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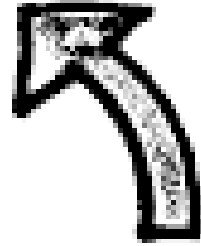
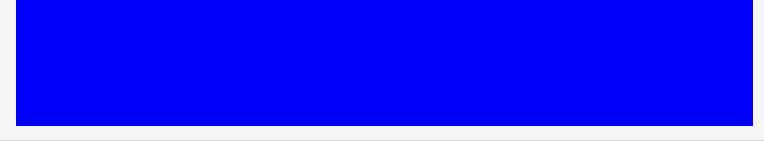
## Developing Healthier Work Environments

Addressing Burnout and  
Secondary Trauma in  
Treatment Courts

# Oriana House, Inc. FACILITIES



**ORIANA**  
HOUSE





# Objectives

- Understand the concept of compassion fatigue and the affect on those in helping professions
- Assessment of compassion fatigue in a criminal justice setting
- Ability to utilize assessments to address compassion fatigue
- Practical application of assessment analysis



# Common Symptoms

- Exhaustion
- Insomnia
- Headaches
- Irritability
- Avoidance
- Depression
- Reduction in ability to feel empathy
- Resentment



# VIDEO Clip



# VIDEO Clip



# Why Should We Address Compassion Fatigue?





# Commonly Associated


- Health Care Providers
- Teachers
- Police Officers
- Firefighters
- Disaster Responders



# Criminal Justice Compassion Fatigue

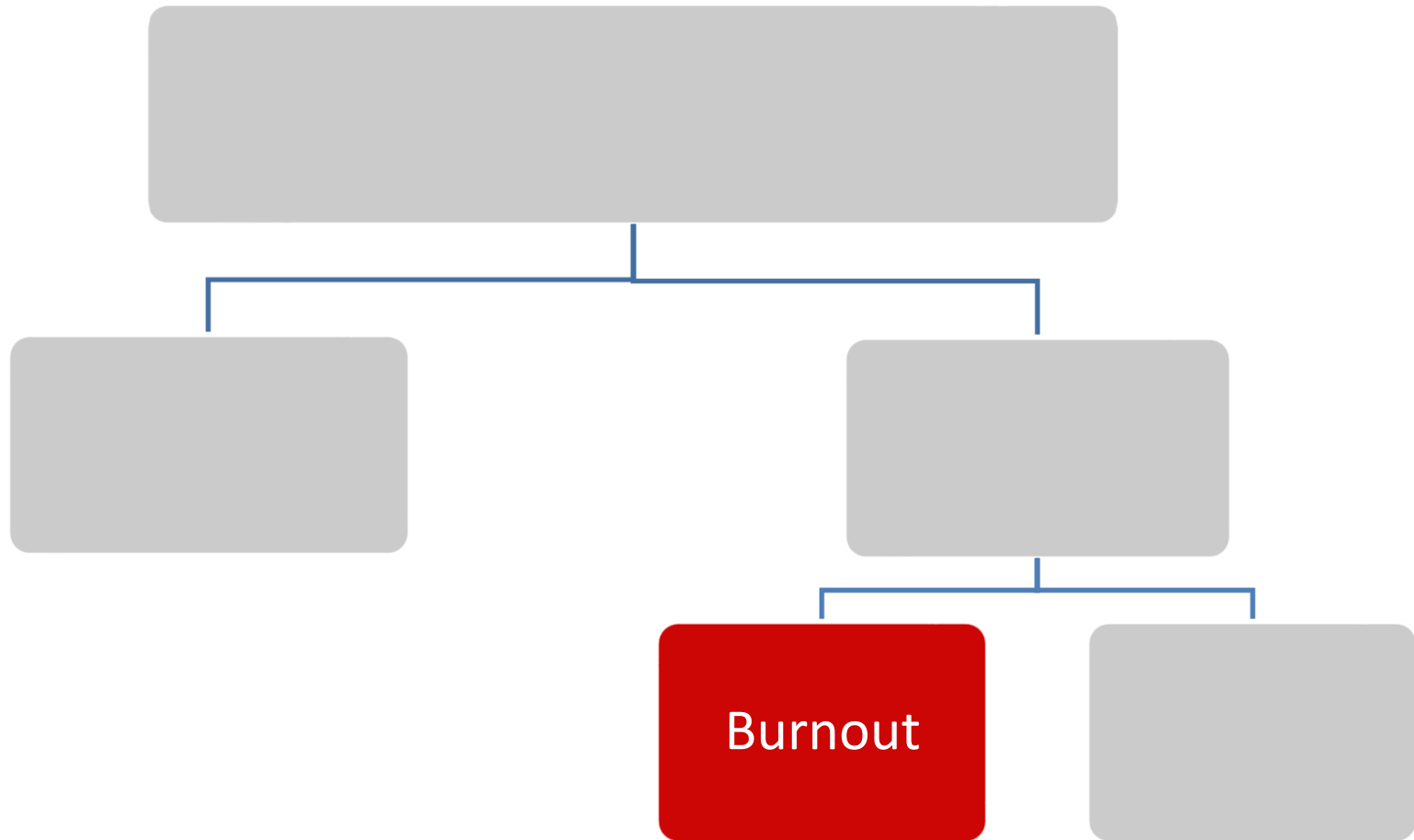
Under Studied

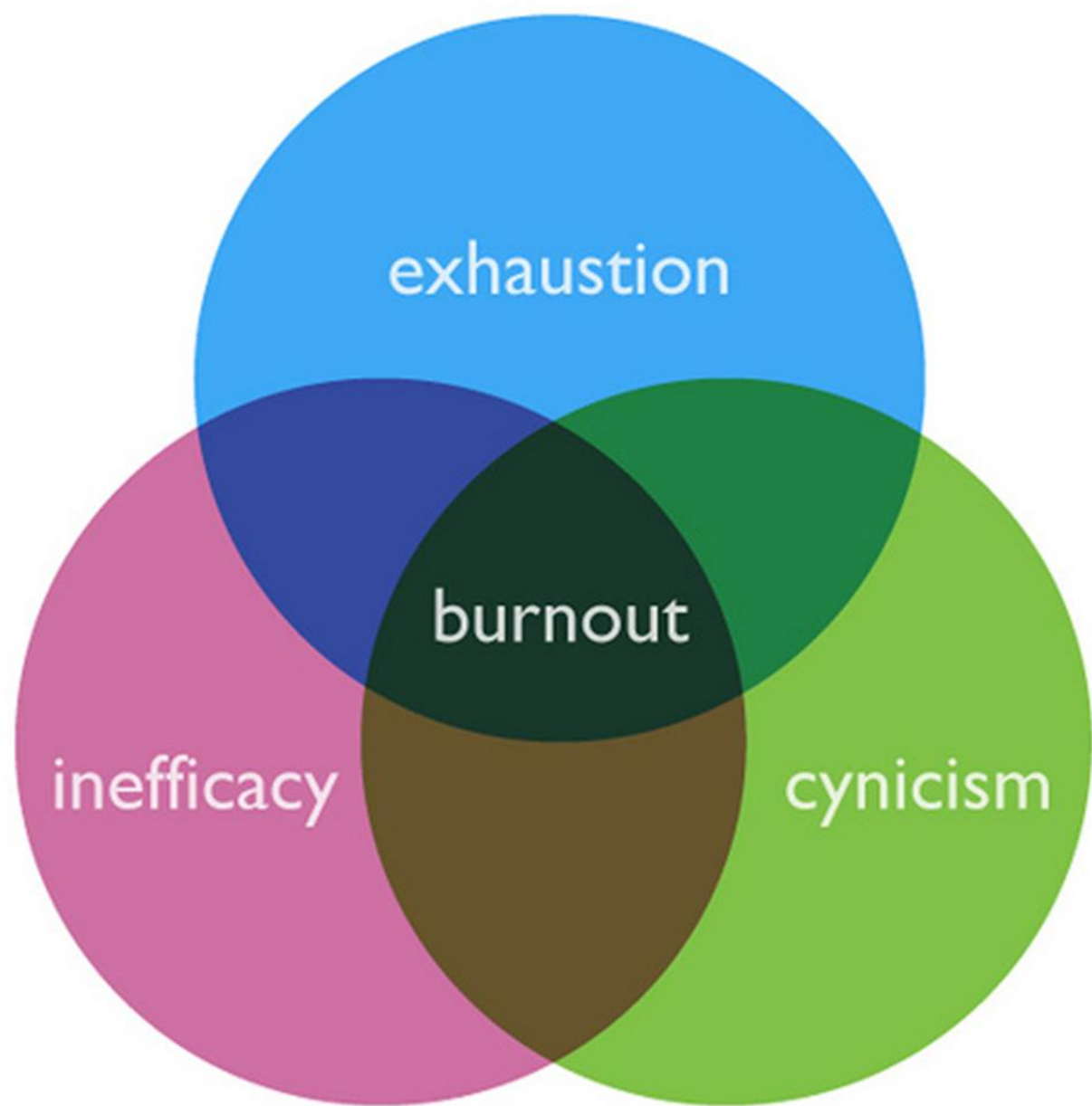
Highly Impacted



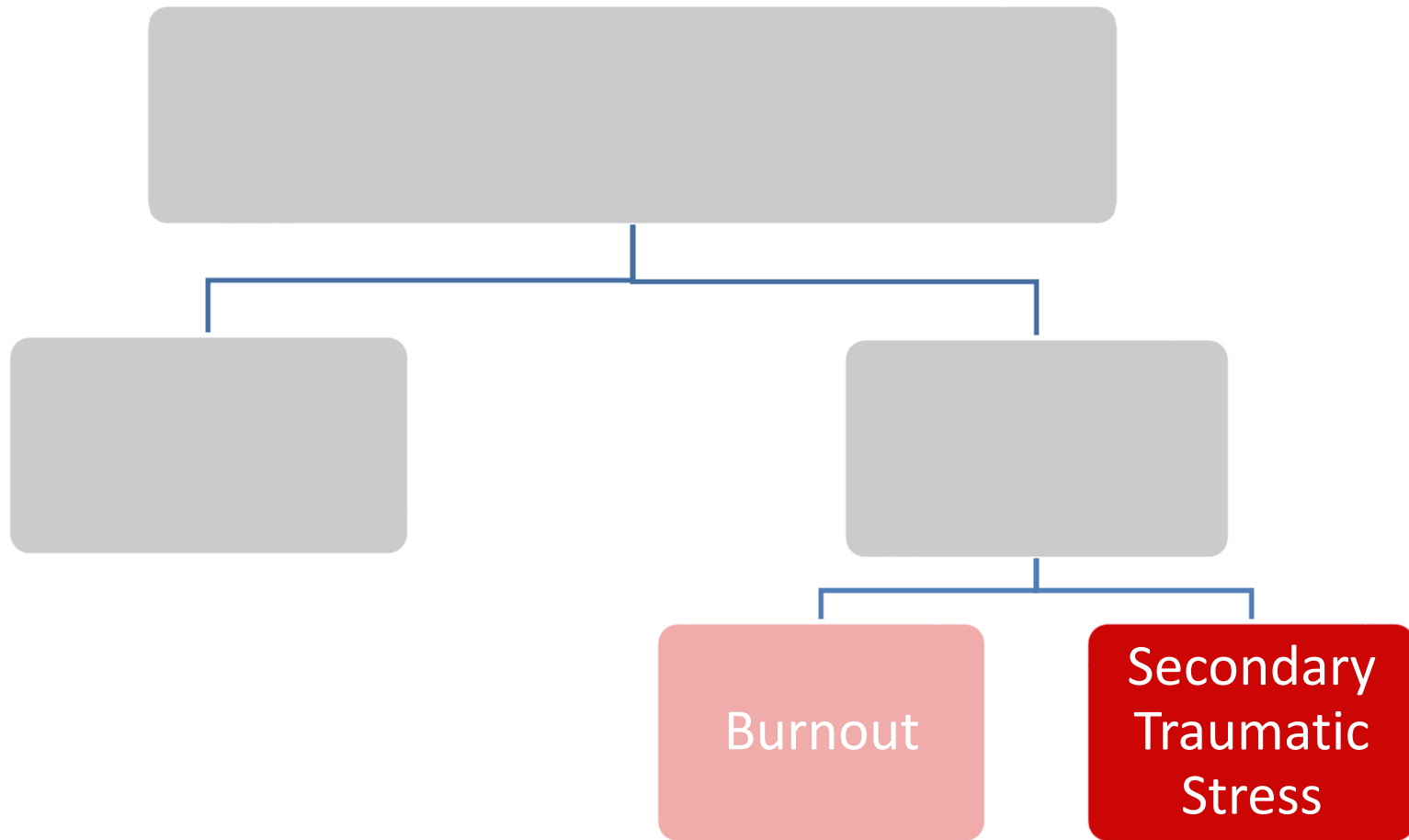
Compassion  
Satisfaction/Compassion  
Fatigue Model

# CS-CF Model

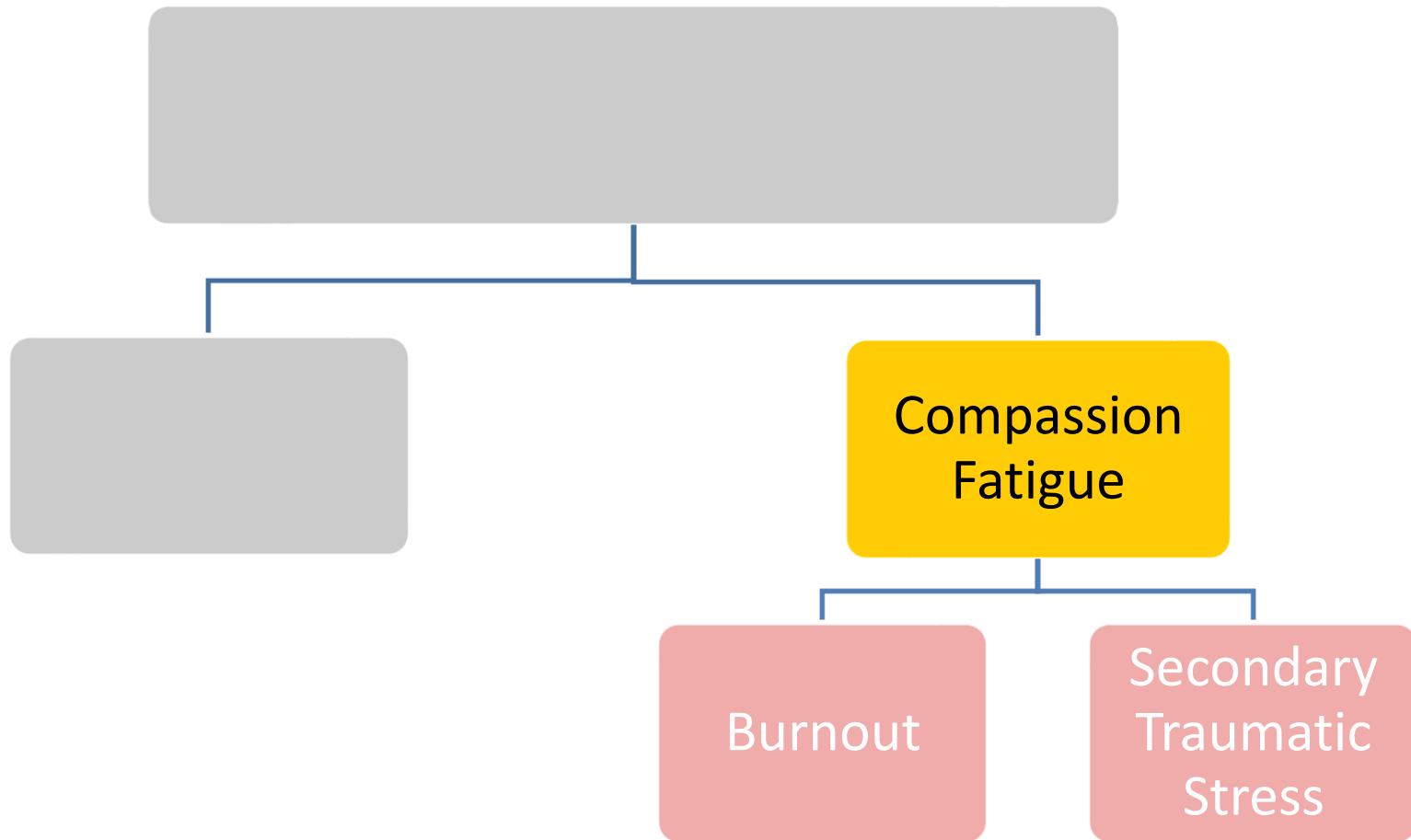




# CS-CF Model



# CS-CF Model





# Compassion Fatigue: The 2 Causes

## **Burnout**

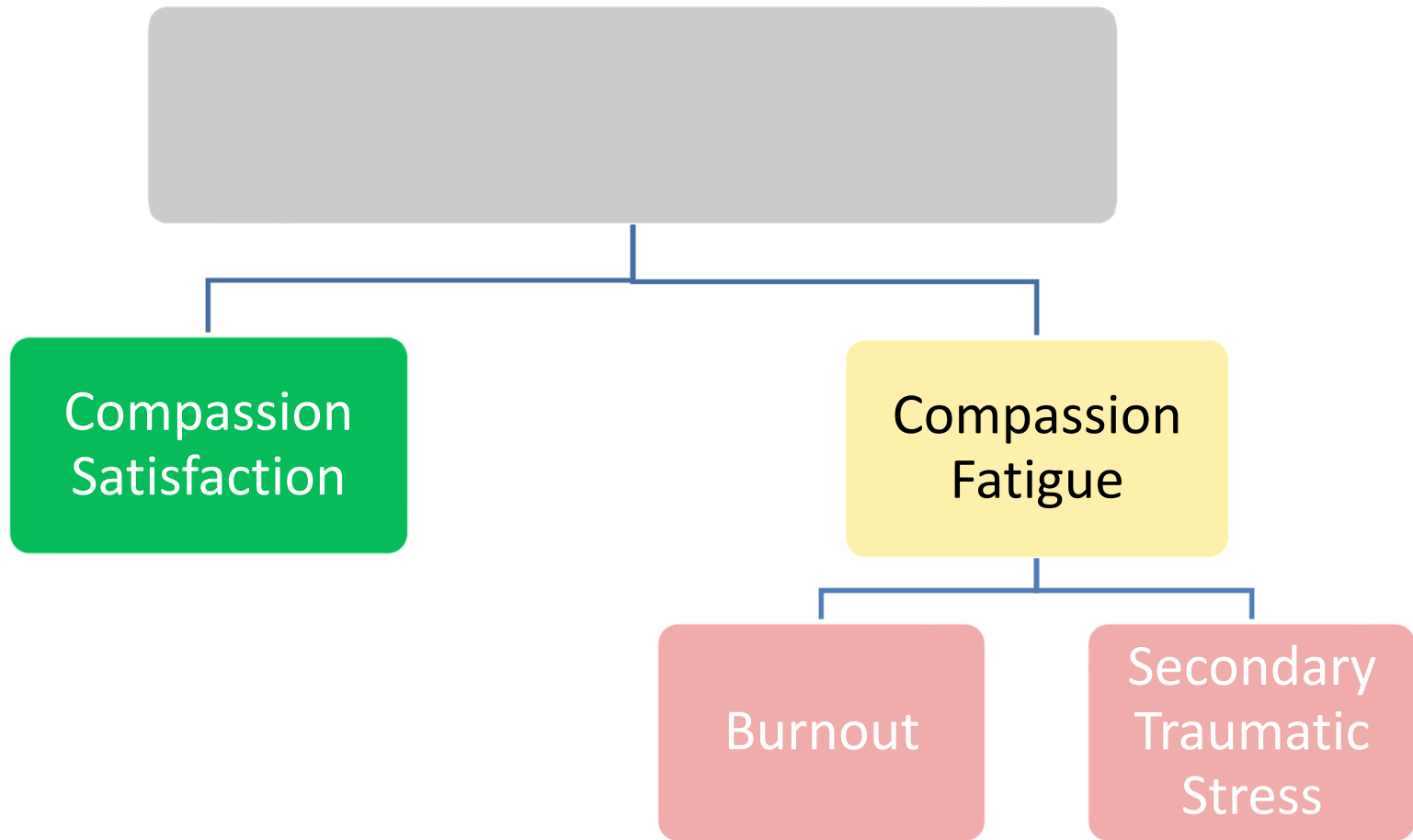
- Work-related hopelessness
- Feelings of inefficacy
- Feeling Worn-Out

## **Secondary Traumatic Stress**

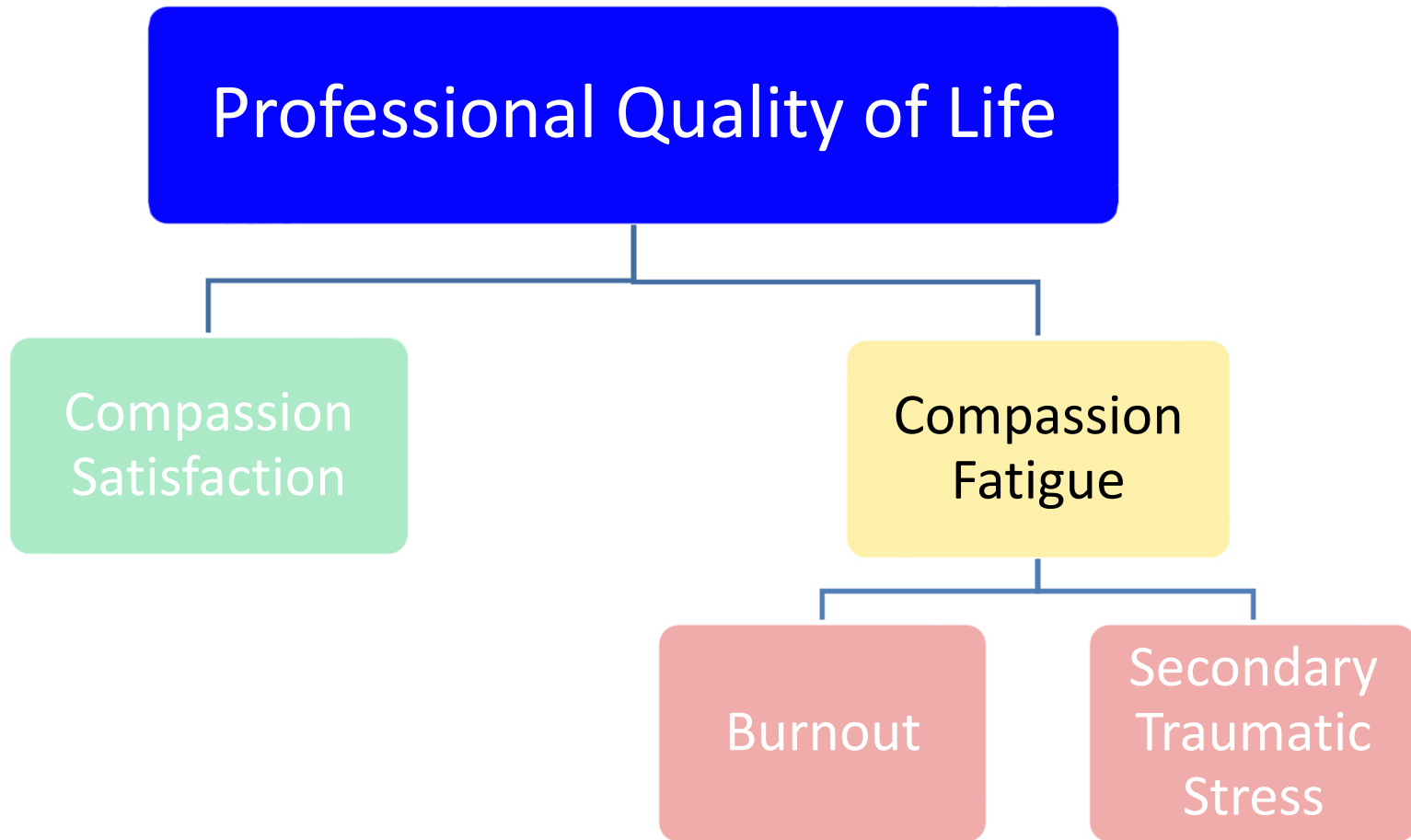
- Work-related secondary exposure to traumatic events
- Feeling Frightened or Traumatized



# CS-CF Model



# CS-CF Model



# Looking Deeper into Professional Quality of Life





# Risk Factors (internal)

- Personal history of trauma
- Amount of exposure to traumatic material
- Level of empathy
- Inexperience working with trauma
- Countertransference



# Contributing Factors (external)

- Role conflict
- Role ambiguity
- Role overload
- Perceived dangerousness of job
- Contact time with offenders
- Lack of input in decision making




# Impact on the Individual

- Physical
  - Unable to sleep
  - Poor self-care
- Psychological
  - Bottled emotions
  - Isolating oneself
  - Extreme cynicism
  - Difficulty concentrating



# Impact on the Organization

- Short Term
  - Increase in absenteeism
  - Diminishing coworker relationships
  - Aggressive actions
- Long Term
  - High turn-over/high cost
  - Negative thoughts on change and improvement
  - Lack of vision for future

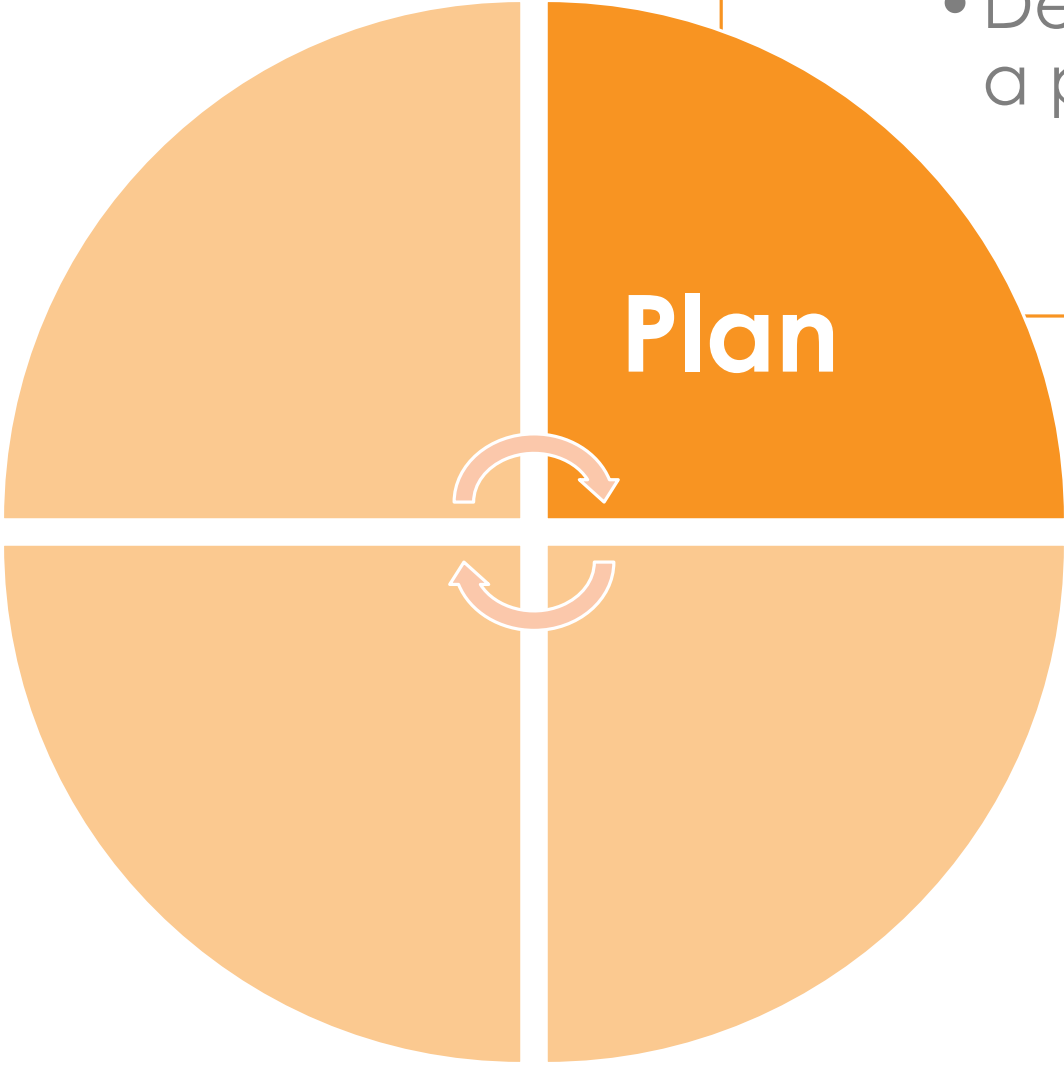


# How Do We Begin Addressing Compassion Fatigue?





- Develop a plan





# Back to the Basics

- Who?
- What?
- When?
- Where?
- Why?
- How?



# What and Why?

- Our goal
  - Assess Compassion Fatigue in the workplace
- Management Directive
  - Executive Vice President
  - Director of Org Development



# Who?

- Entire Staff – Broken down by the following demographic variables
  - Gender
  - Age
  - Race
  - Level of Education
  - Level of Experience
  - Geographic Location
  - Job Function



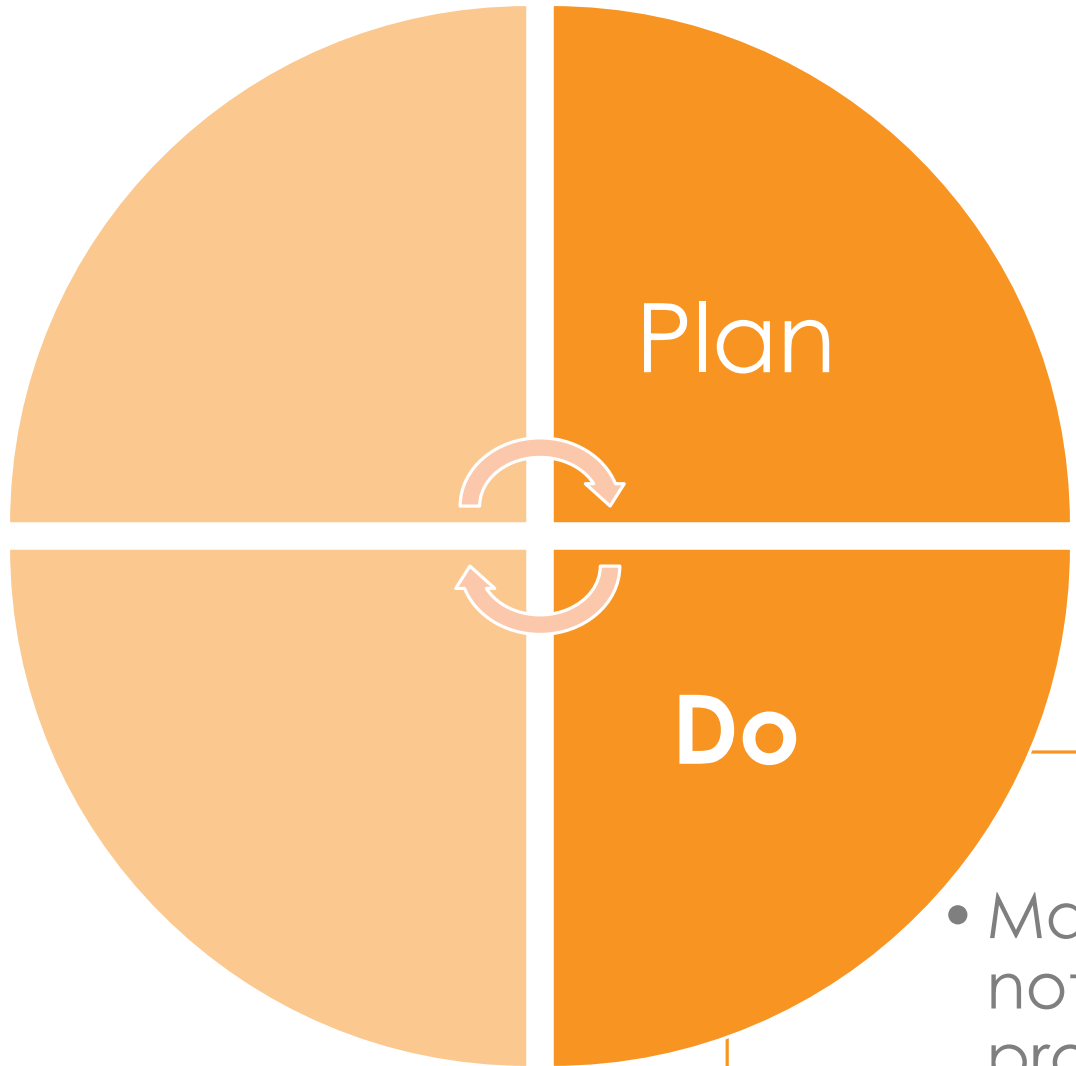
# Where and When?

- Our entire agency
  - Over 700 employees
- 2 weeks
  - Allowing a longer time frame gave staff more flexibility in completing the survey.



# How?

- Professional Quality of Life (ProQOL)
  - Assesses 3 major components to address our goal
    - Compassion Satisfaction
    - Burnout
    - Secondary Traumatic Stress
- Ways for staff to take assessment
  - Online platform
  - Paper assessments
    - ~200 Staff members without email



Plan

Do

- Make notes on progress



# Do:

- Electronic Survey Created
- Paper OMR Survey Created
- Staff with email received a link
- Paper Surveys sent to Program Management
  - Management staff was sent an email to make them aware of the necessity for us to receive paper surveys back





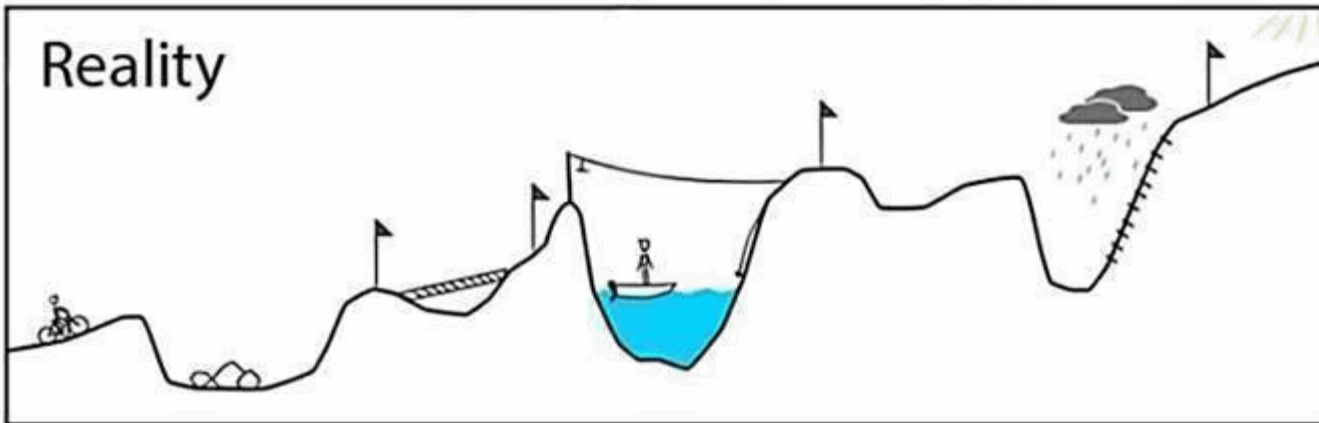
# Running the Assessment

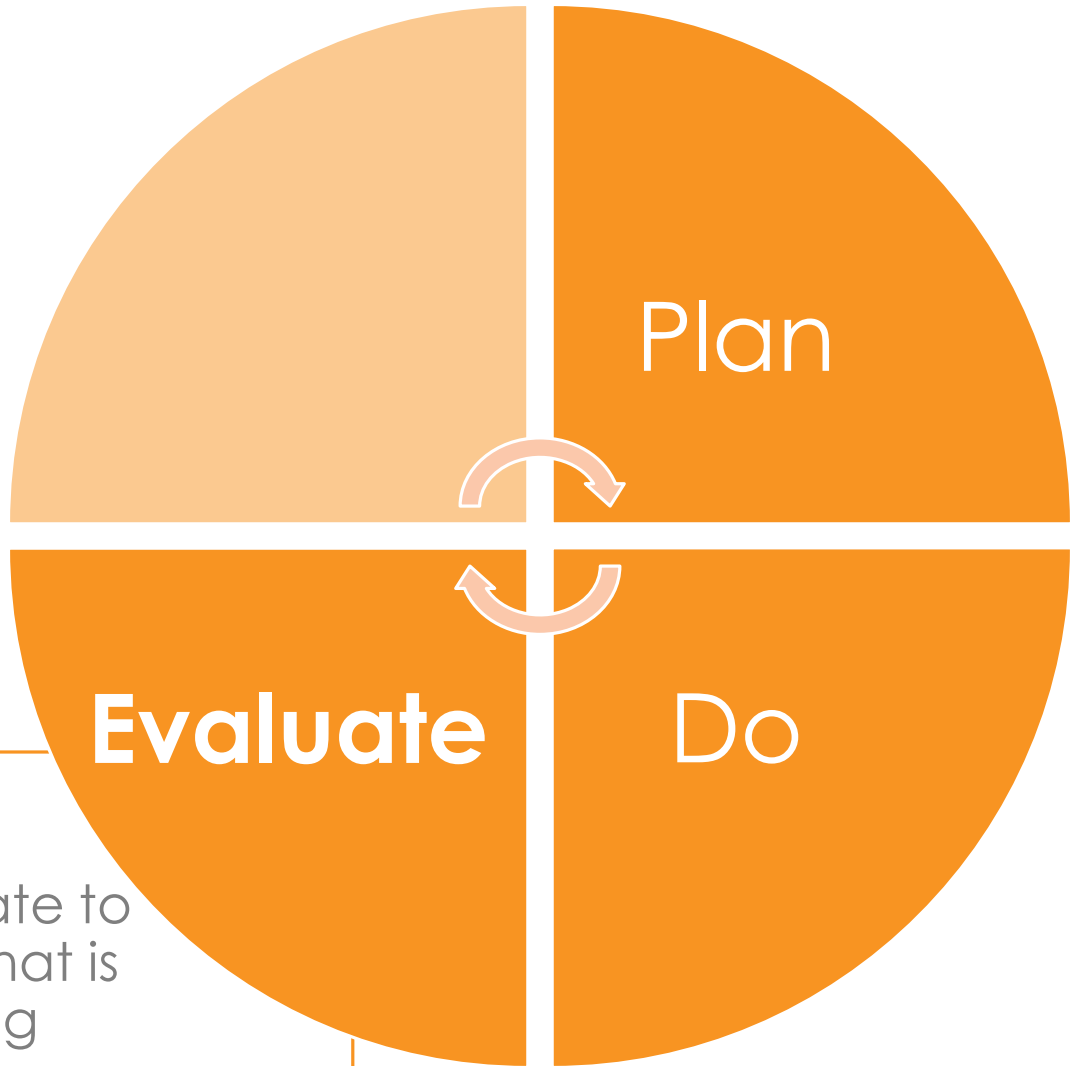
- If you plan well, doing should be easy
- Follow the steps you created in your plan
- Track your progress

Your plan



Reality





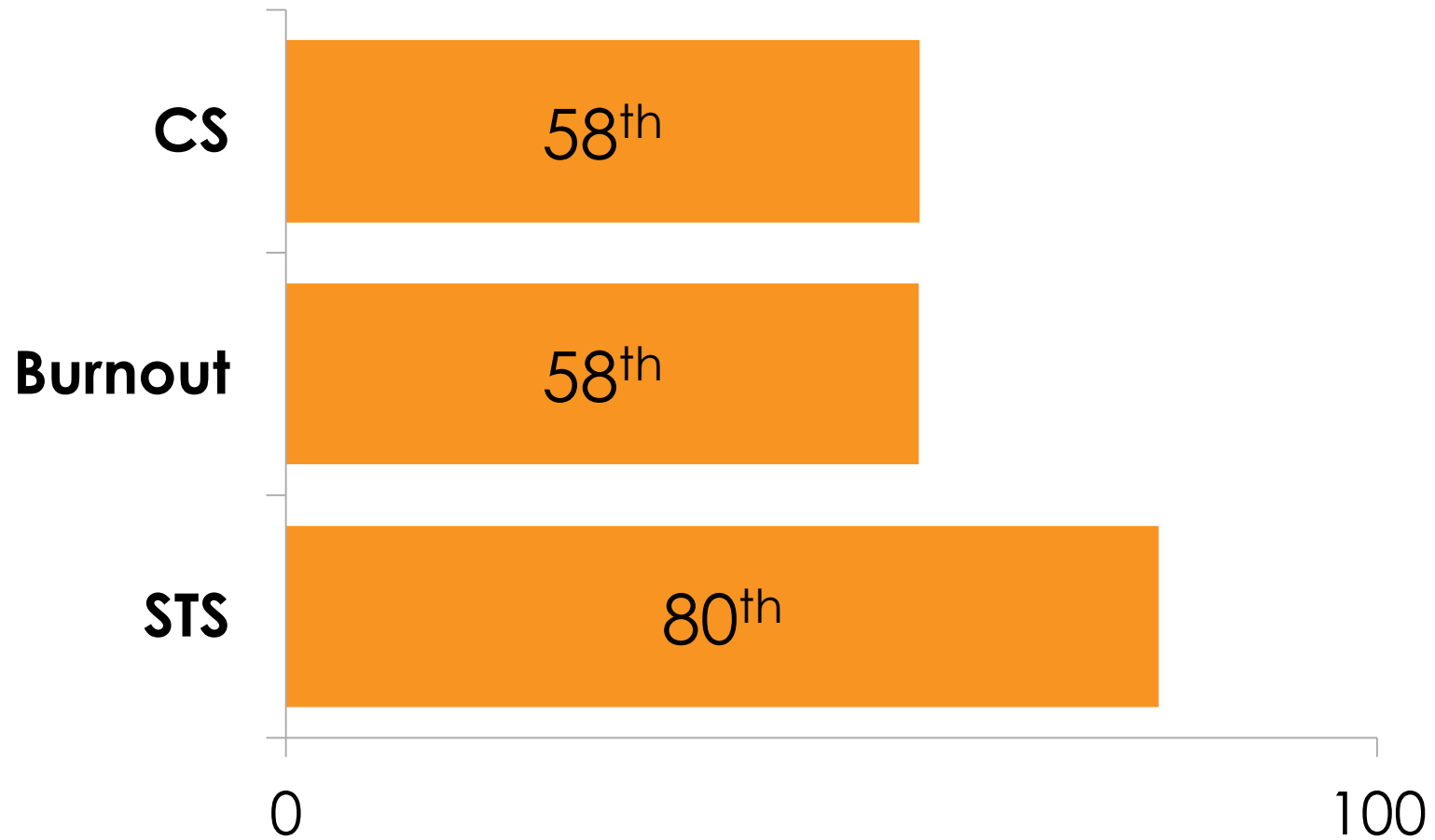
- Evaluate to see what is working



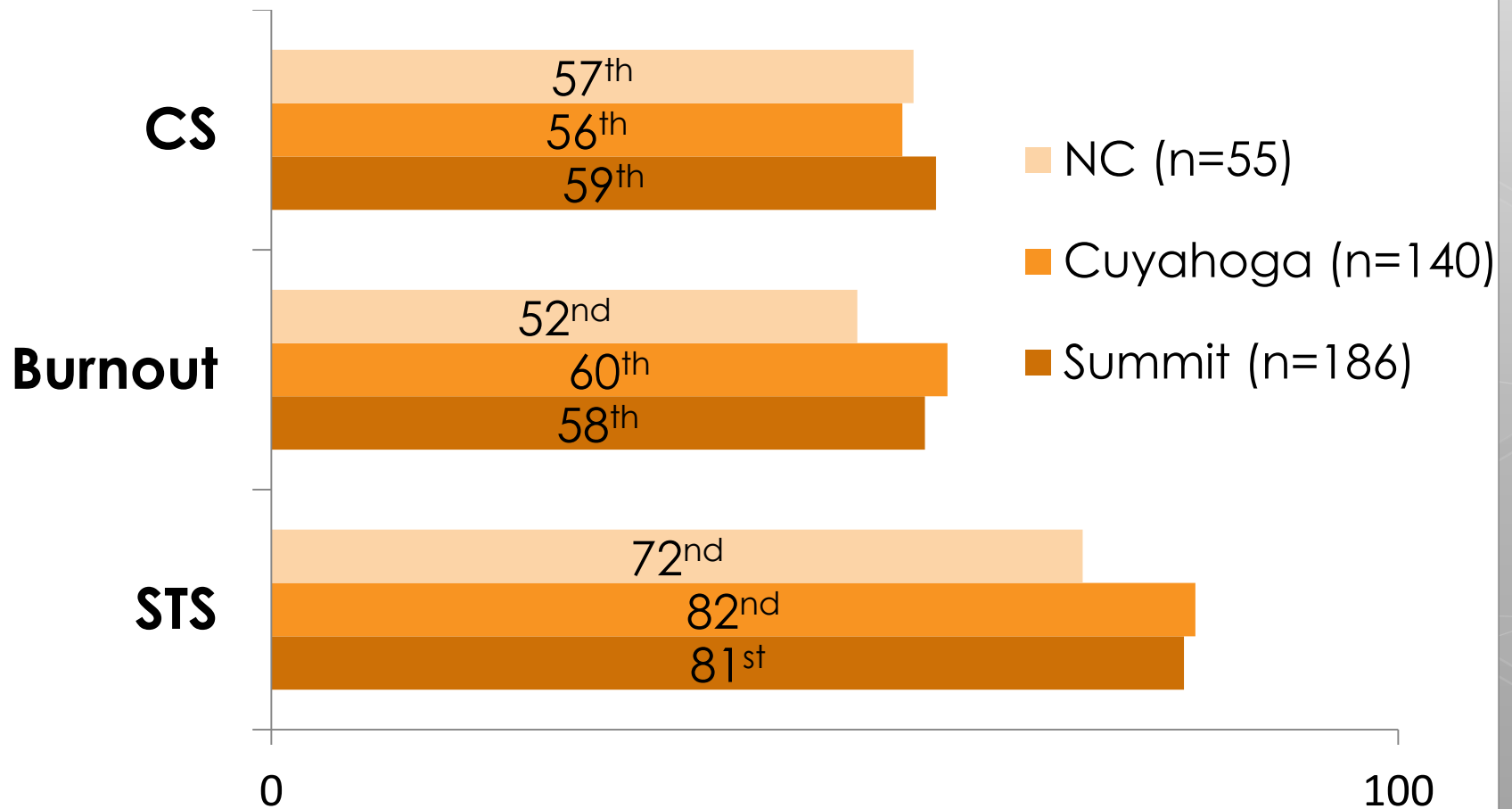
# Analyzing Your Data

- What was your goal?
  - Assessing individuals
  - Assessing the organization
- Look Small – Think Big
  - Use your demographics
  - Don't miss the big picture

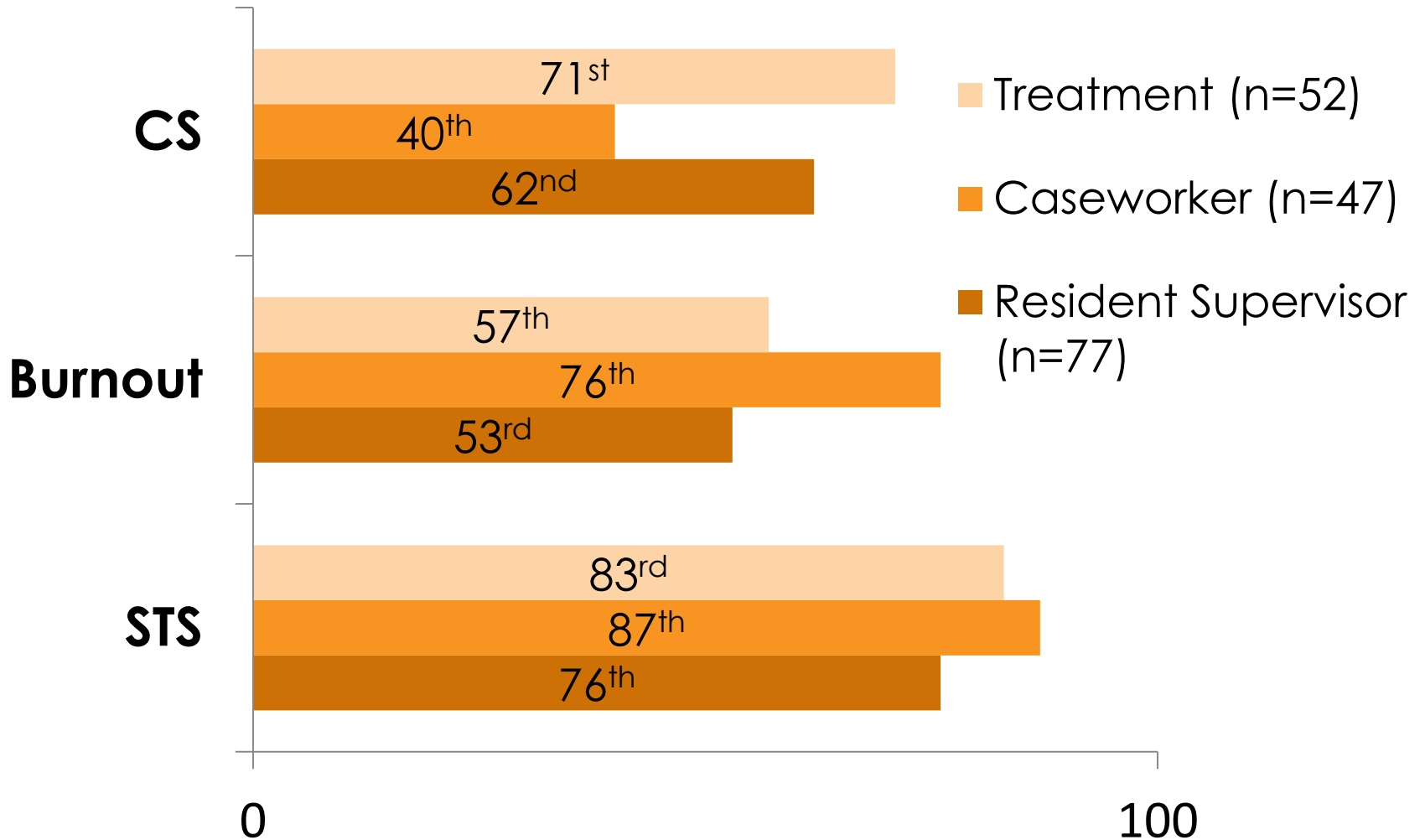
## Oriana House, Inc. Percentiles



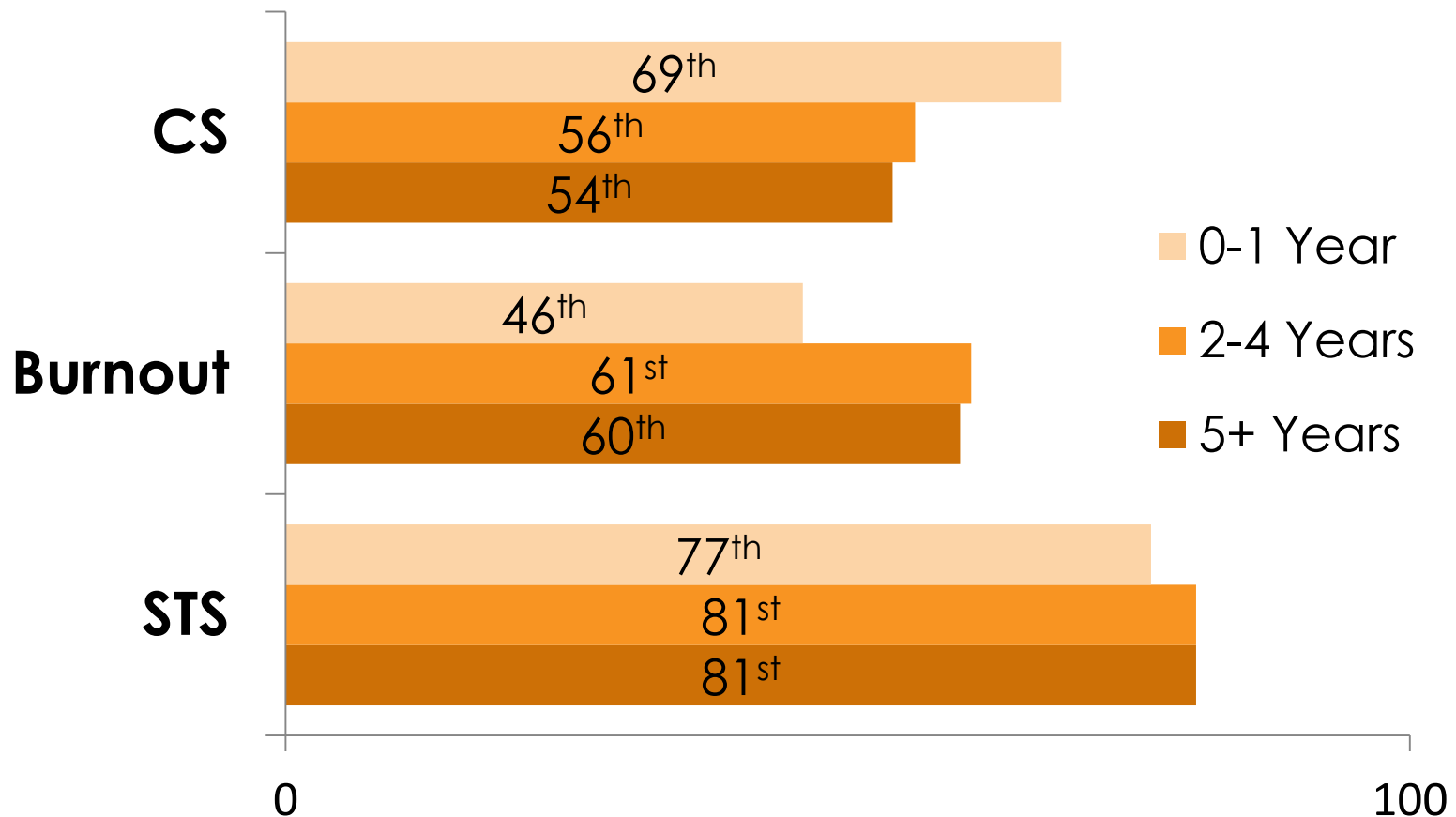
# North Central Ohio Facilities responded having far less STS and Burnout



# Caseworkers responded as having the most STS and Burnout among 3 major position groups

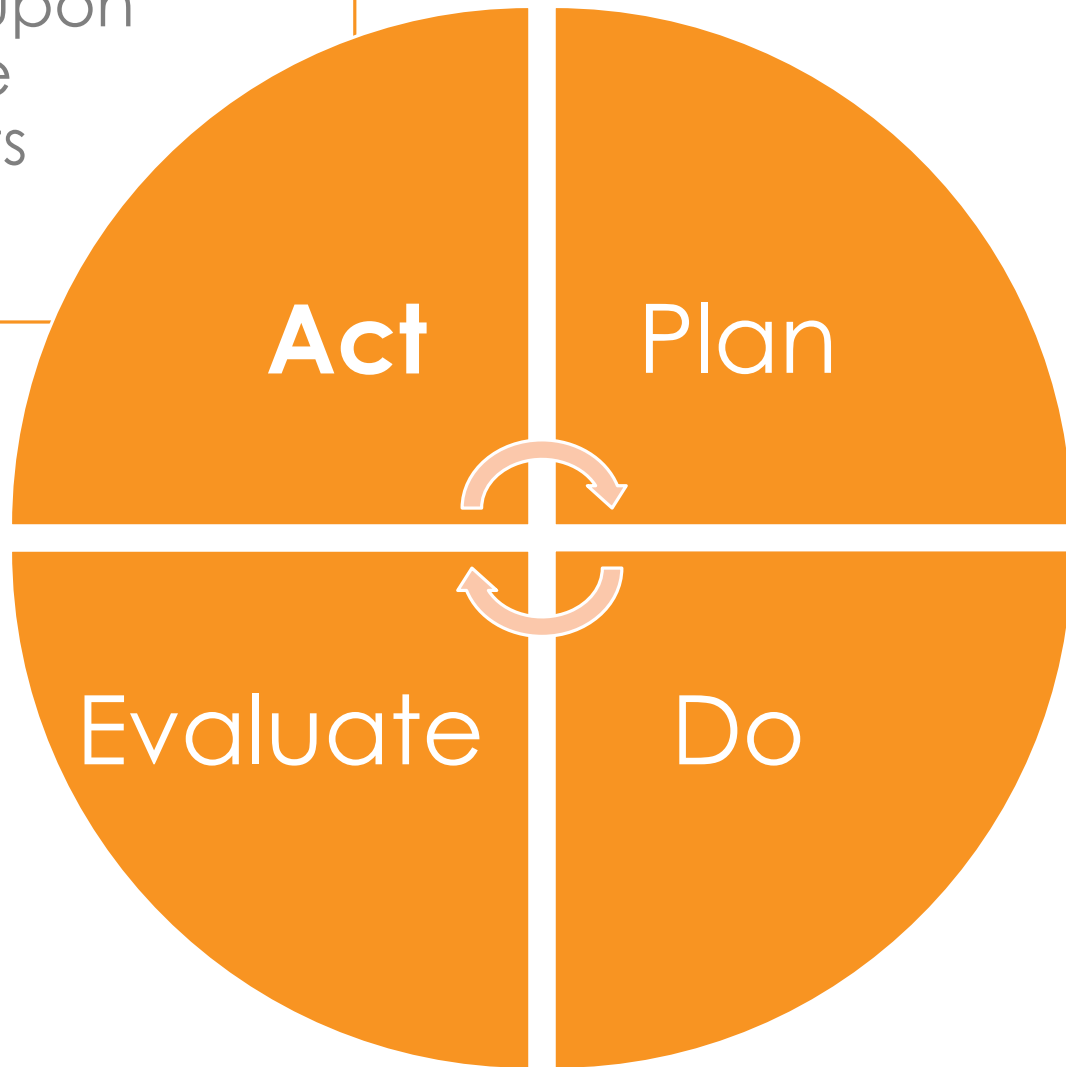



Individuals that have been with Oriana House for under 2 years reported low burnout by comparison





- Act upon those results





Now That You Know What  
The Data Says, What Can  
You Do With It?



# Presenting Data

- Know your audience
- KIS(S)
- 5 Second Rule
- 1:1:1 Rule



# Presenting Our Data

- Presented the information to middle Management and Executive Staff
- Created a concise report with the results for each demographic
- Created a second report with more aggregated data to not single out certain job functions



# Actions We Took

- Specialized trainings on Compassion Fatigue
  - Dr. Sandra Selby
- Posted articles on Compassion Fatigue for training credit
- Began a Culture Change Initiative at our organization
- Agency Wellness Committee actively engaging employees
- Running2bWell
- Increased employee incentives



# Organizational Culture

- OCAI Culture Profile done in facilities
  - Picture:
    - Where we are at now
    - Where we want to go
- Culture types Include:
  - Clan
  - Hierarchical
  - Market
  - Adhocracy



# Organization Assessment Actions

- Three teams based on assessment results
  - Communications
  - Staff Empowerment
  - Policy and Rule Enforcement
- Engaged employees in creating bottom up improvements to the facility



# Takeaways

- Our Results Came with Drawbacks
  - ProQOL is for ALL helping professions
  - This year we are able to compare our results to our previous performance
- All Staff participated
  - We separated staff
    - Residential vs Non Residential vs NA

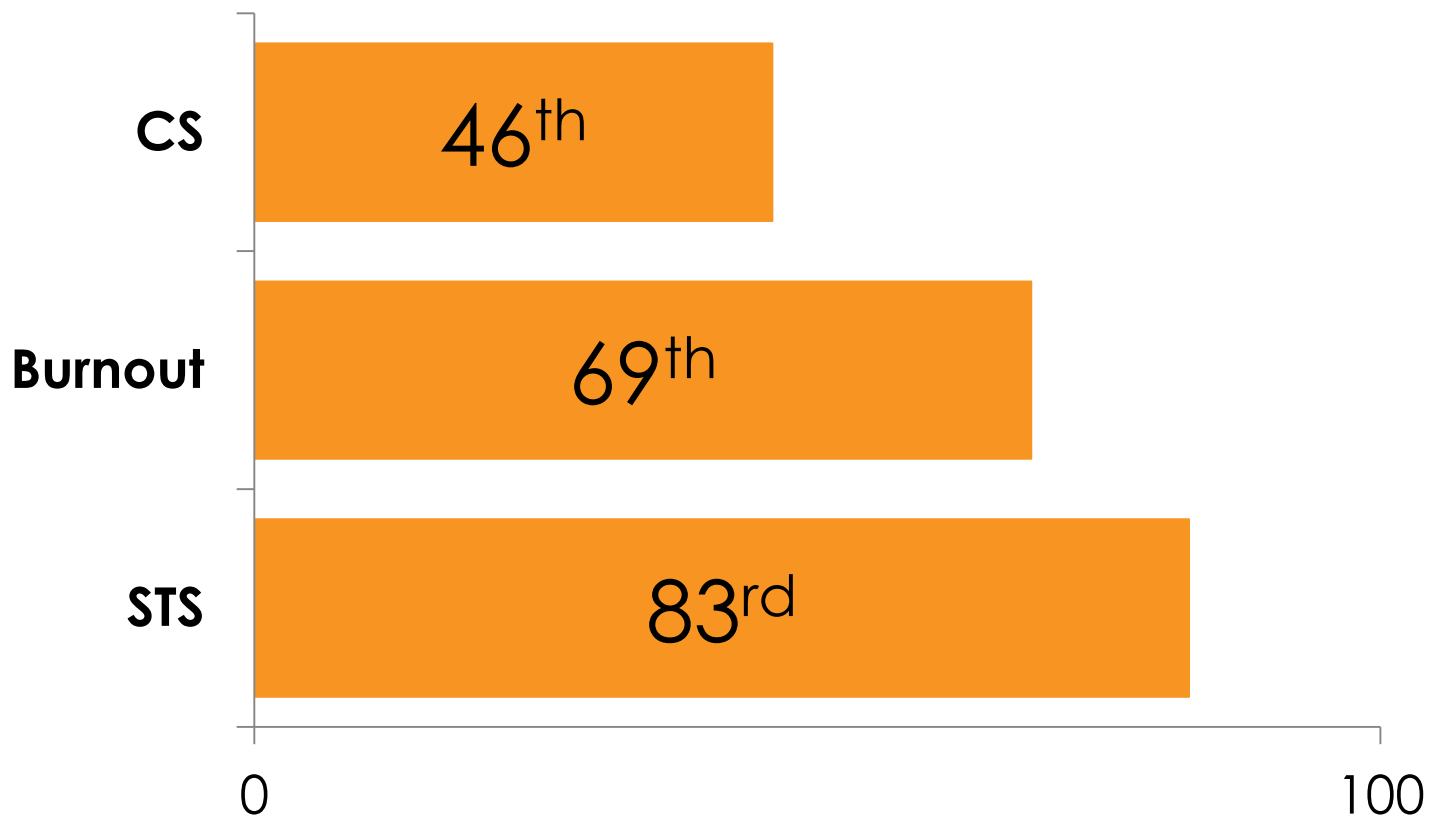




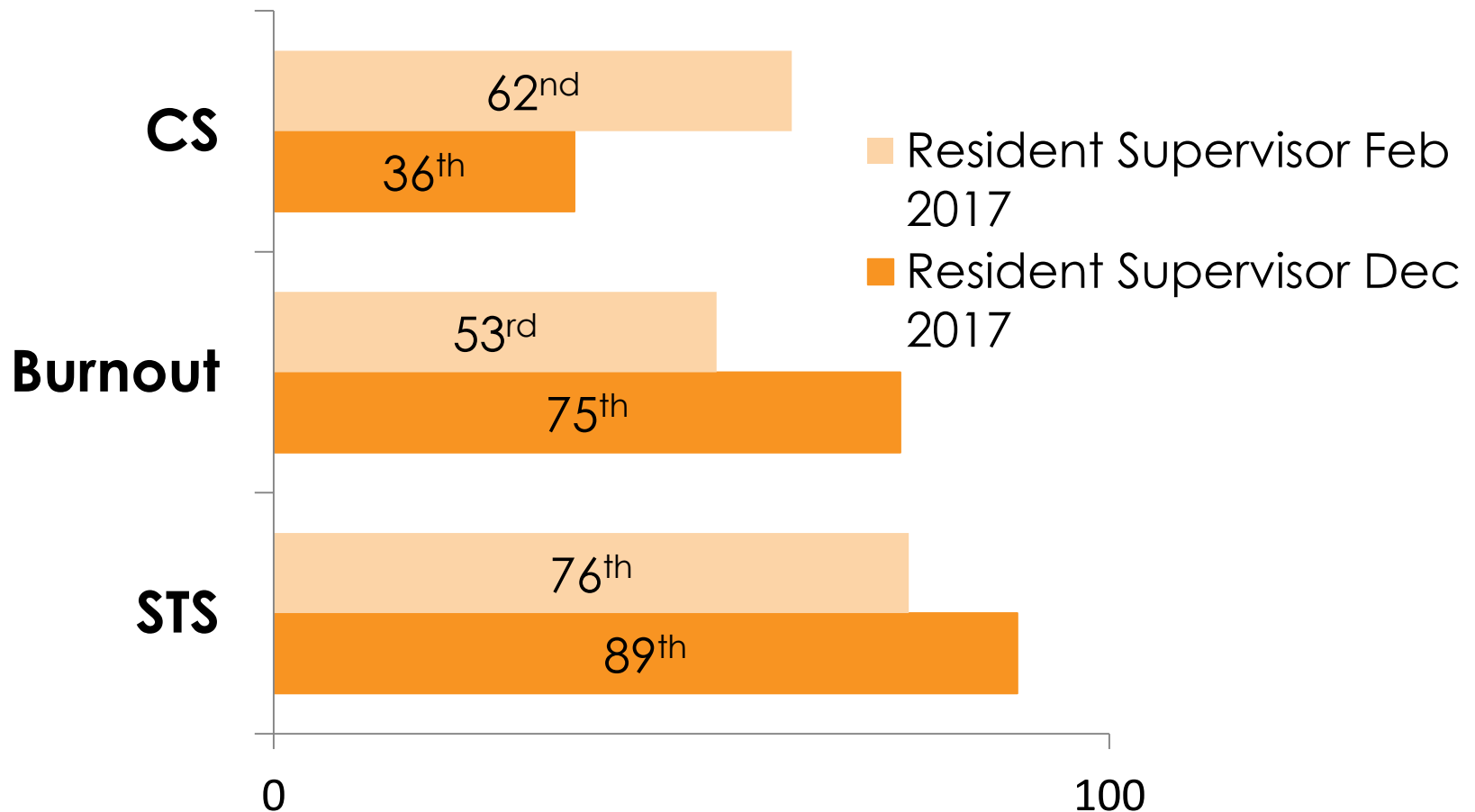
# Follow-Up Survey Results

- Initial Survey had 381 responses
  - Follow up only contained 273
    - All online
    - All questions must be answered
- Major Changes in Demographics
  - 140 respondents from Cuyahoga County dropped to 28
  - Resident Supervisor Response rate dropped by just over 50%

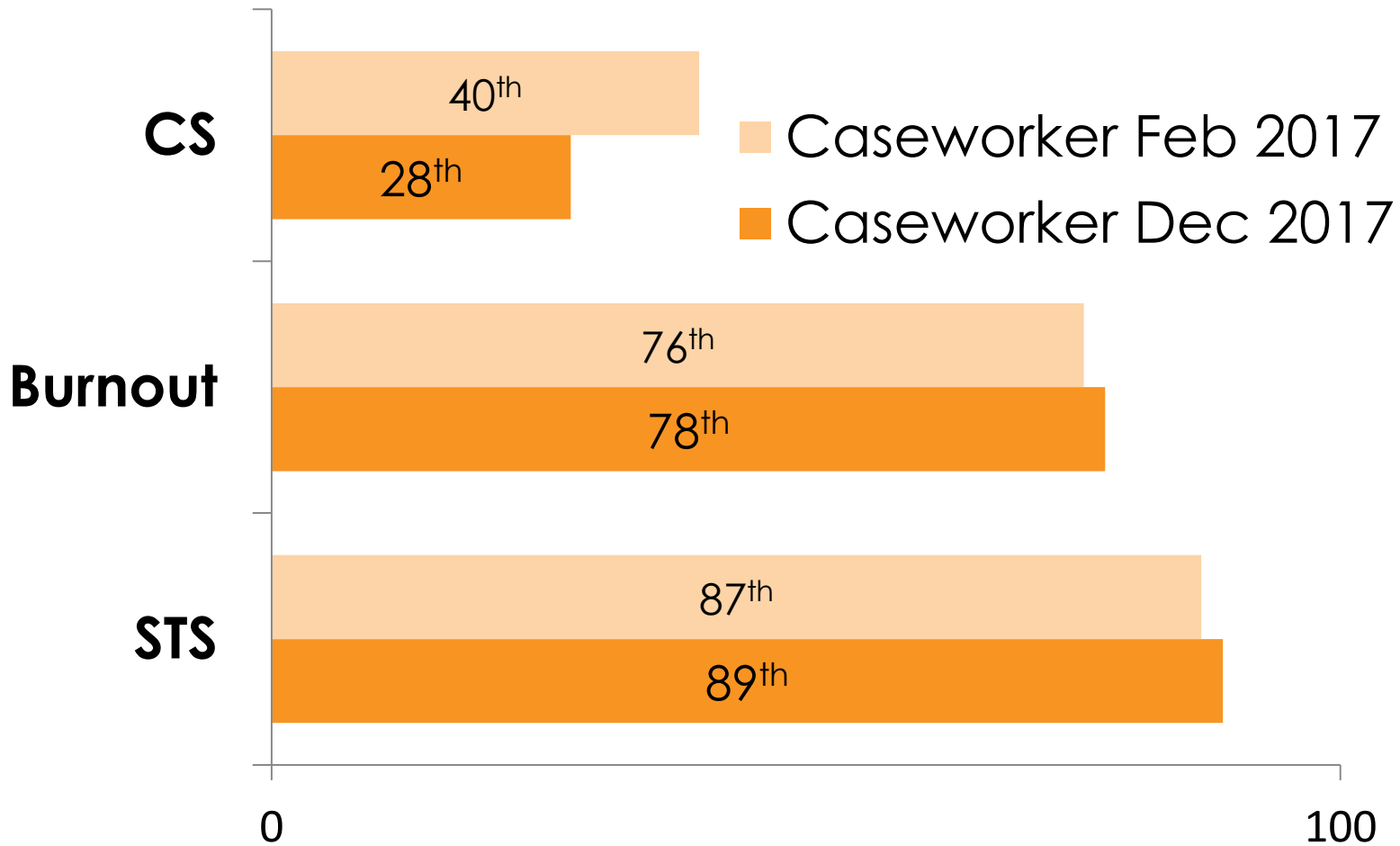
# Percentile Rankings for OHI vs ProQOL Database December 2017



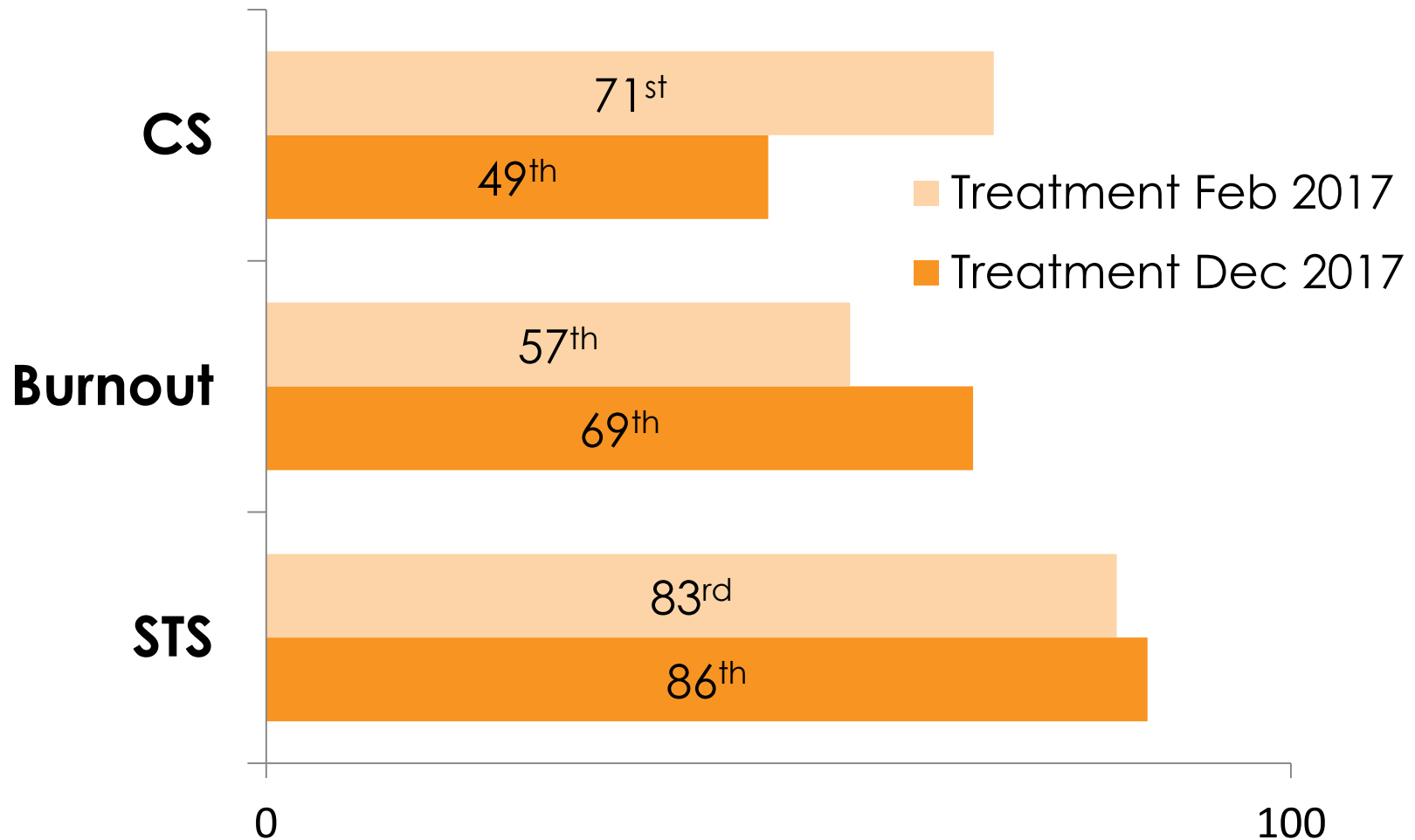
# Resident Supervisor Comparison



# Caseworker Staff Comparison



# Treatment Staff Comparison





# Lessons Learned

- Methods of distributing the ProQOL
  - Sent to each facility for line staff
  - Online survey for staff with access
- Making it more beneficial to the individual
  - Time point 1 was strictly for organization
  - Time point 2 staff have the option to receive their results



# Other Ways to Address Compassion Fatigue in Your Organization

- Structural change
  - Changing job functions
- Technical change
  - Adjusting systems
- Behavioral change
  - Emotional Intelligence



# Emotional Intelligence

- The Power Of Empathy
  - Increases Compassion Satisfaction
  - Decreases Compassion Fatigue
- Self-Awareness
  - Understanding when your are experiencing Burnout and STS





Replicate our Study

ProQOL is Free!

# Thank You!

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