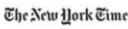


# Creating a Healthy Organizational Culture: Enhancing Resilience

**Chris Newlin**  
**Executive Director**

# Huntsville, AL



	Teeming with engineers, Alabama's Rocket City USA is luring hot new industries to town <small>[November 2019]</small>		Huntsville Top Metro Area for Opportunities for Game Developers <small>[April 2019]</small>
	Rockets and intelligence: The FBI is building a \$1 billion campus in Huntsville, Ala. <small>[November 2019]</small>		Huntsville among best cities for manufacturing jobs <small>[April 2019]</small>
	Huntsville #2 for High Salaries and Low Costs of Living <small>[November 2019]</small>		Huntsville No. 40 on 2019 Top 100 Best Places to Live <small>[March 2019]</small>
	Huntsville 11th Best Place to live in America <small>[September 2019]</small>		Huntsville No. 3 on Cities With the Most High-Tech Jobs <small>[March 2019]</small>
	Huntsville Keeps "Straight A" Financial Report Card for 11th consecutive year <small>[May 2019]</small>		Huntsville One of 52 Places To Go in 2019 <small>[January 2019]</small>
	Huntsville No. 1 on 2019 Best Affordable Places To Live <small>[April 2019]</small>		Huntsville: 6th in Nation for Job Growth in 2018 <small>[December 2018]</small>
	Huntsville No. 11 on 2019 Best Places to Live <small>[April 2019]</small>		Huntsville #3 on List of Where You Should Move to Make the Most of Your Money <small>[2019]</small>



# CAC/Barnahus Model



## SERVICES

- Forensic Interviews
- Victim Advocacy
- Medical Exams
- Evidence-Based Therapy
- Stop Child Abuse & Neglect (SCAN)
- Healthy Families
- Stewards of Children
- Training

## PARTNERS

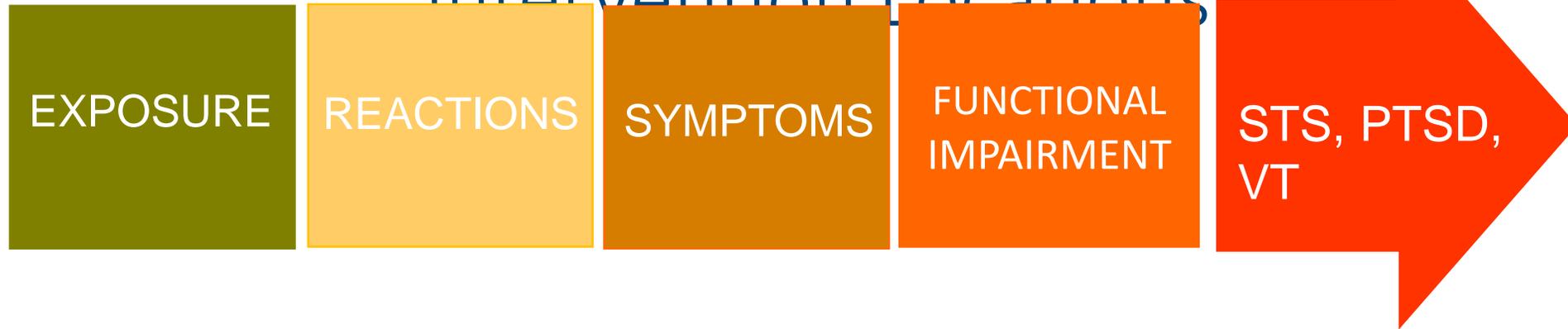
- Huntsville Police Department
- Madison County Sheriff's Office
- Madison Police Department
- Madison County District Attorney's Office
- Madison County Dept. of Human Resources (DHR)
- Homeland Security Investigations
- Crisis Services of North Alabama



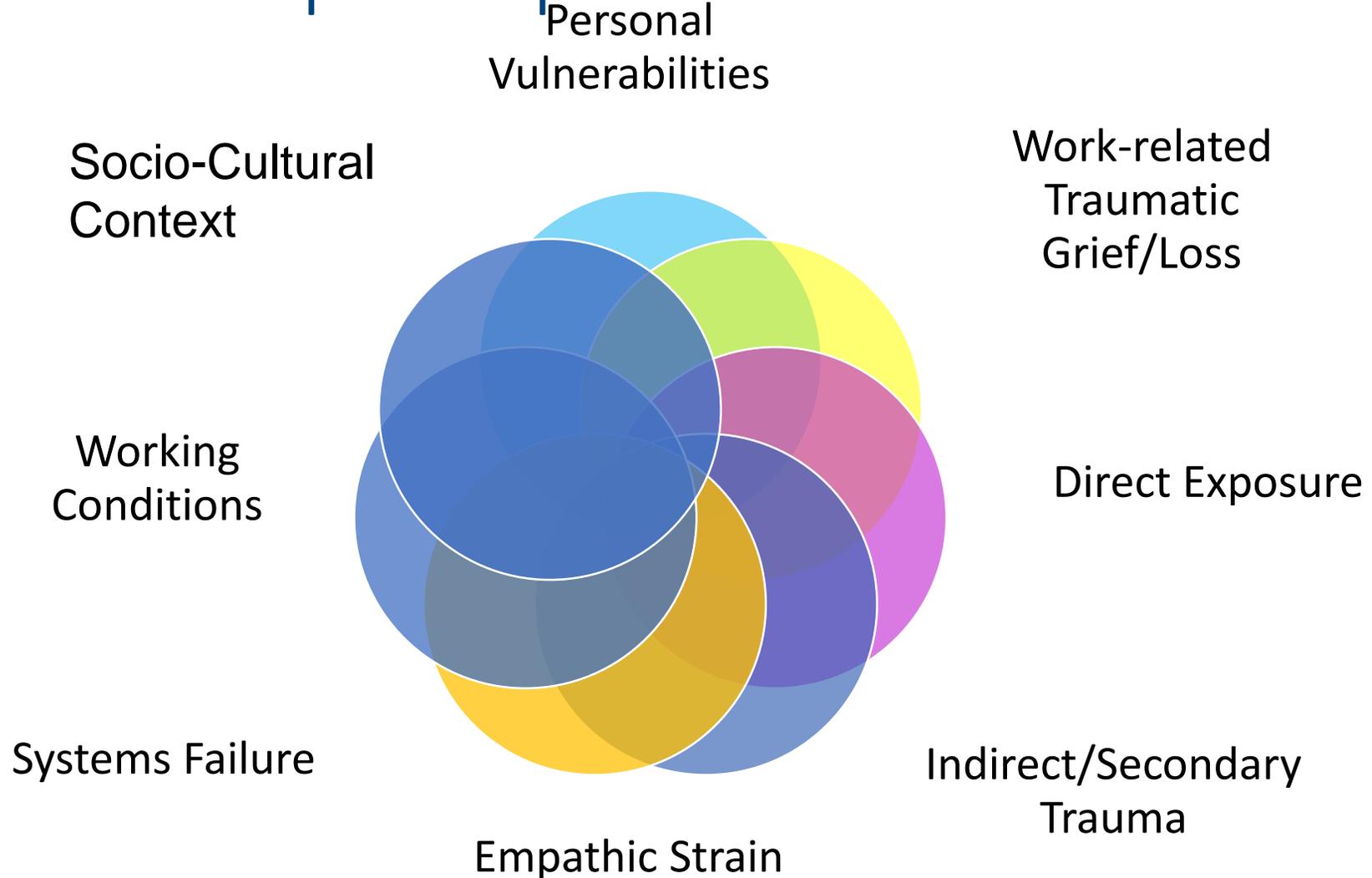


# CONCEPTUAL FRAMEWORK of ST

## Progressive Stages & Intervention Locations



# Multiple Exposure: Increased Risk



# Critical Incident

- Any event that has a stressful impact sufficient enough to overwhelm the usually effective coping skills of an individual.
- An event outside normal law enforcement duties.
- Does not recognize the effects of seeing trauma.

# Confounding Factors: Moral Distress

“Moral distress occurs when we are told to do things that we fundamentally disagree with or to which we are morally opposed.” p. 11

*Francoise Mathieu (2012)  
The Compassion Fatigue Workbook*

# Confounding Factors: Emotional Labor

“Enhancing, faking or suppressing emotions to modify the emotional expression.” p.95

Grandey, A. A. (2011)

# STS Continuum

## Personal Impact

Exposure to  
trauma

PTSD  
and/or  
Functional Impairment



Cognitive	Emotional	Behavioral	Spiritual	Interpersonal	Physical
Diminished concentration	Powerlessness	Impatient	Questioning the meaning of life	Withdrawn	Physical exhaustion
Confusion	Anxiety	Irritable	Loss of purpose	Decreased interest in intimacy	Increased susceptibility to illness
Loss of Meaning	Guilt	Hypervigilance	Lack of self-satisfaction	Mistrust	Headaches
Perfectionism	Anger/rage	Increased use of alcohol or drugs	Pervasive hopelessness	Isolation from friends	Insomnia or hypersomnia
Preoccupation with trauma	Survivor guilt	Other addictions	Anger at God	Impact on parenting	Somatization and hypochondria
Trauma imagery	Hypersensitivity	Appetite changes	Questioning prior religious beliefs	Projection of anger or blame	
Apathy	Numbness	Nightmares		Intolerance	
Minimization	Fear	Attrition		Loneliness	
Whirling thoughts	Helplessness	Impaired ability to make decisions			
Cynicism	Sadness	Absenteeism			
Diminished enjoyment of career	Depression	Exaggerated sense of responsibility			
	Reduced ability to feel sympathy and empathy	Avoidance of clients			

Yassen, J. (1995). Preventing Secondary. *Compassion fatigue: Coping with secondary traumatic stress disorder in those who treat the traumatized*,(23), 178.

# STS Continuum

## Professional Impact

Exposure to  
trauma

PTSD  
and/or  
Functional Impairment



Performance of Job Tasks	Morale	Interpersonal	Behavioral
Decrease in quality	Decrease in confidence	Withdrawal from colleagues	Absenteeism
Decrease in quantity	Loss of interest	Impatience	Exhaustion
Low motivation	Dissatisfaction	Decrease in quality of relationship	Faulty judgement
Avoidance of job tasks	Negative attitude	Poor communication	Irritability
Increase in mistakes	Apathy	Subsume own needs	Tardiness
Setting perfectionist standards	Demoralization	Staff conflict	Irresponsibility
Obsession about details	Lack of appreciation		Overwork
	Detachment		Frequent job changes
	Feelings of incompleteness		

Yassen, J. (1995). Preventing Secondary. *Compassion fatigue: Coping with secondary traumatic stress disorder in those who treat the traumatized*,(23), 178.

# Reframing the conversation

- Exposure is an occupational hazard
- Adapting strategies to see to your own well-being and the well-being of this organization/team is a priority.
- We acknowledge we cannot adequately serve children, families, and our communities from an unhealthy place
  - We may actually do harm
- None of us do this alone.

# Compassion Satisfaction

- **Compassion Satisfaction** refers to the positive feelings derived from competent performance as a trauma professional.
- **Characterized by** positive relationships with colleagues, and the conviction that one's work makes a meaningful contribution to clients and society.

(Stamm, 2009)

# Vicarious Resilience

- The positive ways professionals may be impacted by client's resilience, healing and recovery from severe traumas.
- Found significant correlation with Compassion Satisfaction, social support, high morale and locus of control at work.

Killian, et al, 2017

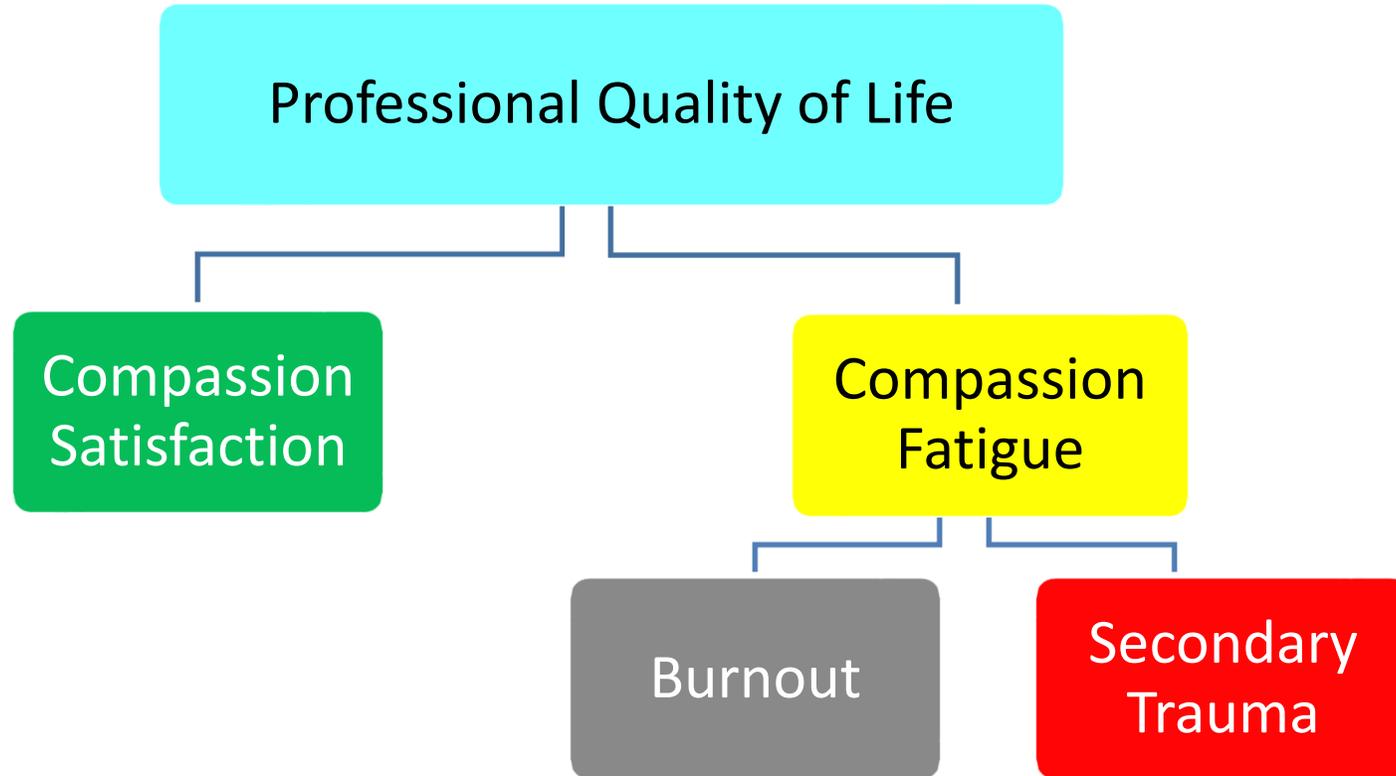
# Locus of Control at Work

- Having a personalized workspace
- Having a “say” about agency policies and procedures, and conditions
- Being able to predict and/or control how many hours you work each day
- Can you predict when you actually leave the work place (at least physically) each day?

Killian, et al, 2017

# **Assessments**

# ProQOL



# Secondary Traumatic Stress-Informed Organizational Assessment (STSI-OA)

- Promotion of resilience-building activities
- Promotion of sense of safety
- Organizational policies
- Practices of leaders
- Routine organizational practices
- Evaluation and monitoring
  
- Free! [www.uky.edu/CTAC](http://www.uky.edu/CTAC)

# VT-Org

- Leadership & Mission
- Management & Supervision
- Employee Empowerment & Work Environment
- Training & Professional Development
- Staff Health & Wellness
- Free! <https://vtt.ovc.ojp.gov/what-is-the-vt-org>

# Welcome to Your Reports!

2019 Best Places to Work in Huntsville/Madison County

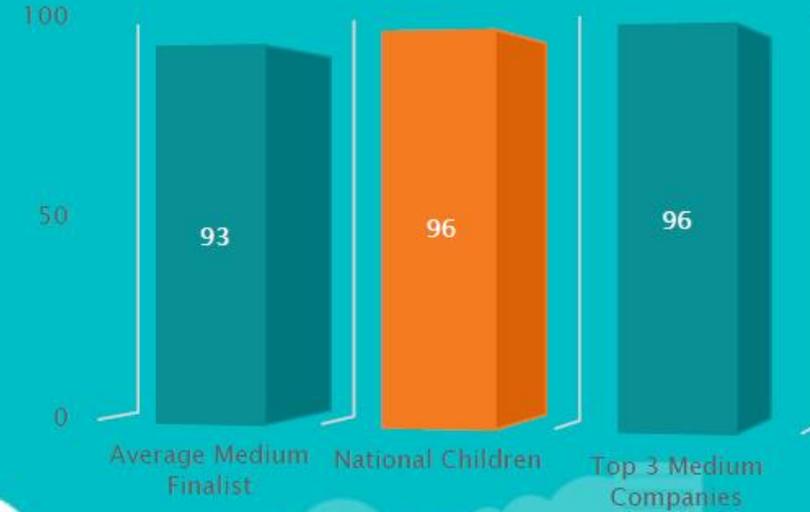
By participating in the Best Places to Work program, you are demonstrating your commitment to employee engagement and creating an advantage over your competition.

This program measures a wide range of research-validated workplace factors that impact employee engagement and satisfaction. Best Places to Work foster a workplace where employees willingly go above and beyond in their work, advocate for the organization and intend to stay into the future.

This year, 49 of your employees completed the survey. The average of their responses creates your organization's Best Place to Work score. Scores can range from 0-100 with 100 being the best possible score.

YOUR SCORE

95.93



48

HIGHLY ENGAGED  
EMPLOYEES

97.96% OF YOUR PEOPLE

Your People

**Highly Engaged**

Highly Favorable, Advocate,  
Intend To Stay, High  
Discretionary Effort

1

MODERATELY ENGAGED  
EMPLOYEES

2.04% OF YOUR PEOPLE

**Disengaged**

Negative, Lack Commitment,  
Impact Productivity Of Others

**Moderately Engaged**

Moderately Favorable, Held  
Back, Opportunity For  
Increased Performance

**Barely Engaged**

Indifferent, Lack Motivation, At-  
Risk For Retention

0

DISENGAGED EMPLOYEES

0% OF YOUR PEOPLE

0

BARELY ENGAGED  
EMPLOYEES

0% OF YOUR PEOPLE

Organizational Leadership

Supervision Strategies

Individual Responsibility

# Organizational Leadership

# Organizational Leadership

- Getting the right people
  - Organizational Values
  - Recruitment and Talent Acquisition efforts
  - Informed and Fair Warning
- Providing necessary resources for staff
  - Business tools
  - Training
  - Facility

# Organizational Leadership

- Setting the tone
  - #1 Priority - Healthy Work Environment
  - Level 5 Leadership in STS realm
- Walking the Walk
  - Management by Walking Around
  - Self-Awareness and transparency

# NCAC Wellness Plan - Beliefs

1. Our employees are our most valuable resource.
2. The well-being of our employees and MDT is paramount and is critical to our success.
3. Acknowledging the impact of this work without worry of stigma or shame is important to mitigate the negative aspects of working with victims of child abuse.
4. Discussing the positive and negative impacts of this work is encouraged and considered healthy.
5. Providing a healthy work environment which builds and supports the resilience of our staff is a priority for the NCAC.

# NCAC Wellness Plan – Organizational Policies and Procedures

1. Develop a STS Steering Committee.
2. Administer the STSI-OA
3. Add STS-informed questions to interviews
4. Provide four hours per month of personal leave in addition to existing sick and annual leave
5. Therapist support for staff
6. Provide appropriate training for all staff so they are prepared to do their work
7. Provide a professional and comfortable work environment for staff

# NCAC Wellness Plan – Training

1. STS 101 Training for All Staff
2. Safety Training for All Staff
3. Host annual STS Training
4. Make International Symposium on Child Abuse a STS-Informed Conference
5. Notify All Staff of STS Workshops at Symposium

# NCAC Wellness Plan – Supervision

1. Assess Supervisor Needs through discussions
2. Implement training for supervisors
3. Create opportunities for supervisors to develop peer support relationships
4. Address workload and stress levels in all performance evaluations
5. Ensure direct service employees have reasonable caseloads and some diversity of work duties
6. Include NCAC Organizational Values in all Performance Discussions to recognize employee commitment to these values

# NCAC Wellness Plan – Resilience Building Activities

1. Hold quarterly staff lunches
2. Share a client success story in monthly All Staff meetings
3. Conduct brief networking and/or supportive activities at start of monthly staff meetings
4. Clearly communicate NCAC Organizational Values to all staff
5. Recognize employees who model NCAC Organizational Values via High Five Nominations and recognition at monthly All Staff Meetings

# **Supervision**

# Supervisory Competencies

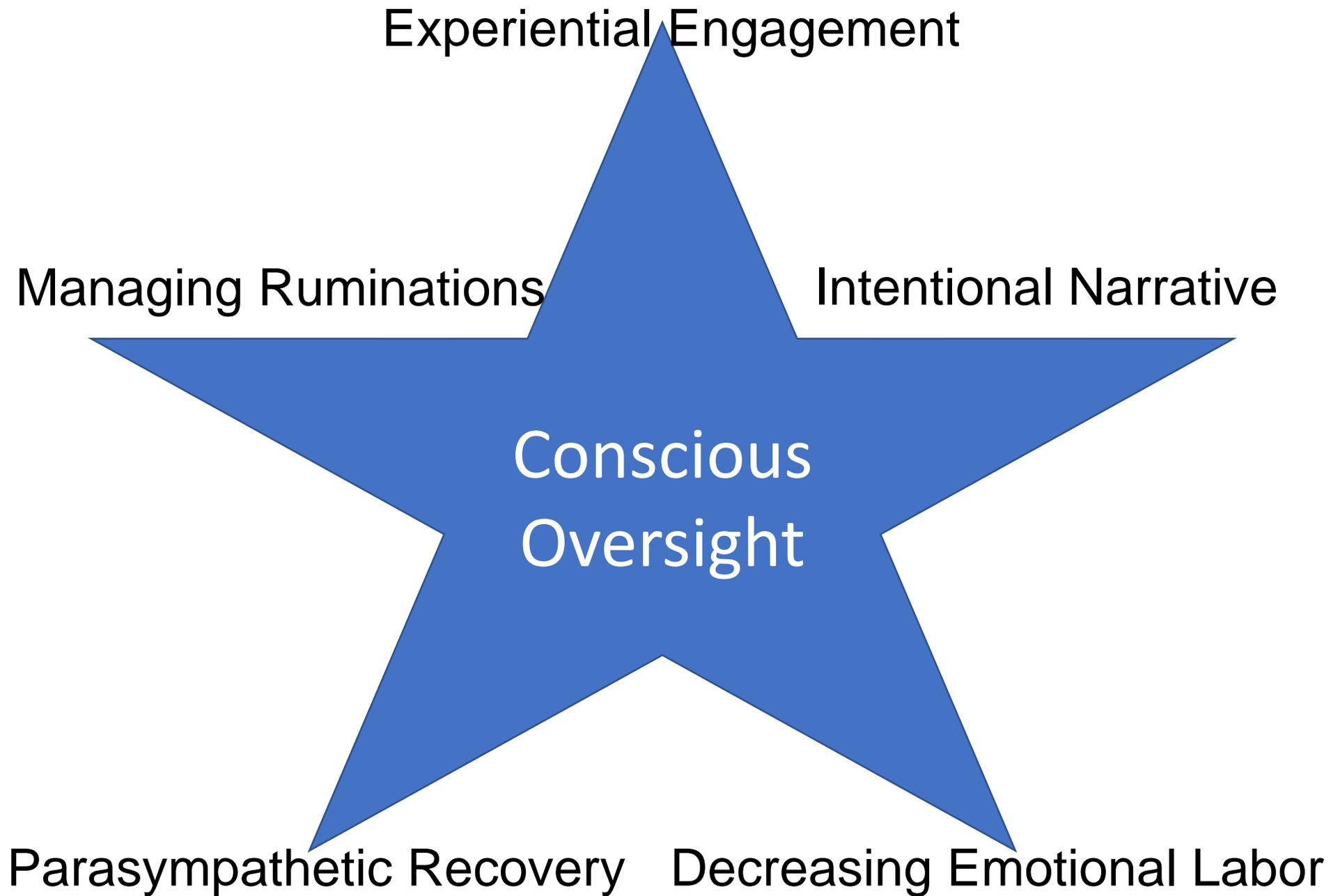
- Created by the STS Collaborative Workgroup of NCTSN using a consensus process
- Responding to the lack of training in supervision – trauma informed or otherwise
- No standard-setting organization has defined core elements of trauma-informed supervision

# Supervisory Necessities

- Training for Supervisors on effective supervision
- Balancing workloads and expectations
- Creating related diversity in work assignments
- Reflective Supervision
- Monitoring leave time and usage

# Hot Walk and Talk





# Individual Strategies



WHY?

# Simon Sinek – “Start with Why”

[https://www.youtube.com/watch?v=u4ZoJKF\\_VuA](https://www.youtube.com/watch?v=u4ZoJKF_VuA)

# Parasympathetic Recovery

- Meditation
- Deep Breathing
- Yoga
- Pilates
- Exercise

# Basic Self-Care

- Get good sleep
- Eat healthy foods
- Drink water
- Exercise

# Low Impact Debriefing

- Increased Self Awareness
- Fair Warning
- Consent
- Limited Disclosure
- How much detail is enough? How much is too much?

Mathieu, F. (2012). The Compassion Fatigue Workbook: Creative Tools for Transforming Compassion Fatigue and Vicarious Traumatization. pp. 43-45. Routledge.

# My Past & Future Hands Hold...

