

Workforce Wellness Toolkit



OVERVIEW

This workforce wellness toolkit is designed to support health center leaders who are building comprehensive plans to enhance workforce health and wellbeing. Community health centers are experiencing an ever-growing load of traumatic assaults and toxic stress caused by growing demand for their services, changes to the delivery of care, staffing shortages, and resource shortfalls. Centering workforce wellness is therefore fundamental to sustaining community health centers are they deliver.

Drawing on principles of trauma-informed care, this toolkit provides an overview of the neurobiology of toxic stress and offers specific clinic practices that support workers to better regulate their nervous systems and resist the real threats of moral injury and burnout. The toolkit offers sample workflow changes, emails, meeting agendas, and brief individual and team exercises that health centers can integrate into day-to-day clinic life.

Our hope is that these tools inspire and lift up the workforce wellness initiatives already in place. The materials are designed to be used by a broad range of health center employees, including leadership, human resources, front line workers, and participants in trauma-informed care and wellness committees.

The toolkit is divided into the following sections:

Stepping Back from the Culture of Busy (PowerPoint)

Provides an overview of the current state of the health care workforce and identifies the need for protected time and space for regulation practices. These slides can be used to "make the case" for how staff can no longer endure the toxic stress that comes with operating in a "culture of busy." These slides cover the neurobiology of toxic stress, the science-based practices of regulation that help workers build resilience, and considerations for leaders to make protected time for these practices to support staff wellness.

Facilitators Guide to Micro-Resilience at Work (PowerPoint)

Provides examples of effective regulation practices to soothe over-taxed nervous systems. The exercises include practices that can be done by individual workers, managers, and meeting facilitators. These micro-resilience practices are based on the neuroscience of regulation – a critical practice to quiet the lower brain's fight, flight, freeze response and activate the parasympathetic rest and digest process. The materials are offered in PowerPoint for those who want to present these strategies during in-person and virtual meetings.

Example Newsletter/Email to Health Center Leaders re: Integrating Stress Regulation at Work (<u>Word</u>)

Provides text for a sample newsletter or email that health center leadership can send internally to urge leaders and managers to build space for these brief micro-resilience practices throughout the workday.

Example Newsletter/Email to Health Center Staff re: Practicing Stress Regulation (Word)

Regulation is an organizational and individual responsibility. This sample weekly or monthly wellness newsletter or email helps to build a culture of wellness and reminds workers to practice self-regulation.

Moment to Pause Script (Word)

This one-page script can be used by leaders during team meetings and attached to emails and newsletters.

Clinic Wellness Assessment Tool (Word)

This brief assessment is designed to quickly identify institutional strengths and areas for improvement to build a culture of wellness for clinic staff. Health centers may choose to use this tool to guide their strategic workforce wellness plan.

Staff Wellness Assessment Tools (Word and PDF)

These tools help supervisors and team leads assess the overall state of compassion fatigue in their workforce, as well as assess the positive coping skills that have been proven to resist burnout. These tools can be used quarterly and/or annually to build a data-driven workplace culture of wellness. We encourage health centers to use these tools in addition to an annual staff satisfaction survey that will provide ongoing quantitative and qualitative data about the workforce. Ideally these tools will be delivered in small teams and/or through supervisory relationships wherein employees are encouraged and supported to act on the results by making necessary behavioral changes inside and outside of work.

- ProQOL Scale
- Buffalo Self-Care Assessment
- Compassion Resilience Self-Compassion Scale

Stress Management Worksheet (Word)

This worksheet can be used with individuals or teams of employees to support crafting a wellness plan that decreases stress and increases resilience.

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EXAMPLE NEWSLETTER/EMAIL TO HEALTH CENTER LEADERS re: Integrating Stress Regulation at Work

Email Subject Line:

Bring 5-minute stress management practices into your day-to-day work

We are working to build a workplace where employees are encouraged to feel well – regulate, relate, reason, and set the workplace boundaries they need to sustain their humanity.

To that end, we are asking you to bring brief (3-5 minute) regulation practices into your team meetings, supervisions, and other spaces where you connect with colleagues.

Each person and team may benefit from different practices to regulate when their cup is overflowing. We invite you to bring what feels right to you as a leader and collaborate with your teams to create brief spaces for these healing exercises in the day-to-day work. You might start with 1:1 supervision or in a weekly team meeting. The details are yours to determine. In your support, here are some examples of brief regulation practices. You may also find additional resources in the "Facilitator's Guide to"

Micro-Resilience at Work."

Optional regulation practice examples:

- <u>5-4-3-2-1 Mindful Moment</u> or "Moment to Pause Script" (see page 6.)
- Sound and Visual Meditation: <u>Forest Sounds</u> or <u>Underwater Images</u>.
- Team Connection: Start with a prompt, i.e.,: What is the best human interaction you had this week? What one word describes the state of your being right now? What do you need to take care of yourself this week and can anyone in this room help?
- 5 things that you can see
 4 things that you can touch
 3 things that you can hear
 2 things that you can smell
 1 emotion you can feel
- Acknowledgement and Shout Outs: Start meeting with sharing gratitude and shout outs for team members.
- Humor: Animals Swimming or Being Silly.
- Movement: 10 jumping jacks, head, shoulders, knees, and toes round or other stretching; ball toss challenge (catch 20 in a row.)

Again, these are just examples to inspire your own creativity and sense of what your team might enjoy. We know that many of you already are engaging in these practices and encourage you to continue.

If you have thoughts, questions, concerns, we want to hear from you. You can reach (insert contact information here).

EXAMPLE NEWSLETTER/EMAIL TO HEALTH CENTER STAFF re: Integrating Stress Regulation at Work

Email Subject Line: Stop and take 5 minutes for You

We know the work never ends, but we are asking you to STOP for five minutes to check in and engage in a practice that releases stress.

To that end, here are a few brief regulation practices that are proven to support rest and recovery of an overtaxed nervous system. **Can you find 5 minutes today to do one of them?** When you've done it, please email (insert name of person such as Human Resource Director, CEO, Medical Director). The first 15 workers to complete the practice will get 2 extra hours of **PTO this month**.

Optional regulation practice examples:

- <u>5-4-3-2-1 Mindful Moment</u> or "Moment to Pause Script" (<u>see page 6</u>)
- Sound and Visual Meditation: <u>Forest Sounds</u> or <u>Underwater Images</u>.
- Humor: Animals Swimming or Being Silly.
- Movement: 10 jumping jacks; 1 round of head, shoulders, knees and toes or other stretching; ball toss challenge (catch 20 in a row.)
- Gratitude Journal: Write down 3 things from the past week that you are grateful for and take 3 minutes to visualize and re-experience one of them.

yuu y	5 things that you can see
	4 things that you can touch
6>	3 things that you can hear
	2 things that you can smell
۲	1 emotion you can feel

• Self-Care Assessment: Review the self-care assessment (see page 12). Decide on one action you want to take and ask a colleague or manager to help clear your schedule and hold you accountable to following through.

Again, the first 15 workers to complete this 5-minute challenge will get 2 hours of PTO. Just email us at (insert contact information here).

If you have thoughts, questions, concerns, we want to hear from you. You can reach (insert contact information here).

MOMENT TO PAUSE SCRIPT (5 minutes)

- 1. Sit comfortably in your chair with feet flat on the ground. You may choose to keep your eyes open or closed.
- 2. The singing bowl will sound three times and this is an invitation for you to begin noticing your breathing and this present moment (RING BOWL). Slowly, take in a breath and then exhale.
- 3. Allow yourself to breathe normally. Simply pay attention to what it feels like in your body to slowly breathe in and out. Bring your attention to your belly. You might even place your hand with an open flat palm on your belly. You might notice your belly rising, as you inhale, and falling as you exhale. You might imagine the tip of your nose or your lips where the air is going in as you inhale, and out as you exhale. What does the air feel like at the tip of your nose as you inhale? Is it cold, warm? How about when you exhale?
- 4. Now let your breath fall into the background letting it happen effortlessly.
- 5. Scan your body from head to toe trying your best to notice any physical sensations. To yourself, name the parts of your body where you notice these physical sensations presently. For example, if you feel something in your neck, say to yourself, "Neck." It might be, "No sensations." No need to change or judge these sensations. Just try to name the part of your body where you experience them. You might notice that a sensation changes moment to moment. (10 SECONDS OF SILENCE)
- 6. Now let those physical sensations fall into the background and try your best to focus on your thoughts. To yourself, rate the speed of your thoughts presently. For example, say to yourself, "Fast, or Medium, or Slow." No need to change or judge these thoughts. Just try to give them a speed. You might notice that the speed of your thought changes from moment to moment. (10 SECONDS OF SILENCE)
- Now let those thoughts fall into the background and try your best to focus on any emotions you might be having. To yourself, label each emotion as either "Pleasant, Neutral, or Unpleasant." No need to change or judge these emotions. Just try to describe them with one of the three words. You might notice that an emotion changes from moment to moment. (10 SECONDS OF SILENCE)
- Now with your eyes open, slowly turn your focus to the outside. Name to yourself the places on your body where you are connected to the ground or with the chair on which you are sitting. Use your eyes to find something you see and name it to yourself. (WAIT A COUPLE SECONDS)

Use your ears to find something you hear and name it to yourself. (WAIT A COUPLE SECONDS)

Use your hand and touch an object nearby and name it to yourself. (WAIT A COUPLE SECONDS)

Use your nose to find something you smell and name it to yourself. It might be "no smell." (WAIT A COUPLE SECONDS)

As you come to the end of this moment to pause, congratulate yourself for taking this time to be present.

9. Take three more deep breaths, bringing some movement into your hands and feet, and gently come back to our conversation.

BRIEF ASSESSMENT OF CLINIC CULTURE AND SYSTEMS TO SUPPORT EMPLOYEE WELLNESS

Identify Your C-Suite Leader / Wellness Champion

Possible Qualities: power of purse strings, humble, compassionate, good listener, personally committed to improving wellness, concerned about health care pipelines and staff retention

Brief Assessment of Culture of Busy In Your Health Center Possible Areas to Target ¹		Rate Availability of Scale of 1-5 (1 = not available, 5 = readily available)			
Clinic culture creates forums (e.g., supervision, treatment team meetings, periodic retreats, social events, team self-care challenges, lunch & learn) aimed at helping staff to acknowledge vicarious traumatization and engage in practices of play, individual and co-regulation to build resilience.	1	2 □	2 □	4	5
Staff schedules are structured such that staff have time to meet, think about, and talk about the work rather than only doing the work (e.g., supervision, debrief meetings, case consultation huddles.)	1	2	2	4	5
Physical space in the health center offers quiet rooms, opportunities for informal connection (e.g., breakrooms, gardens), space for quiet walks or mindfulness practices.	1	2 □	2 □	4	5
Data related to implementation of a trauma-informed approach or building employee wellness is collected, monitored, and used for quality improvement.	1	2	2 □	4	5
Multidisciplinary team members function well as a team - manage conflict, care for each other, have opportunities to huddle and consult on cases.	1	2	2	4	5
Organization makes use of outside consultants who have expertise in trauma, substance use disorder, integrated behavioral health, crisis management, etc. when necessary.	1	2	2	4	5
Wellness goals are incentivized by HR, (e.g., supporting work/life balance and staff wellness is integrated into workforce performance goals; staff offered PTO and other benefits for high team scores on workforce satisfaction and/or low/scores on ProQOL and other indicators of burnout or compassion fatigue.)	1	2	2	4	5

¹ These questions have been informed by the National Council on Mental Wellbeing's Trauma-Informed Organizational Self-Assessment. <u>https://www.thenationalcouncil.org/resources/fostering-resilience-and-recovery-a-change-package-for-advancing-trauma-informed-primary-care/</u>

Professional Quality of Life (ProQOL) Scale

To download and print, or take the assessment online go to <u>https://progol.org/progol-measure</u>.

Nhen you [h		ATISFACTION AND COMP (PROQOL) VERSION 5 (200 .ct with their lives. As you may	9)	passion for those you
help] can affe negative, as a	ect you in positive and negative w [helper]. Consider each of the fo honestly reflects how frequently y	ays. Below are some-questions llowing questions about you an	about your experienc d your current work s	es, both positive and
I=Nev	er 2=Rarely	3=Sometimes	4=Often	5=Very Often
I.	I am happy.			
2.	I am preoccupied with more	than one person I [help].		
3.	I get satisfaction from being a	ble to [help] people.		
4.	I feel connected to others.			
5.	I jump or am startled by une	xpected sounds.		
6.	I feel invigorated after working	ng with tho se I [help].		
7.	I find it difficult to separate n	ny personal life from my life	as a [helper].	
2. 3. 4. 5. 6. 7. 8.	l am not as productive at wo [help].	rk because I am losing sleep	over traumatic expe	eriences of a person I
9.	I think that I might have beer	affected by the traumatic s	tress of those I [help].
10.	I feel trapped by my job as a	[helper].		
11.	Because of my [helping], I ha	ve felt "on edge" about vario	ous things.	
12.	I like my work as a [helper].			
13.	I feel depressed because of th	ne traumatic experiences of	the people I [help].	
14.	I feel as though I am experier	ncing the trauma of som eon	e I have [helped].	
15.	I have beliefs that sustain me			
16.	I am pleased with how I am a	ble to keep up with [helping] techniques and pro	otocols.
17.	I am the person I always wan	ted to be.		
18.	My work makes me feel satis	fied.		
19. 20.	I feel worn out because of m	y work as a [helper].		
20.	I have happy thoughts and fee	elings about those I [helþ] ar	nd how I could help t	hem.
21.	I feel overwhelmed because i	my case [work] load seems	endless.	
22.	I believe I can make a differen	nce through my work.		
22. 23.	l avoid certain activities or si people l [help].	tuations because they remin	d me of frightening e	experiences of the
24.	I am proud of what I can do	to [help].		
25.	As a result of my [helping], I	have intrusive, frightening th	oughts.	
26.	I feel "bogged down" by the s	ystem.		
27.	I have thoughts that I am a "s	success" as a [helper].		
28.	I can't recall important parts	of my work with trauma vic	tims.	
29.	I am a very caring person.			
30.	I am happy that I chose to do	o this work.		

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Professional Quality of Life (ProQOL) Scale (Page 2)

YOUR SCORES ON THE PROQOL: PROFESSIONAL QUALITY OF LIFE SCREENING

Based on your responses, place your personal scores below. If you have any concerns, you should discuss them with a physical or mental health care professional.

Compassion Satisfaction

Compassion satisfaction is about the pleasure you derive from being able to do your work well. For example, you may feel like it is a pleasure to help others through your work. You may feel positively about your colleagues or your ability to contribute to the work setting or even the greater good of society. Higher scores on this scale represent a greater satisfaction related to your ability to be an effective caregiver in your job.

The average score is 50 (SD 10; alpha scale reliability .88). About 25% of people score higher than 57 and about 25% of people score below 43. If you are in the higher range, you probably derive a good deal of professional satisfaction from your position. If your scores are below 40, you may either find problems with your job, or there may be some other reason—for example, you might derive your satisfaction from activities other than your job.

Burnout

Most people have an intuitive idea of what burnout is. From the research perspective, burnout is one of the elements of Compassion Fatigue (CF). It is associated with feelings of hopelessness and difficulties in dealing with work or in doing your job effectively. These negative feelings usually have a gradual onset. They can reflect the feeling that your efforts make no difference, or they can be associated with a very hig h workload or a non-supportive work environment. Higher scores on this scale mean that you are at higher risk for burnout.

The average score on the bur nout scale is 50 (SD 10; alpha scale reliability .75). About 25% of people score above 57 and about 25% of people score below 43. If your score is below 43, this probably reflects positive feelings about your ability to be effective in your work. If you score ab ove 57 you may wish to think about what at work makes you feel like you are not effective in your position. Your score may reflect your mood; perhaps you were having a "bad day" or a re in need of some time off. If the high score persists or if it is reflective of other worries, it may be a cause for concern.

Secondary Traumatic Stress

The second component of Compassion Fatigue (CF) is secondary traumatic stress (STS). It is about your work related, secondary exposure to extremely or traumatically stressful events. Developing problems due to exposure to other's trauma is somewhat rare but does happen to many people who care for those who have experienced extremely or traumatically stressful events. For example, you may repeatedly hear stories about the traumatic things that happen to other people, commonly called Vicarious Traumatization. If your work puts you directly in the path of danger, for example, field work in a war or area of civil violence, this is not secondary exposure; your exposure is primary. However, if you are exposed to others' traumatic events as a result of your work, for example, as a therapist or an emergency worker, this is secondary exposure. The symptoms of STS are usually rapid in onset and associated with a particular event. They may include being afraid, having difficulty sleeping, having images of the upsetting event pop into your mind, or avoiding things that remind you of the event.

The average score on this scale is 50 (SD 10; alpha scale re liability .81). About 25% of people score below 43 and about 25% of people score above 57. If your score is above 57, you may want to take some time to think about what at work may be frightening to you or if there is some other reason for the elevated score. While higher scores do not mean that you do have a problem, they are an indication that you may want to examine how you feel about your work and your work environment. You may wish to discuss this with your supervisor, a colleague, or a health care professional.

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Professional Quality of Life (ProQOL) Scale (Page 3)

WHAT IS MY SCORE AND WHAT DOES IT MEAN?

In this section, you will score your test so you understand the interpretation for you. To find your score on each section, total the questions listed on the left and then find your score in the table on the right of the section.

Compassion Satisfaction Scale

Copy your rating on each of these questions on to this table and add them up. When you have added then up you can find your score on the table to the right.	3 6 12 16 18 20.	The sum of my Compassion Satisfaction questions is	So My Score Equals	And my Compassion Satisfaction level is
	22 24.	22 or less	43 or less	Low
	27 30	Between 23 and 41	Around 50	Average
	Total:	42 or more	57 or more	High

Burnout Scale

On the burnout scale you will need to take an extra step. Starred items are "reverse scored." If you scored the item 1, write a 5 beside it. The reason we ask you to reverse the scores is because scientifically the measure works better when these questions are asked in a positive way though they can tell us more about their negative form. For example, question

1. "I am happy" tells us more about

You	Change	the effects
Wrote	to	of helping
	5	when you
2	4	are not
3	3	happy so
4	2	you reverse
5	I	the score

*4.	=	
8.		
10.	-	
*15.	=	
*17.	=	
19.	-	
21.		
26.		
*29.	=	

=

The sum of my Burnout Questions is	So my score equals	And my Burnout level is
22 or less	43 or less	Low
Between 23 and 41	Around 50	Average
42 or more	57 or more	High

Total: __

2.

5. _

7.

9.

11.

13. 14. 23. 25. 28.

Total:

*1.

Secondary Traumatic Stress Scale

Just like you did on Compassion Satisfaction, copy your rating on each of these questions on to this table and add them up. When you have added then up you can find your score on the table to the right.

The sun my Seconda Trauma question	ary L	So My Score Equals	And my Secondary Traumatic Stress level is
22 or	less	43 or less	Low
Betwee and 4	-	Around 50	Average
42 or n	nore	57 or more	High

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Buffalo Self-Care Assessment²

(Richardson, 2001)

This self-care assessment is designed to measure how well you are balancing your own needs with the needs of those you serve. It is recommended you re-assess yourself on a regular basis and use the results to adapt your Self-Care Plan as needed. It is designed to be used as a tool to help you gain AWARENESS about your own needs and limitations, maintain BALANCE between your work self and personal self, and deepen your CONNECTION to this work.

5 Frequently	4 Occasionally	3 Rarely	2 Never	1 It never occurred to me to do this!!!
------------------------	--------------------------	--------------------	-------------------	--

. PHYSICAL SELF-CARE	
Eat regular meals Eat healthy foods Exercise Get regular medical care Take time off when sick Get massages Do fun physical activities	Take time to be sexual Get enough sleep Wear clothes you like Take vacations or day trips Get away from telephones Other:
PSYCHOLOGICAL SELF-CARE	
Make time for self-reflection Engage in your own therapy Journal Read about topics unrelated to work Try not to be in charge Decrease stressful experiences	Listen to your inner experiences Let others see different aspects of you Practice receiving from others Be curious Say no to extra responsibilities Other:
EMOTIONAL SELF-CARE	
Spend time with those whose company you enjoy Stay in touch with old friends Give yourself affirmations and praise Love yourself Re-visit favorite books and movies Identify comforting things	Allow yourself to cry Find things to make you laugh Express your outrage via social action Play with children Other:

² <u>https://socialwork.buffalo.edu/content/dam/socialwork/home/self-care-kit/self-care-assessment.pdf</u> <u>https://socialwork.buffalo.edu/resources/self-care-starter-kit/self-care-assessments-exercises.html</u>

D. SPIRITUAL SELF-CARE	
Spend time in nature Connect with a spiritual community Be open to inspiration and hope Connect to the non-material Be present, not the presenter Identify what has meaning for you	Meditate/pray/sing Spend time with children or animals Have experiences of awe Contribute to causes you believe in Read literature that inspires you Other:
E. WORKPLACE AND PROFESSIONAL SELF	-CARE
Schedule breaks in your workday Take time to chat with colleagues Make quiet time to complete work Identify projects that are rewarding Set limits with clients and colleagues Balance work/caseload Arrange a comforting workspace	 Get regular supervision Negotiate your needs Have a peer support group Develop non-trauma areas of professional interest Other:

Compassion Resilience Self-Compassion Scale

You can take the self-scale <u>online</u> or print the form below from <u>here</u>.

Activi	ty: Self-Comp	assion Scale		
1 10 01 1 1	cy. ocn comp		h permission from Dr. Kristin	Neff
	ch statement carefully before an			ehave in the
	. You can also <u>take this self-so</u>	are online with automatic	scoring.	
Almost nev	ii	240		Almost alway
1	2	3	4	
1. I'm d	sapproving and judgmental abou	t my own flaws and inadequa	cies	
	I'm feeling down I tend to obses			
3. When	things are going badly for me, I s	see the difficulties as part of li	fe that everyone goes through	<u>.</u>
4. When	I think about my inadequacies, it	t tends to make me feel more :	separate and cut off from the	
	f the world			
5. I try t	be loving towards myself when	I'm feeling emotional pain		
6. When	I fail at something important to	me I become consumed by fee	lings of inadequacy.	
	I'm down and out, I remind myse		people in the world feeling like	e I am
	times are really difficult, I tend to			
	something upsets me I try to kee			
	I feel inadequate in some way, I	try to remind myself that feeli	ngs of inadequacy are shared	
	st people	and the second	a calcular a fillion o	
	tolerant and impatient towards the			
	I'm going through a very hard tir I'm feeling down, I tend to feel I			
	something painful happens I try			
	o see my failings as part of the hu			
	I see aspects of myself that I dor			
	I fail at something important to		pective.	
	I'm really struggling, I tend to fe			_
	nd to myself when I'm experienci			
20. When	something upsets me I get carrie	ed away with my feelings.		
21. I can	be a bit cold-hearted towards my	self when I'm experiencing su	ffering	
22. When	I'm feeling down I try to approad	ch my feelings with curiosity a	nd openness	
23. I'm to	lerant of my own flaws and inade	equacies		
24. When	something painful happens I ten	d to blow the incident out of p	proportion.	
	I fail at something that's importa			
26. I try t	be understanding and patient to	owards those aspects of my pe	ersonality I don't like	

Stress Management Worksheet

Mantra to guide me in this work



- 1) Regulation practices I will engage in daily, weekly, monthly, quarterly, annually.
- 2) Regulation practices I will do with my colleagues.
- 3) Regulation practices that I will bring to team meetings, to supervision, etc.
- 4) Who will support me to do this work inside the office?
 - Outside of the office?

Who do I need to ask to check in on me? When?

- **5)** If I hit barriers to accomplishing these stress management goals, I will contact (*i.e.*, my supervisor/therapist/friend/mentor/etc.)
- **6)** A vision of myself in 6 months from now if I am able to follow through on these intentions. (*i.e.*, I see myself doing a down dog; I see myself smiling and hiking in nature, I see myself playing with my kids, I see myself laughing with a friend, etc.)