Trauma and Your Workforce
Supporting Staff in Change Management

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Stressors in a Fee for Service Environment

- Challenges you have experienced in moving to a fee for service environment.
- Are you working with Adults, Youth, Children, and Families?
Objectives

1. Identify the factors that impact workplace performance issues using a trauma informed lens.
2. Analyze the cost factors associated with early traumatic exposures and workplace trauma on medical costs of an adult workforce.
3. Define strategies to support staff with traumatic exposure histories and workplace traumatic exposure to maximize performance, attendance, and retention.
Attract, Retain and Develop

- The cost of losing employees: dollars, disrupted workflow, break in relationships
- Knowing the Cultural fit ~ team interviewing
- Is leadership aligned with the organizational culture
- People developing people ~ looking at the whole person
- Watching how managers lead ~ watching migration patterns
- What attracts people to their roles?
Engagement is a Management Task

- **Personality**: Who we are
- **Strengths**: What we are good at
- **Motivators**: What our passions are
Where does the employee belong? More than one job... more than one assignment ... more than one career

✓ What are the staff strengths
✓ Concentrate on them
✓ Position staff where their strengths can perform
✓ Plan for improving staff strength
✓ Remedy bad habits
Optimal Area for Employee Performance
Retention

- Old School: We treat everyone fairly and equal
- New School: We treat Individually... Managing to the One

Why?

- 90% Millennials job hop in 2 to 3 years
- Most will have 15+ jobs in their lives
Top 5 Reasons Staff Leave ~ Saratoga Study 19,000 respondents

1) Poor Management

2) Lack of Career Path ~ Career Growth

3) Poor Communication (can be tied to recognition)

4) Pay

5) Lack of Recognition ~ Feeling Appreciated
Be Vital
Complex Trauma Exposure

Multiple exposures to multiple types of traumatic events, simultaneous and/or sequential

- Emotional Abuse and Neglect
- Child Sexual Abuse and Exploitation
- Physical Abuse
- Domestic Violence
- Community Violence including gang violence and peer to peer violence
- Traumatic Loss
- Trauma associated with immigrations
- Serious medical illness or injury
Contextual Aspects of Complex Trauma Exposure

Trauma Intensifies with

- Early Onset
- Extended and Frequent Exposure
- Relational Context
- Social Marginalization
- Poverty
- Discrimination-Race/Ethnicity and Sexual Orientation
- Inadequate Education
- Reduced access to services
Changing your Workforce

Non Trauma Informed

Power Over
You Can't Change
Judging
People Need Fixing First
Operate from the Dominant Culture
People Are Out to Get You
Right/Wrong
Helping
"You're Crazy!"
Compliance/Obedience
Need-to-Know Basis for Info
Presenting Issue
"Us and Them"
Labels, Pathology
Fear-Based
I'm Here to Fix You
Didactic
People Make Bad Choices
Behavior Viewed as Problem
What's Wrong with You?
Blame/Shame
Goal is to Do Things the "Right" Way
Prescriptive
People Are Bad
Consider Only Research and Evidence

Trauma Informed Care

Power With
Your Brain is "Plastic"
Observing
People Need Safety First
Cultural Humility
People Can Live Up to the Trust You Give Them
Multiple Viewpoints
Learning
"It Makes Sense"
Empowerment/Collaboration
Transparency and Predictability
Whole Person and History
We're All in This Together
Behavior as Communication
Empathy-Based
Support Healing
Participatory
People Who Feel Unsafe Do Unsafe Things
Behavior Viewed as Solution
What Happened to You?
Respect
Goal is to Connect
Choice
People Are Doing the Best They Can
Consider Also Lived Experience
Trauma Informed~ changing our language

• Its Relational

• It is not what is wrong with you.

• It is what happened to you.

• It is not pathologizing.

• It is recognizing sometimes what appears to be maladaptive behavior as adaptive behavior and replacing those behaviors.

• What is the function of the behavior?
It’s time to push past
and ask... when did it happen?
Bruce D Perry

What happened to you?

Who was there to help?
Who has been there for you since?
Is it still happening?
Evidence Based Treatments and Subject Matter Experts

- NeuroSequential Model of Therapeutics
- ARC (Attachment, Regulation and Competency)
- DBT
- TF – CBT
- A Cognitive Restructuring Program
- EMDR
- TFT/EFT (Tapping)
- Mindfulness Based Stress Reduction
- Internal Family Systems (IFS)
- Yoga, Movement, Dance, and Allied Therapies
Evidence Based Treatments and Subject Matter Experts

- Bruce Perry
- Bessel VanDeKolk
- Pat Ogden
- Dan Siegel
- Peter Levine
- Stephen Porges
- Janina Fisher
- National Traumatic Stress Network
- SAMHSA Tip 57
In 2005 the National Scientific Council on the Developing Child proposed a scientifically grounded taxonomy of the stress experience to delineate between normative challenges that promote growth and development and challenges that may be threatening to child development.

The Adverse Childhood Experiences (ACE) Study

- 17,421 members of the Kaiser Health Plan in San Diego County
- What do we mean by Adverse Childhood Experiences?
- Categories of Traumatic Exposure
- Availability of Caregiving System
## Adverse Childhood Experiences (ACE) Study

### Abuse and Neglect

**Abuse**
- Emotional
- Physical
- Sexual

**Neglect**
- Emotional
- Physical


### Household Dysfunction

- Mother treated violently
- Household substance abuse
- Household mental illness
- Parental separation or divorce
- Incarcerated household member
Adverse Childhood Experiences Are Common

- Substance abuse 27%
- Parental sep/divorce 23%
- Mental illness 17%
- Battered mother 13%
- Criminal behavior 6%
- Household dysfunction: Abuse: Psychological 11% Physical 28% Sexual 21% Neglect:
  - Emotional 15%
  - Physical 10%
The Impact of ACEs Start Early

• Childhood obesity
• Early age at first intercourse
• Teen pregnancy
• Bullying
• Dating violence
• Fighting and carrying a weapon to school
• Early initiation of tobacco use
• Early initiation of drug abuse
• Early initiation of alcohol use
• Self-mutilation and suicide

Anda et al, 2002; Anda et al, 1999; Boynton-Jarrett et al, 2010; Dube et al, 2006; Dube et al, 2003; Duke et al, 2010; Hillis et al, 2001; Miller et al, 2011 ACEs increase the risk of:
Childhood Experiences vs. Adult Alcoholism

Health Risks

% Alcoholic

ACE Score

0 1 2 3 4+

18 16 14 12 10 8 6 4 2 0
Childhood Experiences Underlie Chronic Depression

![Bar chart showing the percentage of women and men with a lifetime history of depression based on ACE score.](chart.png)
ACE Score and Indicators of Impaired Worker Performance

Prevalence of Impaired Performance (%)

ACE Score
- 0
- 1
- 2
- 3
- 4 or more

- Absenteeism (>2 days/month)
- Serious Financial Problems
- Serious Problems Performing job
Changes in brain neurobiology (processing, judgment, insight)

Social, emotional & cognitive impairment (insight, connection, boundaries, limits)

Adoption of health risk behaviors as coping mechanisms (eating disorders, smoking, substance abuse, self harm, sexual promiscuity, violence)

Severe and persistent behavioral health, chronic health and social problems, decreased longevity

*(Felitti et al, 1998)*
How Do ACE’s and Toxic Stress Effect Our Workforce

Strategies that promote better recruitment and retention rates when adverse exposures are accounted for in the workplace. (Estimated 47% of workforce has had Adverse Childhood Exposures)

The need for staff regulation strategies as part of a Workforce Development plan need to be outlined and discussed as ways to support staff retention (You matter)
Those who work with the suffering suffer themselves because of the work.”

Charles Figley (2002), Treating Compassion Fatigue
Types of Trauma and Impact to Workforce

- Secondary Traumatic Stress
- Vicarious Trauma
- Compassion Fatigue
- Burn Out
Psychological First Aid

- Psychological First Aid is a supportive intervention for the immediate aftermath of traumatic events or large-scale crises.
- Those who have been impacted by traumatic events experience a broad range of early reactions (e.g., physical, psychological, behavioral, spiritual).
- Some of these reactions will cause enough distress to interfere with adaptive coping. Support from compassionate and caring responders can promote recovery.
Psychological First Aid

- Does your organization provide a debriefing, crisis response, or Psychological First Aid following Critical or Traumatic Events?

- If yes what kinds of response have you deployed?
Resiliency

- Connection (relationships)
- Adaptation (re-routing)
- Mastery (developmental)
- Skill Competency (emotional and social)
- Regulation and Co-Regulation (skill development)
- Neuroplasticity
- Contextual meaning making of ACE and Toxic Stress
Supporting Staffing in a Neurological Framework

- Abstract thought
- Concrete Thought
- Affiliation
- "Attachment"
- Sexual Behavior
- Emotional Reactivity
- Motor Regulation
- "Arousal"
- Appetite/Satiety
- Sleep
- Blood Pressure
- Heart Rate
- Body Temperature

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Regulation as a Developed Skill

Sequential Engagement & Processing

Reason ← Reflect

Relate

Regulate

Inside world: Somatic Input

Outside world: Sensory Input
Amazon trains it's employees for jobs that have no relevance to Amazon as a company - in health, transportation, among others. Amazon does it because it knows that the opportunity to grow is of paramount importance to it's employees.

People often ask me which company should they work for - big or small, a start-up or a big finance multinational.

I tell them the size of the company does not matter. The size of it's commitment to it’s people does.

Do not choose a company, or a job. Choose a boss. The boss that supports you, trusts you, believes in you and gives you opportunity to grow will make a huge difference for your career.

“Train people well enough so they can leave. Treat them well enough so they don’t want to.”

Sir Richard Branson
## So What Do I Do?

<table>
<thead>
<tr>
<th>2 minutes</th>
<th>5 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Breathe</td>
<td>- Listen to music</td>
</tr>
<tr>
<td>- Stretch</td>
<td>- Have a cleansing cry</td>
</tr>
<tr>
<td>- Daydream</td>
<td>- Chat with a co-worker</td>
</tr>
<tr>
<td>- Take your stress temperature</td>
<td>- Sing out loud</td>
</tr>
<tr>
<td>- Laugh</td>
<td>- Jot down dreams</td>
</tr>
<tr>
<td>- Doodle</td>
<td>- Step outside for fresh air</td>
</tr>
<tr>
<td>- Acknowledge one of your accomplishments</td>
<td>- Enjoy a snack or make a cup of coffee/tea</td>
</tr>
<tr>
<td>- Say no to a new responsibility</td>
<td></td>
</tr>
<tr>
<td>- Compliment yourself</td>
<td></td>
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<tr>
<td>- Look out the window</td>
<td></td>
</tr>
<tr>
<td>- Spend time with your pet</td>
<td></td>
</tr>
<tr>
<td>- Share a favorite joke</td>
<td></td>
</tr>
</tbody>
</table>
So What Do I Do?

10 minutes
- Evaluate your day
- Write in a journal
- Call a friend
- Meditate
- Tidy your work area
- Assess your self-care
- Draw a picture
- Dance
- Listen to soothing sounds
- Surf the web
- Read a magazine

30 minutes
- Get a massage
- Exercise
- Eat lunch with a co-worker
- Take a bubble bath
- Read non-work related literature
- Spend time in nature
- Go shopping
- Practice yoga
- Watch your favorite television show
## Soothing Senses

### Taste:
- Green tea
- Chocolate
- Mango
- Gum
- Crunchy snack
- Vegetable soup
- Milk
- Oatmeal
- Celery
- Bananas
- Nuts and seeds
- Eggs

### Smell:
- Lavender
- Eucalyptus
- Peppermint
- Green apple
- Coconut

### Sounds:
- Leaves
- Water stream
- Seaside
- Water
- Fireplace
- Summer night
- Rain
- Thunderstorm
- Wind
- Forest
- Coffee shop
- Train
- Fan
- White noise

### Touch:
- Playdough/Putty
- Soft objects
- Stress-relief magnets
- Stress balls
- Tactile beads
- Wood, metal, etc.
- Rubber bands
- Rubbing stones
- Beanbags
- Kneading eraser

### Sight:
- Use your favorite color.
- Wallet-sized picture of someone or something you enjoy.
- Landscapes
- Baby animals
- Funny photos
- Pictures
- Blowing bubbles
- Positive affirmations

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## Internal Regulators/Senses

### Proprioceptive
- Stimulation through muscular, joint and tendon structure during movement ~ resistance
- “where we are in space and time “ ~ the ability to feel “grounded” with a body and movement sense
- Postural toning; Postural responses; body scheme; equilibrium; stabilization of core
- “Heavy Work” ~ helpful in dissociation or confused states

### Vestibular
- “ inner ear” ~ awareness of head and postural positioning as it relates to movement in space and timing.
- Spatial awareness ~ YOU ARE HERE ~ Stimulation occurs during movement activities
- Creating a sense of equilibrium and balance ~ Bilateral Coordination ~ Gravitational Awareness ~ GROUNDING
- Scanner
Self Regulating

- Finding what I like (moving, listening, holding, wrapping, singing, rocking, swinging, jumping)
- Connecting my “feeling” brain to my “doing” brain
- Tracking my body for signs of change when I’m upset, and practicing my movements over and over, when I’m feeling good, to be my own expert
- Knowing what’s too much that gets me excited or too little that can’t get me going ~ finding my “Just Right”
Regulation, Trauma Integration and Post Traumatic Growth (ACES)

- Let me go inside and check (Janina Fisher)

- Creating personal awareness ~ toolboxes for regulation

- Bringing down your stress response (your color, your state, your window)
  - 92% of communication is non verbal
Effective Stress Management Strategies:

- Must help you **FEEL** better
- Must help you **FUNCTION** better
Organizational Resilience Attributes: 
The Psychologically Healthy Workplace (APA, 2010)

- Employee involvement
- Work-life balance
- Employee growth and development
- Health and safety
- Employee recognition
Building Resiliency Through Organizational Practices

- Sustaining a "culture of care"
- Core values reflect respect for human dignity of staff in tangible ways
- Group cohesiveness can regulate individual stress reactions
- Team approaches to difficult cases can mitigate the potential for STS
- Workers can have a “voice” in their work
Effective Supervision

- Supports and encourages discussion without intruding on the worker’s personal issues
- Boundaries are intact
- Encourages a “learning culture”
- Collaboration - partnership to cushion vulnerabilities and enhance strengths
- The ‘Always Something Going Right’ lens
- Regularity and Consistency ~ Protected Time
- Adult System move from contract to fee for services
- Using EHR and Concurrent Documentation
James is a 41-year-old supervisor of your behavioral health program. He has applied for a promotion at your agency from supervisor to Manager. James has been a loyal employee during his 7-year tenure with the agency. He comes to work consistently, and hardly ever calls out. His paperwork is always on time, accurate and thorough. James is having difficulty moving toward supporting the use evidence based practices. He is now struggling with keeping his documentation in real time because of the amount of time he expected to spend face to face with clients in order to meet the new productivity standards. James is a non-licensed staff member and agency has a process in place to meeting Medicaid/Medicare requirements.

How would you as a trauma informed leader in your organization assist James in his quest for the Manager promotion?
Knowing Your Workforce
How Does Our Team Functioning Matter to Trauma-Informed Care?

- The people we serve notice everything we do
- Can’t treat people we serve any better than we treat each other
- Our happiness in our jobs largely influenced by our social surroundings
- Our connection is our strongest defense against workplace trauma
Supervision as a Co-Regulation Opportunity

- Primary method to embed trauma thinking into every day life
- Opportunity to step back and think
- Chance to vent
- Teach clinical thinking—looking beneath
- Create culture of self awareness
- Fight erosion of TIC thinking
- Awareness of and attention to WPT
- Handling staff performance issues
- Helping staff to grow transforms the pain
- Opportunity to notice trends in milieu
What trauma principles are important?

- Relationships matter
- We are all doing the best we can at the moment
- Symptoms are adaptations—yes, even for adults
- Current relationships are influenced by the past
- Self awareness is essential
- Relationships are the vehicle of growth
- Parallel process
- Collaboration, empowerment, caring, respect— it matters

In other words, ALL of them.