Creating a Healthy Organizational Culture: Enhancing Resilience

Chris Newlin
Executive Director
Huntsville, AL

- Huntsville is a vibrant city known for its rapid growth and diverse industries.
- It is home to the Redstone Arsenal, a major military installation.
- Huntsville is a center for aerospace and defense technologies.
- The city is located in the United States, with the state of Alabama.

Huntsville has been featured in various news outlets, highlighting its growth and opportunities:
- CNBC: Huntsville is a hub for new industries, attracting engineers and technology talent.
- The New York Times: Huntsville has been named one of the best places to live multiple times.
- Entrepreneur: Huntsville ranks among the top cities for manufacturing jobs.
- Indeed: Huntsville is a top metro area for opportunities for game developers.
- KEMPLER: Huntsville is recognized for its high salaries and low cost of living.

Huntsville continues to thrive as a center for innovation and growth, offering a dynamic environment for businesses and individuals alike.
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
Children’s Advocacy Centers - USA
Terminology Matters
CONCEPTUAL FRAMEWORK of ST Progressive Stages & Intervention Locations

EXPOSURE  REACTIONS  SYMPTOMS  FUNCTIONAL IMPAIRMENT  STS, PTSD, VT

Individual  Team  Leaders  Organizations
Multiple Exposure: Increased Risk

- Personal Vulnerabilities
  - Socio-Cultural Context
  - Working Conditions
  - Systems Failure
  - Empathic Strain
  - Indirect/Secondary Trauma
  - Direct Exposure
  - Work-related Traumatic Grief/Loss

Image courtesy of Dr. Leslie Anne Ross
Adapted for this presentation
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**

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Withdrawn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

**STS Continuum**  
**Professional Impact**

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

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

Professional Quality of Life

- Compassion Satisfaction
- Compassion Fatigue
- Burnout
- Secondary Trauma
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.
48
HIGHLY ENGAGED
EMPLOYEES
97.96% OF YOUR PEOPLE

1
MODERATELY ENGAGED
EMPLOYEES
2.04% OF YOUR PEOPLE

Disengaged
Negative, Lack Commitment, Impact Productivity Of Others

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

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
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
Conscious Oversight

- Experiential Engagement
- Intentional Narrative
- Managing Ruminations
- Parasympathetic Recovery
- Decreasing Emotional Labor
Individual Strategies
Simon Sinek – “Start with Why”

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?

My Past & Future Hands Hold...

Ugly

Hurt

Hope

Acceptance

Rainbow

Heart