

2019 RAISING THE BAR CONFERENCE

HOW TRAUMA IMPACTS EMPLOYEE ADJUSTMENT TO THE WORKPLACE

Erica N. Reed, LCSW-C

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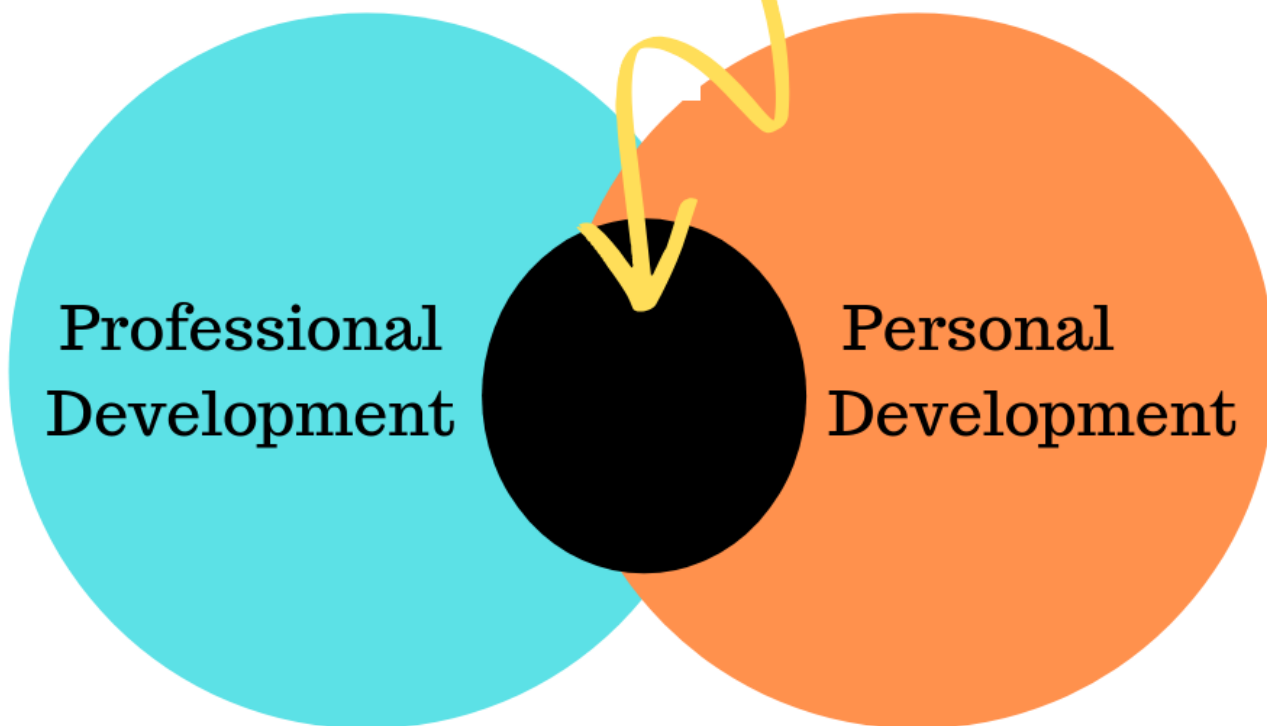
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ERICA N. REED, LCSW-C

Psychotherapist
Corporate Trainer
Coaching
Keynote Speaker
College Professor
Expert Court Witness



Your Success



TRAINING TOPICS INCLUDE:

Mental Health Awareness

Stress Management and Self-Care

Trauma Informed Care

Faith and Mental Health

Emotional Intelligence

Improving Communication and Collaboration

Conflict Management

Leadership Development

Coaching Techniques for Leaders





WHAT DO WE NEED TO....

- ↪ **START DOING**
- ↪ **STOP DOING**
- ↪ **DO MORE OF**

- ① Identify the impact of trauma on job seekers (emotional, cognitive, behavioral, and physical)
- ① Learn how to incorporate the key principles of Trauma Informed Care in your organization
- ① Learn strategies for working with clients who've experienced trauma
- ① Identify strategies to prevent professional burnout

LEARNING OBJECTIVES

**70% of adults in the U.S. have
experienced some type of
traumatic event at least once
in their lives.**

TRAUMA AFFECTS HOW CUSTOMERS ACCESS AND USE SERVICES

WHAT IS TRAUMA?

Individual trauma results from an **EVENT**, series of events, or set of circumstances that is **EXPERIENCED** by an individual as physically or emotionally harmful or life threatening and that has lasting adverse **EFFECTS** on the individual's functioning and mental, physical, social, emotional, or spiritual well-being.



What **events come to mind when
you think of trauma?**

Examples of Events

Sexual Abuse or Assault

Physical Abuse or Assault

Emotional Abuse/Psychological

Maltreatment

Neglect

Serious Accident or Illness/Medical Procedure

Witness to Domestic Violence

Victim/Witness to Community Violence

School Violence

Natural or Manmade Disasters

Forced Displacement

War/Terrorism/Political Violence

Victim/Witness to Extreme

Personal/Interpersonal Violence

Traumatic Grief/Separation

System-Induced Trauma



Why do we **experience the event
differently?**

**WHITE
& GOLD**



OR

**BLACK
& BLUE**



It's not what you look at that matters, it's what you see.

Henry David Thoreau

The background of the slide is a light gray globe with a grid of latitude and longitude lines. A teal-colored rectangular box is positioned on the left side of the slide, containing the text.

**RISK
VS.
PROTECTIVE
FACTORS**



What are the **effects of trauma on
your customers?**

EMOTIONAL

- Anxiety
- Depression
- Shame and guilt
- Anger
- Poor self-regulation
- Easily upset
- Problem communicating needs



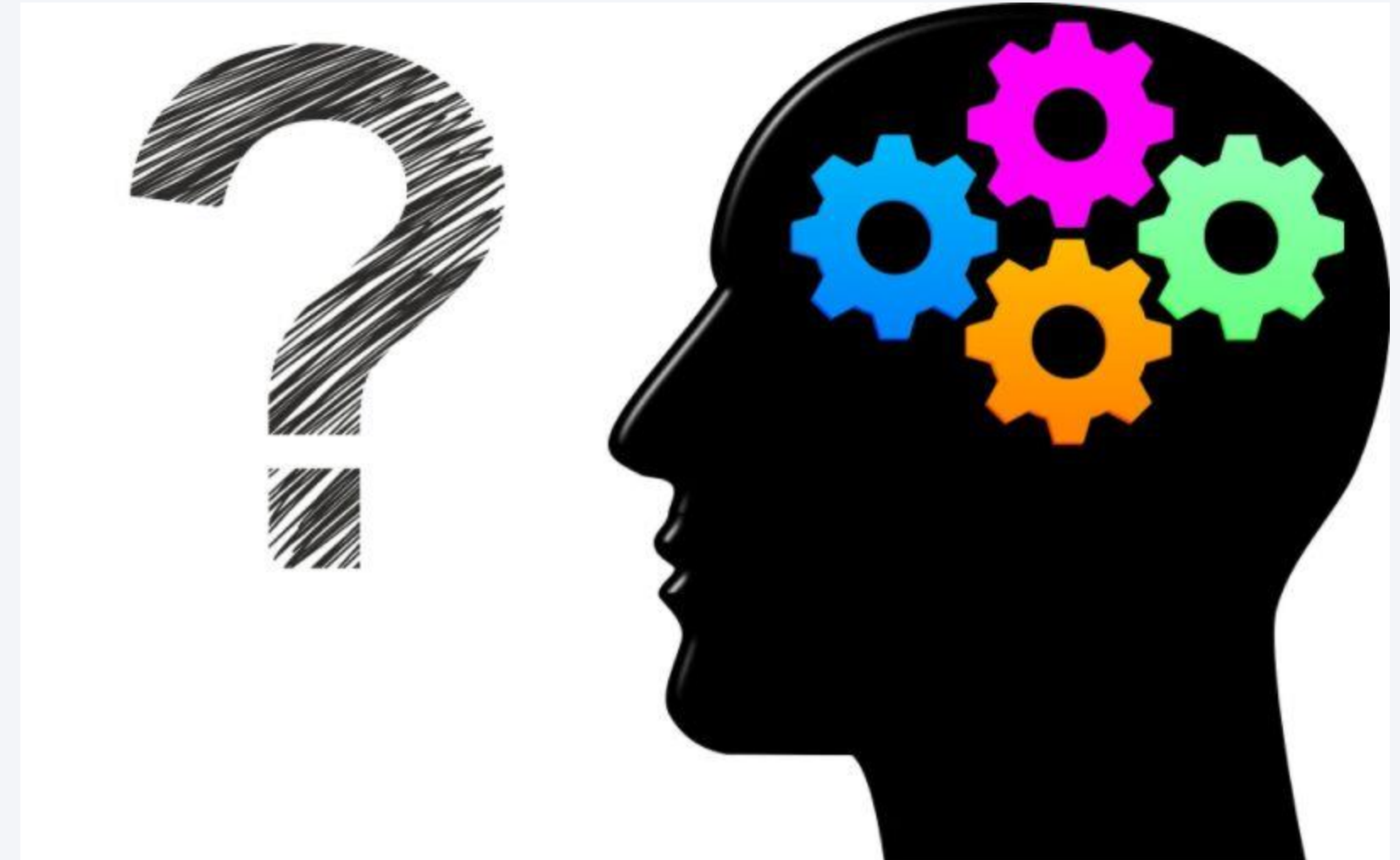
BEHAVIORAL

- Self-harm/self-destructive
- Avoidance
- Interpersonal problems
- Aggressive
- Poor impulse control



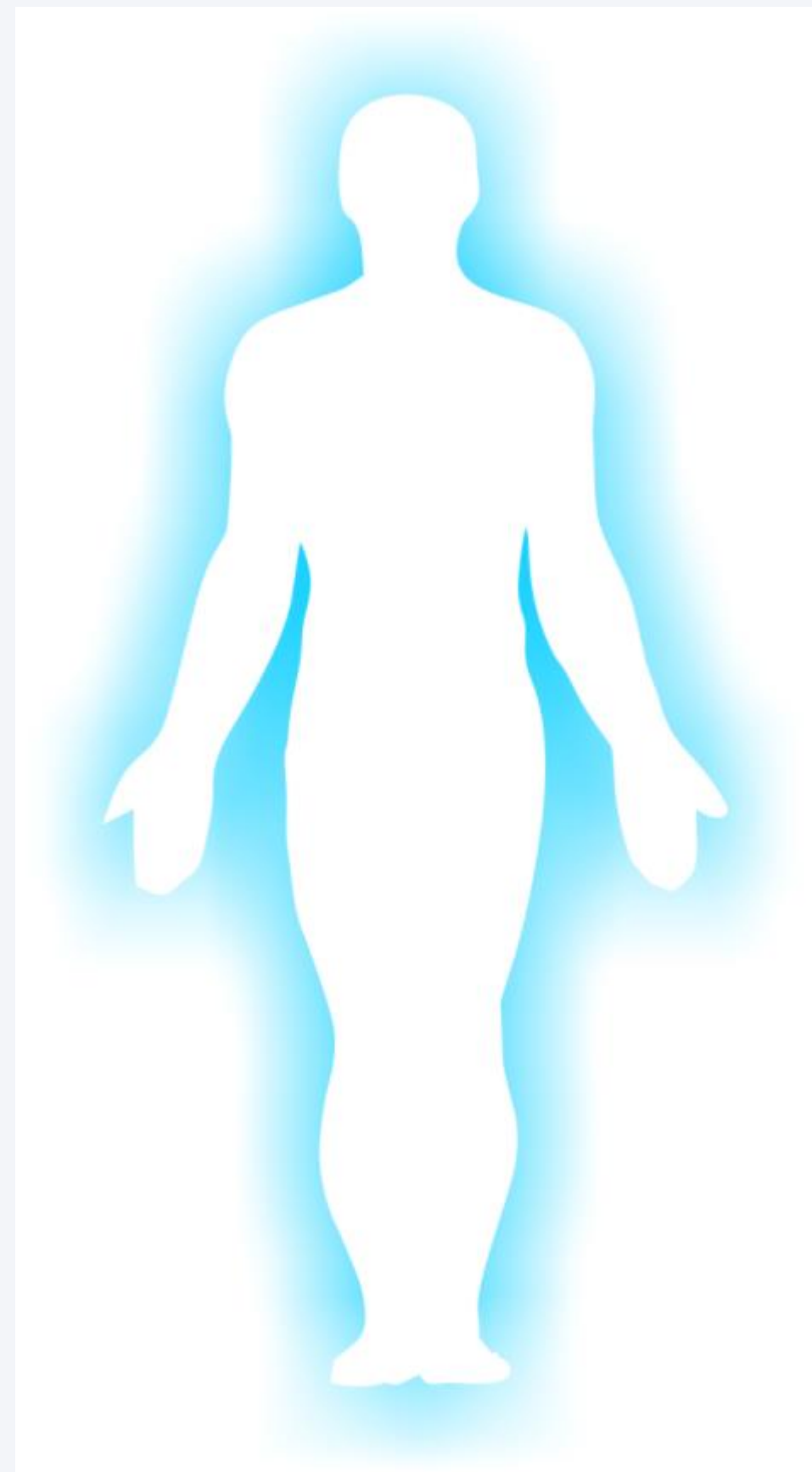
COGNITIVE

- Decision making challenges
- Excessive guilt
- Idealization
- Intrusive thoughts/memories
- Triggers/flashbacks
- Dissociation



PHYSICAL

- Brain development
- Somatization
- Hyperarousal
- Sleep disturbances
- Changes in eating





What do we need to....

- Start doing
- Stop doing
- Do more of

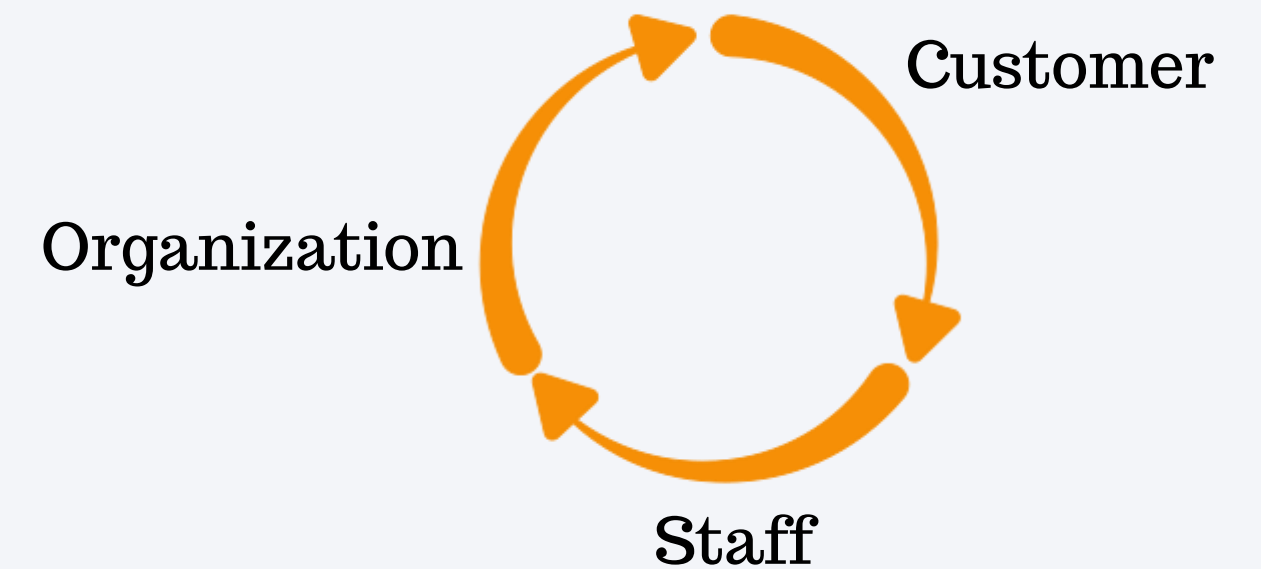
Trauma Informed Approach

A strengths-based service delivery approach that is grounded in an understanding of and responsiveness to the impact of trauma, that emphasizes physical, psychological, and emotional safety for both providers and survivors, and that creates opportunities for survivors to rebuild a sense of control and empowerment.

SAMSHA

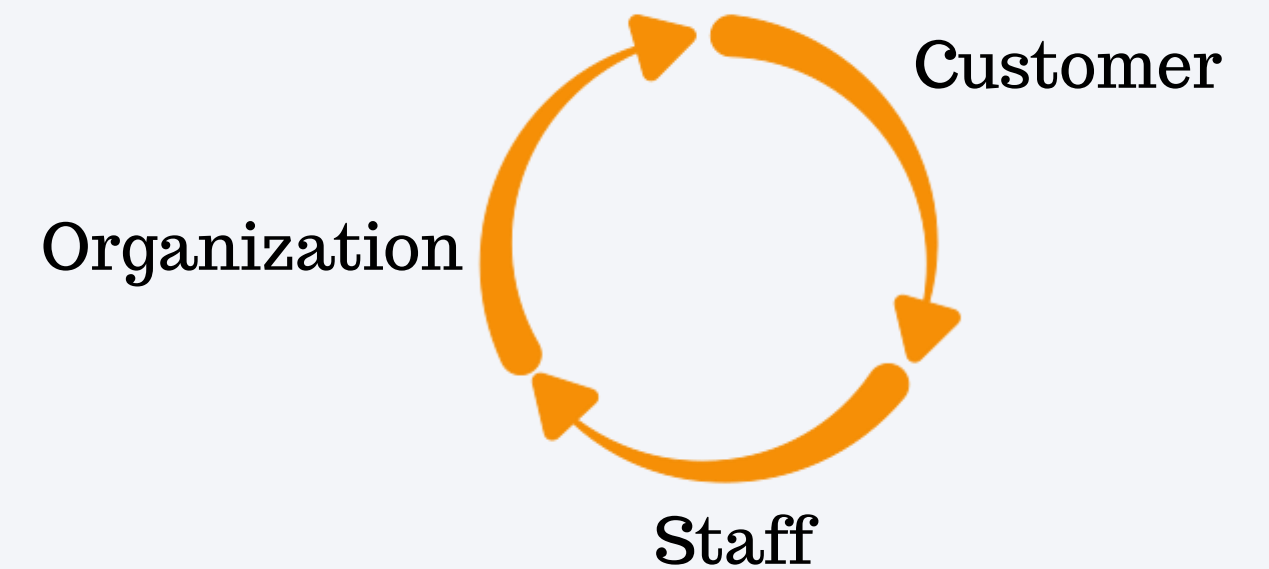
Safety

- considerations of physical and emotional safety of all individuals in the organization/system
- being attentive to signs of individual discomfort
- interactions with everyone are welcoming, respectful and engaging



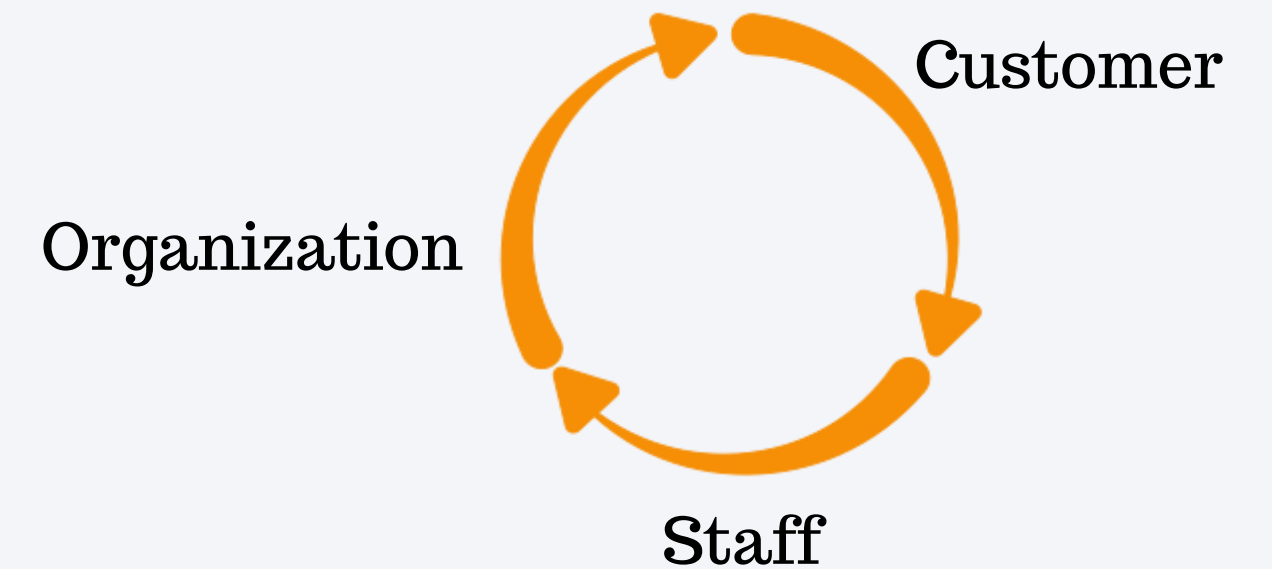
Trustworthiness and Transparency

- providing clear information about what, who, when, why and how
- maintaining respectful and professional boundaries
- prioritizing privacy and confidentiality
- consistency and follow-through



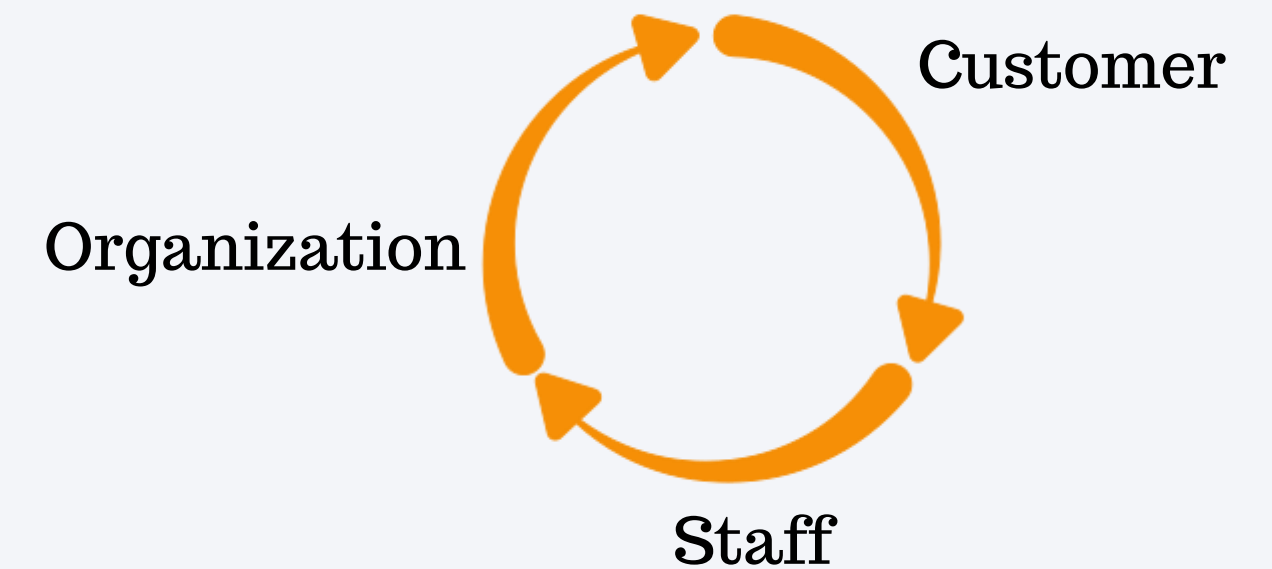
Peer Support

- safe, authentic and positive relationships can be healing and build resilience
- providing opportunities for consumer and former consumer involvement at all levels of the system
- facilitating peer support



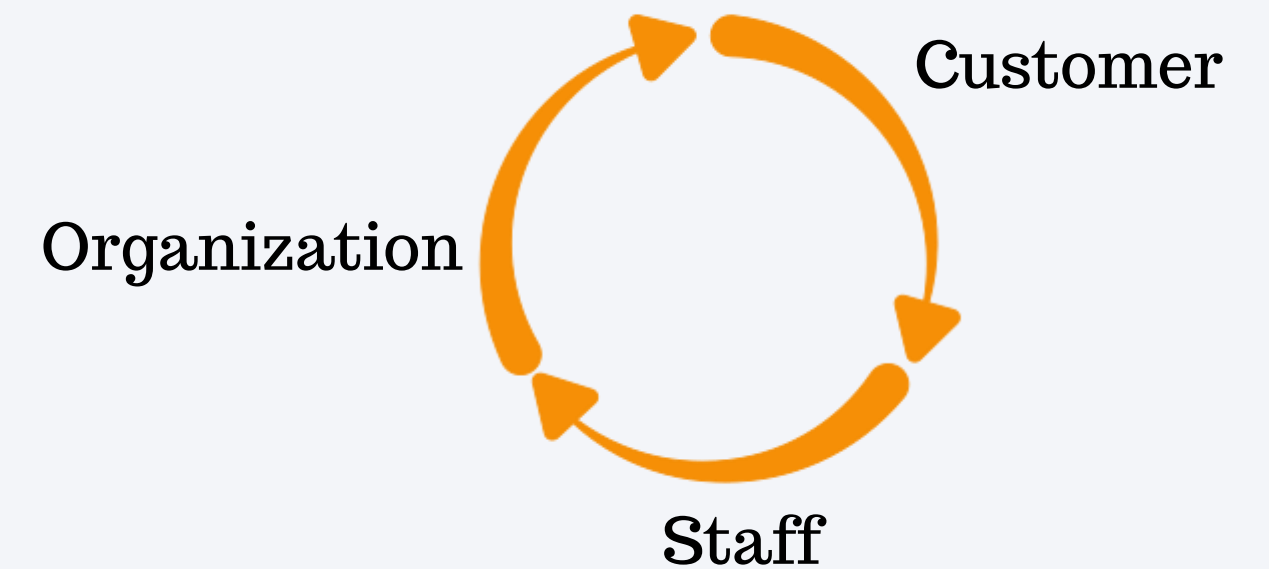
Collaboration and Mutuality

- sharing power and decision-making across all levels of an organization
- collaboration in daily decisions and creation of policies and procedures
- respect for the value that each person brings to their role



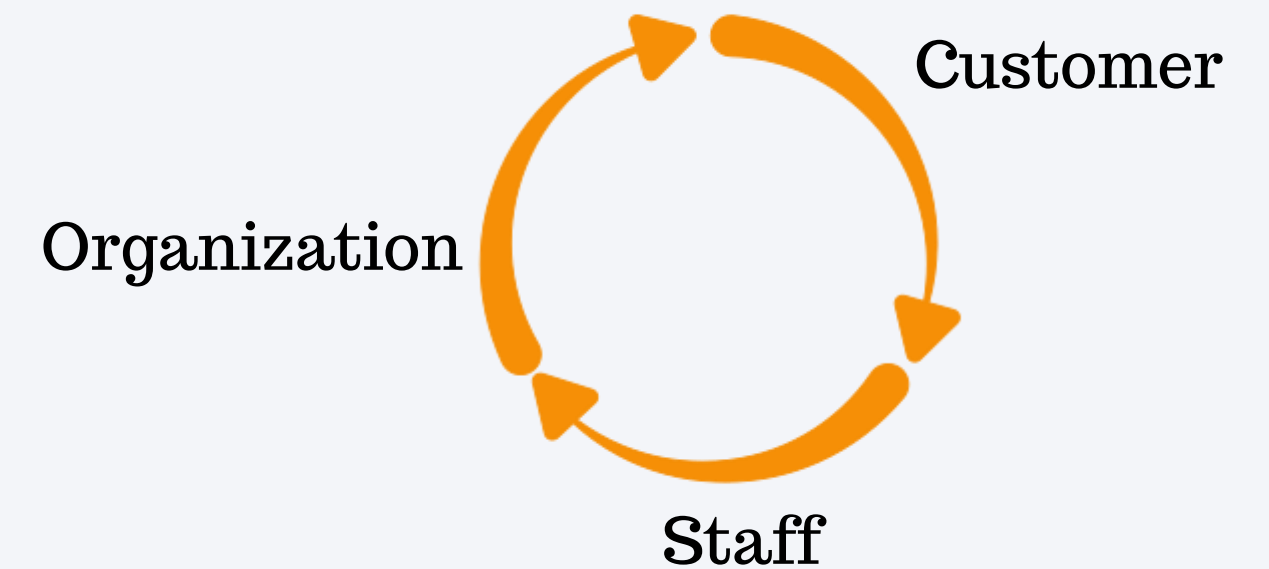
Empowerment, Voice and Choice

- eliciting feedback from all individuals to inform organization/system-wide administration and changes
- conveying the message that individuals are the experts in their own lives
- helping customers regain a sense of control over their daily lives and build competencies that will strengthen their sense of autonomy



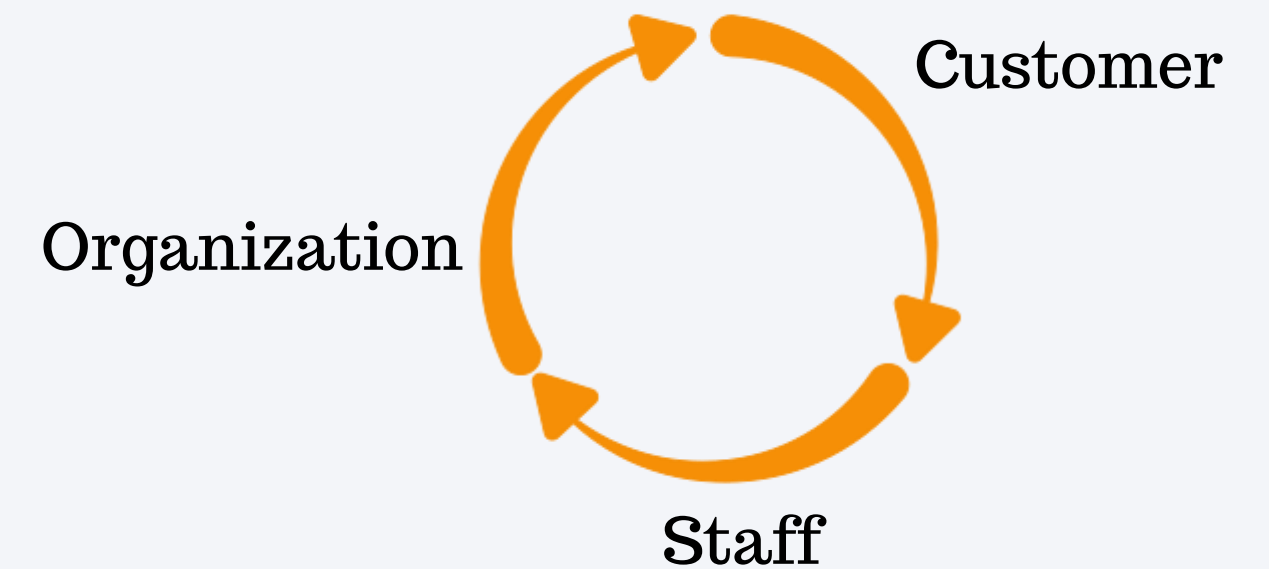
Cultural, Historical and Gender Issues

- understanding how cultural context influences one's perception of and response to traumatic events and the recovery process
- respecting diversity within the program
- providing opportunities for consumers to engage in cultural rituals
- policies and procedures are respectful of and specific to cultural backgrounds.



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TRAUMA INFORMED APPROACH



CUSTOMER



STAFF



ORGANIZATION



Motivational Interviewing

- Evidence based
- Compassionately guides behavior change
- Collaborative partnership
- Professional is a support rather than an expert

MOTIVATIONAL INTERVIEWING



OPEN QUESTIONS



AFFIRMATIONS



REFLECTIVE
LISTENING



SUMMARY

Motivational Interviewing

OPEN QUESTION

INVITES OTHERS TO “TELL THEIR STORY” IN THEIR OWN WORDS

- Objective
- Does not lead the customer to a specific answer
- Requires an explanation based on customer's knowledge and/or experience

Did you have a good relationship with your parents?
vs.
What can you tell me about your relationship with your parents?

Motivational Interviewing

AFFIRMATION

RECOGNIZE CLIENT STRENGTHS AND ACKNOWLEDGE BEHAVIORS THAT LEAD IN THE DIRECTION OF POSITIVE CHANGE.

- Builds confidence in customer's ability to change
- Must be genuine and congruent
- Develops rapport
- Promotes change talk

Praise vs. Affirmation

Praise Vs. Affirmation

PRAISE



Positive judgement or approval

Implies customer should aim for your approval

"Great job" "That's awesome" "I'm proud of you"

AFFIRMATION

An observable strength that you notice in the customer

"You dared to try something new"

"You take a lot of pride in your work"

"I appreciate that you are willing to meet with me today"

"You are clearly a very resourceful person"

Motivational Interviewing

REFLECTION

SEEKING TO UNDERSTAND YOUR CUSTOMER'S THOUGHTS/FEELINGS, THEN CONFIRMING THE IDEA HAS BEEN UNDERSTOOD CORRECTLY.

- Expression of empathy
 - Helps with emotional vocabulary
 - Not about making them feel better
 - Telling them not to feel a certain way is invalidating and minimizing
- Doesn't provide a safe space for emotional expression

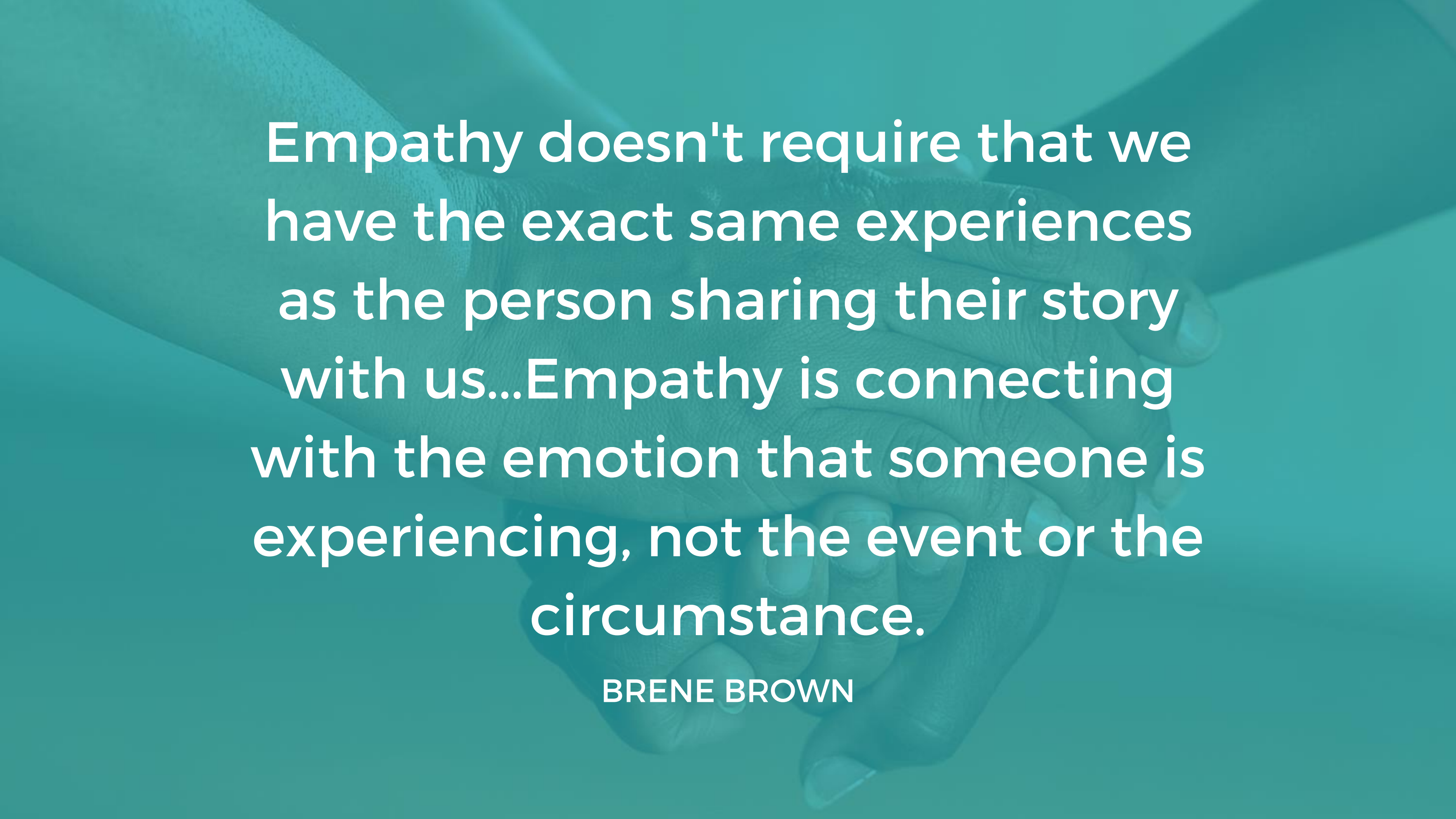
CUSTOMER: "I feel like I've really screwed up my life."

1

PROFESSIONAL: "You shouldn't feel that way. You've made some mistakes but we all do."

2

PROFESSIONAL: "You're frustrated with some of the decisions that you've made and you haven't been able with where you are in life."



Empathy doesn't require that we have the exact same experiences as the person sharing their story with us...Empathy is connecting with the emotion that someone is experiencing, not the event or the circumstance.

BRENE BROWN



By Frita Ahlefeldt

Motivational Interviewing

SUMMARY

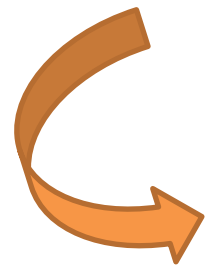
PULLING ALL OF THE PIECES TOGETHER AND GIVING IT BACK TO THE CUSTOMER

- Reinforces what has been said
- Shows that you have been listening carefully
- Prepares the customer for transition
- Allows you to be strategic in what to include to reinforce talk that is in the direction of change

Let me see if I understand so far...

Here's what I've heard. Tell me if I've missed anything.

Let me make sure I understand your goals....



What you've just shared brings up a good point.
Let's talk about.....

We covered that well. Let's talk about...



TRAUMA INFORMED APPROACH



CUSTOMER



STAFF



ORGANIZATION

**Staff members are a part of the
70% of people who have
experienced trauma**

IMPACT ON THE WORKFORCE

**Staff members are
affected by their
work with
customers who
have experienced
trauma**



Burnout	Vicarious Trauma, Compassion Fatigue	Secondary Trauma, Indirect Trauma
Cumulative, usually over long period of time	Cumulative with symptoms that are unique to each service provider	Immediate and mirrors client/patient trauma
Predictable	Less predictable	Less predictable
Work dissatisfaction	Life dissatisfaction	Life dissatisfaction
Evident in work environment	Permeates work and home	Permeates work and home
Related to work environment conditions	Related to empathic relationship with multiple client's/patient's trauma experiences	Related to empathic relationship with one client's/patient's trauma experience
Can lead to health problems	Can lead to health problems	Can lead to health problems
Feel under pressure	Feel out of control	Feel out of control
Lack of motivation and/or energy	Symptoms of post-traumatic stress disorder	Symptoms of post-traumatic stress disorder similar to client/patient
No evidence of triggers	May have triggers that are unique to practitioner	Often have triggers that are similar to the client's/patient's triggers
Remedy is time away from work (vacation, stress leave) to recharge or positive change in work environment (this might mean a new job)	Remedy is treatment of self, similar to trauma treatment	Remedy is treatment of self, similar to trauma treatment



Recovery Strategy



- ↪ **Compartmentalization ritual**
- ↪ **Increase self-awareness**
- ↪ **Release what you can't control**
- ↪ **Front door mindset**
- ↪ **Feeling gratitude**
- ↪ **Self-care strategy**

Recovery Strategy

TRAUMA INFORMED APPROACH



CUSTOMER



STAFF



ORGANIZATION

KEY DEVELOPMENT AREAS FOR THE ORGANIZATION

Leadership

Communication

Hiring and Orientation Practices

Establishing a Safe Environment

Collaborating with Partners and Referrals

Reviewing Policies and Procedures

Training the Workforce

Evaluation and Progress



Questions to consider

How does the agency address the emotional stress that can arise when working with individuals who have had traumatic experiences?

How does the organization ensure that all staff (direct care, supervisors, front desk and reception, support staff, housekeeping and maintenance) receive basic training on trauma, its impact, and strategies for trauma-informed approaches across the agency and across personnel functions?

How does workforce development/staff training address the ways identity, culture, community, and oppression can affect a person's experience of trauma, access to supports and resources, and opportunities for safety?

What types of training and resources are provided to staff and supervisors on incorporating trauma-informed practice and supervision in their work?

What workforce development strategies are in place to assist staff in working with peer supports and recognizing the value of peer support as integral to the organization's workforce?

Sample Interview Questions

Ask questions to understand the applicant's awareness of the incidence of trauma in the general population, the impact of trauma on employees, and the impact of secondary traumatic stress.

Tell us about a time when you were sensitive or compassionate to a client in an emotional or tense situation.

Tell us about a time when you had to respond quickly to a crisis situation. Can you describe your approach? What was the outcome?

Tell us about a time where you had to remain calm when dealing with a hostile client. What did you learn from the experience? How did you handle the situation?

What techniques have you found to be effective in developing trusting relationships and rapport with clients?

Tell us about a time when you found yourself in a stressful situation at work. How did you respond?

What do you need from the organization to help make sure you are successful?

In times of high demand or increased stress, it is easy to become rattled.

Tell me about a time when you became overwhelmed with your work. What were the earliest signs that you were becoming overwhelmed? How did you resolve the situation?

Please select the extent to which you agree or disagree with the following statements using the following scale:

1= Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree

___ 1. I feel like I have a great deal of control over my job satisfaction.

___ 2. There are opportunities for me to gain additional skills through workshops and trainings.

___ 3. The leadership listens only to their favorite employees.

___ 4. I don't have many choices when it comes to doing my job.

___ 5. I may disagree with administration, but at least I always know where they stand.

___ 6. Areas within the building sometimes make me feel trapped or unsafe.

___ 7. Staff is not supported when they try and find new and better ways to do things.

___ 8. This organization doesn't seem to care whether staff gets what they need to do their jobs well.

___ 9. Supervisors and administrators recognize my strengths and skills.

___ 10. I am uncomfortable with a co-worker at work.

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SUMMARY

3 ES OF TRAUMA

Event
Experience
Effect

KEY PRINCIPLES OF TRAUMA INFORMED APPROACH

Safety
Trustworthiness and Transparency
Peer Support
Collaboration and Mutuality
Empowerment, Voice and Choice
Cultural, Historical and Gender Issues

TIC STRATEGIES

Customer

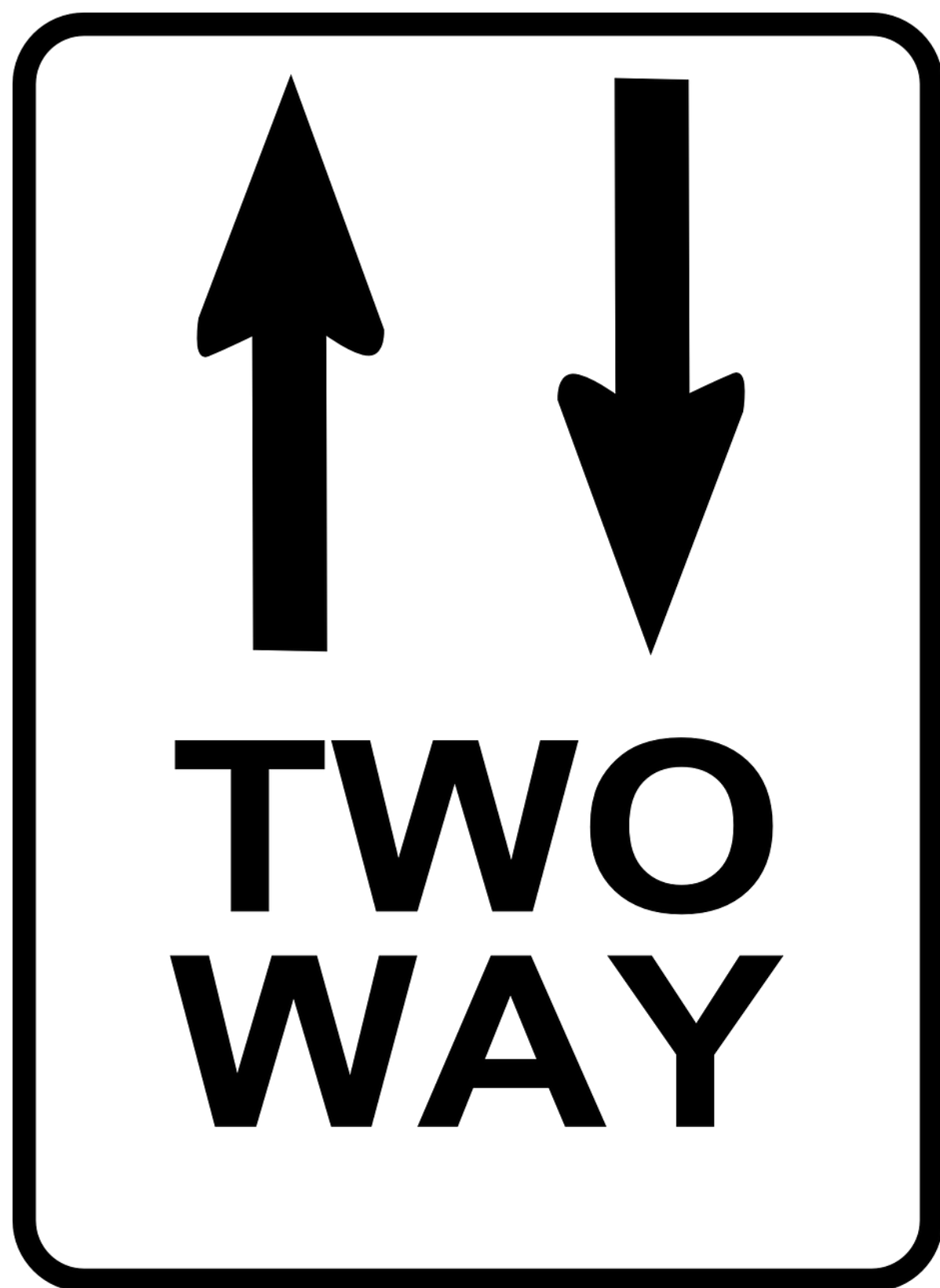
- Motivational Interviewing

Staff

- Impact on Staff
- Recovery Strategies

Organization

- Key Areas of Development
- Baseline Survey



It's not what **you** look at that matters, it's what **you** see.

Henry David Thoreau



WHAT DO WE NEED TO....

-  **START DOING**
-  **STOP DOING**
-  **DO MORE OF**



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