Structural Supports

- Use physical building to promote resiliency – murals and art on walls, suite relaxation station, common area with comfy chairs and place to take time away
- Design buildings for a mobile workforce including 24-hour access for staff who need a work station
- Provide apps to alert law enforcement when needed (e.g., SafeSignal app)
- Send alerts to staff phones such as road closures, shootings, protests, etc., so staff know to stay away from certain areas
- Establish a worker safety support program and/or critical incident response team that provides support after an assault, threat, or other incident
- Offer option to continue to work from home and create telework agreements
- Improve benefits such as hazard pay, health care coverage, and IT support
- Host weekly all-staff team meetings

Process Supports

- Implement a National Standard for Psychological Health and Safety in the Workplace, including what is associated with good mental health in the workplace
• Use psychological safety measures and multi-disciplinary teams to explore systemic issues contributing to critical incidents without blaming the worker
• Send out polls frequently to get staff feedback. Have opportunities for staff to meet in small groups to debrief.
• Establish a process where the director conducts stay interviews with individual staff (rotating so each staff gets one interview a year)
• Establish an exit interview process
• Implement a LEAN process focused on less waste, utilizing all talents, and giving all a voice in agency changes
• Implement rapid improvement events where a representative group from the agency meets for a concentrated week-long session to identify current processes, identify root causes, and provide out-of-the-box thinking on new processes, comprised of value-added activities

Practice Supports
• Consider keeping the option of virtual visits to foster homes – these give staff more time
• Strengthen clinical supervision
• Use a Continuous Quality Improvement (CQI) approach to help workers feel supported and have the tools they need to be successful
• Implement a safety science approach to incident reviews
• Mandate a buddy policy for responding to CPS reports
• Assign a “debriefer” – a person staff can go to discuss an issue they are having personally or professionally
• Conduct more research on how trauma is affecting staff decisions to stay in this work environment
• Have open-door communication and an accessible director, have the director send a “good morning” email on Mondays

Wellness Supports
• Establish a wellness lead/coordinator focused on employee well-being available to debrief and check in on staff who have had a critical incident/trauma. Supervisors can also request staff check-ins.
• Have local therapists available for debriefing weekly or as needed
• Set up an EAP where staff can have 7 sessions that deal with any issue, no limit to how many issues you can have
• Establish a confidential workforce resilience team to support anyone needing to talk about a difficult case or work, and use unit psychologists short-term to help process high profile or difficult cases

• Create wellness teams that plan self-care activities to do together (i.e., virtual stretching, yoga, walks as a group, morning coffee, or connecting in person while socially distant)

• Establish a wellness committee to hold events and health challenges and share ideas (e.g., how to have the best staycation)

• Create events where staff engage in a fun way that is not work-related, e.g., compiling an office cook book with profits donated to client needs or local charity

• Designate “Mindful Mondays” and “Refresh Fridays” where staff take 15 min breaks to do mindful activities

• Create worker-focused support groups

• Establish a “no emails after work hours” policy

• Clarify boundaries between work and home

• Develop weekly wellness plans with staff and supervisors and modify as needed

• Use weekly clinical supervision not to discuss job performance or work needs but to check in on staff (self-care, supports needed, how are you feeling, etc.)

• Use Professional Quality of Life Scale regularly during supervision

• Offer support animals for staff, trauma-informed yoga, and nature walks

• Give staff space and permission for self-care

• Use meetings to share stresses, concerns, and challenges

Training

• Be mindful of when to implement trainings

• Have workforce consultants who help mentor new hires during their first year and provide hands-on training/support

• Train all staff and leadership in trauma-focused care

• Provide ongoing training and professional development for new and experienced workers

• Hold monthly trainings with themes – trauma, resilience, vicarious trauma

• Create trauma-informed workgroups where people learn about a particular area of trauma-informed care and then present information to the rest of staff
• Build staff leadership skills through Leadership Academies for supervisors and executive management.
• Create a responsive curriculum, i.e., cultural humility, implicit bias training, etc.
• Focus on psychological safety (Amy Edmonson’s work), which is crucial to addressing important workplace issues and comes from leaders and everyone else being vulnerable. Bill Brovsky trains to this approach.

Support a Collaborative Orientation

• Use a relational approach with staff
• Assess staff needs through surveys and open discussions (town halls, unit meetings)
• Use committees to communicate with management so everyone has a voice
• Provide structured opportunities for peer support including affinity groups, morale groups, and retention groups
• Establish a peer support program that includes all organizational levels, allows space for folks to go to a non-judgmental mentor
• Establish peer-to-peer and worker-to-worker programs focusing on staff ACES and building protective factors
• Establish a “buddy system”
• Keep connections to past workers who can talk with current workers about trauma
• Collaborate with other departments, agencies, and sectors more. Learn from their expertise. Feel safe to step outside of our child welfare silo.
• Create teams of Black and Indigenous staff to work with community and staff
• Create coffee collaboratives
• Communicate, interact, and connect with staff; have leaders be proactive about resiliency – talk to staff about possible issues before they become a problem
• Include staff in every decision the agency makes

Promote Diversity, Equity, and Inclusion (DEI)

• Hold town halls on racial equity as an opportunity to discuss and share and prioritize DEI work
• Hold a bi-weekly meeting with director to informally discuss diversity, inclusion, and racial equity issues
• Understand how politics affect our agencies across the U.S.
• Include clients in the planning of crisis situations, diversity, and inclusion trainings
• Identify constructive structure for small group conversations on diversity
• Establish a diversity committee/team
• Hold youth racial justice groups and weekly huddles for quality and accountability
• Establish a racial justice task force
• Explore how to be a social change agency instead of a social services agency
• Look specifically at biases and examine curricula around DEI
• Hold diversity trainings
• Offer the [Intercultural Development Inventory](#)
• Work with universities to access data, support management, and address DEI issues