

HSD Provider Conference

June 16, 2026

Notes from Session: Building Resiliency in our Staff: Introduction to a debriefing model for addressing moral injury

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Moderator: Teri Hsieh

Notetaker: Kinsy Hood

Main Points from Session Overview/Presentation (high level; detail not required):

- Addressing the importance of staff stress
 - Talking to leaders about how to support staff that are providing direct services
- **Why important:** staff are the #1 Resource we have. Without them, NGO's/homeless support services have nothing to offer beneficiaries.
- Staff get irritable, fatigued, and other symptoms when they start to feel stressed- Studies show that up to 1/3 of staff can be diagnosed with PTSD as a result of the work that they're doing to support the homeless.
- **Key Ideas:**
 - Trauma Stewardship: How to be present with trauma and suffering while maintaining your own well-being and integrity
 - Compassion fatigue: The inability to feel the same level of compassion about the people you work with over time as a result of the trauma.
 - Burnout: The inability to have work/life balance- nothing left in the tank. The thought of showing up for the next shift is really hard
 - Moral Injury: Feeling like a bad person because you can't solve other people's problems- being unable to provide care for people due to constraints beyond our control
- People on teams can become dysregulated then it spreads through the team like wildfire- affecting other members of the team and those that are being helped
- **Supporting staff wellness:** Support to set boundaries (on work, on self, with others); Everyday and crisis self care supports; good supervision (there is a difference between managing and supervising); Team Culture and sharing of responsibilities; connecting with others; when formal debriefings are required
- People want to be: Seen and heard, connected to others, safe, have choices

- Two types of debriefings
 - Critical Incident Stress management (debriefing)
 - STAR-T (beyond CISD)
 - About Co-regulation and connection- a way to better notice and name how we are experiencing and digesting an event
 - Trauma + awareness + Connection = resilience
 - Invite organizations to reimagine how they respond to stress and trauma- not as isolated events but as collective, systemic, process
 - Focus on secondary trauma workers are overwhelmed by some of the tasks/actions from the work and from indirect exposure to how staff talk about these topics in meetings
 - Staff have cumulative exposure - helps organizations to negate some of the intensity of the work
 - STAR-T provides skills training / introduction of daily practices.
 - Formal debriefings: Within 72 hrs of an event- protected time for the team to come together (60-90min) and focus on how staff are doing, what they need to finish their shift or show up for the next. Period of co-regulation or connection
 - Not a time to process improve or problem solve

-Questions/Answers (summarization):

- Are there people that are more/less receptive to this process than others?
 - Some teams really enjoy the process, others not. Everything is by invitation, not demand.
- Some folks outside of CCC have been trained- how does that happen?
 - CCC has offered the training at some shelters and Multco is doing some trainings. People within CCC are leading the training
- Managers need to be especially careful about spreading their dysregulation- the impact can be significant for all members of the team

-Main Discussion Points not captured above:

- The presentation was very well received. A lot of conversation about how leaders in the room can incorporate some of the presentation into their work.