cont.

- Is staff encouraged to be emotionally expressive with each other?
- Is staff encouraged and funded to build their own expertise?
- Is staff consulted as “experts” by their own administration?
- Are program information and developments openly shared with staff?
- Is staff included in advisory boards, planning and quality management committees, research planning groups?

Recovery Program Inventory cont.

- Are there concrete program choices that reflect staff input?
- Is staff expected to behave responsibly without supervision?
- Is staff encouraged to find meaningful roles in the program?
- Is staff encouraged to develop “complementary interests” in the community and share them with consumers?
- Is staff expected to grow both within the program and to move on to other opportunities?

Effective Stress Management Strategies

Must help you FEEL better

Must help you FUNCTION better

Take action. Don't just wish your problems would go away or try to ignore them.

**Instead, figure out what needs to be done,
make a plan to do it,
and then take action**





Do we ask our staff:

What happened to you

vs.

what's wrong with you?



*Celebrate
What's
Right!!!*

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