



# Building a Trauma-Informed, People-Centered Organizational Culture that Supports a Resilient Workforce

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# LEARNING OBJECTIVES



- Identify the principles of a trauma-informed organization and apply these principles to support the needs of the health center workforce
- Understand the connection between a trauma-informed organization and justice, equity, diversity, and inclusion (JEDI)
- Compare individual and organizational resilience to ensure the best support for the health center workforce

# GROUNDING MOMENT





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# A NOTE ON RESILIENCE

# EMPLOYEE WELLNESS

## Resilience

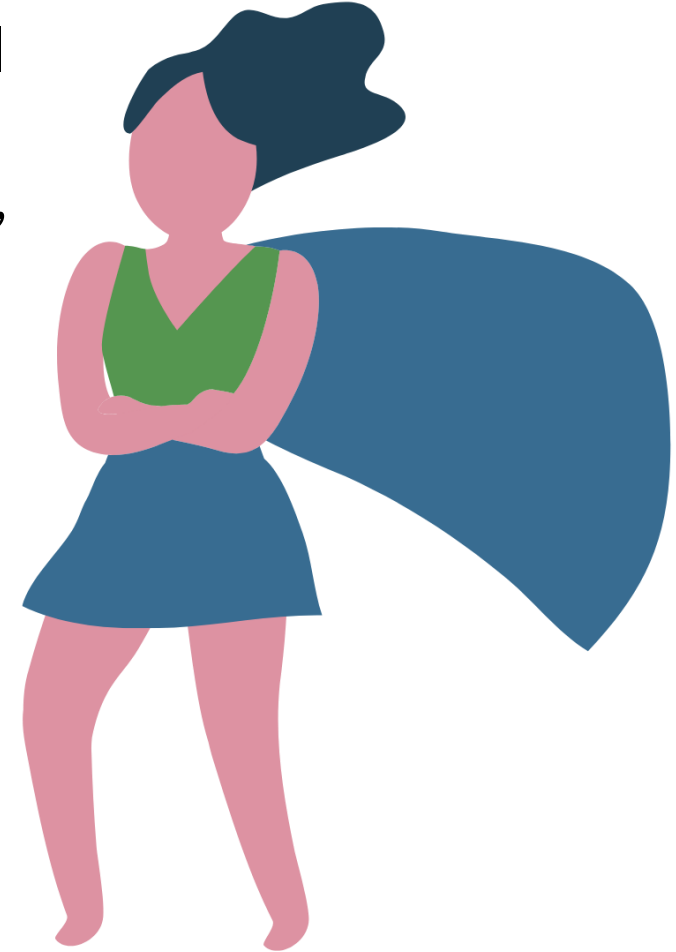


## Individual Resilience

- We are all resilient, it is about how you develop this skill
  - Involves behaviors, thoughts, actions
- Ability to adapt well to adversity, chronic stress, trauma, etc.
- It is not a linear path, there is no definitive end
- Takes time, practice, intentionality

## Organizational Resilience

- Embraces a culture of wellness and employee engagement
- Adapts to and anticipates change
- It is proactive not reactive





# EMPLOYEE WELLNESS

## Building Resiliency Muscles



### Positivity

See opportunities and hope in difficult situations.

### Priorities

Focus your attention on the most important things.

### Connection

Reach out to others for assistance.



### Confidence

Recognize your own capability to deal with challenges.

### Creativity

Generate new possibilities, ideas and approaches.

### Structure

Plan, organize and systematize your actions.



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# INTRODUCTION TO TRAUMA

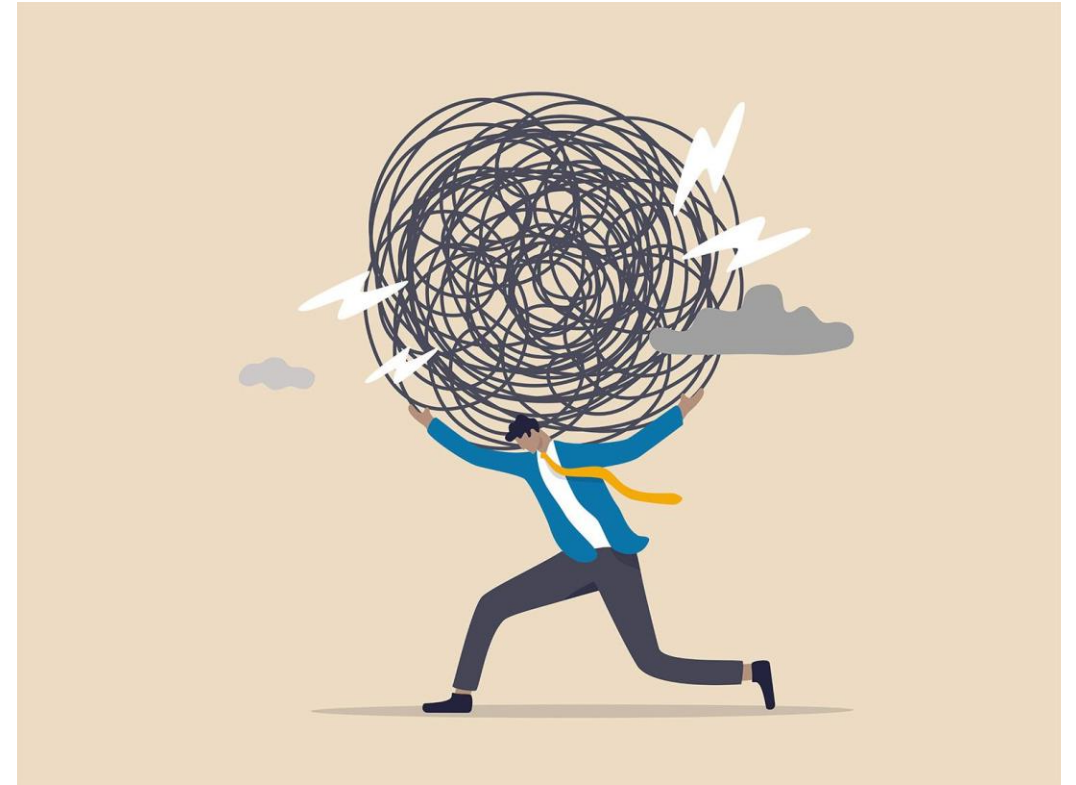
# WHY IT MATTERS?



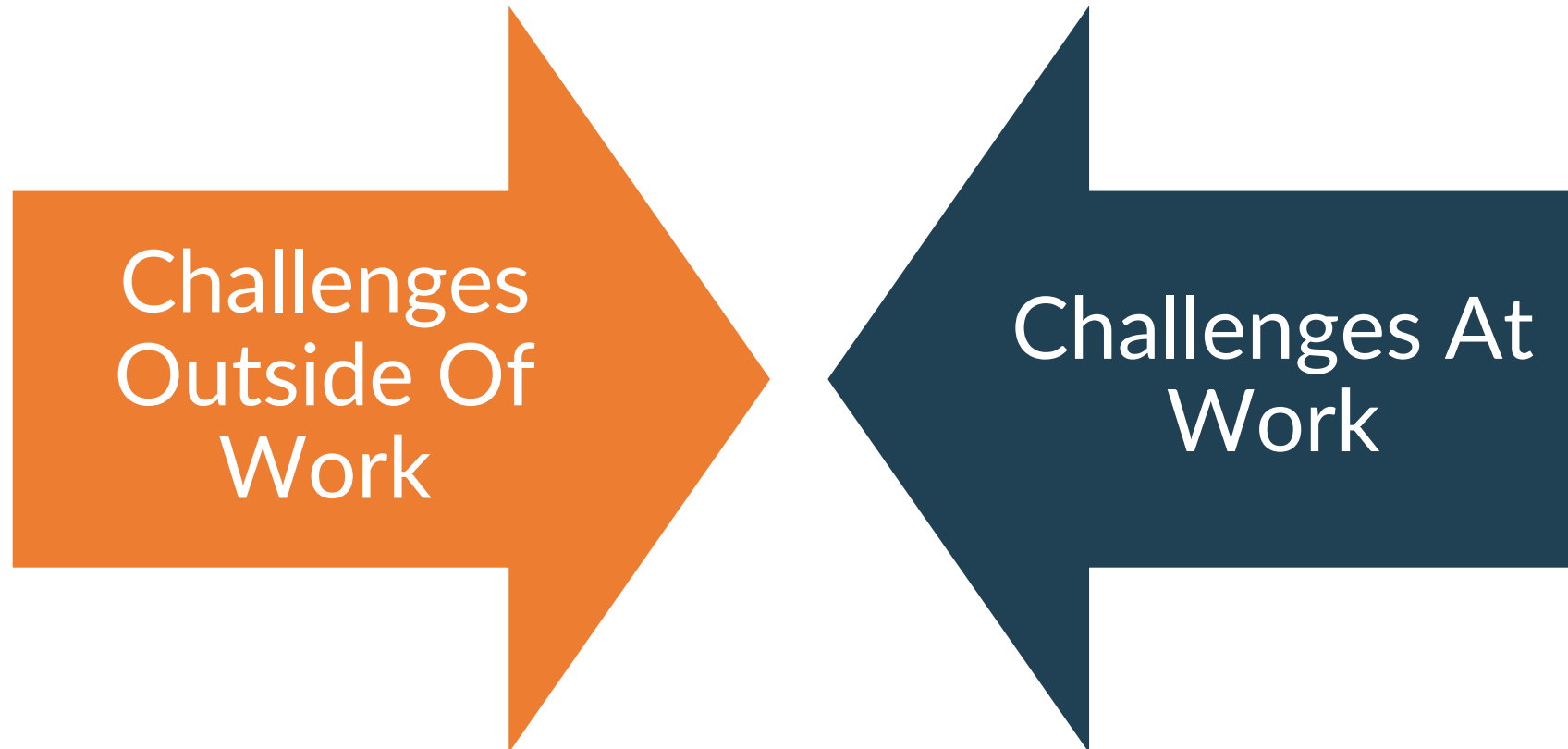
Resignation  
Headaches  
Insomnia  
Hopelessness  
Tired  
Cynicism  
Loneliness  
Moral Distress  
Depression  
Isolation  
Lacking Support  
Triggering  
Moral Injury  
Frustration  
Compassion  
Fatigue  
Worry  
Exhaustion  
Pain  
Mental Health  
Anxiety  
Stress  
Burnout  
Guilt  
Vicarious Trauma  
Suicidality  
Maladaptive Behaviors  
Crisis  
Vulnerable

# WHAT IS TRAUMA?

“Trauma is a widespread, harmful and costly public health problem. It occurs as a result of violence, abuse, neglect, loss, disaster, war, and other emotionally harmful experiences. Trauma has no boundaries with regard to age, gender, socioeconomic status, race, ethnicity, geography, or sexual orientation.”



# TRAUMA AND THE WORKPLACE



Source: [National Fund for Workforce Solutions](#)

# TRAUMA AND THE WORKPLACE

Collectively, trauma can manifest in the workplace through...

- Higher turnover
- Higher absenteeism
- Higher presenteeism
- Lower productivity
- Increased errors, impaired executive function
- Increased counterproductive workplace practices
- Deterioration of team culture



# TRAUMA AND THE WORKPLACE



## Burnout

- An occupational phenomenon, not a medical condition
- Chronic workplace stress that is not well-managed
- Fatigue, exhaustion
- Negative feelings towards job, cynicism, mental distance from work
- Reduced professional efficacy, feeling a lack of accomplishment

## Compassion Fatigue

- Cost of caring for others (without a feeling of success or appreciation)
- Results from exposure to traumatized individuals (e.g., patients, clients, healthcare providers, etc.)
- Physical and mental exhaustion, emotional withdrawal

# WHAT DOES IT MEAN TO BE TRAUMA-INFORMED?



Organizations that take a trauma-informed approach in the workplace develop a culture that “emphasize[s] respecting and appropriately responding to the effects of trauma at all levels.” These organizations understand the pervasiveness of trauma and actively work to lessen and/or stop re-traumatization by developing environments that prioritize healing and recovery.

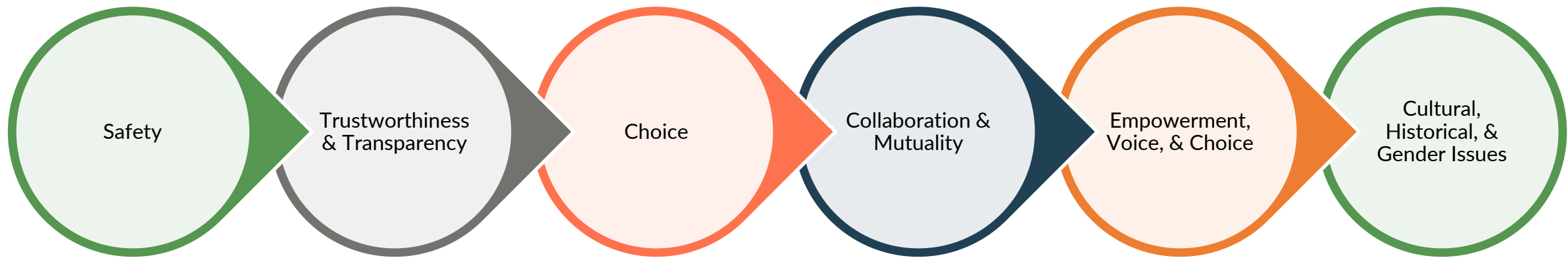




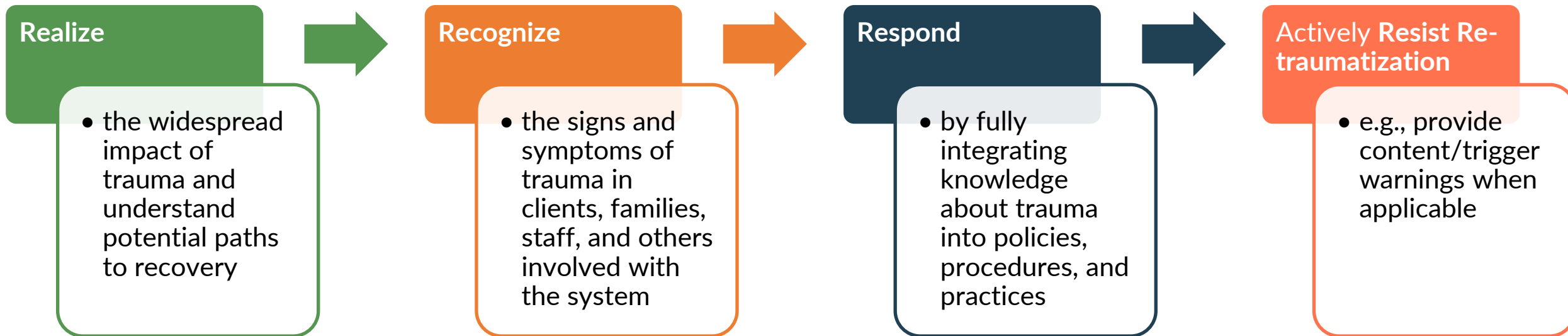
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# TRAUMA-INFORMED PRINCIPLES

# GUIDING PRINCIPLES TO A TRAUMA-INFORMED APPROACH



# FOUR R'S OF A TRAUMA-INFORMED ORGANIZATION





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# SUPPORTIVE POLICIES & PRACTICES

# ORGANIZATIONAL STRATEGIES

## Lead with Empathy



- Empathy is a skill – one that is associated with positive outcomes
- Empathy involves:
  - Recognizing unique strengths/challenges
  - Listening actively
  - Committing to learning from each other





# ORGANIZATIONAL STRATEGIES

Support Holistic Well-Being & Mental Health



- “Basic” wellbeing/mental health programs are simply not enough
- Consider providing resources that are proactive, preventative, restorative, and reparative



# ORGANIZATIONAL STRATEGIES

## Anchor Culture in Shared Values



- Deterioration/nonexistence of a healthy work culture can increase:
  - Turnover
  - Absenteeism
  - Presenteeism
- Organizational culture should reflect
  - Mission
  - Vision
  - Values





# ORGANIZATIONAL STRATEGIES

## Consider Dedicated Support



- Roles to consider:
  - Chief Wellness Officer
  - Wellness Committee
  - Trauma-Informed Champion Team



# ORGANIZATIONAL STRATEGIES

## Create Connection Points



- Peer-to-peer mutual support
- Trauma-Informed activities:
  - Mentoring
  - Support/interest groups
  - Affinity groups



# ORGANIZATIONAL STRATEGIES

Leverage Opportunities - More of What is Working



- What we notice and focus on grows
- Intentionally notice strengths, build upon what is working
- Leverage positive developments



# ORGANIZATIONAL STRATEGIES

Provide More Choice, Flexibility, & Autonomy



“Provide enough structure to create clear expectations and flexibility to empower individualized approaches based on what fits best for each person.”

# ORGANIZATIONAL STRATEGIES

## Incorporate Meaningful Collaboration



- Feeling like you can meaningfully participate in shaping your organization's future:
  - Supports retention
  - Improves culture
  - Adds to overall wellness
  - Helps ensure a higher chance of success, integration, and staff satisfaction



# ORGANIZATIONAL STRATEGIES

Promote Accessibility, Belonging, & JEDI



- Embrace and celebrate diverse perspectives, identities, and experiences
- Policies, leadership, and team members demonstrate understanding – and work to address – how the pain and trauma of underlying inequities can contribute to the accumulation of stress and adversity
- Think holistically about accessibility



# ORGANIZATIONAL STRATEGIES

## Improve Physical & Psychological Safety



- To prevent and address challenges and conflicts:
  - Strong accountability
  - Clear avenues
  - Explicit protocols



# ORGANIZATIONAL STRATEGIES

## Build More Trust & Transparency



- Organizations where team members trust leadership and management experience:
  - 74% less stress
  - 50% higher productivity
  - 40% less burnout
- Relational trust bolsters performance



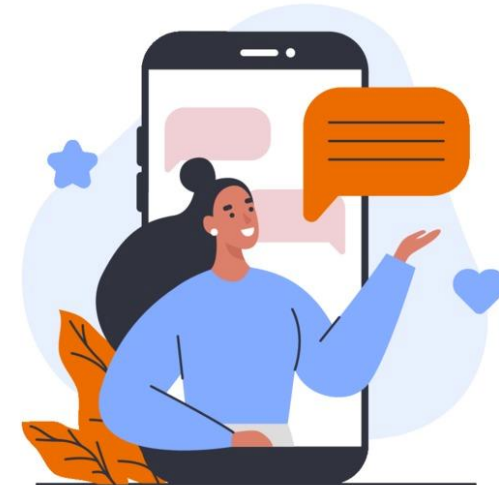
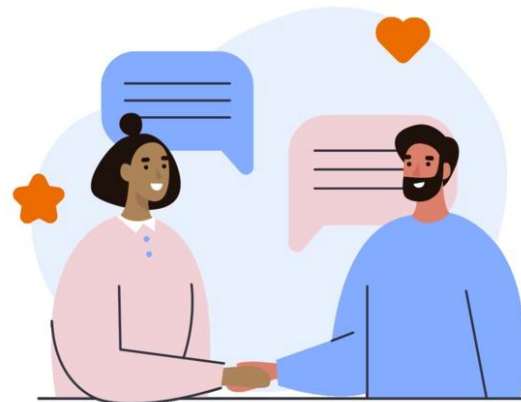
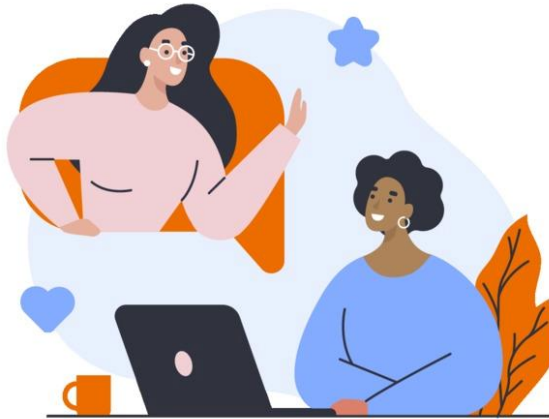


# ORGANIZATIONAL STRATEGIES

## Diversify Communication Channels



- Communicate for trust, transparency, safety, collaboration, etc.
- Communication touches everything we have been talking about today



# ORGANIZATIONAL STRATEGIES

Monitor, Measure, Evaluate & Pivot (Ongoing)



- Solicit feedback from staff
  - Create a baseline
  - Regularly check in
  - Create trust (be trustworthy)
  - Act on the feedback!



# ORGANIZATIONAL STRATEGIES

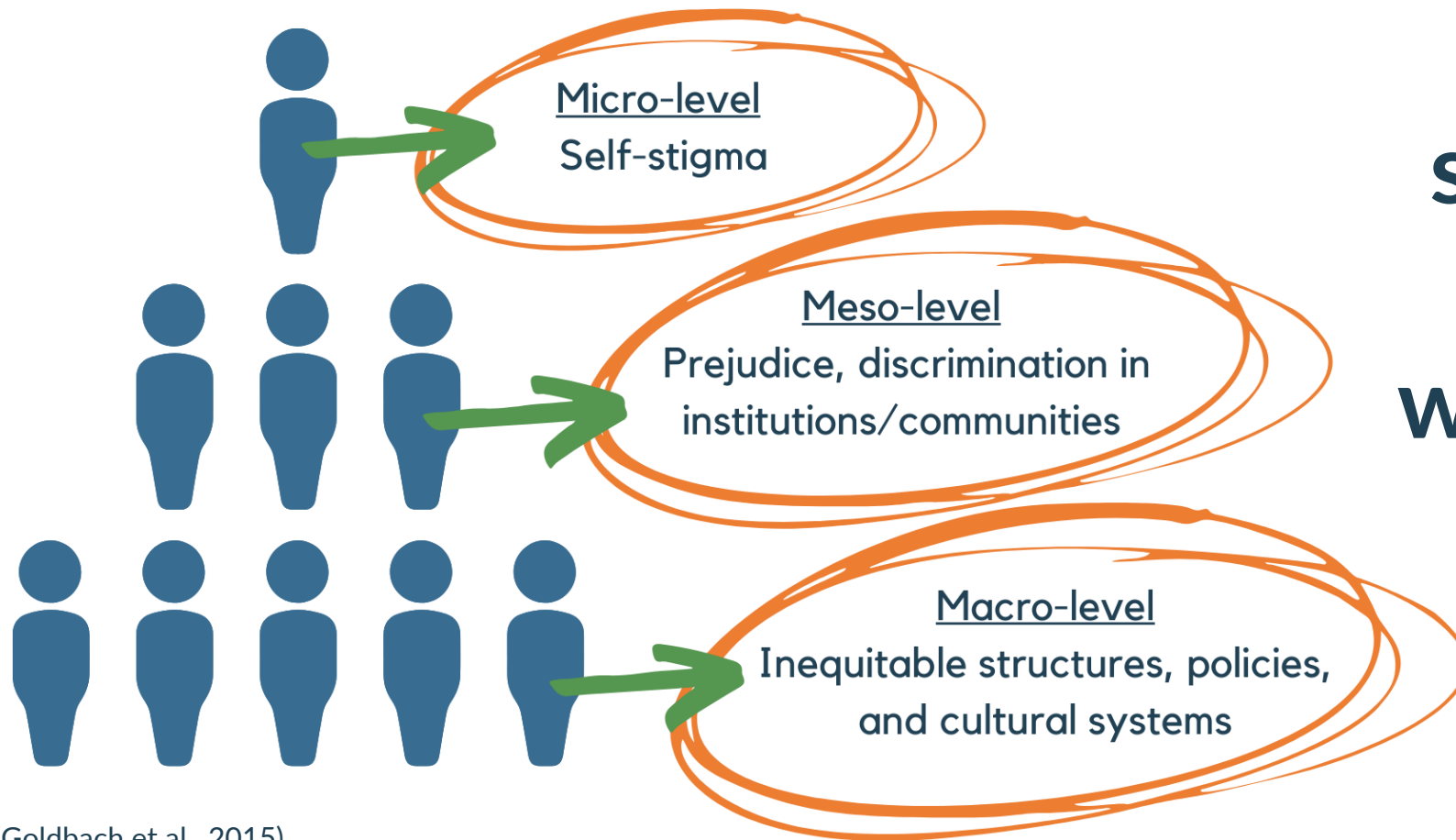
## Train & Educate to Reduce Stigma



- Stigma can be isolating
- Being trauma-aware can reduce the likelihood of re-traumatization
- Leadership, managers, and all team members should receive ongoing training and education on trauma, mental health, wellness, etc.



# MENTAL HEALTH STIGMA



**Don't let stigma be a barrier to wellness and growth!**

(Goldbach et al., 2015)

# ORGANIZATIONAL STRATEGIES

## Model the Model



- Lead by example!
  - Demonstrate self-awareness and accountability
- Set expectations and follow them
  - Take breaks
  - Limit time spent working outside of standard hours
  - Take vacation/PTO
  - Openly discuss strengths, challenges, and what is helping in stressful times



# ORGANIZATIONAL STRATEGIES

## Some Additional Action Steps



- Make mental health screenings and tools available to all team members
- Offer health insurance with no or low out-of-pocket costs for mental health counseling and medication
- Provide free or subsidized lifestyle coaching, counseling, or self-management programs
- Distribute materials about the signs and symptoms of mental health challenges and opportunities for treatment
- Host seminars or workshops that address trauma and trauma-informed stress management techniques
- Create and maintain dedicated, quiet spaces
- Ensure team members can choose how they utilize breaks and other downtime

# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Building A Resilient & Trauma-Informed Workforce



Click [here](#) to access the Building A Resilient & Trauma-Informed Workforce Factsheet!

### Building a Resilient & Trauma-Informed Workforce

*This factsheet explores the intersection between resilience and trauma-informed organizations*



#### Introduction

The terms **resilience** and **trauma-informed** are both closely linked to burnout, compassion fatigue, moral injury, moral distress, and other mental health struggles in the workplace. Studies indicate that physicians and medical residents have some of the highest rates of burnout and suicide.<sup>1</sup> However, when compared to other professions, they also possess higher rates of individual resilience.<sup>2</sup> This dichotomy illustrates a salient point—resilience is a process that involves both individual strengths and organizational structures and practices. A deficit in individual resilience does not automatically equate to poor well-being in the workplace. Instead, a lack of support, inefficient processes and practices, excessive workloads, and poor leadership are leading causes of workplace stressors.<sup>3</sup> Fortunately, organizations that follow a trauma-informed model “demonstrate a commitment to compassionate and effective practices and organizational reassessments,” which positively affect workforce well-being, resilience, and satisfaction.<sup>4</sup>

*Note: This document uses specific terms to speak about well-being; however, language is ever-evolving. While the terms related to well-being may change with new research, the ongoing support for the mental health needs of the workforce is essential and must remain a top priority.*



Organizations that follow a trauma-informed model “demonstrate a commitment to compassionate and effective practices and organizational reassessments.”

# QUESTIONS







# STAR<sup>2</sup> CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

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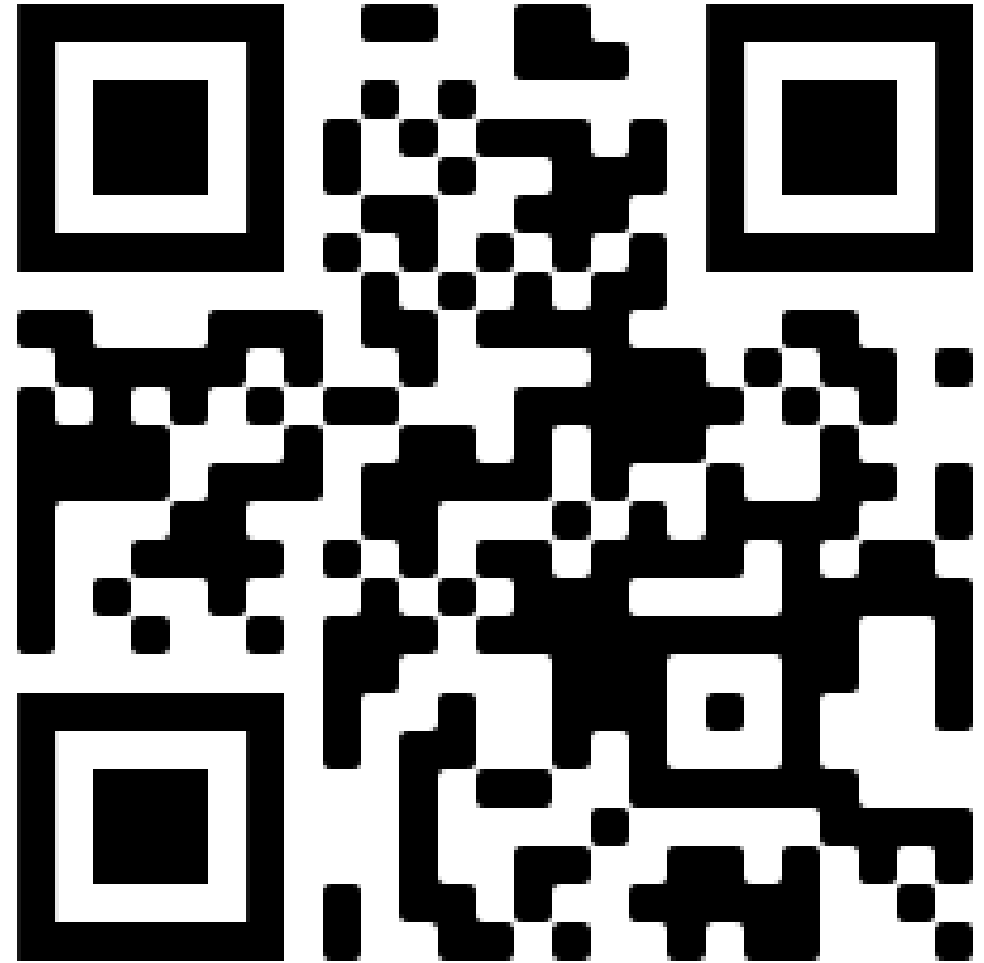
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