Creating a Culture of Wellness and Trauma-Informed Care
Ripples of Influence
Collaboration and Mutuality

There is true partnering and leveling of power differences between staff and clients and among organizational staff from direct care staff to administrators. There is recognition that healing happens in relationships and in the meaningful sharing of power and decision-making. The organization recognizes that everyone has a role to play in a trauma-informed approach.
Trauma-Informed Care
Involves Everyone

AND YES
THIS MEANS
YOU!
Outcomes of Collaboration and Mutuality
Collaboration and Mutuality

• Does the agency have a thoughtful and planned response to implementing change that encourages collaboration among staff at all levels, including support staff?
• Are staff members encouraged to provide suggestions, feedback, and ideas to their team and the larger agency?
• Is there a formal and structured way that leadership solicits staff members’ input?
• Do program directors and supervisors communicate that staff members’ opinions are valued even if they are not always implemented?
Collaboration and Mutuality

Ways for leaders to minimize the influence of prescribed boxes

– Offer opportunities for staff to genuinely weigh in on their work
– Support embracing talents and strengths across all staff levels
– Offer open office hours for C Suite to connect with staff
– Genuinely acknowledge birthdays, anniversaries, other milestones
– Display genuine interest in how staff are doing
– Always look for opportunities to connect around shared interests
– Embrace staff accountability, but be cautious about “blaming the person with the least power” approach
Organizational Wellness
Organizational Culture

• An organization is a living human institution whose real existence is expressed through the hearts, minds, and hands of its employees, members, and volunteers.

• Organizations play a critical role in supporting or undermining healing relationships, i.e. policy dictates the types and amount of services a client may receive.
Organizational Culture

• Cohesion of values, myths, heroines and symbols that come to mean a great deal to the people who work there. (Vivian & Hormann, 2002)

• “the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously, and that define in a basic ‘taken for granted’ fashion an organization’s view of itself and its environment.” (Schein, 1985)
  – These assumptions are learned responses to a group’s problems of survival in its external environment and its problems of internal integration (p.9). This definition sets the stage for exploring the functions of culture and the connection between an organization’s work and its culture.
Functions of Organizational Culture

- Makes sense of our experience and provides answers, reducing our collective and individual anxiety.
- Provides positive problem-solving approaches for external issues and anxiety avoidance strategies related to internal relationships and norms. (Schein, 1985)
- Defines the identity of the organization and supports the experience of belonging, acceptance, and understanding.

- Offers a common language and way of thinking for members.
- Defines the basic framework and worldview of the work. It describes the context, purpose, and rationale, and communicates its values through its language.
“Identification of organizational patterns helps to normalize workers’ experiences and reduces their individual sense of failure and isolation. By identifying both Strengths and Shadows, organizations can achieve a more balanced perspective and rekindle hope.” – Vivian and Hormann (2002)
Strengths and Shadows

• Become part of the culture:
  – Explicitly – value statements, policies, standards of practice and recognition/reward systems
  – Implicitly – collective norms and interpersonal dynamics

• Arise from choices about where to focus attention, how to respond to crises and deliberate and/or inadvertent role modeling by leaders.
Shadows

Internalized Guilt
Sense of Failure
Social Change Mandate
Isolated
Autonomous
Coercive
Over-functioning
Disregard for rules
Unclear boundaries
Uncaring

Strengths

Mission-Driven
Values Based
Shared Power and Authority
Commitment to the Work
Interdependence and Care about Relationships
Empathic response

Rigid
Lack of Innovation
Lack of Responsibility
No Decisions
Rigid in Approach
Exceed Capacity Limits
Suppression of Conflict
Stress Contagion

No permission to not care, or to not listen
Organizational Traumatization Syndrome

- Closed boundaries between the organization and external environment
- Centrality of insider relationships
- Stress and anxiety contagion
- Inadequate worldview and identity erosion
- Depression expressed through fear or anger
- Despair and loss of hope

http://organizationaltraumaandhealing.com/s/Strength-and-Shadows-k0br.pdf
Overcoming Problems

- Naming the problem through acknowledgement of organizational shadow elements and the impact of trauma upon the organization
- Promoting openness and healthy external relationships that bring information and energy into the organization
- Developing systems and structures to deal with tension, conflict, pressure and stress for those who work for the organization

Vivian & Hormann, 2005
Preventing Problems

**General wellness:**
- Encouraging and incentivizing activities like yoga, meditation, and exercise;

**Organizational:**
- Fostering a culture that allows clinicians to seek support; keeping caseloads manageable; and providing sufficient mental health benefits;

**Education:**
- Providing targeted trainings that create awareness of chronic emotional stress and the importance of self-care; and

**Supervision:**
- Facilitating staff wellness through management strategies such as reflective supervision, a practice in which a clinician and supervisor meet regularly to address feelings regarding patient interactions.

CHCS, 2016
## Protective Factors

| Team spirit. | • Feeling part of a team (per program, department, entire agency) and having social support on the job can buffer workplace stress. |
| Seeing change as a result of your work. | • Having tangible evidence that their work is important and helpful. |
| Training. | • Feeling competent to apply a trauma informed approach, as a result of effective training and education. |
| Supervision. | • Receiving regular and predictable supervision as a way to prevent, monitor, and respond to stress. |
| Balanced caseload. | • Having a diversified caseload based on the topics, intensity, length of service and balance between challenging and successful cases. |
| Stress Inoculation Training. | • Practicing response to stressful situations in order to have the skills needed to regulate a stress response. |

OHA, 2016
core values

The principles that guide our decision-making!
Trauma-Informed Care
Trauma-Informed Organizational Infrastructure

- **Strategy** – Vision, Governance, Comparative Advantage
- **Structure** – Power and authority, information flow, organizational roles
- **Business Processes** – Policies, Procedures, Workflow
- **Reward Systems** – Compensation and Rewards
- **Physical Environment** – safety, security, nurturing
- **Human Resource Management** – Hiring, work, feedback, learning

**National Council**
For Behavioral Health
Mental Health First Aid
Staff Support and
Trauma-Informed Supervision
Employee Burnout is Becoming a Huge Problem in the United States
“No one can face trauma alone”

(Herman, 1997, p. 153).
Supervision: Why Is It Important?

✓ The work demands support
✓ Mitigates risk of burn out and vicarious trauma
✓ Enhances the commitment of staff to the organization and the work
✓ Strengthens the competency of both supervisor and supervisee
Traditional Management Focused Supervision
Modern Supervision Today
Supervision Aligns with Principles and Practices of TIC

**Growth:** Mutual professional development process designed to reinforce and enhance the skills and knowledge of both parties

**Safety:** Drives out fear and drives in trust

**Respect:** Language, tone and body language demonstrates value for each person's integrity and worth

**Control:** Relationship recognizes different levels of responsibility without exertion of dominance and power

**Transparency:** Interactions are honest without hidden agendas

**Support:** Recognition that all individuals working in human services are at risk for emotional exhaustion, depersonalization and lack of accomplishment and meaning
Work Force Concerns

Compassion Fatigue
Secondary Traumatic Stress
Vicarious Trauma
Burnout
Symptoms of Work Force Concerns

✓ Emotional and physical exhaustion
✓ Lack of accomplishment and meaning
✓ Depersonalization
  • Lack of compassion and empathy
How Do You, as a Supervisor, Address these Concerns?

For each “symptom”, please share one strategy you have tried or believe would be helpful?

1. Emotional exhaustion

2. Lack of accomplishment

3. Depersonalization
Emotional Exhaustion

- Examine workload and work demands that can be changed
- Create de-stressing activities at end or during the day of the day
- Provide emotional support and validation
- Find humor at every turn
- Look at organizational workflows and processes that are inefficient, aggravating and unhelpful
Lack of Accomplishment

✓ Mentor and coach
✓ Promote professional development and competency building
✓ Manage expectations
✓ Explore new approaches & best practices
✓ Start a new project designed to increase effectiveness
Depersonalization

✓ Social support from supervisors and co-workers
✓ Stressors outside of work may be contributing
  • Supervisors who ask and express a concern and interest in helping can make a big difference
✓ Address emotional exhaustion and lack of accomplishment
✓ Manage expectations
Focus on the Relationship

• Between the worker and those served
• Between the worker and the supervisor
• Between the supervisor and the supervisor’s supervisor!
Safety and Respect

Create a mutually respectful interpersonal climate that fosters safety, trust, choice, collaboration, and empowerment

“Mistakes made here often”
Working Effectively with Supervisees: Borrowing from Motivational Interviewing

- Listen carefully, reflectively
- Avoid premature advice
- Respect ambivalence
- Develop intrinsic motivation
- Support self-efficacy
- Provide affirmation
- Collaborate, use “dual expertise”
- Dance, don’t wrestle
- Focus on what is possible and changeable
Principles of a Trauma-Informed Approach

- Safety
- Trustworthiness and Transparency
- Collaboration and mutuality
- Empowerment
- Voice and choice

(Fallot 2008, SAMHSA, 2012)
Safety

Physical
Psychological
Social
Moral

If you have never felt safe or remembered safety, how will you know it when it is present?
But What Exactly Does Safety Mean?

“We always recognized the importance of physical safety. Our refusal to tolerate violence of any sort constituted our best defense against any breach in physical safety. But a physically safe environment, although necessary, was not sufficient. So there had to be other kinds of safety, which I have termed psychological safety, social safety, and moral safety.”

(Sandra L. Bloom, Creating Sanctuary, 2013)
Psychological Safety

“Refers to the ability to be safe within oneself, to rely on one’s ability to self-protect and keep oneself out of harm’s way.”

(Bloom, 2013)
“The sense of feeling safe with other people...There are so many traumatized people that there will never be enough individual therapists to treat them. We must begin to create naturally occurring, healing environments that provide some of the corrective experiences that are vital for recovery.”

(Bloom, 2013)
Moral Safety

The never-ending quest for understanding how organizations function in the healing process.

• An attempt to reduce the hypocrisy that is present, both explicitly and implicitly

• A morally safe environment struggles with the issues of honesty and integrity

(Bloom, 2013)
Nonviolent Communication Overview

• Conflicts arise from miscommunication over our human needs, due to coercive or manipulative language that aims to induce fear, guilt, shame, etc.

• These "violent" modes of communication, when used during a conflict, divert the attention of the participants away from clarifying their needs, their feelings, their perceptions, and their requests, thus perpetuating the conflict.

(From the work of Marshall Rosenberg, PhD)
### NVC Assumptions

<table>
<thead>
<tr>
<th>Number</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>All human beings share the same needs</td>
</tr>
<tr>
<td>2</td>
<td>Our world offers sufficient resources for meeting everyone's basic needs</td>
</tr>
<tr>
<td>3</td>
<td>All actions are attempts to meet needs</td>
</tr>
<tr>
<td>4</td>
<td>Feelings point to needs being met or unmet</td>
</tr>
<tr>
<td>5</td>
<td>All human beings have the capacity for compassion</td>
</tr>
<tr>
<td>6</td>
<td>Human beings enjoy giving</td>
</tr>
<tr>
<td>7</td>
<td>Human beings meet needs through interdependent relationships</td>
</tr>
<tr>
<td>8</td>
<td>Human beings change</td>
</tr>
<tr>
<td>9</td>
<td>Choice is internal</td>
</tr>
<tr>
<td>10</td>
<td>The most direct path to peace is through self-connection</td>
</tr>
</tbody>
</table>
If We Hold These NVC Intentions...

Open-Hearted Living

– Expressing from the heart
– Self compassion
– Receiving with compassion
– Prioritizing connection
– Moving beyond "right" and "wrong" to using needs-based assessments
If We Hold These NVC Intentions...

Choice, Responsibility, Peace

- Taking responsibility for our feelings
- Taking responsibility for our actions
- Living in peace with unmet needs
- Increasing capacity for meeting needs
- Increasing capacity for meeting the present moment
If We Hold These NVC Intentions...

Sharing Power (Partnership)
– Caring equally for everyone’s needs
– Using force minimally and to protect rather than to educate, punish, or get what we want without agreement

Then we are practicing Non Violent Communication
Steven Covey – See Do Get

To maintain and increase effectiveness, we must renew ourselves in body, mind, heart and soul

Paradigm

See

To maintain and increase effectiveness, we must renew ourselves in body, mind, heart and soul

Get

Result

Do

Behavior
IT'S A QUESTION PARTY!

MY FAVORITE!
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