


A FABULOUS Framework for Wellness

Partners in Prevention Team
Leader Meeting

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PARTICIPANT GUIDE

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Why This Guide?

This guide includes worksheets, self-assessments, and key takeaways from today's program slide deck and will enhance your learning experience. The material has underpinnings in research, theory, and practice and gives you an evidence-based guide. You need to learn how to identify and recognize symptoms of burnout, secondary traumatic stress (STS), compassion fatigue (CF), empathetic distress fatigue and vicarious trauma (VT) to do your job well. After reviewing the guide, you will, have the tools and strategies to build career resilience and develop deeper insights into putting your strengths into action.

Participant Worksheets

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About Your Presenter

Barbara Rubel, MA, BCETS, DAAETS, helps audiences in trauma-informed organizations lessen burnout, compassion fatigue, empathic stress and vicarious trauma. As a nationally recognized keynote speaker and trainer, Barbara motivates professionals to build career resilience, create work-life balance, and manage workplace chronic stressors. Barbara is a Board-Certified Expert in Traumatic Stress and Diplomate with American Academy of Experts in Traumatic Stress and received a BS in psychology and MA degree in community health, with a concentration in thanatology. Barbara is an award-winning author of, *But I Didn't Say Goodbye: Helping Families After a Suicide* (2020) (3ed); the 30-hr CE nursing course, *Loss, Grief, and Bereavement: Helping Individuals Cope* (2019) (4ed); and the 2-hr healthcare course, *COVID-19 Loss, Grief, and Bereavement* (2020). Barbara was featured in an Emmy award winning documentary, *Fatal Mistakes, Families Shattered by Suicide* narrated by Mariette Hartley. For the past 20 years, Barbara has been a consultant with the Department of Justice, Office for Victims of Crime, and co-authored their training curriculum, *Compassion Fatigue*. Barbara is a contributing writer to books on traumatic loss, is a frequent podcast and radio guest on trauma-informed care, grief-informed care and vicarious trauma-informed care. Barbara has been featured in many magazines including *Newsweek*, *Family Circle*, *Health*, and *Shape*.

Worksheet 1.1 Burnout Self-Assessment

To assess your level of burnout, rate how strongly each statement applies to you and how you feel about your job. Review each statement below and check the appropriate box.

Interpretation: Consider the number of statements checked in each column. The more checks placed in “agree” somewhat” and “agree strongly,” the greater the likelihood that you may be experiencing some level of burnout.

Statement	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly
• I have been experiencing more staff conflicts recently.				
• I am non-engaged in the workplace.				
• I do not share similar workplace values with my team.				
• I work with people who are experiencing burnout.				
• My employer is not accessible or transparent.				
• My organization does not offer new employee, low-performing, or high-performing mentoring programs.				
• My job lacks family-friendly policies.				
• I do not have the resources I need to do my job well.				
• I am dissatisfied with my organization’s goals.				
• The fact that there are big consequences for failure (e.g., lawsuit, death) is getting to me.				
• My supervisor does not offer supervision.				
• Increased federal and state regulations for compliance and added paperwork is getting to me.				
• My supervisor does not create a sense of teamwork.				
• My workplace is not culturally respectful.				
• My organization has downsized.				
• I am not a good fit for the job.				
• I do not have job security.				
• I take on many new tasks while still doing old ones.				
• I am not paid enough for all that I do.				
• I have infrequent breaks while I work long hours.				
• I am not maintaining healthy workplace boundaries.				
• I am having a problem balancing work/home.				
• I have little or no control over my job.				
• I experience many interruptions throughout my day.				
• I do not have any input in decision making.				
• I am physically exhausted doing the work that I do.				
• I am not personally accomplishing what I need to achieve.				

Worksheet 1.2 Burnout Self Reflection

What is the definition of Burnout?

Burnout is a syndrome from chronic work stress not successfully managed (WHO, 2019). “In a worker, occupational burnout or occupational physical and emotional exhaustion state is an exhaustion due to prolonged exposure to work-related problems” (Guseva Canu & Marca, 2021).

- ***How do you define burnout?***

What are the symptoms of burnout?

Queen and Harding (2020) found that burnout symptoms include poor self-care, being unmotivated, apathetic, feeling overwhelmed, not getting things done, lack of energy, feeling emotionally drained, blaming others, conflicts, back aches, headaches, loss of appetite, disrupted sleep, negative coping, becoming reclusive and struggling working from home, easily frustrated, feeling hopeless, and helpless.

- ***What are your burnout symptoms?***

What are causes or risk factors for burnout?

According to Maslach and Leiter (2016), contributors to burnout are overload of tasks, having little control over your job, constant demands, work-life imbalance, and social conflicts in the workplace. Burnout is caused by inadequate staffing, lack of social support from leadership, increased workloads, insufficient time for documentation, working long hours, lack of collaboration, and communication. Moreover, working in a school system, health profession or victim services, increases one’s risk for burnout.

- ***What is causing your burnout?***

What is the result of burnout in the workplace?

The result of burnout is a loss of faith in one’s abilities, increased errors, scapegoating, diminished attention and memory, and decreased productivity.

- ***How has burnout impacted your job?***

Are certain groups vulnerable for burnout?

High risk groups include cardiologists, medical students, palliative care professionals, physicians, ICU professionals, and oncology health professionals. School counselors are also vulnerable to burnout (Fye, Kim, et al., 2022).

- ***Why is your group at risk for burnout?***

What policies are needed to protect people from burnout?

Policy makers and health systems need to address specific effects of burnout depending on the work environment and the employee’s personal characteristics.

- ***What should be included in your policy to protect you from burnout?***

What can organizations or teams do to prevent burnout at work?

Organizations can increase a culture of wellness on an individual-level approach and organizational level approach involving supervisors and team leaders. By engaging leadership, values are aligned and focus on self-care, autonomy, peer support, work-life balance, and enhancing manager support. To protect employees from burnout, programs need to be designed with continued education and interdisciplinary teamwork in mind, and job satisfaction as a goal.

- ***What can your organization or team do to prevent burnout?***

Worksheet 1.3 FABULOUS Resilience Competency to Manage Burnout

The following 8 core elements of the FABULOUS Framework help you to identify burnout symptoms, causes and risk factors, and resilience competencies.

FLEXIBILITY: Symptoms: cynical, distrust others, difficulty concentrating

- Causes/Risk Factors: no input in decision making, do not reframe negative thoughts
- Resilience Competency: openness, reflective, critical thinker, creative, inventive

(Insert resilience competency) _____ helps me to: _____

ATTITUDE: Symptoms: angry, anxiety, feel powerless

- Causes/Risk Factors: high demand and low resources, lack skills for the job, lack adequate funding
- Resilience Competency: careful, agreeable, brave, daring, eager

(Insert resilience competency) _____ helps me to: _____

BOUNDARIES: Symptoms: headaches, gastro problems, backaches

- Causes/Risk Factors: does not set limits, does not say, "no", high workload and overtime work
- Resilience Competency: determined, sense of control, helpful, disciplined, organized

(Insert resilience competency) _____ helps me to: _____

UNDERSTANDING JOB SATISFACTION: Symptoms: ineffective, no accomplishment, lack motivation

- Causes/Risk Factors: lack clear goals, no fit between needs/employer, non-engaged, don't use skills
- Resilience Competency: kindness, skillful, confident, leadership, efficient, motivated

(Insert resilience competency) _____ helps me to: _____

LAUGHTER: Symptoms: sadness, lack passion about work, don't enjoy life, poor performance

- Causes/Risk Factors: no work-life balance, not appreciated, no employee recognition or rewards
- Resilience Competency: witty, playful, zest for life, happy, sense of humor, funny, imaginative

(Insert resilience competency) _____ helps me to: _____

OPTIMISM: Symptoms: detachment, shame, sleep problems, chest pain, increased illness

- Causes/Risk Factors: not making an impact, no sense of purpose, lack of control
- Resilience Competency: realistic, prudence, trusting, hopeful, religious

(Insert resilience competency) _____ helps me to: _____

UNITED: Symptoms: fear of being alone, easily irritated, aggressive, mistrust, relationship issues

- Causes/Risk Factors: colleagues undermine you, supervisor has unclear expectations
- Resilience Competency: attachment to others, collaborative, receive and give support, sociable, outgoing, loyal, approachable

(Insert resilience competency) _____ helps me to: _____

SELF COMPASSION: Symptoms: insomnia, exhaustion, drained, forgetful, high blood pressure

- Causes/Risk Factors: critical of self, feel alone when you fail, exaggerate when things go wrong
- Resilience Competency: patient with self, self-kindness, humility, tolerant, gentle, self-regulation

(Insert resilience competency) _____ helps me to: _____

Worksheet 1.4 Secondary Traumatic Stress (STS) Self-Assessment

Trauma-informed care includes an understanding of STS. This self-assessment gives you a basic understanding about your level of secondary traumatic stress (STS) due to a client's trauma or grief and your workload. Check the box if the statement applies for *none or a little of the time*, *some of the time*, *a good part of the time*, or *most of or all the time*.

Symptoms	None or a little of the time	Some of the time	A good part of the time	Most of or all the time
Difficulty concentrating				
Intrusive thoughts				
Relive a child/family member's trauma				
Think about work when you don't want to think about it				
Recurrent painful memories				
Nightmares				
Insomnia				
Fatigue (e.g., low energy)				
Sadness				
Inability to listen				
Behavioral (e.g., self-destructive coping)				
Heart starts pounding				
Fear of contagion (COVID)				
Persistent anger about what happened				
Don't want to work with certain children/families				
Guilt				
Hypervigilance				
Cynicism				
Irritability				
Shaking of beliefs				
Reduced productivity				
Emotionally overwhelmed				
Avoid people and places				
Discouraged about the future				
Hopelessness				

Consider the number of statements checked in each column. The more checks placed in "a good part of the time" and "most of or all of the time" columns, the higher chance of experiencing some level of STS. Think about how your strengths help you to cope with STS.

Worksheet 1.5 FABULOUS Framework for Wellness

Although the acronym spells out the word, *FABULOUS*, the characteristics are not sequential. Resilience building strategies may be completed in any order or be carried out at the same time.

The following conceptual framework identifies eight characteristics of resilience:

1. **F**lexibility to build a resilient mind-set and be less rigid to adapt to work-life challenges.
2. **A**ttitude to evaluate stressors and behave positively due to being a good fit for the job.
3. **B**oundaries to balance, monitor, and maintain limits of acceptable workplace behavior.
4. **U**nderstanding of job satisfaction to gain gratification and pleasure from your work.
5. **L**aughter to maintain a sense of humor to and manage a stressful workplace.
6. **O**ptimism to think positively and realistically and to anticipate the best possible outcome.
7. **U**nited to cultivate personal and professional relationships that increase well-being.
8. **S**elf-compassion as to express loving kindness to oneself every single day.

Instructions: First, review the strengths listed below that impact wellbeing. Then write down one strength for each of the eight pillars. Finally, reflect on the impact of this strength in your career, relationships, finances, health, and where you live.

STRENGTHS: Agreeable, Authentic, Boldness, Brave, Calm, Cheerful, Cooperative, Collaborative, Courage, Curious, Daring, Dependable, Determined, Devoted, Disciplined, Eager, Empathetic, Energetic, Enthusiastic, Efficient, Fairness, Faith, Firm, Funny, Gentle, Generous, Gratitude, Hardworking, Helpful, Honest, Hopeful, Honorable, Humorous, Imaginative, Integrity, Intelligent, Inventive, Kind, Leadership, Learner, Love, Loyal, Mature, Motivated, Open-minded, Organized, Outgoing, Passionate, Patient, Perfectionist, Perseverance, Persistent, Playful, Pleasant, Practical, Proud, Punctual, Quiet, Realistic, Relaxed, Reflective, Religious, Resourceful, Restrained, Skillful, Sociable, Spiritual, Strategic, Tactful, Tolerant, Trusting, Vitality, Wisdom, Witty, Zest

According to Hausler, et al., (2017), character traits related to overall wellbeing are curiosity, zest, love, kindness, social intelligence, self-regulation, humor, perseverance, hope, honesty, and gratitude. A study found that love, curiosity, persistence, hope, and zest are strongly associated with subjective wellbeing (Vasileious, et al., 2021). Subjective wellbeing is positively related with character traits such as extraversion, self-esteem, positive affective disposition, mindfulness, optimism, expectancy of perceived control, and resilience (Sirgy, 2021).

Your greatest strength is _____

Worksheet 1.6 Workplace Spirituality and Vicarious Traumatization

Studies show that practicing spirituality may help employees find purpose in their work, thus reducing VT. To decrease negative workplace outcomes associated with burnout, CF or VT, organizations can focus on workplace spirituality

- Workplace spirituality is the positive energy and connection employees feel toward their job which can enhance wellness and productivity.
- Workplace spirituality looks through the lens of emotions around work and feeling as though one's role is connected to something bigger than themselves.
- Workplace spirituality creates purpose in the work and a connection to job outcome.
- Workplace spirituality includes the leaders and supervisors who recognize their employees' spiritual needs.

Management competencies must be addressed in relation to workplace spirituality, which includes the organizational foundation that mirrors an employee's values and:

- job satisfaction
 - personal growth
 - a sense of gratitude
 - the integrity of the leader
 - a positive workplace culture
 - finding meaning in one's job
 - ongoing learning opportunities
- Are there any benefits of workplace spirituality on work outcomes?
 - Being that the workplace is rapidly changing due to COVID, is there a relationship between workplace spirituality and workforce agility?
 - Why is workplace spirituality a main factor for elevated trust among employees, engagement, and improved knowledge-sharing behavior in the workplace?
 - If cynicism causes an employee to believe that coworkers are insincere and only interested in themselves, how does spirituality in the workplace mitigate that belief?

I define spirituality in the workplace as:

How important is spirituality in your workplace during the COVID crisis?

Very important Important So-so Less important Not important

Worksheet 1.7 Questions to Avoid Unhealthy Boundaries

Imagine that you have just finished speaking with a child or their family member. Pick up a sheet of paper which includes 40 questions. Consider using this worksheet as a springboard to ask more boundary questions.

1. Did I give money or a gift to a child or family member who I helped?
2. Did I offer my own resources?
3. Did I accept a gift from a child or family member who I helped?
4. Did I take something from someone I helped that I should not have taken?
5. Did I find myself engaging in their personal activities (e.g., basketball game)?
6. Am I attending their family function (e.g., wedding)?
7. Am I treating a person who I helped as a friend?
8. Did I communicate in a professional manner?
9. Did I let them tell their story?
10. Did I give them enough time to share their story?
11. Did I text message too much?
12. Did I give advice that I am not supposed to give?
13. Did I explain the reasons why I was asking all the questions?
14. Did I listen to my gut?
15. Did I say too much?
16. Did I offer them more information than was necessary?
17. Would I be embarrassed if what I shared was publicly revealed to my colleagues?
18. Did I give them too much information?
19. Did I share other cases with them?
20. Did I overshare with them?
21. Did I tell them that they could call me anytime?
22. Did I call them after hours?
23. Did I over-identify with them?
24. Was I personally triggered by something they said?
25. Am I remaining objective?
26. Was I unbiased?
27. Did I want to immediately email or text a person who I helped after meeting them?
28. Was I in touch with what had my attention?
29. Did I make a child feel less safe after speaking with them?
30. Did I treat them differently from the way I treat other children, family members?
31. Did I give them preferred/special treatment after hours?
32. Did I make my relationship/role clear?
33. Did I offer realistic expectations/time frames?
34. Did I set clear expectations for myself?
35. Did I pursue a romantic relationship with them?
36. Did I physically touch a child's family member inappropriately?
37. Did I follow them on social media?
38. Am I hiding my actions from management?
39. Did I continue contact with them after they were no longer in my care/case was closed?
40. Did I offer my professional services as a life coach?

Worksheet 1.8 Achieving Job Satisfaction

Circle Yes or No

1. I am in the appropriate workplace. *Circle: yes or no*
2. My organizational culture aligns with my experience. *Circle: yes or no*
3. I am in the right industry. *Circle: yes or no*
4. I am accomplishing my goals. *Circle: yes or no*
5. My supervisor/leaders shows appreciation. *Circle: yes or no*
6. I have/I am a trusted leader. *Circle: yes or no*
7. I have the strengths for the job. *Circle: yes or no*
8. My role makes a difference. *Circle: yes or no*
9. Working from home allowed me to save time commuting and limiting my exposure to COVID-19 increased my job satisfaction *Circle: yes or no or N/A*

Studies show that occupational wellbeing, particularly compassion satisfaction in teachers, plays a role in buy-in to trauma-informed care and retention (Christian-Brandt et al., 2020). According to an online survey, to increase job satisfaction during the pandemic, managers can create internal messaging to employees that supports family and sick leave programs, mention that they are also dealing with the strain of work-life overlap and act as a role model by using leave programs themselves (Rutgers, 2020). The relationship and communication between employees and their leaders influence job satisfaction (Ali & Anwar, 2021). Job satisfaction is a relatively passive state of the way you think, feel, and behave (e.g., don't want to complain, not as excited as those engaged, and that's okay). Employee engagement is an active, involved, and individual state of being enthusiastic, inspired, with positive energy, having a sense of empowerment, and being completely connected with work and others (Hilliard et al., 2019).

On a scale from 1 (not at all) – 10 (very) rank the following:

- I am satisfied with my job: 1 2 3 4 5 6 7 8 9 10
- I am engaged in the workplace: 1 2 3 4 5 6 7 8 9 10

In what ways would you like your leaders to influence your wellbeing?

Christian-Brandt, A.S., Santacrose, D.E., and Barnett, M.L. (2020). *Child Abuse & Neglect*, 110(3), 104437, ISSN 0145-2134, <https://doi.org/10.1016/j.chiabu.2020.104437>.

minimal research has focused on how TIC impacts teacher wellbeing, which is concerning given the relationship between occupational stress and turnover from education.

Ali, B.J. and Anwar, G. (2021), An Empirical Study of Employees' Motivation and Its Influence Job Satisfaction. An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30. <https://doi.org/10.22161/ijebm.5.2.3>

Christian-Brandt, A.S., Santacrose, D.E., and Barnett, M.L. (2020). *Child Abuse & Neglect*, 110(3), 104437, ISSN 0145-2134, <https://doi.org/10.1016/j.chiabu.2020.104437>

Hilliard, P., & Lopez, D. (2019). *Lead, motivate, engage: How to INSPIRE your team to win at work*. People Performance Publishing.

Rutgers (2020). Rutgers Researchers: Job Satisfaction, Productivity Rise for Working Parents during COVID-19. As dads take on more childcare and chores, both parents do better in their jobs. Tue, September 22, 2020 Rutgers Business School Business School Newark and New Brunswick. <https://www.business.rutgers.edu/news/rutgers-researchers-job-satisfaction-productivity-rise-working-parents-during-covid-19>

Worksheet 1.9 Reasons for Leaving Your Job

Circle 3 top reasons why you may be considering leaving your job.

- I need a higher salary
- I would like to work in a museum or non-profit
- I need to work where they have hired more professional helpers
- I want to work where they hire more support staff
- I want fewer paperwork requirements
- I want to work where additional support and mental health services are available for children
- I want more job security
- I no longer want to work with children who have discipline issues
- I no longer work with people I like
- I have no personal time
- I am tired of commitments at work being broken
- I have strong feelings and resent my coworkers and/leader
- I want the overall culture of my organization to match my own
- I am dealing with too many family-related health issues
- I want to find a job with a better supervisor
- I want to relocate and find a job near my home
- I want to be closer to my parents/siblings
- I want to be compensated with better benefits
- I am not getting career opportunities for growth
- I want freedom in how I do my job
- I want to switch industries
- I am giving terrible care
- I don't have work-life balance
- I want a job with less workload
- I want to search for more happiness
- I am ready to retire
- I want to find a job that I enjoy
- My coworkers don't give me a break
- I am impacted by turnover
- I want to be recognized for all that I do
- I am not appreciated
- I want flexible hours
- I might be terminated or laid off
- I don't want to be onsite full time

As you reexamine your career goals, share with someone you trust, your top three reasons for considering leaving your job.

Worksheet 1.10 Core Values and Self Compassion

Instructions: Let's discover and clarify your values, which are guiding principles related to beliefs and practices about how you live your life. Core values guide and energize you and influence your overall behavior. Personal values impact wellbeing and help you to remain mindful when practicing self-compassion. As you answer the questions, keep in mind how you live your values in your personal life and in the workplace.

1. What do my core values (e.g., hard work, loyalty, family) mean to me?
2. What evidence do I have that I'm living my personal values (e.g., passion, commitment, brave)?
3. If I have an inherited value that has been passed down to me from someone in my family or from my culture, what does that inherited value mean to me?
4. Do I share the same values as my personal heroes?
5. Do my values (e.g., authenticity, community, vision) help me know what I need for myself to mitigate the impact of burnout, compassion fatigue, secondary trauma, and vicarious trauma?
6. Personal values help me to feel more confident. Therefore, looking at my core values (e.g., adventure, recognition, service) what conclusions can I draw about myself?
7. Are my core values (e.g., citizenship, influence, contribution) in line with my organization?
8. What does it look like when my supervisor encourages my values (e.g., merit, justice, teamwork)?

Employee Wellness

When organizations create flexible work arrangements and focus on employee health, employees maintain physical health with fewer somatic symptoms and absenteeism is reduced (Shifrin & Michel, 2021). When leadership and management address employee wellness, there is a potential to create a work environment where mental health stigma is reduced and where employees feel able to seek psychological help should they need it (Wild, et al., 2020).

Employee wellness is key to retention. To combat negative work experiences, studies point to self-care strategies and peer support (Helpingstine, et al., 2021). Leaders and teams can work together and work across disciplines. Find a peer who is interested in wellness and work-life balance. Resilience brings about positive emotions, enriched life satisfaction, and prioritized needs (Bozdağ & Ergün, 2020).

Consider 8 simple ways to manage stress and build career resilience:

- Start the day with a healthy breakfast and take a scheduled lunch
- Begin work on time and end on time, if possible
- Exchange services with friends, such as gardening or babysitting
- Create a to-do list with three tasks that you complete at the start of the day
- Schedule time with a friend/family member without interruptions
- Consider recreational activities (e.g., tennis) or leisure activities (e.g., strength training, art)
- Get 7 hours sleep, avoid using sleeping pills
- Reduce exposure to light before bedtime

Worksheet 1.11 Action Plan to Achieve a Wellness Goal

As leaders and organizations focus on stress reduction, weight loss, and exercise programs to help their employees achieve wellness, let's concentrate on your personal wellness goal. You can focus on an emotional, mental, spiritual, financial, and environmental wellness or your physical, nutritional, and professional health.

- **Goal.** I want to accomplish:
- **Life satisfaction.** How my goal is aligned with my life satisfaction:
- **Meaning.** What my goal means to me:
- **Reasons.** I am self-motivated to accomplish this because:
- **Resources.** I need (funding, materials):
- **Concrete Steps to Implement.** It is essential that I:
- **Timeline.** I will act during these times:
- **Obstacles.** I might not act due to:
- **Inner Critic.** I can lessen the power of my critical inner voice by doing this:
- **Risks.** Why I may want to stay in my comfort zone:
- **Revise Tactics.** Strategies for overcoming any obstacles or risks:
- **Actions.** Strategies I will take to make this happen:
- **Strengths.** I can use my strengths to prioritize the tasks by:
- **Positive View.** I can view obstacles from a positive, strengths-perspective by:
- **Inspiring People.** Those who will motivate and encourage me in pursuit of my goal are:
- **Self-compassion.** I can be extra kind to myself when I am struggling by:
- **Evaluation.** I will know that I am making progress when:

After you review the steps, talk about your wellness plan with someone whose opinion you trust, whose suggestions you appreciate, and who will be supportive of your accomplishing this goal. Your plan should translate into concrete steps that can be implemented. To evaluate your progress of letting go of work, and work-life balance, continually go over how you put strengths into practice. Become more aware of your wellbeing and the positive results.

Slide Deck Tips, Insights, Key Takeaways

Three Pillars of Organizational Resilience

Being Trauma Informed, Vicarious Trauma Informed, and Grief Informed

Regardless of your field or level of expertise, you probably meet someone at work who is grieving or traumatized. Trauma is defined as an emotional response to a horrific event such as injury, sodomy, or natural disaster (American Psychiatric Association, 2018). If you are a leader, you may be seeking resources and strategies for organizational resilience to increase productivity and retention in your workplace. You realize that volunteers and staff are experiencing burnout, CF, STS, VT or professional grief. As you learn about being trauma informed, it is essential that for organizational resilience to take place, you are also VT-informed and grief-informed.

1. **Trauma Informed Organization:** *The first pillar* of organizational resilience is *trauma informed care*, a framework that supports an understanding of the impact of trauma on the survivor and how to provide support while avoiding re-traumatization. To mitigate the impact of trauma, strategies that are well supported and found to be effective can include:

- Service provider training in psychological trauma, signs, and symptoms, and safety
- Trauma specific practices: screening, assessment, and therapeutic interventions
- Staff training on the stress response, strengthening personal resilience, and cultural and gender sensitivity

A trauma-informed approach requires an understanding that those who are exposed to trauma material can experience VT.

2. **Vicarious Trauma (VT) Informed Organization:** *The second pillar* of organizational resilience is *VT-informed care*, a framework that recognizes the impact of professional exposure to trauma material. VT-informed care is an approach to the delivery of managing trauma exposure. Direct or indirect exposure to traumatic material, vicarious traumatic stress, and perceived lack of organizational support affect staff's well-being (Ham, et al., 2021). VT has a long-lasting impact on one's world view due. Organizations can create a culture of understanding of the impact of VT by providing peer support networks, showing employees that they are valued, have respectful communication, and strengthen employee protective factors. Four VT informed interventions that show promising findings are:

1. **Trauma-specific supervision:** Supervisors review signs, symptoms, and risks for STS and VT, assists in emotional re-regulation related to indirect trauma exposure, identifies cognitive distortions and changes in world view, builds resilience and monitors progress.
2. **VT policies:** Write supportive policies into employee handbooks that enhance high performance work practices and a shared vision to create a better working environment for those who are vicariously traumatized.
3. **VT organizational support services:** Reduce treatment barriers, human resources, EAPs, mental health services, Cognitive Behavioral Therapy, and online support.

4. **Psychoeducation:** General wellness psychoeducation can include professional stress management seminars and work-life balance initiatives. Occupational skill development psychoeducation can include professional skills trainings on violence, trauma, abuse, neglect, and grief.

Although it is impossible for one approach to work across the spectrum of professionals, VT informed workplaces recognize *professional skills training* is a valuable method to implement. Other ideas:

- *Mindfulness-based stress reduction (MBSR) interventions* (generic wellness) can be offered through professional training on self-care, healthy diet, meditation, yoga, and body movement.
- Recommendations can be made to professional helpers on *recreational programs*, those activities that can be done after work, indoors/outdoors, alone/others (e.g., sports, art, music, writing).
- *Alternative medicine (integrative/complimentary) therapy*, an approach that includes acupuncture, homeopathy, naturopathy, and traditional Chinese medicine, such as acupuncture.
- *Clinician Experience & Reducing Trauma (CE-CERT) model* is a program for professionals that focuses on clinical, evidence-based trauma treatment and group psychological debriefings.
- *Accelerated Recovery Program (ARP)*, a 5-step model that treats CF and STS.
- *Critical Incident Stress Management (CISM)* is a 7-step education-based debriefing.

3. **Grief Informed Organization:** *The third pillar* of organizational resilience is grief informed care, a framework that supports an understanding of the *Palette of Grief®* which is defined as emotional, physical, cognitive, behavioral, and spiritual reactions due to a traumatic loss and coping with bereavement.

If trauma is a major global health problem, so is VT and grief. Invest in VT-informed and grief-informed training and research and develop personal or professional grief management strategies. With adequate training to manage VT and grief in the workplace, organizations can promote and create sustainable wellness at work.

Onboarding Programs Lead to Job Satisfaction

According to Sanchez, et al., (2020), during the hiring process, interviewers need to focus on culture and values (explain why organization does what they do), goals and strategies (topics of high priority), task proficiency (knowledge and skills), rules and policies, structure (physical layout, formal structure, authority), working relationships (colleague expectations, working styles), wellness (self-care), and navigation and politics (informal power structure, control of resources, influence over decisions).

When you were hired, did the interviewer:

- Discuss whether your values matched the values of the organization?
- Evaluate whether your ideal work environment matched the job description?
- Examine those things that made you dissatisfied at your last position?
- Review your goals and mission to see if they matched the organization?
- Explain that supervision would be provided?
- Appraise your ability to cope with the type of situations clients are facing?
- Outline a typical day at work? Identify those things that you are most passionate about?
- Prepare you for the actual job?
- Relate many of the stressors you would experience on the job?

Stay Interviews and Exit Interviews

Ask Open Ended Questions: **Stay** Interview: what can be done so they stay in their job? **Exit** interview: why did they really leave? Listen to the employee's answers and to what's important to them.

- Why are/were you frustrated?
- What tasks are/were making you feel overloaded?
- What resources do/did you need?
- What benefits do/did you want?
- In what ways are/were you recognized in the workplace?
- What type of training would you like?
- What's your personal mission?
- How do you achieve work-life balance?

20 Leadership Practices

1. Create partnerships
2. Offer flextime scheduling
3. Encourage online wellness training
4. Find purpose and pursue meaning in life
5. Praise staff for their contribution
6. Have strong social networks for self-disclosure
7. Dwell on employee success and not their failure
8. Offer stay interviews instead of exit interviews
9. Maintain caseload balance and debrief tough cases
10. Use your personal resources and choose healthy behaviors
11. Recognize that we are all connected on a universal scale
12. Take care of yourself so that you can take care of the group
13. Offer high quality supervision with interpersonal and management skills
14. Modify and adopt organizational policies on wellness and staff resilience
15. Create an organizational culture of peer support and self-disclosure
16. Offer ongoing mentoring program across generations-years of experience with newer employees
17. Be a role model and demonstrate importance of choosing a balanced lifestyle
18. Communicate that it is okay to experience STS, CF, or VT, as it builds resilience over time
19. Show appreciation by protecting professional wellbeing and development training budgets
20. Be consistent as you cultivate mutual colleague recognition and support

Healthy Decision Making

Ethical duty to self-care during times of increased exposure to stress, trauma, and grief in the workplace.

- Work through my trauma/loss history before helping others who are experiencing similar issues.
- Attain competency through education and training to be psychologically more resilient.
- Find healthy ways to cope when I experience tension and anxiety.
- Establish a set of rules that guide me as I face dilemmas that push my personal boundaries.
- Not discriminate based on age, sexual orientation, gender expression, disability, race, color, ethnicity, national origin, citizenship and immigration status, religion, marital status, political affiliations, physical or mental disability, diagnosis, HIV status, COVID-19 status, weight, height,

affluence or social class, pregnancy, veteran or military status, or genetic information, and recognize which individuals seem harder for me to provide support.

- Value justice and treat everyone fairly, *including* myself.
- Become an advocate in my workplace to create a healthy work environment for improved and safer working conditions that are just and fair to myself and my team.
- Support and rely on colleagues through peer consultation, support groups, or supervision.
- Realize the importance of sleep as I am exposed to frequent negative incidents in the workplace.
- Remain fully present with a person's suffering, yet never be too fatigued to practice self-care.
- Focus on those characteristics that help me overcome burnout, compassion fatigue, or grief, such as hope, competence, and self-healing.
- Work on identifying how workplace related loss has impacted my personal belief system and resulted in emotional distress and unhelpful behaviors.
- Assess my quality of life: http://proqol.org/uploads/ProQOL_5_English_Self-Score_3-2012.pdf
- Test my level of self-compassion, as I try to not self-judge, isolate, or over-identify with others <https://self-compassion.org/test-how-self-compassionate-you-are/>
- Make self-care of and protection of myself a priority issue.
- I will make it a duty to alleviate *my* own suffering.
- Not provide support while impaired (e.g., drugs, alcohol) and if I am self-medicating, I will get help.
- If I am thinking about suicide or need emotional support, I will call 1-800-273-8255.

Suicide Ideation and Self-Compassion

If you or someone in your workplace is thinking of suicide, reach out to: Suicide Hotline: 1- 800- 273- 8255. To learn about a gatekeeper program that provides insight on how to help someone who is thinking of suicide: Question Persuade Refer QPR <https://qprinstitute.com/> Suicidal thoughts and behaviors, and non-suicidal self-injury are often accompanied by intense negative feelings about the self (e.g., self-loathing, self-isolation). Suh and Jeong (2021) found an association between self-compassion and suicidal thoughts, and self-compassion is a psychological buffer in the face of negative life experiences. Self-compassion has the potential to alleviate negative attitudes and feelings toward oneself cultivated through repeated practice. Predictors of suicide are access to a means, act impulsively, perceived burdensomeness, a deep hole you can't get out of, visualize your dying or death, defeated, humiliated, lonely, powerless, want to run away, feel entrapped/trapped, and exposed friend/family suicide attempt/death (O'Connor, 2021). If you are a suicide loss survivor, consider reading Barbara Rubel's award-winning book, *But I Didn't Say Goodbye: Helping Families After a Suicide* (2020).

"When we share our wounds and our resilience, we can build resilience in those who are also wounded"

- Barbara Rubel

Contact Barbara to present a keynote, full day training or virtual program

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