

NICOLA LESTER

GOLD LEVEL:

Creating a commitment to Trauma
Informed Practice

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NICOLA LESTER
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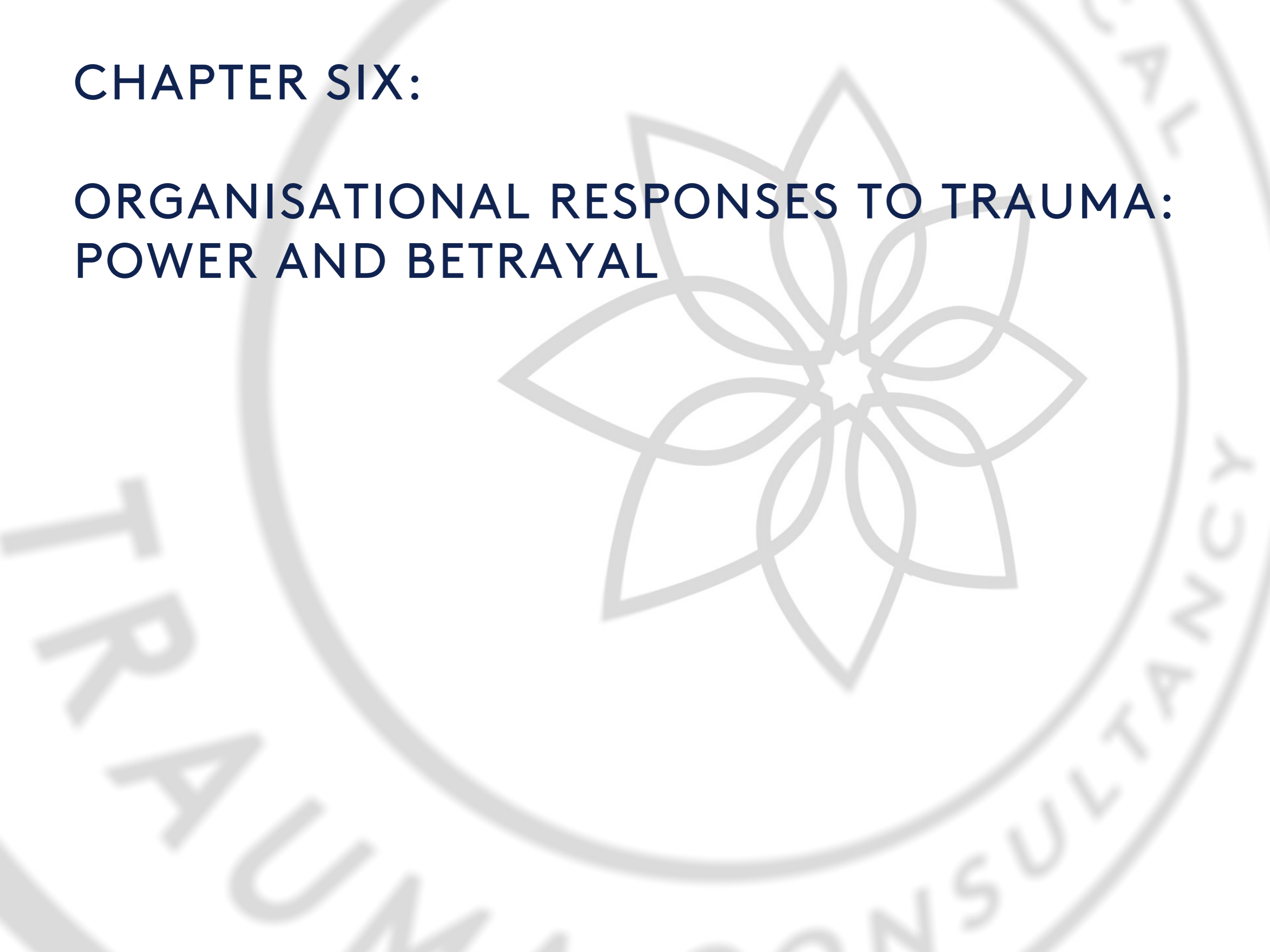
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ORGANISATIONAL RESPONSES TO TRAUMA: POWER AND BETRAYAL



Organisations, systems and services have power and how they exert this power has profound implications for our lives and those we work with.



The pledge to bear witness asks that we not turn away from oppression, suppression, marginalisation, inequality, unfairness, ineffectiveness and unkindness.

Organisations and systems have the potential to be the source of distress and to exacerbate someone's experiences of trauma and struggle.

They also have the capacity to create the very foundation from which healing and hope can emerge.



CREATING ORGANISATION CHANGE

Trauma informed practice does not change the rules or alter priorities.

Instead, it encourages:

- Choice
- The sharing of power
- The alignment of priorities



EXAMPLE 1

Dear Parent/Guardian,

This is to inform you that your child's appointment with the Ophthalmology Orthoptist team on

WEDNESDAY 15th MARCH 2023 at 09:20am has been cancelled.

This is due to the reason indicated below:

b. Following a clinical review, the decision has been made to change your child's appointment so that they will see a more appropriate clinician, we will contact you to arrange a new appointment.

Yours Sincerely,

EXAMPLE 2

As things stand, we ask that you attend this appointment alone. Partners or other companions must wait outside the hospital. When lockdown rules are eased, this policy may change. Check the hospital website or phone us on XXXXXX to query the latest rules.

(word count: 43)

ADAPTATION 1

We are incredibly sorry but patients are unable to bring partners or other companions to this appointment. We hope that when the lockdown rules are eased this policy will change. For further information please check the hospital website or phone us on XXXXXX.

(word count: 43)

ADAPTATION 2

We are incredibly sorry but due to the current pandemic patients are unable to bring partners or other companions to this appointment. We hope that when the lockdown rules are eased this policy will change. We understand that this restriction may cause disappointment or additional anxiety for some patients and, although we ask that you attend this appointment alone, if your partner or companion has specific questions they wish to ask we would encourage you to write these down and bring them to discuss with the midwife who will allow extra time to go through these and provide information for you to pass on to them. Please note that due to the current circumstances we are waiving our fee for scan photographs so that you share these with your family after your appointment.

If you have any concerns regarding the appointment or feel that you may require additional support, please feel free to contact us beforehand to discuss further. We look forward to seeing you at the clinic.

BECOMING A TRAUMA INFORMED ORGANISATION

Requires:

- A desire to improve care
- The ability to engage in reflection
- A willingness to question practice
- An openness to learning and change



ORIGINAL: 'WARNING' LETTER

Dear Tenant,

I am concerned that you have allowed arrears to build up despite the efforts made by support staff to collect your rent from you.

You are clearly in breach of the tenancy agreement that you signed which requires you to pay the charges for your accommodation weekly in advance.

Keeping this agreement is not optional and you must pay your rent weekly in advance.

I therefore insist that you either clear these arrears immediately or discuss with support staff how much you can afford to pay on a weekly/monthly basis by using the arrears repayment plan setting out a suitable yet affordable amount to reduce your arrears. This arrears repayment plan must be signed both by yourself and your Support Worker. A copy of which will be kept in your tenant file and a copy sent to the Finance department at Head Office.

It is essential that you take this opportunity to deal with these arrears as if you continue to build up arrears we will take you to court, which will increase the amount you owe us and it will affect your credit rating for the future. Your support staff can explain why this is to be avoided at all costs.

Any difficulties you may have paying the arrears need to be discussed with support staff immediately.

Yours sincerely,

A LETTER OF CONCERN

“It is important that we make you aware that if you are not able to meet the conditions of your tenancy, under law, this may be viewed as you making yourself ‘intentionally homeless’ which means that the local authority could withdraw your right to provide you with alternative accommodation. We want to do everything possible to avoid things reaching this stage and would welcome any feedback from you about what support you may need to assist you in maintaining your tenancy.”

We should never underestimate the value
and impact of simply being human.

Challenging power renders us both isolated and vulnerable to its effects and finding allies and networks of support is essential. We must seek out those other practitioners, professionals, victims, survivors and organisations who are willing to join us in our protest.



'It was just like a weight had been lifted off me...I was so determined to get there for him...I just kept thinking, "...I didn't get there when you needed me...but...I did what I set out to do and I got there for you"...some people can't understand why I wanted to go there and I can't always put into words but I just felt like it was somewhere where I should have been when he needed me... I was going to get there anyway, somehow.'

Bereaved mother, Sarah

UNDERSTANDING THE IMPACT OF TRAUMA ON ORGANISATIONS



'The expectation that we can be immersed in suffering and loss daily and not be touched by it, is as unrealistic as expecting to be able to walk through water and expecting not to get wet.'

Remen, R (1994) 'Kitchen Table Wisdom' p.96

UNDERSTANDING TRAUMATISED ORGANISATIONS

'Just like people, organisations are alive. They're always developing and adapting, and can be equally vulnerable to stress. Loss, dissociation and toxic stress can spread like contagion throughout an organisation. When this happens, it can become traumatised, unhealthy and distressed, which can result in practices that induce (rather than reduce) trauma, resulting in a trauma-driven culture.'

Dr Karen Treisman (2019) p.3



THE CHARACTERISTICS OF 'TRAUMATISED' ORGANISATIONS

- reactive or crisis-driven
- avoidant, numb, detached or dissociated (either emotionally or from the organisational mission, or both)
- polarised in its thinking e.g. them vs us / good vs bad etc. (this includes 'othering' and splitting processes)
- unreflective or lacking in trust
- too busy to think or feel
- defensive
- on edge and hyper-vigilant
- physically and emotionally unwell
- confused, lost, alone and disoriented
- dysregulated
- chaotic
- frozen and frustrated
- rigid and inflexible (which includes striving for perfectionism)
- mournful and grief-stricken
- helpless and depressed
- disconnected, disintegrated, incoherent and fragmented.

Dr Karen Treisman (2019, p.3)

Making

a commitment to trauma informed practice

is about finding ways to work with and within these systems with clarity, understanding, kindness, compassion, empathy, skill and grace. To cultivate and rebuild trust, restore faith, share power, reclaim and reaffirm aspirations.

it is about reconnecting with the very foundations

upon which these systems first came into being:

their desire to serve, protect and provide care.

CHAPTER SEVEN:

OUR HEARTS:

THE IMPACT OF WORKING WITH TRAUMA



When we join someone in their darkness, our world darkens too. Witnessing work can often take us beyond that which we know of humanity to places of inhumanity, atrocity, brutality and torment. Once seen we cannot unsee, once known, we cannot turn away.

'It is very tempting to take the side of the perpetrator. All the perpetrator asks is that the bystander do nothing. He appeals to the universal desire to see, hear and speak no evil. The victim, on the contrary, asks the bystander to share the burden of pain. The victim demands action, engagement and remembering'

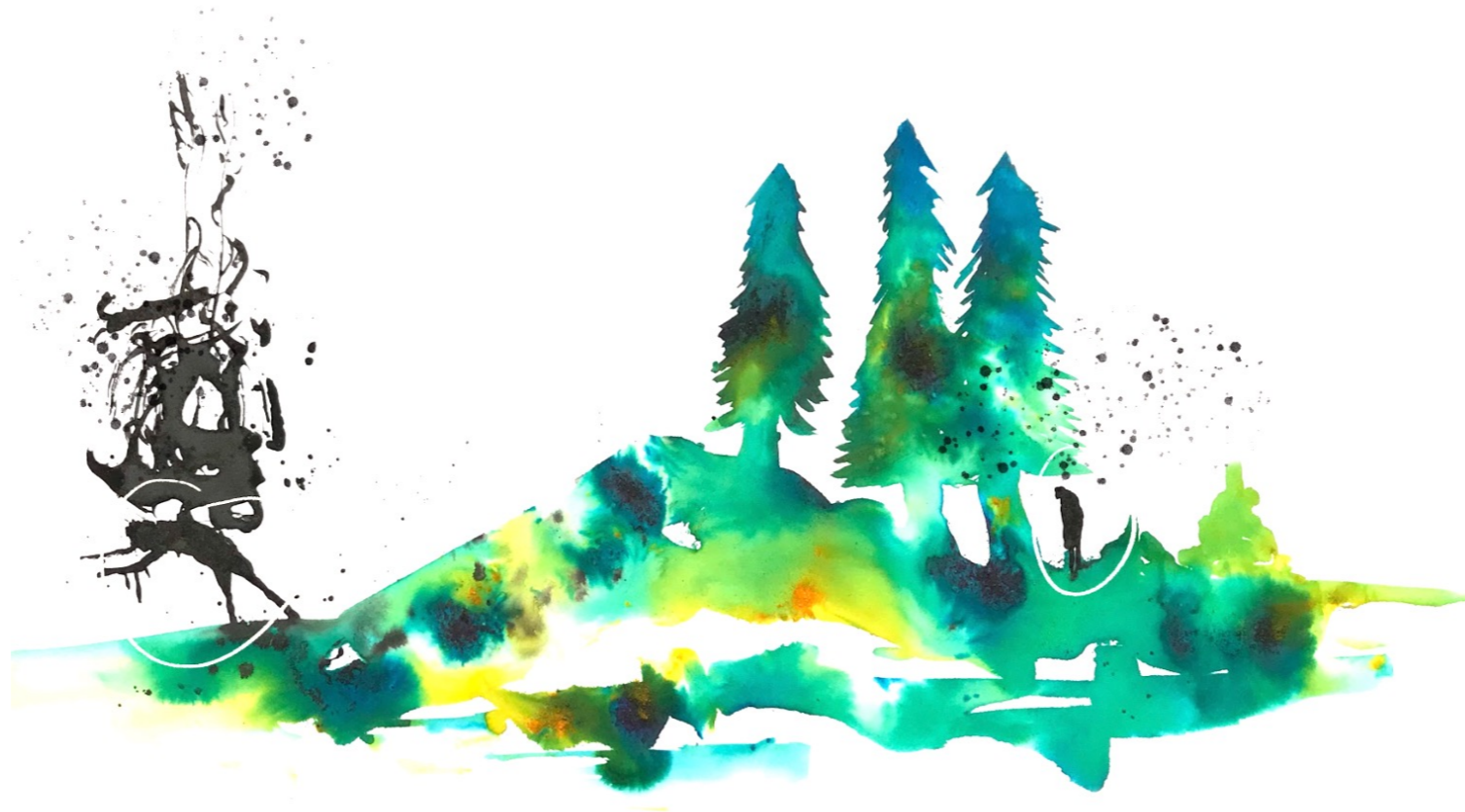
Lewis Herman, J (1992) *'Trauma and Recovery: From domestic abuse to political terror'* p.7-8



'Heartbreak is not something to be avoided; it's something to pursue. Heartbreak is one of the greatest clues of our lives'

'What is it that affects you so deeply that whenever you encounter it you feel the need to look away? Look there. Where is the pain in the world that you just cannot stand? Stand there. The thing that breaks your heart is the very thing you were born to help heal. Every world changer's work begins with a broken heart.'

Doyle, G (2020) 'Untamed' p.268



THE IMPACT OF WORKING WITH TRAUMA



Burnout

Compassion fatigue

Vicarious trauma

BURNOUT

A state of physical and emotional exhaustion, characterised by diminished motivation, pervasive helplessness, frustration, a sense of failure, loss of power and agency, a lack of value and appreciation, increased loneliness and detachment, withdrawal and isolation, overwhelm and procrastination.

Like all forms of stress, burnout impacts both our physical and mental health meaning that we are more susceptible to illness.



COMPASSION FATIGUE



'a state of exhaustion and dysfunction biologically, psychologically, and socially as a result of prolonged exposure to compassion stress and all it invokes'

Figley, C (1995) *'Compassion fatigue: Toward a new understanding of the costs of caring'* p. 253

VICARIOUS TRAUMA

*'The personal transformation experienced
by those who work with trauma'*

McCann, L and Pearlman, L (1990) *'Vicarious
traumatization: a framework for understanding the
psychological effects of working with victims'* p.199



When we stand in those shadows we see the parts of humanity that others do not and whilst we remain there to bear witness so that someone is not alone, it can break our hearts, fracture our hopes and dreams and change our worlds.

UNDERSTANDING VICARIOUS TRAUMA

*'Being able to describe the fact of our exposure to trauma should not be controversial.
It is not a matter of who is and isn't affected, rather it is a fact of life...'*

Fleck, J and Francis, R (2021) *'Vicarious Trauma in the Legal Profession: a practical guide to trauma, burnout and collective care'* p.31



Everything that we give to others in
our gift of reconnection, we must ask
both of, and for, ourselves

REMEMBERING: WISE ADAPTATIONS

When our hearts break we find ways to cope and survive in the best way we know how. Recognising these personal transformations as 'wise adaptations' allows us to survive. It helps us to find the space needed to rest, replenish and repair our broken hearts. In doing so, we open ourselves to new ways of seeing and being in the world, to a view which acknowledges the darkness but creates the freedom to enable us to also see the most incredible light, so that we might not just survive, but thrive as well.

REMEMBERING: THE QUALITIES OF RECONNECTION

The 'gift' of reconnection must be turned inwards as well as given out. It must be asked of those in our lives and willingly received with gratitude and grace.

REMEMBERING: THE MAGIC OF CREATIVITY

We must find the time and space to experiment with different ideas, materials and techniques, to abandon ourselves to our imaginations so that we can reclaim that hidden treasure which exists in each of us.

REMEMBERING: TO FIND OUR ALLIES

We must create solidarity so that we know that we are not alone in the darkness. We must understand that we are part of a system and learn how to navigate and contribute to these systems. This means cultivating connection, trust, faith and reaffirming aspirations. It means knowing our values and our worth and asking that these be honoured and respected.

REMEMBERING: RESILIENCE AND GROWTH

Whilst vicarious trauma may change our worlds, it can also give us the courage and inspiration needed to change the world. To continue to return time and time again to sit with someone in their darkness and remain with them there. Those flickers of light we work so hard to create can brighten our own lives, fuel our own activism and give us the energy to campaign for justice, equality and peace.



REFLECTION AND LEARNING



Finding the space to ask questions and reflect on our experiences is essential. It gives us the permission to pay attention to how we feel and also encourages us to seek understanding and clarity so that we might generate knowledge and learning.

REFLECTION AND LEARNING

Reflective practice can be provided more formally through:

- Individual reflective practice sessions
- Structured group sessions

Or informally through:

- Maintaining a reflective practice journal
- Downloading reflective practice Apps
- Using social media to share ideas (i.e. WhatsApp groups)

TRAUMA INFORMED REFLECTIVE PRACTICE

Trauma informed reflective practice enables us to focus specifically on the 6 principles of a trauma informed approach so that we can think how they can underpin our practice.

Reflective practice is not just useful for difficult or challenging experiences (when we feel that something has gone wrong) but it can also be an effective way of learning from positive or successful experiences to share learning and best practice.

If a practice or a case has evoked a strong reaction (e.g. anger, frustration, sadness, anxiety, satisfaction, excitement, happiness) it is worth reflecting on.

TRAUMA INFORMED REFLECTIVE PRACTICE

There are a number of different models of reflection

Stage 1: What? (Description of the event)

Stage 2: So What? (What happened as a result?)

Stage 3: Now What? (What did you learn? What might you do differently next time?)

Jasper et al, (2001) 'Critical reflection in nursing and the helping professions: a user's guide'

In each stage consider which principles of trauma informed practice and qualities of 'reconnection' were used or could have been used to inform your approach.

CURIOSITY AND INSPIRATION

- Exploring new ideas
- Generating different approaches to practice
- Learning a new language



KNOWING OUR VALUE AND OUR VALUES

Knowing and honouring our value and worth and creating boundaries are essential as a means to protect ourselves, if not from heartbreak, from exhaustion, frustration, disconnection, disengagement and dissatisfaction.

Paying attention to what's okay and what's not okay is important, allowing us to establish a practice which is both informed by our values and our sense of self-worth, creating authenticity, trust and safety for ourselves and those we work alongside.

KNOWING OUR VALUE: CREATING BOUNDARIES

Boundaries are

'...making clear what's okay and what's not okay, and why'

Brown, B (2018) *'Dare to Lead'*, p.39



KNOWING OUR VALUES

Our values are:

'a way of being or believing that which we hold as most important'

Brown, B (2018) *'Dare to Lead'*, p.186



NAMING OUR VALUES

'Our values should be so crystalized in our minds, so infallible, so precise, so clear and unassailable, that they don't feel like a choice-they are simply a definition of who we are in our lives'.

'Choose one or two values-the beliefs that are most important and dear to you, that help you find your way in the dark, that fill you with a feeling of purpose. As you read them, you should feel a deep resonance of self-identification. Resist holding on to words that resemble something you've been coached to do, words that have never felt true for you'

Brown, B (2018) *'Dare to Lead'*, p.189

NAMING OUR VALUES

Accountability	Creativity	Harmony	Nature	Service
Achievement	Curiosity	Health	Openness	Simplicity
Adaptability	Dignity	Home	Optimism	Spirituality
Adventure	Diversity	Honesty	Order	Sportsmanship
Altruism	Environment	Hope	Parenting	Stewardship
Ambition	Efficiency	Humility	Patience	Success
Authenticity	Equality	Humor	Patriotism	Teamwork
Balance	Ethics	Inclusion	Peace	Thrift
Beauty	Excellence	Independence	Perseverance	Time
Being the best	Fairness	Initiative	Personal fulfilment	Tradition
Belonging	Faith	Integrity	Power	Travel
Career	Family	Intuition	Pride	Trust
Caring	Financial stability	Job security	Recognition	Truth
Collaboration	Forgiveness	Joy	Reliability	Understanding
Commitment	Freedom	Justice	Resourcefulness	Uniqueness
Community	Friendship	Kindness	Respect	Usefulness
Compassion	Fun	Knowledge	Responsibility	Vision
Competence	Future generations	Leadership	Risk-taking	Vulnerability
Confidence	Generosity	Learning	Safety	Wealth
Connection	Giving back	Legacy	Security	Well-being
Contentment	Grace	Leisure	Self-discipline	Wholeheartedness
Contribution	Gratitude	Love	Self-expression	Wisdom
Cooperation	Growth	Loyalty	Self-respect	
Courage	Harmony	Making a difference	Serenity	

OFFERING THE 'GIFT' OF SELF-CARE

'Self-care is a collective act-we cannot take care of ourselves alone or without the support and space provided by the systems we work in.'

Fleck, J and Francis, R (2021) *'Vicarious Trauma in the Legal Profession: a practical guide to trauma, burnout and collective care'* p.121



SELF-COMPASSION

'With self-compassion, we give ourselves the same kindness and care we'd give to a good friend.'

Neff, K (2021) *'Self-compassion: the proven power of being kind to yourself'*



STEP ONE:

- Think of a situation in your life that is difficult, causing you stress. Call the situation to mind, and see if you can actually feel the stress and emotional discomfort in your body.
- After you have identified a situation, say to yourself:
- 'This is a moment of suffering'.
- Drawing attention to and naming what is happening is mindfulness. There are other variations of this statement which may feel more appropriate such as 'this is painful' or 'this is stressful'.

<https://self-compassion.org/>

STEP TWO:

- Next, say to yourself: 'Suffering is a part of life'
- Here we are seeking to create solidarity and reconnection by reminding ourselves that other people face struggle and adversity, we are not and will not be the only ones in the shadows.

<https://self-compassion.org/>

CREATING A SELF-COMPASSION BREAK

- Then we shift our focus to crafting a message of 'self-kindness' in response to the difficulty that we have chosen. Ask:
- 'May I be kind to myself?' and think what this would look like. What do I need to hear right now to express kindness to myself?
- If this proves too hard to formulate, this is not another opportunity to self-criticism, instead take a moment to imagine that someone you loved and cared about had shared this difficulty with you:
- What would you say to them and write down this instead.
- Sometimes the only starting point is to pay attention to the kindness that we would extend to others, to grasp hold of it and turn it inwards when we need it.
- Once you have your statement of self-kindness, please write it down in the middle of a square piece of paper (such as a post-it note).

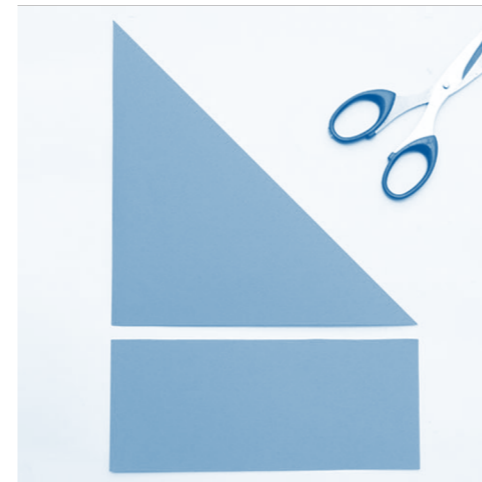
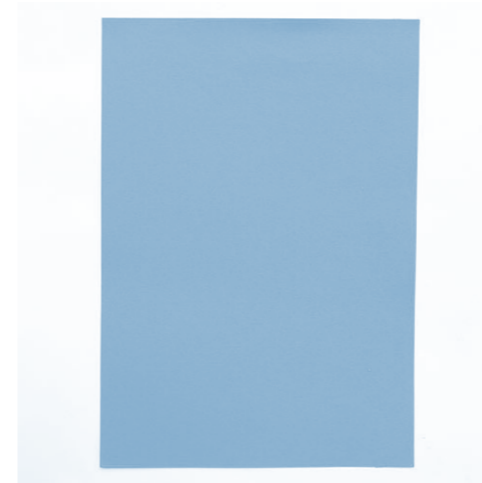
<https://self-compassion.org/>

CREATING A 'SELF-COMPASSION BREAK'

Instructions for creating a square:

You can create a square piece of paper from an A4 sheet:

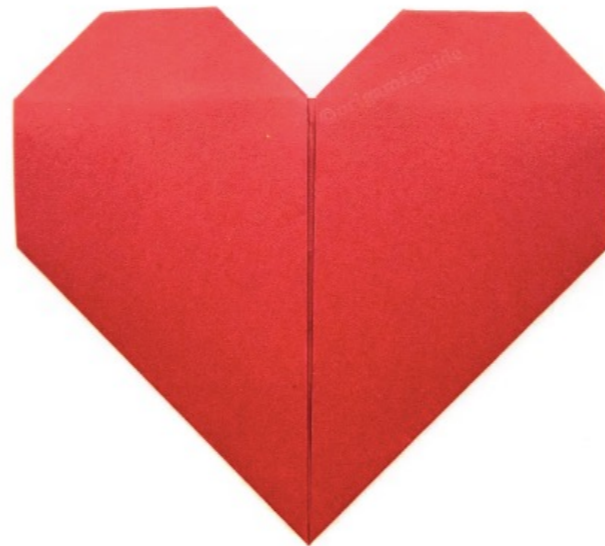
1. Take a single sheet of paper. This can be of any size but standard size is A4
2. Hold the top right corner of the paper and fold it towards the lower left side. Bring it down until the paper forms into a right-angled triangle.
3. Cut or rip this section below the triangle
4. Unfold.



OPEN YOUR HEART TO SELF COMPASSION

Place your square in front of you with the writing face down.

Follow the instructions in the video attached to make yourself a beautiful paper heart!

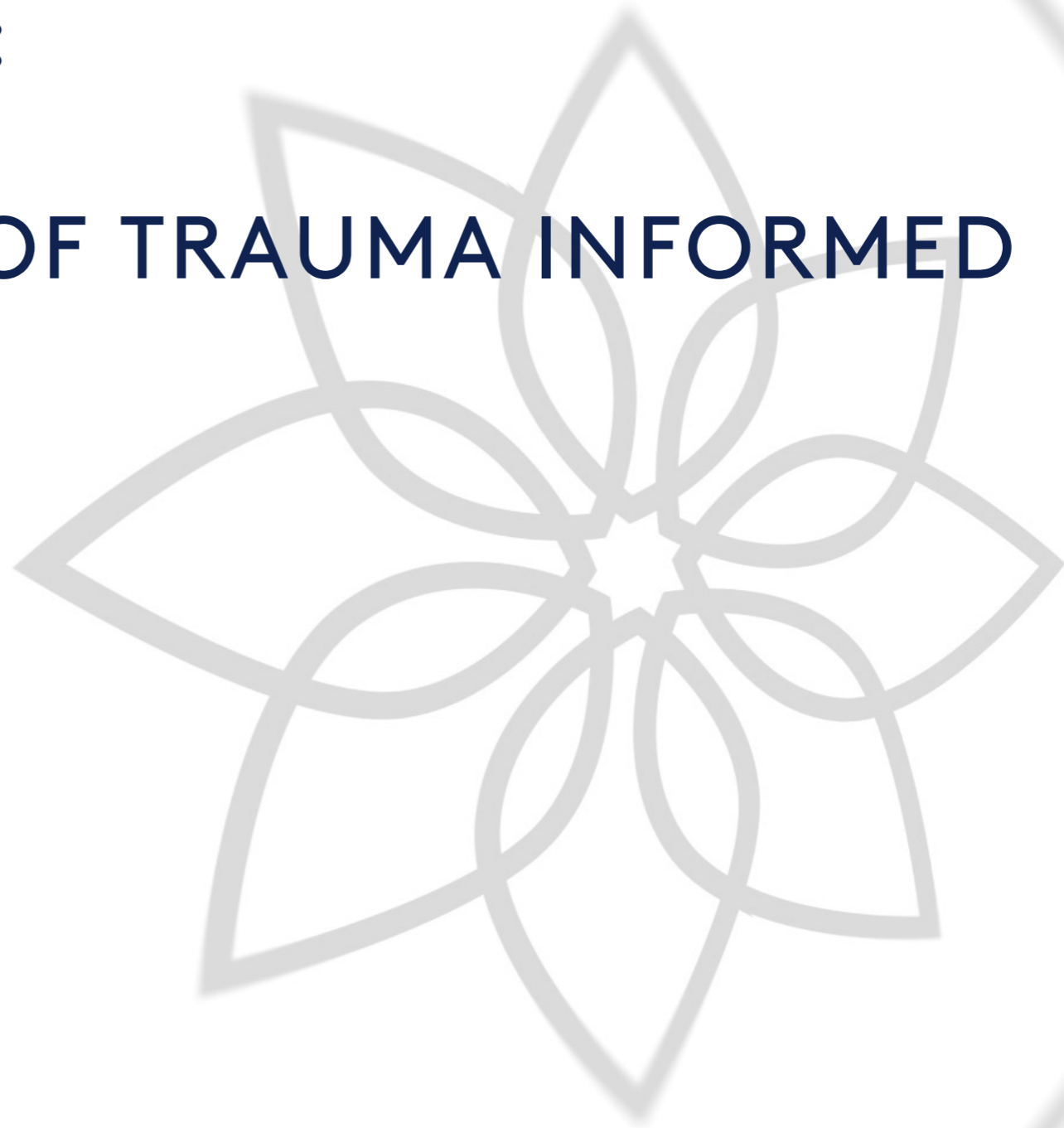


OPEN YOUR HEART TO SELF COMPASSION



CHAPTER EIGHT:

MAKING SENSE OF TRAUMA INFORMED PRACTICE



Making a commitment to trauma informed practice is a way of seeing, being and knowing. It is also a way of 'doing' and whilst it is not concerned with fixing, rescuing, changing or problem solving, it is about supporting someone to cope, creating those flickers of light in the darkness and helping them to find a way out.

THE SENSE MODEL



Stabilisation



Education



Normalisation



Social support



Engagement

STABILISATION

Addressing both practical and emotional support needs to support someone to cope

Asking basic questions such as:

- What do you need?
- What would be helpful at the current time?

Sometimes when people have experienced traumatic stress they may find it difficult to identify what they need.

When someone doesn't know how to articulate their needs, offer them choices and options.

Even if someone isn't sure what they need, they are often able to tell you what they don't need.

Remember not just to focus on their emotional support needs, they may have a number of practical needs as well. Often, someone's ability to function effectively is compromised after a traumatic event.

In the immediate aftermath of a traumatic event people's needs change rapidly (on a daily or even hourly basis), checking what they need on a regular basis is important.





EDUCATION

Offering information, developing self-awareness, building knowledge and creating understanding.



NORMALISATION

By ensuring someone's access to information we not only remind them that they are normal at a time when they feel disconnected, isolated and disempowered, but we also draw attention to their shared humanity by naming and contextualising these behaviours.



EDUCATION AND NORMALISATION

'The traumatized person is often relieved simply to learn the true name of her condition. By ascertaining her diagnosis, she begins the process of mastery. No longer imprisoned in the wordlessness of the trauma, she discovers that there is a language for her experience. She discovers that she is not alone; others have suffered in similar ways. She discovers further that she is not crazy; the traumatic syndromes are normal human responses to extreme circumstances. And she discovers, finally, that she is not doomed to suffer this condition indefinitely; she can expect to recover, as others have recovered...'

Lewis Herman, J (1992) *'Trauma and Recovery: From domestic abuse to political terror'* p.158

Education is one of the most powerful things you can offer. It is another potential source of light in this darkness, creating not only knowledge and understanding, reassurance and connection, but enabling control and power to be reclaimed.

SOCIAL SUPPORT

Challenges:

- Profound disconnection
- Stigma, shame and blame



SOCIAL SUPPORT

- Focus on supporting coping
- Exploring barriers to accessing social support
- The need for innovation and imagination
- Strengthening relationships
- Finding and forming new connections



MAPPING SOCIAL SUPPORT

Find out about people, places, activities and animals.

How do they support someone to cope?

Get specific:

- What does it look like?
- What do they offer?
- How does it feel?



MAPPING SOCIAL SUPPORT: AN EXAMPLE

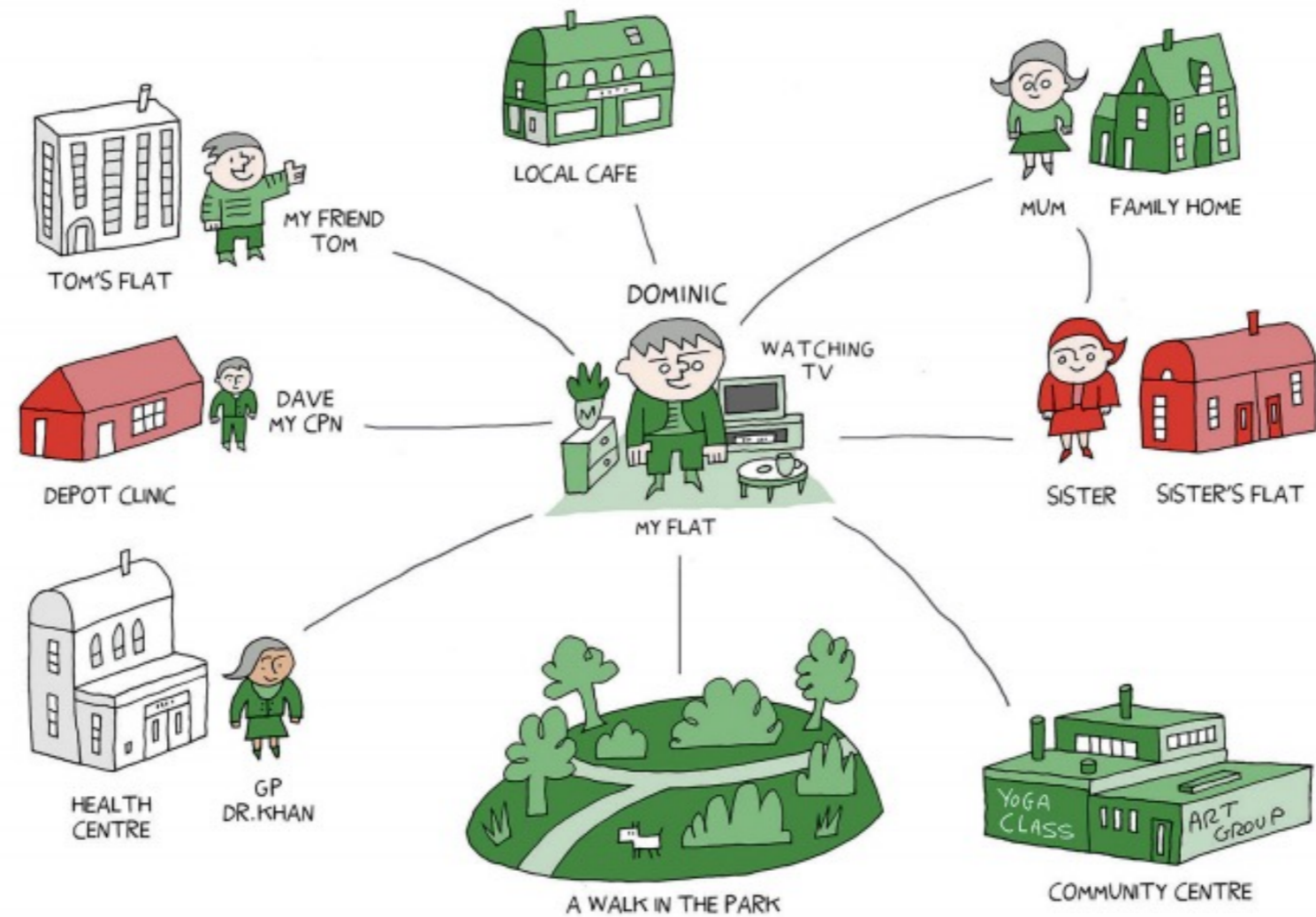


Illustration by Daryll Cunningham



Positive for wellbeing



Neutral for wellbeing



Negative for wellbeing

<https://mcpin.org/wp-content/uploads/Our-briefing-paper.pdf>

SOCIAL SUPPORT

'Traumatic events destroy the sustaining bonds between individual and community. Those who have survived learn that their sense of self, of worth, of humanity, depends upon a feeling of connection with others. The solidarity of a group provides the strongest protection against terror and despair, and the strongest antidote to traumatic experience. Trauma isolates; the group re-creates a sense of belonging. Trauma shames and stigmatizes; the group bears witness and affirms. Trauma degrades the victim; the group exalts her. Trauma dehumanizes the victim; the group restores her humanity.'

Lewis Herman, J (1992) *'Trauma and Recovery: From domestic abuse to political terror'* p.214

ENGAGEMENT

Engagement with these sources of support is made possible through research, but more importantly, through creativity, innovation, imagination and inspiration.

The purpose of this final stage is to connect and reconnect someone with who and what supports them to cope based on an understanding of the uniqueness of their needs.



ENGAGEMENT

- Thinking beyond the conventional to connect and reconnect someone with sources of support (i.e. community groups, sports clubs, arts and crafts)
- Identifying barriers to engagement and working to overcome these
- Capturing information to ensure accessibility
- Creating a letter to act as a reminder of who and what is there for them, whenever they might be ready
- Drawing on our inspiration, using our imagination and working in collaboration to decorate these gifts of reconnection

THE SENSE MODEL IN PRACTICE

Whilst these five interventions are designed to be delivered in chronological order, what is most important is to respond to the needs of the person you are working with when they arise.

This may necessitate moving back and forth between the interventions, or spending more time on some than others.

Remember that this is a framework not a set of instructions, contingent on the compliance of either you or the person that you are working with.



EMPOWERMENT

'The first principle of recovery is empowerment of the survivor. She must be the author and arbiter of her own recovery. Others may offer advice, support, assistance, affection, and care, but not cure.'

'Many benevolent and well-intentioned attempts to assist the survivor flounder because this basic principle of empowerment is not observed. No intervention that takes power away from the survivor can possibly foster her recovery, no matter how much it appears to be in her immediate best interest.'

Lewis Herman, J (1992) *'Trauma and Recovery: From domestic abuse to political terror'* (p.133)

In trauma informed practice, the roles of 'healer' and 'wounded' have no place. When we offer kindness, compassion, warmth and understanding, we do so from our position of sitting beside someone. We must seek their preferences, listen to their perspectives, ask about their needs and pay attention to what they want.

THE SENSE MODEL IN PRACTICE

Crisis intervention

SENSE 8+2

SENSE 3 to strengthen access to social support



MEASURING THE IMPACT OF THE SENSE MODEL

A trauma informed approach encourages beneficiaries to decide for themselves what they need and hope to accomplish.

This gives them the freedom to choose what is most important to them, to set their own agenda for the work that will take place and establish a process of accountability which values this uniqueness, positioning them firmly at the centre.

Indeed, the first collaborative act between practitioner and the recipient of their care should be to understand these priorities and create a 'goal' to work towards.

We can standardise this approach by creating three statements by which to measure progression:

- 'I have not yet achieved this'
- 'I am working towards achieving this'
- 'I have achieved this!'

MANAGING ENDINGS

Endings can be challenging for us as practitioners as well as for those who we work with.

The relationships which are established when we practice in a trauma informed way are characterised by their endurance, commitment and capacity to move beyond connection to create reconnection instead.

FROM DISCONNECTION TO RECONNECTION



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OFFERING THE GIFT OF RECONNECTION



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KINDNESS IS CURRENCY



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ACHIEVED



READING LIST

1. Brené Brown (2021) Atlas of the Heart: Mapping Meaningful Connection and the Language of Human Experience Vermilion, London*
2. Brené Brown (2018) Dare to Lead: Brave work. Tough conversations. Whole Hearts. Vermillion, London*
3. Glennon Doyle (2020) Untamed: stop pleasing, start living Vermilion, London
4. Charles Figley (1995) Compassion fatigue: Toward a new understanding of the costs of caring Routledge, New York
5. Joanna Fleck and Rachel Francis (2021) Vicarious Trauma in the Legal Profession: a practical guide to trauma, burnout and collective care Legal Action Group, London
6. Judith Lewis Herman (1992) Trauma and Recovery: From domestic abuse to political terror Pandora, London
7. Lisa McCann and Laurie Pearlman (1990) Vicarious traumatization: a framework for understanding the psychological effects of working with victims Journal of Traumatic Stress 3 (1) 131-149
8. National Institute for Health and Care Excellence (2018) Post-traumatic stress disorder NICE guideline (NG116) Available to download from: <https://www.nice.org.uk/guidance/ng116>
9. Kristin Neff (2021) Self-compassion: the proven power of being kind to yourself Yellow Kite, London
10. Rachel Naomi Remen (1996) Kitchen Table Wisdom: Stories that Heal Riverhead Books, New York*
11. Gary Rolfe, Dawn Freshwater and Michael Jasper (2001) Critical reflection in nursing and the helping professions: a user's guide Palgrave Macmillan, Basingstoke
12. Dr Julie Smith (2022) Why Has Nobody Told Me This Before? Michael Joseph, UK*
13. Dr Karen Treisman (2018) Becoming a more culturally, adversity and trauma-informed, infused and responsive organisation Report for the Winston Churchill Memorial Trust* Available to download from: https://media.churchillfellowship.org/documents/Treisman_K_Report_2018_Final.pdf
14. Dr Karen Treisman (2018) A spotlight on organisational trauma: the system as the 'client'* Available to download from: https://practice-supervisors.rip.org.uk/wp-content/uploads/2021/01/StS_PT_A_spotlight_on_organisational_trauma_the_system_as_the_client_Final.pdf

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