



**Staff Wellness: MTSS Approach**  
*Framing adversities and educators' distress as a collective rather than an individual problem*

**Teryl Jones, MA**  
 Behavior Support Specialist  
 WV Behavior/Mental Health  
 Technical Assistance Center




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West Virginia Behavior/Mental Health Technical Assistance Center at Marshall University is a collaboration between:

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**Learning Objectives**

- The Canary in a Coal Mine: Incentives for focusing on staff wellness
- Four areas of focus
- School-climate and staff wellness
- Staff wellness vs individualized self-care
- A functional communication system and the power of staff/teacher “voice”
- Listening Tours for collecting staff/teacher feedback
- Staff wellness strategies from a multi-tiered system of support approach

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**Story of a Canary in a Coal Mine**

Don't save the canary.  
Fix the coal mine.

Seth Codin

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**90% of educators indicate that burnout is a serious problem.**

National Education Association,  
February 1, 2022

Over half of teachers want to leave the profession early, NEA poll finds: NPR

A woman with blonde hair is sitting at a desk in a classroom, resting her chin on her hand and looking thoughtful. A brown leather bag is on the desk next to her. In the background, there is a green chalkboard.

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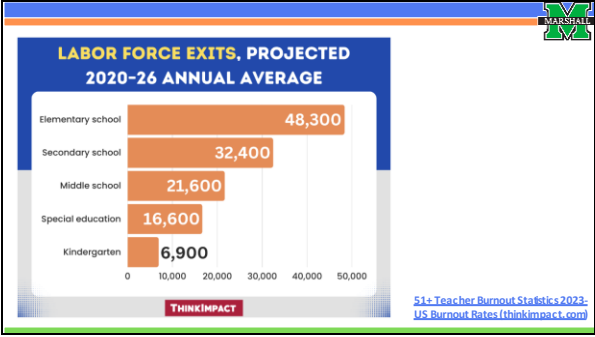
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**MARSHALL**  
**UNIVERSITY**

**With Record-High Teacher Vacancies,  
Schools Are Asking "Parents" to Sub...**

**45%** of Public Schools Operating Without a Full Teaching Staff in October 2022



Press Release From: Evaluation of Public Schools Operating Without a Full Teaching Staff in October, New York, Division 8 (October 6, 2022)ed.gov

IES > NCES National Center for Education Statistics

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**What Are West Virginia Educators Saying? ...**

- Increased demand for results with a lack of "resources", "support" and "time" to meet job responsibilities.
- I feel like I am getting drained from all my energy. I have nothing left to give....
- Feeling isolated, hopeless or helpless
- I have "NO VOICE"

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**55%** of educators now indicate that they are ready to leave the profession earlier than planned.



2022 Teacher Shortage Statistics That Prove We Need To Fix Education (wearateachers.com)

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**The Burnout Mantra**  
 "...burnout is about your **organization**, not your people"

Moss, Jennifer. The Burnout Epidemic (p.7). Harvard Business Review Press. Kindle Edition.

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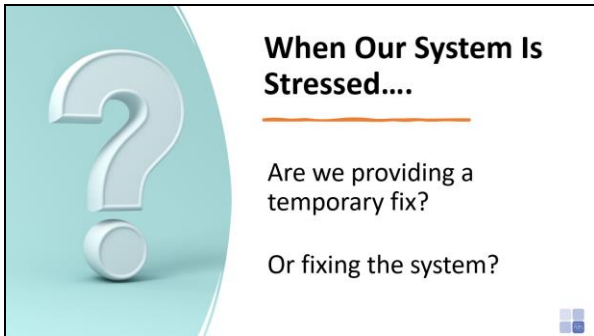
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**When Our System Is Stressed....**

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Are we providing a temporary fix?

Or fixing the system?

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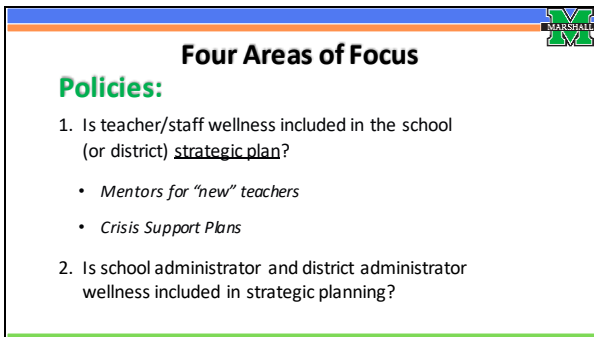
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**Four Areas of Focus**

**Policies:**

1. Is teacher/staff wellness included in the school (or district) strategic plan?
  - *Mentors for "new" teachers*
  - *Crisis Support Plans*
2. Is school administrator and district administrator wellness included in strategic planning?

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## Four Areas of Focus

**Practices:**

What practices need to be embedded to improve the *“social-emotional health”* of all staff and students.

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### Assess Current Practices

**Organizational Wellness Crosswalk:**


Purpose: Item development is the same no matter your age. This means the practices in place to support our adults in our system should mirror the practices to support students. This resource was developed for schools to crosswalk current practices to support students with four trauma-informed components (adapted from the ARC model, which include Attachment, Regulation and Connection as core domains). Using the logs that adult brains need the same core components to be successful, this resource may well assist your team in crosswalking current staff supports!

**Instructions:**

- List the practices you have in place for all staff (Tier I), some staff (Tier II), and a few staff (Tier III).
- Place an X in the columns in which the practice fulfills a component of trauma informed.
- Review the Xs and columns to identify areas you could strengthen.
- In another color, develop an action plan for strengthening gaps in implementation.

Intervention	Tier I			
	Creates Safe, Predictable, & Consistent Environment	Building Community or Relationships	Teaching/ Reinforcing New Skills	Supports Regulation
Staff appreciation days	X	X		
Social Events (e.g., potlucks, celebrations, happy hour)	X	X		
Communication <ul style="list-style-type: none"> <li>Wellness Wednesday Email                             <ul style="list-style-type: none"> <li>Established expectations (who principal, what to expect, when, after 4:30pm will send a copy to support team before then)</li> </ul> </li> </ul>	X		X	X
PD days for self care strategies (e.g., yoga, meditation) <ul style="list-style-type: none"> <li>Provide PD (identified by staff with staff sharing recently staff meetings in small groups (e.g., what to stress, to the greatest extent))</li> </ul>	X	X	X	X

[What is ARC? - ARC Framework](#)




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## Four Areas of Focus

**Data:**

Use staff feedback data to identify protective factors, needs or risk factors and to problem-solve and guide decisions for staff wellness implementation.

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a. % of staff who feel connected (within grade level/team and /or school level)

b. % of staff who feel like they have skills to manage student needs

c. % of staff who feel the workload is manageable

d. % of staff who feel they have a voice at the table

e. % of staff who feel they have the resources and supports to do their job well

[Center on PBIS | Resource: Building a Culture of Staff Wellbeing Through Multi-Tiered System of Supports](#)

**Guide for Problem Solving, Collecting Data and Checklists for Fidelity**

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**The WVTSS Problem Solving Process**

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**Four Areas of Focus**

**School Climate:**  
A positive school climate encourages a respectful, caring, and trusting relationships with everyone within the school community. It is essential for any school's success and sustainability. [https://www.school-climate.com/insights/what-is-school-climate](#)

**Evidence of a Toxic School Climate:**

- No clear sense of purpose
- Hostile relationships
- Emphasis on rules over people/mission
- An absence of honest dialogue
- More self-preservation than collaboration
- Punishment instead of recognition
- Lack of safety
- Active back channels over formal lines of communication

[An Signs of a Toxic School Culture \(pdf.org\)](#)

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### Staff Wellness is “Directly Affected” by the “Climate” of the School

There is no doubt that in schools where there are high levels of harmony and a positive outlook, staff usually experience:

- Fewer teachers leaving/retiring
- Improved sense of belonging
- A sense of safety
- Less absenteeism
- Sense of connection
- Higher levels of job performance



Marie Amaro, How School Culture Impacts Teacher Wellbeing

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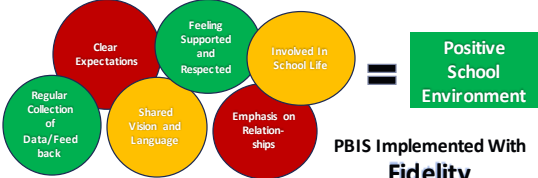
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### The Goal of “PBIS” is to Create a Positive School Climate

...to promote common areas and classrooms that are more Predictable, Consistent, Positive, Safe and Engaging.



**PBIS Implemented With Fidelity**

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Revised November 2020

Climate Surveys	Twice a year:	Three related surveys can be administered to the following stakeholders:	Allow schools to evaluate how well students and other stakeholders perceive the climate of the school.
	<ul style="list-style-type: none"> <li>• Fall semester</li> <li>• Spring semester</li> </ul>	<ul style="list-style-type: none"> <li>• Students                             <ul style="list-style-type: none"> <li>• Grades 3-5</li> <li>• Grades 6-12</li> </ul> </li> <li>• School staff</li> <li>• Parents/caregivers</li> </ul>	<ul style="list-style-type: none"> <li>• Help to inform the effectiveness of universal supports and what areas of emphasis need to be refined by those who are directly involved</li> <li>• Identify areas for school improvement including engagement, safety, and the environment as they relate to WVTSS</li> <li>• “Guidance for the Administration of the West Virginia School Climate Surveys” (Whisman, 2020)</li> <li>• <a href="https://wvde.us/data-management-information-systems/education-data/west-virginias-school-climate">https://wvde.us/data-management-information-systems/education-data/west-virginias-school-climate</a></li> </ul>



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**Center on PBIS | Resource: School Climate Survey Suite**



School Climate Survey: School Personnel (29 Items)

Subscale	Items Included in Subscale	Common Measures
Staff Connectedness	1-6	Staff perceptions of the degree to which they feel they fit in and are a part of their school.
Structure for Learning	7-12	Staff perceptions of the degree to which they feel their colleagues treat students fairly, have high expectations, and set clear rules.
School Safety	13-16	Staff perceptions of their own safety at school.
Physical Environment	17-20	Staff perceptions of maintenance of school grounds and resources.
Peer-Adult Relations	21-26	Staff perceptions of how students interact with peers and adults in their school.
Parental Involvement	27-29	Staff perceptions of the degree to which parents are involved in their student's education.

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**A Staff-Wellness Approach vs Individualized Self-Care**

How to become Better at **Taking Care of Each Other...**

- **Framing adversities** and employee distress as a “collective” rather than an “individual” problem. reinforces genuine connection and better recovery.




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“Connectedness has the power to counterbalance adversity.”

BRUCE PERRY

~ Wellbeing Can Not Be Achieved Alone ~

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### Why "Collective Teamwork"?

#### What Does The Research Say?...

When teams framed setbacks as "belonging" to the whole team even when only some members were affected – they **increased their communication and drew closer together.**

Individuals who **persevered** through adversities with the support of others reported **less feelings of isolation, hopelessness and helplessness.**

In contrast, when teams viewed adversity as something to be coped with **individually, members became isolated** with their own pain, fear or anxiety

Harvard Business Review - Michelle A. Bartoni, Bill Kahn, Sally Mattis, and Kathleen M. Sutcliffe: Stop Framing Wellness Programs Around Self-Care (April 2022).

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Teachers' Perceptions of Organizational School Climate and Communication Satisfaction Study

- Members of the school community want to have a "voice" and "feel valued"
- School communication influences a teacher's attitude and their behavior, thus **directly impacting school effectiveness** (Rafferty, 2003).

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### A Functional "Communication System"

that Connects people while Supporting and Maintaining staff-wellness

An organization's survival hinges on the employee's ability to communicate effectively

(Downs & Adlan, 2004; Open, 1997)

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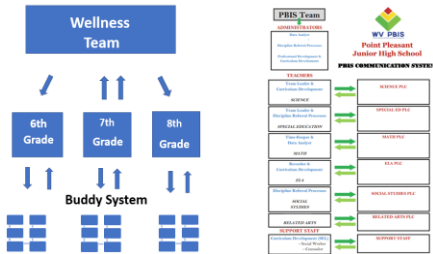
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### A Two-Way Communication System that Supports "Staff Wellness" and a "Positive School Climate"



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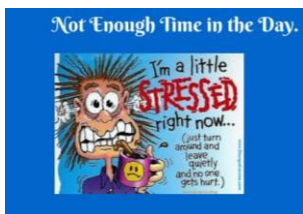
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This sounds great but there is not enough time in the day to develop *another* "System" and/or "Team" ...



© Author: Danica Conner

- Aligning Initiatives
- Thinking "Smarter" not "Hardier" ...

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Wellness teams can be "part of" or "an extension" of a team that already meets.



- Positive Behavioral Interventions and Supports (PBIS) Team
- WV Tiered System of Support Team (District or School Level)
- School-Climate Team
- Strategic Leadership Team
- Trauma-Informed Team

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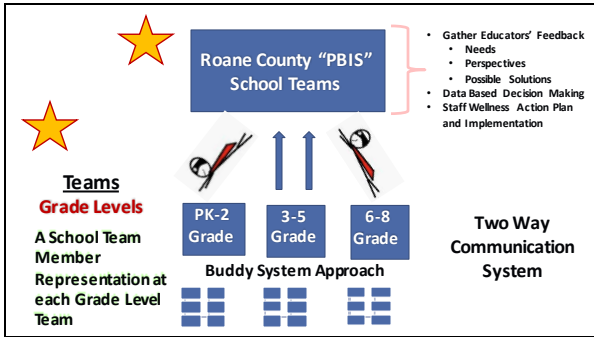
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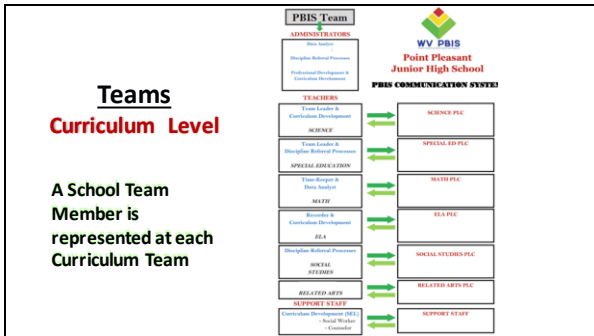
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**"Identify Barriers" and "Fix the Leaks" Feedback & Input Surveys**

**PBIS Readiness Survey**

The following questions will be answered using a Likert Scale:

Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
0	1	3	4

- Our school has clearly defined expectations for behavior.
- Our school has consistent consequences for inappropriate behavior.
- I find it easy to follow the office referral process.
- I trust administration to handle discipline appropriately at our school.
- Our school has a positive atmosphere.
- Staff and students in my school show respect for one another.
- I am adequately trained to handle challenging behavior.

- Honest Opinions** of school climate and school systems
- Staff Perceptions** of school behavior management
- Collect Data: Target the Systems that are the origin of the problem**

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**Digging Deeper:**  
**Understanding the Power of "Staff/Teacher Voice"**

**Analyze** Feedback Data and **Identify** Common Themes

Adapted from Booth Sweeney, L. and Meadow, D. (2012). The Systems Thinking Playbook. Chelsea Green Publishing

**Outcomes** Performance, culture, how an organisation is experienced

**Structures** How things are organised; the whole framework within which people operate

**Beliefs** Beliefs about how things work, about other people and their motives and agendas

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**Too Many Surveys???**

Rethink the Email, Text, G-Chat and make the Personal Connection

~ Dr. Bruce Perry Conference, April 2018 ~

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**Listening Tour:**  
**The Past, Present and Future**

As school team members meet with grade/curriculum level teams, consider asking these questions to generate feedback.

**Suggestions for Improvement....**

Questions About the Past Year	<ul style="list-style-type: none"> <li>Of the work you accomplished last year, what made you the proudest?</li> <li>What was the most challenging experience you had in the last year?</li> <li>If you could change one thing from last year, what would it be? Why?</li> </ul>
Questions About the Present	<ul style="list-style-type: none"> <li>What is your goal for this school year?</li> <li>What excites you the most about this year?</li> <li>What worries you about this year?</li> <li>What do you identify as your strength as an educator (or another role)?</li> <li>What is the most frustrating aspect of being a staff member in this school?</li> </ul>
Questions About the Future	<ul style="list-style-type: none"> <li>Where do you want our school to be in five years? Why?</li> <li>Where do you see yourself five years from now?</li> <li>What change(s) would you hope to see in our students over the next five years?</li> </ul>

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**IN THE TRENCHES**

The **"BEST"** Solutions Often Come From Those In The Trenches

WWW.TORONTOBO.COM  
distruse

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**Listening Tour Alternative Questions**

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Questions Based on Feedback Survey

**Suggestions for Improvement....**

Q1 – Are major/minor inappropriate behaviors clearly defined and universally understood by all (majority of) teachers?

Q2 – Does the office referral process allow for communication between administration and teachers regarding interventions and consequences?

Q3 – Is there seen & felt respect between staff to student, student to student, admin to staff and staff to admin?

Q4 – What is our school's strength? What's working?

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**All Feedback Should Be Anonymous**

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### A Few Listening Tour Outcomes

- **Improved hallway transitions** by implementing strategies that reduced the number of students skipping class in addition to students not following hallway expectations and procedures.
  - Active Supervision Teacher Teams
  - Hallway Script for administrator(s) and teachers to follow as a guide
- **Developed and/or Enhanced School and Classroom Discipline System** to improve consistency with consequences and to promote clearer communication between administration-teacher regarding disciplinary action.

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### A Few Listening Tour Outcomes

- **Developed an acknowledgment system** for recognizing teachers' strengths and accomplishments.
  - Weekly Teacher Shout-Outs (Teacher-Teacher / Student – Teacher)
  - Administrator(s) acknowledge/recognize 3:1

## This Looks Like **PBIS**

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Evaluate the Feedback and **“ACT”** on At Least One Suggestion.

**Rational Optimism**  
**(Problems Are Fixable)**

Realistic Assessment  
of the Present



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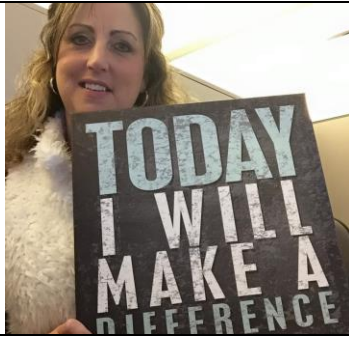
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The Message...  
Effort = Outcome

My Behavior  
Matters




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**Mattering: The Key To Collective Teacher Efficacy and Lower Stress Levels (Burn-Out)**

- Elliott et al. (2004) stated that **mattering** is "the perception that, to some degree and in a variety of ways, **we are a significant part of the world around us**" (p. 339).
- Teachers want to feel they matter, **both individually and as part of a larger team that has the capacity to make a difference.**




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Making a "culture and expectation" where teachers are **problem solving at the base level together**

This is where you get your teachers feeling:

- Supported
- Sense of Connection
- Sense of Belonging
- Purpose




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### Acting on Your Data to get a Win

Based on **staff feedback** and **data**, teams develops an **"Action Plan"** for measurable goals, objectives and activities:



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**We don't need to be a mile wide and an inch deep.**

**We need to do a "few things" really, really well and that's how we can build our systems over time while staying healthy.**

Kelly Perales (she/her/hers), LCSW  
Co-Director, Midwest PBIS Network



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### South Charleston High School Action Plan (Short Term)

Date Action Plan was developed: \_\_\_\_\_

Area of Concern	Action	Target/Measure	Timescale/Deadline	Responsibility	Evaluation of action / Actual result achieved

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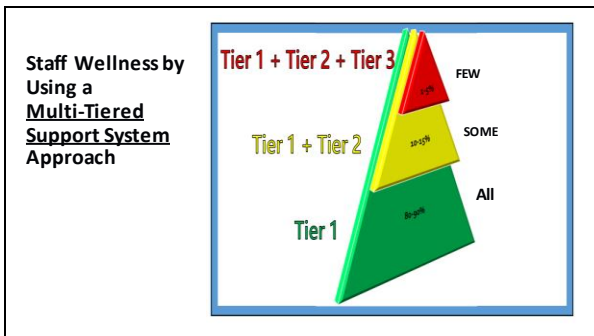
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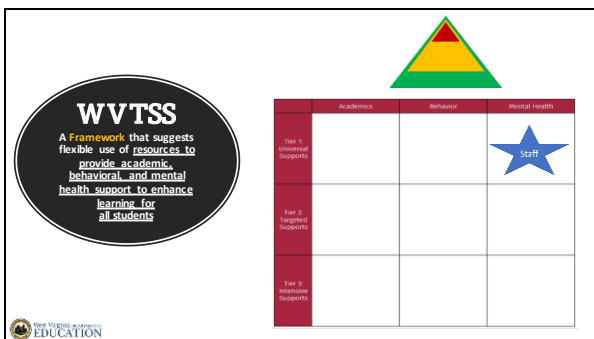
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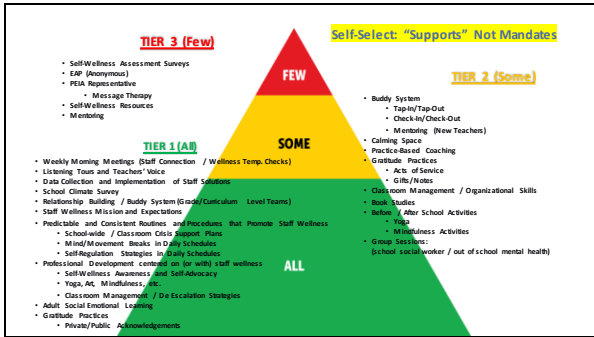
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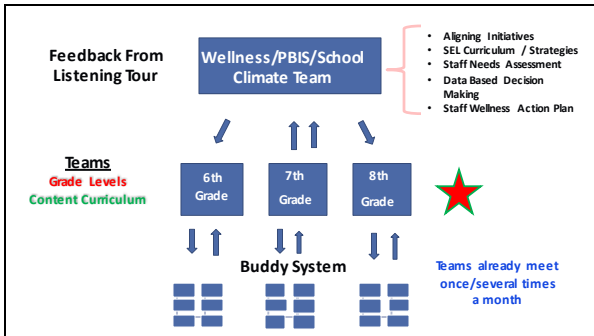
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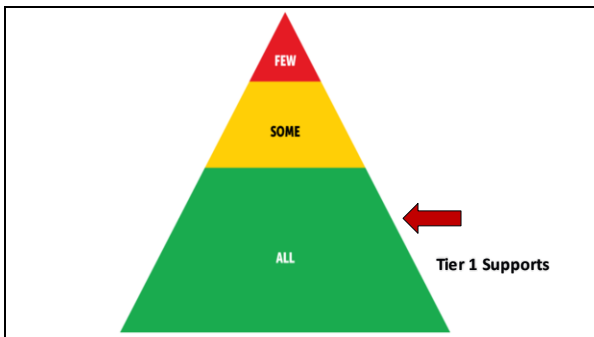
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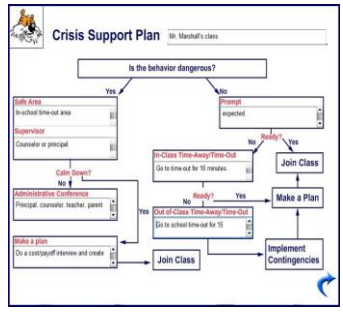
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### Crisis Support Plan

- An **adult routine to help staff stay regulated** maintain patience, ensure consistent adult implementation, and support students in behavioral crisis/dysregulation to regain self-control.

Midwest PBIS Network 4/1/22




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### Strategies for De-escalating Students Behavior in the Classroom

- Provides **practical, research-based strategies** educators can use to de-escalate challenging student behavior in the classroom.

PBIS.org



Strickland-Cohen, M. F., Neenan, A., Meenan, A., Pappas, K., Kern, L., Meenan, B. C., & Flannery, A. (September, 2022). Strategies for de-escalating student behavior in the classroom. Center on PBIS, University of Oregon. www.pbis.org

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Riverside High School, Kanawha County  
Welcome To The Warrior Oasis

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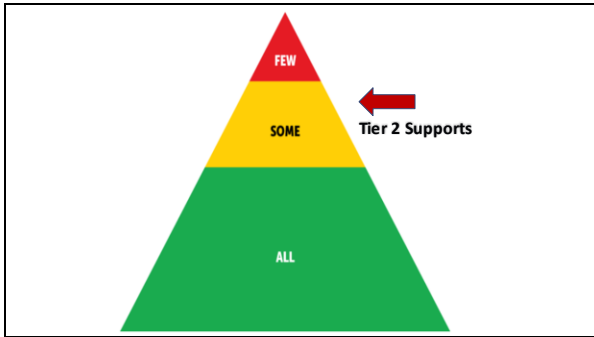
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### Mentor/Mentee Monthly Checklist

Mentoring, when done effectively, creates a partnership between two individuals—the mentor and the mentee. The goal of the mentoring program is to provide support for the mentee—New Teacher and allow them to have an opportunity to meet with their mentor and discuss/share successes and concerns, and pinpoint areas for improvement. As a mentor, we hope that you will experience enhanced leadership skills, renewed growth, and the satisfaction that you made a difference for a beginning teacher in your advice and support. The monthly checklist will provide a beginning dialogue on specific topics for your meetings.

[Mentor/Mentee monthly checklists\(Duncan\).pdf\(ok.gov\)](#)

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**AUGUST**

- Introduce yourself to the mentee and introduce your mentee to staff members in your building (nurse, counselor, department heads, team leaders, etc.)
- Take a tour of the building/area
- Show location of materials (stapler, construction paper, etc.)
- Share checkout procedures for books, materials, etc.
- Tour teacher workroom: supplies, copy machine procedures, etc.
- Debrief staff/team meetings
- Review assigned duties & responsibilities for each duty
- Share teacher dress code (Friday spirit day, etc.)
- Discuss/share grade level/content area daily class schedules
- Share lesson plan expectations & example of weekly plan
- Share first day/week activities—provide guidance on organizing the first day & first week
- Review testing dates, administration procedures, etc.
- Discuss/share opening announcement procedures & expectations
- Explain procedures (attendance, tardies, lunch count)
- Discuss arrival/dismissal procedures
- Discuss playground rules
- Discuss student dress code & procedures when a refraction occurs
- Review procedures for fire drills and escape route
- Discuss IXL issues regarding school culture and customs
- Set up a scheduled time to meet as mentor/mentee each month
- List below any other items discussed in your meetings:

Comments:

Please give an estimate of how often you met during the month of August.

Mentor Signature \_\_\_\_\_ Date \_\_\_\_\_

[Mentor/Mentee monthly checklists\(Duncan\).pdf\(ok.gov\)](#)

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### Tap-In/Tap-Out Buddy System: Giving Teachers Time to Recharge

(Video 1:06 Min)



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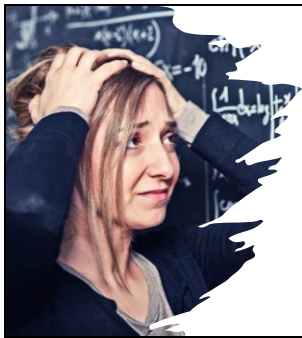
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### Check-In / Check-Out Builds a Climate of "Trust" and "Support"

- Poking your head in the door and ask the question, "Do you need anything?"
- Students with Challenging Behaviors
- **Newer Teachers**
- Provides an opportunity to show **support**, in addition to **recognizing** a teacher.
  - "You Got This..."
  - Recognition - 3:1 Ratio

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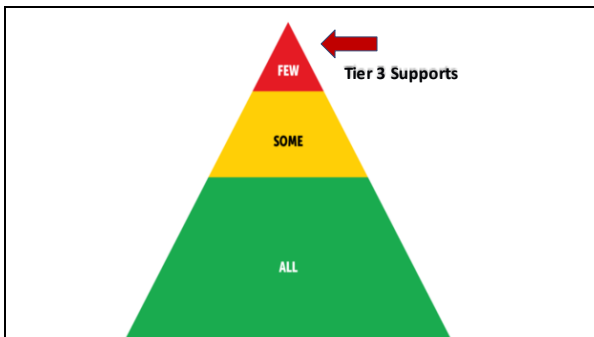
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*Community Support*



**Provide Human Resource contact information, EAP Program, Local Counseling Professionals and Support Services in the community**




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**As an educator, you face unique challenges...**

Today, educators face special challenges – budget cuts, students at risk, parental issues – and more recently, the challenges associated with teaching during a pandemic. In addition to these on-the-job concerns, you juggle the challenges of your own personal and family issues. Usually, we can handle problems on our own, but sometimes it makes sense to reach out for help.

That's why your employer provides you and your family with a confidential Employee Assistance Program or EAP. It benefits offering resources and solutions for the problems you encounter. Just as health insurance addresses your physical health, your EAP benefits help with your emotional and mental well-being. And your EAP benefits also include much more than just help for problems – we can have a host of benefits and opportunities to help you grow professionally, save money, improve your health, and enhance your personal life.

Plus, Educators' EAP is the only EAP specifically designed to address the unique challenges faced by educators. And because your employer has covered the cost of services, there is no cost to you.

**GETTING THE HELP YOU NEED**  
Call anytime for confidential assistance. To reach a counselor for any of your EAP needs, call toll free:

**800-252-4555 OR VISIT**  
[www.EducatorsEAP.com](http://www.EducatorsEAP.com)

**COUNSELING BENEFITS**  
Help with personal issues from relationships to stress and substance abuse.

**WORK/LIFE BENEFITS**  
Assistance for personal, financial and legal issues.

**SELF-HELP RESOURCE BENEFITS**  
Access a vast collection of self-help books and articles.

**PEAK PERFORMANCE COACHING**  
One-to-one telephone, personal & professional coaching.

**LIFESTYLE SAVINGS BENEFITS**  
Get negotiated discounts and deals for activities, shopping, travel & more.

**PERSONAL DEVELOPMENT & TRAINING BENEFITS**  
Over 10,000 eLearning opportunities to grow your work, life, and career.

**WELLNESS BENEFITS**  
Coaching, information, and resources to improve your overall wellness.

**Educators' EAP**  
A division of ED

**Introducing your Educators' Employee Assistance Program**  
Get help for problems. [www.personallydiscrete.com](http://www.personallydiscrete.com)

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**HOW DOES THE EAP WORK?**  
EAP is a confidential service. Services are available 24/7. You can call or visit our website for more information. We'll help you find the services that are right for you.

**800-252-4555**  
[www.EducatorsEAP.com](http://www.EducatorsEAP.com)

**MORE BENEFITS FOR YOU**  
EAP offers a wide range of services to help you and your family. We'll help you find the services that are right for you.

**COUNSELING BENEFITS**  
Many common issues are best resolved with professional help. You will work to resolve challenging issues with a professional counselor. We'll help you connect with a professional counselor who can help you resolve your issues.

**WORK/LIFE BENEFITS**  
Help with personal issues from relationships to stress and substance abuse. We'll help you find the services that are right for you.

**SELF-HELP RESOURCES**  
Access thousands of books and information articles covering virtually every problem you might face. We'll help you find the services that are right for you.

**PEAK PERFORMANCE COACHING**  
Personal and professional coaching is available from award-winning coaches. Our coaches are experienced and highly trained. We'll help you find the services that are right for you.

**WELLNESS BENEFITS**  
Coaching, information, and resources to improve your overall wellness. We'll help you find the services that are right for you.

**EDUCATOR RESOURCE CENTERS**  
Our unique Resource Centers offer educators specific tools, tips, and articles on hot topics, such as classroom management, student behavior, and professional development. We'll help you find the services that are right for you.

**PERSONAL DEVELOPMENT AND TRAINING BENEFITS**  
Over 10,000 eLearning courses, trainings, and webinars to help you grow your work, life, and career. We'll help you find the services that are right for you.

**WELLNESS BENEFITS**  
Coaching, information, and resources to improve your overall wellness. We'll help you find the services that are right for you.

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## Resources to Support the Wellness of Teachers and School Staff

### Wellness Apps

- **Calm:** [External link open in new](#) meditation and relaxation app behind the [Calm Schools Initiative](#) [External link open in new](#) which offers teachers access to exercises as well as an [onboarding package \(PDF, 98 KB\)](#) [External link open in new](#) to introduce mindfulness.
- **Headpace:** [External link open in new](#) mindfulness app that has partnered with [Teach for America \(TFA\)](#) [External link open in new](#) to be available for TFA corps members and alumni for free by registering with an @tfacorp.org email address.

### Wellness Support Groups

- **Happy Teacher Revolution:** [External link open in new](#) network of teachers promoting wellness in their communities with online and virtual training and support group meetings.
- **Teaching With Mental Health in Mind:** [External link open in new](#) Facebook group providing mental health support for educators who come into daily contact with youth. [Teach.com/Resources](https://www.facebook.com/Teach.com/Resources)

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## Resources to Support the Wellness of Teachers and School Staff

### Wellness Websites

- **CARE (Cultivating Awareness and Resilience in Education), Center for Education and the Garrison Institute:** [External link open in new](#) programs to help teachers, principals and other educators develop healthy social and emotional behavior.
- **"How to Teach and Still Have a Life This School Year," Scholastic:** [External link open in new](#) tips, strategies and encouragement for teachers to set boundaries and stay motivated.

### Wellness Podcasts

- **Truth for Teachers:** [External link open in new](#) episodes on subjects such as flexible resilience, dealing with personality differences and work-life balance from veteran educator Angela Watson.
- **Teachers' Aid:** [External link open in new](#) episodes focus on social and emotional support for teachers with discussions led by hosts and educators Jon Harper and Mandy Froehlich. [Teach.com/Resources](https://www.facebook.com/Teach.com/Resources)

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**Teryl Jones, MA**  
*Behavior Support Specialist, Southern Region*  
[joneste@marshall.edu](mailto:joneste@marshall.edu)  
Check out our Trainings on YouTube!  
[www.marshall.edu/bmhtac/](http://www.marshall.edu/bmhtac/)  
**Thank You!**  ??

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