

Fostering Resilient Workplaces: Sustaining Ourselves & Our Staff

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Today's Goals:

- Acknowledge impacts of high stress & T/trauma
- Better understand opportunities for positive change & growth
- Learn practical strategies to promote organizational and individual well-being



Today's Handout



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Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



The U.S. Surgeon General's Framework for Workplace Mental Health & Well-Being

Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DELTA norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

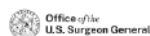
Matter at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

"Diversity, Equity, Inclusion & Accessibility"



Current strategies in place:

New strategies to consider:

SAMHSA Eight Dimensions of Well-Being



Resources:

Creating a Healthier Life: A Step-By-Step Guide to Wellness, SAMHSA Website, <https://store.samhsa.gov/sites/default/files/d7/priv/sma16-4958.pdf>

The US Surgeon General's Framework for Workplace Mental Health & Well-Being. (2022). U.S. Health & Human Service Website <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>

Atlas of the Heart: Mapping Meaningful Connection & the Language of Human Experience, (2021), Dr. Brene Brown

Onward: Cultivating Educator Resilience, (2018), Dr. Elena Aguilar

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My Own Wellbeing Plan

Physical—Things I do/will do to improve my body.

Emotional—Things I do/will do to deal with feelings in healthy ways.

Intellectual—Things I do/will do to improve my mind.

Social—Things I do/will do in relation to others around me.

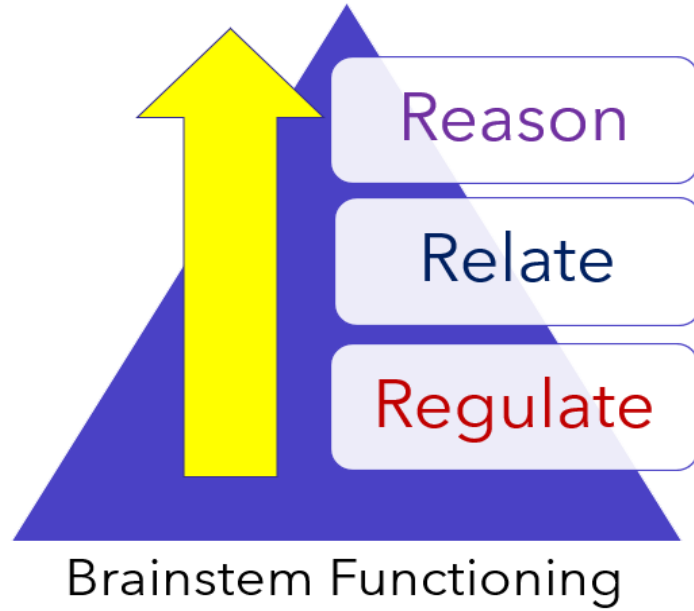
Financial—Things I do/will do to spend and save responsibly.

Occupational—Things I do/will do to find satisfaction in my work.

Environmental—Things I do/will do to occupy positive places & spaces.

Spiritual—Things that I do to gain perspective on life.

Healthy Engagement



Dr. Bruce Perry - [Stress, Trauma & Brain](#)

Let's Take A Moment To Regulate Ourselves



Reflection Question

**On a scale of 1
(low) through 10
(high) how would
you rate your stress
level right now?**

Current Realities

◀ **BEFORE**
AFTER ▶

Global Pandemic





Stress

- A condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize.

(American Institute of Stress, 2018)

Trauma

- 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.
 - (Substance Abuse and Mental Health Services Administration [SAMHSA], 2014a, p. 7).



Unique Impacts of Leading in Stressful, Traumatic Times...





Pressure to Problem-Solve and Fix



Keeping All the Plates Spinning



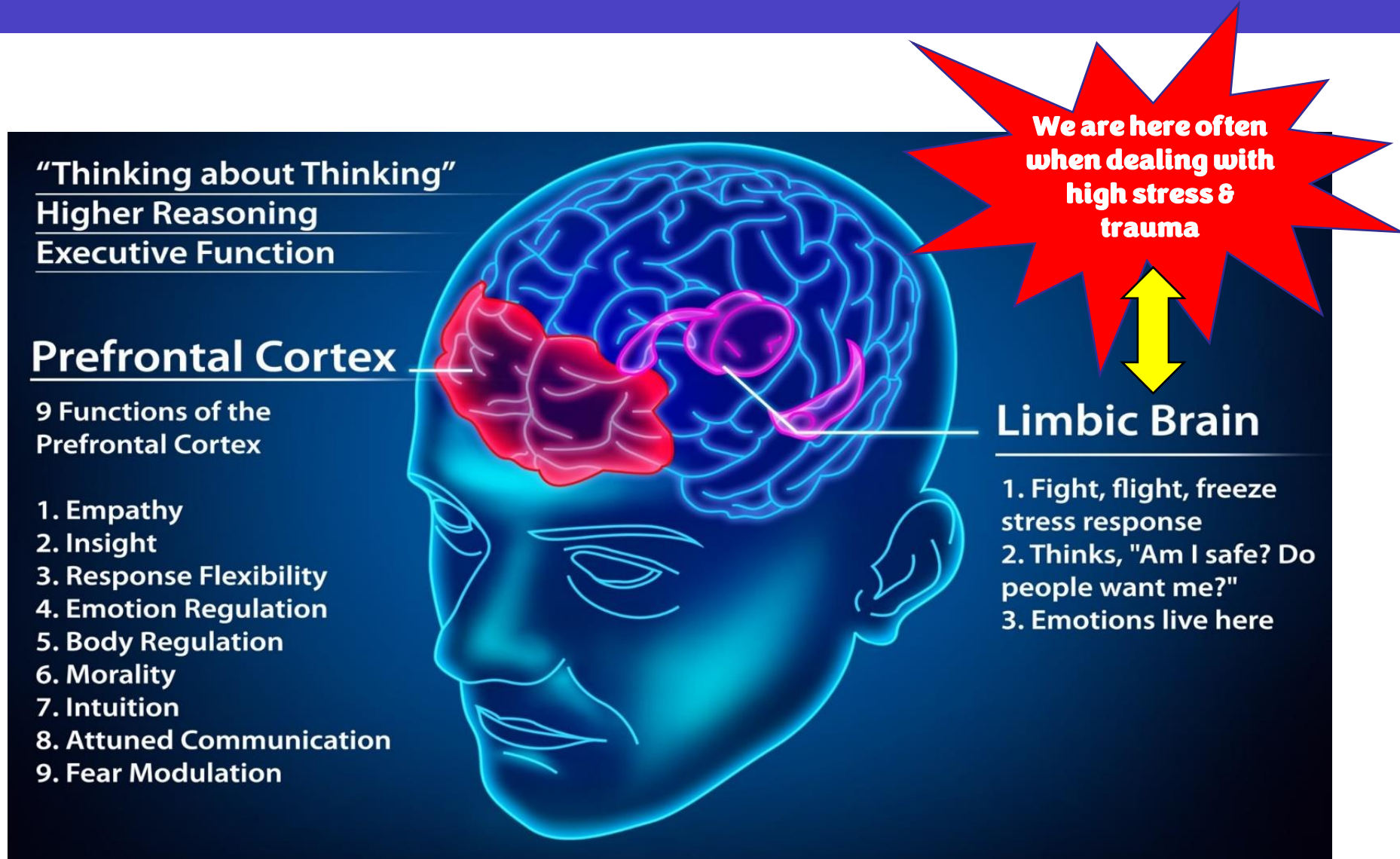
All Eyes On Us

Feelings

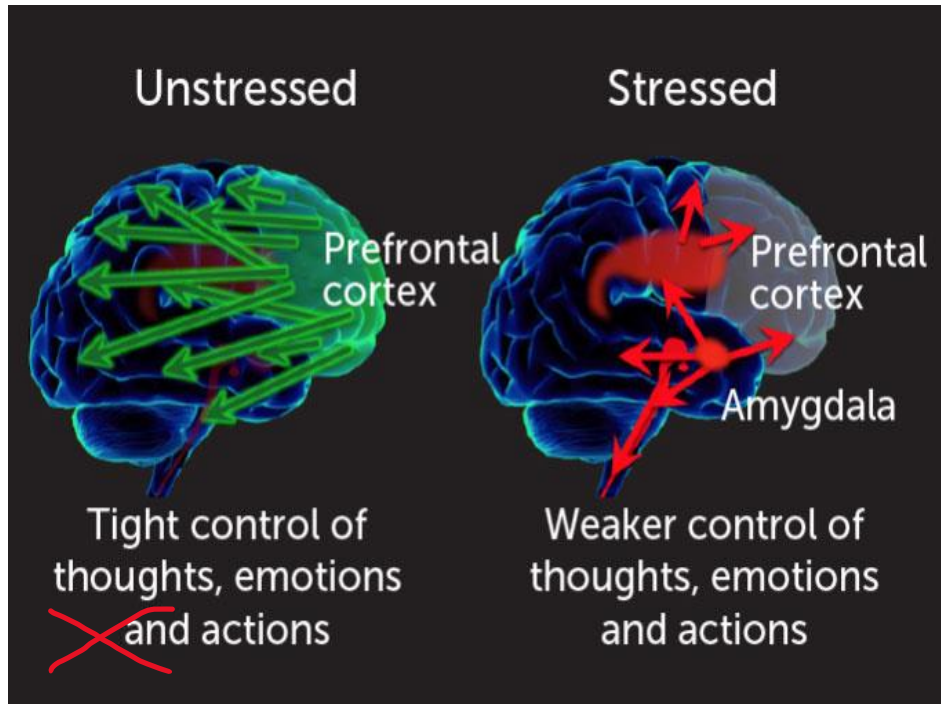


Postpone Feelings & Needs

Brain Functioning Stress & Trauma



Impacts of High Stress & Trauma



Behaviors

Easily distracted

Trouble remembering things

Quick to anger or easily frustrated

Frequent headaches or stomachaches

Trouble falling or staying asleep

Carbs!

Sadness or loneliness, even with all the meetings!

Common Responses to Stress & Trauma

**And this means us, too

- **Emotional:** Shock, despair, anger, anxiety, terror, emotional numbing, mood swings, grief, feeling overwhelmed, sadness
- **Cognitive:** trouble with focus and decision making, confusion, intrusive thoughts and flashbacks, dissociation, working memory difficulty
- **Physical:** fatigue, insomnia, agitation, headaches/GI, appetite changes, startle response, dizziness, weakness

Common Responses to Stress & Trauma

**We are all (more) activated

- **Behavioral:** crying spells, outbursts of aggression, relationship conflict, school and work impairment, high risk behaviors
- **Spiritual:** Positive change in relationship or belief about God/Higher Power and spiritual practices, or abandonment of prayer and other spiritual practices, questioning tenets of faith or beliefs, questions about reality, meaning and justice



Reflection Question

**Which of these
responses/reactions
impacts me
currently or has in
the past?**

**Navigating
the Path
Ahead...**



There is a cumulative impact to immersing ourselves in other people's stress & trauma.



Professional Impact of Helping

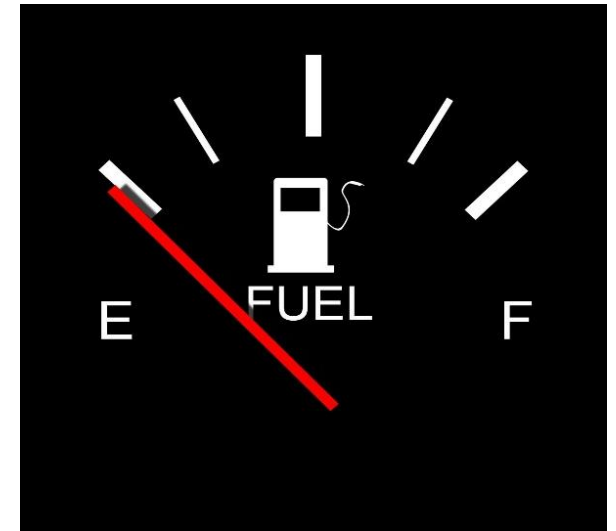
Burnout - Tiredness of body and mind, lower motivation because work stress or frustration does not end; Occurs when there is an unequal balance between the demands of the job and the coping resources that a person has.

Moral Injury - Strong feelings of guilt, shame, anger and frustration that come from not being able to give the kind of care/service we normally want to provide

Compassion Fatigue - Emotional and physical tiredness leading to a decreased ability to empathize or feel compassion for others; Also described as secondary traumatic stress.

Compassion Fatigue

- A state of exhaustion and dysfunction biologically, physiologically, and emotionally as a result of prolonged exposure to compassion stress (Figley, 1993)
- "The weariness that comes from caring" (Johnson, 1997)



Who Is Vulnerable to Compassion Fatigue?

Helpers who are empathetic

Helpers who have experienced some painful or traumatic event(s) in their own lives, and in turn, activated by similar reports of pain/trauma in others

Helpers who work directly with the painful/traumatic experiences of children

Helpers who take care of others and often neglect or are unaware of their own feelings and needs

Professional Impact of Compassion Fatigue

Professional Impact – Secondary Traumatic Stress/Compassion Fatigue

From: Coping with Secondary Traumatic Stress Disorder in Those Who Treat the Traumatized by Charles Figley (1995)

Performance of Job Tasks	Morale	Interpersonal	Behavioral
<input type="checkbox"/> Decrease in quality <input type="checkbox"/> Decrease in quantity <input type="checkbox"/> Low motivation <input type="checkbox"/> Avoidance of job tasks <input type="checkbox"/> Increase mistakes <input type="checkbox"/> Setting perfectionistic standards <input type="checkbox"/> Obsession with details	<input type="checkbox"/> Decrease in confidence <input type="checkbox"/> Loss of interest <input type="checkbox"/> Dissatisfaction <input type="checkbox"/> Negative attitude <input type="checkbox"/> Apathy <input type="checkbox"/> Demoralization <input type="checkbox"/> Lack of appreciation <input type="checkbox"/> Detachment <input type="checkbox"/> Feelings of incompleteness	<input type="checkbox"/> Withdrawal from colleagues <input type="checkbox"/> Impatience <input type="checkbox"/> Decrease in quality of relationship <input type="checkbox"/> Poor communication <input type="checkbox"/> Subsume own needs <input type="checkbox"/> Staff conflicts	<input type="checkbox"/> Absenteeism <input type="checkbox"/> Exhaustion <input type="checkbox"/> Faulty judgment <input type="checkbox"/> Irritability <input type="checkbox"/> Tardiness <input type="checkbox"/> Irresponsibility <input type="checkbox"/> Overwork <input type="checkbox"/> Frequent job changes

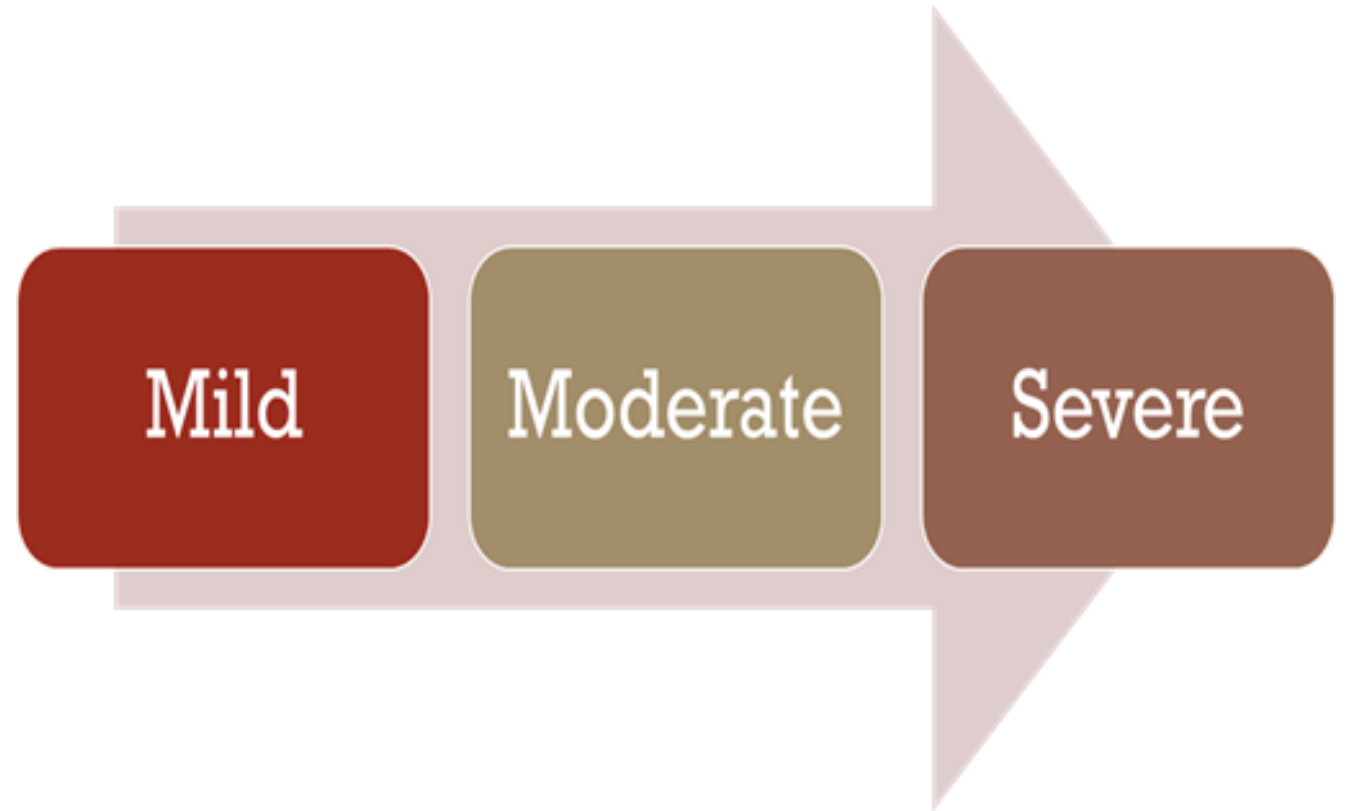
Personal Impacts of Compassion Fatigue

Personal Impact – Compassion Fatigue/Secondary Traumatic Stress

From: Coping with Secondary Traumatic Stress Disorder in Those Who Treat the Traumatized by Charles Figley (1995)

Cognitive	Emotional	Behavioral	Physical	Interpersonal	Spiritual
<input type="checkbox"/> Diminished concentration <input type="checkbox"/> Confusion <input type="checkbox"/> Spaciness <input type="checkbox"/> Loss of meaning <input type="checkbox"/> Decreased self-esteem <input type="checkbox"/> Apathy <input type="checkbox"/> Rigidity <input type="checkbox"/> Disorientation <input type="checkbox"/> Whirling thoughts <input type="checkbox"/> Self-doubt <input type="checkbox"/> Perfectionism <input type="checkbox"/> Minimization <input type="checkbox"/> Threats of self-harm or harm toward others <input type="checkbox"/> Preoccupation with trauma <input type="checkbox"/> Trauma imagery	<input type="checkbox"/> Powerlessness <input type="checkbox"/> Anxiety <input type="checkbox"/> Guilt <input type="checkbox"/> Emotional Rollercoaster <input type="checkbox"/> Anger/rage <input type="checkbox"/> Survivor guilt <input type="checkbox"/> Shutdown <input type="checkbox"/> Numbness <input type="checkbox"/> Fear <input type="checkbox"/> Helplessness <input type="checkbox"/> Sadness <input type="checkbox"/> Depression <input type="checkbox"/> Hypersensitivity <input type="checkbox"/> Overwhelmed <input type="checkbox"/> Depleted	<input type="checkbox"/> Clingy <input type="checkbox"/> Impatient <input type="checkbox"/> Irritable <input type="checkbox"/> Withdrawn <input type="checkbox"/> Moody <input type="checkbox"/> Regression <input type="checkbox"/> Sleep disturbances <input type="checkbox"/> Appetite changes <input type="checkbox"/> Nightmares <input type="checkbox"/> Hypervigilance <input type="checkbox"/> Elevated startle response <input type="checkbox"/> Use of negative coping (substances, behaviors) <input type="checkbox"/> Accident proneness <input type="checkbox"/> Losing things <input type="checkbox"/> Self-harm behaviors	<input type="checkbox"/> Shock <input type="checkbox"/> Sweating <input type="checkbox"/> Rapid heartbeat <input type="checkbox"/> Breathing difficulties <input type="checkbox"/> Somatic reactions <input type="checkbox"/> Aches & pains <input type="checkbox"/> Dizziness <input type="checkbox"/> Impaired immune system	<input type="checkbox"/> Withdrawn <input type="checkbox"/> Decreased interest in intimacy <input type="checkbox"/> Mistrust <input type="checkbox"/> Isolation from friends <input type="checkbox"/> Impact on parenting (e.g. protectiveness, concern about aggression) <input type="checkbox"/> Projection of anger or blame <input type="checkbox"/> Intolerance <input type="checkbox"/> Loneliness	<input type="checkbox"/> Questioning the meaning of life <input type="checkbox"/> Loss of purpose <input type="checkbox"/> Lack of self-satisfaction <input type="checkbox"/> Pervasive hopelessness <input type="checkbox"/> Ennui - Feeling of weariness and dissatisfaction <input type="checkbox"/> Anger at God/Higher Power <input type="checkbox"/> Questioning prior religious beliefs

Continuum of Compassion Fatigue



Where Are You?

Professional Quality of Life Scale (Pro-QOL)

- Download, free of charge
- <https://proqol.org/>
- Multiple languages
- 30 questions total
- Measures
 - Compassion Stress
 - Burnout
 - Compassion Satisfaction



Coping:

Healthy vs. Unhealthy?

- We all cope & adapt (whether it is consciously or unconsciously) to the stress and trauma we encounter each day



Post Traumatic Growth (PTG)

Positive change experienced as a result of the struggle with a major life crisis or a traumatic event

(Tedeschi & Calhoun, 2018)





PTG Characteristics

Tedeschi & Calhoun, <https://ptgi.uncc.edu/what-is-ptg/>

- Positive changes self perception
- Changed relationships - Including increased connectedness
- Increased belief in self
- Greater appreciation for life
- Belief system changes - Including deepening of spiritual life

Wellbeing



"A sense of health and vitality that arises from your thoughts, emotions, actions, and experiences."

– Berkely Wellbeing Institute

The most powerful antidote to compassion (pandemic) stress & fatigue. - Me 😊



Bottomline...

**We Need Both
Organizational &
Individual
Supports to Foster
Wellbeing**

Wellbeing Law & Policy



HB 1363 - 2021-22

Addressing secondary trauma in the K-12 workforce.

Sponsors: **Ortiz-Self, Callan, Davis, Ramos, Simmons,** |



WSSDA policy 5515 (P)

mation in cognitive schemas resulting from empathetic engagement with survivors. The Association of Supervision and Curriculum Development defines STS as "...the emotional distress that arises when someone vicariously experiences the traumatic experiences of another individual. Sometimes known as compassion fatigue, the toll of tending to someone's painful experiences can create very real symptoms in caregivers, including teachers."

Certificated and classified staff, like many others in helping professions, tend to experience STS at greater rates than those in other professions due to the persistent exposure to and expectation of caretaking for students with emotionally painful experiences. In other words, STS can be an outcome of what is an educator's greatest asset: they care deeply about their students and families. Signs and symptoms of STS vary but when left unaddressed, may lead to staff turnover, burnout, adult chronic absenteeism, and health issues, which negatively impacts everyone in the school community. Jackie Vizzare, Kaiser Permanente Workforce Health Consultant and facilitator of the Way to Wellbeing Workshop series, attended by school staff from over 179 districts, shares, "We regularly hear from attendees that STS and compassion fatigue are new concepts for school staff. Many are relieved to hear this is a shared experience and feel validated. It is imperative that districts and schools establish a proactive, systemic approach to mitigate the impacts of STS on their workforce."

Fortunately, STS for educators has been increasingly emphasized in research and practice. As a result, there are several systemic interventions to support districts

**Secondary
TRAUMA**
NEW Requirements
for Education

Organizational Well-Being Strategies

The U.S. Surgeon General's Framework for

Workplace Mental Health & Well-Being

2022



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*Diversity, Equity, Inclusion & Accessibility

Office of the
U.S. Surgeon General

- ♥ What strategies do you have in places?
- ♥ What additional strategies do you need to consider?

Organizational Well-Being Strategies

Educational Leadership Article June 2022

<https://www.ascd.org/el/articles/self-care-is-not-enough>

“ School leaders must begin to move forward in the spirit of post-traumatic growth.



Self-Care is Not Enough!

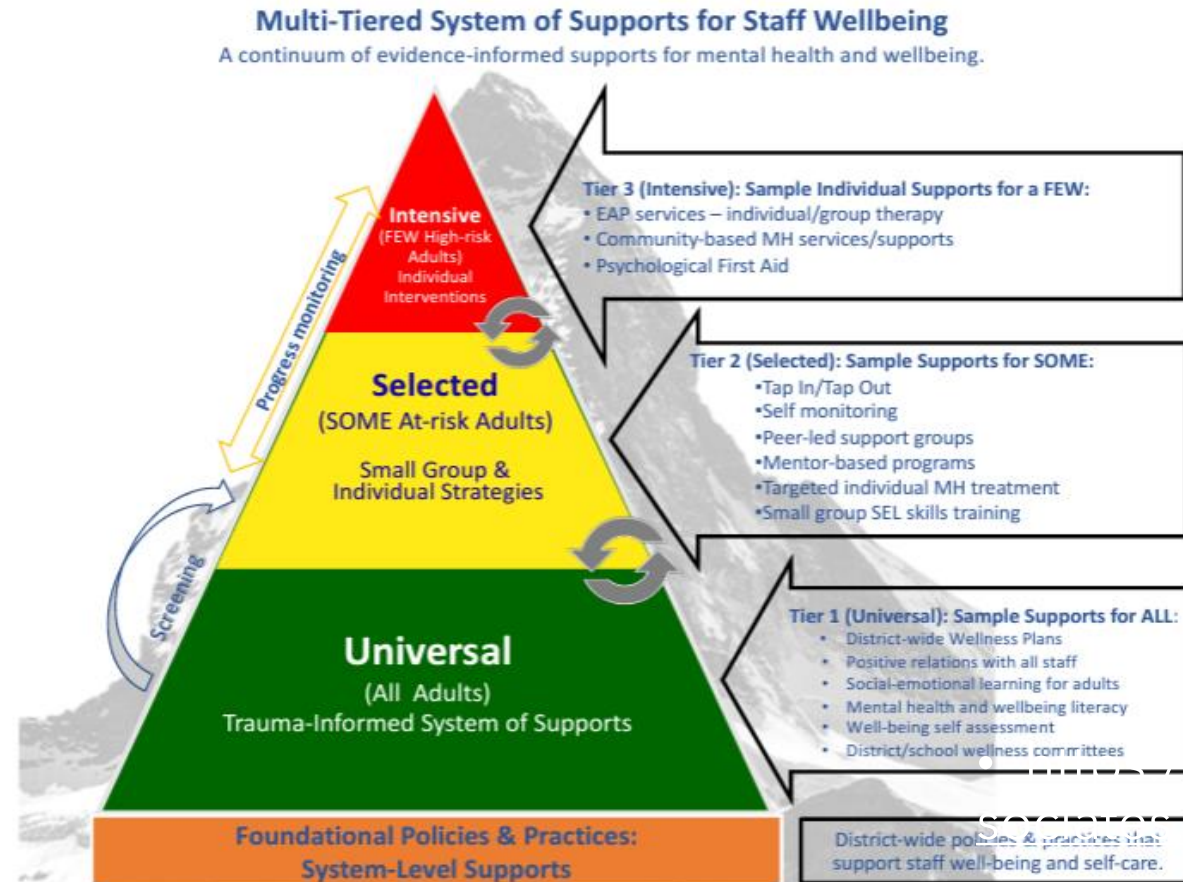


[Mona M. Johnson](#)

- ♥ Start or rekindle organizational sense of belonging.
- ♥ Strengthen social-emotional competence in adults
- ♥ Understand and practice workplace self/organizational regulation strategies.
- ♥ Invest in workplace well-being resources.
- ♥ Model wellbeing for others

Implement Tiered Wellbeing Supports

Figure 1: MTSS for Staff Well-being



Maike & Associates, LLC with funding by Kaiser Permanente

<https://www.maikeandassociates.org/publications>

Systemic Wellbeing Strategies



Regulation Skill Awareness



Rebuilding Teams



Lencioni, P. (2012). *The Advantage: Why Organizational Health Trumps Everything Else in Business*



Professional Well-Being PLC/Group(s)

CLASS SIGN-UP



Strengthening Social-Emotional Competence

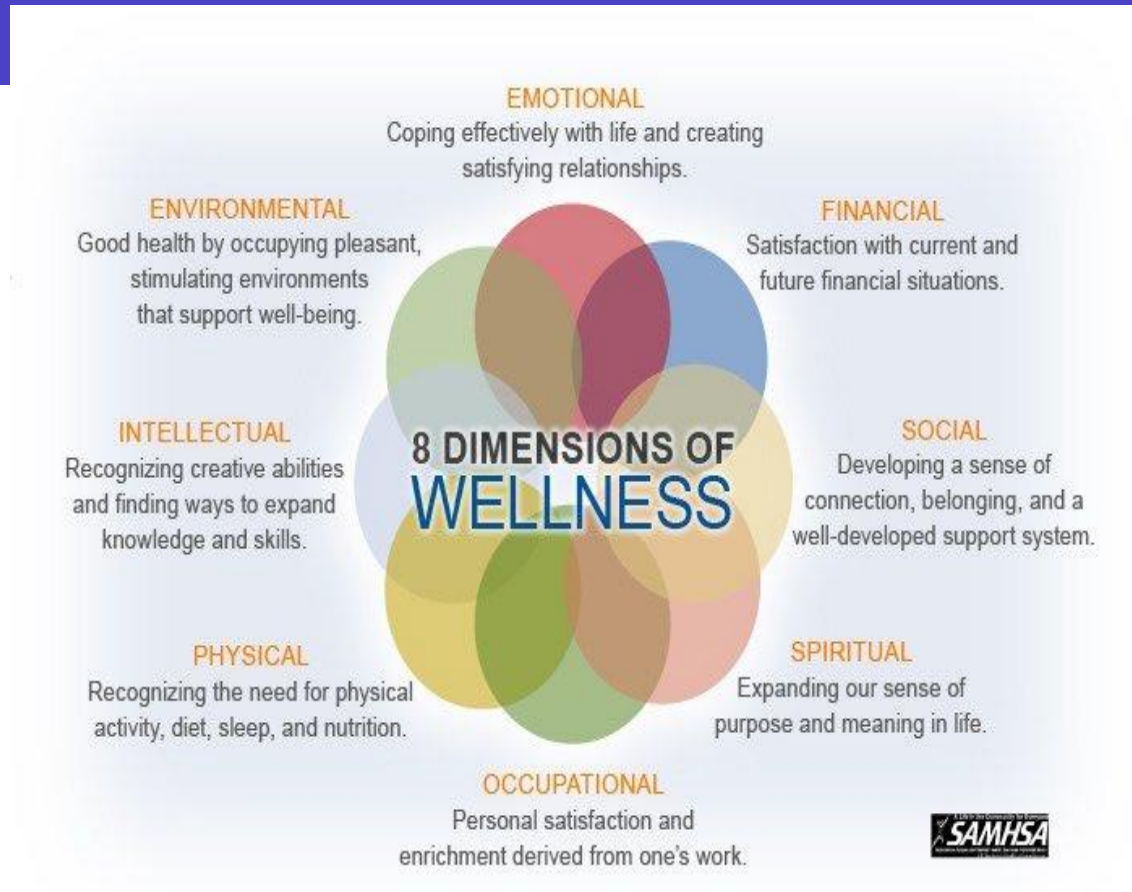
Adult Social Emotional Learning



A close-up photograph of a hand holding a lit red heart-shaped candle. The candle is bright red and has a small flame at the top. The hand is positioned around the candle, with fingers visible on the sides. The background is dark, making the candle and hand stand out. The text "The Power of Practicing Individual Well-Being" is overlaid in white, bold, sans-serif font across the center of the image.

The Power of Practicing Individual Well-Being

Wellbeing Plans



I commit to the following my self-care strategies:



Physical – Things I do to improve my body.



Emotional – Things I do to deal with my feelings in a healthy way.



Intellectual – Things I do improve my mind.



Social – Things I do in relation to others and the world around me.



Financial – Things I do to spend and save responsibly.



Occupational – Things I do to find satisfaction in my work.



Environmental – Things I do to occupy positive places & spaces.



Spiritual – Things I do to gain perspective on my life.

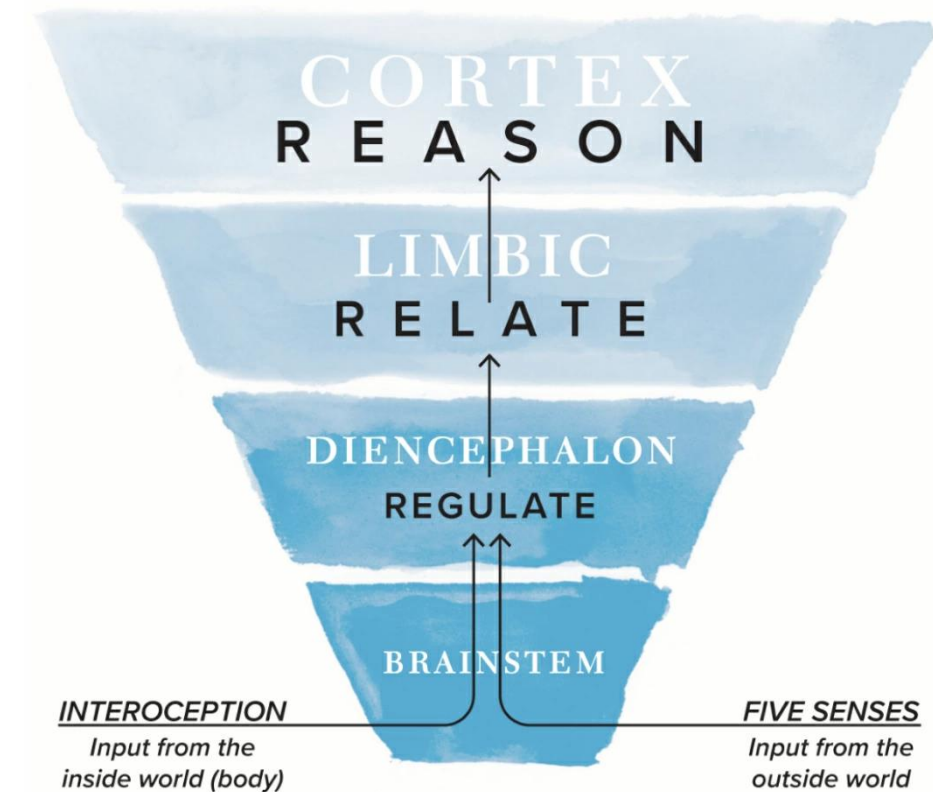
A Few Important Wellbeing Strategies



Regulate Yourself & Co-Regulate Others

Figure 10

SEQUENCE OF ENGAGEMENT



Our brain is continually getting input from our body (interoception) and the world (five senses). These in-

What Happened To You? – Dr. Bruce Perry

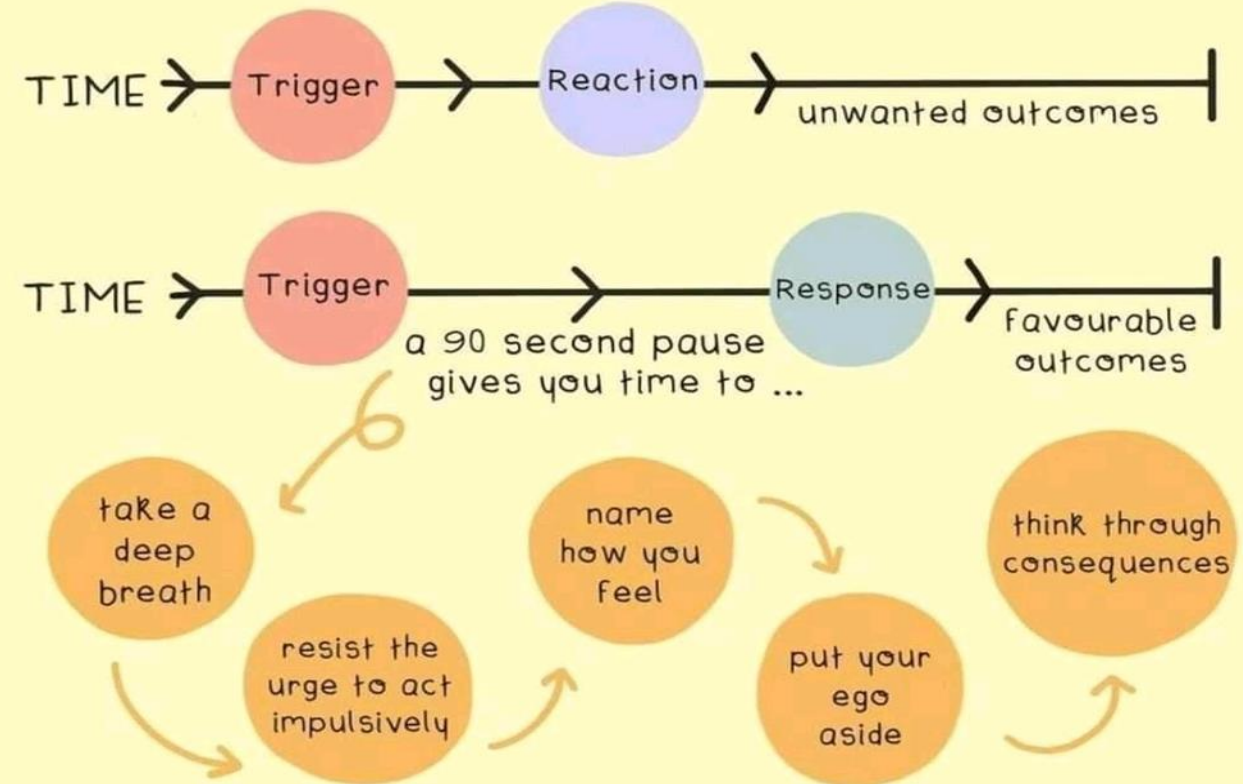
Breathe

[breeth] *verb*

to pause and rest before continuing; to feel free of restraint; to enjoy relief.

A 90 second pause is the difference between a reaction and a response

@doodledwellness



"The wisest one-word sentence? Breathe."

- Terri Guillemets

Know Your "Triggers"



Communicate, Communicate & Over- Communicate

Communication Clearing Structure

- I feel ____ (mad, sad, glad, scared) ____ when you ____ (describe behavior) ____ because I think it means ____ (about me) ____.
- What I need is _____ or...
- What I need from you is _____.

Set
boundaries

**What are you willing & not
willing to put up with?**

Seek & Accept Support



Do You Have Plan?



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Reflection Question

**In what ways do
you need to up your
game when it
comes to practicing
professional
wellness?**

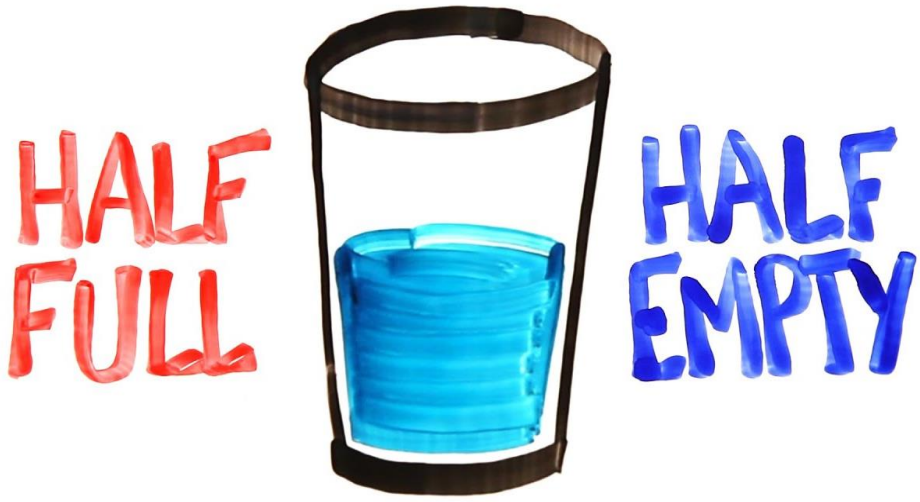
Uh oh.



If You Don't
Maintain Our
Well-Being ...



Resilience Reminder



- **Adapt** when needed
- Be mentally **flexible**
- Maintain social **connections**, both big and small
- Foster shared sense of **purpose**
- Focus on **hope** (can be taught)
- Invest in your own **wellbeing!**



Closing Comments...

- Thank you for supporting others in the MANY ways that you do!
- PLEASE continue invest in yourself & stay well so you can support others in healthy ways!
- Know you are deeply appreciated!
- Feel free to reach out if you have follow-up questions. 😊



Thank You!

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