

Vicarious Trauma Toolkit: Becoming a Vicarious Trauma- Informed Organization

Part 3: Now What? Moving Forward With
Your Vicarious Trauma Action Plan



Technical Overview

- If you are experiencing any technical issues, please let us know in the chat box.

- If you have technical difficulties during the webinar, contact—

Jason Adams

Jadams@OVCTTAC.org

- Today's session will be recorded and made available on the OVC TTAC website.
- If you have questions, type them in the chat box.

The Purpose of This Training

“Getting Started-Getting Buy-In”

Friday, October 18, 12:00–1:00 p.m. eastern time
(11:00 a.m.–12:00 p.m. central time, 10:00–11:00 a.m.
mountain time, 9:00–10:00 a.m. pacific time)

“Using the VT-ORG Assessment”

Friday, November 8, 12:00–1:00 p.m. eastern time
(11:00 a.m.–12:00 p.m. central time, 10:00–11:00 a.m.
mountain time, 9:00–10:00 a.m. pacific time)

“Now What? Moving Forward With Your Vicarious Trauma Action Plan”

Friday, December 6, 12:00–1:00 p.m. eastern time
(11:00 a.m.–12:00 p.m. central time, 10:00–11:00 a.m.
mountain time, 9:00–10:00 a.m. pacific time)

Today's Presenters

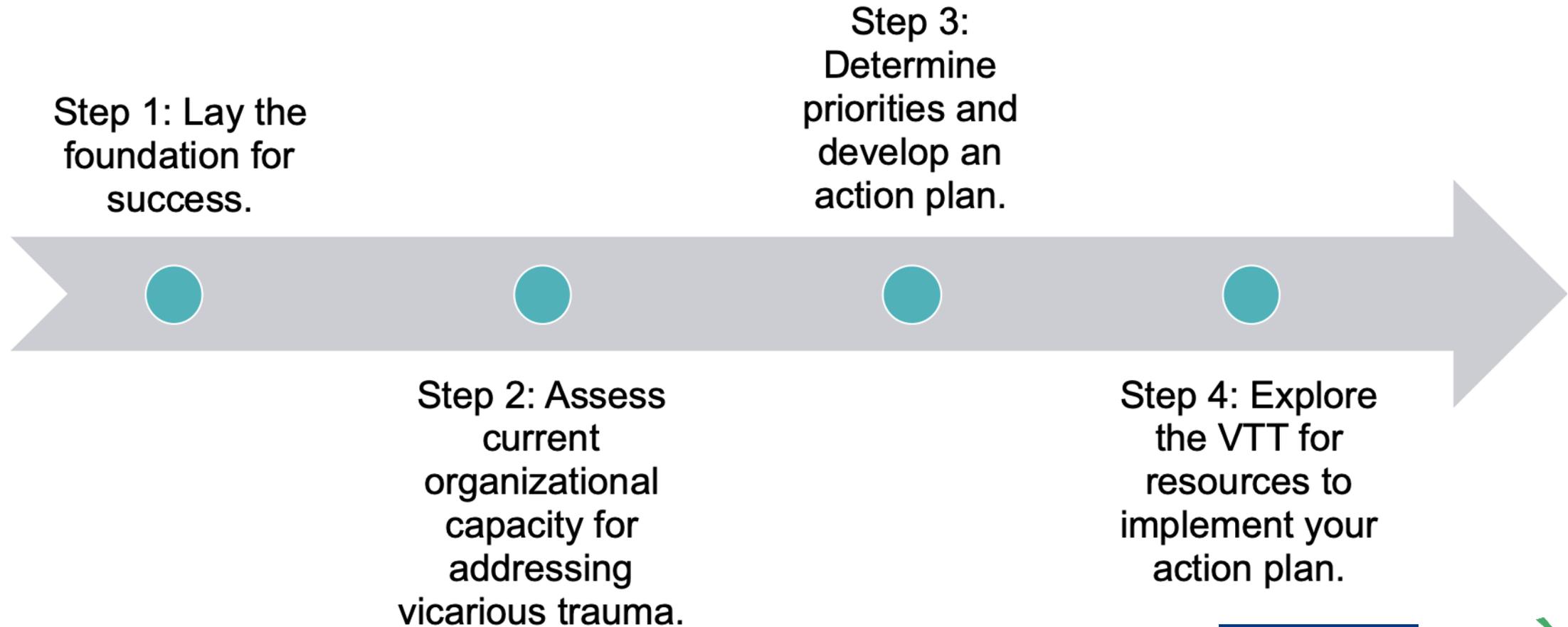


Katherine Manners

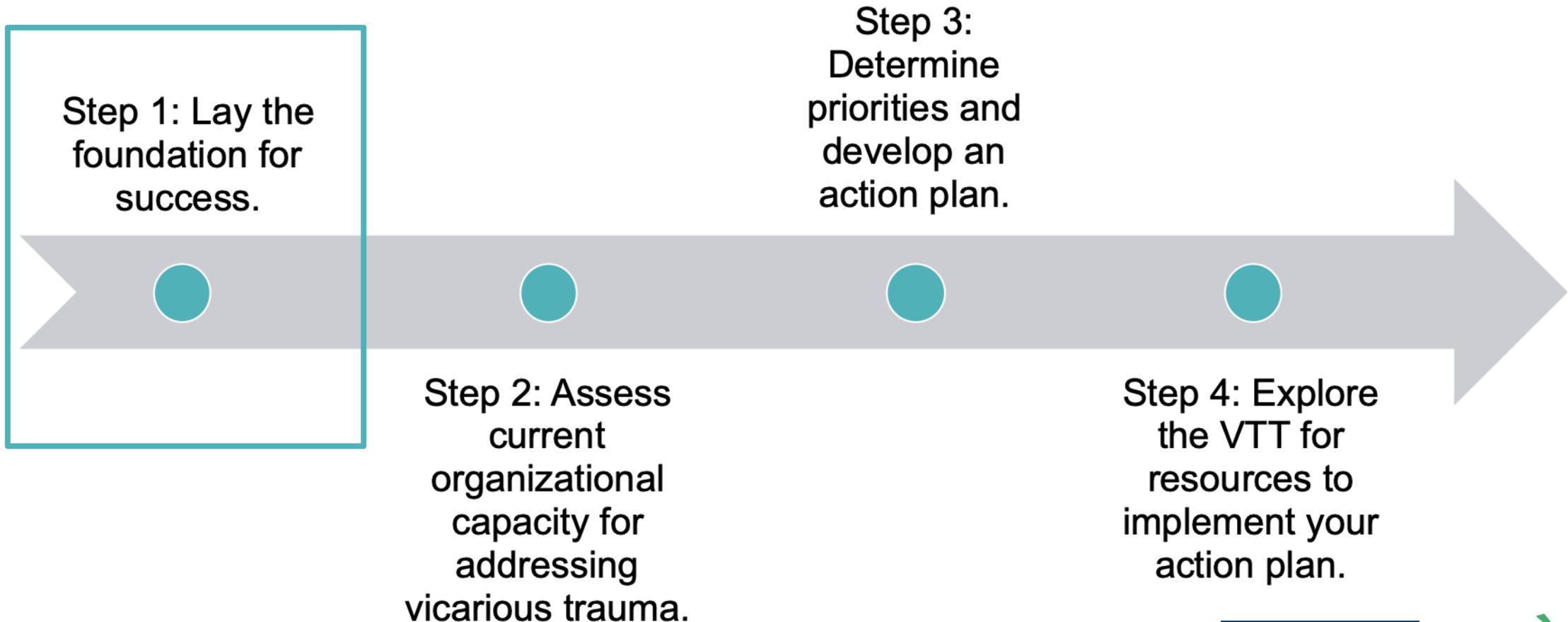


Karen Kalergis

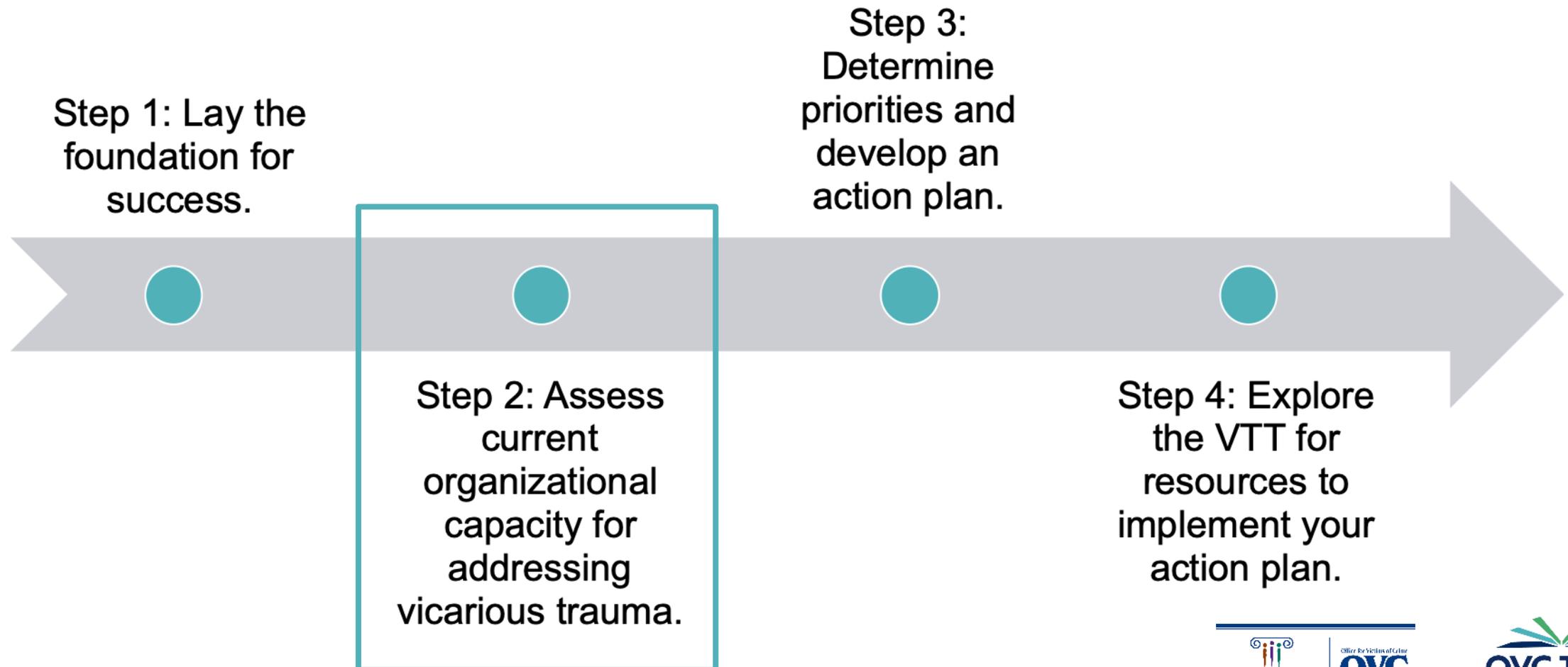
Blueprint for a Vicarious Trauma-Informed Organization



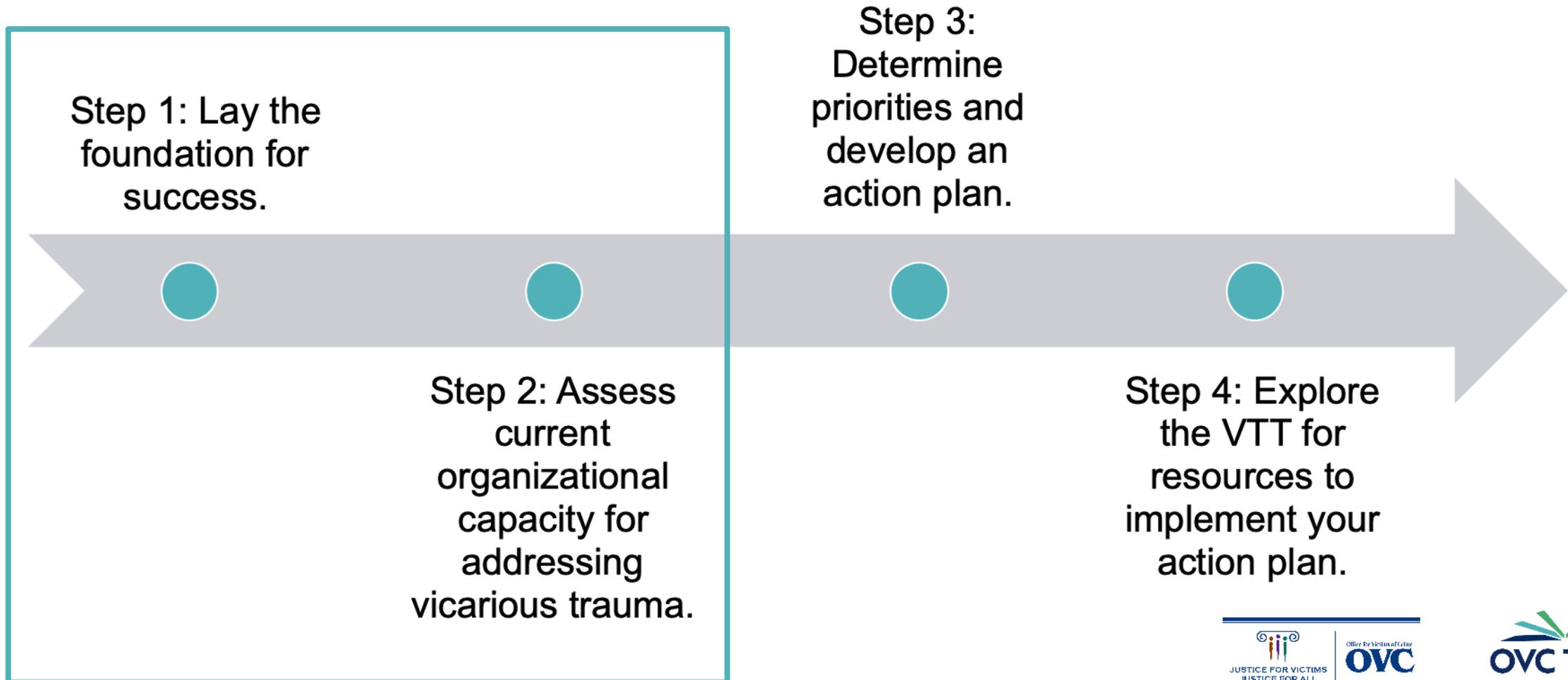
Blueprint for a Vicarious Trauma-Informed Organization



Blueprint for a Vicarious Trauma-Informed Organization



Blueprint for a Vicarious Trauma-Informed Organization

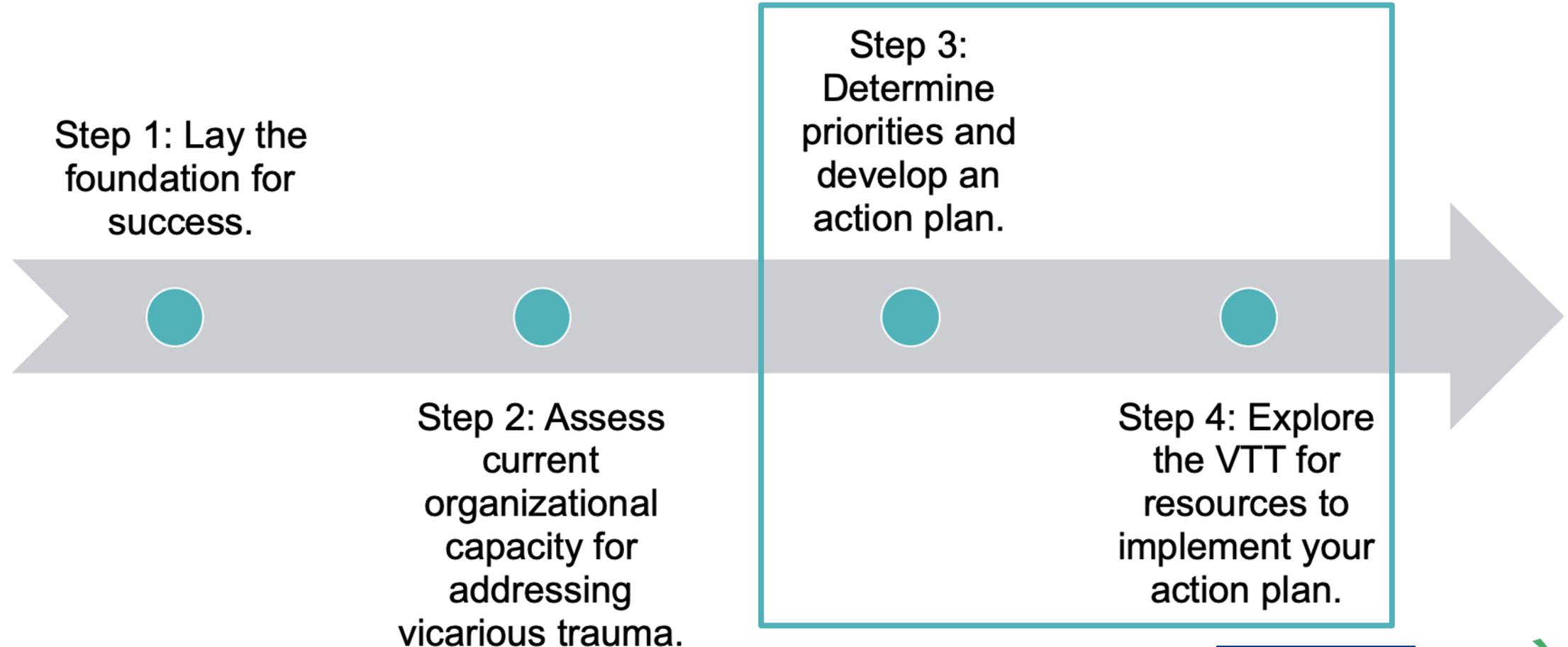


Goals of This Webinar

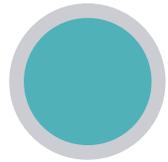
After completing this webinar, you should be able to—

- Identify your organization's strengths and gaps from the VT-ORG assessment.
- Create your action plan.
- Explore the VTT to find resources to support your action plan.
- Communicate your action plan with your staff.

Blueprint for a Vicarious Trauma-Informed Organization



Step 3: Determine Priorities and Develop an Action Plan



Step 3: Determine Priorities and Develop an Action Plan.

- Identify areas of strengths and gaps.
- Review the VT-ORG assessment findings.
- Create an action plan.
- Share the action plan with staff.
- Evaluate organizational response.

Introducing the Action Plan

It's important to address strengths as well as gaps.

Determine who is included in the action plan process.

Identify specific tasks, roles, timeframes, and process for monitoring.

Scoresheet: Five Pillars

LEADERSHIP AND MISSION	R1	R2	R3
1. Leadership demonstrates a clear and decisive vision that supports and articulates the mission of the organization.	3	4	2
2. Leadership models, values, and promotes open and respectful communication among staff.	4	5	4
3. Leadership communicates clear and specific information on decisionmaking throughout the organization (e.g., resource allocation, scheduling, deadlines, implementation of policies and procedures, etc.).	2	2	3
4. Leadership proactively addresses vicarious trauma in the organization's long-term vision and strategy.	4	4	5
5. Leadership recognizes and values my role within the organization.	1	2	3
6. Leaders model a healthy work/life balance.	2	2	3
7. Leadership communicates and enforces a no-tolerance policy concerning—			
a. sexual harassment;	3	3	3
b. workplace violence, including bullying/hazing;	2	3	4
c. intimate partner violence within or outside of the workplace;	3	2	3
d. discrimination based on age, gender, gender identity, sexual orientation, race, religion, ability, etc.	4	5	4
← ▶ ... Leadership and Mission Management and Supervision Employee Empowerment and Work..			

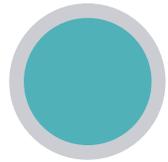
Scoresheet: Summary Sheet

		Overall Item Scores	
		LEADERSHIP AND MISSION	
		1. Leadership demonstrates a clear and decisive vision that supports and articulates the mission of the organization.	4.00
		2. Leadership models, values, and promotes open and respectful communication among staff.	4.17
		3. Leadership communicates clear and specific information on decisionmaking throughout the organization (e.g., resource allocation, scheduling, deadlines, implementation of policies and procedures, etc.).	3.50
		4. Leadership proactively addresses vicarious trauma in the organization's long-term vision and strategy.	1.50
		5. Leadership recognizes and values my role within the organization.	3.17
		6. Leaders model a healthy work/life balance.	3.00
		7. Leadership communicates and enforces a no-tolerance policy concerning—	
		a. sexual harassment;	4.83
		b. workplace violence, including bullying/hazing;	4.83
		c. intimate partner violence within or outside of the workplace;	5.00
		d. discrimination based on age, gender, gender identity, sexual orientation, race, religion, ability, etc.	5.00
		MANAGEMENT AND SUPERVISION	
		1. My organization uses a protocol to address staff affected by—	
		a. clients' acute trauma;	4.33
		b. clients' cumulative/chronic trauma;	4.83
		c. organizational/administrative stress;	3.50
		d. specific concerning behaviors (e.g., low morale, substance abuse, absenteeism).	3.67
Average Scores for Areas of Organizational Health			
LEADERSHIP AND MISSION	3.90		
MANAGEMENT AND SUPERVISION	3.22		
EMPLOYEE EMPOWERMENT AND WORK ENVIRONMENT	3.30		
TRAINING AND PROFESSIONAL DEVELOPMENT	3.53		
STAFF HEALTH AND WELLNESS	3.00		
		Summary Sheet Leadership and Mission Management and Supervision Employee Empowerment and Work.	

Action Plan

	A	B	C	D	E	F	G	H
	Area of Organizational Health	Specific Item From VT-ORG	Score from VT-ORG Assessment	Rationale/Possible Reasons for This Score	Priority Level 1 = Highest 2 = Medium 3 = Lowest	Tasks To Maintain or Build Capacity	Lead/Responsible Parties	Timeline (Month/Year)
5								
6	LEADERSHIP AND MISSION	1. Leadership demonstrates a clear and decisive vision that supports and articulates the mission of the organization.	4.00					
7	LEADERSHIP AND MISSION	2. Leadership models, values, and promotes open and respectful communication among staff.	4.17					
8	LEADERSHIP AND MISSION	3. Leadership communicates clear and specific information on decisionmaking throughout the organization (e.g., resource allocation, scheduling, deadlines, implementation of policies and procedures, etc.).	3.50					
9	LEADERSHIP AND MISSION	4. Leadership proactively addresses vicarious trauma in the organization's long-term vision and strategy.	1.50					
10	LEADERSHIP AND MISSION	5. Leadership recognizes and values my role within the organization.	3.17					
11	LEADERSHIP AND MISSION	6. Leaders model a healthy work/life balance.	3.00					
12	LEADERSHIP AND MISSION	7. Leadership communicates and enforces a no-						

Step 3: Determine Priorities and Develop an Action Plan



Identify areas of strengths and gaps.

- Review the scores to determine strengths to maintain **(3.5–5)** and gaps to address **(1–3)**.
- Highlight strengths in **green** and gaps in **red**.
- Discuss the possible reasons for each item's score, and enter them into the “Rationale (Possible Reasons for This Score)” column.

Rationale

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Staff Health and Wellness	My agency offers services that support individual staff members (e.g., employee assistance programs, chaplain services, contracted mental health providers).	4.5	Past efforts have taken hold, and this level of support is already provided.				

Rationale

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Employee Empowerment and Work Environment	My organization provides formal and informal opportunities for building a sense of community and teamwork among employees.	4.5	The program director does it. She organizes birthday parties, holiday events, and the agency softball team.				



Workgroup Discusses Rationale and Priorities

©Gorodenkoff/Shutterstock

Setting Priorities

Which area(s) of organizational health pose the greatest challenges and why?

Are there existing policies or practices that can be easily maintained or enhanced with little additional effort?

Are there new ones that can also be easily implemented (e.g., “low-hanging fruit”)?

What is the timeline for addressing priorities?

Can you use your organization’s mission and values to help you set priorities?

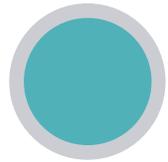
Create the Action Plan

- Identify tasks to address each item.
- Identify a person(s) responsible for each task.
- Assign a realistic timeline that will facilitate monitoring of progress.

Completing the Action Plan

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Staff Health and Wellness	My agency offers services that support individual staff members (e.g., employee assistance programs, chaplain services, contracted mental health providers).	4.5	Past efforts have taken hold, and this level of support is already provided.	1	Continue to budget for this, and make staff aware of these benefits.	Accounting HR	Ongoing

Step 3: Determine Priorities and Develop an Action Plan



Share the action plan with staff.

- Consider the best forum(s) for communicating the priorities, tasks, responsible parties, and timeline.
- Convene a staff meeting or a meeting with a select group of agency representatives.

Step 4: Explore the VTT for Resources To Implement Your Action Plan

The screenshot displays the OVC website interface. At the top, the 'OFFICE OF JUSTICE PROGRAMS' logo is on the left, and the 'OFFICE FOR VICTIMS OF CRIME' logo is centered. A search bar is located in the top right corner. The main heading is 'COMPENDIUM OF RESOURCES'. Below this is a search bar with the placeholder text 'Search In Results'. A 'FILTERS' dropdown menu is visible. The resource card for the '100 Club of Arizona' is highlighted, showing its description and associated topic areas and disciplines.

COMPENDIUM OF RESOURCES

Search In Results

FILTERS

OS: Management and Supervision, Staff Health and Wellness, Training and Professional Development

Websites, Podcasts, Videos, and Mobile Apps

100 Club of Arizona

This nonprofit organization supports public safety personnel in the state of Arizona through education, financial, and peer support. Membership is required to access resources.

Topic Area(s): Professional Associations/Organizations

Discipline(s): Law Enforcement, Fire, EMS/Medical

Leadership and Mission

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Leadership and Mission	Leadership proactively addresses vicarious trauma in the organization's long-term vision and strategy.	2	Short-staffed; lack of qualified supervisors. Reactive rather than proactive.	1	Bring this to leadership's attention. See what's in the VTT.	Mary	Within 1 month



- VTT Home
- The Vicarious Trauma Toolkit**
- Introduction
- Message From The Director
- About the Toolkit
- Where Do We Begin?
- The VT-ORG and Compendium
- What Is the VT-ORG?
- What Is the Compendium?
- What Is Vicarious Trauma?

COMPENDIUM OF RESOURCES

Search In Results

FILTERS ▾

OS: Management and Supervision, Staff Health and Wellness, Training and Professional Development

Websites, Podcasts, Videos, and Mobile Apps

100 Club of Arizona

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FILTERS ▾

Select filter(s) and click apply.

Type of Resource

New Tools for the Field (17)

Research Literature—Abstracts (193)

Research Literature—Full Text (88)

Resources From the Field (115)

Websites, Podcasts, Videos, and Mobile Apps (107)

Topics

Assessments/Scales (7)

Blogs (6)

Chaplains (2)

Organizational Strategies

Employee Empowerment and Work Environment (144)

Leadership and Mission (84)

Management and Supervision (195)

Staff Health and Wellness (398)

Training and Professional Development (170)

CDC Code

Emerging (161)

Not Assessed (2)

Promising Direction (77)

Disciplines

Chaplains (20)

Child Welfare (35)

Dispatchers (14) Rectangula

EMS/Medical (172)

Fire (196)

Law Enforcement (244)

Mental Health (128)

Victim Services (193)

Sort By

Title:ascending

Title:descending

APPLY

COMPENDIUM OF RESOURCES

🔍 Search In Results

FILTERS ▾

New Tools for the Field x Leadership and Mission x Victim Services x

OS: Leadership and Mission

Resources From the Field; New Tools for the Field

Making the Business Case for a Vicarious Trauma-Informed Organization

Created specifically for the Vicarious Trauma Toolkit, these guidelines outline the importance of addressing vicarious trauma to mitigate turnover, low productivity, and poor organizational health.

The VTT Project Team, in collaboration with William James College, 2016

Topic Area(s): Impact, VTT Project Team

Discipline(s): Law Enforcement, Victim Services, Mental Health, EMS/Medical, Fire, Child Welfare, Chaplains

Guidelines: Making the Business Case

Guidelines for a Vicarious Trauma-Informed Organization

Making the Business Case

WHAT IS A VICARIOUS TRAUMA- INFORMED ORGANIZATION?

Vicarious trauma (VT), the exposure to the trauma experiences of others, is an occupational challenge for the fields of victim services, emergency medical services, fire services, law enforcement, and others. Working with victims of violence and trauma changes the worldview of responders and puts individuals and organizations at risk for a range of negative consequences (Bell, Kulkarni, and Dalton, 2003; McCann and Pearlman, 1990; Newell and MacNeil, 2010; Vicarious Trauma Institute, 2015; Pearlman and Saakvitne, 1995; Knight, 2013). A **vicarious trauma-informed organization** recognizes these challenges and proactively addresses the impact of vicarious trauma through policies, procedures, practices, and programs.

fatigue, irritability, lack of self-care, and negative attitudes toward their work, colleagues, and clients (Stebnicki, 2012). Given the level of empathy and resilience needed for trauma-focused work, VT can severely impede your staff's ability to consistently deliver high-quality services.

Staff Turnover

Turnover is one of the most visible effects of VT on organizations (Bell, Kulkarni, and Dalton, 2003; Middleton and Potter, 2015). The loss of employees on any regular basis has significant side effects, including the expenses related to both the time and resources needed to find and train replacements for those who leave. The issue of staff retention is most challenging when the individuals who leave are the organization's most experienced employees—those who are adept

Management and Supervision

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Management and Supervision	Meetings with my supervisor provide a forum for addressing exposure to trauma.	2.3	Supervisors don't have time or training.	1	Train supervisors to include vicarious trauma in their supervision.	Assistant director will follow up.	By January

Guidelines: Supervision

Guidelines for a Vicarious Trauma-Informed Organization

Supervision

WHAT IS A VICARIOUS TRAUMA- INFORMED ORGANIZATION?

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- Affirm the importance of staff and volunteers and the work they do for the organization to advance its mission (Canfield, 2005).
- Provide regularly scheduled supervision that is evaluated by both the supervisor and the employee or volunteer.
- Acknowledge staff differences (e.g., in culture, race, identity, gender, survivor status, work experience) and discuss how they inform one's work and experience of VT.
- Openly discuss exposure to trauma and the resources available to help employees and volunteers address VT.
- Ensure that any discussion of the trauma history of a staff member or volunteer is solely to identify its potential impact on their work and their risk for vicarious traumatization.

Employee Empowerment and Work Environment

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1-3)	Tasks To Maintain or Build Capacity	Lead/Responsible Parties	Timeline (Month/Year)
Employee Empowerment and Work Environment	My organization shows appreciation for employee efforts in meaningful ways (e.g., public recognition, note in personnel file, promotions).	1.7	We thought we did!	1	Discover regular ways we can do this.	All leaders and supervisors come up with ideas and review with team.	Meet to review ideas next month. Enact the following month.

Training and Professional Development

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Training and Professional Development	My organization provides training and education to all staff on— a. work-related vicarious trauma and its impact on work performance; b. strategies on how to address work-related stress and vicarious traumatization.	3	We are doing OK, but we can always do more.	2	Discover in-house trainings we can offer regularly.	Training director	3–6 months

Introduction to Vicarious Trauma for Victim Services PPT

Introduction to Vicarious Trauma for Victim Services

This product was produced by Northeastern University's Institute on Urban Health Research and Practice, in collaboration with the Center for Violence Prevention and Recovery at the Beth Israel Deaconess Medical Center, and supported by grant number 2013-VF-GX-K011, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this product are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Staff Health and Wellness

Area of Organizational Health	Specific Item From VT ORG	VT ORG Score	Rationale (Possible Reasons for This Score)	Priority Level (1 3)	Tasks To Maintain or Build Capacity	Lead/ Responsible Parties	Timeline (Month/ Year)
Staff Health and Wellness	My organization's policies and/or practices support family members of employees.	1	We have never considered this before.	3	Explore what this means and what tools are available in the VTT.	HR representative	Report back next meeting.

Guidelines: Family Support

Guidelines for a Vicarious Trauma-Informed Organization

Family Support

WHAT IS A VICARIOUS TRAUMA- INFORMED ORGANIZATION?

Vicarious trauma (VT), the exposure to the trauma experiences of others, is an occupational challenge for the fields of victim services, emergency medical services, fire services, law enforcement, and others. Working with victims of violence and trauma changes the worldview of responders and puts individuals and organizations at risk for a range of negative consequences (Bell, Kulkarni, and Dalton, 2003; McCann and Pearlman, 1990; Newell and MacNeil, 2010; Vicarious Trauma Institute, 2015; Pearlman and Saakvitne, 1995; Knight, 2013). A **vicarious trauma-informed organization** recognizes these challenges and proactively addresses the impact of vicarious trauma through policies

Recommendations for Addressing the Needs of Employees' Families

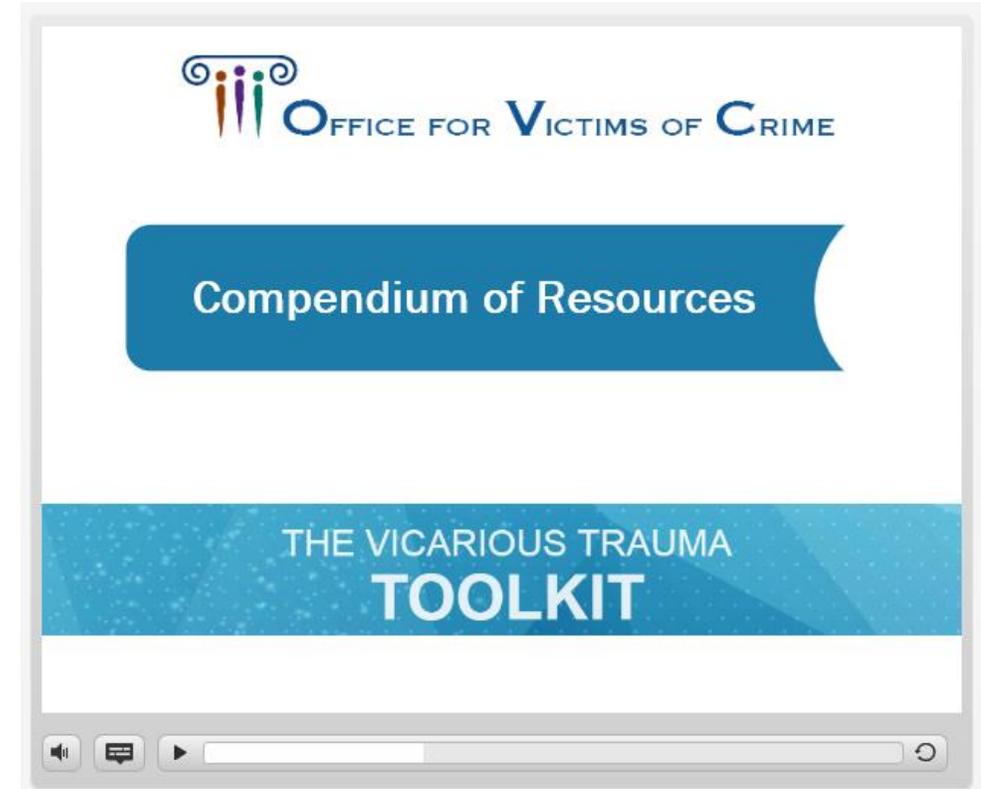
First, it is important to recognize that there are many ways in which individual employees define family. Definitions may include immediate and extended family members who live together; spouses or partners, whether legally married or not; and single, heterosexual, and same-sex parent households, among others. Responding to the needs of employees and their families requires an understanding and appreciation of the diversity of families and their experiences.

At the core of an organization's response to families is raising the family's awareness about VT and its potential impact on the family of the victim services provider and first responder. The handout entitled "Guidance for Families & Other Loved

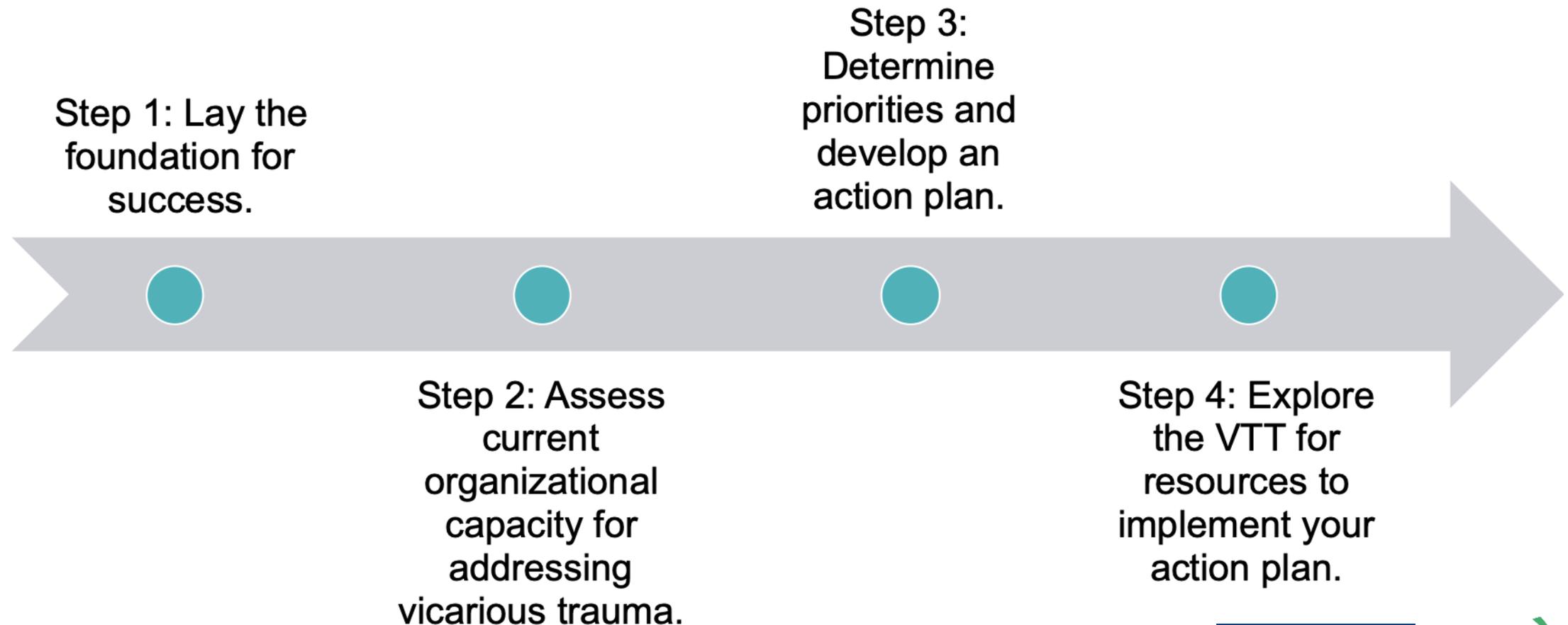
A woman with curly hair, wearing a beige dress, stands in the center of a modern office, addressing a group of five people seated around her. The office features a brick wall, a whiteboard with a line graph, and a desk with a laptop. The scene is brightly lit, suggesting a professional and collaborative environment.

Provide Regular Feedback

Videos for Steps 3 and 4



Blueprint for a Vicarious Trauma-Informed Organization



Review of Webinar Goals

You should now be able to—

- Identify your organization's strengths and gaps from the VT-ORG assessment.
- Create your action plan.
- Explore the VTT to find resources to support your action plan.
- Communicate your action plan with your staff.

Questions

Final Questions?



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VICARIOUS TRAUMA

OVERVIEW IMPACT TO THE INDIVIDUAL **IMPACT ON THE ORGANIZATION** OVC VICARIOUS TRAUMA TOOLKIT

OVC has a variety of resources available to organizations interested in becoming vicarious trauma-informed. Organizations can request training and technical assistance (TTA) focused on the impact of vicarious trauma at an organizational level.

- [Customized Training and Technical Assistance](#)—OVC delivers tailored TTA to meet your organization's needs on various victimizations and crime and victim assistance topics. For example:
 - Managing Vicarious Trauma in Corrections-Based Victim Services
 - Understanding Vicarious Trauma and Building Resiliency in Your Agency
- [Standardized Training](#)—Select a training from our catalog of topics. OVC will provide instructors, an onsite coordinator, and a manual for each participant. See the list of [vicarious trauma-related trainings available](#) below.
- [Speaker Support](#)—OVC provides speakers for short general presentations at your event, including plenaries, panels, or victim impact presentations.
- TTA on the Vicarious Trauma Toolkit—Organizations can also request TTA focused specifically on the OVC Vicarious Trauma Toolkit, which is also available for the following allied professionals who regularly engage with people who are impacted by trauma and violence:

<https://www.ovcttac.gov>

REQUEST TRAINING AND TECHNICAL ASSISTANCE

Learn how to [request training and technical assistance](#). Please call 1-866-682-8822 to speak with a TTA specialist prior to applying.

[Visit](#) the Activity Spotlight page to find an example of a VT TTA.

RESOURCE LIBRARY

Search the [Resource Library](#) for materials on topics related to vicarious trauma.