



The
CENTER for
VICTIMS of
TORTURE

with



Harvard
Program
in Refugee
Trauma



BELLEVUE/NYU
PROGRAM FOR
SURVIVORS
OF TORTURE

Measured Impact Webinar

Healthy Organizations: Beyond Individual Self- Care

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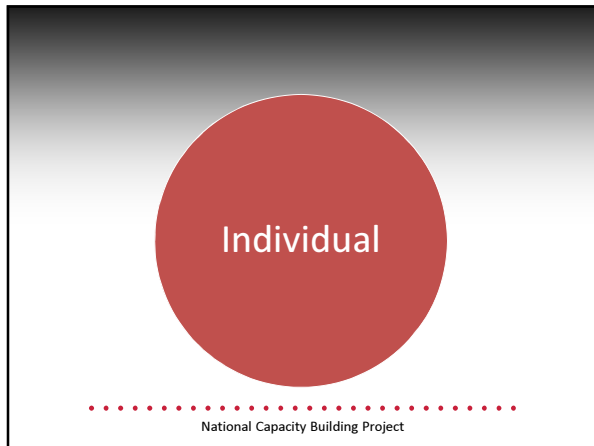
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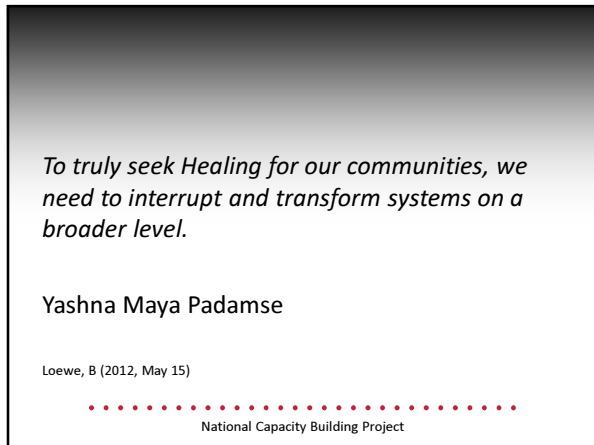
Learning Objectives

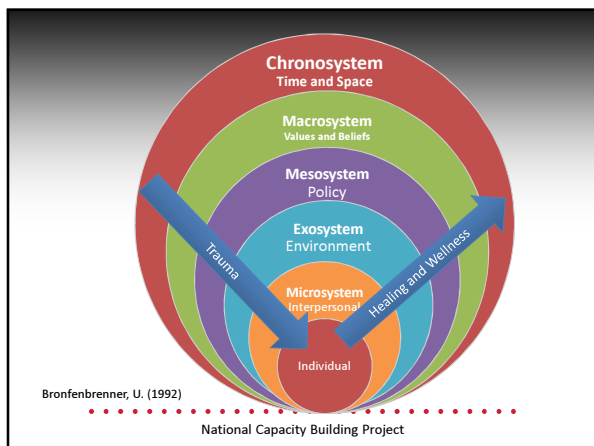
- Articulate a way of thinking about organizational wellness and individual self-care
- Define burnout, secondary traumatic stress, vicarious trauma, and compassion fatigue
- Identify an approach to assessment of wellness at the organizational level and self-care at the individual level
- Begin to develop a wellness plan at the organizational, team, and individual levels
- Stop, start or continue approaches to resolving self-care and staff wellness dilemmas

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Trauma-Informed Approaches: Key Principles



- The *interrelationship* of trauma, the practitioners' experience, the helping relationship, and the context in which services are delivered
 - 2001 Harris & Fallout, "essential elements"
 - 2009 Fallout and Harris assessment and planning
 - 2012 The Chadwick Trauma Informed Systems Project, planning process for child welfare
 - 2014 SAMHSA's guidelines and applications to supervision (e.g. Berger & Quiros).

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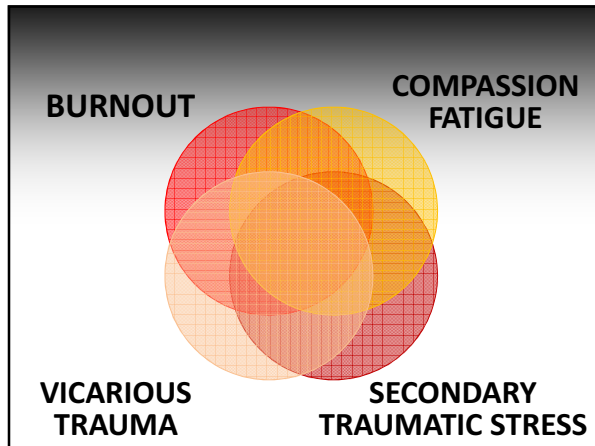
Key Principles of Trauma-Informed Approaches

- **Safety**- Physical and emotional safety
- **Trustworthiness**- Task and role clarity, interpersonal boundaries
- **Choice**- Input and control
- **Collaboration**- Management and sharing of power
- **Empowerment**- Skill building and access to resources

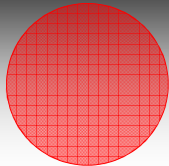
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That which is to give light must
endure burning.

Victor Frankl



BURNOUT

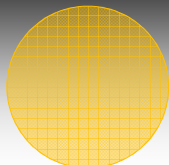


- Earliest work – Maslach, 1970's
- Focus on fatigue, especially in emotionally charged work.
- Prevention/recovery depends primarily upon enough rest, and managing working hours.
- Stress management
- Large literature across multiple functions.
- Maslach Burnout Inventory
 - Emotional Exhaustion
 - Depersonalization
 - Personal Accomplishment

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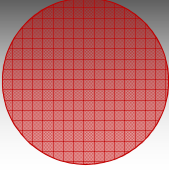
COMPASSION FATIGUE



- Figley and others, early 80's
- Developed as special case of burnout for people in helping professions.
- Specifically the burden of caring.
- Cumulative.
- Preoccupation with clients.
- Compassion fatigue self-test. Precursor of the ProQOL.

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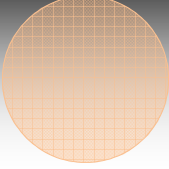


SECONDARY TRAUMATIC STRESS

- Stamm and others, 90's
- Focus on exposure to traumatic stress.
- Link to definition of traumatic event.
- Need not be cumulative.
- Characterized by intrusion and avoidance.

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VICARIOUS TRAUMA

- McCann, Pearlman, Saakvitne, early 90's.
- Specific to trauma work.
- Not necessarily cumulative.
- Focus on nature of the helping relationship. Including counter-transference issues.
- Disruption of cognitive schemas.
- Supervision.

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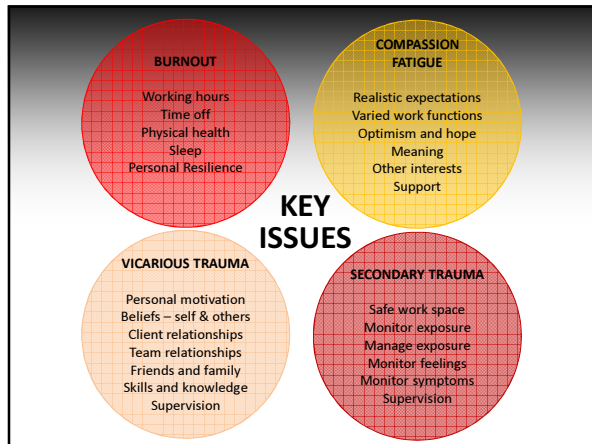
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PARALLEL PROCESS

- Unhealthy processes that replicate the experiences and interactions of our clients:
 - Collegial and team dynamics
 - Management and supervisory relationships
 - Organizational culture
- The victim-perpetrator lens
- Requires:
 - Careful self-reflection
 - Skillful engagement & conflict management

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Organizational Assessment

Safety:
When, where and how are services delivered?

Trustworthiness:
How clear and transparent are job tasks? Are boundaries established and maintained consistently and appropriately?

Choice:
To what extent do staff have choice and diversity in their work?

Collaborative:
How can roles and responsibilities be modified to promote collaboration and power-sharing?

Empowerment:
How can professional growth and development be maximized?

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Organizational Intervention

Safety:
Physical Space

Trustworthiness:
Timely, Relevant, Accurate, Consistent Communication

Choice:
Staff shape workload and responsibilities

Collaborative:
Formal, structured opportunities for feedback

Empowerment:
Allow staff's whole skillset and expand it

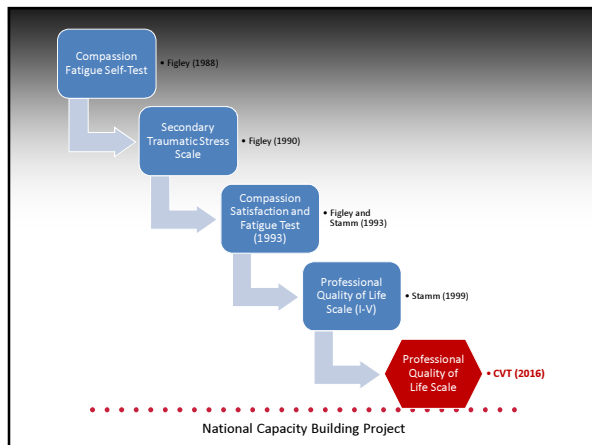
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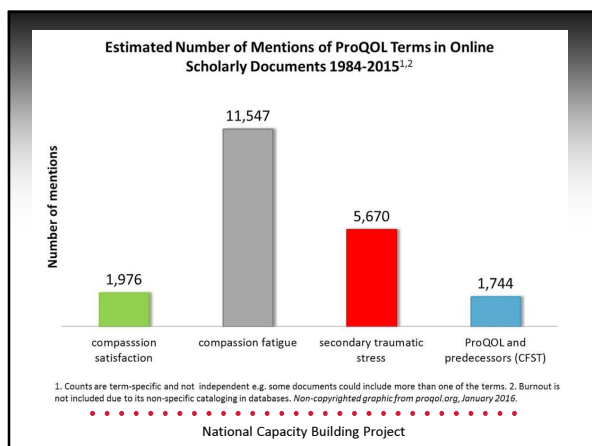
Organizational Practice

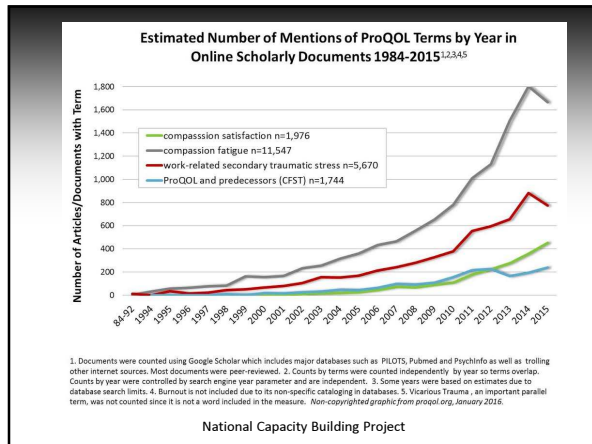
- Stakeholder buy-in, verbal and behavioral**
 - Strategic Planning
 - Mentoring and Coaching
- Formal Processes and Policies**
 - Salary and Benefits
 - Crisis Intervention
 - Evaluation
- Trauma-Informed Program Planning**
 - Intensive training in trauma
 - Professional Growth and Development Opportunities
 - Fun Activities: Group movement and creative expression

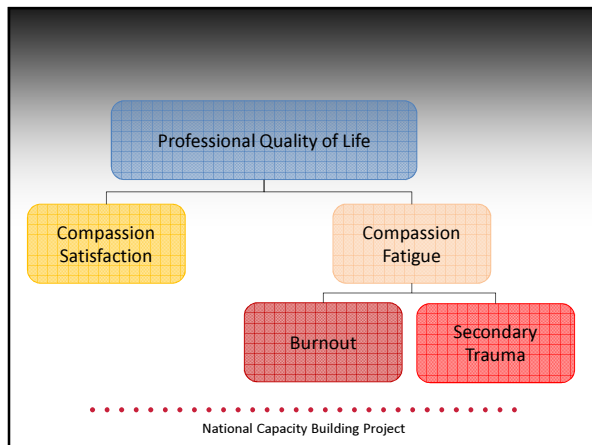
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Creating a Personal Care Plan

START:
What new behaviors would I like to start?

STOP:
What unhelpful behaviors would I like to stop?

KEEP:
What helpful behaviors would I like to maintain and develop?

MY AGENCY:
What do I need from my colleagues?
What do I need from my supervisor?
What do I need from my organization?

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