

# Collective trauma

CONSIDERATIONS FOR DEVELOPING A PATH FORWARD

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ChristianaCare™



# Agenda

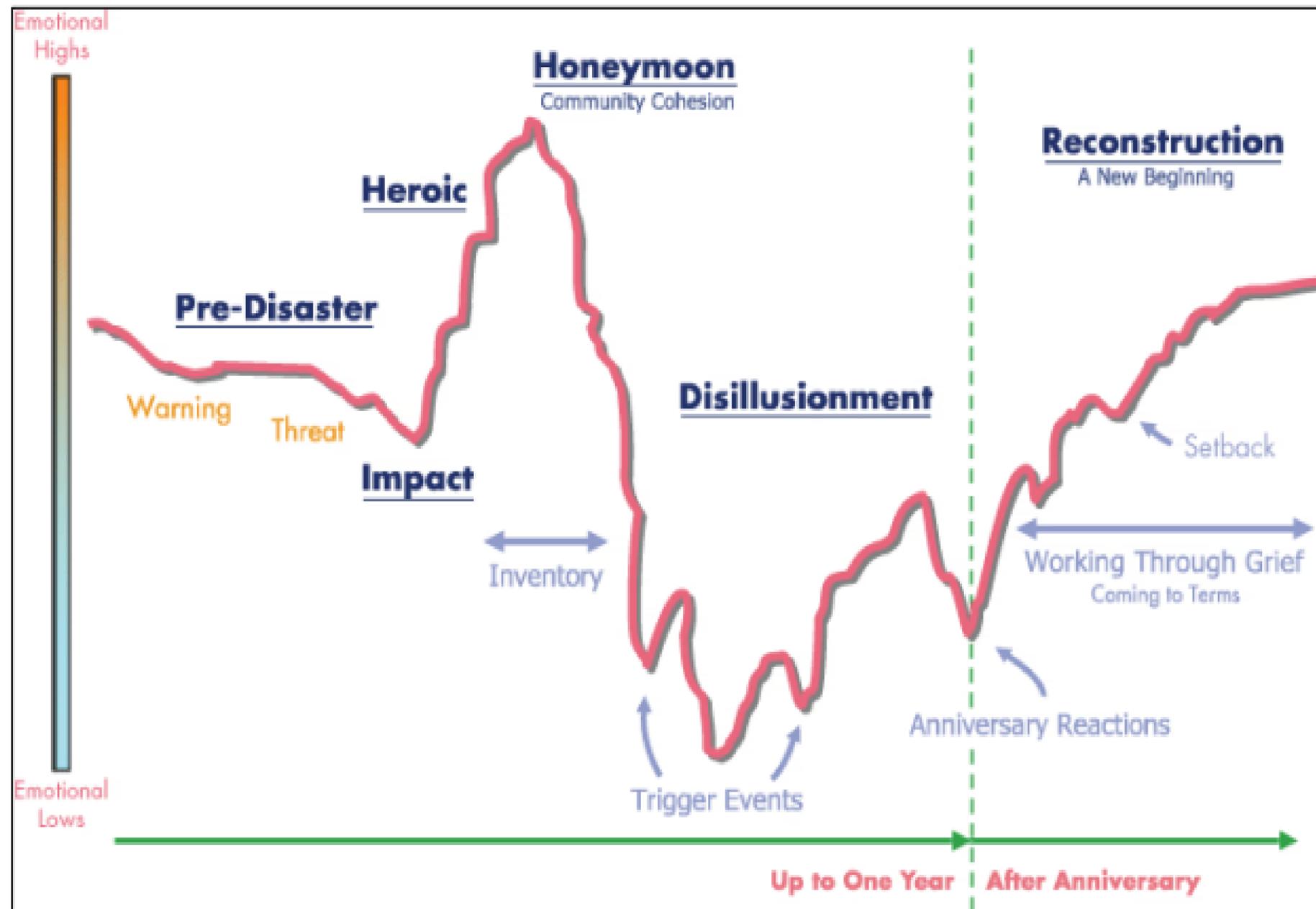
- Understand collective trauma and grief
- Review an innovative model for trauma recovery
- Explore evidence-based strategies to reduce harm and promote growth

# Collective Trauma

Traumatic events that affect an entire group or society and/or sever the ties that bind community members to one another

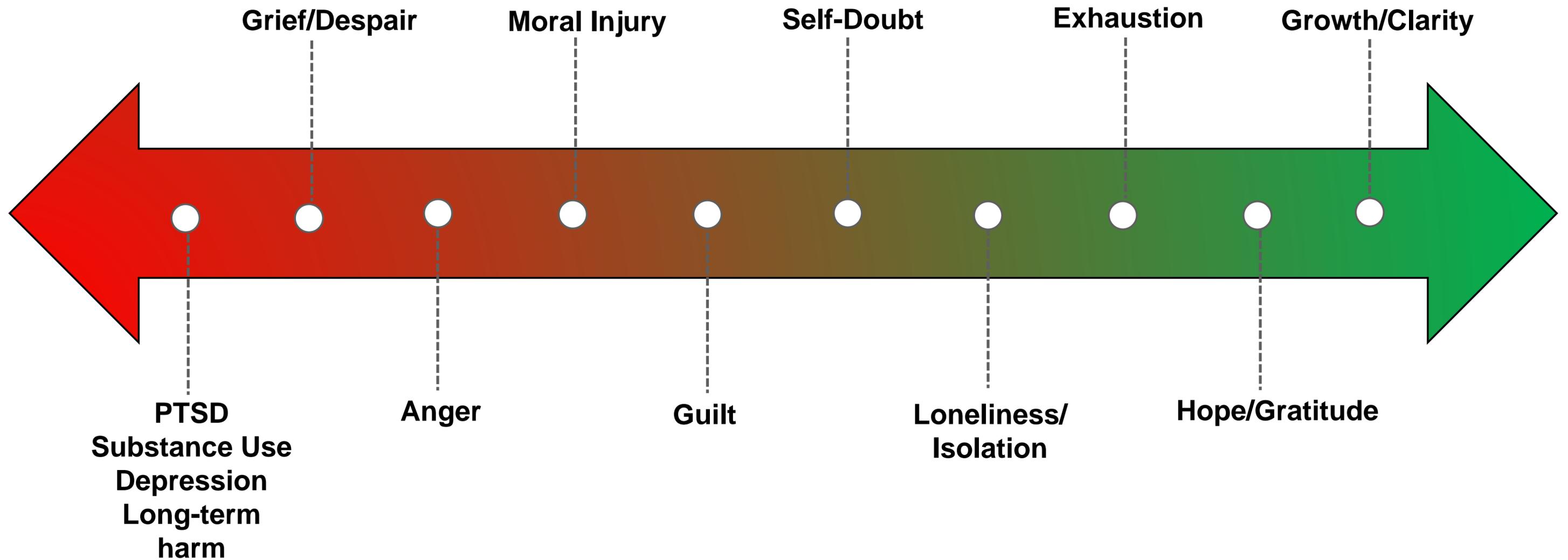


# Phases of Psychological Reactions to Disasters

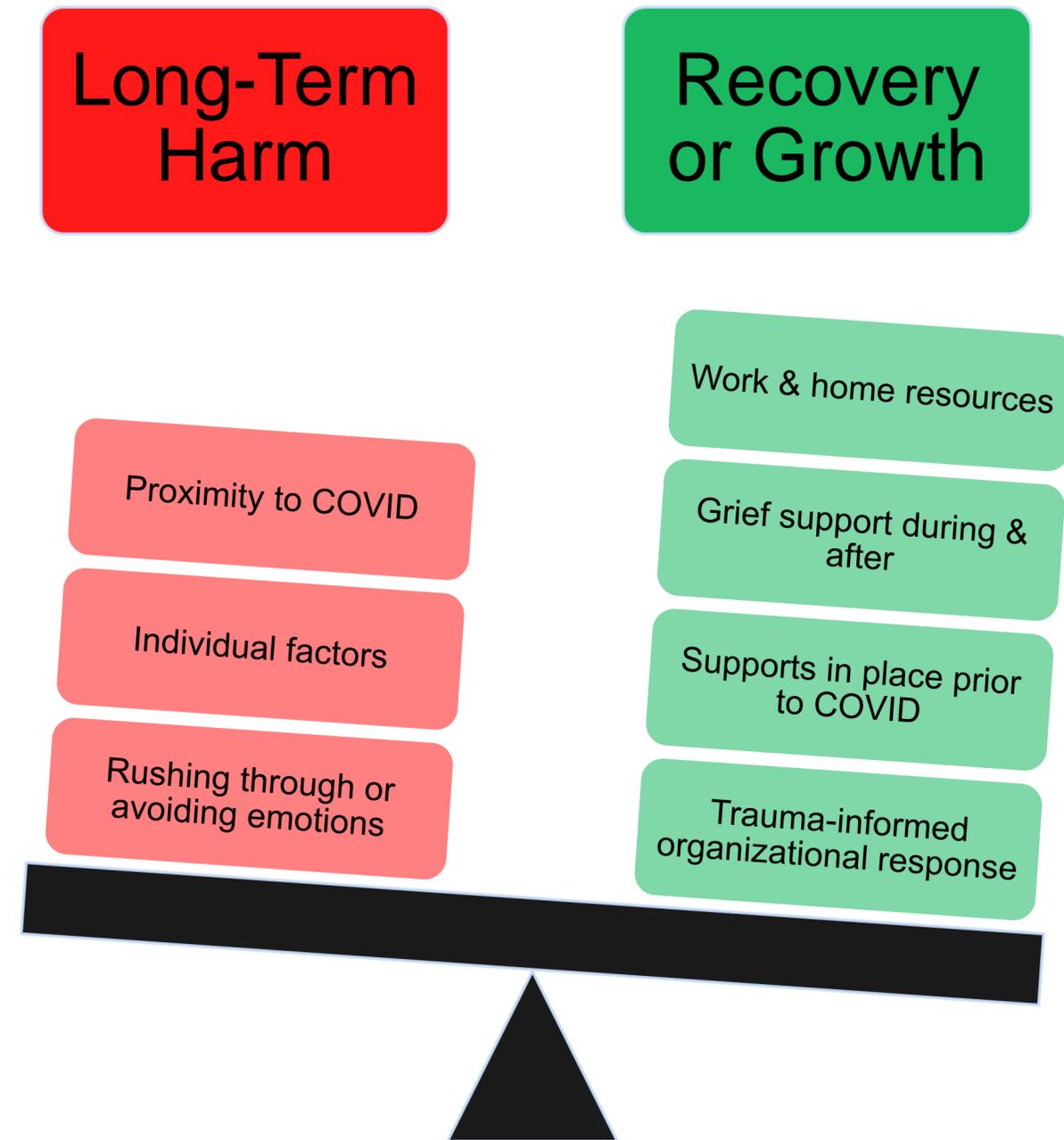


*Adapted from Zunin & Myers as cited in DeWolfe, 2000.*

# Caregiver Response Continuum



# Collective Trauma Trajectory



## Resources Prior to Collective Trauma

- Clearly defined values & behaviors
- Fiscal responsibility
- Emphasis on innovation
- Making Tomorrow Happen huddles
- Center for WorkLife Wellbeing
- Care for the Caregiver peer support
- Resource liaison line
- Resident support
- Clinicians in Distress Guidelines
- OASIS, COMPASS, and 20 other direct services focused on wellbeing
- Wellbeing evaluation methods
- Wellness benefit & resources
- Recognition efforts
- Employee assistance programs
- Onboarding process
- Leadership development
- Employee Health Services
- Employee Resource Groups
- Commitment to Inclusion and Diversity

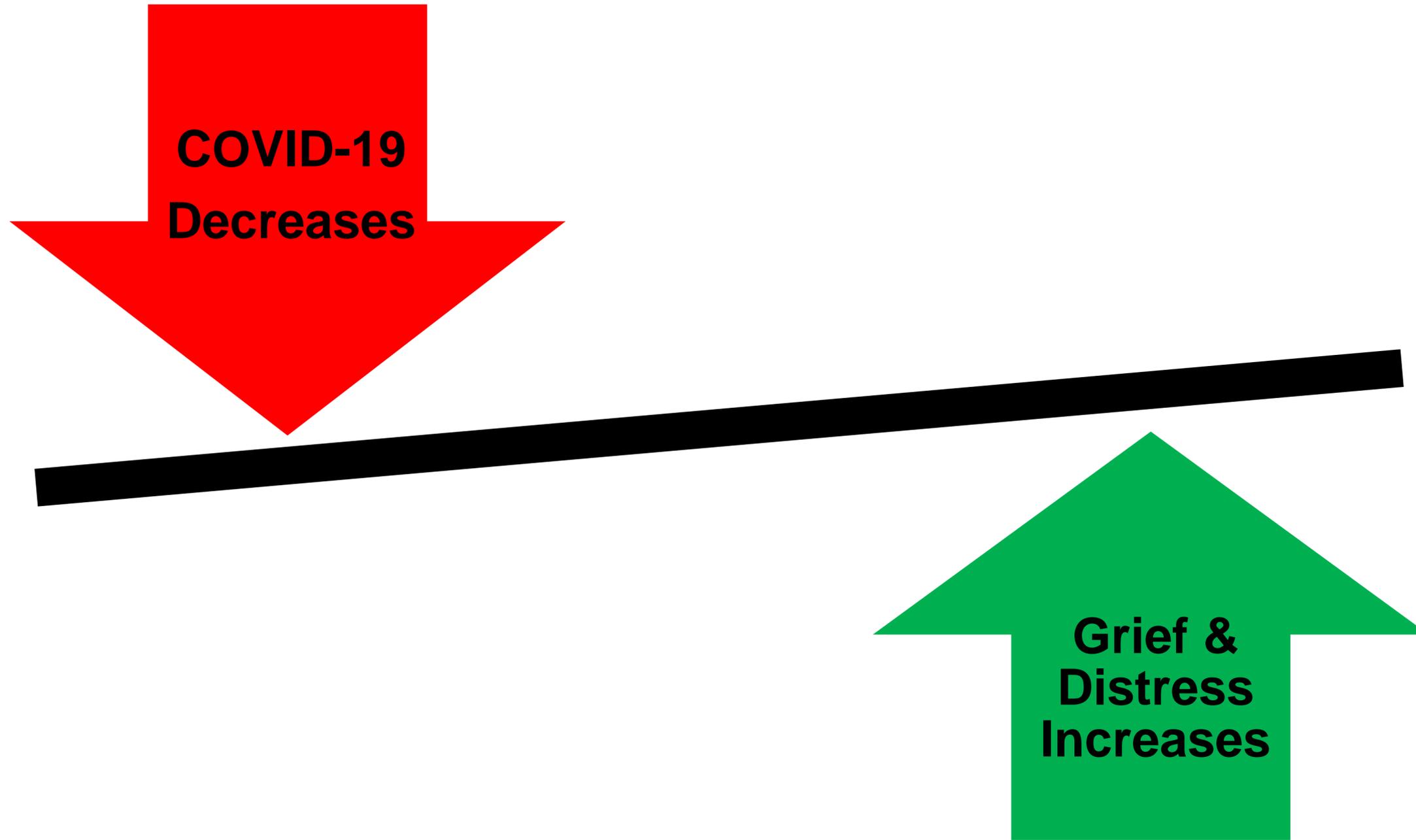


## Resources Added During COVID-19 Collective Trauma

- Transparent & clear communication
- System-wide huddle for information sharing
- Commitment to maintain positions
- Wellbeing rounds
- Leadership support
- Psychological First Aid training
- Rapid expansion of peer support program
- Support groups for staff
- Collaboration w/Aetna
- Wellbeing website and text
- HR policies around COVID
- Redeployment options
- PPE & disposable scrubs
- Childcare
- Hotel
- Code Blossom to celebrate recovered COVID patients
- Anti-racism commitment

The **ChristianaCare** Way

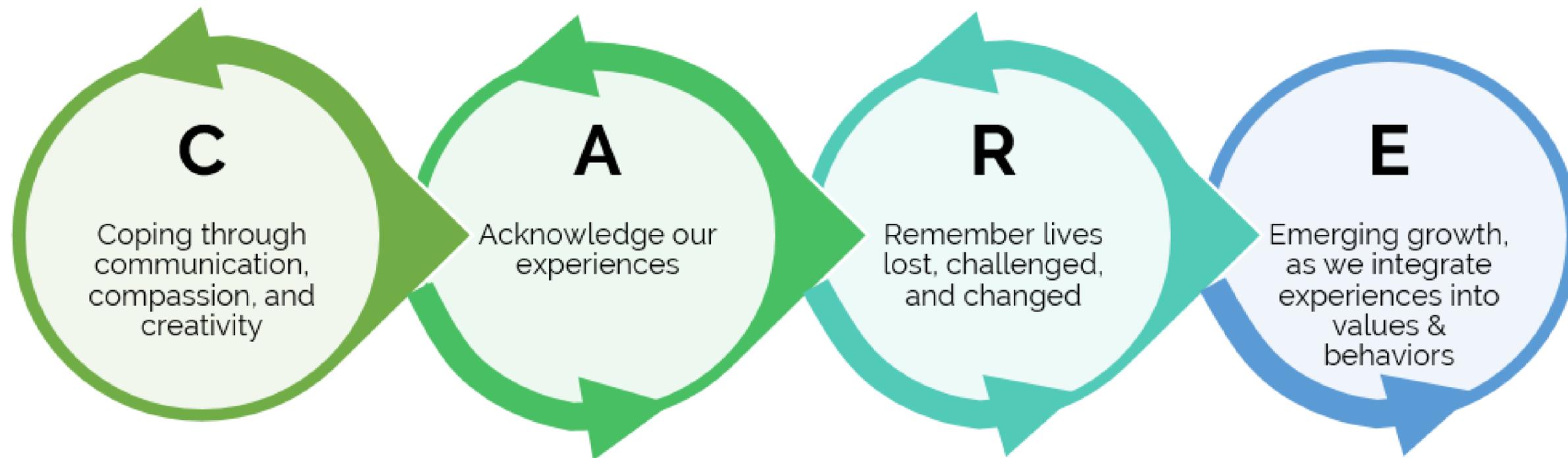
# The Path Forward Begins with Empathy



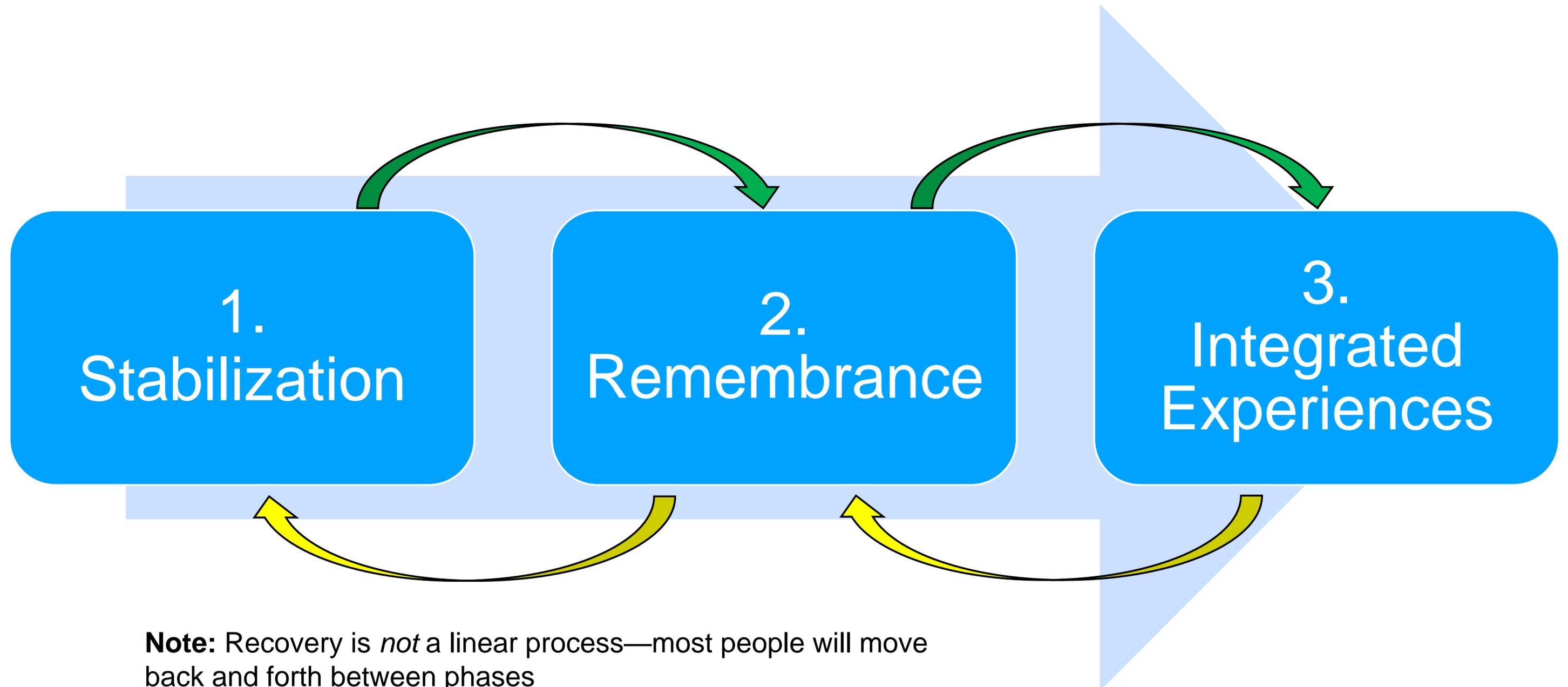


# Christiana CAREs

## Trauma Recovery Model



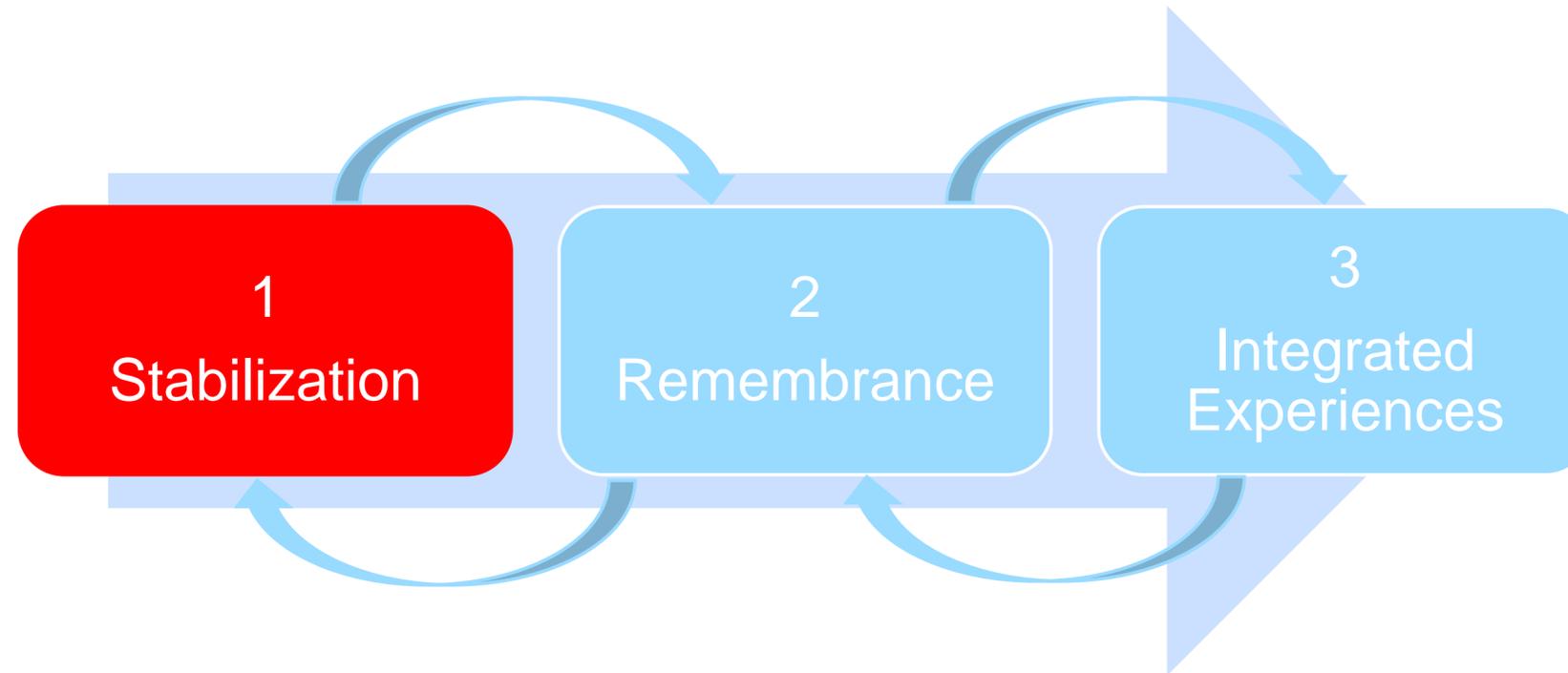
# Tri-Phasic Trauma Recovery



**Note:** Recovery is *not* a linear process—most people will move back and forth between phases

*Adapted from Judith Herman's Trauma & Recovery (1992)*

# Tri-Phasic Trauma Recovery



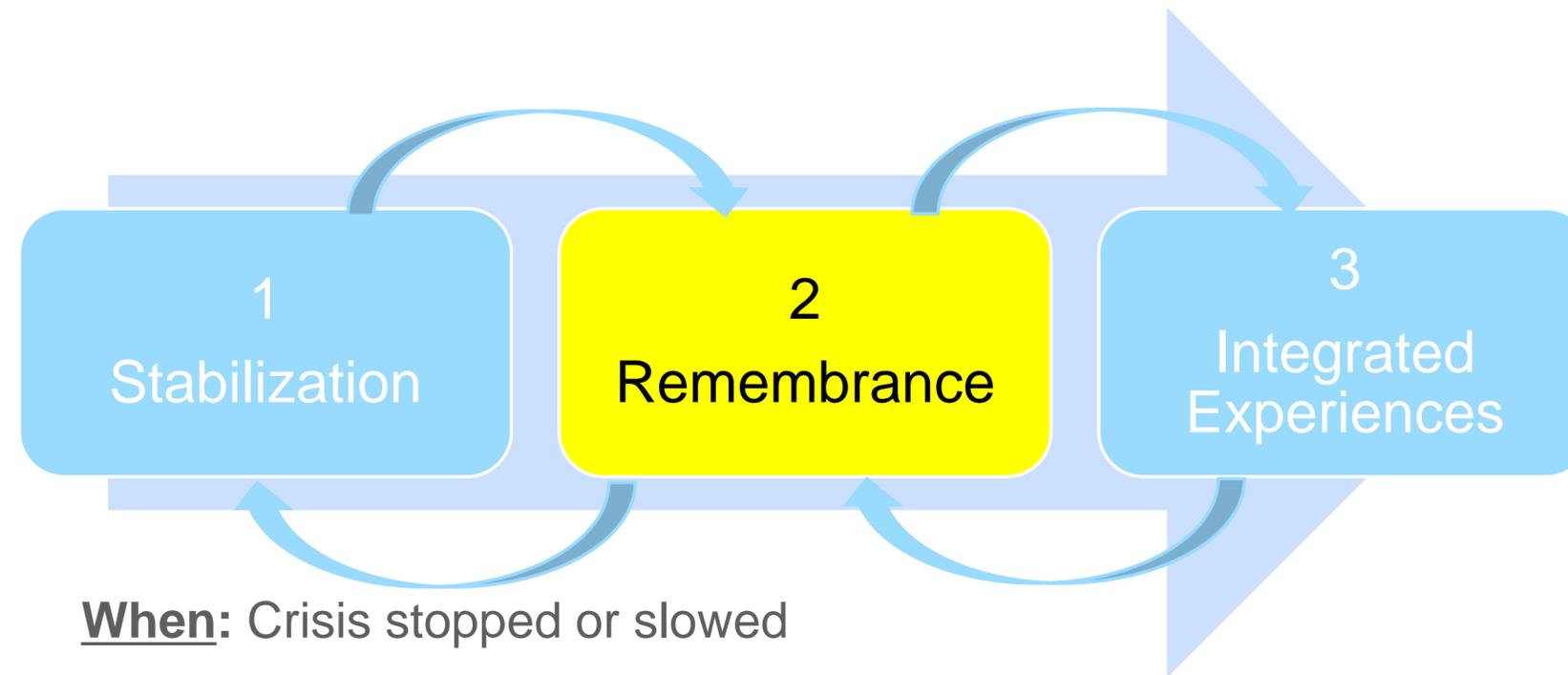
**When:** During crisis and immediately thereafter

**What:** Individual & organizational coping

**How:**

- Transparent communication
- Promote physical safety
- Leadership support
- Support changing workflows
- Increase access to resources
- Team & personal wellbeing initiatives

# Tri-Phasic Trauma Recovery



**When:** Crisis stopped or slowed

**What:** Collective trauma brings loss and grief. Caregivers and organization tell the story of what has happened to us.

**How:**

- Increase recognition of experiences
- Acknowledge COVID-19 continues
- Normalize range of feelings
- Resist natural urge to move on
- Coach leaders on psychological safety and grief leadership
- Townhalls
- Oral histories
- Data collection
- “Who were we before COVID and who are we now?”



# 3/11/21 Moment of Reflection





# Huddle Pause

## COVID Anniversary (March 11<sup>th</sup>)

As we attempt to use resources wisely and effectively, we recognize the single most important resource is our caregivers.

**Directions for a Huddle Pause:** At the beginning or end of your huddle:

- 1. Acknowledge** the one-year anniversary of the first COVID case in Delaware.
- 2. Allow** for 30 seconds of silence and space to pause, breathe, and reflect
  1. “We would like to pause together for a collective moment of silence to honor this anniversary.”
  2. “You may use this time for a moment of remembrance, or however you wish.”
- 3. Thank** everyone and recognize caregivers and their efforts during this time

### Additional Resources

Aetna's Employee Assistance Program, Resources for Living (800-701-0779)

VITAL Worklife (877-731-3949)

Care for the Caregiver ([careforthecaregiver@christianacare.org](mailto:careforthecaregiver@christianacare.org))



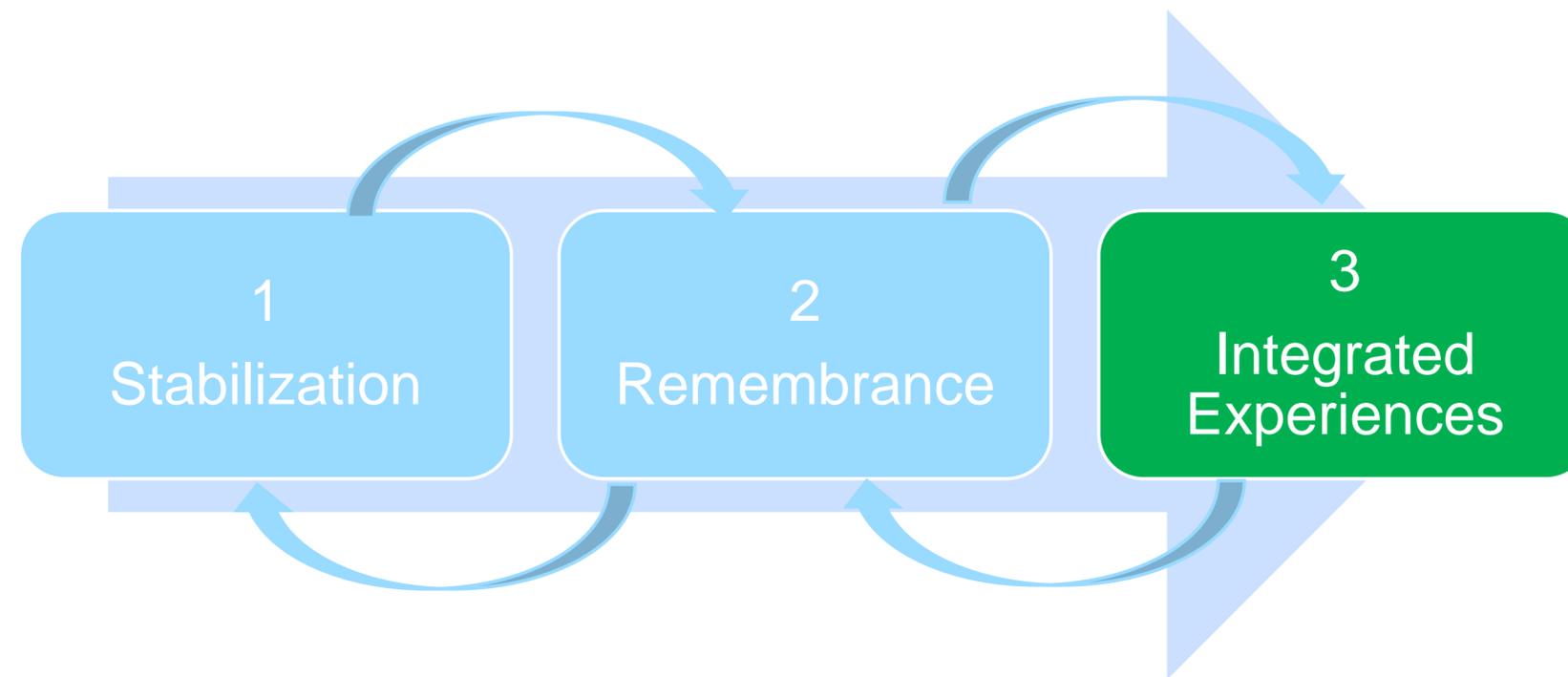
# Remembrance

## One Year, One Word.

What one word captures  
your experience from  
the past year?



# Tri-Phasic Trauma Recovery



**When:** After significant time to process and mourn

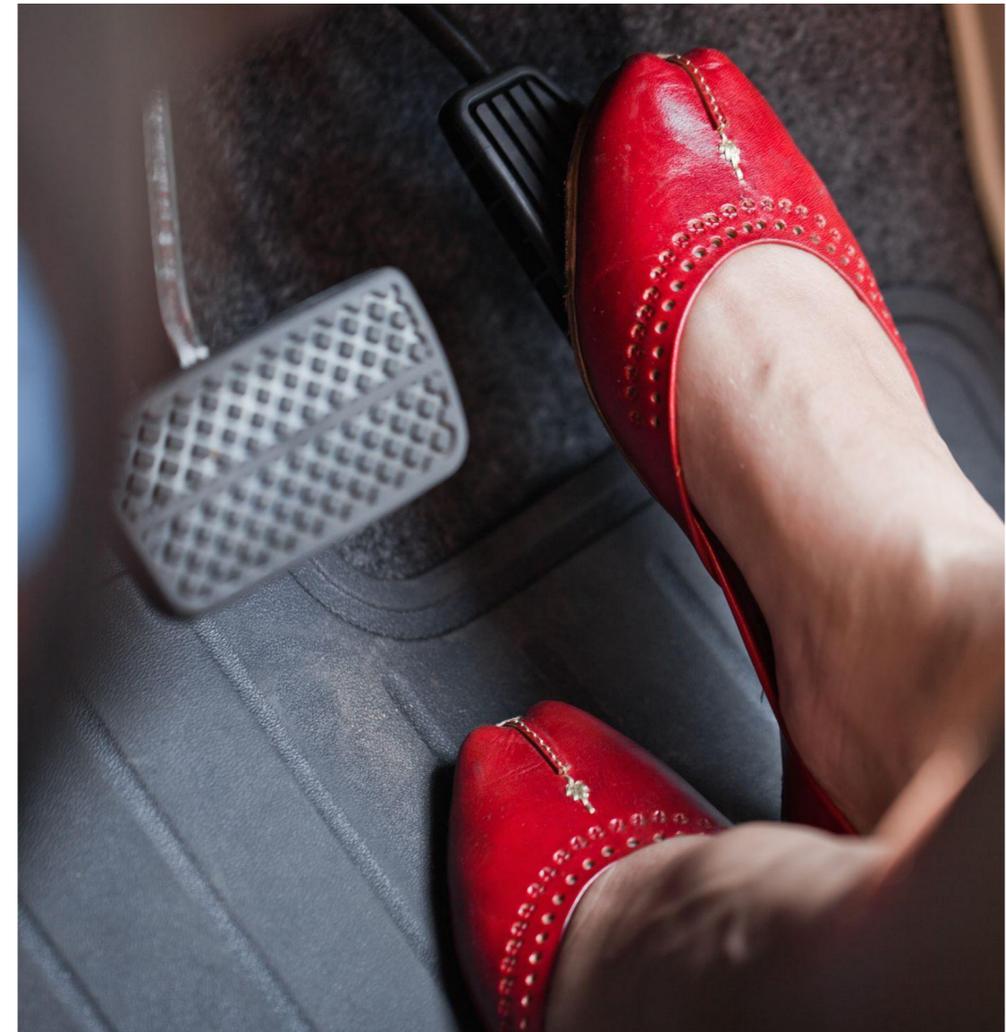
**What:** Having explored and reconciled what has happened to us, we begin to look to the future. Our values and beliefs may have been challenged or strengthened. New aspirations or clearer goals/agendas may emerge.

**How:**

- Incorporate lessons learned into values and behaviors
- Re-assess goals
- Enhance opportunities for empowered action

# Summary Considerations

- As COVID-19 numbers decrease, caregiver needs will likely increase
- We are entering the recovery phase of *remembrance*
- **Strategies for consideration:**
  - Educate team leaders re: trauma and grief leadership
  - Continue transparent communication and messages to normalize range of emotions from hope/gratitude to exhaustion to anger to grief/despair
    - Townhalls, Videos on Caregiver Connect and social media
  - Continue CWW efforts (particularly rounding, education, expansion of group supports like COMPASS)
  - Create opportunities for caregivers to tell their stories (i.e., through video series, art)
    - Leverage media partnerships to recognize caregivers' diverse range of experiences or show appreciation
  - Shine a spotlight on things caregivers are doing well
  - Continue Wagl and other means of data collection



**"Let's keep our feet on the accelerator right now, because we are going in the right direction" (Fauci, 2021)**