

At the Frontlines: The Pursuit of Self Care in the Workplace

9th Annual Department of Mental Health Housing Institute
“Call to Action: A Joint Venture to End Homelessness”
June 14-15, 2016

The California Endowment Center

Kristin Aldana-Taday – Moderator
Program Associate
Conrad N. Hilton Foundation

Amy Turk, LCSW
Chief Program Officer,
Downtown Women’s Center

Va Lecia Adams Kellum, Ph.D.
Executive Director
St. Joseph Center



Amy Turk, LCSW
Chief Program Officer
Downtown Women's Center



The **Downtown Women's Center (DWC)** provides permanent supportive housing and a safe and healthy community fostering dignity, respect, and personal stability, and advocates ending homelessness for women.

Founded in 1978, DWC is the only resource in Los Angeles that is exclusively dedicated to serving the unique needs of homeless and very low-income women in downtown Los Angeles' Skid Row community.



Jill and Rose, DWC Co-Founders

DWC Programs & Services

DWC is nationally recognized as a prototype for unique and effective programs serving homeless women and ending homelessness. DWC serves over 3000 women every year.



DROP-IN DAY CENTER

- 200 women each day
- Services: Meals (100,000+) showers, phones & mail
- Trauma Recovery Center



CLINICAL HEALTH SERVICES

- Case management, mental health & medical services
- Over 1200 women served



HOUSING

- 119 units of permanent supportive housing
- 100 Veterans in HUD-VASH and SSVF
- 100 Housing for Health
- 95% of the women stay housed permanently



PERSONAL & FINANCIAL OPPORTUNITY

- Education, skill development, on-the-job training & transitional jobs
- Competitive job placement
- 900 women served



Trauma-Informed Care: An Evidence-Based Practice

The ACE study (1997) created a new paradigm



Trauma-Informed Care Organizations

A program, organization, or system that is trauma-informed **realizes** the widespread impact of trauma and understands potential paths for recovery; **recognizes** the signs and symptoms of trauma in clients, families, staff, and others involved with the system; and **responds** by fully integrating knowledge about trauma into policies, procedures, and practices, and seeks to actively **resist re-traumatization**.

(SAMHSA, 2014)



“We must become the change we want to see.” –Mahatma Gandhi



Continuum of Staff Experience

- **Compassion Satisfaction:** Positive feelings derived from competent performance, positive relationships with colleagues and conviction that one's work makes a meaningful contribution
- **Burnout:** Emotional exhaustion, depersonalization, and reduced feeling of personal accomplishment; work-related.
- **Compassion Fatigue:** Often used interchangeably with secondary traumatic stress; presence of PTSD symptoms caused by indirect exposure to traumatic material.
- **Vicarious/Secondary Trauma:** Changes in the inner experience of the caregiver resulting from empathic engagement with a traumatized client.



Organizational Risk and Protective Factors

Foster Risk Factors	Bolster Protective Factors
<ul style="list-style-type: none">• Lack of resources for clients and staff• Lack of supervision• Lack of support from colleagues• Lack of acknowledgement	<ul style="list-style-type: none">• Provide adequate training• Diversify caseload• Foster culture of support among colleagues• Provide trauma-informed supervision• Create a culture of empowerment that offers a sense of autonomy, shared leadership• Values the voice of the staff• Invest in physical safety measures



Organizations Can Bolster Protective Factors

- Normalize Secondary Trauma
- Include Trauma-Informed Care principles on hiring practices, onboarding and early orientation training
- Balance workload
- Create a culture that supports collaboration through team meetings, retreats, esteems peers as experts
- Supervision must be conducted in a trauma-informed manner
- Solicit input; demonstrate how staff input makes positive change
- Create structure to discuss self-care
- Develop a protocol to respond to critical incidents
- Address Secondary Traumatization immediately



Implementing Staff Self Care Plans

Comprehensive Self Care Plan		
Name: Date:	Personal	Professional
Physical		
Psychological		
Relational/Social		
Spiritual		



DWC's Approach to Fostering a Trauma-Informed Environment

Following guidance from *Trauma-Informed Organizational Toolkit*

1. Setting the Stage
2. Completed Organizational Self-Assessment
3. Formed Trauma-Informed Care Workgroup
4. Developing a Strategic Plan
5. Implementing Trauma-Informed Changes
6. Dissemination of Results/Community Training

Fuarino, K., Soares, P., Konnath, K. Clervil, R., and Bassuk, E. (2009). *Trauma-Informed Organizational Toolkit*. Rockville, MD: Center for Mental Health Services, Substance Abuse and Mental Health Services Administration. Available at www.homeless.samhsa.gov and www.familyhomelessness.org



Organizational Self Assessment Domains

1. Supporting Staff Development

- Training and Education
- Staff supervision, support, and self-care

2. Establishing a Safe and Supportive Environment

- Information sharing/open communication
- Cultural and gender competency
- Confidentiality
- Safety and Crisis Prevention Planning
- Consistency

3. Assessing and Planning Services

- Intake assessment and follow-up
- Developing goal plans
- Offering Trauma-Specific Interventions
- Involving current and former consumers

4. Adapting Policies

- Reviewing policies

5. Evaluation and Continuous Quality Improvement



Organizational Activities: Supporting Staff Development

- Organizations Leadership communicates a clear and direct message that we are committed to creating a trauma-informed system
- Organizational stakeholders (individuals served, volunteers, staff at all levels, Board of Directors) are trained and buy-in to how this model creates a healing environment
- Hiring practices clearly communicate focus on trauma-informed services
- Job performance evaluations clearly describe staff expectations and behaviors that are aligned with trauma-informed care principles
- The organization ensures that supervisors and practitioners are supported in further developing their trauma-informed care competencies
- Support staff receives ongoing training, performance evaluations, and supervisory assistance in integrating trauma-informed care principles in their work
- The organization helps staff develop personally meaningful and useful stress management strategies



Organizational Outcomes: Supporting Staff Development

- Increased better outcomes for individuals served
- Less staff turnover related to workplace dissatisfaction
- Productivity goals are met/Better outcomes for clients
- Stress related workers comp decreases
- Reduction of unplanned time off
- Staff surveys demonstrate higher satisfaction rates
- Client surveys demonstrate higher satisfaction rates



Compassion Satisfaction and Compassion Fatigue Tool (ProQOL)

Tool assesses for Compassion Satisfaction,
Burnout, and Secondary Trauma

Let's try it out!

© B. Hudnall Stamm, 2009–2012. Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL).
<http://www.proqol.org>. This test may be freely copied as long as (a) author is credited, (b) no changes are made, and (c) it is not sold. Those interested in using the test should visit <http://www.proqol.org> to verify that the copy they are using is the most current version of the test.



Resources

- *Fuarino, K., Soares, P., Konnath, K. Clervil, R., and Bassuk, E. (2009). Trauma-Informed Organizational Toolkit. Rockville, MD: Center for Mental Health Services, Substance Abuse and Mental Health Services Administration. Available at www.homeless.samhsa.gov and www.familyhomelessness.org*
- *What About You? A Workbook For Those That Work With Others. www.familyhomelessness.org*
- Most of the presentation was based off of information from:
Substance Abuse and Mental Health Services Administration. Trauma-Informed Care in Behavioral Health Services. Treatment Improvement Protocol (TIP) Series 57. HHS Publication No. (SMA) 13-4801. Rockville, MD: SAMHSA, 2014. Available at www.homeless.samhsa.gov



Contact DWC

Amy Turk, LCSW

Chief Program Officer

AmyT@DowntownWomensCenter.org

www.DowntownWomensCenter.org





Va Lecia Adams Kellum, Ph.D.
President
St. Joseph Center

HOW IT ALL STARTED



In 1650, the very first Sisters of St. Joseph met in this room in Le Puy, France, where they cared for 39 orphans and made lace to earn money

The lace symbolizes the trade the Sisters taught widows so they could be self-sufficient

St. Joseph Center
was founded in 1976
- the first facility was located at
533 Rose Avenue in Venice, CA

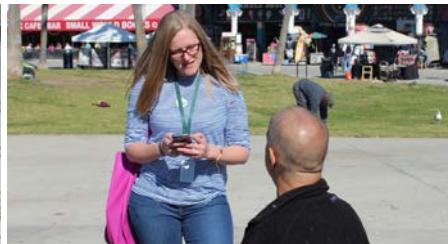


SJC PROGRAMS & SERVICES

St. Joseph Center's Mission is to provide working poor families, as well as homeless men, women, and children of all ages with the inner resources and tools to become productive, stable and self-supporting members of the community.

Outreach & Engagement	Housing	Mental Health	Education & Vocational Training
Served 26,877* at Bread & Roses Café	Housed 500* family members in two years through HFSS	Housed 250* chronically homeless, severely mentally ill individuals in Venice & Santa Monica	Web development training program (Codetalk) graduated 40+ women, 50% are employed since January 2014
Served 3,000* people in the Food Pantry	Case managed 650* formerly homeless men, women, and children to help them retain stable, subsidized housing	Provided mental health services to 475* individuals, families, Veterans, and older adults	75%* of Culinary Training Program graduates have obtained employment

**Annual Totals*



COMPASSION SATISFACTION & FATIGUE

Compassion Satisfaction

Positive feelings derived from competent performance, positive relationships with colleagues and conviction that one's work makes a meaningful contribution



Compassion Fatigue

Often used interchangeably with secondary traumatic stress; presence of PTSD symptoms caused by indirect exposure to traumatic material



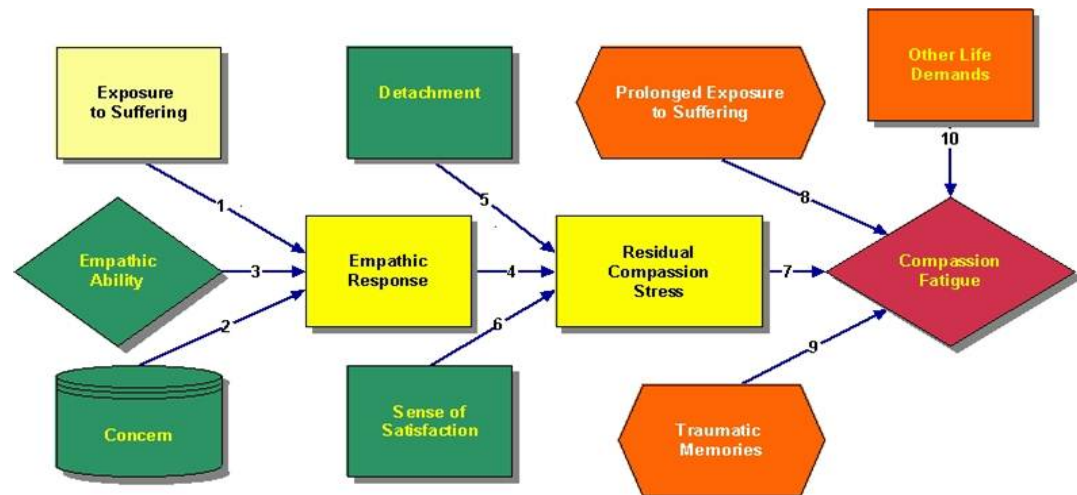
FINDING MEANING, PURPOSE & PASSION

1. What makes you come alive?
2. What are your innate strengths?
3. Where do you add the greatest value?
4. How will you measure your life?



SYMPTOMS OF COMPASSION FATIGUE

- Bottled up emotions
- Loss of sense of humor
- Chronic physical ailments such as gastrointestinal problems and recurrent colds
- Substance abuse used to mask feelings
- Sadness, apathy, no longer finds activities pleasurable
- Poor self-care (i.e., hygiene, appearance)
- Recurring nightmares, flashbacks, intrusive thoughts or images
- Relationship issues and co-worker disputes
- Poor decision making and problem solving skills
- Voices excessive complaints about administrative functions



The Compassion Fatigue Process (Figley, 2001)

HOW TO HELP AVOID COMPASSION FATIGUE

- Maintain work-life balance
- Create a self-care plan and make a commitment to yourself to follow through
- Identify your triggers and stressors that create stress and burnout in your life; learn to manage them
- Build a healthy support system
- Take the Compassion Fatigue self-tests regularly; Compassion Fatigue is never healed and it can creep back into our lives
- Raise your Compassion Satisfaction levels



HOW SJC PROMOTES SELF-CARE

Organization Self-Assessment Domain	Output
Supporting Staff Development	Monthly and quarterly staff training, annual staff retreat, weekly supervision that addresses staff development
Establishing a Safe and Supportive Environment	Non hierarchical approach to management and supervision, organization wellness program (weekly yoga), allow flexibility in work hours, vacation and additional paid time off, hold debriefing sessions following traumatic events, activities that build community and connections
Assessing and Planning Services	Client satisfaction surveys, staff satisfaction assessments, staff focus groups
Adapting Policies	Include staff feedback in policy procedures and strategic planning
Evaluation and Continuous Quality Improvement	Use of consultant to assess climate and offer opportunities for staff to provide feedback

COMPASSION SATISFACTION: PERSONAL REFLECTIONS



- Identified what mattered
- Secured employment that drew upon my natural talent, skill, and passion
- Performed at high level of competency
- Developed positive professional relationships
- Discovered that my work has meaningful impact



Meditation Exercise

Zachary Coil, LCSW
St. Joseph Center



Resources

- *Margie Warrell, Stop Playing Safe, 2013*
- *The Compassion Fatigue Process, Figley, 2001*
- <https://notesfromadoqwalker.com/2013/09/12/patricia-smith-compassion-fatigue-awareness-project/>



Contact SJC

Va Lecia Adams Kellum, Ph.D.

President

vadams@stjosephctr.org

www.stjosephctr.org

