Introduction

Every agency is experiencing work overload, compassion fatigue, burnout, and sometimes vicarious trauma. Two years of COVID combined with fires, floods, and other “typical” crises is a lot for everyone.

The first comment about an early rendition of this toolkit was, “The information about work overload and overwhelm is overwhelming!”

We decided to re-think how we presented it for your use.

This Facilitator Toolkit is just that: a toolkit. It is intended to provide ideas and tools for you to choose from to use or modify to support staff. You won’t use them all. There’s no one way to explore these topics. We tried to bring together a collection of activities, handouts, videos, and a presentation that you can use as a toolkit. If your agency has tools and resources that work for you and your staff, feel free to use them alone or in combination with some of the tools provided in this toolkit to meet this counseling goal. Please feel free to modify the PowerPoint slides or handouts to meet your needs.

Use what best fits your agency.
Mindful facilitation

This topic is a tough one. No one’s life journey is the same. Two people can experience the same moment and have completely different reactions to it based on their lived experience. Which is why we created a toolkit rather than a guide or in-service.

Be mindful of yourself

Be mindful of your own emotions. If a discussion about compassion fatigue is something that brings on feelings of overwhelm and dread, consider a different way to meet this goal. Some ideas include asking if your agency’s Employee Assistance Program has someone who can help, finding someone in a different section of your agency who is comfortable with compassion fatigue to lead the discussion or using a different approach not mentioned in this toolkit.

Be mindful of your staff

Prepare them for the topic. Let them know the topic may bring up some emotions. Tell them what they can do if they need to take a break from the activity. Create a safe space. A safe space is one in which people feel comfortable having courageous conversations. A good way to do this is to develop guidelines or agreements for the discussion. Read more about creating safe spaces for courageous conversations here: https://tinyurl.com/Create-Safe

Have your agency’s employee assistance program information available. Include this information in any handouts or other resources you share. Try to make it as easy as possible to use.

Be mindfully creative

Meeting this goal on the Nutrition Services Plan is not a one-size-fits-all process. Local agencies are welcome to meet this goal through guest speakers or other methods.

Coaching is available

If you have questions about how to use this toolkit please reach out to Joan Medlen (Joan.E.Medlen@dhsoha.state.or.us) or Bonnie Ranno (Bonnie.Ranno@dhsoha.state.or.us).
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Objectives
These objectives are listed in the 2022 Nutrition Service Plan. Please modify them to fit your activity as needed.

- List signs of compassion fatigue, work overload, vicarious trauma, and burnout in helping professionals, including WIC staff.
- Recognize signs of vicarious trauma or compassion fatigue in themselves.
- Develop personal resiliency and empathy skills, including methods of self-care.

Details

- Target audience: Appropriate for all staff members
- Facilitator: Local agency training supervisor
- Estimated length: 1+ hours
  *Will vary depending on content and discussion questions selected*
- Complete by 12/30/2022

How to use this toolkit

This toolkit is filled with more tools than one can use in a single session. There’s no need to try to use them all!

- Become familiar with the information in this packet and decide which resources are most relevant to staff in your agency. Ask yourself these questions when deciding which resources to use:
  - Will this be done in person or remotely?
  - How do staff learn best?
    - Are they at their best when they are physically engaged?
    - Do they like to share with each other?
  - What tone will engage staff more? Light-hearted? Serious?
- Do the self-assessment for yourself. Which activities, if any, do you, personally, find useful in creating a self-care plan?
  - With this topic it will be important to have practiced some self-discovery before leading the discussion.
- Send staff any resources they will need to view prior to the presentation.
Discussion questions

The questions below are suggestions. The best questions are ones that fit the people working in your agency. Consider them as you review the tools in this toolkit.

1. What does compassion fatigue look like in our clinic?
2. How do you feel when you are feeling work overload?
3. What are some ways you “reset” when work or home is overwhelming?
4. How would you like others to check in with you at work?
5. What can we do for each other to influence positivity at work?

Self-Assessment tools

A key element to resilience is understanding what you are feeling. Many of the tools in this toolkit focus on self-discovery and creating plans for support. Below are two self-assessment tools designed to heighten personal awareness of burnout, compassion fatigue, and vicarious trauma. These are not required. The intention is to promote self-reflection. Do not collect the information.

These are best used early in the discussion.

• Professional Quality of Life Scale Version 5
  This one-page tool focuses on a person’s compassion satisfaction and compassion fatigue. It measures these feelings based on the past 30 days.

The tool offers information and insights for WIC Staff. Staff should not be pressured or expected to share their score. However, the insight gleaned from the tool can be helpful when considering where to focus a self-care plan.
• *Is your lifestyle causing you stress?*
  This is a one-page fillable form that is easy to understand. The user simply answers yes or no to a list of lifestyle behaviors related to stress. There is no scoring, and it contains personal behaviors only – no job-specific factors.

**PowerPoint slide deck**

The PowerPoint file is optional. The PowerPoint presentation is intended to provide evidence-based information about compassion fatigue, burnout, role overload, and vicarious trauma in our work and provide structure for an open discussion with staff if desired. The slides are intended as a toolkit for the discussion facilitator. Tailor the presentation to fit the personality of your staff and to your comfort level. There are notes on each slide that provide suggested dialogue for the presenter. You are welcome to change them to make them work for you.

One way to use the PowerPoint is to include one of the self-assessment tools at the beginning of the discussion.

**Resources on compassion fatigue, resiliency, and self-care**

**Handouts or Activities**

These handouts and activities are included as separate files for easier printing and sharing.

• The 5-point Barometer.
  This handout is a companion to an activity referenced in the PowerPoint presentation. It can also be used as a standalone activity.

• The Feelings Wheel.
  This handout is a companion to an activity referenced in the PowerPoint presentation. It can also be used as a stand-alone activity.

• Create a Vision Board.
  This is an activity that would take some time. A great activity for those who enjoy creating things and crafts.
• Start the day with Intention.  
  This activity is a mindfulness activity.
• Grateful log.  
  A one-page log to write down things for which the person is grateful.
• The Trauma Stewardship Institute’s *Map for Managing one’s Day.*  
  A graphic tool.
• The Trauma Stewardship Institute’s *Tiny Survival Toolkit.*  
  A graphic reminder of ways to promote resilience in one’s day.
• The Trauma Stewardship Institute’s graphic of what one may feel when experiencing overwhelm.

**Articles**

• Healthy You Tip Sheets. These are available in English, Spanish and recording (English). Here is a sample from the *American Public Health Association (APHA).*  
  http://www.thenationshealth.org/page/healthyyou
• *Canopywell.com* is one of the state-contracted employee assistance programs. They have a variety of articles that may be helpful. Here are two examples:
  o Outcomes of Resiliency  
    https://canopywell.com/79
  o Characteristics of Resiliency  
    https://canopywell.com/78
• *A Trauma Informed Workforce: An introduction to workforce wellness.* Trauma Informed Oregon.

**Videos**

• Resilience and managing stress in the workplace. An illustrated video.  
• Choose Resilience: An illustrated video about resilience  
  https://tinyurl.com/choose-resilience (2:49)
• Brene Brown on Empathy  
  https://youtu.be/1Evwgu369Jw (2:53)
• How mindfulness empowers us
  https://vimeo.com/152432001 (2:11)
• Validation – remember you are enough!
  short version: https://youtu.be/Aks0bco7IQ (8:58)
  or
  long version: https://www.youtube.com/watch?v=Cbk980jV7Ao (16:23)

Websites
• The Positivity Project:
  Tools you can use in your own life and with your staff to encourage meaningful positivity or happiness. www.Oregonpositivity.org The site also has many activities that can be used for this goal in the toolkit section of the website.
• Healthy You – https://www.thenationshealth.org/page/healthyyou
• Mindful.org – a website that is the home of the magazine, Mindful (also a nice resource). The website has many tools for building resilience and understanding compassion fatigue and burnout.
• Coloring is a popular way to manage stress. Here are free, printable mandalas for those who like to color to relieve stress. https://www.color-a-mandala.com/free-printable-coloring-pages/
• Animal in You – A fun personality site with some science behind it. Complete a few questions and learn your animal personality. The site provides some fun information about each animal personality. Another lens through which to learn about yourself. http://Animalinyou.com

Books and printed magazines
The Compassion Fatigue Workbook: Creative Tools for Transforming Compassion Fatigue and Vicarious Traumatization by Francoise Mathieu. Routledge Taylor and Francis Group.


Mindful Magazine, Centennial Publishing. published six times yearly. Mindful.org

Take Time for Your Life: A Personal Coach’s 7-Step Program for Creating the Life You Want by Cheryl Richardson. Harmony Publishers.

The Body Keeps Score: Brain, Mind, and Body in the Healing of Trauma, by Bessel van der Kolk, MD. Penguin Publishing.


Stress-reducing and connection-building strategies

From OWCA:
Thank you to everyone who contributed to this list after the February OWCA meeting. The list was edited to remove duplicates. Thank you also to Laura Spaulding for gathering them to share in this toolkit.

- Daily virtual huddles
  - Set intentions, trouble shoot schedule/staffing issues
- Fun Friday Food Fact
  - Share something specific about a food and then list possible answers and everyone guesses. Includes trivia, pictures, recipes, origins of certain foods—focus on culturally diverse foods
• Celebrating fun “national days” like national sock day, national bow tie day, national chocolate chip cookie day
• Birthday calendar and celebrations
• Valentine’s Day
  o Virtual GIFs being sent over Teams; one clinic is celebrating “galentines” with a dinner out
  o Personalize this for different holiday
• Inspirational and/or funny quotes at the beginning of meetings, over Teams messaging, etc.
• Staff highlights
  o Highlighting one or more staff at each meeting and everyone shares what they appreciate about them
• Send electronic cards for fun or special occasions that everyone can sign
• Sharing GIFs, quotes, funny memes
• 1:1 time with the boss
• Makes sure staff know it’s ok to just connect with one another sometimes on work time to stay connected
• Sharing successes, work or personal.
• Reading appreciative emails from participants during meetings
• Having kids and animals join on Zoom meetings
• Getting outside as much as possible. Taking team walks.
• Attending inspiring trainings or webinars. Ensuring time is available to everyone for this.
• Sending out “question of the day.”
  o What was your best/worst vacation, dream vacation? Who would you want to play you in a movie about your life? What was your favorite toy as a child?
• Month (or two) long bingo (sample card attached) with prizes for staff who participated
• Seeing everyone at our multiple monthly meetings
• Checking in with each other throughout the week via text/phone
<table>
<thead>
<tr>
<th>WIC WINTER BINGO! Dec/Jan</th>
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<tbody>
<tr>
<td><strong>Do something EVERY SINGLE DAY that you enjoy!</strong></td>
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<tr>
<td><strong>Show us your oldest or favorite ornament or holiday decoration and tell us about it</strong></td>
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<tr>
<td><strong>Walk or drive around and look at Christmas lights or drive up and look at snow</strong></td>
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<tr>
<td><strong>Celebrate a holiday tradition from a different culture and tell us about it</strong></td>
</tr>
<tr>
<td><strong>Get a pic of yourself in your favorite (or ugliest) holiday sweater – wear it to a meeting if you want!</strong></td>
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There will be prizes for those who complete the most boxes!
Compassion fatigue seems to be a theme these last two years, for everyone. But for those of us in helping professions, it’s often a theme all the time. We want to provide some tools and resources for you to use alongside your OARS counseling skills, focused on YOU!!

One option is to ask people to complete the self-assessment tools before you go any further. Then wait to talk about it until after the various terms are defined.

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Compassion fatigue. Role Overload. Vicarious Trauma. Burnout.

As service providers in a health-oriented field, these are commonly heard terms. Though we often hear about a focus on these from the angle of general workplace self-care strategies to avoid burnout, we also need to consider compassion fatigue. And sometimes vicarious trauma.

This presentation introduces you to outward signs of compassion fatigue, role overload, and burnout. We hope this will lead you to a level of self-awareness from which you can begin to create your self-care plan.

We hear these terms a lot. At times they seem to be used interchangeably. While each is unique, there are some similarities. Let’s quickly define them so we are all on
### Slide 3

The term “role overload” is defined as having too many competing demands and too many roles. It’s a common situation in healthcare related occupations/clinics. It’s rampant now that clinics are impacted by the demands of juggling COVID-related work, too.

**ASK** What are the many thing you are juggling at work at home?

- Children at home (school or daycare closed due to covid)
- Household chores staring at you when working at home
- Filling in for absent co-workers
- Added tasks due to covid responsibilities

**ASK**

What are some words or emotions you associate with role overload?

**Accept all answers there’s no right or wrong.**
Compassion fatigue describes the profound emotional and physical exhaustion that helping professionals and caregivers can develop over the course of their career. It’s a gradual erosion of all the things that keep us connected to others as we share our ability to provide care, empathy, compassion and hope in our role.

Compassion fatigue is seen by some as “the cost of caring” for others who are in emotional or physical pain. Compassion fatigue can ebb and flow. It’s not a constant state.

ASK
What are some words or emotions you associate with compassion fatigue? Accept all answers there’s no right or wrong.

Slide 4:
Vicarious traumatization is a term coined by Lauri Anne Pearlman and Karen Saakvitne to describe a profound shift workers experience in their world view when they work with people who have experienced trauma.

When a person is experiencing Vicarious Trauma, they notice a change in their beliefs about the world – sometimes damaged because of the trauma they have been exposed to.

It happens when the stories we hear from the people we serve transfer onto us in a way that we too are traumatized by the
images and details, even though we did not experience them.

It isn’t something participants do to us – it’s the consequence of knowing, caring, and facing the reality of trauma.

This too, is a cumulative process. One does not develop Vicarious Trauma because of the most difficult story they’ve encountered. It’s the hundreds of stories of trauma and pain that are the everyday story – that you don’t remember or can’t recall.

**ASK**

What are some words or emotions you think of related to vicarious trauma?

Accept all answers there’s no right or wrong.

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**Isn’t it all just “burnout”?**

*Burnout*

**Slide 5:**

You might be thinking, *isn’t it all just burnout?*

No.

Here’s how they are different:

Compassion fatigue = profound emotional and physical erosion that happens when those in a helping profession, like you, are unable to refuel and regenerate. You feel “tired.”

Vicarious trauma = the transformation of our view of the world due to the cumulative exposure to traumatic images and stories. The way you view and respond to your work changes.
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<tr>
<td></td>
<td>Burnout = Feeling that what you are doing has stopped making a difference. The result of the stress and frustration caused by the workplace such as low pay, unrealistic demands, heavy workload, heavy shifts, poor management, and inadequate supervision. Burnout can happen in any profession, job, or role in your life. It just doesn’t matter anymore.</td>
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<td>Compassion Fatigue happens in helping professions such as health care workers, WIC staff, teachers, and law enforcement.</td>
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<td>Vicarious Trauma happens in a profession in which the worker is consistently and frequently exposed to an individual who has experienced trauma – for example, for example families who have experienced trauma related to food insecurity or housing insecurity, victims of abuse, or victims of crime.</td>
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| Slide 7 | This slide has animations. It works best if you can plan audio. If you do not have a audio available, delete the movie (top layer image) and change font to black. (do not change the slide arrangement) |
|---------| Click through the slide. |
|         | Compassion fatigue, role overload, vicarious trauma and burnout take time to develop. Each of us responds differently to situations that set the stage for them. Here are some common physical signs of fatigue, overload, and burnout. |

**Warning Signs Physical**

- Physical exhaustion
- Sleep disturbances
- Headaches or Migraines
- Increased Illness
- Emotional stress shows through physical symptoms (e.g., back ache, headache)
- Being anxious and over aware of potential illnesses
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<tr>
<td>This list of symptoms and those on the following slides are long. They are included to highlight the point that each person experiences compassion fatigue and burnout differently. People do not exhibit all of these symptoms. Rather, these lists help us see red flags for ourselves and those around us.</td>
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<td>“Other Addictions:” shopping, workaholism, compulsive overeating</td>
<td>Silencing response: When a person unknowingly silences participants because the information the participant is sharing with us is too distressing for us to bear. This is more likely when experiencing increased compassion fatigue.</td>
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<td>Review the list.</td>
<td>The list of psychological symptoms is very long. (two slides)</td>
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<tr>
<td>They are all listed here to highlight the point that each person experiences compassion fatigue and burnout differently. People do not exhibit all these symptoms. Rather, this list helps us identify red flags for ourselves and those around us.</td>
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**Slide 10:**

Intrusive imagery: finding that your participants stories are intruding on your own thoughts and daily activities – having a dream that does not belong to you, having trouble getting rid of a disturbing image shared with you or seen.

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**Slide 11:**

Did you resonate with any of those signs or symptoms?

The question usually is, what can I do about it?

There’s no quick fix to burnout, compassion fatigue, role overload or vicarious trauma. It takes time and work. The best thing you can do is to begin to learn about yourself with all this in mind.

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**Slide 12:**

There are many ways to develop some sort of meter for yourself. IT’s a good way to begin to identify when you can interrupt the process of heading toward fatigue and burnout.

One method is to use what is called the 5-Degree Scale. It allows for more layers than a “stop light” scale but is similar. We’re modifying it a bit, so we’ll call it the 5-Point Barometer.

As a tool, we’ve all seen something like this. And it makes perfect sense. But when was the last time you really thought about this scale for yourself? What do you do –

---

### Activity: Create a “5-Degree Barometer”

- Calm and Relaxed
- Feeling OK
- A little unsettled
- Not coping well
- Completely overwhelmed

What do you feel at each stage?
what behaviors begin to emerge – at each stage? Obviously, these can be good, or not so good.

--How are you feeling internally at each stage?

If you are “Not Coping Well,” What helps you calm so you can avoid becoming completely overwhelmed? Start making a list tangible things you can do that are truly helpful to YOU.

When you’re in the green areas, what can you do to help yourself avoid the orange and red areas? Is there a preparatory activity or tool that will help?

For example, sitting down to plan for the next day’s meetings or tasks the day before might make it easier to handle a bump in the road the next day. Or if the day ended and you weren’t coping well, what can you do to reduce those feelings? Go for a walk? Talk to a friend, Play with your children or pet?

Last, consider ways your team or family can help you. Share the behaviors you exhibit when you are “Not coping well.” What does that look like to them and what can they do that will be supportive? What should they NOT do?

The worksheet has some questions to help you discover your emotions and feelings at each stage.

Every tool takes some thought to work. This one is no different. Take a look at the handout with the Early Warning System on it and begin to list what you feel, physically, emotionally, and how you

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<td>behave when you are in each category. By understanding these feelings better, you can begin to recognize the stages.</td>
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<td><strong>Share the 5-Point Barometer Handout</strong></td>
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**Slide 13:**
Sometimes it is hard to identify the feelings you have and place them. WE all create a “code” for our feelings. Sometimes we’ve used the code for so long, we’ve forgotten what the core emotion is behind it all. This feelings chart is one way to begin to explore those emotions.

The *Feelings Wheel*, created by Gloria Wilcox is a way to explore those feelings with more depth. It might be useful with the 5-point barometer.

The feelings wheel can also help you see how to create a bridge from one emotion to another – or recognize change.

**Handout: The Feelings Wheel**

**Slide 14:**
Two key elements to taking care of yourself:

1. **Learn about yourself.**
   - The most effective strategy is the one that is tailored to you.
   - Learn your warning signs.
- Share those with the people who are in your circle of support.

2. Self-validated caregiving:
   Self-care that is guilt-free and prioritized as a means of remaining healthy.

3. This is where those traditional Self-care strategies come in to play!

   Consider the various activities. Build in something that speaks to what you are feeling. Is it a gratitude journal? A daily walk to re-focus thoughts and feelings? Start considering how you can change the trajectory of burnout by taking care of yourself. Making many small steps might be easier to maintain that making a huge leap!

The goal is to **develop and maintain intentionality through a non-anxious presence** personally and professionally.

A **non-anxious presence** is the ability to be in the room with a person’s pain and suffering, being able to express empathy and compassion without taking it on yourself. It requires mindfulness,

When we get to this point, we are our most effective at supporting our participants.
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<td></td>
<td><strong>Slide 15</strong>&lt;br&gt;Enter your agency’s Employee Assistance Program information and any other appropriate support information for your community.</td>
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