



Start Your Journey Towards a
Healthier, More Supportive Workplace

Resources & Program Information

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Creating a Healthier, More Supportive Workplace

Literature review of interventions that address burnout, secondary traumatic stress (STS), and turnover intention



In recent years, organizations with demanding and intense work environments have seen a marked increase in staff burnout, moral distress, secondary traumatization, empathic strain, physical and mental illness, conflict, attrition and related factors.

What works? A review of the literature

A systematic review of the burnout and secondary traumatic stress literature demonstrates that workplaces should prioritize organizational and system-wide interventions rather than concentrating exclusively on front-line workers' self-care and stress reduction tools.

While individual wellness practices are indeed important, as evidenced by Dr. Patricia Fisher's 12 Factor Organizational Health Model - where health and wellness is one of the three Key Pillars of organizational health - research shows that organization-based programs focusing solely on individual wellness strategies do not lead to significant and lasting positive results in employee well-being, engagement, or reduction in workplace stressors when they are not embedded in a broader systemic organizational health plan.

Research on implementing a comprehensive and sustainable organizational health program highlights the importance of a step-wise approach to effectively address these pressing concerns.

This approach begins with recognizing that organizational health exists within a complex ecosystem. Wellness is in constant interaction with other factors at the individual, team, organizational, system, and societal levels.

The TEND Roadmap helps organizations...

- Gain a deep understanding of the complex stress model of organizational health and its key components.
- Identify and reflect on three critical factors that influence organizational health: working conditions, system challenges, and supports for trauma exposure.
- Acknowledge that challenging working conditions, systemic obstacles, and inadequate trauma support contribute to increased rates of burnout, secondary traumatic stress (STS), and turnover intention.
- Identify and implement strategies to overcome challenges in these three key areas, with the goal of fostering stability and enhancing employee outcomes.

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Key Principles of the TEND Approach

- Recognizes the inherent occupational risks associated with work focused on alleviating the suffering of others.
- Recognizes that high-stress, trauma-exposed work environments are uniquely challenging and differ significantly from other types of workplaces.
- Emphasizes the need to focus not only on front-line workers but also on supervisors, managers, and leaders, as they too are significantly impacted.
- Understands that many career-sustaining tools, such as micro-practices and communities of support, should be integrated into the workplace and practiced with colleagues, rather than relying solely on "after-work" recovery.
- Uses tools that are grounded in the science of neurophysiology and interpersonal neurobiology.
- Requires continual practice and strategic support from senior leadership, systems and processes.
- Stays current with new research and integrates an intersectional approach to ensure that recommended tools are inclusive and up to date.

Visit www.tendtoolkit.com/roadmap-references for the complete reference list.

What is the TEND Roadmap Program?

The TEND Roadmap Program helps workplaces care for their people. We work with your team to map out a path toward a healthier organization. We invite everyone to share their experiences, the challenges they face, and how supported they feel at work. At the end of this program, we create your Roadmap Assessment Report. This report includes all of our findings as well as recommendations specific to each assessment area, to help you reach your short-term and long-term goals.

OVERVIEW OF THE PROGRAM

What does the Roadmap program assess?

- Working Conditions
- System Challenges
- Organizational Support for Trauma Exposure
- Employee Outcomes

1. PREPARE



We orient key staff & leadership to get everyone on board. Then, we help build the Implementation Working Group (IWG).

2. ASSESS



The TEND Roadmap Survey is launched. Next, we talk directly with staff to understand more about the survey results.

3. ANALYZE



Our team of experts and data scientists create your TEND Roadmap Assessment Report.

4. ADVISE



We present your report and help prioritize next steps.

About the TEND Roadmap Survey

Online format
15 - 20 mins to complete
Voluntary, anonymous, & confidential

NEXT STEPS ACTUALIZE



Implement your Roadmap to a healthier workplace with TEND's support or on your own.

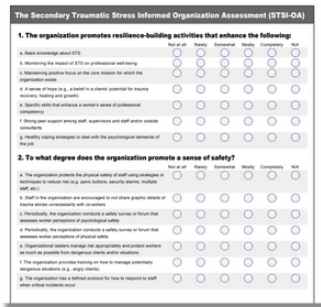
ASSESSMENTS & TOOLS



Best Practices for Addressing Secondary Traumatic Stress: Consensus Guidelines for Individuals & Organizations

Secondary Traumatic Stress Consortium | www.stsconsortium.com

Using input from international STS experts and the latest research, these Principles offer up a best practice approach to addressing secondary traumatic stress that considers how individuals and organizations can work together in an effective manner. The resource is available for free and access can be requested on the [STS Consortium website](http://www.stsconsortium.com).



The Secondary Traumatic Stress Informed Organizational Assessment (STSI-OA)

Sprang, G., Ross, L., Miller, B., Blackshear, K., & Ascienzo, S., 2017 | www.ctac.uky.edu/stsi-oa

The STSI-OA is an assessment tool that can be used by organizational representatives at any level to evaluate the degree to which their organization is STS-informed and able to respond to the impact of secondary traumatic stress in the workplace. The STSI-OA identifies specific areas of strength and opportunities to implement STS informed policies and practices. The results of this tool can be used as a roadmap for future training and implementation activities in the area of STS and trauma-informed care. Contact Ginny Sprang, Ph.D. for more information at sprang@uky.edu



Secondary Traumatic Stress Policy Analysis Tool (STS-PAT)

Sprang, G., Eslinger, J., Gottfried, R., & Gusler, S., 2022 | www.ctac.uky.edu/secondary-traumatic-stress-policy-analysis-tool

This tool provides a series of questions that can help an organization analyze their policies for consistency with the principles of an STS-informed organization. This tool follows standards of care that indicate that STS is best considered from a primary and secondary prevention perspective and assists organizations in understanding more about the content and scope of existing policies, how they are developed and implemented, and whether desired outcomes are being achieved.

RESOURCES

Fisher, P. (2015). *Building resilient teams: Facilitating workplace wellness & organizational health in trauma-exposed environments*. Fisher & Associates.

Hougaard, R., & Carter, J. (2022). *Compassionate leadership: How to do hard things in a human way*. Harvard Business Review Press.

Maslach, C., & Leiter, M. P. (2022). *The burnout challenge: Managing people's relationships with their jobs*. Harvard University Press.

Miller, B., Brymer, M., Louie, K., & Hangartner, K. (2024). *Psychological first aid guide for children's advocacy center supervisors*. Southern Regional Children's Advocacy Center.

Shanafelt, T. D., & Noseworthy, J. H. (2017). Executive leadership and physician well-being: Nine organizational strategies to promote engagement and reduce burnout. *Mayo Clinic Proceedings*, 92(1), 129–146. <https://doi.org/10.1016/j.mayocp.2016.10.004>

Sprang, G., Lei, F., & Bush, H. (2021). Can organizational efforts lead to less secondary traumatic stress? A longitudinal investigation of change. *The American Journal of Orthopsychiatry*, 91(4), 443–453. <https://doi.org/10.1037/ort0000546>

Interested in bringing the Roadmap to **your organization?**

Book a time to chat with Marlene O'Neill-Laberge, MSW, RSW, our Roadmap Manager to learn more about what the TEND Roadmap program can offer your organization.

» [Click here to book a 30-minute chat](#)



Or reach out at marlene@tendacademy.ca

