



# Staying Resilient

## Managing Burnout and Secondary Stress Through Active Resilience Planning

**Brian D. Tallant, LPC, NADD-CC**

CoverCO 2020 Conference

Breakout Session

October 8, 2020, 2:15-3:00 pm



A PARTNER IN  
**NCTSN**



The National Child  
Traumatic Stress Network

**IDD Trauma Toolkit**

The Road to Recovery: Supporting Children  
with Intellectual Disabilities Who Have  
Experienced Trauma

Facts on Traumatic Stress and Children With  
Developmental Disabilities

<http://www.nctsnet.org>



# Acknowledgements

- **Dr. Larry Wahlberg**

- Program Manager of the PTSD Residential Rehabilitation Treatment Program with the VA's Eastern Colorado Health Care System in Denver, CO.
- The Stress of Helping Traumatized People



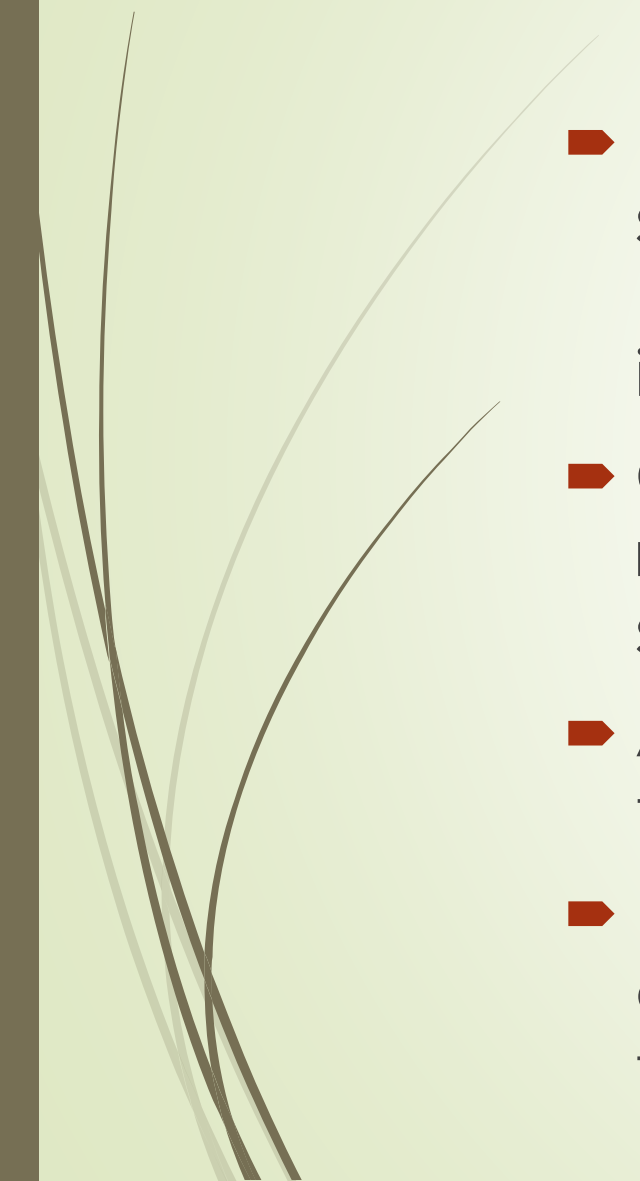
# Acknowledgements

## ➤ **The Denver Center for Crime Victims**

- H.E.L.P. - “Health Enabling for Listening Professionals”
  - Kathi L. Fanning, M.S., L.P.C., Director of Training and Volunteer Services
  - Cathy D. Phelps, M.A., MSW, Executive Director
  - Janice Rhyme, MNM, Director of the Translation & Interpreting Center
  - Kent Webb, L.C.S.W., The Practice of Inclusion, LLC



# Goals for Today

- Understand the effects and symptoms of secondary stress like vicarious trauma, compassion fatigue and burnout and learn of the prevalence of these conditions in our workplace.
  - Consider a multi-dimensional model of employee resilience that enhances physical, psychological and spiritual wellness.
  - Acquire tools to assess level of compassion fatigue and tools for developing resilience plans.
  - Utilize an interactive approach to understand unique aspects of caregiver compassion fatigue and strategies for enhancing resilience.
- 



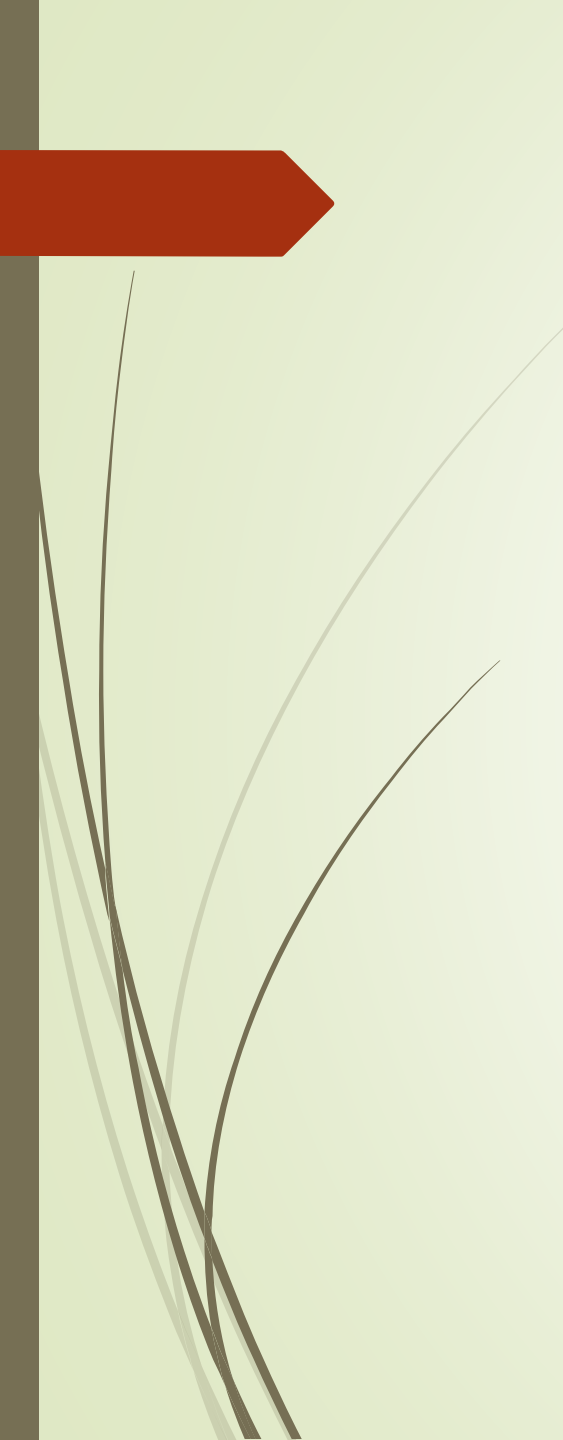




## Four Terms Related to Caregiver Stress

- Vicarious traumatization
- Compassion fatigue
- Burnout
- Secondary traumatic stress

closely related terms which capture different aspects of the stress associated with helping professions



Compassion fatigue is “an extreme state of tension and preoccupation with the suffering of those being helped...The helper...suffers through their own efforts to empathize and be compassionate. Often, this leads to poor self care... extreme self sacrifice..and symptoms similar to PTSD”

Charles Figley, Ph.D.



# Examples of Compassion Fatigue Symptoms (Pelkowitz, 1997)

## Cognitive

- **Decreased concentration**
- **Apathy, rigidity**
- **Perfectionism**

## Behavioral

- **Hypervigilance**
- **Social withdrawal**
- **Expressed anger**

## Emotional

- **Anxiety**
- **Numbing**
- **Depletion**

## Spiritual

- **Loss of faith**
- **Anger at God**
- **Meaning of life and work?**

# Examples of Compassion Fatigue Symptoms (Pelkowitz, 1997)

## Personal relations

- **Decreased intimacy/sex**
- **Intolerance, loneliness**
- **Parental overprotection**

## Somatic

- **Hyperarousal**
- **Reduced immunity**
- **Aches, pains, medical problems**

## Work performance

- **Low morale**
- **Detachment**
- **Fatigue**
- **Obsession with details**
- **Negativity**
- **Absenteeism**

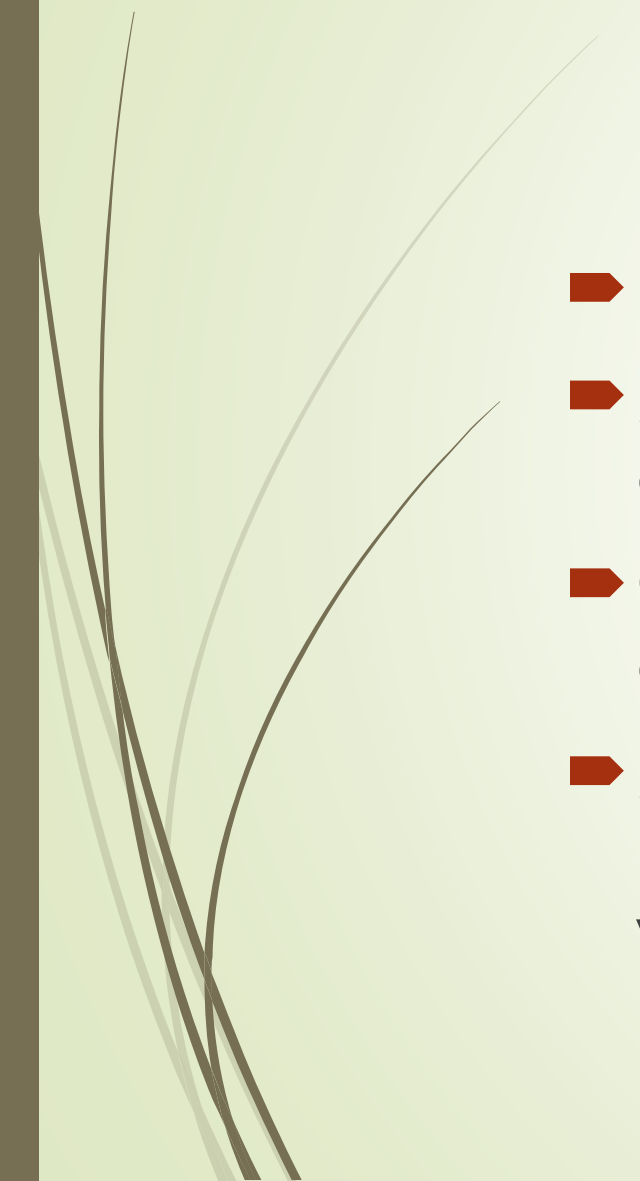


# Rational Detachment (CPI)

- “The ability of staff to maintain control of their own behavior in the presence of acting-out behavior  
(Crisis Prevention Institute)
- Ones ability to rationally and objectively consider all of the factors that lead to dysregulation in order to emotionally detach from the situation, regulate one's self, and manage crisis effectively  
(Brian Tallant)



# Secondary Traumatic Stress Reactions

- Reactions are highly individualized
  - May involve symptoms seen in trauma survivors or variants of these
  - Caregivers are affected, but not enough to constitute a “disorder”
  - May encompass cognitive, emotional, behavioral, spiritual, relational, somatic, and work performance domains (Pelkowitz, 1997)
- 

# A Continuum of Secondary Traumatic Stress Responses

(Stamm, 1999)





# Personal Risk Factors for STS Reactions

- History of personal trauma
- Identification with victim
- Immediate stressors on employee
- Low social support
- Low sense of control

(Baird & Kracen, 2006; Nelson-Gardness & Harris, 2003, Regehr et al., 2004)

University of Iowa:

<http://www.uiowa.edu/~nrcfcp/training/documents/PPT%20Secondary%20Trauma.pdf>





# Work-Related Factors

- Early in career/inexperience on the job
- High exposure to client trauma information
- Lack of supervision
- Exposure to critical incidents

(Baird & Kracen, 2006; Nelson-Gardness & Harris, 2003, Regehr et al., 2004)

University of Iowa:

<http://www.uiowa.edu/~nrcfcp/training/documents/PPT%20Secondary%20Trauma.pdf>



# Organizational Factors

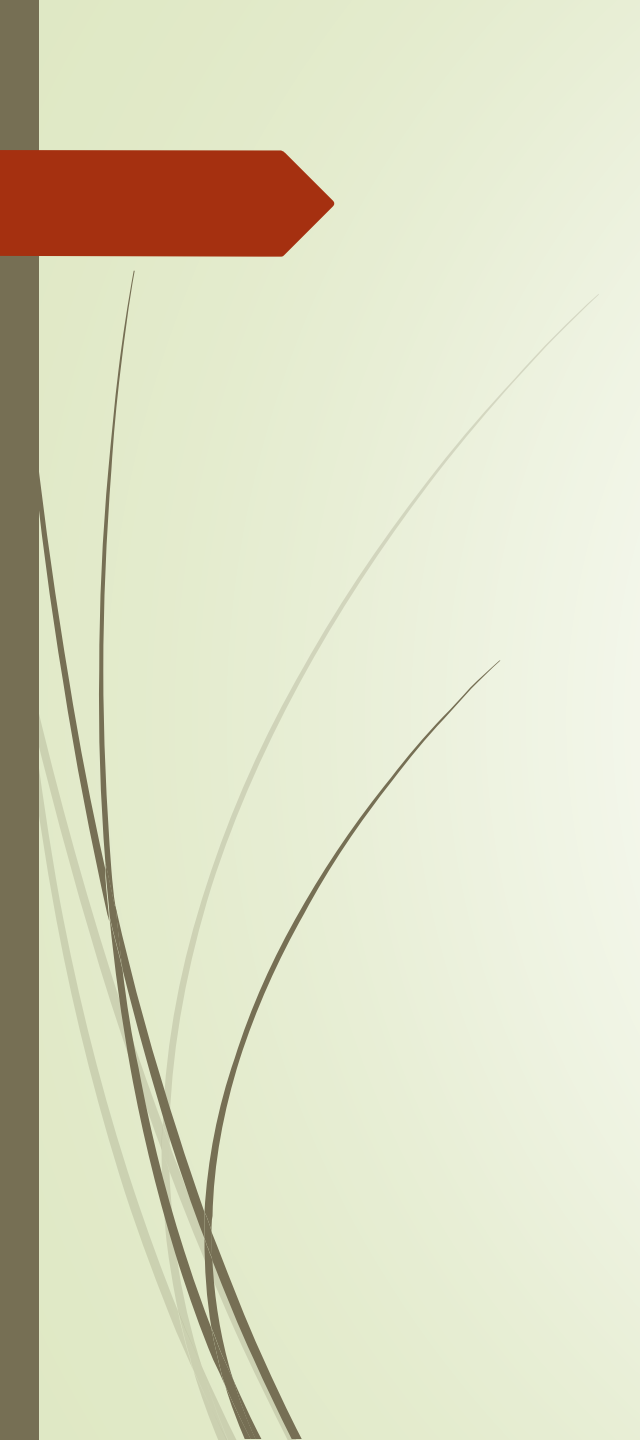
- Unusually high caseloads
- High administrative burden
- Conflicts w/co-workers or supervisors
- Climate of constant change
- Excessive emphasis on cost-effectiveness, competition
- Unforgiving environment (“If you can’t handle it, leave”)

(O’Brien, 2006; Regehr et al., 2004)


University of Iowa: <http://www.uiowa.edu/~nrcfcp/training/documents/PPT%20Secondary%20Trauma.pdf>



*"My question is: Are we making an impact?"*



**Burnout** involves feeling hopeless, exhausted, or frustrated about your ability to do your job effectively. Burnout relates to job conditions and institutional factors (e.g., workload, lack of support, task ambiguity) and usually has a gradual onset.



# Secondary stress results in increased efforts at control


Overcontrol characterizes trauma reactions:

- Hypervigilance
- Social isolation or avoidance
- Anger – easily frustrated
- Over focus on tasks
- Substance abuse



Employees may also exert increased control in these or other areas



# Employees may be at risk for emotional numbing

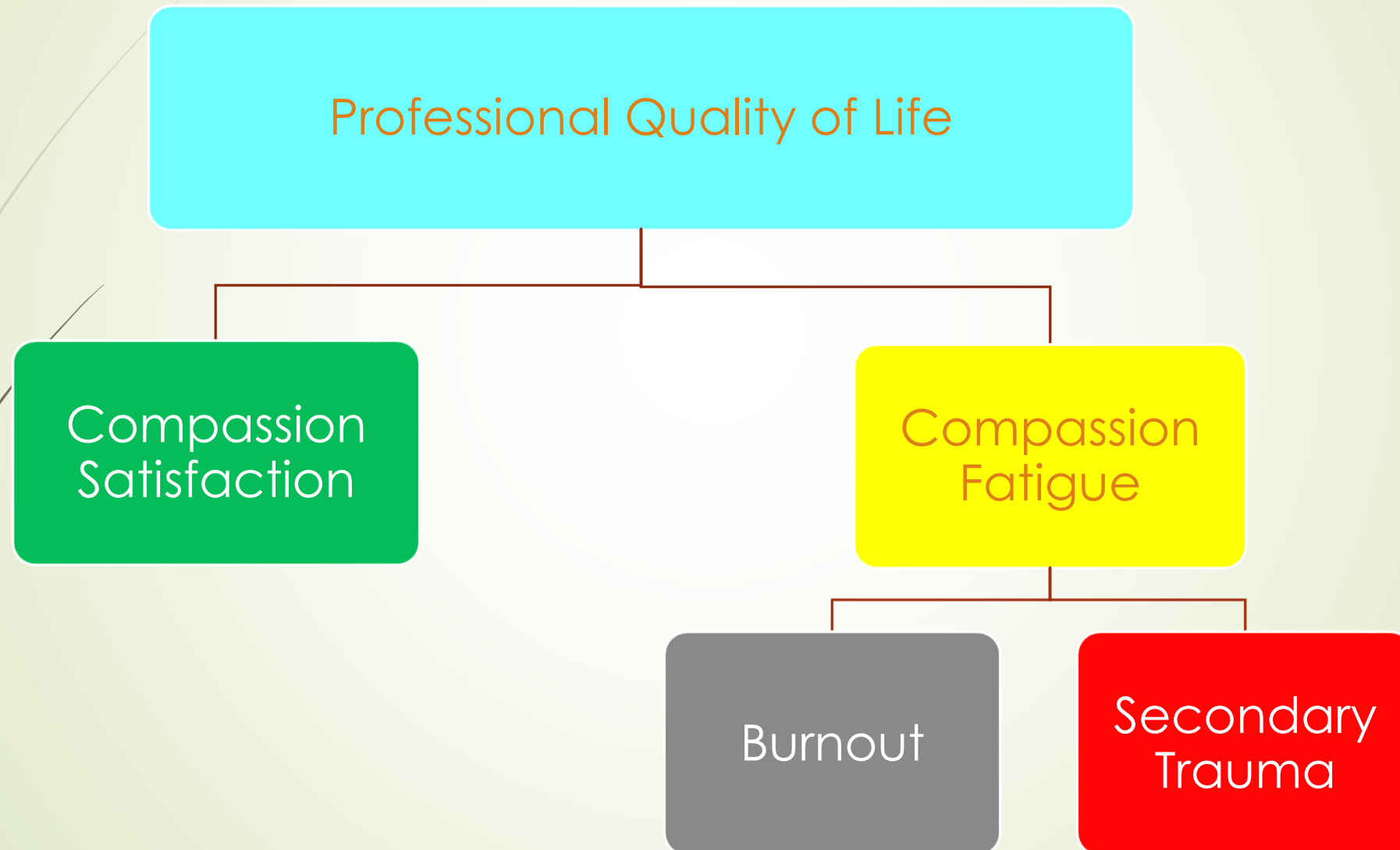
- Emotional numbing: Loss of interest in activities, detachment from others, restricted range of emotions
  - Intimacy, tenderness, sexuality especially affected (APA, DSM-IV, 1994)
  - Increased numbing is associated with increased feelings of vulnerability (Glover, 1993)
- 







Compassion satisfaction often helps people cope with compassion fatigue, secondary stress and burnout. It is the satisfaction we feel from helping others.

# ProQOL model for Professional Quality of Life





How do you score on  
the ProQOL?

(PROQOL) VERSION 5 (2009)

1=Never      2=Rarely      3=Sometimes      4=Often      5=Very Often

- © B. Hudnall Stamm, 2009-2012. Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL). [www.proqol.org](http://www.proqol.org). This test may be freely copied as long as (a) author is credited, (b) no changes are made, and (c) it is not sold. Those interested in using the test should visit [www.proqol.org](http://www.proqol.org) to verify that the copy they are using is the most current version of the test.

Based on your responses, place your personal scores below. If you have any concerns, you should discuss them with a physical or mental health care professional.

The average score is 50 (SD 10, alpha scale reliability .88). About 25% of people score higher than 57 and about 25% of people score below 43. If you are in the higher range, you probably derive a good deal of professional satisfaction from your position. If your scores are below 40, you may either find problems with your job, or there may be some other reason—for example, you might derive your satisfaction from activities other than your job.

The average score on the burnout scale is 50 (SD 10; alpha reliability .75). About 25% of people score above 57 and about 25% of people score below 43. If your score is below 43, this probably reflects positive feelings about your ability to be effective in your work. If you score above 57 you may wish to think about what at work makes you feel like you are not effective in your position. Your score may reflect your mood; perhaps you were having a "bad day" or are in need of some time off. If the high score persists or if it is reflective of other worries, it may be a cause for concern.

The average score on this scale is 50 (SD 10; alpha scale reliability .81). About 25% of people score below 43 and about 25% of people score above 57. If your score is above 57, you may want to take some time to think about what at work may be frightening to you or if there is some other reason for the elevated score. While higher scores do not mean that you do have a problem, they are an indication that you may want to examine how you feel about your work and your work environment. You may wish to discuss this with your supervisor, a colleague, or a health care professional.

www.progol.org to verify that the copy they are using is the most current version of the test.

In this section, you will score your test so you understand the interpretation for you. To find your score on **each section**, total the questions listed on the left and then find your score in the table on the right of the section.

3. \_\_\_\_\_  
6. \_\_\_\_\_  
12. \_\_\_\_\_  
16. \_\_\_\_\_  
18. \_\_\_\_\_  
20. \_\_\_\_\_  
22. \_\_\_\_\_  
24. \_\_\_\_\_  
27. \_\_\_\_\_  
30. \_\_\_\_\_  
**Total:** \_\_\_\_\_

\*1. \_\_\_\_\_ = \_\_\_\_\_  
 \*4. \_\_\_\_\_ = \_\_\_\_\_  
 8. \_\_\_\_\_  
 10. \_\_\_\_\_  
 \*15. \_\_\_\_\_ = \_\_\_\_\_  
 \*17. \_\_\_\_\_ = \_\_\_\_\_  
 19. \_\_\_\_\_  
 21. \_\_\_\_\_  
 26. \_\_\_\_\_  
 \*29. \_\_\_\_\_ = \_\_\_\_\_  
**Total:** \_\_\_\_\_

You Wrote	Change to
	5
2	4
3	3
4	2
5	1

2. \_\_\_\_\_  
5. \_\_\_\_\_  
7. \_\_\_\_\_  
9. \_\_\_\_\_  
11. \_\_\_\_\_  
13. \_\_\_\_\_  
14. \_\_\_\_\_  
23. \_\_\_\_\_  
25. \_\_\_\_\_  
28. \_\_\_\_\_  
**Total:** \_\_\_\_\_

© B. Hudnall Stamm, 2009-2012. Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL). [www.proqol.org](http://www.proqol.org). This test may be freely copied as long as (a) author is credited, (b) no changes are made, and (c) it is not sold. Those interested in using the test should visit [www.proqol.org](http://www.proqol.org) to verify that the copy they are using is the most current version of the test. 3



# ProQOL Norms for Compassion Satisfaction, Burnout, Secondary Traumatic Stress

	CS	Burn	STS	Level
25 <sup>th</sup> %ile	43	43	43	Low
50 <sup>th</sup> %ile	50	50	50	Average
75 <sup>th</sup> %ile	57	57	57	High



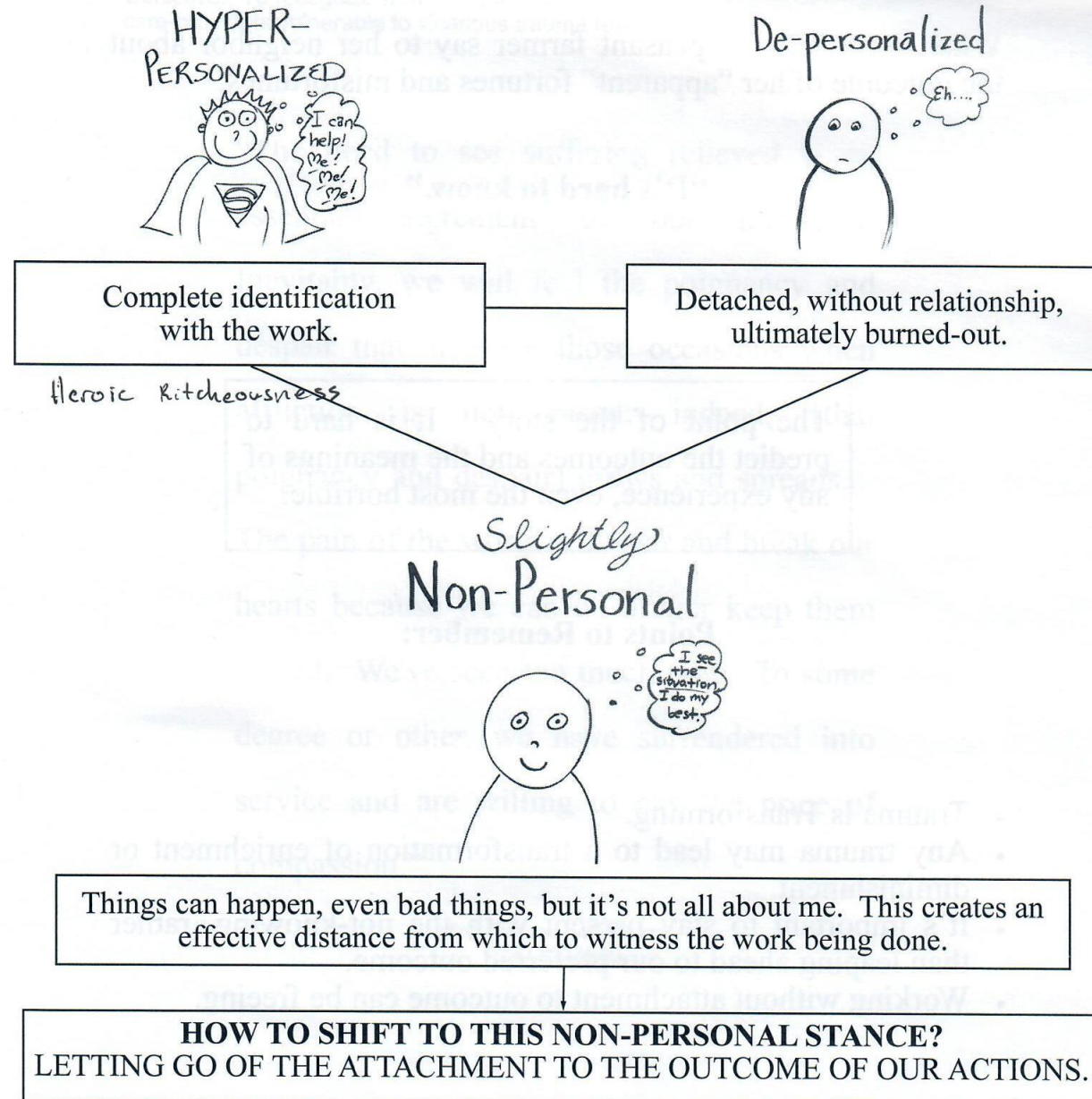


# Enhancing Compassion Satisfaction

- Acknowledging the multiple motivations for doing the work
- Meaning Based Coping
- Attachment to the outcomes of the work
  - Letting go of the attachment to the outcome means to work without personalizing how it all comes out. We still may have ideas and preferences of desired outcomes but we can learn not to so strongly *Identify* with those preferred outcomes.



### THREE STANCES FROM WHICH THIS WORK CAN BE DONE



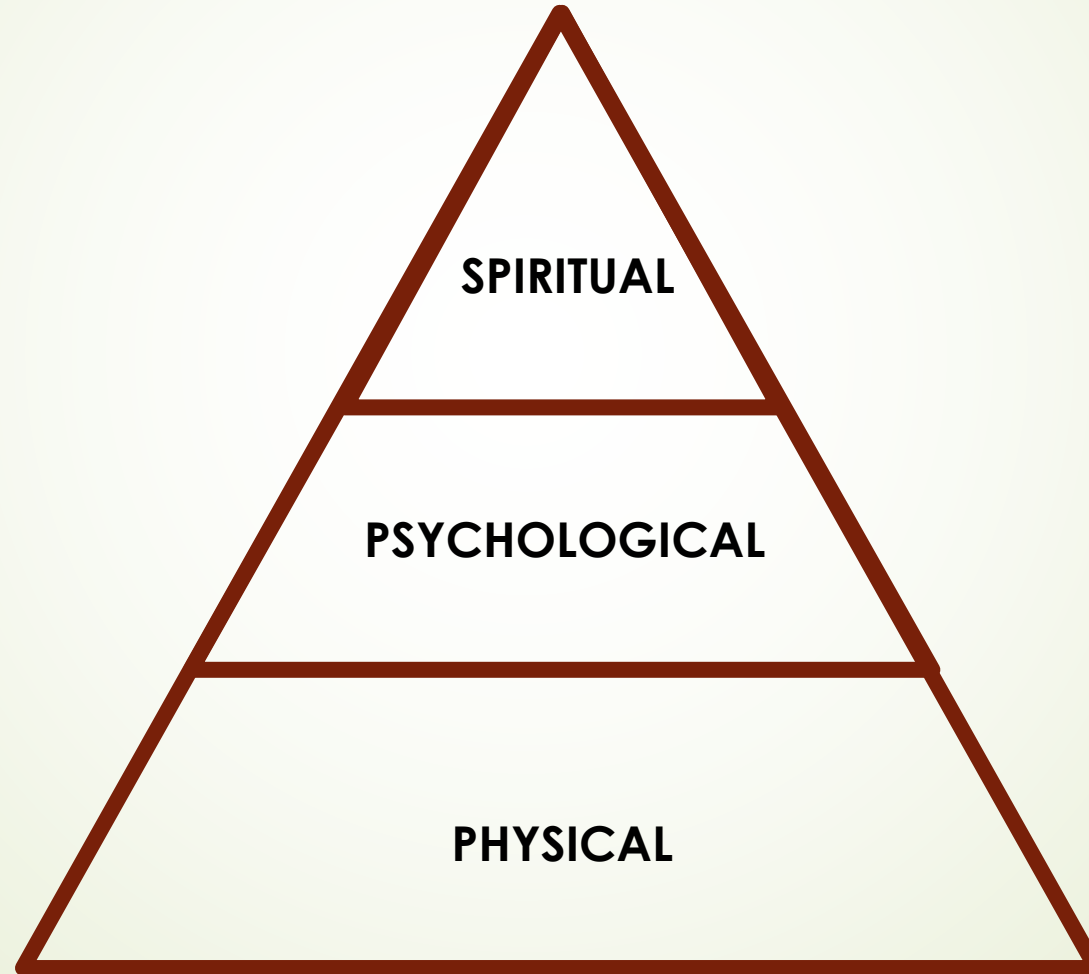
\* Henry N. Tobey, PhD. 2006. Vital Hearts Resilience Training Initiative.



When on an airplane, the flight attendants tell you that in case of an emergency, oxygen masks will drop from the overhead compartments. They ask that you put your own mask on first before helping others.

Caregivers face the oxygen mask dilemma daily. Putting the mask on someone else first means you are sacrifice your own needs and put yourself at risk for anxiety, frustration, stress, depression, and health issues.

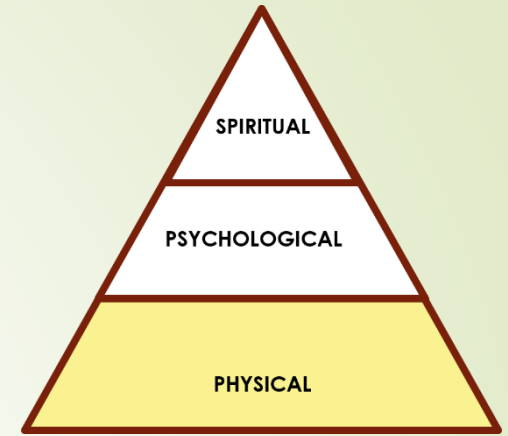
# Levels of Resilience



# Physical Resilience



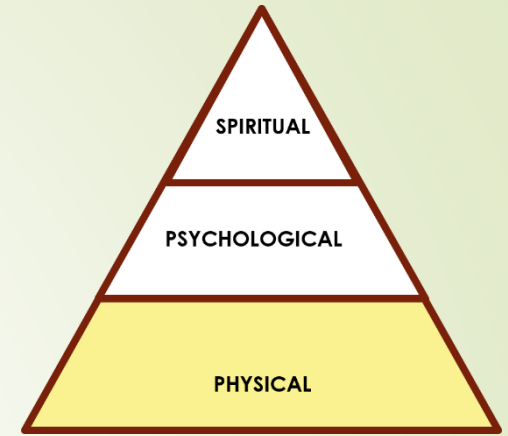
# Physical Resilience



- Getting medical treatment when needed
- Maintain a reasonably healthy diet
- Getting adequate sleep
- Limiting toxins to a reasonable level
- Routine purposeful movement of your body



# Physical Resilience



## ➤ **Maintaining a healthy diet**

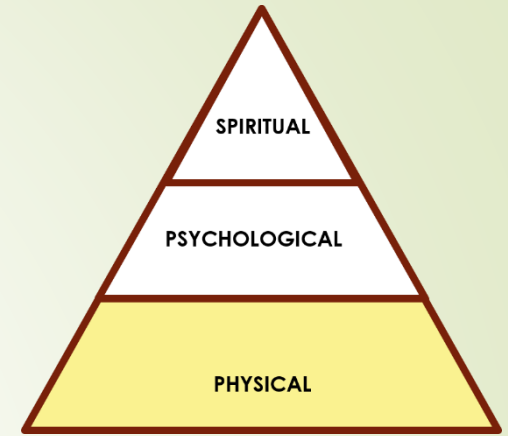
- Think of the consequences
- Think of the example you are setting for your children
- Think of the example you are setting for those you hope will follow you down the road to health
- See the light at the end of the tunnel
- Put it off indulging one more day
- Sever undesirable neural connections in your brain
- Start by having less not none
- Think of the money you could be saving by forgoing treats



# Physical Resilience

## ➤ **Maintaining a healthy diet**

- Reward yourself with things besides food
- Remove temptation
- Stabilize blood sugar
- Enjoy life as opposed to food
- Set a goal
- Remove (or manage) the stressors that cause you to eat emotionally
- Turn off the TV!
- Read Shogun
- Consider your future health



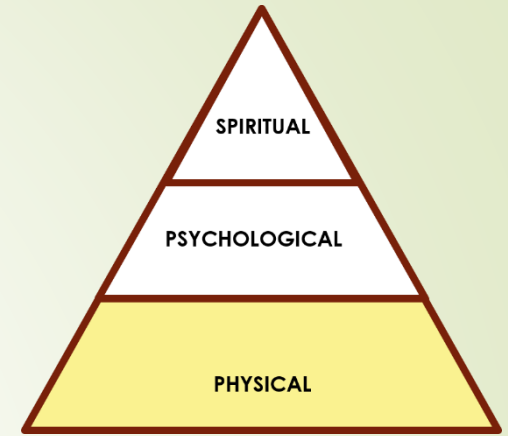
# Physical Resilience

## ➤ Routine Purposeful Movement of Your Body

- Good mood
- Increased self-esteem
- Restful sleep
- Decrease in blood-pressure
- Feeling in control
- Reduced symptoms of depression
- Positive distraction
- Development of positive coping skills



# Physical Resilience



## ► The Mayo Clinic Suggests:

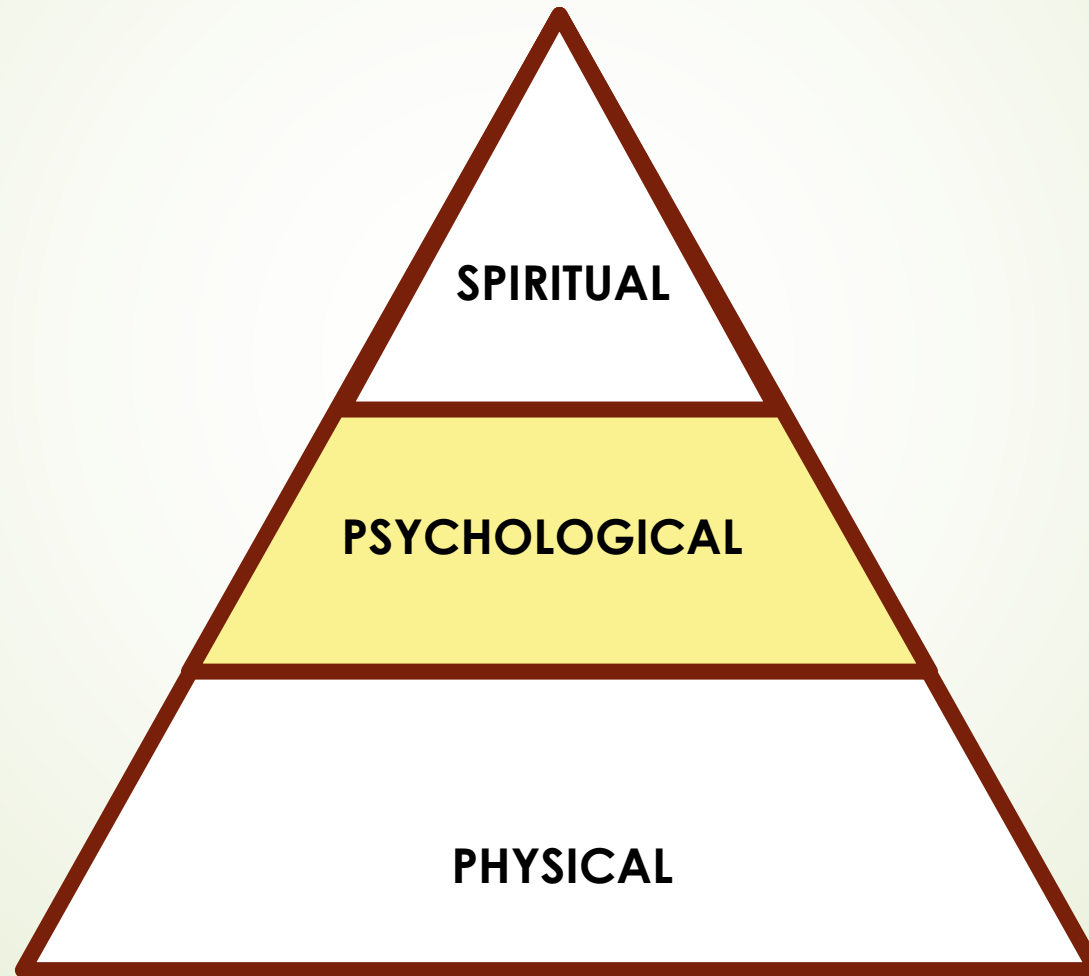
“Exercise raises the levels of certain mood-enhancing neurotransmitters in the brain. Exercise may also boost feeling good endorphins, release muscle tension, help you sleep better, and reduce levels of the stress hormone cortisol. It also increases body temperature, which may have calming effects. All of these changes in your mind and body can improve such symptoms as sadness, anxiety, irritability, stress, fatigue, anger, self-doubt and hopelessness.”

# Physical Resilience



- Explore activities you enjoy alone or with others
- What prevents you from doing these activities?
  - Are you trying to be too perfect?
  - Is depression expressing itself as a fitness obstacle?
  - Is being obsessed with your appearance keeping you from your goals?

# Psychological Resilience



# Psychological Resilience



## ➤ Developing and utilizing healthy relationships in your life

- Friends
- Family
- Colleagues
- Clergy

*“Allow others to experience the joy you know comes from helping others, and accept their caretaking”*

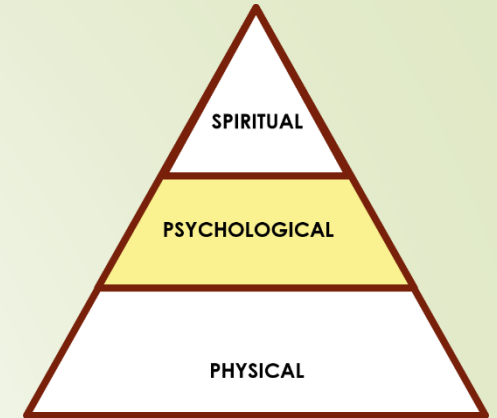


# Psychological Resilience



- **Getting psychological help when you need it**
  - Overcoming stigma and fear of identifying with your clients
  - Importance of receiving support from someone who does not have an emotional investment in you
  - Use your knowledge of yourself and the industry to select your therapist
  - Don't wait until it is a crisis

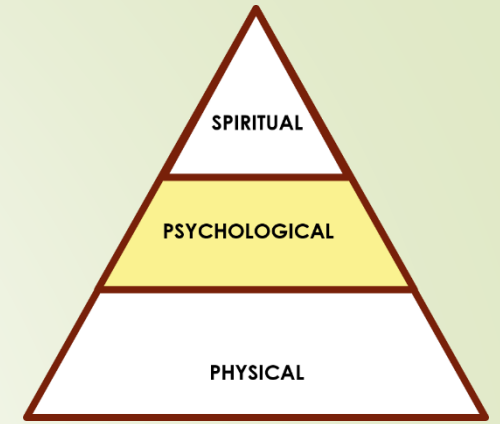
# Psychological Resilience



## ➤ Journaling

- Keep a record of how your life unfolds and track your patterns, trends, and cycles.
- Get to know the different parts of yourself better
- Journaling can be valuable tool in the therapeutic process
- Heal yourself and your relationships
- Access information stored in the unconscious
- Explore your dreams
- Develop your intuition
- Maximize your efficiency
- Explore your creativity
- Discover the writer in yourself

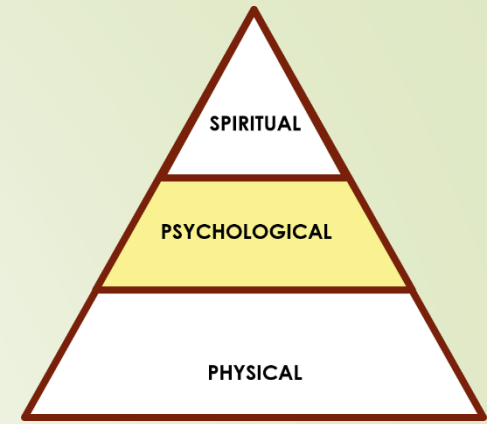
# Psychological Resilience



## ➤ Eight suggestions for satisfying journal writing

- Start with a meditation
- Date every entry
- Keep what you write
- Write naturally and don't worry about your penmanship
- Tell the complete truth faster
- Protect your own privacy

# Self-Talk



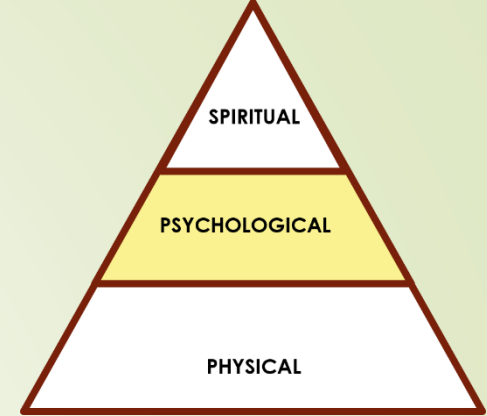
Overcome negative emotions and stress with positive thinking and self-talk

Learn to identify negative thinking

Put positive thinking into practice

- Find the humor
- Practice positive affirmations in the mirror
- Try to see the glass half full in all situations
- Look for meaning in your coping

# Soothing Sensory Touch



Touch is one of the most powerful senses for stress reduction

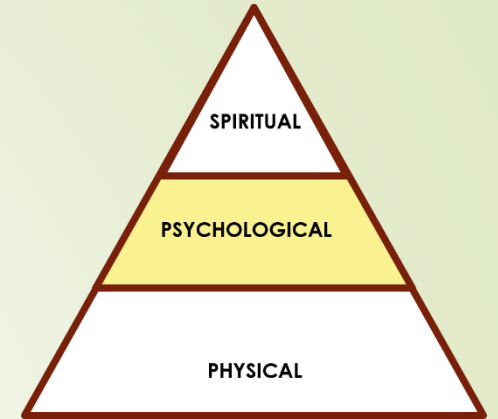
Try relaxing by:

- Giving yourself a neck massage
- Massage therapy
- Warming up under a soft blanket
- Soak in a hot bath
- Pet an animal
- Sex



# Purposeful Time Off

“An active process of considering and choosing activities that enhance and round out your life outside of work that allows you to feel recharged and satisfied when you return to work.”



**Sorry I'm too Busy,  
It's Pajama Day**



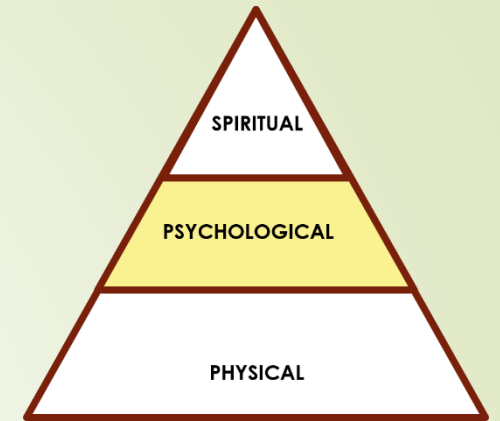
[www.TheSilverPen.com](http://www.TheSilverPen.com)





# Creative & Expressive Arts

- Drawing/Painting/Coloring
- Music
- Dance
- Drama
- Biblio/Literary/Poetry
- Utilized as tools for healing for centuries
- Enhances self-awareness, self-expression & self-esteem
- Express, release and let go
- Exercise in calming and mindfulness





# Mindfulness, Relaxation & Meditation



- Counters the effects of stress
- Reduction in breathing/heart rate rates
- Decrease of 20% in oxygen consumption
- Lower blood levels of lactic acid
- Decreased electrodermal activity

*The Jacobson Technique*

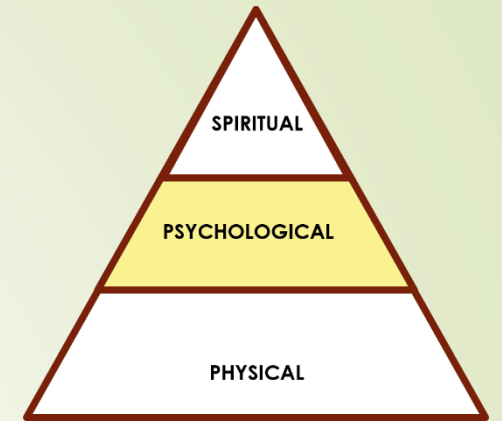
*Imagery Technique*

*The Quieting Response*



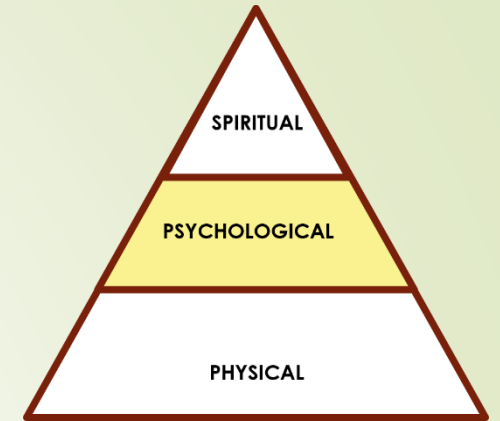
# Breathing Exercises

## Breathing meditation



- Sit with your back straight
- Breathe deeply through your nose and out your mouth
- Count slowly as you exhale
- Each breath should be at least five seconds long
- ***Practice breathing technique***

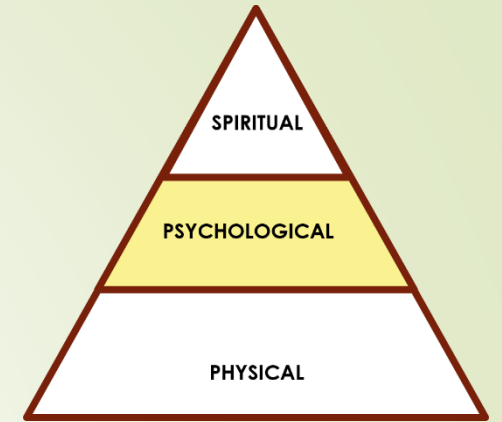
# Progressive Muscle Relaxation



- Relax your body by slowly stretching the muscles throughout your body
- Stretch each muscle for 20 seconds
- Try isometric exercises
- Clenching and relaxing
- Yoga



# Meditation

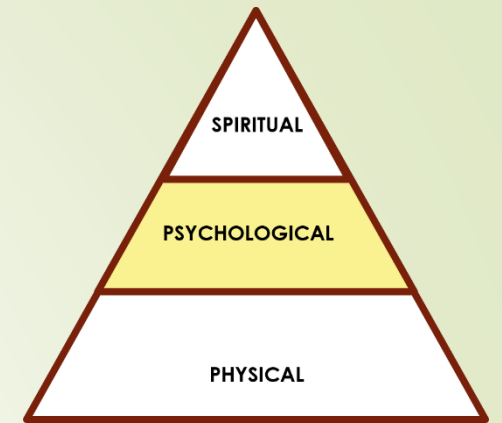


Do a quick check in of your emotional state with meditation

- Create a quiet space in your home where you can be alone
- Try to keep mind present and focused
- Sit up straight and breathe deeply
- Find a sense of energy and renewal
- Meditation helps clear your mind to make you more able to take on the day's challenges



# More Relaxation Exercises



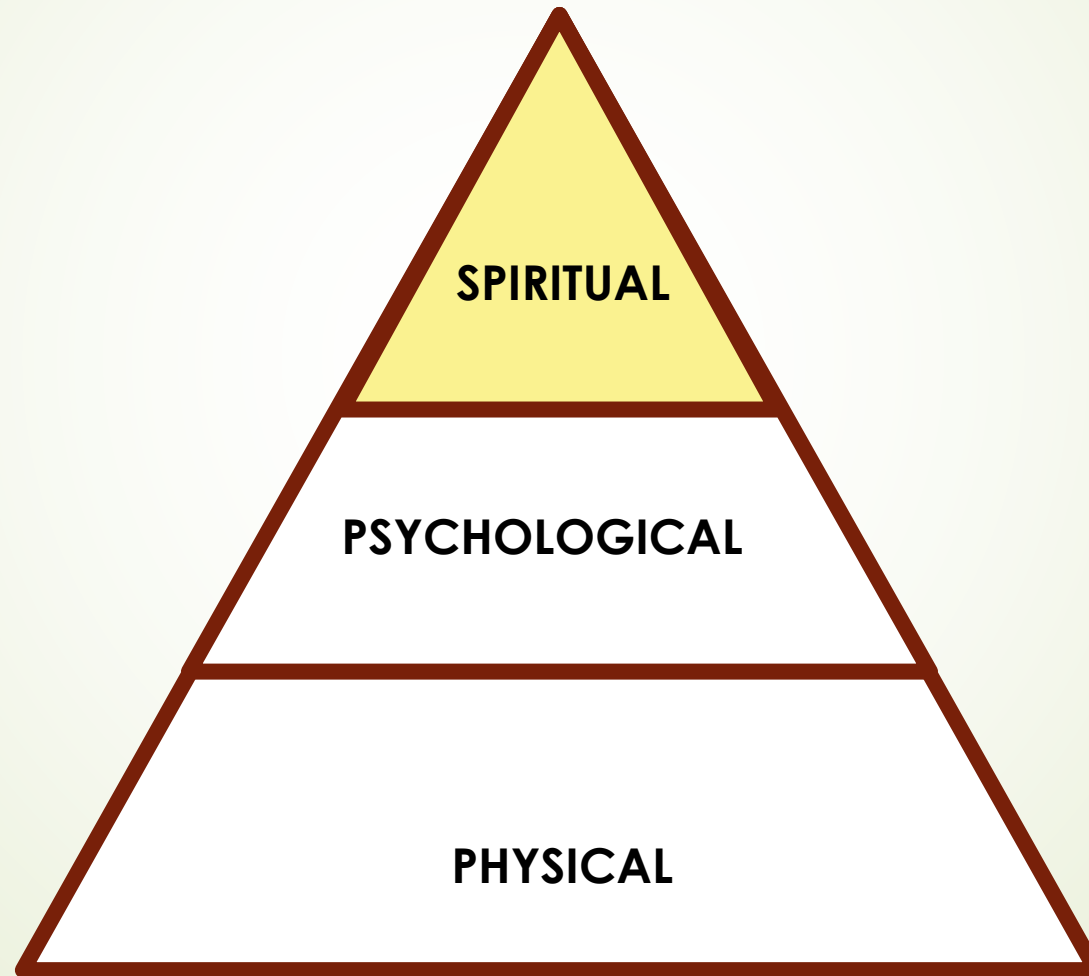
## Visualization or Resourcing:

- Picture a relaxing beach, beautiful trail or your favorite destination
- Imagine the scents, colors and sounds

Yoga: Try simple yoga poses to relax your body and mind



# Spiritual Resilience



# Spiritual Resilience

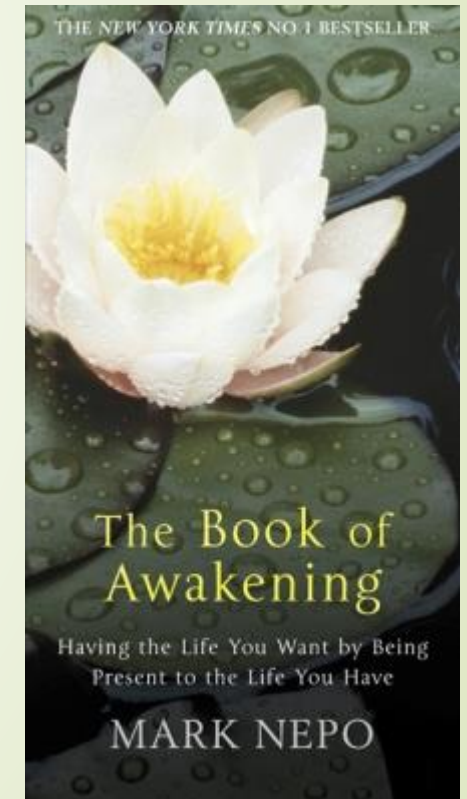
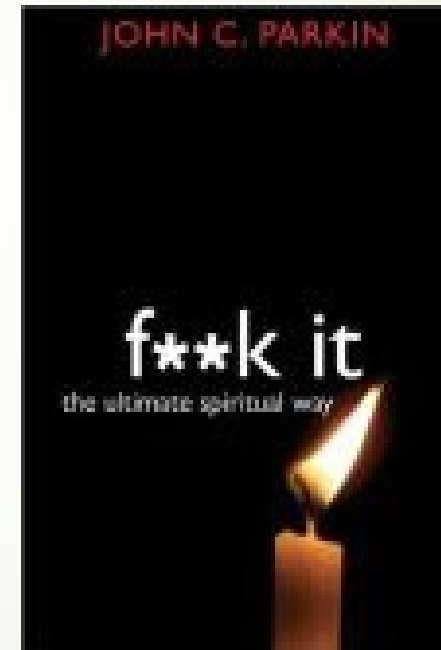
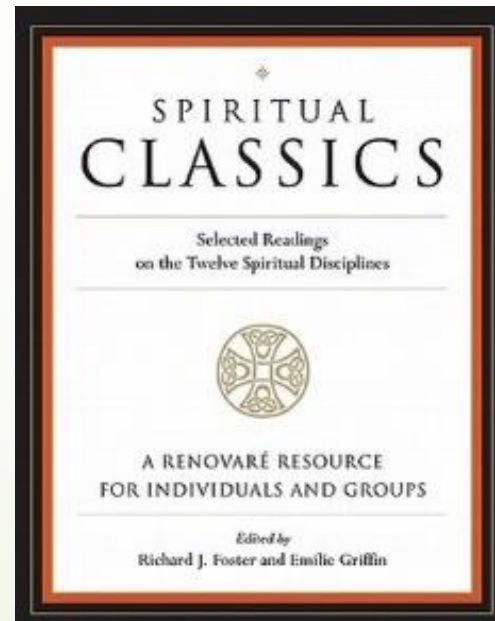
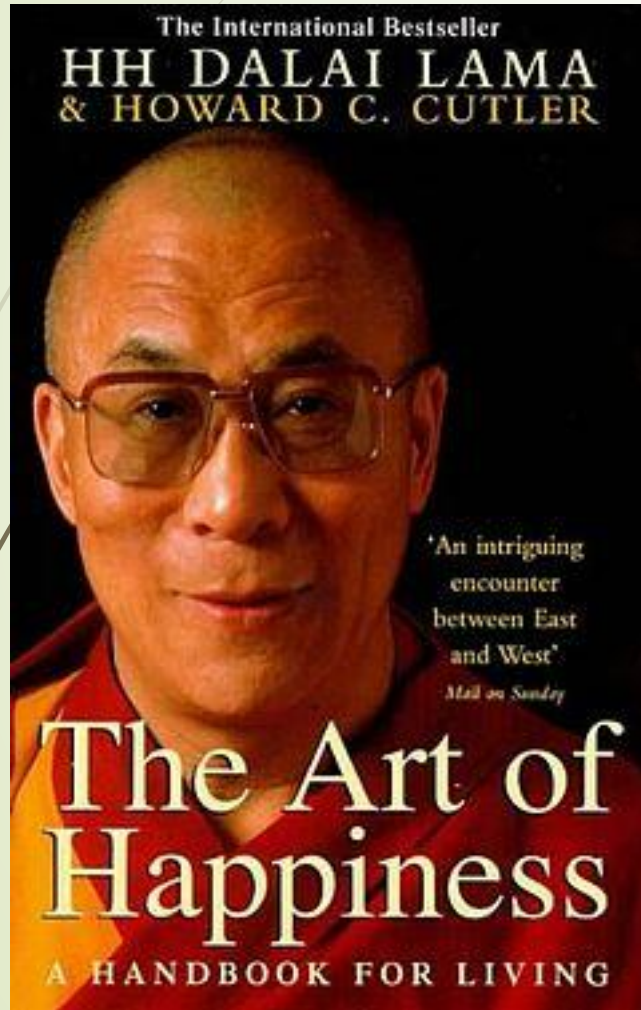


“With spiritual self-care, one size does not have to fit all. Nor do the benefits. Taking care of your spiritual side can mean being more connected to the present moment, aware of what is important and what is not so important in life, connected to other people in a meaningful way, being guided by God, or a Higher Power. Basically, being connected to a greater meaning and purpose in life. “

(2015 Dr. Gary R. McClain PhD)

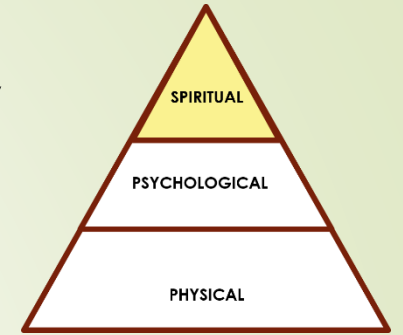
“Every single world philosophy and religion has something to say about pain and suffering.”

# Reading for Inspiration





# Belonging to a spiritual community



Open your definition of Spiritual Community. You probably already belong to groups of people of whom you share a common human experience. These are your spiritual communities.

“Wherever two or more are gathered... Joining a church, synagogue, temple, or other spiritual community brings you into contact with people who share your spiritual values, who can help you to deepen your day-to-day experience of spirituality and provide emotional support.”



# Embracing compassion

- Accept yourself for who you are
- Celebrate your personal strengths as well as all the evidence that you are human and not superhuman.
- And then do the same for the other people in your life. Replace judgment with acceptance. Remind yourself: we are all in this world together.





Making your plan for addressing  
compassion fatigue and increasing  
compassion satisfaction



# Framework for STS management

## ■ Prevention activities

- (World view: guilt/responsibility issues, personal safety, resolving one's own traumas, etc.  
*Health behaviors: Sleep, nutrition, exercise, alcohol/substances*)

## ■ Soothing activities

- (Meditation, guided imagery, pleasure reading, yoga, reflection, hot baths, etc.)

## ■ Discharge activities

- (Exercise, griefwork, massage, music, body therapies, art, yelling at hockey games, etc.)



# Framework for STS management

## ➤ Professional support activities

- (Supervision, training, reading, consultation, debriefing, caseload management, connecting with co-workers around + aspects of work, etc.)

## ➤ Social support activities

- (Friendships, socializing, family support, emotional support, instrumental support, etc.)

## ➤ Inspiration/re-charging activities

- (Spirituality, time w/children, vacation, time in nature, etc.)

## Plan for Managing Secondary Stress

**Prevention Activities** (*World view*: guilt/responsibility issues, personal safety, resolving one's own traumas, etc. *Health behaviors*: Sleep, nutrition, exercise, alcohol/substances)

Time-frame: Ongoing or Target date: \_\_\_\_\_

**Soothing Activities** (Meditation, guided imagery, pleasure reading, yoga, reflection, hot baths, etc.)

Time-frame: Ongoing or Target date: \_\_\_\_\_

**Discharge Activities** (Exercise, grief-work, massage, music, body therapies, art, yelling at hockey games, etc.)

Time-frame: Ongoing or Target date: \_\_\_\_\_

**Professional Support** (Supervision, training, reading, consultation, de-briefing, caseload management, connecting with co-workers around + aspects of work, etc.)

Time-frame: Ongoing or Target date: \_\_\_\_\_

**Social Support** (Friendships, socializing, family support, emotional support, instrumental support, etc.)

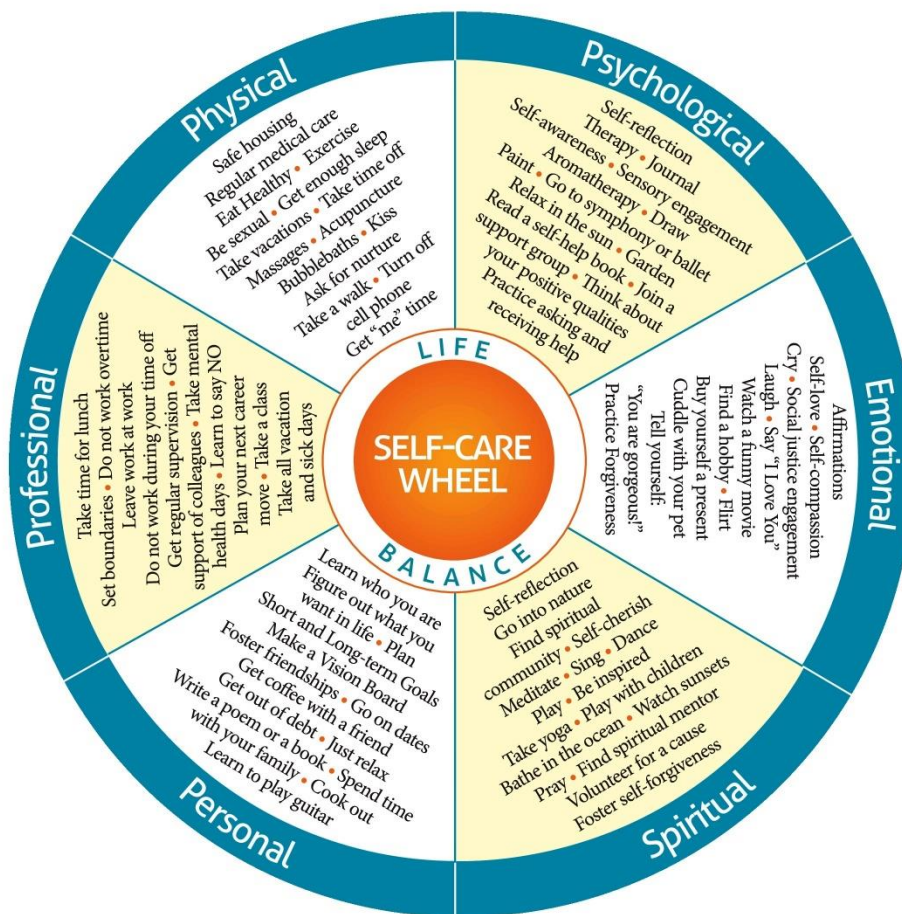
Time-frame: Ongoing or Target date: \_\_\_\_\_

**Inspiration/Re-charging** (Spirituality, time w/children, vacation, time in nature, etc.)

Time-frame: Ongoing or Target date: \_\_\_\_\_



# SELF-CARE WHEEL

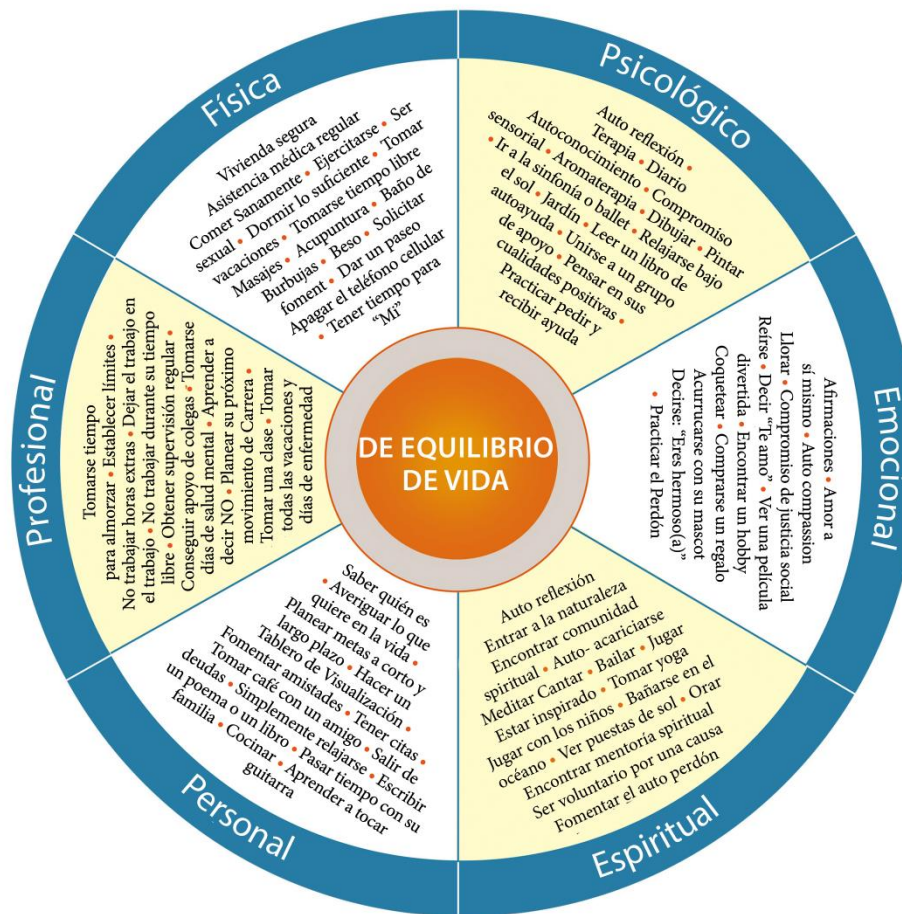


This Self-Care Wheel was inspired by and adapted from "Self-Care Assessment Worksheet" from *Transforming the Pain: A Workbook on Vicarious Traumatization* by Saakvitne, Pearlman & Staff of TSI/CAAP (Norton, 1996). Created by Olga Phoenix Project: Healing for Social Change (2013).

Dedicated to all trauma professionals worldwide.

[www.OlgaPhoenix.com](http://www.OlgaPhoenix.com)

# RUEDA DE AUTOCUIDADO



Esta Rueda de Auto cuidado fue inspirada y adaptada de la „Hoja de Evaluación de Auto cuidado“ de *Transforming the Pain: A Workbook on Vicarious Traumatization* por Saakvitne, Pearlman y personal de TSI/CAAP (Norton, 1996). Creado por Olga Phoenix Project: Healing for Social Change (2013).

Dedicado a todos los profesionales del trauma de todo el mundo.

[www.OlgaPhoenix.com](http://www.OlgaPhoenix.com)





# Online Resources

- Compassion Fatigue Awareness Project  
<http://www.compassionfatigue.org/>
- Professional Quality of Life Organization  
<http://proqol.org/>
- Gift From Within  
<http://giftfromwithin.org/>
- Figley Institute  
<http://figleyinstitute.com/>



# Questions and Comment

Brian D. Tallant, LPC

[briantallant@aumhc.org](mailto:briantallant@aumhc.org)

Aurora Mental Health Center

Intercept Center

11059 E. Bethany Dr.

Aurora, CO 80014

