Moving from Compassion Fatigue to Compassion Satisfaction: Building Workplace Resilience

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Overview

At the end of today’s webinar, you will be able to do the following:

1. Define compassion fatigue, secondary traumatic stress, vicarious trauma, and burnout.
2. Describe the importance of practicing self-care.
3. Identify at least three ways in which you can practice self-care.
4. Define how to build resilience, both personally and with the staff.
5. Conduct a self-assessment of your work well-being.
“That which is to give light must endure burning” - Viktor Frankl
“Empathy? Compassion? I have medication for that.”
Staff/Treaters

- Often have their own traumatic histories
- Seek to avoid re-experiencing their own emotions
- Respond personally to others’ emotional states
- Perceive behavior as personal threat or provocation

Compassion Fatigue

“State of tension and preoccupation with traumatized patients by re-experiencing the traumatic events, avoidance/numbing of reminders and persistent arousal associated with the patient”

-Figley, C., 2002
Burnout

A syndrome of emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment

Develops as a result of general occupational stress; the term is not used to describe the effects of indirect trauma exposure specifically

Physical Effects of Burnout

- Fatigue
- Insomnia
- Colds, immunity vulnerability
- Headaches
- Gastrointestinal disturbances

Maslach, C., 1982
The Burnout Curve

- Excessive expectations
- Hard work, low reward
- Increased effort, no result
- No end in sight
- Rage towards others
- Mental/physical exhaustion
- Descent into cynicism
- Feelings of despair and hopelessness
- Loss of belief in any better future
- Collapse

Work Output and Satisfaction

Sense of Emptiness and Worthlessness

Taken from Dr. D. Dutta Roy, Indian Statistical Institute, *Burnout Causes and Management*, 2009

http://www.slideshare.net/ddroy/burnout-presentation-869767
Is burnout an ethical problem?
Secondary Traumatic Stress

- Physical and emotional stress responses to working with a highly traumatized population
- Symptoms mimic Post Traumatic Stress Disorder
- Risk factors include:
  - Exposure
  - Empathy
  - Past trauma history and extent of resolution

*(Figley, C. R. 1995)*
Secondary Traumatic Stress Symptoms

- Hypervigilance
- Hopelessness
- Inability to embrace complexity
- Inability to listen, avoidance of clients
- Anger and cynicism
- Sleeplessness
- Fear
- Chronic exhaustion
- Physical ailments
- Minimizing
- Guilt
Vicarious Trauma

Changes in the inner experience of a trauma worker or helper that results from empathic engagement with traumatized clients and their reports of traumatic experiences

Warning Signs

• Being afraid to take time away from your daily activities
• Thinking the worst in every situation
• Reacting disproportionately
• Never taking a vacation
• Forgetting why you do your job
• Decreased performance at work
• Constantly not getting enough sleep
• Increased arguments with your family
• Decreased social life
Knowledge Check

Which of the following is **not true** about burnout:

a) Burnout can happen in multiple fields
b) When burnout fully develops, it can easily be addressed
c) Burnout impacts feelings of self-efficacy
d) Burnout results in feelings of hopelessness
Compassion Satisfaction

The ability to receive satisfaction from caregiving

What To Do?

We need to prioritize self-care at the individual, professional and organizational levels.
Prevention of Work Force Concerns

• Psychoeducation
• Clinical, reflective, trauma-informed supervision
• Ongoing skills training
• Informal/formal self-report screening
• Workplace self-care groups (for example, yoga or meditation)
• Creation of a balanced caseload
• Flextime scheduling
• Self-care accountability buddy system
• Use of evidence-based practices
**Staff Turnover**

High turnover

– Is expensive
– Can be contagious
– Affects client outcomes

“Respect, understanding and empathy can go a long way in an agency that does crucial stressful work”

Mary Wolfe, September 18, 2014, Milwaukee Journal Sentinel
Safety Is Paramount

Physical
Psychological
Social
Moral
(Bloom, 2013)
Self-Assessment

How do you know when you have not been taking care of yourself?

Consider the following:
- Ways in which my body reacts to stress
- Ways in which my personal life is affected by stress
- Ways in which my professional life is affected by stress

Focus on:
- Physical self-care
- Emotional self-care
- Psychological self-care
- Spiritual self-care
- Workplace/professional self-care

Volk, K.T. et al., 2008
Physical Self-Care

- Eat regularly (e.g., breakfast and lunch)
- Eat healthfully
- Exercise
- Get enough sleep
- Practice martial arts
- Get regular medical care for prevention
- Get medical care when needed
- Take time off when you’re sick
- Get massages or other body work
- Do physical activity that is fun for you
- Wear clothes you like
- Take vacations
- Take day trips, or mini-vacations
- Get away from stressful technology such as cell phones and e-mail
- Other: ______________________
  _____
Emotional Self-Care

• Spend time with others whose company you enjoy
• Stay in contact with important people in your life
• Treat yourself kindly (supportive inner dialogue or self-talk)
• Feel proud of yourself
• Reread favorite books, review favorite movies
• Identify and seek out comforting activities, objects, people, relationships, places
• Allow yourself to cry
• Find things that make you laugh
• Express your outrage in a constructive way
• Play with children
• Other:_______________________________
Psychological Self-Care

• Make time for self-reflection
• Go to see a psychotherapist or counselor for yourself
• Write in a journal
• Read literature unrelated to work
• Do something at which you are a beginner
• Take a step to decrease stress in your life
• Notice your inner experience—your dreams, thoughts, imagery, feelings
• Let others know different aspects of you
• Engage your intelligence in a new area
• Practice receiving from others
• Be curious
• Say no to extra responsibilities sometimes
• Spend time outdoors
• Other: ______________________________________
Spiritual Self-Care

- Make time for prayer, meditation, reflection
- Spend time in nature
- Participate in a spiritual gathering, community or group
- Be open to inspiration
- Cherish your optimism and hope
- Be aware of nontangible (nonmaterial) aspects of life
- Be open to mystery, to not knowing
- Identify what is meaningful to you and notice its place in your life
- Sing
- Express gratitude
- Celebrate milestones with rituals that are meaningful to you
- Remember and memorialize loved ones who have died
- Nurture others
- Have awe-full experiences
- Contribute to or participate in causes you believe in
- Read inspirational literature
- Listen to inspiring music
- Other: _____________________ ___
Workplace/Professional Self-Care

- Take time to eat lunch
- Take time to chat with co-workers
- Identity projects or tasks that are exciting, growth-promoting, and rewarding for you
- Set limits with clients and colleagues
- Balance your workload as much as possible
- Arrange your workspace so it is comfortable and comforting
- Get regular supervision or consultation
- Negotiate for your needs
- Delegate – learn to ask for help
- Have a peer support group
- Have a transition from work to home
- Other: ____________________________

Mathieu, F, Volk, K.T. et al., 2008
Mindfulness

Mindfulness is being in a heightened state of involvement and wakefulness or being in the present

_Langer et al, 2000_

Mindfulness goals:

1. Maintain open awareness of one’s experience to support emotional balance and wellbeing;
2. Recognize habitual thoughts and behaviors that do not support wellbeing, which allows for new and different ways of being.
Facilitating Your Mindfulness Practice

Use these questions to facilitate your mindfulness practice:

1. What do I need in the moment to support positive thinking?
2. What self-care practices will help me to be best prepared to care for those I serve?
3. How can I balance my needs with the needs of those I serve?
4. How can I maintain an open and appreciative stance when interacting with colleagues and clients?
5. What helps me to genuinely connect to the people I serve as they share their concerns and thoughts?
Managing with Compassion

*Compassion* is a better managerial approach than toughness

Traditional approach to manage performance issues may be counter productive because it
• Increases stress levels
• Impacts ability to think and reason
• Creates fear based culture, which impacts productivity, decision-making and creativity
• Can damage the relationship

Steps to creating a compassion mindset:
• Be mindful
• Learn to empathize
• Forgive

*Parker, C., 2015*
Caregiver Health

When is the last time you experienced JOY at work?
Knowledge Check

One way to incorporate mindfulness into your practice:

a) Carve out regular, multiple 30 minute breaks to refocus
b) Identify your spirit animal
c) Quit all mind-altering substances; tobacco, caffeine, etc.
d) Deep breathing throughout the day
Measuring Compassion Satisfaction and Compassion Fatigue: The *Professional Quality of Life Scale (ProQOL)*

- A 30 item self-report measure of the positive and negative aspects of caring
- Measures Compassion Satisfaction and Compassion Fatigue
- Compassion Fatigue has two subscales
  - Burnout
  - Secondary Trauma
- Free tool

Beth Hudnall Stamm, 2009, www.proQOL.org
Provider Resilience App

http://t2health.dcoe.mil/apps/provider-resilience
Apps to Support Mindfulness Practices

The Mindfulness App by MindApps:
http://www.mindapps.se/?lang=en

Headspace
https://www.headspace.com/headspacemeditation-app

Mindful Meditation by Mental Workout:
http://www.mentalworkout.com/store/programs/mindfulness-meditation/
Web Resources

- www.self-compassion.org
- www.mentalhealthrecovery.com
- www.proqol.org/CProQOL Compassion Fatigue
- www.intentionalpeersupport.org

Contact Information

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Defining Resilience

- Emotional regulation: The ability to control our emotions, attention, and thus our behavior
- Impulse control: The ability to manage expression of our feelings
- Causal analysis: Accurate identification of the cause of adversity
- Self-efficacy: The sense that we can solve problems and succeed
- Realistic optimism: Being positive about the future and realistic
- Empathy: Able to read others behavior, to understand their states, and build relationship
- Reaching out: The continued drive to take on more challenges and opportunities
What do we know from research on resilience?
What Research Tells Us about Resilience

• Relative absence of research on resilience in adults. (Werner, 2004)

• Researchers increasingly view resilience not as a fixed attribute but as an alterable set of processes that can be fostered and cultivated (Masten, 2001; Pardon, Waxman & Huang, 1999).

• Researchers emphasize the interactive processes – between the individual and environment and between risk and protective factors – as the crucial underpinnings of developing resilience.
Risk and Protective Factors Associated with Resilience
Risk Factors
• ACE’s
• Poverty
• Racism
• Intergenerational trauma
• Lack of support
• Isolation
• Hopelessness
• Difficulty regulating emotions
• Poor self-confidence
• Poor problem solving skills

Protective Factors
• Optimism
• Faith
• Sense of meaning
• Self-efficacy
• Flexibility
• Emotional regulation
• Empathy
• Close relationships
• Spirituality
• Effective problem solving
Promoting Individual Resilience

Five essential elements:

• Safety
• Calming
• Efficacy
• Hope
• Connectedness

(Disaster Literature, Hobfoll et al)
Building resilience in staff
Promoting Resilience: Tips

Use individual or group approaches to help staff:

• Make realistic plans and take steps to carry them out
• Maintain a positive self-image and confidence in own abilities
• Utilize effective communication skills
• Manage emotions, impulses and stress
• Focus on finding solutions
• Make connections
• Maintain a hopeful outlook
• Develop or maintain a strong belief system
• Practice effective self-care
• Look for opportunities for self-discovery and finding meaning
Some Tools That Can Be Taught

• Emotional regulation techniques such as breathing exercises (Seeking Safety)
• Self-care such as sleep hygiene, good nutrition, exercise
• Cognitive approaches, visualization or meditation
• Body work such as yoga, massage
• Creating a quiet, safe, comfortable space
• Music, art, dance and other creative endeavors
• Connecting with supportive family/friends
• Group support (spending time with those who have similar experiences)
• Spiritual rituals
• Pleasurable activities
Five Key Ways to Build a Resilient Team

1. Model your own personal resilience
2. Encourage autonomy and flexibility
3. Help employees manage change
4. Provide opportunities for ongoing learning
5. Help employees find a sense of meaning in their work

Succeeding as a Manager: Five Ways to Build A Resilient Team (2006, Ceridian Corporation)
Tips for Supervisors

• Walk around the office to check in on staff and ask how they are doing that day or if they need anything
• Suggest that staff take mini breaks throughout the day to get fresh air, have a snack, stretch
• Engage staff in team huddles, meetings to debrief and allow for support of each other
• Empower staff to start their own staff support group
• Ensure that staff has opportunities for learning inside and outside of the work setting. Feeling competent to do one’s work reduces stress
• Give staff the tools and resources they need to do their jobs
• Celebrate individual and collective successes
Resilience Scales (Adults)

- Conner Davidson Scale (CD-RISC)
  www.cd-risc.com/
- Resilience questionnaire
  www.resliencetrumpsaces.org