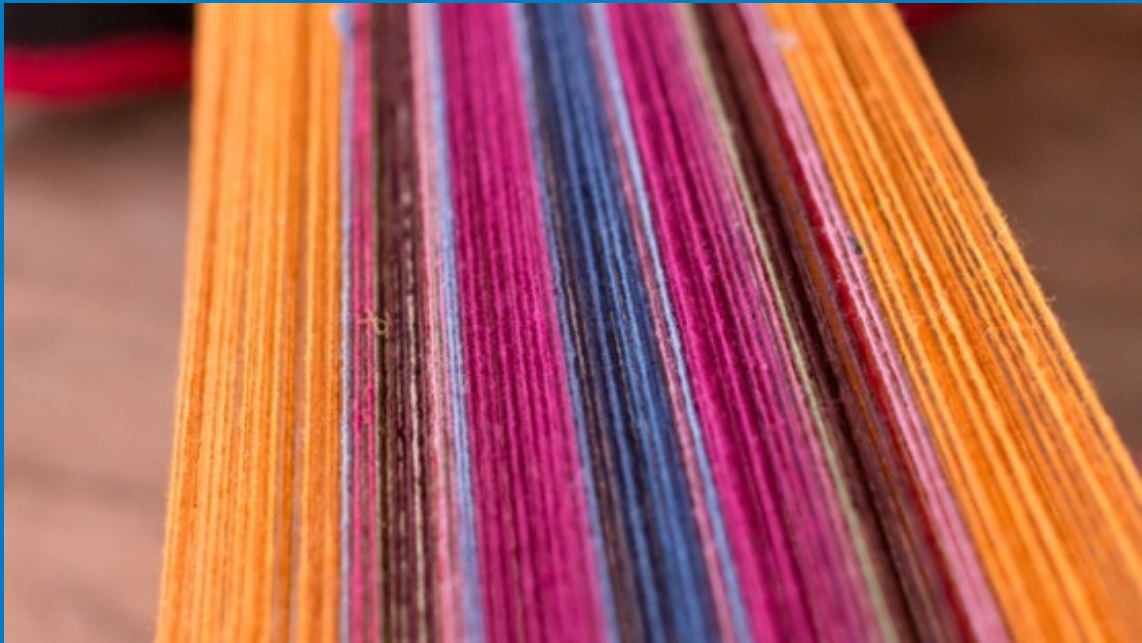# THESE BRIGHTLY COLORED THREADS

RESOURCES

tend®

Organizational Health - What works?
Results from a systematic review (Nov 2021)

Organization-level interventions include:

•Shorter on-call schedules were found to reduce stress.

•Adequate staffing;

•Reasonable workloads including a process to address and redress overtime and shift schedules;

•Scheduling flexibility:

•Job security;

•Compassionate leadership;

•Psychologically and physically healthy leaders;

•Leaders who have had time to learn and master their roles;

•Leaders who are able to spend more time on the floor/with staff vs in meetings/offices;

•Confidence and competence including time to learn on the job;

•Receiving appropriate and timely mentoring and onboarding, for new staff;

•Providing additional supports and considerations for newer staff;

•Supporting leadership including formal and informal leaders at the supervisory, manager, director, and executive levels;

•Support networks for staff at all levels, both formal and informal;

•Succession planning;

•Processes to address moral distress, sentinel events and secondary traumatic stress in the workplace;

•Dispute resolution processes to address patient/client and internal staffing complaints;

•Clear policies to address, respond and manage escalated and/or abusive callers/clients/patients/citizens;

•Resources including training to manage escalated and/or abusive callers/clients/patients/citizens;

•Processes to address interpersonal conflict;

•Clarity of roles and responsibilities;

•Assessing workplace conditions that may be contributing to extreme overwhelm;

•Implementing regular secondary trauma-informed supervision;

•Establishing and reviewing peer support practices;

•Processes to identify and address morally distressing events in a safe and timely manner;

•Policies and procedures to prevent and respond to staff being exposed to violence and abuse (verbal and physical);

•Regular safety audit for staff (including risk of exposure to communicable diseases, physical threats, verbal threats, etc);

•A forum to address issues related to documentation and information technology;

•Autonomy and job control;

•Proper breaks for remote workers.

•Access to timely and good quality debriefing after difficult/challenging calls and/or interactions with citizens. Important for remote workers to have access to this as well.

System-level interventions include:

•Access to timely and good quality referral resources for patients/clients alleviates worker moral distress;

•Access to timely and good quality referral resources can alleviate patients/clients distress and conflict/verbal/physical aggression;

•Addressing the intersection of racism, discrimination, poverty and other barriers to equitable services.

Sources: Ashforth et al (2007), Bober & Regehr (2005), Crabbe (2015), Duxbury (2021),Fisher & Zahradnik (2009), Higgins & Duxbury (2004), Killian (2008), Maunder et al (2021), Pfeffer (2018), Shanafelt et al (2012), Shanafelt & Noseworthy (2017), Shanafelt et al (2017), Shanafelt et al (2020), Sinclair et al (2017), Sprang et al (2017), Trzeciak &, Mazzarelli, (2019), Ruotsalainen et al (2015), West et al (2016).

RESOURCES

Articles:

We need to talk: Why there can be no "future forward" until we've done the work
https://www.tendacademy.ca/we-need-to-talk/

This is a Marathon, Not a Sprint: Strategies to Address Wear & Tear in Helping Professionals during Covid-19: www.tendacademy.ca/marathon-not-sprint-covid19/

Disappoint Someone Today: July 2018
https://www.tendacademy.ca/disappoint-someone-today/

Coming home to Secondary Traumatic Stress: August 2019
https://www.tendacademy.ca/coming-home-to-sts/

Breathe, Reset, Refuel, Rinse, Repeat: January 2019
https://www.tendacademy.ca/breathe-reset-refuel/

Tedx talk:

The Edge of Compassion:
https://www.ted.com/talks/francoise_mathieu_the_edge_of_compassion

Podcasts:

The trauma therapist project: Ep 596 Beyond Self Care with Françoise Mathieu
https://www.thetraumatherapistproject.com/podcast/beyond-self-care-with-francoise-mathiue-med

This is a marathon not a sprint: Pacing yourself through the pandemic:
https://www.buzzsprout.com/280046/3463774-this-is-a-marathon-not-a-sprint-pacing-yourself-through-the-pandemic

Videos:

A shift in perspective: Why it's time to stop using "Compassion Fatigue"
https://vimeo.com/508896973/aac9475906?fbclid=IwAR0AmNATrVFLOOwX3z9iiPjzJW_ZXELng TsgAW9_65e3RNYxucCmrCQFz9w

ADDITIONAL RESOURCES

Books/Articles:

Compassionate leadership

Moss, J. (2021) *The Burnout epidemic: the rise of chronic stress and how we can fix it*, HBR Press.

Trzeciak, S., Mazzarelli, A. (2019) *Compassionomics: The Revolutionary Scientific Evidence that Caring Makes a Difference, Pensacola: Studer Group.*

Workplace Strategies for Mental Health:
https://www.workplacestrategiesformentalhealth.com/topic/Organizational-strategies

Conflict

Ripley, A. (2021) *High conflict: why we get trapped and how we get out*. New York: Simon & Schuster

Empathic Strain/Compassion Fatigue & Burnout

Borysenko, J. (2011). *Fried: Why Your Burn Out and How to Revive.* Carlsbad, CA: Hay House.

Fisher, P. (2016). *Resilience, Balance & Meaning Workbook.* Victoria, BC: Fisher & Associates Solutions Inc.

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van Dernoot Lipsky, L. & Burke, C. (2009). *Trauma Stewardship: An Everyday Guide to Caring for Self While Caring for Others.* San Francisco, CA: Berrett-Koehler.

Grounding Skills & Tools to Manage Exposure

Graham, L. (2013). *Bouncing Back: Rewiring Your Brain for Maximum Resilience and Well-being.* Novato, CA: New World Library.

Rothschild, B. (2006). *Help for the Helper: The Psychophysiology of Compassion Fatigue and Vicarious Trauma.* New York, NY: W. W. Norton.

van Dernoot Lipsky, L. (2018). *The Age of Overwhelm: Strategies for the Long Haul.* San Francisco, CA: Berrett-Koehler.

Intersection of Secondary Trauma & Culture, Race and Historical Trauma:

Compiled by the National Child Traumatic Stress Network (NCTSN)

Cultural Implications of Secondary Traumatic Stress: National Child Traumatic Stress Network Webinar: https://learn.nctsn.org/enrol/index.php?id=234

STS Webinar Series:
https://www.nctsn.org/trauma-informed-care/secondary-traumatic-stress

It's Not All Black and White: Working with African-American Families in Post-Katrina New Orleans: National Child Traumatic Stress Network Webinar:
https://learn.nctsn.org/enrol/index.php?id=351

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Evans-Campbell, T. (2008). Historical trauma in American Indian/Native Alaska communities: A multilevel framework for exploring impacts on individuals, families, and communities. Journal of Interpersonal Violence, 23(3), 316–338.

Sandeen, E. and Moore, K.M. (2018). Reflective Local Practice: A pragmatic framework for improving culturally competent practice in psychology. Professional Psychology: Research and Practice, 19(2), 142-150.

Loving Kindness Meditation

https://www.verywellmind.com/how-to-practice-loving-kindness-meditation-3144786#citation-2

Moral Distress

American Association of Critical Care Nurses: https://www.aacn.org/~/media/aacn-website/clincial-resources/moral-distress/recognizing-addressing-moral-distress-quick-reference-guide.pdf

Mathieu, F., & McLean, L., (2014) Managing Compassion Fatigue, Moral Distress and Burnout in a context of patient-centered care in Walton, M., Barnsteiner, J., & Disch, J. (eds) *Patient/Family Centered Care – Patient and Care Provider Considerations,* Sigma Theta Tau International.

Moral Injury

A Guide to Moral Injury: Supporting Healthcare Workers during Covid-19:

https://www.theroyal.ca/news/guide-moral-injury-supporting-healthcare-workers-during-covid-19

Organizational Health

Fisher, P. (2015). *Building Resilient Teams.* Victoria, BC: Fisher & Associates Solutions Inc.

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Pfeffer, J. (2018). *Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance – and What We Can Do About It. New York:* HarperCollins.

Post Traumatic Growth

Kaufmann, S.B. (2020) Post-Traumatic Growth: finding meaning and creativity in adversity, *Scientific American:* https://blogs.scientificamerican.com/beautiful-minds/post-traumatic-growth-finding-meaning-and-creativity-in-adversity/

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Secondary Traumatic Stress

Miller, B. C. (2021) *Reducing Secondary Traumatic Stress: Skills for Sustaining a Career in the Helping Professions*, Routledge.

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Risk Habituation

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Bosh, D. (2020) *Managing Emotions during a Pandemic: Understanding the effects of uncertainty,* Headington Institute. https://www.headington-institute.org

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Websites/Apps:

CALM: https://www.calm.com

Hanson, Rick: *Just One Thing: Simple practices for resilient happiness.*
Free newsletter: https://www.rickhanson.net/writings/just-one-thing/

Window of Tolerance

Siegel, D. https://www.attachment-and-trauma-treatment-centre-for-healing.com/blogs/understanding-and-working-with-the-window-of-tolerance

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