

LEADERSHIP CHECK-UP SERIES:

Developing Your Resiliency
as a Public Health Professional



Housekeeping

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CRISIS LEADERSHIP AND RESILIENCY: A TRAUMA-INFORMED APPROACH TO COVID-19 RESPONSE



Today's Presenter



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Welcome!



Michael Fraser, PhD, CAE

CEO

Association of State and Territorial Health Officials

5-MINUTE MEDITATION



<https://youtu.be/inpok4MKVLM>

What do you need to give yourself permission to do, feel, or not do to show up for this read-along?

Sometimes the first step in getting started is giving ourselves permission. Maybe you need to give yourself permission to:

- 01.** Stay open minded
- 02.** Give yourself the time you need
- 03.** Make a list of questions

Or if you're doing this in a group setting, permission to:

- 01.** Show up to the group meetings
- 02.** Ask for what you need
- 03.** To pass during group sharing
- 04.** Ask for more time

Write your permission slips below or on a sticky note.
Feel free to have more than one.

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Learning Objectives

- Recognize the impact anxiety has on general functioning
- Identify two leadership interventions you can implement to manage the impact of anxiety on your staff
- Learn how to set up daily routines to help lead during this pandemic



**Anxiety is a normal human
response to a stressful
situation**



Outbreaks can be stressful

The outbreak of coronavirus disease 2019 (COVID-19) may be stressful for people. Fear and anxiety about a disease can be overwhelming and cause strong emotions in adults and children. Coping with stress will make you, the people you care about, and your community stronger.

Stress during an infectious disease outbreak can include:

- Fear and worry about your own health and the health of your loved ones
- Changes in sleep or eating patterns
- Difficulty sleeping or concentrating
- Worsening of chronic health problems
- Worsening of mental health conditions
- Increased use of [alcohol](#), [tobacco](#), or [other drugs](#)

Common Reactions to COVID-19

- Concern about protecting oneself from the virus because of higher risk of serious illness
- Concern that regular medical care or community services may be disrupted
- Feeling socially isolated, especially if they live alone or in a community setting that doesn't allow visitors
- Guilt if loved ones help them with daily activities
- Increased levels of distress if they...
 - Have existing mental health concerns before the pandemic
 - Live in lower-income households or have language barriers
 - Experience stigma because of age, race or ethnicity, ability, or perceived likelihood of spreading COVID-19

Coping with Stress and Fear

Stay informed—but don't obsessively check the news

Focus on the things you can control

- Plan for what you can
- Ground yourself when you start to feel “what-ifs” spiraling

Stay connected—even when physically isolated

- Emotions are contagious, so be wise about who you turn to for support

Take care of your body and spirit

- Be kind to yourself
- Maintain a routine as best you can
- Take time out for activities you enjoy
- Get out in nature, if possible
- Find ways to exercise
- Avoid self-medicating
- Take up a relaxation practice
- Help others (it will make you feel better)

Role of Leadership in Crisis

- Champion self-care by example
- Lead through relationship
- Provide regulation for those you lead
- Prioritize transparency and compassion
- Provide focus and direction
- Follow up quality improvement and post-traumatic team growth

Champion Self-Care by Example

**KEEP
CALM
AND
WALK
THE TALK**

Safety

- Prioritizing physical, emotional and moral safety in each interaction – share resources with your team.
- Share best practices on working remotely.
- Model vulnerability – talk about challenges, difficult emotions and create safe spaces for staff to do the same.
- Check in with staff often, asking how they are doing and what they may need, make sure someone is doing the same for you.
- Regulate, regulate, regulate.



Trust and Transparency

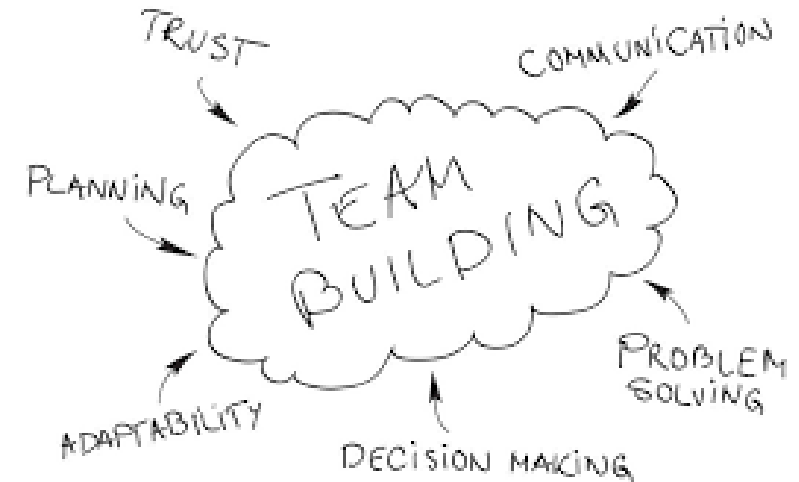
- Share as much information as possible
 - Trust that staff can handle difficult news
 - Consider daily check-ins/meetings to allow for information sharing/processing
- Examine current expectations
 - Adjust to changing needs and challenges of staff
 - Deadline extension
 - Project reassignment

"Compassion becomes real when we recognize our shared humanity."
-Pema Chodron



Collaboration and Mutuality

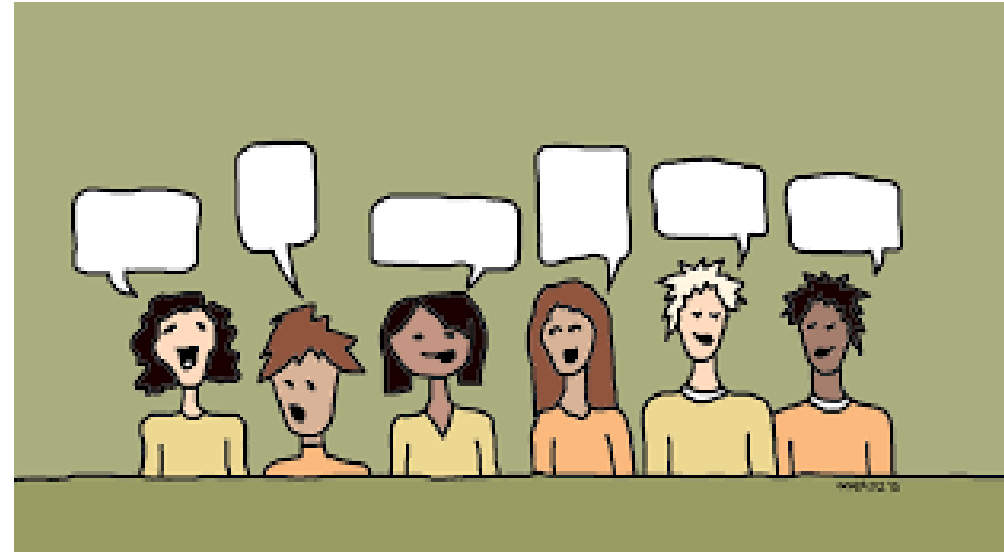
- Allow time for social interaction
 - Consider allowing staff to use sharing platforms (Zoom) to stay in touch with family members
 - Consider daily check-ins/meetings to ask for ideas, solutions, connections
- Partner with staff
 - Look for common experiences not only related to crisis
 - Share child/pet photos
 - Use humor



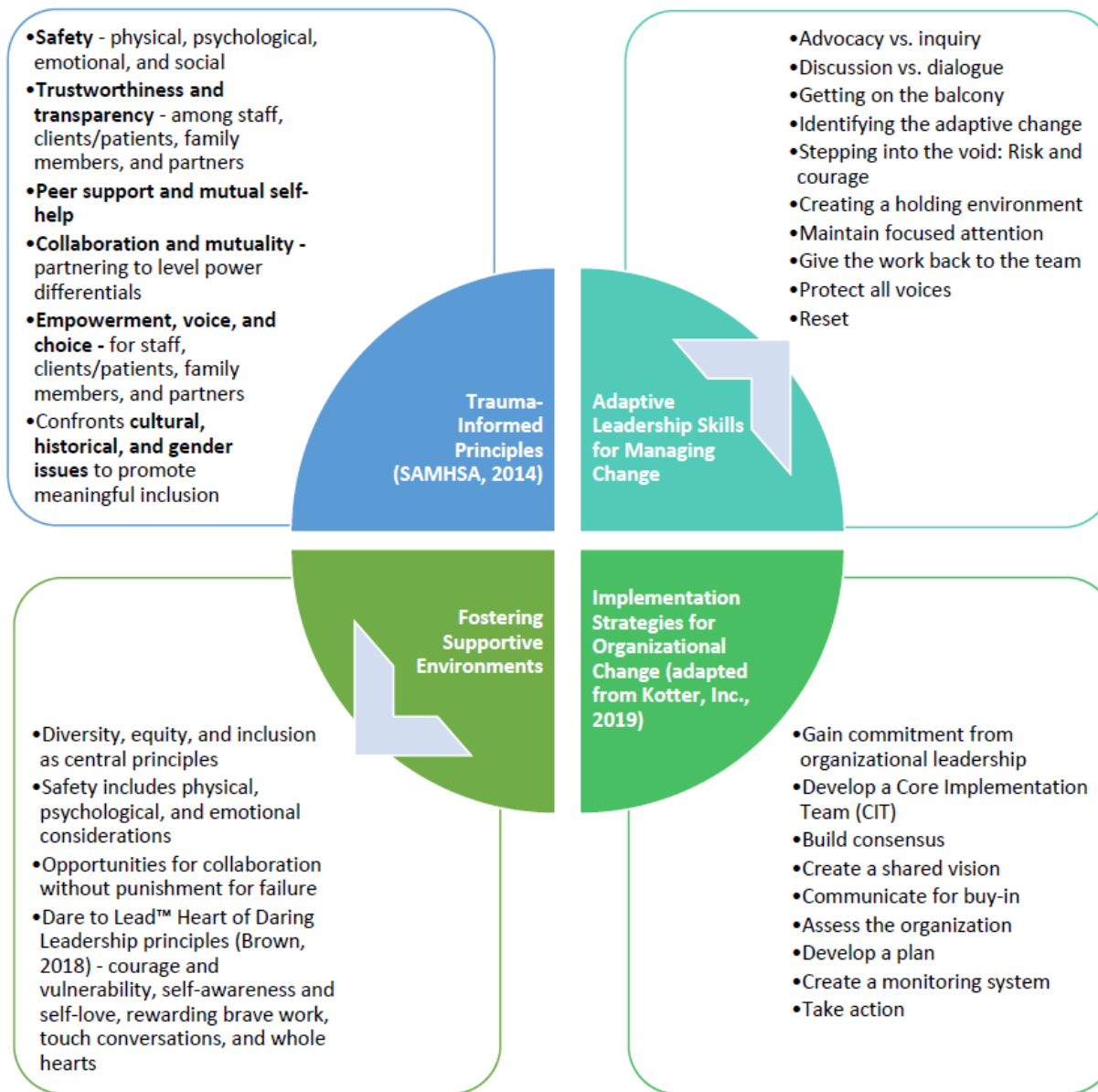
Voice, Choice, and Empowerment

Cultural, Historical, and Gender Issues

- Seek staff input
 - Offer options for altering work schedules based on staff needs
 - Normalize grief around losses
 - Ensure all staff know how to access EAPs, etc.
- Recognize your privilege
 - Practice cultural humility
 - Be curious and unknowing regarding how this may be impacting your staff
 - Ensure everyone is invited to contribute



The National Council's Framework for Trauma-Informed Leadership



Fostering Supportive Environments

- Diversity, equity, and inclusion as central principles
- Safety includes physical, psychological, and emotional considerations
- Opportunities for collaboration without punishment for failure
- Dare to Lead™ Heart of Daring Leadership principles (Brown, 2018) - courage and vulnerability, self-awareness and self-love, rewarding brave work, touch conversations, and whole hearts

Adaptive Leadership Skills for Managing Change

- Advocacy vs. inquiry
- Discussion vs. dialogue
- Getting on the balcony
- Identifying the adaptive change
- Stepping into the void: Risk and courage
- Creating a holding environment
- Maintain focused attention
- Give the work back to the team
- Protect all voices
- Reset



Inside the Issues

@IssuesOn1



"We're all feeling a lot more stress right now, and it isn't all in our heads, right? Our bodies are actually producing more stress hormones."

CA Surgeon General [@DrBurkeHarris](#) says exercising and getting good sleep will help burn stress hormones caused by the COVID-19 pandemic.



1:12 PM · Apr 6, 2020



41



See the latest COVID-19 information on Twitter



@NationalCouncil

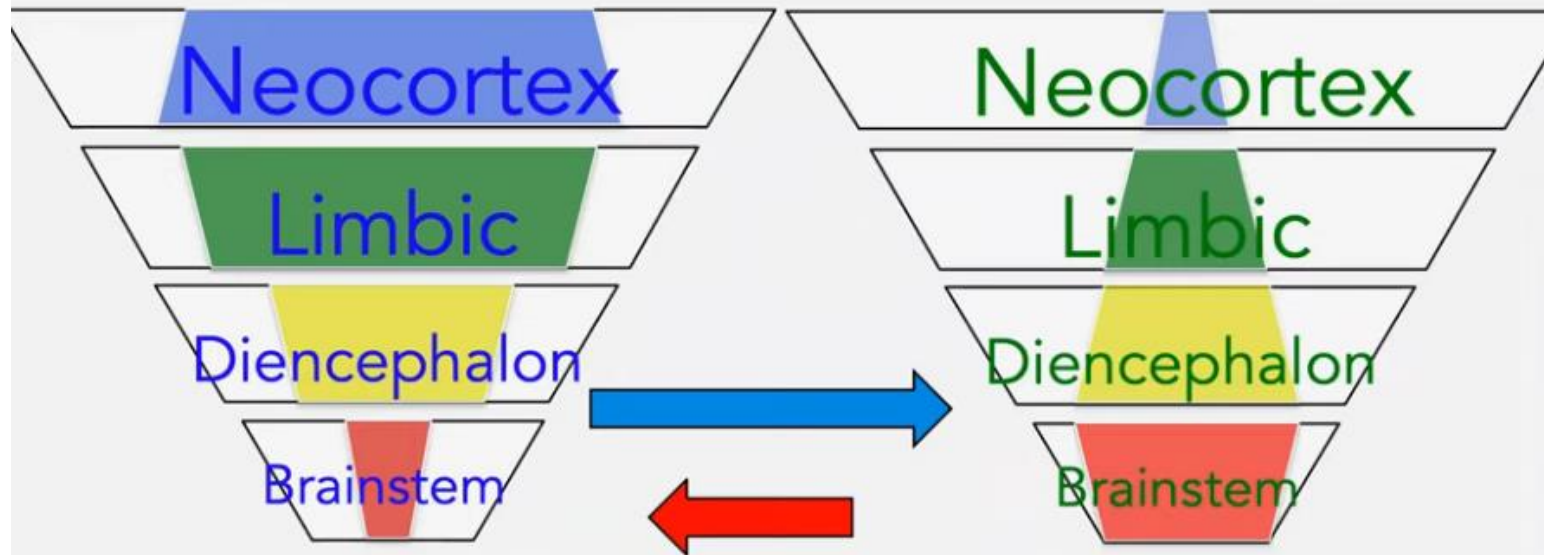
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TheNationalCouncil.org



Relational Contagion

A calm, regulated adult can regulate a dysregulated person.



BUT

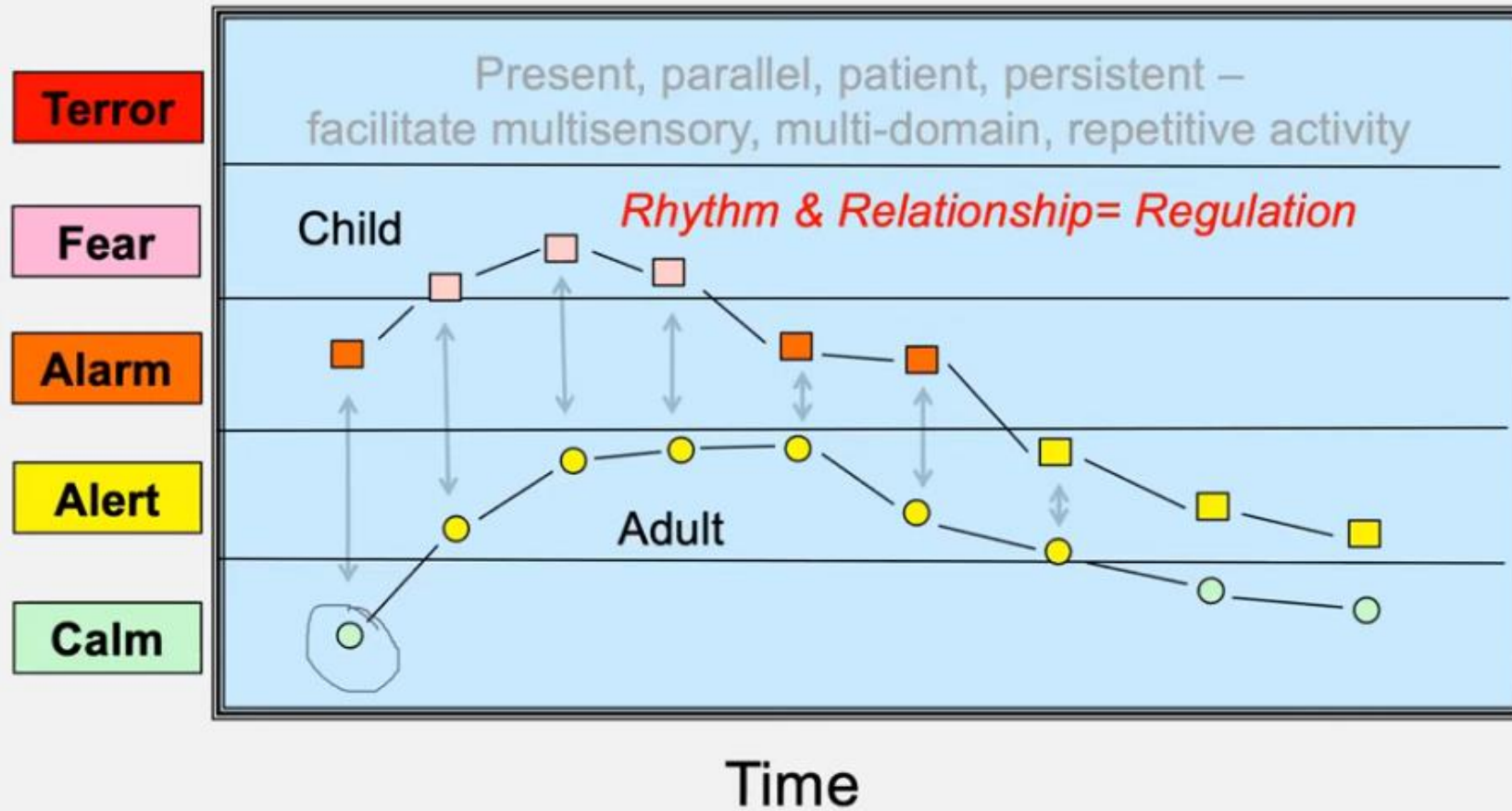
A dysregulated adult can NEVER calm anyone.

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NEUROSEQUENTIAL
NETWORK™

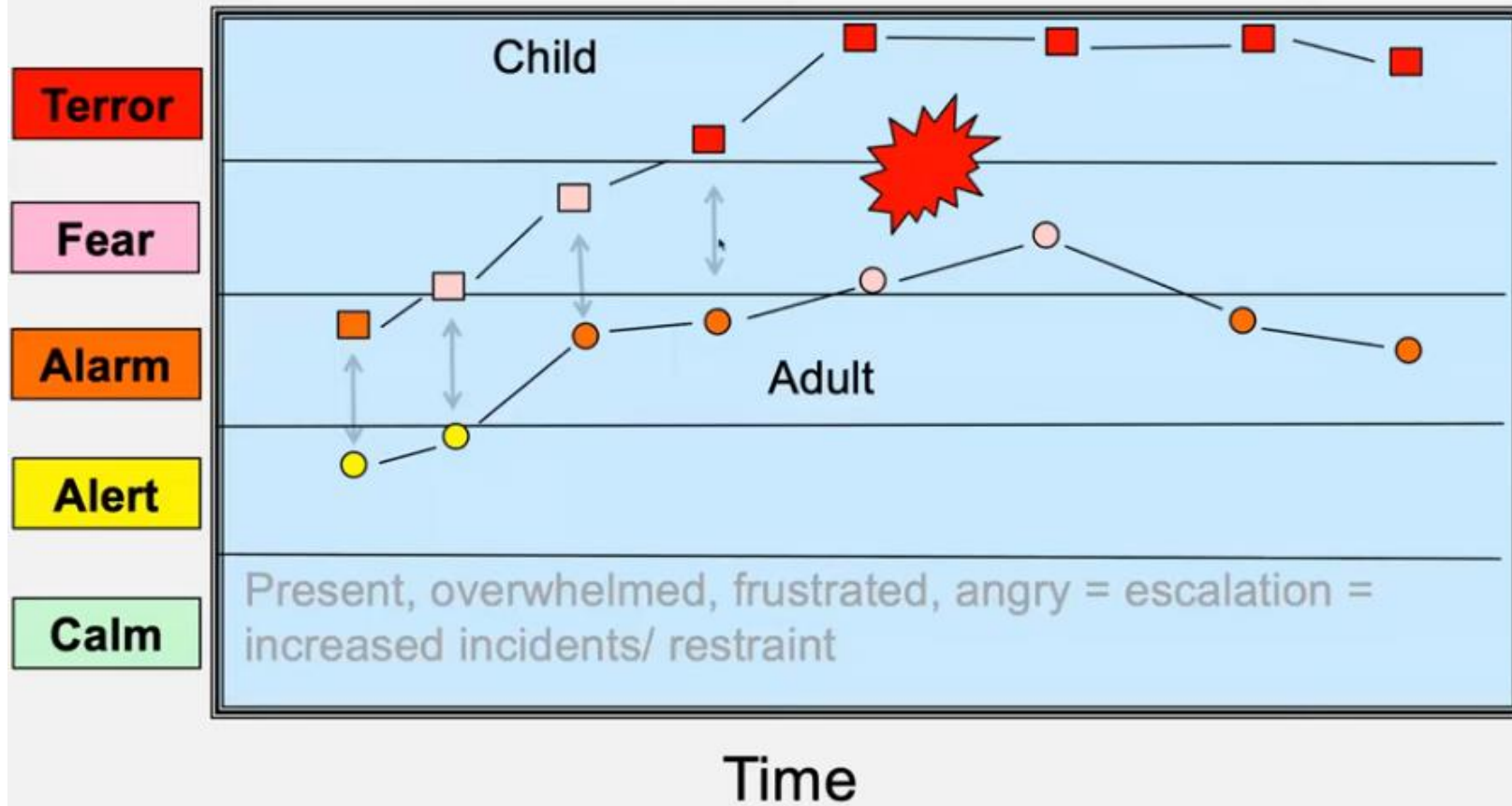
Co-regulation

Reactive child and well-regulated adult (e.g. teacher)



Co-dysregulation

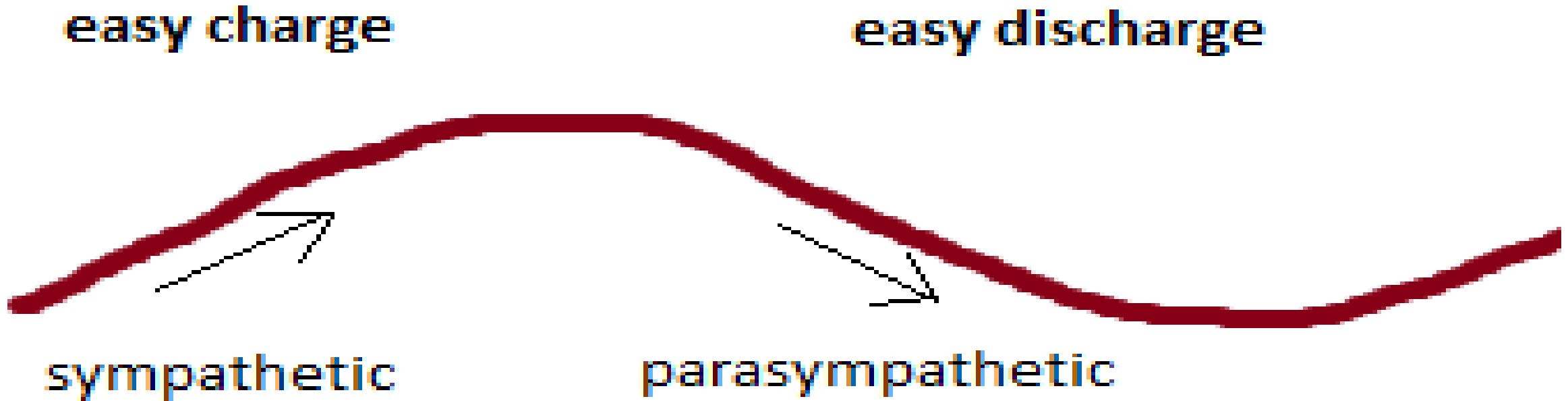
Reactive child and overwhelmed adult (e.g. teacher)



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NEUROSEQUENTIAL
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Discharge of Trauma



Parasympathetic - (rest and digest)



Sympathetic - (fight, flight or freeze)

FIGHT



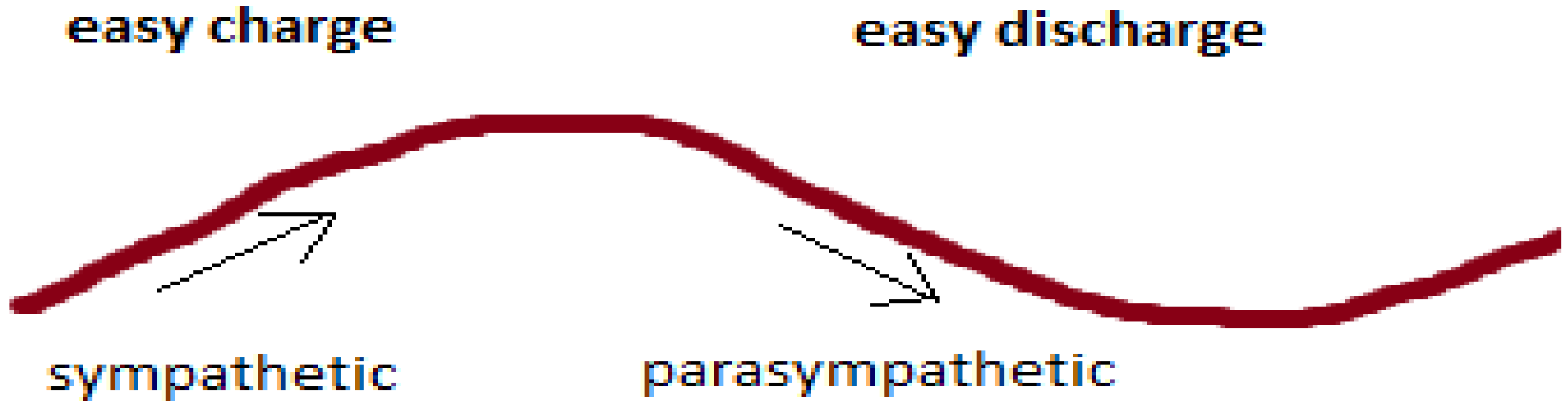
FLIGHT Oohlala!



FREEZE



Discharge of Trauma



FIGHT



FLIGHT Oohlala!

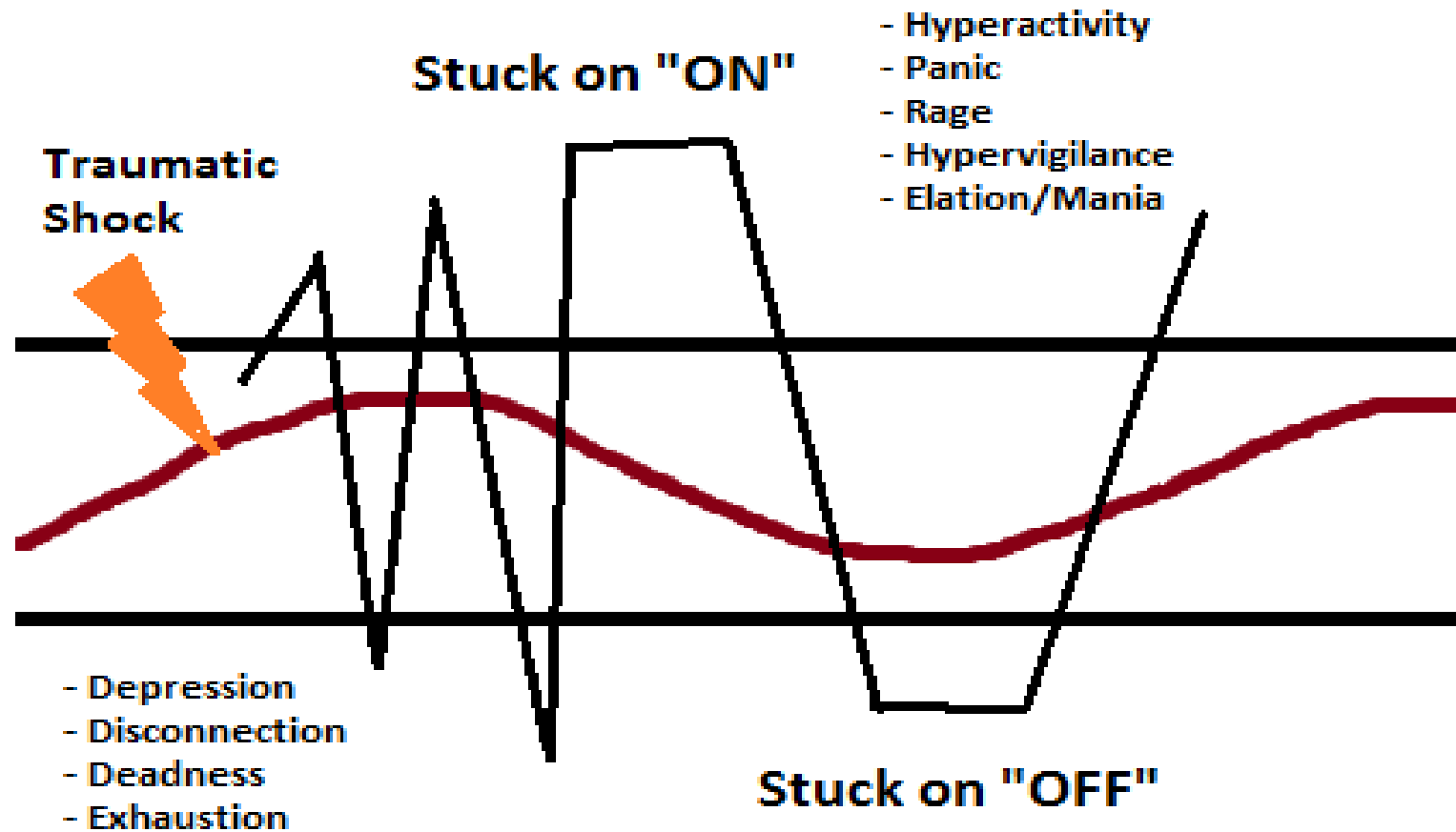


FREEZE



When trauma is not discharged

Overactivated Nervous System



FIGHT



FLIGHT Oohlala!



FREEZE



FIGHT



FLIGHT Oohlala!



FREEZE



Resilience

“Resilience is the capability of individuals to cope successfully in the face of significant change, adversity, or risk. The capacity changes over time and is enhanced by protective factors in the individual and environment.”

(Stewart et al., 1997)



Neil Webb
@neilmwebb

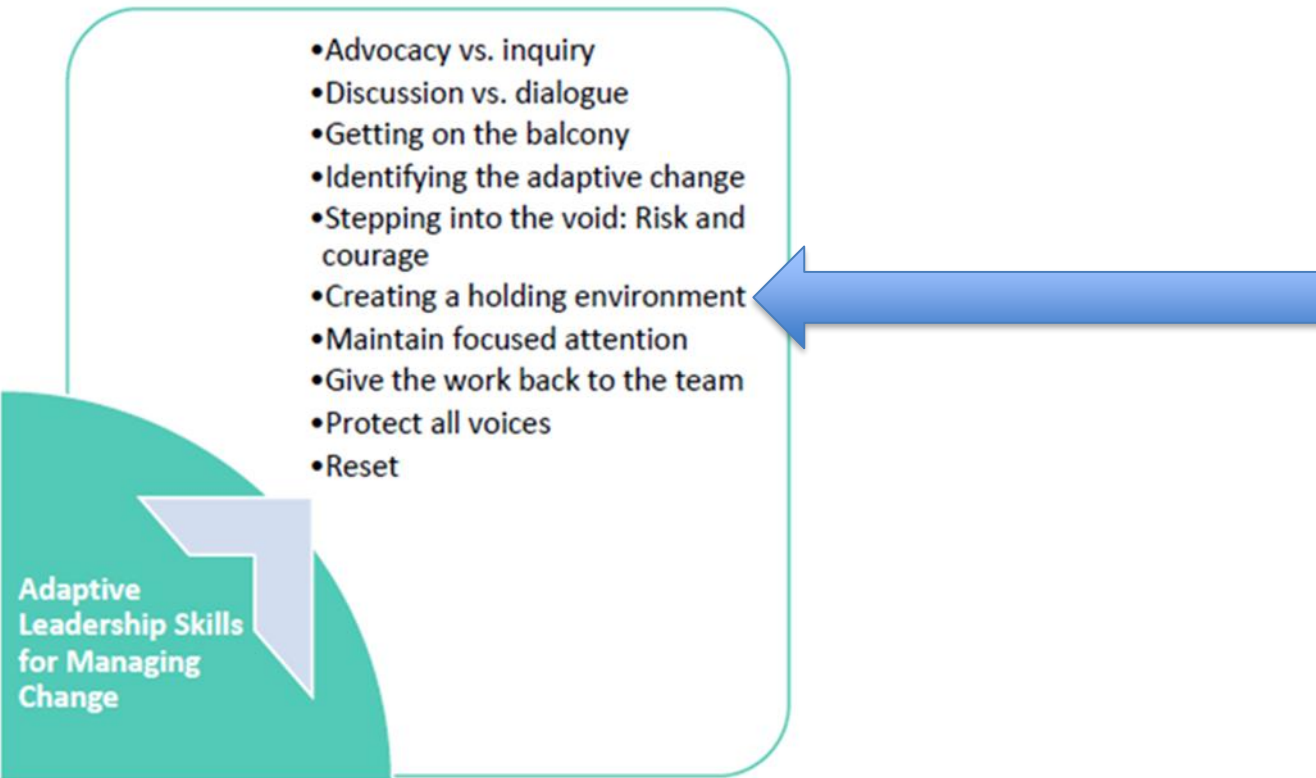


"You are not working from home;
you are at your home during a crisis
trying to work."

I've heard this twice today. I think
it's an important distinction worth
emphasising.

11:39 · 3/31/20 · [Twitter Web App](#)

90K Retweets **331K** Likes

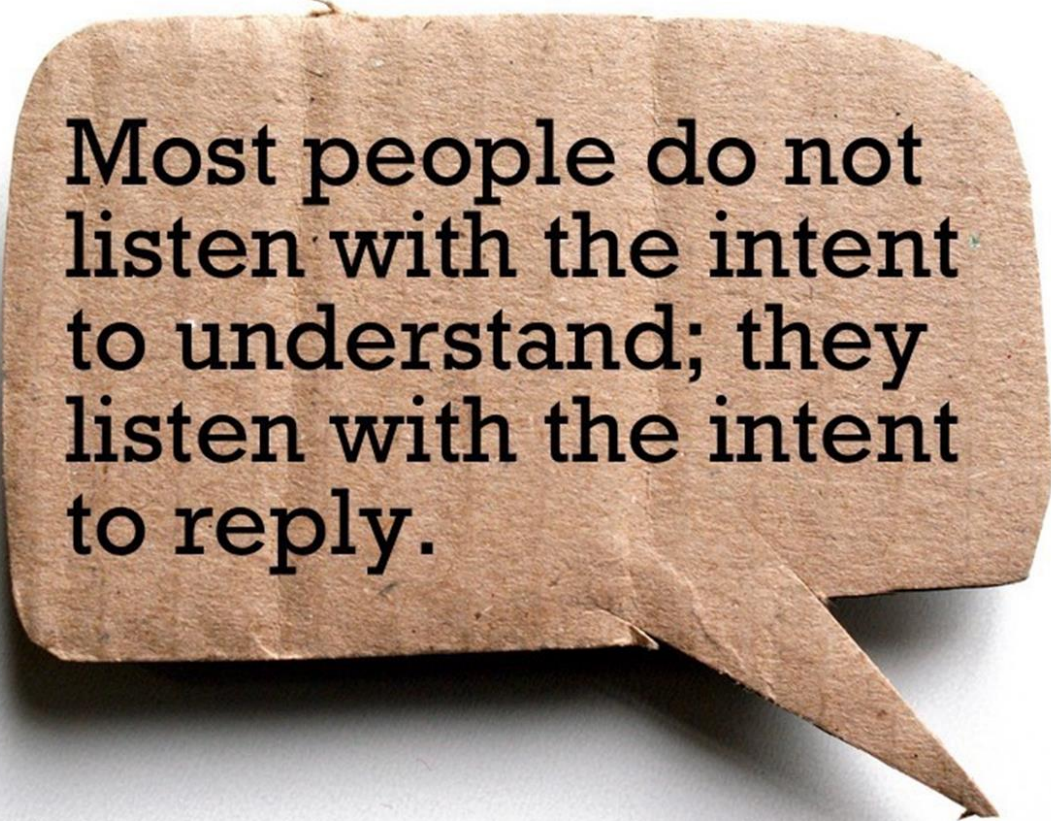


What is Active Listening?

- A skill, developed over time and improved with practice
- Requires listening to understand, not listening to respond
- Includes listening with all your senses, being fully present in the conversation
- Includes active exploration and interest in what the speaker is sharing with you
- Conveys your investment in the relationship with the speaker



Step 1



Most people do not listen with the intent to understand; they listen with the intent to reply.

Words: Stephen R. Covey / Image: Marc Wathieu

Active Listening starts with

Reflective Listening

1. Listening to understand
2. Paraphrasing what was heard
3. Verifying what you think you heard

Reflective Listening

"What I hear you saying is...."

"Is that Correct?"

Yes - "Is there anything you'd like to add?"



No - "What did I miss?"



- Continue process until the speaker has nothing else to add
- Do not provide any response to what is said
 - Including non-verbal responses

Step 2

Now that we've heard, we need to respond with

Active Listening

1. Responding to what we heard
2. Not sharing your opinion if it wasn't asked for
3. Not answering questions that weren't asked

Only respond to what you heard the speaker say



HOW TO DEAL WITH STRESS AND ANXIETY

MIND



Accept that you cannot control everything.

Put your stress in perspective: is it really as bad as you think?



Do your best.

Instead of aiming for perfection, which isn't possible, be proud of however close you get.



Maintain a positive attitude.

Make an effort to replace negative thoughts with positive ones



Learn what triggers your anxiety.

Is it work, family, school, or something else you can identify? Write in a journal when you're feeling stressed or anxious, and look for a pattern.



**ANXIETY AND DEPRESSION
ASSOCIATION OF AMERICA**

Anxiety and Depression Association of America. (2018). Tips to Manage Anxiety and Stress. Retrieved from <https://adaa.org/tips>.

BODY



Limit alcohol and caffeine.

Alcohol and caffeine can aggravate anxiety and trigger panic attacks. Instead, drink water.



Eat well-balanced meals.

Do not skip any meals and always keep healthy, energy-boosting snacks on hand.



Get enough sleep.

When stressed, your body needs additional sleep and rest. It's important to get 8 hours of sleep per night!



Exercise daily.

Exercising can help you feel good and maintain your health.



Anxiety and Depression Association of America. (2018). Tips to Manage Anxiety and Stress. Retrieved from <https://adaa.org/tips>.

ACTION



Take deep breaths.

Inhale and exhale slowly throughout the day when you are feeling stressed.

10

Slowly count to 10.

Repeat, and count to 20 if necessary.



Give back to your community.

Volunteer or find another way to be active in your community, which creates a support network and gives you a break from everyday stress.



Take a time out.

Practice yoga, listen to music, meditate, get a massage, or learn relaxation techniques. Stepping back from problems helps clear your head.



Get help online.

If you are struggling with stress and anxiety in your life, consider taking a mental health screen. Screening is an anonymous, free, and private way to learn about your mental health. www.mhascreening.org



Talk to someone.

Tell friends and family you're feeling overwhelmed, and let them know how they can help you. Talk to a physician or therapist for professional help.



To access webinars, blogs, and other tools to help you manage stress and anxiety visit:
www.adaa.org



Empowerment Tools That Can Be Taught

- Emotional regulation techniques such as breathing exercises
- Self-care such as sleep hygiene, good nutrition, exercise
- Cognitive approaches, visualization or meditation
- Body work such as Qi Gong, yoga stretching
- Creating a quiet, safe, comfortable space
- Music, art, dance and other creative endeavors
- Connecting with supportive family/friends virtually
- Creating structure, making the bed every day, getting out of pajamas
- Spiritual rituals
- Pleasurable activities



Arousal Continuum

<i>Internal State</i>	CALM	ALERT	ALARM	FEAR	TERROR
<i>Cognitive Style</i>	ABSTRACT	CONCRETE	EMOTIONAL	REACTIVE	REFLEXIVE
<i>Regulating Brain Region</i>	NEOCORTEX Cortex	CORTEX Limbic	LIMBIC Midbrain	MIDBRAIN Brainstem	BRAINSTEM Autonomic
<i>Dissociative Continuum</i>	REST	AVOIDANCE	COMPLIANCE Robotic	DISSOCIATION Fetal Rocking	FAINTING
<i>Arousal Continuum</i>	REST	VIGILANCE	RESISTANCE Crying	DEFIANCE Tantrums	AGGRESSION
<i>Sense of Time</i>	EXTENDED FUTURE	DAYS HOURS	HOURS MINUTES	MINUTES SECONDS	NO SENSE OF TIME

Adapted from Perry, B. and Szalavitz, M. (2007). The Boy Who Was Raised as a Dog: And Other Stories from a Child Psychiatrist’s Notebook – What Traumatized Children Can Teach Us About Loss, Love, and Healing. *Basic Books*.

Survival Mode Response



=

Inability to

- Respond
- Learn
- Process

Impact the Lower Brain



Rhythmic

Respectful

Repetitive

Rewarding

Relational

Relevant



Brous, K. (2014, April 11). *Perry: Rhythm Regulates the Brain*. Retrieved from <https://attachmentdisorderhealing.com/developmental-trauma-3/>

The Six R's

Key Elements of Positive Workplace

Relevant (matched to skill level)

Rhythmic (resonant with neural patterns)

Repetitive (predictable routines & rituals)

Relational (consistent, predictable = safe)

Rewarding (meaningful & fairly compensated)

Respectful (individual, team, culture)

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<https://www.youtube.com/watch?v=VcDTXJpCMiY&feature=youtu.be>

How to support your staff

**Monitor secondary
traumatic stress
symptoms**

**Allow time for your
staff to be with their
family to recover from
responding to the
pandemic**

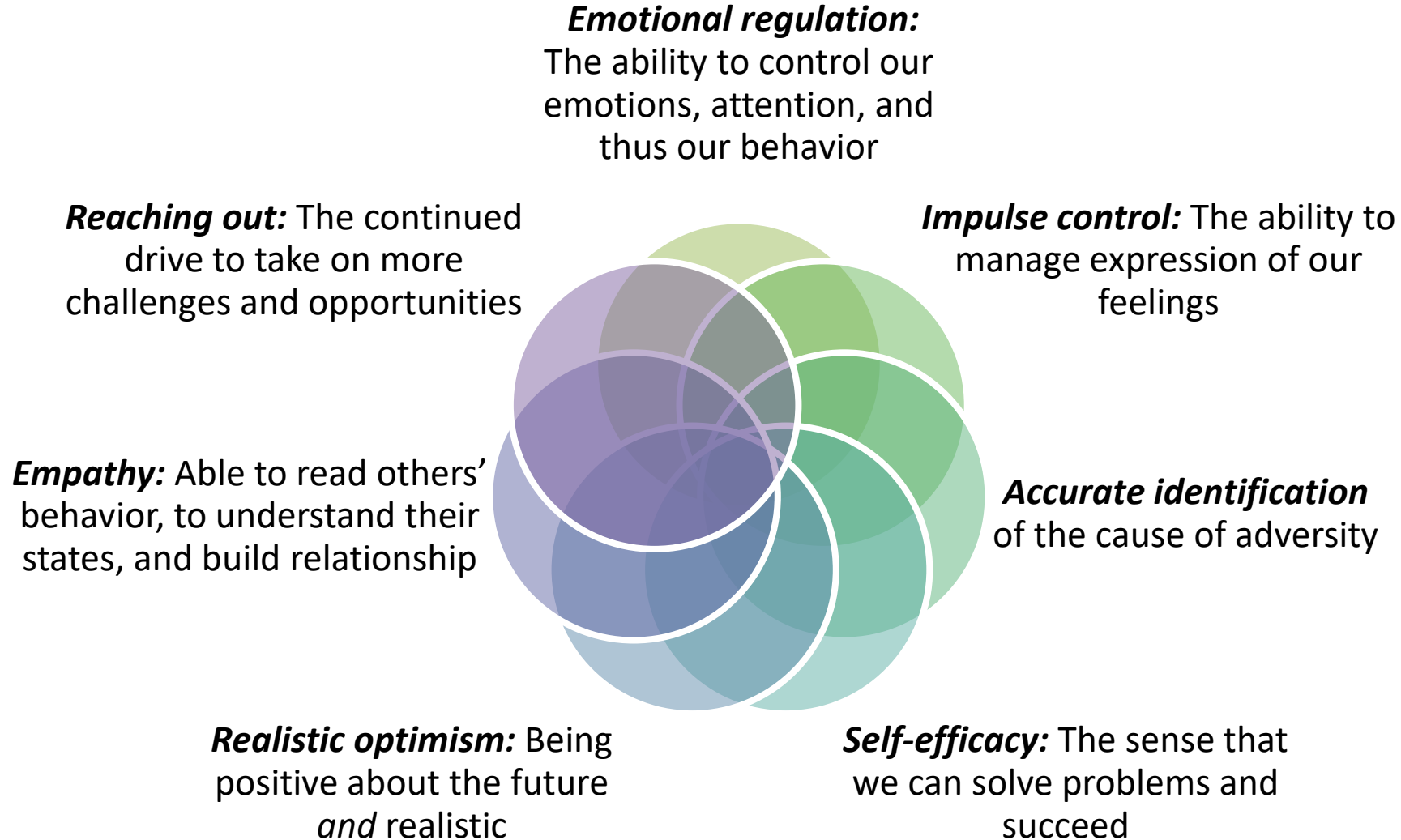
**Insert self-care
strategies into daily
work schedule**

Media-distancing

**Provide personal,
reliable, supportive
connections**

Resilience:

Ability to adapt well to stress, adversity, trauma or tragedy





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Rapid Cycle Adaptive Leadership Journaling

For some, writing down thoughts and feelings allows a leader to understand themselves more clearly. It allows a leader to observe and learn about their thoughts and emotions in a more concrete way. Journaling gives a person an opportunity to **mark successful strategies and what has been learned from unsuccessful strategies** by viewing thought processes and emotions from more of an outside perspective, which can help identify opportunities for growth as well as track moments of brilliance. The National Council suggests journaling at the same time daily, allowing oneself the space to start a ritual of contemplation. Even if a person cannot think of what to say, it is worthwhile sitting for the full five minutes and allowing the space for examination.

Week of _/_/_	My biggest success today was...	My biggest stressor today was...
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

A year from now I want to remember this is the week that _____ happened.

Remember



Everyone reacts differently to stressful situations



Take care of yourself and your community

Ways to cope with stress:

- Take breaks from watching, reading, or listening to news stories
- Take care of your body
- Make time to unwind
- Connect with others



Know the facts to help reduce stress



Take care of your mental health

Resources

- <https://www.healthline.com/nutrition/16-ways-relieve-stress-anxiety#section1>
- <https://www.helpguide.org/articles/anxiety/coronavirus-anxiety.htm>
- <https://adaa.org/tips-manage-anxiety-and-stress>
- <http://mentalhealthchannel.tv/episode/youre-wired-for-anxiety-and-youre-wired-to-handle-it>
- <https://compassionresiliencetoolkit.org/staying-resilient-during-covid-19/>
- <https://www.neurosequential.com/covid-19-resources>

Questions?



Thank You!

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AVOIDING COVID-19 BURNOUT:
SELF-CARE AND RESILIENCY FOR
PUBLIC HEALTH LEADERS

THURSDAY SEPT. 10 AT 3-4 P.M. ET



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[Register here](#)