



Resilience Reconsidered: Going Beyond Self-Care to Improve Well-Being and Combat Turnover

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Within Our Reach

A National Strategy to Eliminate
Child Abuse and Neglect Fatalities

Tennessee: Pioneers in Safety Science

The Tennessee Department of Children's Services is implementing some of the elements of safety science through three primary efforts: a systemic approach to Critical Incident Reviews, legislatively protected confidential reporting, and an agency-wide safety culture survey. The agency has developed a revised protocol for critical incident reviews that focuses on understanding what

happened and why. The state is training staff to get at the root causes, to identify violations and to require confirmation by a broad category

of staff. With support from a national foundation, Tennessee staff are providing support to three states that have expressed interest in this work.

Fund pilot programs to test the effectiveness of applying principles of safety science to improve CPS practice.



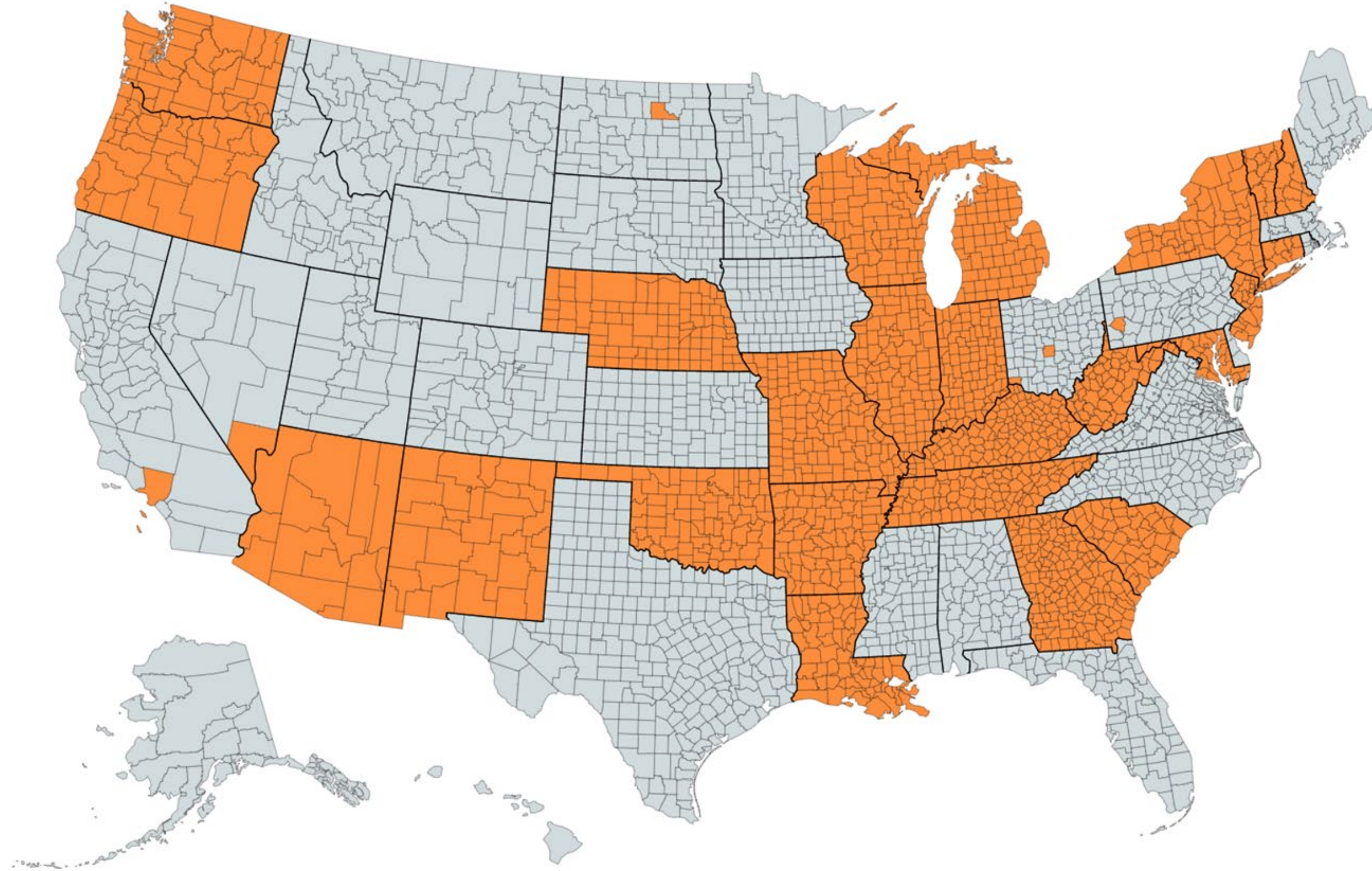
COMMISSION TO ELIMINATE
CHILD ABUSE AND NEGLECT FATALITIES

Final Report, 2016

34 Member Jurisdictions:



- Allegheny Co, PA
- Arizona
- Arkansas
- Clark County, NV
- Connecticut
- Franklin County, OH
- Georgia
- Hamilton County, OH
- Kentucky
- Illinois
- Indiana
- Los Angeles County, CA
- Louisiana
- Maryland
- Michigan
- Missouri
- Nebraska
- New Hampshire
- New Jersey
- New Mexico
- New York City
- New York State
- Ohio
- Oklahoma
- Oregon
- Philadelphia County, PA
- South Carolina
- Spirit Lake Nation
- Tennessee
- Vermont
- Virginia
- Washington
- West Virginia
- Wisconsin



Safety Culture: Defined



High Risk, High Impact Service

Our work changes the course of youth and families' lives. And it's easy for us to, in every good intention, still get it wrong. Or at least not the best. We need a constant growth and learning mindset.



Blameless Candor and Preconditions of Respect

We can't fix what we don't know. Secrets and hidden problems don't help families, or worse – they can hurt. We have to be willing to share our stories, listen and respond with respect, and be willing to grow at-all-levels.



Collaborate and Commit

No single one of us has all the answers. Innovation lies in the spaces within and between our perspectives.

How do we Advance a Safety Culture?

PURSUE A NEW LENS

Bias, behavior, fallibility and system interaction

ASK NEW QUESTIONS

What and how? NOT who and why?

EXPECT DIFFERENT PRECONDITIONS FOR WORK

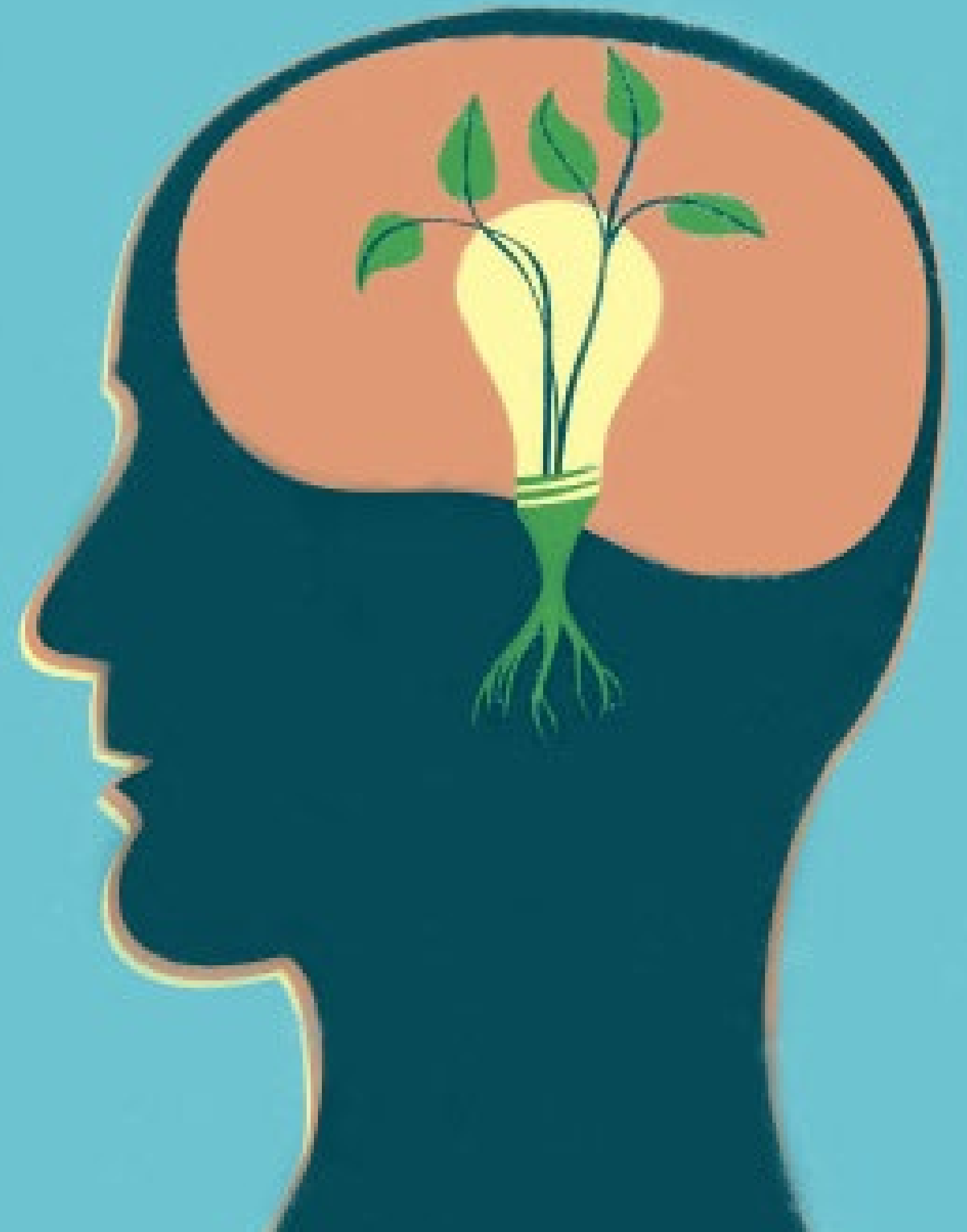
Safe, engaged teams in resilient agencies and systems of care



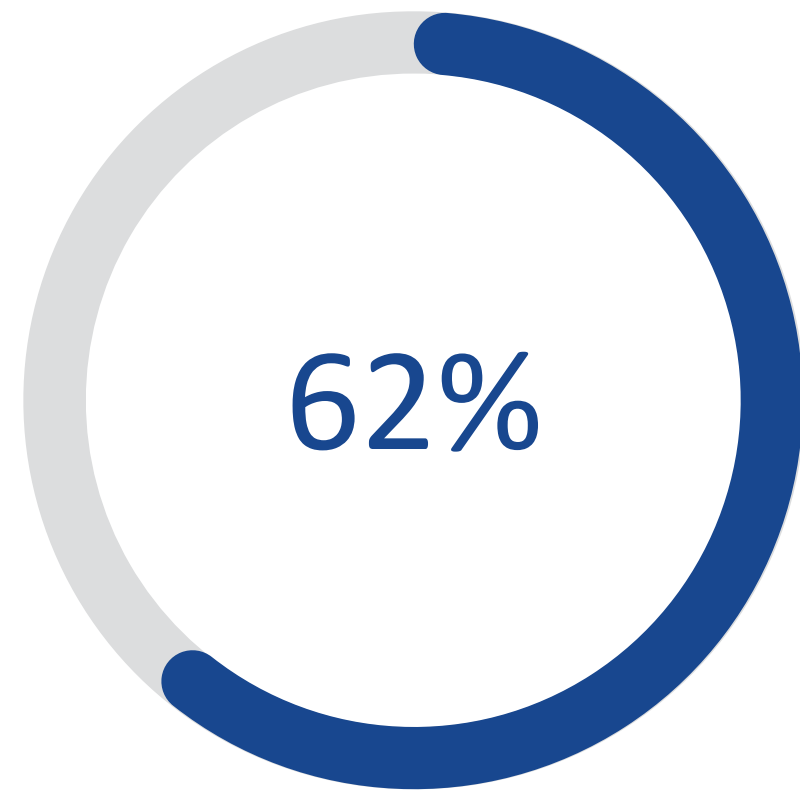
Why Advance a Safety Culture?

Cognitive Bias

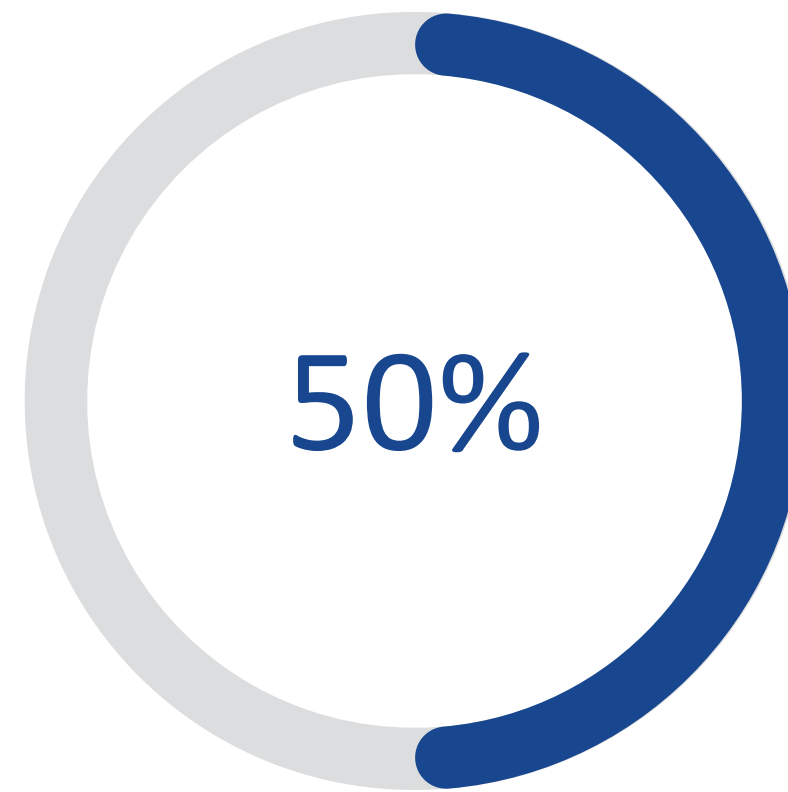
- Selective attention
- Fundamental attribution error
- Confirmation bias
- Hindsight Bias
- Severity Bias



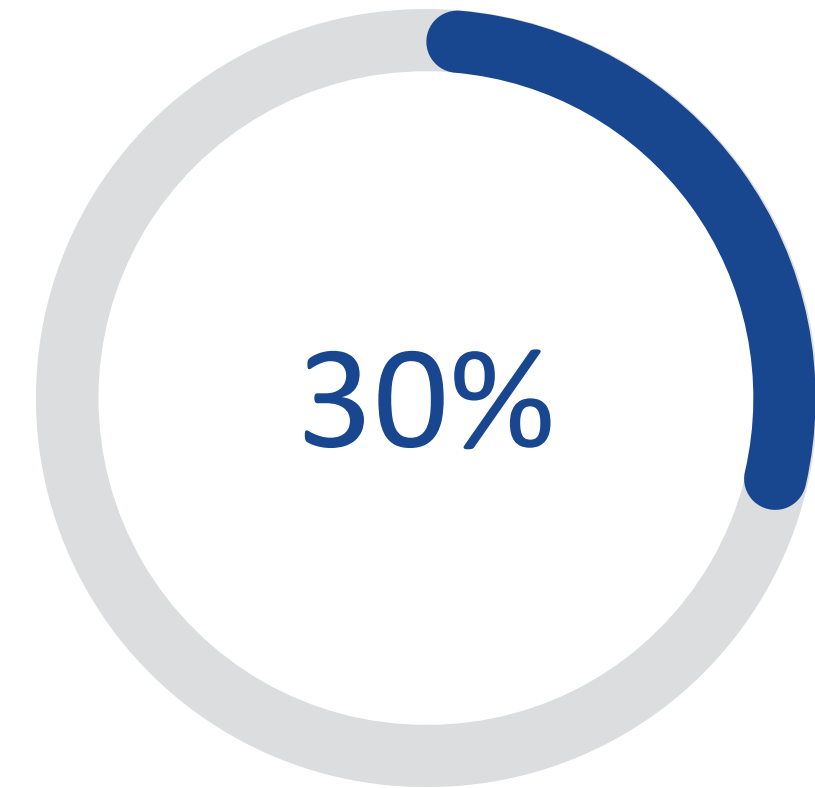
Stress and Burnout



Child welfare professionals
exhibiting signs of
emotional exhaustion
(Anderson, 2000)



Child welfare professionals
reporting relatively high
levels of secondary
traumatic stress
(Rienkes, 2020)



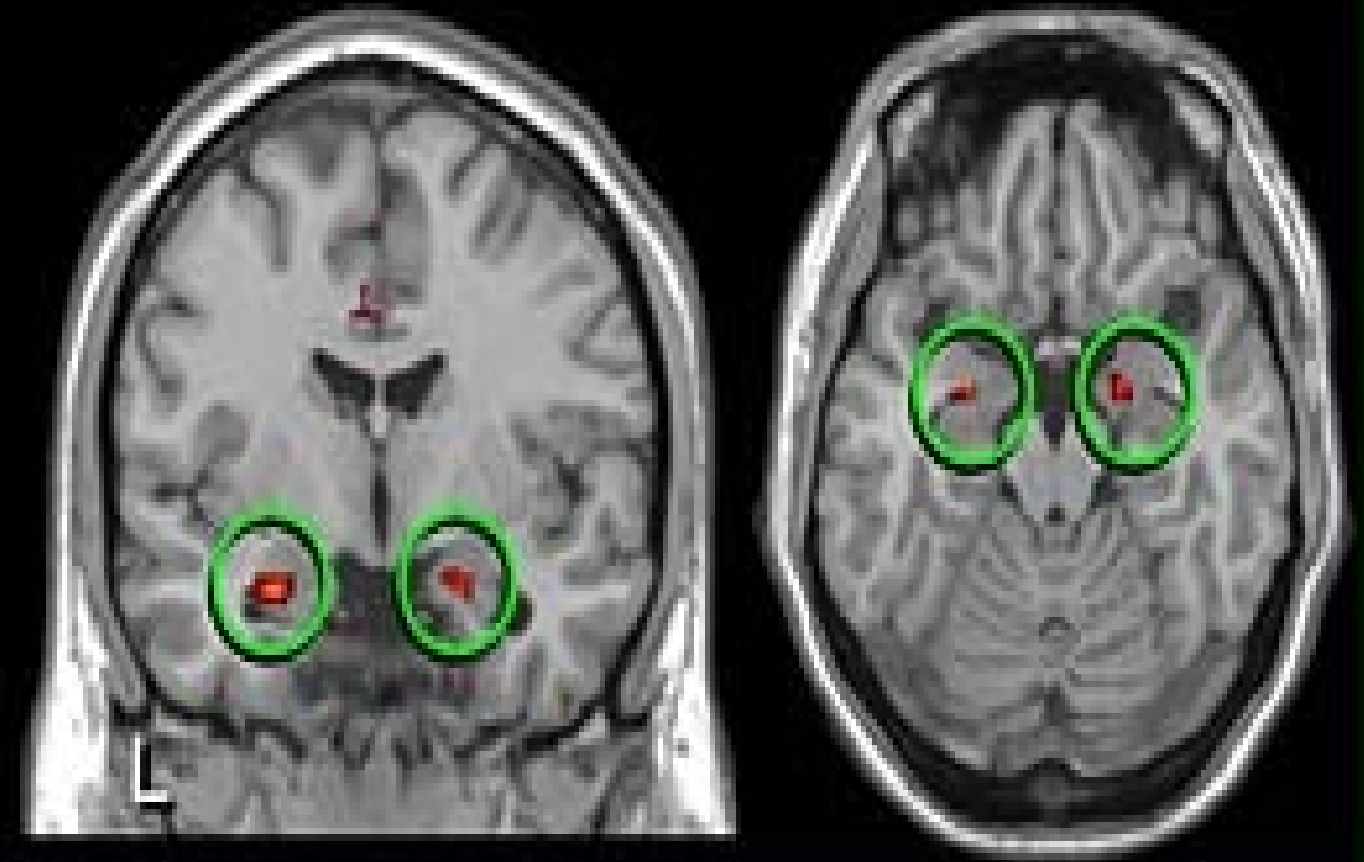
Child welfare professionals
reporting severe levels of
secondary traumatic stress
(Rienkes, 2020)

Interplay of Stress and Fatigue

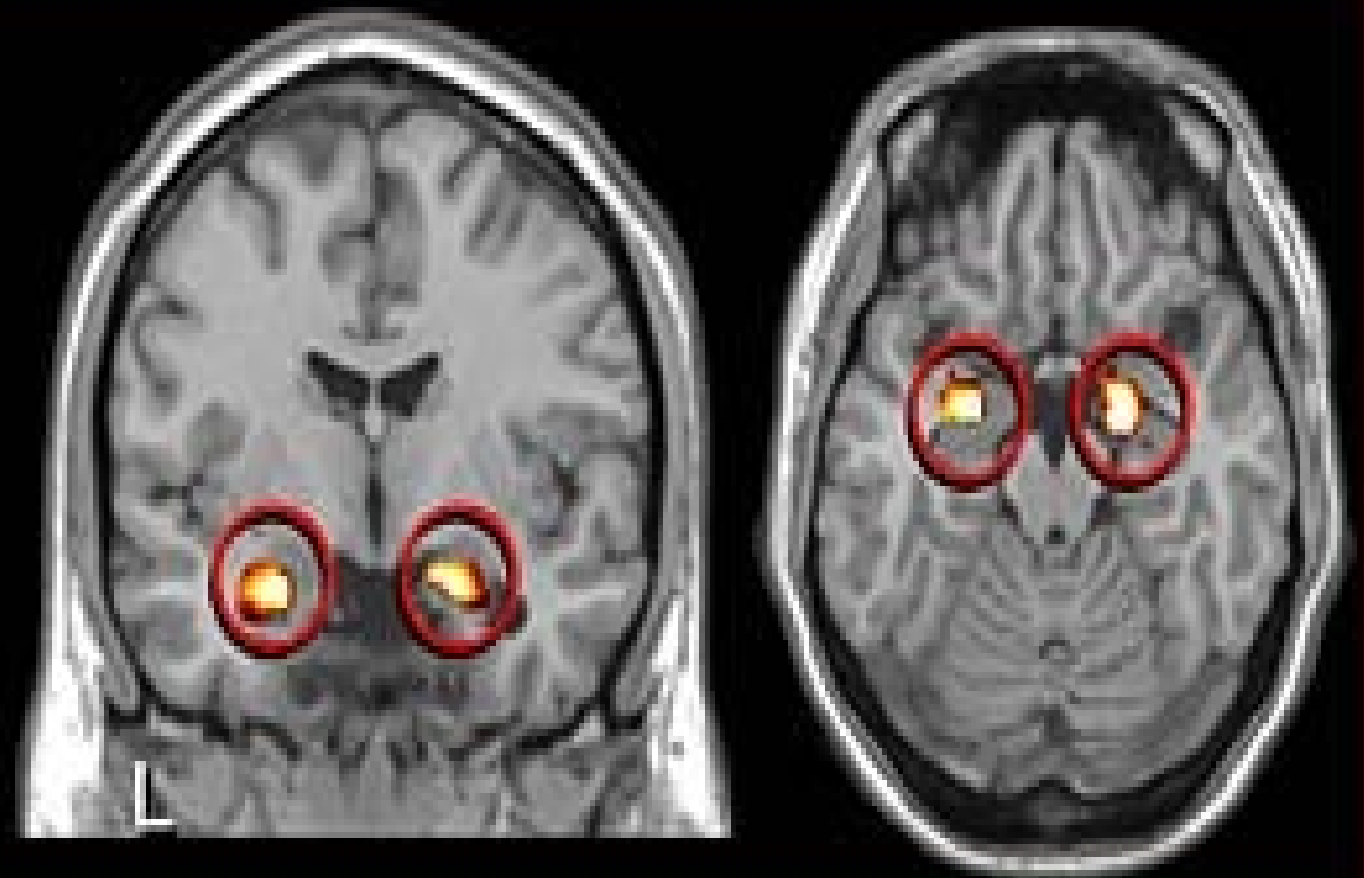
"The emotional centers of the brain were over 60 percent more reactive under conditions of sleep deprivation than in subjects who had obtained a normal night of sleep,"

Walker et. al., *Current Biology*, October 2014

Sleep Control



Sleep Deprivation



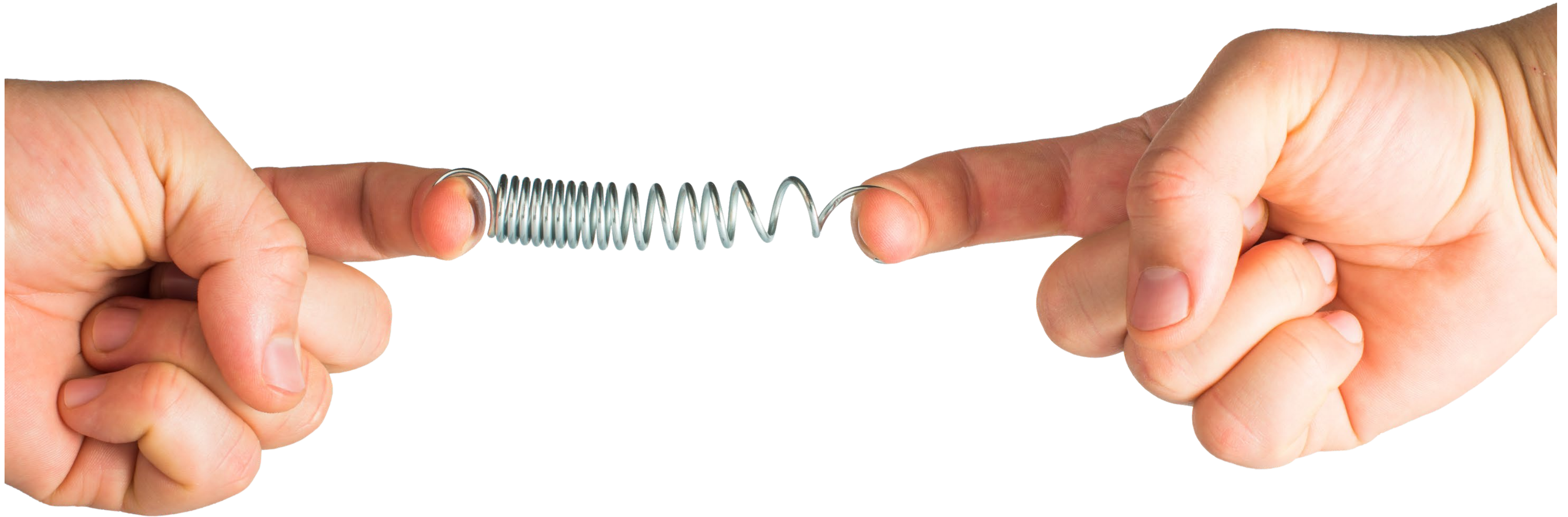
A rolled-up piece of brown paper is shown on a brown background. A white speech bubble is attached to the end of the roll, containing the text "Be aware Take care" in red, italicized font.


***Be aware
Take care***





Resilience as a collective property

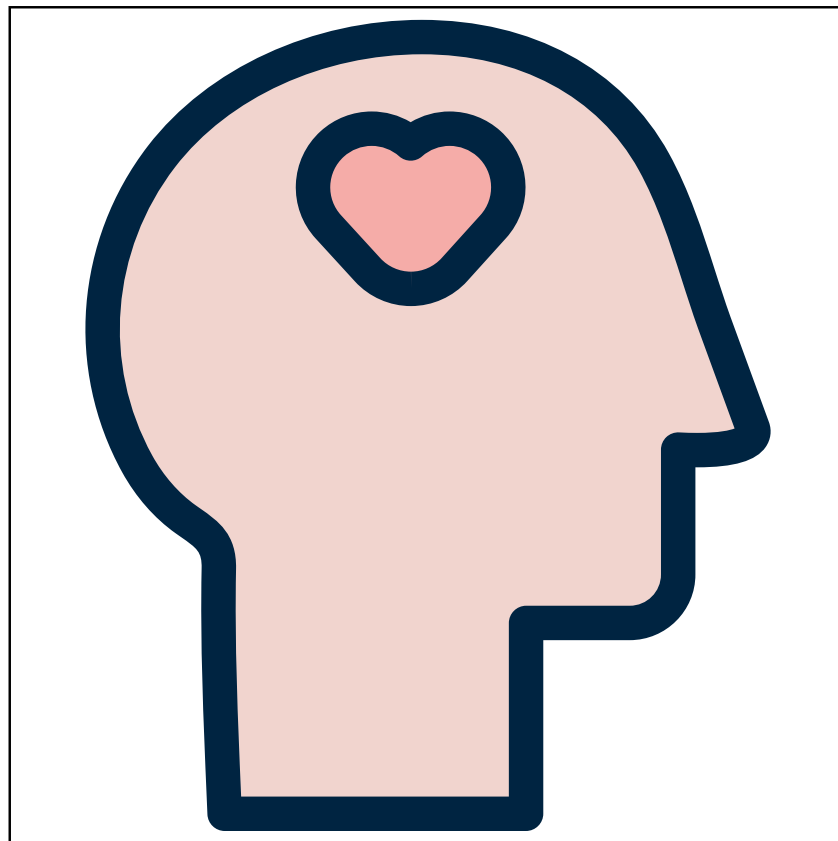


A red string is looped around a silver needle on a white background. The string forms a large loop on the left side of the image, with the needle passing through it. The string continues to loop across the bottom of the image.

Building Resilience: Psychological Safety and Mindful Organizing

Psychological Safety

Feeling accepted, respected, supported -- able to disclose an error, mistake, or to respectfully challenge



Distinctive from Trust (though that's
always good)

Conflated with Comfort (not the same
and not always good)

Psychological safety

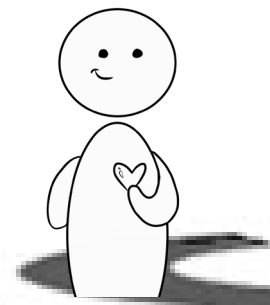
What it is

- ✓ A **shared belief** that comes from **shared experiences**
- ✓ A place where **mistakes** are treated as **opportunities to learn**-not a time to blame and punish
- ✓ Anyone can...
 - ... Ask questions without looking stupid.
 - ... Ask for feedback without looking incompetent
 - ... Be critical without appearing negative
 - ... Suggest improvements without being appearing disruptive

What it is NOT

- ✗ Free from **accountability**
- ✗ A place where people always feel comfortable

The path to psychological safety...



INCLUSION SAFETY

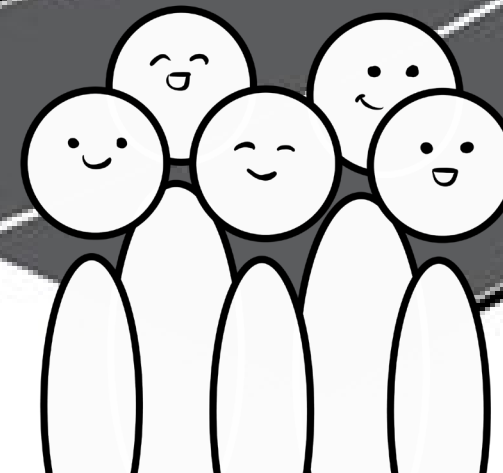
- Membership
- Valued
- Treated fairly

LEARNER SAFETY

- Ask questions
- Learn from mistakes
- Grow and Change

CHALLENGER SAFETY

- Candid
- Challenges ideas and norms
- Speaks up with concerns



COLLABORATOR SAFETY

- Engage respectfully
- Equal voice
- Constructive Debate


What Is Mindful Organizing?

Mindful Organizing is a team-based practice that allows teams to manage complexity and bias in decision-making (Sutcliffe, 2011).

It is the ways in which teams monitor, plan, innovate, learn, and support one another

Six Habits for Mindful Organizing and Psychological Safety

Spend time identifying
**what could go
wrong**



Talk **mistakes** and
ways to learn from
them



Test change in
everyday work
activities




Develop an understanding of
who knows what and
communicate



Appreciate **colleagues**
and their **unique skills**



Make **indor** and
respect a precondition



Connections to Psychological Safety

A growing evidence shows us psychological safety is related to



Decreased emotional exhaustion & secondary traumatic stress



Increased workforce retention



Increased workplace connectedness and mindful organizing



Increased innovation

(NPCS data, 2021 and 2022; Vogus et al., 2016; Epstein et al., 2020; Edmondson 1999, 2022)



Connections to Mindful Organizing

Early research tells us that Mindful Organizing is related to



Less **emotional exhaustion & turnover** in the child welfare workforce

(NPCS data, 2021; Vogus et al., 2016; Epstein et al., 2020)



Fewer **placement disruptions** for children in out-of-home placement

Vogus et.al. (2016); Epstein et al (2020)



More **parent-child visitation** for children in out-of-home placement

Vogus et.al. (2016); Epstein et al (2020)



Fewer **care interruptions, patient falls, and medication errors** in residential treatment centers and hospitals

Epstein et al (2020); Vogus (2011)



Habits to Cultivate

LEADER

- Be Vulnerable
- Resilience Rounds
- Invite divergent points of view
- Ask How not Why
- Restorative Accountability
- Value honest, respectful dialogue
- Frame distress as belonging to the collective



“TeamFirst” Field Guide

Plan forward

Huddles/Briefings: 10-15 minute coordinated sessions where everyone shares essential information

Reflect Back

Plus-Minus-Interesting in Supervision

Test Change

Plan a PDSA on a new idea or strategy to collaboratively improve outcomes

Communicate Effectively

Use SBAR or IPASS during decision-making

Appreciation

Offer appreciation, acknowledgment, and effort (even when efforts fail).

Manage Professionalism

Managing Up in moments of transition for professionals and families



Thank You!



Visit our website

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