



# **Beyond Burnout:**

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# **A Roadmap to Workforce and Organizational Resilience in Substance Use Care**

This project is supported through funding from the New Hampshire Department of Health and Human Services (DHHS), Bureau of Drug and Alcohol Services (BDAS).

# Strengthening New Hampshire's SUD Workforce



## Pilot

- 2022: Launched the first phase of Thriving in the Workplace (TIW) with two substance use disorder (SUD) treatment organizations in New Hampshire.

## Helping the Helpers

- Spring – Summer 2024: Held **four regional community conversations** and focus groups with **190+ participants**, including counselors, nurses, teachers, law enforcement, firefighters, and clergy.
- Purpose: To understand how repeated exposure to others' trauma impacts mental health, resilience, and retention of NH's behavioral health and recovery workforce.

## Thriving in the Workplace

- 2024: Expanded TIW to include **two treatment organizations and five recovery community organizations (RCOs)**, applying lessons learned to strengthen personal and organizational resilience.

# What We Heard from Helping Professionals



## Sources of Secondary Exposure to Trauma

- Exposure to clients' abuse, trauma, loss, and hopelessness
- Domestic and gender-based violence, substance-related deaths, marginalization

## Consequences

- Deteriorating mental and physical health
- Strain on personal relationships and professional confidence
- Limited employer support
- Reactivation of personal trauma

## Positive Insights

- Sense of purpose and being a change agent
- Witnessing client growth and progress
- Increased empathy, resilience, and tolerance

# AUDIENCE INTERACTION



What are some ways that secondary exposure has shown up emotionally, physically, or relationally in yourself, your peers, or your teams?



# THRIVING in the Workplace

Addressing the effects of secondary exposure to trauma (SET) on the substance use treatment and recovery workforce in New Hampshire



# Goals



## Thriving in the Workplace II October 1, 2024–September 30, 2025

Raise awareness of the effects of SET and compassion fatigue in substance treatment and recovery systems

Develop strategies for healing and resilience to support frontline professionals' self-care

Train leaders in self-care, supervision, and conflict resolution

Create workplace systems that address and prevent the impacts of SET and stress, promoting strength and resilience

# Thriving Roadmap

01 Preparation & Team Building

02 Discovery

03 Clarity & Visioning

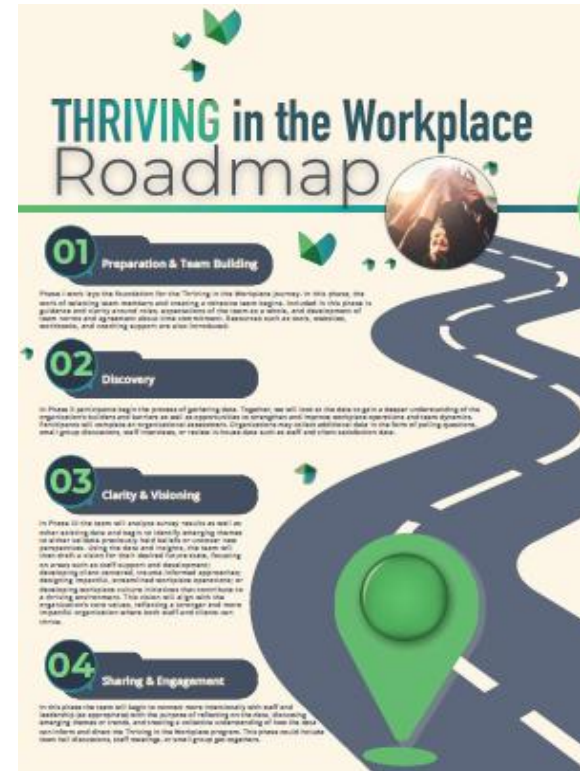
04 Sharing & Engagement

05 Goal Setting, Action Planning, & Metrics

06 Action Plan Implementation

07 Reflection & Refinement

SUSTAINING THE GAINS



# Begin with the End in Mind



## Project Tracking Tool



### Thriving in the Workplace Tracking Tool

The tracking tool helps teams stay organized and manage their goals, strategies, and progress. By clearly outlining what needs to be done, who is responsible, how it will be completed, and when it's due, teams can stay on track and understand their roles.

#### Organization:

Project start date:

CIT group members:

Area(s) of Focus: (Define the issue or challenge that needs to be addressed):

Project vision statement (A clear roadmap to solving your area of focus or the "why"):

#### Key Definitions:

- **Area of Focus:** A clear and concise definition of the issue or challenge that needs to be addressed that includes background and circumstances surrounding the issue or challenge.
- **Project Vision:** The overarching desired ideal state toward which action and resources are being directed.
- **Goal:** A broad, desired outcome that the organization is striving to achieve, your compass.
- **Strategy:** The "what" and "why" of the plan. A well-defined strategy provides the framework for effective action planning.
- **Actions:** The "how." Actions are specific, measurable, and time-bound task or activity to implement the strategy.
- **When:** The timeline for executing actions and achieving the goal.
- **Who:** The individuals or teams responsible for each action.

### GOAL, STRATEGY, ACTION

Goal 1:

Strategy/Action	Action	Owner	When	Training or Support Needed

### MEASURES AND MEASUREMENT PLAN

Measures and Measurement Plan  
How Will You Know if Your Strategy is Working?

Measure (what)	What data will be collected	How will data be collected	Who will collect data	When will data be collected (start and stop)



Where We Were

# About Archways



**Mission:** Strengthen and empower individuals, families, and the community through relationships, support, collaboration, and education

**Vision:** A thriving, resilient community where everyone is connected, supported, and empowered

**Values:** Respect, Excellence, Voice, Collaboration, Resilience, Openness, Compassion

- 2015** ● Michelle Lennon, our President/CEO, began holding community conversations to address local needs
- 2016** ● Founded as the Greater Tilton Area Family Resource Center
- Today** ● Four centers in NH: Tilton, Franklin, Concord and Plymouth



Archways' staff at Archways' 2025 Recovery Rally, Concord State House

*A Combined Recovery Community Organization and Family Resource Center With Integrated Services*

# Our Core Services



## Direct Support Services

- **Peer Recovery Support** – Individual and group support promoting wellness, goal-setting, and connection
- **Family Support** – Education, resources, and guidance to strengthen family resilience
- **Family Threads** – Integrated family and recovery support services

## Community & Program Support

- **Legal System Support** – ACERT, PRRT, Community Corrections, FTIO
- **Family & Community Programs** – Playgroups, Parent Cafes, Recovering Together Cafes
- **Youth Programming** – Seven Challenges, APG, Collegiate Recovery



## Additional Services

- Transportation
- Resource Navigation
- Forever Hope Training Center

# Employees & Participants



## Employee Demographics

- **Total Employees:** 25
- Many staff have lived experience with SUD and recovery
- Team includes CRSWs and trained professionals in evidence-based programs
- Staff bring diverse expertise in family support, trauma-informed care, youth programming, and legal system involvement

## Participant Demographics

- **Service Reach:** Since 2020, served **3,488 unique individuals** across family and recovery support programs
- **Participant Engagement:** Over **34,000 interactions** with participants
- **Material Support:** Distributed **7,079 essential items**, including Narcan, fentanyl test strips, shelter supplies (tents, sleeping bags), diapers, clothing, food, and water
- **Housing Insecurity:** Nearly 40% of participants have experienced homelessness (current or past)
- **High Transportation Need:** 75–100 transports per quarter

# Where We Were: Challenges Resulting from Our Successes

## Rapid Growth & Workload:

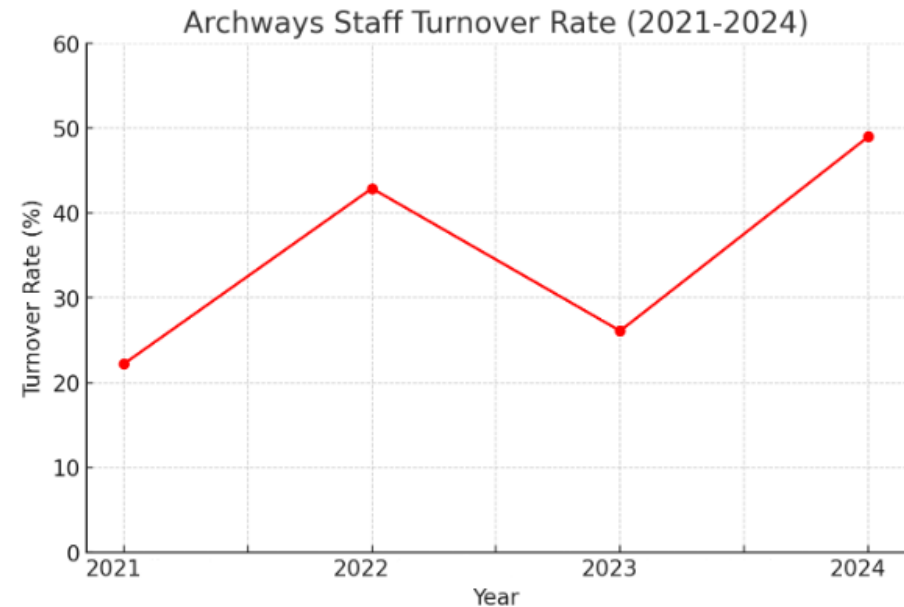
- Expanding programs and services quickly increased demands on staff, contributing to stress and burnout.

## Policy & Training Challenges:

- Difficulty standardizing policies and training across centers created uncertainty and inconsistency, affecting staff confidence and well-being.

## Staffing & Retention:

- Challenges with competitive compensation impacted morale, engagement, and team stability.



- Turnover **spiked in 2022 and 2024**, reaching 42.9% and 49%, respectively.

# Response to Challenges



## Collaborative Improvement Groups (CIGs)

### Our Response to Staff Concerns & Well-Being:

- Created Collaborative Improvement Groups (CIGs) to give staff a voice, address challenges collaboratively, and strengthen support systems.
- Process overseen and led by VP/COO.

**Purpose:** Conduct a thorough organizational assessment to identify areas for improvement.

**Timeframe:** January 2024 – June 2024

### Structure:

- Each CIG was co-led by a staff member and a member of management
- Met regularly to develop goals and strategies
- Goals were reviewed and approved by the Collaborative Improvement Council (CIC), the VP/COO and President/CEO, and ultimately the Board of Directors

# CIGs: Identified Key Focus Areas & Corresponding Goals



## Focus Areas:

- ***CIG 1: Climate & Wellness*** – Strengthening staff well-being and organizational culture
- ***CIG 2: Program Review & Evaluation*** – high-quality, consistent services
- ***CIG 3: Day-to-Day Staff Support*** – Improving processes and support for staff in their roles
- ***CIG 4: Professional Development*** – Expanding opportunities for skill-building and growth
- ***CIG 5: Communications & Events*** – Enhancing internal and external communication strategies

## Goals:

- 5-10 specific goals were developed for each corresponding CIG focus area



# Moving From CIGs to Thriving in the Workplace



Staff-driven CIG goals guided actionable organizational change, connecting input from the workforce to meaningful, wellness-centered solutions.



## Focus on

- **CIG 1: Climate & Wellness, Goal 2** – “Foster a supportive work environment and work culture that values empathy, collaboration, and employee wellness.”

## Response

- Joined **Thriving in the Workplace Initiative** to support this goal.
- Providing tools, resources, and strategies to strengthen staff well-being, resilience, and workplace culture.



Where We Are

# Thriving in the Workplace



Following the Organizational Self-Assessment (OSA) and aligning with previously identified focus areas from the Collaborative Improvement Groups (CIGs), Archways developed the following goals to strengthen staff wellness, workplace culture, and organizational effectiveness:

# Thriving in the Workplace: Goals



## Goals:

1. Increase visible awareness of trauma and secondary exposure to trauma (SET) throughout Archways facilities.
2. Improve access to Archways' services, emphasizing recovery and resilience.
3. Develop a quality assurance plan and processes to ensure ongoing improvement in services, with an emphasis on holistic wellness.



# Thriving in the Workplace: Goals



## Goals:

4. Ensure all staff are adequately trained in prioritized areas, including best practices, safety, resilience, and principles of responding to SET.
5. Create a supportive work environment and corresponding policies that promote staff well-being, professional growth, trauma responsiveness.
6. Develop dedicated structures and systems to improve communication and collaboration among all community members at Archways.



# From Goals to Action:



We began by prioritizing three of the main goals: **1, 5, & 6**

## From Goals to Action:

### **Collaboration**

- Thriving in the Workplace Group
- Archways' Management
- Staff

Translated goals into practical strategies & actions

### **Feedback Loop**

Collected feedback from staff and supervisors to refine ideas and ensure alignment with workplace needs

### **Pilot Implementation**

Tested a number of initiatives to assess impact, gather more feedback, and identify opportunities for improvement

### **Policy & Process Integration**

Incorporated lessons learned into policies, procedures, and wellness practices to promote long-term sustainability.

# Thriving in the Workplace: Goal 1



**Goal: Increase visible awareness of trauma and SET across Archways facilities**

Strategies & Actions	Status
In each Archways' Center:	
Display trauma/SET & wellness posters	<i>In Process</i>
Provide related brochures/literature	<i>In Process</i>
Integrate visuals into digital platforms	<i>In Process</i>



# Thriving in the Workplace: Goal 5



**Goal: Create supportive work environments that mitigate trauma impacts and promote resilience**

Strategies & Actions:	Status
Launch revised CRSW group supervision structure	<i>Complete</i>
Add emotional well-being check-ins to supervision	<i>Complete</i>
Establish physical wellness areas in each center for staff use	<i>Complete</i>
Implement wellness hours policy for staff, allowing 2 hrs/week for wellness activities	<i>Complete</i>
Launch All-Recovery Support meeting for all staff during working hours	<i>Complete</i>

# Thriving in the Workplace: Goal 5 (cont.)



**Goal: Create supportive work environments that mitigate trauma impacts and promote resilience**

Strategies & Actions:	Status
Develop and implement pay scale with equitable, competitive increases	<i>Complete</i>
Add comprehensive retirement benefit with employer match	<i>Complete</i>
Hire Wellness Initiatives Coordinator	<i>Complete</i>
Revise and develop employee safety, security, and wellness policies in new handbook	<i>In Process</i>
Develop trauma-informed performance review system	<i>In Process</i>
Update job descriptions to include trauma-informed language	<i>In Process</i>

# Thriving in the Workplace: Goal 6

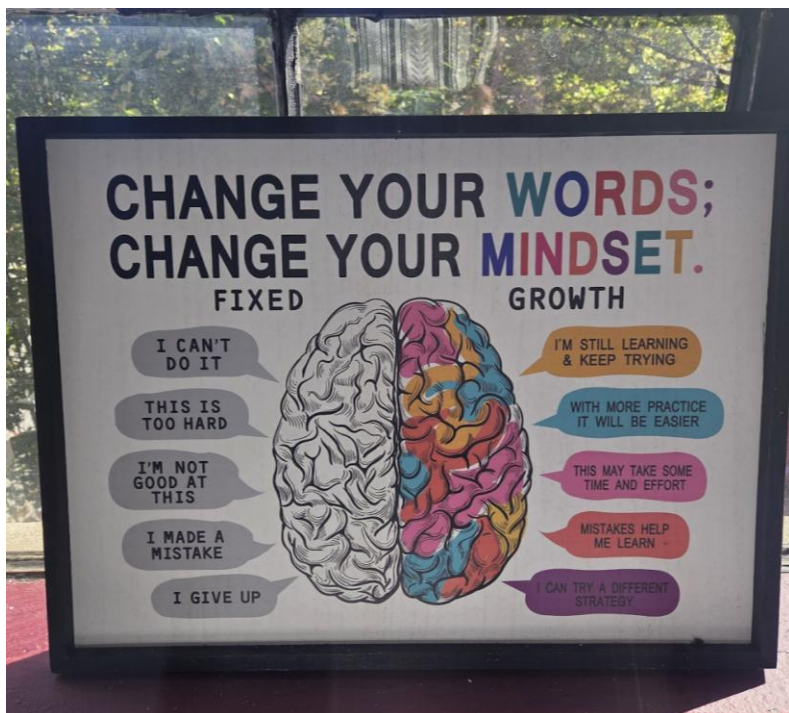


**Goal: Develop structures and systems that strengthen communication and collaboration across the Archways community.**

Strategies & Actions	Status
Create operational groups/committees to enhance workflow and communication (e.g., PEG, EMG, Communications, Facilities, Safety)	<i>In process</i>
Add communication processes and best practices section to Employee Handbook	<i>In process</i>
Develop criteria and structure for Staff Council	<i>In process</i>
Establish consistent shared times for community-wide connection	<i>In process</i>
Implement new communication practices and meeting structures	<i>In process</i>
Implement the Staff Council	<i>In process</i>

# Initiatives in Action: Wellness Visuals

## Bringing Goal 1 to Life: Promoting Awareness of Wellness and Trauma-Informed Care Across Archways



### Welcome to Archways

**Every journey is unique.**  
Using a trauma-informed approach, we work alongside you to build a wellness plan that honors your experiences, prioritizes safety, and reflects your strengths, choices, and goals.

**Your journey matters. When you're ready, Archways is here to walk beside you.**

Our support is always free, flexible, and led by your goals.

### Take Your Next Step

**Our Locations**

202 N. State Street Concord, NH 03301 (603) 671-0300	175 Central St. Franklin, NH 03235 (603) 671-0060
57 D Main St. Plymouth, NH 03264 (603) 346-4477	5 Prospect St. Tilton, NH 03276 (603) 286-4255

**OPEN MONDAY - FRIDAY 10AM-5PM**

<https://www.archwaysnh.org/referrals.html>

**Your Journey. Your Voice. Your plan.**

At Archways, wellness means finding balance and strength in every part of life. Whether you're seeking support in your recovery, guidance for your family, or both – **you're not alone.**

We meet you where you are – with compassion, respect, and without judgement.

[www.archwaysnh.org](http://www.archwaysnh.org)

### THE PATH TO WELLNESS

**Our Commitment to Providing Trauma-Informed Care:**  
We recognize that many individuals and families have experienced trauma. That is why every Archways staff member shares a commitment to approach our work with respect, compassion, and a strength-based, person-centered mindset.

**Wellness is not a straight line – it's about balance, not perfection. Every step along your journey matters.**

**We understand that recovery and family life involve many parts of who you are. That's why our services are focused around the 8 Dimensions of Wellness.**

**What This Means for You:**

- Respect:** We honor your choices, listen actively, and meet you where you are – no judgement, just support.
- Compassion:** Every interaction is guided by empathy, kindness, and understanding, helping you feel seen and valued.
- Strength-Based, Person-Centered:** We focus on your strengths, goals, and unique path, empowering you to take meaningful steps forward.

**HOW WE WALK WITH YOU: Our Core Services**

- PEER RECOVERY SUPPORT**
  - One-on-one peer support for those seeking recovery from problematic alcohol or substance use
  - Goal-setting & resource navigation
  - Encouragement, hope, and guidance from peers with lived experience
- FAMILY SUPPORT**
  - Support for parents and caregivers navigating family life
  - Parenting tools, education, and connection to strengthen relationships
  - Guidance for accessing resources and community supports
- FAMILY THREADS**
  - Evidence-based program for families affected by alcohol or substance use
  - Combines Family Support and Peer Recovery Support
  - Strengthens family relationships while working toward recovery goals

# Initiatives in Action: CRSW Group Supervision



## Purpose & Structure

- **Weekly group supervision** for CRSWs: learning, reflection, and connection
- **Safe space** to share experiences and strengthen recovery support practice
- **Promotes consistent professional growth** across staff

## Meeting Structure:

- **Check-In & Wellness (5–10 min):** grounding or mindfulness
- **Weekly Topic Discussion (45–50 min):** guided learning
- **Closing Reflection (5–10 min):** key takeaways

## Sample Topics:

- Trauma & Coping Strategies
- Boundaries in Peer Support
- Harm Reduction
- Stages of Change
- Self-Care & Compassion Fatigue
- Whole-Person Recovery Approach

# Initiatives in Action: Wellness Hours & Activities

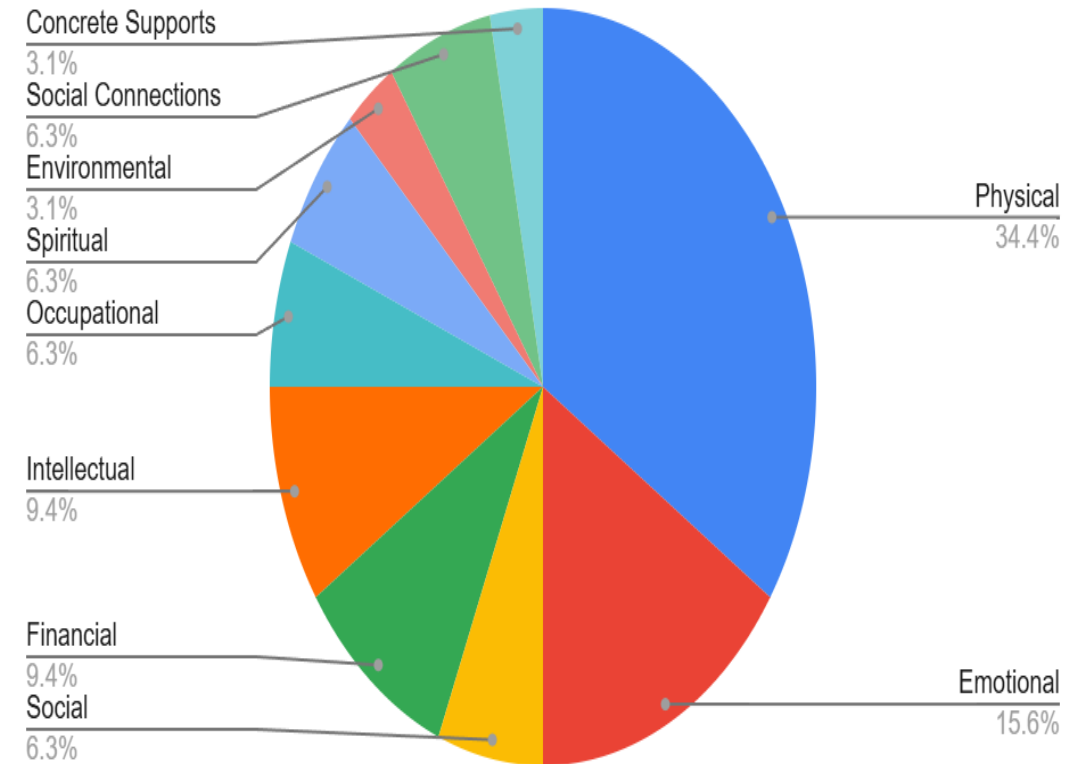
## Wellness Hours Policy:

- Up to 2 hours/week for wellness activities during work hours
- Supports 8 Dimensions of Wellness and 5 Protective Factors
- Activities can be on-site or off-site, self-directed

## Examples of Staff Wellness Activities:

- **Physical:** Gym, exercise bike, walks, physical therapy, doctor appointments
- **Emotional:** Therapy, meditation, support groups, mindfulness
- **Social / Environmental:** Visiting sick friends/family, social wellness events
- **Financial / Intellectual:** Budgeting, financial literacy, learning, research
- **Spiritual / Occupational:** Mindfulness, reflection, work-life balance

## Activities



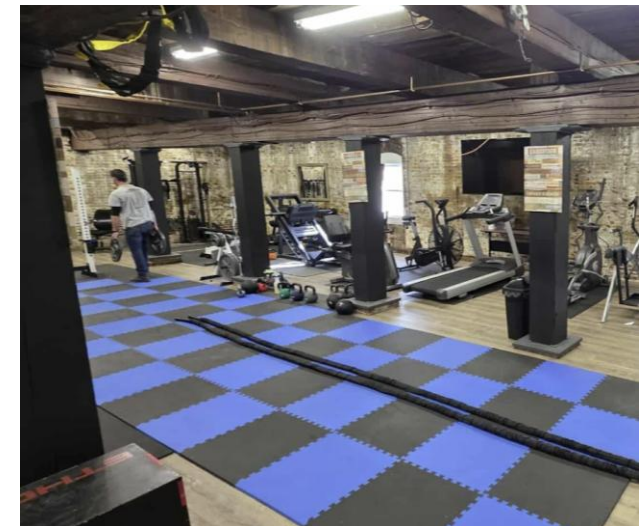
# Initiatives in Action: Wellness Areas



**Purpose:** Promote physical wellness, reduce stress, support mental health, and model healthy behaviors for participants.

## Wellness Areas Hours of Operation:

- 2 hours before work (7:00–9:00 AM)
- 2 hours after work (5:00–7:00 PM)
- During the day on breaks and/or with use of Wellness Hours



# Initiatives in Action: All-Recovery Support Meeting



- Weekly, optional **Zoom meeting** open to all staff and allies
- Offered **during work hours**
- Supports personal recovery and wellness—whether from **substance use, mental health challenges, trauma, grief, or other life experiences**
- All pathways welcome: abstinence, moderation, medication-assisted recovery, and holistic approaches
- Promotes shared empathy, healing, and respect across the team
- Guided by principles of **confidentiality, equality, and nonjudgment**

# Initiatives in Action: Financial & Wellness Investments for Our Staff



## Pay Rate Updates:

- January 2025: Significant pay scale increase → financial investment in **staff retention & recruitment**
- July 2025: Additional 3% cost of living raise → **competitive, fair compensation**
- As a result of the pay increase, it increased Archways' weekly payroll by **23.47%**

## Wellness Initiatives Coordinator (hired January 2025):

- Leads **ThriveWell programming** to support staff wellness
- Promotes **resilience, health, and work–life balance**
- Demonstrates Archways' commitment to **valuing and investing in staff**

# Initiatives in Action: Retirement Benefit



**Safe Harbor Retirement Plan:** Available to all employees with **immediate vesting**

- **Company match:**
  - 100% match on the first 3% of compensation
  - 50% match on the next 2% (up to 5% total)

**High Staff Participation:**

- 22 of 25 staff contribute → **88% participation rate**
- Far exceeds industry benchmark of 50%, especially notable for a team with many in long-term recovery

# Initiatives in Action: Wellness & Safety Policies

- **Complete Rewrite of Employee Handbook & All Policies** – Creating and revising policies to strengthen focus on wellness and safety
- **Informed by Staff Feedback** – Ensuring policies reflect the needs and well-being of our team



## Sample Wellness & Safety Policies:

- Self-Care Policy
- Suicide Prevention Policy
- Remote Work Policy
- Infection Prevention, Hygiene & Safety Guidelines
- Safety & Building Security Policy
- Emergency Response Policy
- Transportation of Participants & Safety Policy
- Substance Use Policies
  - Alcohol and Substance Misuse Policy
  - Therapeutic Cannabis Policy
  - Smoking and Vaping Policy



Where We're Going

# Where We're Going Next: Building on What We've Started

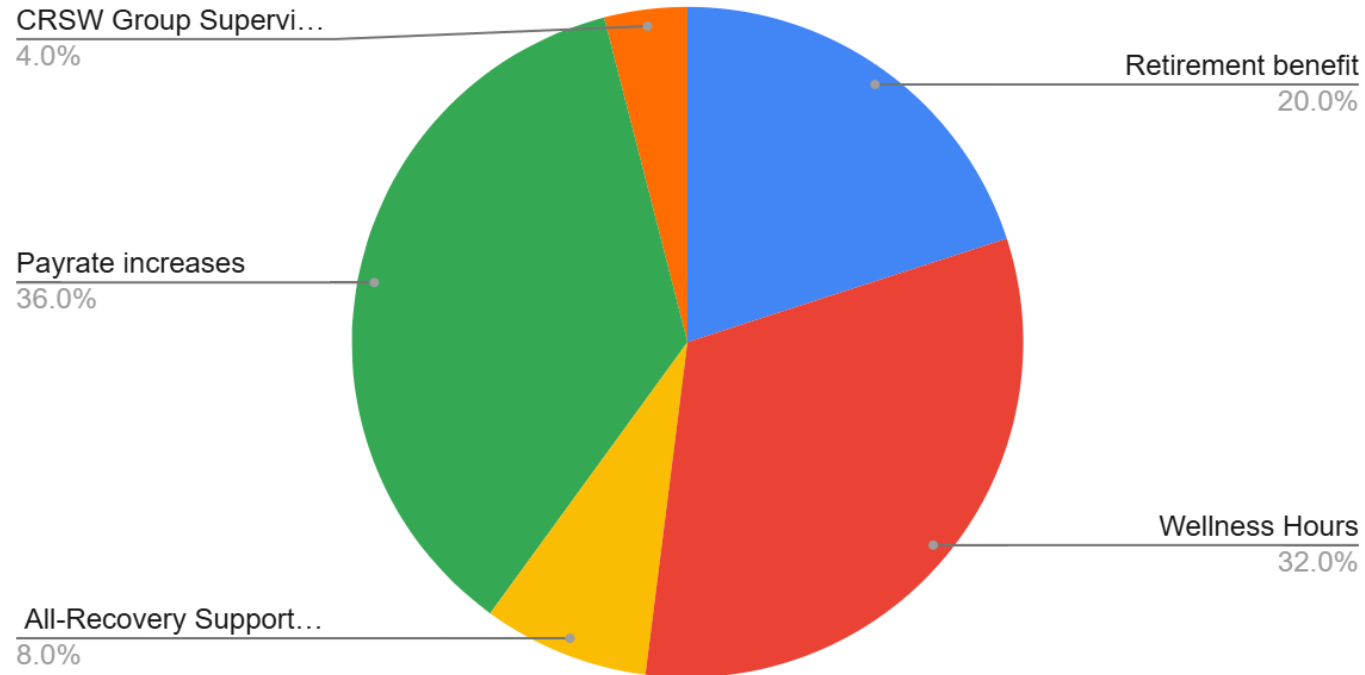


- **Strategies & Actions in Progress:** Implementation of new initiatives, policy updates, and wellness/safety practices is actively happening.
- **Commitment to Ongoing Improvement:** Our work is iterative—strategies and actions are continually refined based on outcomes and feedback.
- **Initial Assessments Underway:** Evaluating current policies, practices, and programs to identify opportunities for improvement.
- **Feedback-Driven Adjustments:** Staff input remains central; we will continue to solicit feedback and make modifications to ensure relevance and effectiveness.

# Most Impactful Initiatives



Which of the following initiatives was the MOST impactful to your holistic wellness?



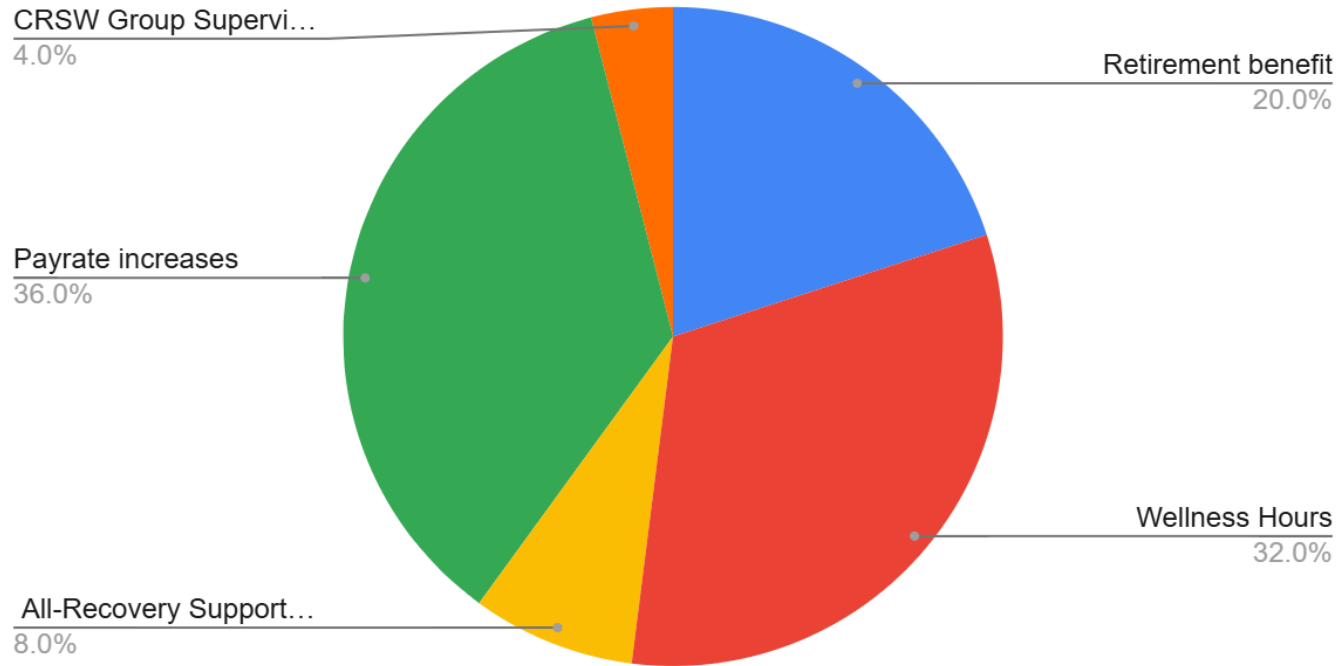
## Increased Starting Pay & Pay Raises

- Pay increases had a direct impact on both financial and emotional well-being.
- Staff felt more valued, recognized, and supported by the organization.
- Helped ease financial stress and improve overall stability.
- Supported recovery maintenance and focus on work and family life.
- Viewed as a meaningful investment in employee wellness and retention.

# Most Impactful Initiatives



Which of the following initiatives was the MOST impactful to your holistic wellness?



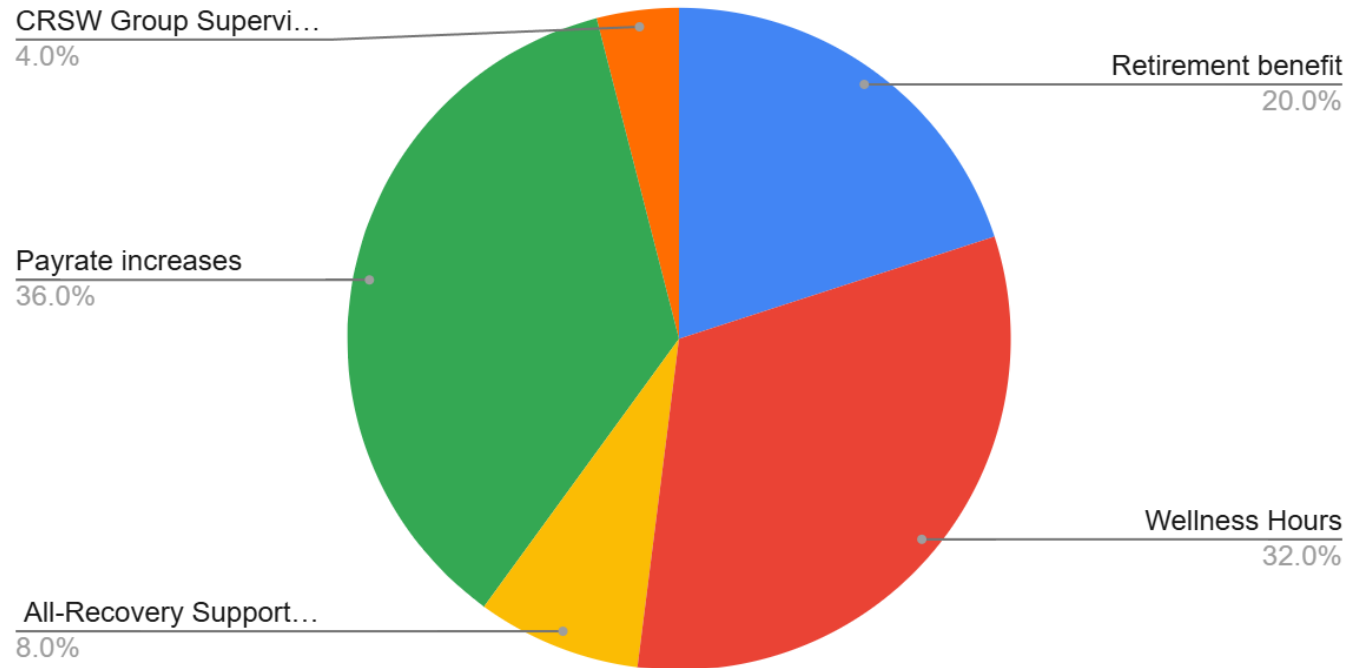
## Launch of Wellness Hours

- Described as transformative in supporting physical and mental health.
- Helped staff attend therapy, medical appointments, or engage in self-care.
- Normalized and legitimized wellness during the workday.
- Reduced stress and guilt around taking personal time.
- Improved focus, energy, and productivity at work.
- Reinforced a culture where well-being is part of the work environment.

# Most Impactful Initiatives



Which of the following initiatives was the MOST impactful to your holistic wellness?



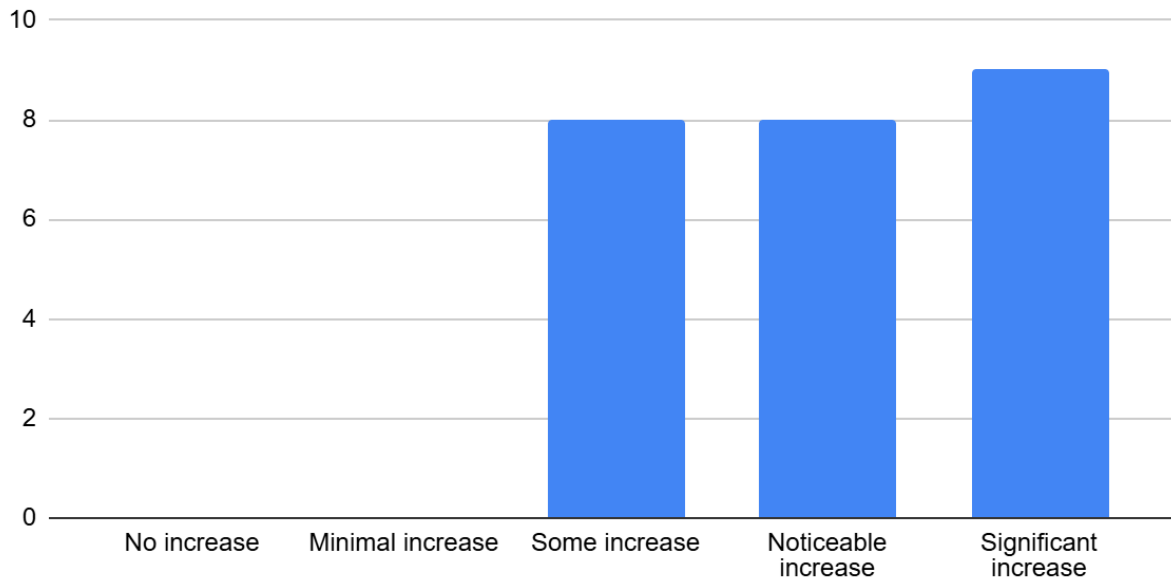
## Addition of Retirement Benefit

- Described as giving peace of mind and reducing financial stress
- Supports long-term financial planning and security
- Encourages saving and investing for the future
- Enhances overall well-being, confidence, and sense of safety
- Recognized as a key factor in retention and long-term commitment

# Awareness of Dimensions of Wellness & SET

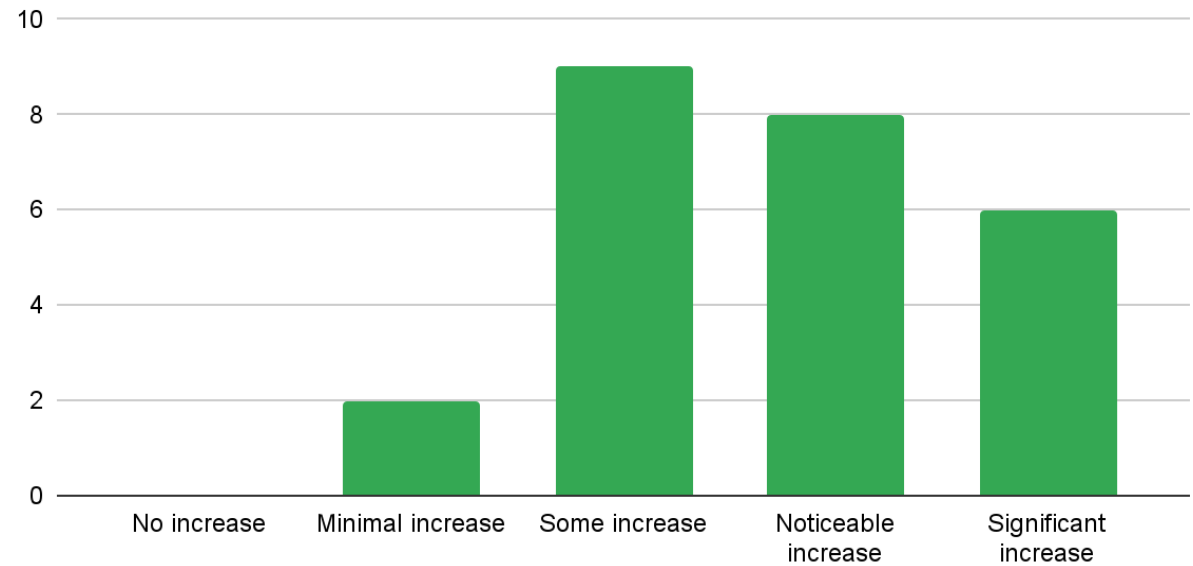


## Awareness of Dimensions of Wellness Among Staff



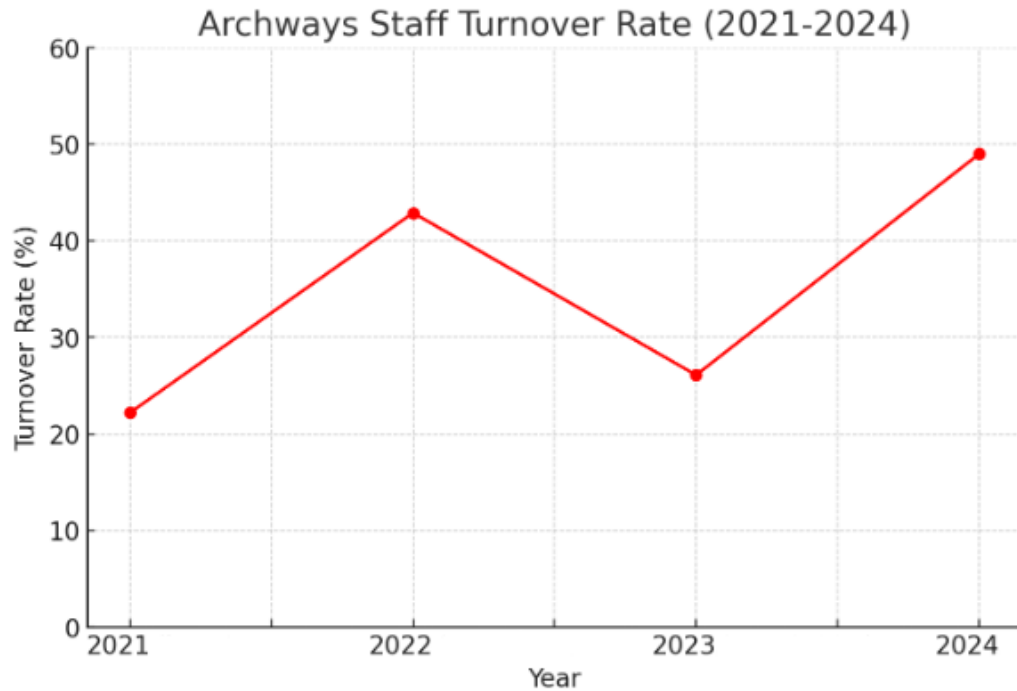
Have you noticed an increase in awareness of the dimensions of wellness among staff?

## Awareness of Secondary Exposure to Trauma Among Staff

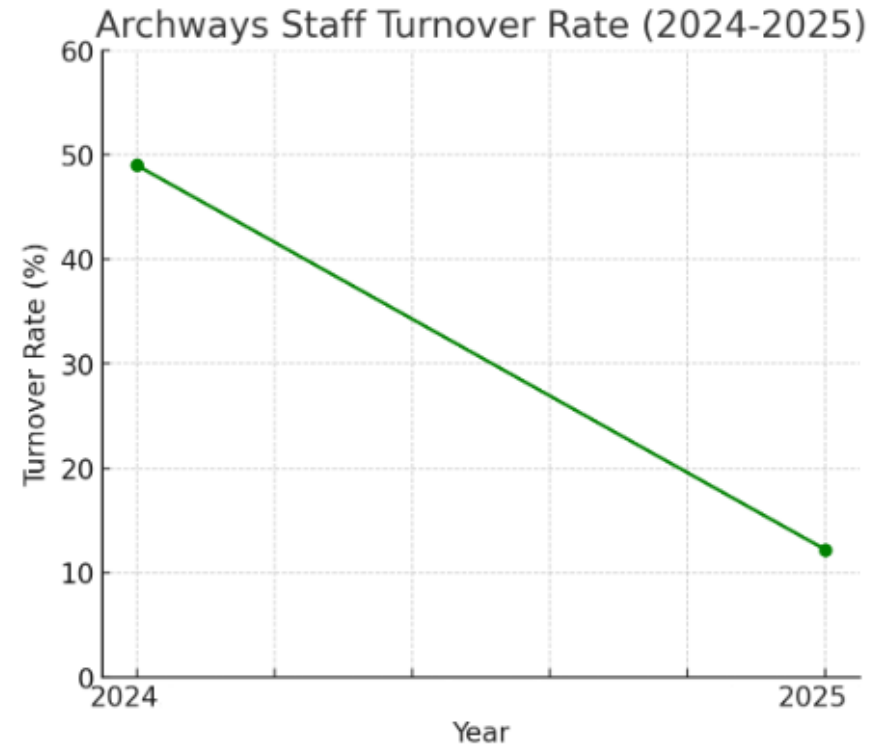


Have you noticed an increase in awareness of secondary exposure to trauma among staff?

# Improvements in Staff Retention



Turnover **spiked in 2022 and 2024**, reaching 42.9% and 49%, respectively.



**2025** marks a strong improvement with the lowest turnover at 12.2%.

# Where We're Going Next: Continuing Strategies & Actions

- Continue to implement and refine strategies for Goals 2, 3, & 4
- Build on feedback and assessment results to enhance staff wellness and support
- Adjust initiatives based on staff input and evolving needs
- Maintain commitment to holistic wellness and safety for all team members



Archways' staff at Archways' 2025 Employee Appreciation Day, Wellington State Park

# Thriving in the Workplace: Archways Members



Ali Long



Mia Annis



Tonya Brown-Coloumbe



Cara LaPlante



Sara Bellorado



Tricia Eisner



Dr. Mark Watman



Tania Rich

*Thank you!*

# AUDIENCE INTERACTION



What kind of support from employers or systems would actually make a difference in reducing secondary exposure to trauma or its impact?

- *What policies or resources would make the biggest difference?*
- *What do leaders or organizations often overlook?*
- *How could work structures change to reduce exposure or stress?*

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 **Harbor Care**  
HOUSING | HEALTHCARE | VETERAN SERVICES

 **Hope on  
Haven Hill**



 **NAVIGATING RECOVERY**  
of THE LAKES REGION

 re · vive  
• RECOVERY  
• COMMUNITY  
• ORGANIZATION

 **SOS** RECOVERY COMMUNITY  
ORGANIZATION

# FARNUM

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## Organizational growth

- TIW framework and support helped inform trauma-informed workplace policies for staff and clients.
- Focused on increasing staff resilience and supporting self-care.
- Facilitated discussions with staff around the program, lessons learned along the way, and needs
- Discussions about why trauma-informed policies are being implemented with opportunities feedback



## Personal growth

- Increased awareness among staff of the importance of being trauma-informed
- Intentional effort to connect with staff members around trauma-informed care awareness and training needs
- Willingness and motivation to change



## Organizational growth

- TIW framework and support helped inform trauma-informed workplace policies for staff and clients
- Focus on education and awareness for staff around SET
- Deeper shared understanding of what it means to be a trauma-informed workplace and staff
- Staff are more open in discussing issues or challenges they may be having.
- Discussions about why trauma-informed policies are being implemented with opportunities feedback

## Personal growth

- Increased work–life balance
- Increased awareness of the importance of being trauma-informed among leadership and supervisors
- Increased awareness of SET
- Increased productivity
- Willingness and motivation to change
- Importance of continuing to lead with compassion
- Staff are feeling heard





# Hope on Haven Hill

## Organizational Growth

- Staff engagement via email chain (e.g., high school photos, baby pictures, pet day, fun facts)
- Integrated “Coffee and Catch-Up” during full-time supervision
- Opportunities for social activities
- Increased transparency via timely communications
- Integrating “Rainy Day” folder that includes positive feedback, observations, accomplishments, and happy moments
- Staff recognition or shout-outs that highlight team achievements via social media
- New hires spend at least 1 full day within their first month getting to know administration and leadership

## Personal Growth

- Increased awareness of the importance of being trauma-informed
- Clear communications, weekly center staff meetings to assess performance and procedures
- Continuing to lead with compassion and being open to staff feedback
- Increased awareness of SET



## Organizational growth

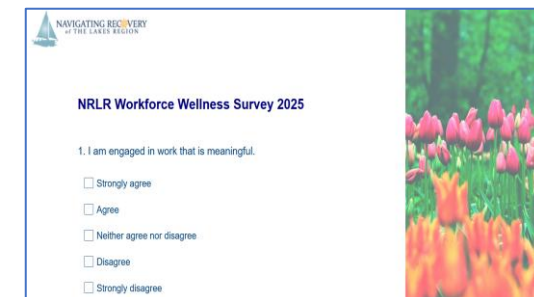
- Physical environment changes were made to create a more welcoming, less clinical space
- Formal policies were developed to sustain the trauma-informed approach
- Communication and feedback mechanisms were enhanced
- Maintaining regular team-building activities
- Competitive wellness challenges, effective for team bonding (Healthy Habits Challenge)
- Leadership formalized processes to support staff well-being

**Trauma-Informed Office Space Policy**  
The physical environment significantly influences individuals' attitude, mood, health, and well-being. Poorly designed spaces, including those with inadequate lighting or confined layouts, can trigger trauma responses and elevate stress levels. This policy aims to ensure that office spaces are intentionally designed with trauma-informed principles to foster a sense of safety, calm, and inclusivity.



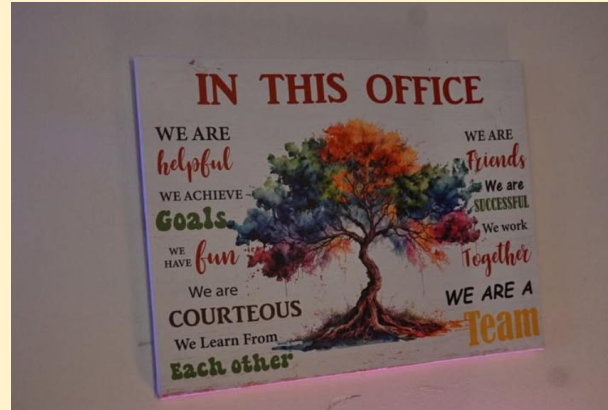
## Personal growth

- Learned to better read coworkers' stress signals and offer help; realized the impact of small changes on staff well-being
- Developed more awareness of trauma-informed practices in daily work
- Became more aware of blind spots and biases; recognized the need to continually adapt and grow



## Organizational Growth

- Goals to improve service quality, staff retention, and workplace wellness
- Organizational culture described as compassionate, collaborative, and supportive
- Staff deeply connected to the organization's mission.
- Summer team-building event and more planned for the fall 2025.
- Engaged leadership and staff in workplace wellness initiatives.
- Staff offices were painted and new essential materials purchased.
- New landscaping and staff-designed decor were integrated



## Personal Growth

- Increased work–life balance
- Increased awareness of the importance of being trauma-informed
- Staff appreciation days
- Clear communication, weekly center staff meetings to assess performance and procedures
- Continuing to lead with compassion and being open to staff feedback
- Staff are feeling heard and supported



RECOVERY COMMUNITY ORGANIZATION

## Organizational growth

- Childcare reimbursement approved
- Healthcare reimbursement approved
- Increased staff trainings
- Increased staff engagement
- Supervision was increased and made more intentional across the board
- Hiring process involves trauma-informed care principles
- Leadership formalized processes to support staff well-being



Healthcare reimbursement



Childcare reimbursement

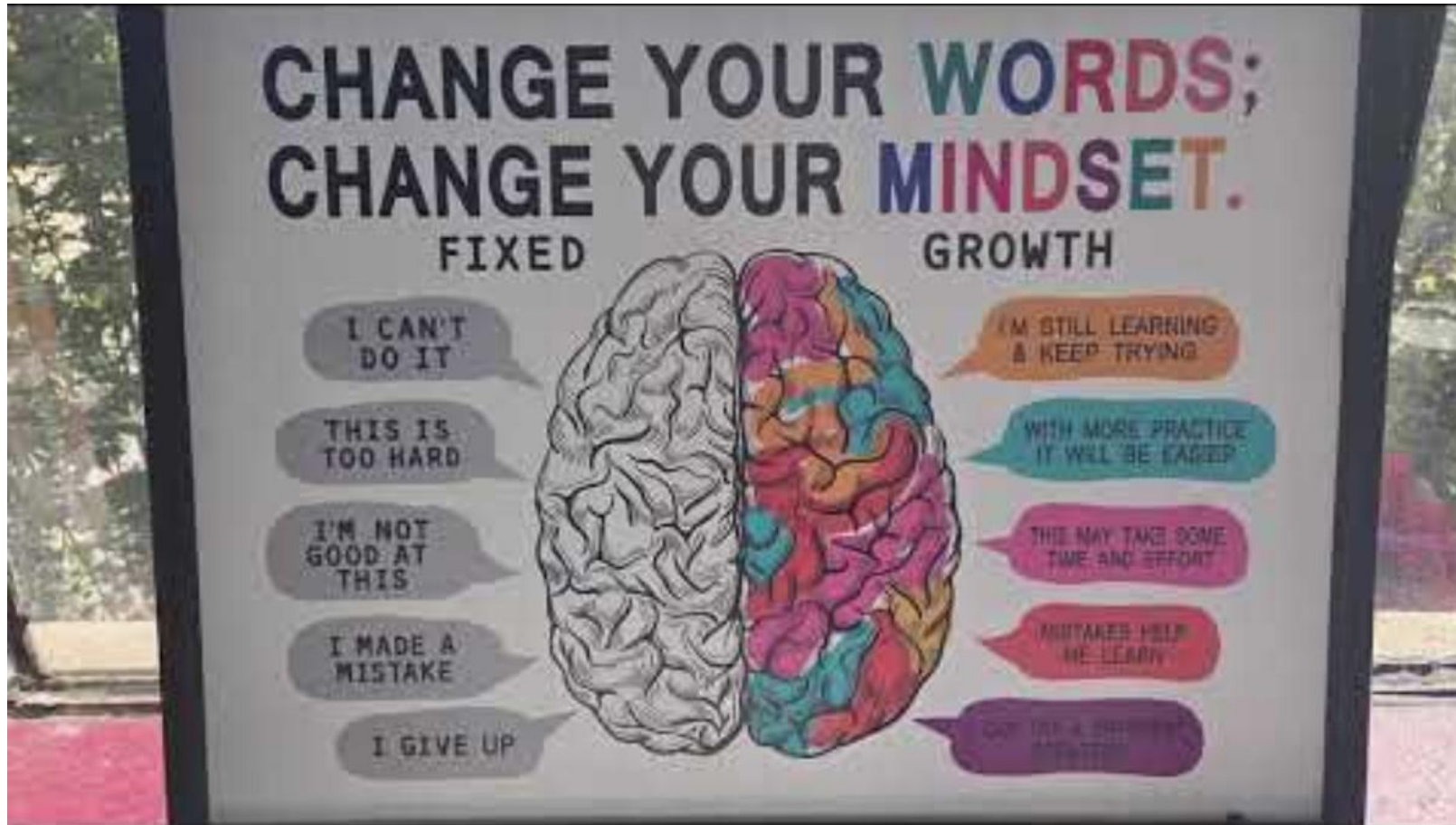


## Personal growth

- Increased work-life balance
- Importance of clear communication across all staff and leadership
- Room to keep checking in with staff; being more vigilant about checking in more frequently when highly stressful events and challenges are unfolding with clients
- Importance of continuing to lead with compassion
- Increased awareness of SET



# Video





*Thank you!*

