

DV Managers: Effective Tools for Burnout Prevention

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Defining the problem

2016 ABA Commission on Lawyer Assistance Program

/ Hazelden Betty Ford Foundation Study

- 21-36% problem drinkers
- 28% symptoms of clinical depression
- 19% symptoms of clinical anxiety
- 23% stress

- *Younger attorneys, in their first 10 years of practice, experience the highest rates of drinking & depression*

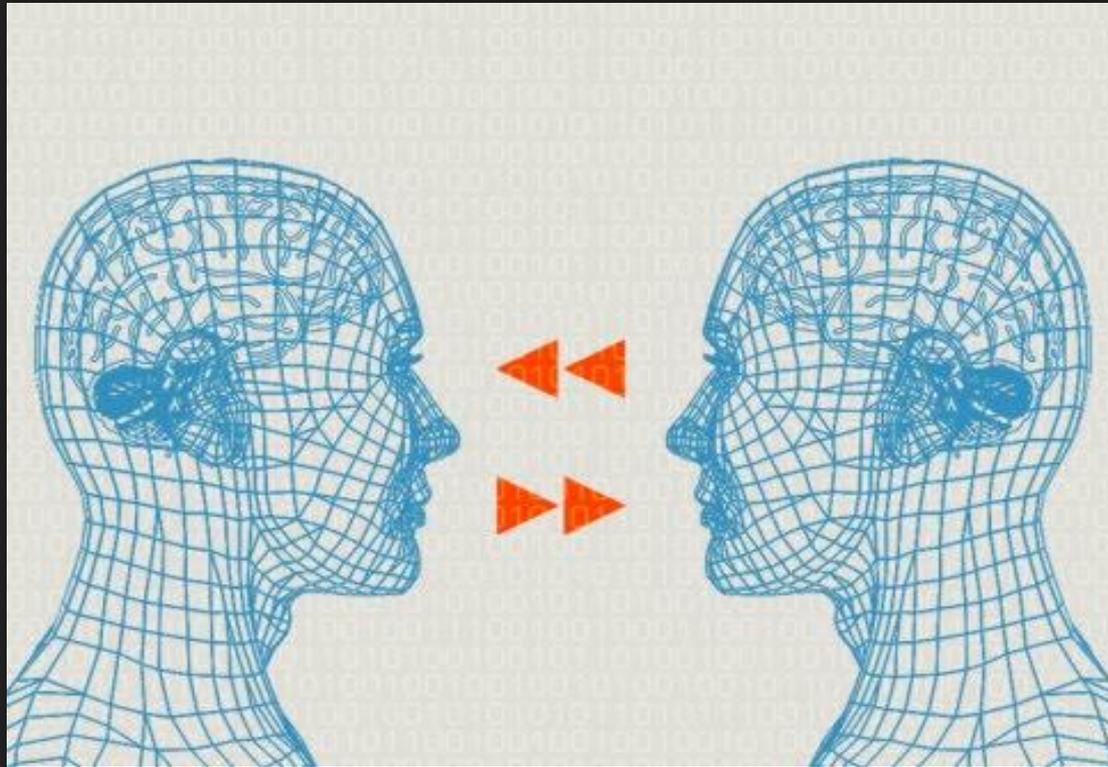
Defining the problem

Siebert and Siebert

2005 study of 1000 US social workers

- 19% above Center for Epidemiological Studies Depression Scale at time of survey
 - 60% experiencing depression at some point
 - 16% seriously considered suicide
 - 20% on medication for depression
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- 15-34% LCSWs meet criteria for PTSD (*Bride, et al. 2007*)
 - *Many people are drawn to the field due to their personal experience/past history with DV*

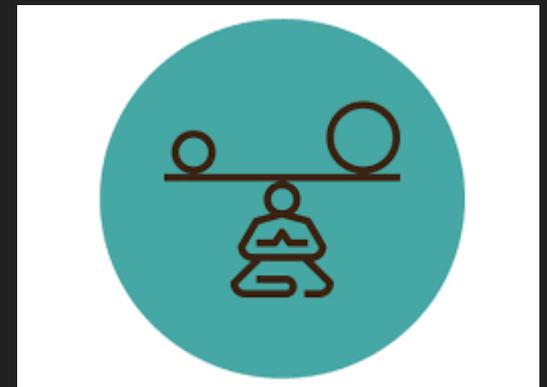
Mirror Neurons – Vicarious Trauma & Compassion Fatigue



Resilience

(suggestions from the Mayo Clinic)

1. Positive connection with others/another
2. Finding meaning daily
3. Learn from experiences
4. Remaining hopeful (future-focus)
5. Self-care
6. Be proactive



Resilience

- Vicarious resilience – our exposure to how Victims overcome increases our own feelings of resilience
- How do we create opportunities to create this exposure?

Defining well-being

1. Engagement in social activities
2. Having close relationships / a sense of belonging
3. Developing confidence through mastery
4. Achieving goals that matter to us
5. Sense of autonomy & control
6. Self-acceptance
7. Personal growth

Wellness vs. Trauma-Informed Wellness



- Wellness should include consideration of the impacts of the exposure to trauma, not just workplace stress
- Self-care done at home is undermined or supplemented by wellness practices in the workplace

National Task Force on Lawyer Well-Being

**The Path to Lawyer Well-Being:
Practical Recommendations for Positive Change
August 2017**

<http://lawyerwellbeing.net>

- Recommendations
- Action Plans
- Check Lists
- Samples/Examples

5 steps

1. ID stakeholders/roles in reducing toxicity
2. Eliminate the stigma of help-seeking
3. Emphasize well-being as part of competence
4. Education on well-being issues
5. Small, incremental steps to shift the practice of law to increase well-being

Examples

- U.S. Military's REAL Warrior campaign
- Set up an office Lawyer Well-Being Committee

Other Resources

- National Task Force Commission on Lawyer Assistance Programs (CoLAP)
- National Organization of Bar Counsel (NOBC)
- Association of Professional Responsibility Lawyers (APRL)

Role-modeling from the top

- Facilitating office-policy re work-load
- Facilitating office practice re resiliency
- Facilitating individual action/self-care

A well office Is a successful office

- Performance, productivity, retention are all linked to wellness
- Depression is more than sadness:
 - Diminished memory
 - Reduced attention
 - Impaired problem-solving

Small-group discussion

- Evaluate the work environment
 - Identify policies & practices that support/detract from attorney well-being
 - Identify activities that promote well-being
 - Identify how you will measure change
- *Report back: what are some specific strategies/steps you could implement in order to move towards your big-picture goals?*

Things that have helped:

- Lawyer well-being committees
- Fostering attitudes of respect & congeniality vs hostility & negativity towards opposing counsel (“part of the process” vs “right against wrong”)
- Mentoring programs
- Well-respected members of the community discussing their struggles & path to overcoming (AOD, mental health, impact on personal relationships, etc.)
- Diversity & inclusion programs have increased civility & well-being goals too
- Increase ways for attorneys to control their schedules
- Training in evaluating/addressing their well-being needs as well as how to support others
- Including well-being information in orientation materials

Factors Influencing Job Satisfaction - Coyle et al, 2005

- Being able feel progress
- The feeling of having helped
- Autonomy, decision-making control, flexibility
- The ability to share one's skills
- Being part of a well-functioning team
- Access to opportunities for self-development
- Professional respect from other fields

What works:

- Creating realistic workloads
- Encouraging/enforcing mid-day breaks, lunch breaks vs working lunches, etc.
- Encourage use of vacation & sick time (especially preventative “mental health days”)
- Foster/facilitate peer group discussions
- Value teamwork & a culture of caring
- Give employees control over what you can
- Supply wellness resources/materials in the office

Leadership

- Empathy
- Open communication, acknowledging emotion
- Define an expectation and trust people to meet it (inspire autonomy, offer staff control over how they get to the finish-line)
- Develop future leaders/succession plan
- Find meaning in your work
- Practice your own wellness & self-care

5:1

Positive interactions : negative interactions

- Team performance
- Interpersonal relationships
- Work-load satisfaction



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- *(incidentally, also for marital relationships...)*

Compassion Satisfaction Survey

1. I am pleased with how I am able to keep up with helping techniques & protocols.
2. I feel invigorated after working with those I help.
3. I have happy thoughts & feelings about those I help & how I could help them.
4. My work makes me feel satisfied.
5. I have thoughts that I am a “success” as a helper.
6. I am proud of what I can do to help.
7. I like my work as a helper.
8. I believe I can make a difference through my work.
9. I get satisfaction from being able to help others.
10. I am happy that I chose to do this work.

Burnout Survey

1. I am happy.
2. I am the person I always wanted to be.
3. I feel connected to others.
4. I have beliefs that sustain me.
5. I am a very caring person.
6. I feel trapped by my job as a helper.
7. I am not as productive at work because I am losing sleep over traumatic experiences of a person I help.
8. I feel worn out because of my work as a helper.
9. I feel overwhelmed because my case/workload seems endless.
10. I feel “bogged down” by the system.

Secondary Trauma Scale Survey

1. I am preoccupied with more than one person I help.
2. I jump or am startled by unexpected sounds.
3. I find it difficult to separate my personal life from my life as a helper.
4. I think I might have been affected by the traumatic stress of those I help.
5. Because of my helping, I have felt “on edge” about various things.
6. I feel depressed because of the traumatic experiences of the people I help.
7. I can't recall important parts of my work with people impacted by trauma.
8. I feel as though I am experiencing the trauma of someone I have helped.
9. I avoid certain activities or situations because they remind me of frightening experiences of the people I help.
10. As a result of my helping, I have intrusive, frightening thoughts.

Resilience Survey

1. Having to cope with stress can make me stronger.
2. I am not easily discouraged by failure.
3. Under pressure, I stay focused & think clearly.
4. I can deal with whatever comes my way.
5. I try to see the humorous side of things when I am faced with problems.
6. I tend to bounce back after illness, injury, or other hardships.
7. I am able to adapt when changes occur.
8. I am able to handle unpleasant or painful feelings like sadness, fear, and anger.
9. I believe I can achieve my goals.
10. I think of myself as a strong person when dealing with life's challenges & difficulties.

Your Wellness!

*In closing,
what is a personal commitment
you can make for your own sense
of well-being?*

Questions, comments, thoughts?

Thank you!

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