



## **Organizational Resiliency in Managing Challenges in Survivor-Serving Organizations**

September 30, 2020

>> Jennifer: We see that folks are just joining us, so we're going to just wait a moment and then we will begin.

>> Monica: Good morning, or afternoon, everyone. Thank you for joining. My name is Mónica Arenas, from Futures Without Violence. And we are hosting today's peer exchange webinar on Organizational Resilience in Managing Challenges Within Survivor-Serving Organizations. Brief overview on logistics for the webinar. All participants except for the presenters are muted. If you have any questions during the presentation, please type in the text chat or also the question and answer section. When using the chat box, please be sure to select "all attendees and panelists" from the drop-down menu in the bottom left corner of the chat box. You can also send a private message to the host if you prefer to reach us privately. We would like to highlight closed captioning is available. You may access this through the bottom tool bar on your screen, and you'll see a CC closed captioning icon, if you would like to see the captions. The slides and handouts will be sent together with the recording and will also be posted within the chat box, a link will be posted within the chat box to all of the handouts. And so this webinar is part of the SOS Institute supporting organizational sustainability, supported by the U.S. Department of Justice, Office on Violence Against Women. And through this SOS Institute, we offer resources that can call assistance to support webinars and capacity building as well as bringing – bridging opportunities. And so this is one of the webinars we are hosting today as part of this project. And now I will pass it to Jennifer White, who will introduce the presenters. And who will be facilitating this peer exchange.

>> Jennifer: Thanks, Mónica. Hi, everyone, my name is Jennifer White, and I am the director for learning and leadership at Futures Without Violence. And I'm really happy to be joined today by this great colleagues and friends to have this very timely conversation around organizational resilience. So I'm going to ask each of our panelist and faculty to say a couple words and I'm going to start out with Tien.

>> Tien Ung: Hello, everybody. Thank you and welcome. It's so lovely to be here. As Jennifer said, my name is Tien, I'm also a staff member at Futures Without Violence. And my primary role here is to sort of synthesize all different forms of knowing and knowledge from the science, from lived experience, from community know-how into actionable insights in order to inform, innovations and program policy and practice design. So I'm really excited to be here, and looking forward to talking with you about the science of resilience.

>> Jennifer: Thank you. Next I would ask Cherrise to please say a few words and say hello to everyone.



>> Cherrise: Good afternoon, everyone. I am Cherrise Picard, executive director of Chez Hope family violence crisis center. We opened in 1983 and we're located in rural Louisiana. We serve four parishes of approximately -- a population of approximately 140,000 individuals. Our main focus of serving survivors of domestic violence and promoting safe families. In our emergency shelter we have seven individual apartments where people can come in, survivors of domestic violence with their dependent children and they can live with us for up to six weeks. We also have four outreach offices that are one in each parish that we serve. We have two umbrella programs, we have a safe visitation exchange center, which we have two of those, and that's where people who cannot -- parents who cannot peacefully exchange their children, they can come in a safe environment, a protected environment, and they can exchange their children. And also for individuals who are court-ordered supervised visitation, we have a safe, fun atmosphere for the children to come and visit with that noncustodial parent. We also have our batterer's intervention program, which is court-ordered where abusers can come and learn what a healthy relationship is. Chez Hope has a total of approximately 35 staff, I personally have had the honor of working with Chez Hope for the last 20 years, I've watched us grow and flourish from a nonresidential one-parish program with only five employees that we are today and I'm honored to be here on this panel. So thank you, everyone, for attending.

>> Jennifer: Thank you, Cherrise. Now I'm going to turn it to Gretta Gardner.

>> Gretta: The first thing I need to find is the mute button. Thank you so much Jennifer and Futures Without Violence for having me. My name is Gretta Gardner and I'm the deputy director for Ujima, the national center for violence against women in the black community. We're a national resource center funded by the U.S. Department of Health and Human Services, the Administration of Children and Families and we're one of three racial and ethnic culturally specific resource centers that addresses domestic violence in the Black community. Our other partners are Casa De Esperanza and the Asian Pacific Islander Gender-Based Violence Institute. We accomplish our goals where we envision a world without violence for Black women and girls by four ways. One is outreach and education, training and technical assistance, policy, and also research and evaluation. So again, thank you for the opportunity to be here with you today and I'm looking forward to the conversation.

>> Jennifer: Thank you, Gretta. And Rachel.

>> Rachel: Hello, everyone, my name is Rachel Valentine, thank you for having me here. My pronouns are she/her/hers and I'm the executive director at the Orange County Rape Crisis Center which is located in Chapel Hill, North Carolina. We are a rural suburban stand-alone rape crisis center that has -- and we have a dual mission to end sexual violence and its impact through support education and advocacy, our primary programs are of course intervention and support services for survivors of sexual violence and their loved ones as well as our prevention and education and community engagement programming. I've been at the organization for about 10 years, and I've been in the



director role for just a little over two years. And I'm honored to represent the great state of North Carolina on this call. Thank you for inviting me.

>> Jennifer: Thank you so much. And thank you all for being here today. As we get started we're going to review the objectives for this session. But I want to take a quick second and sort of honor the fact that we're all here amidst lots of different challenging experiences, whether those are experiences that are personal to us or those are experiences that are common to all of us right now. Such as COVID-19 or other challenges. And really try to hold a space inside of our minds and our bodies to think about something or someone that gives us a sense of peace, or gives us a sense of being cared for. It's really important to remember that right now. And as we're talking about something that's so relevant right now, which is resilience, whether that's our own personal resilience, or organizationally what makes us resilient. And I hope that we can collectively walk through this session slowly and breathe deeply so that we can really be together in as much as we can be together for a truly and with hundreds of people. But it's nice to be here with you and to visit with you during this time frame. You should see the learning objectives on the screen. I will read them for you as well. As a result of this webinar, you will be better able to recognize the science of resilience to help mitigate or buffer the effects of stress and trauma. Discuss resilience strategies to lead during uncertainty, change, and the current health crisis. Identify leadership and organizational capacities that foster resiliency within a DV/SA organization, and utilize tools and resources to manage change, challenges, and to build resiliency. So a little bit of a road map for us today. We are going to be talking as Tien mentioned about resilience, and Tien is the perfect person walking us through the science and application of it to our work. And then leading us to thinking through our leadership strategies to sort of enhance resiliency for individuals and then for the structures where we work. We will touch upon some things that we've all learned during the pandemic, around resiliency, and throughout Mónica will be sharing resources with us all through the chat box. So it's always nice to have a little moment of levity when we're talking about serious topics. And one thing that helps a lot of us feel a sense of joy and peace is music. So we thought we would take this moment to do a little ice-breaker poll, and ask for you all to pick one of these songs, and I know there may be some generational divide with how we identify with some of the songs, but to pick a song that you identify with right now in your life and in your work, what is a song that resonates with you?

So we have "I'm Still Standing," Elton John, or anybody else who has done that song, their version of that song.

"I Will Survive," Gloria Gaynor, one of my college favorites.

"Let it Be," again, from The Beatles or anybody who has redone "Let it Be,"

"Don't Stop Believin'," by Journey.

"Roar" from Katy Perry, or

"Brave," which is one of my personal favorites from Sara Bareilles, A singer/songwriter.

Take a second, we'd love to hear from you, get a sense for how we're all feeling as we begin this conversation around resilience. I see some of the results coming up now. It seems like the biggest one is "I Will Survive" from Gloria Gaynor. Always a winner. That's one of those songs that make you feel powerful, right? Make you feel ready to take on things. Followed by a lot of votes for "Let it Be," and "Don't Stop Believin'." So we have a lot of I think strong resilient and as well hopeful folks here in the room with us. So great to see that. Thank you. So we're going to have our first chat, and we're just asking that you use the chat box and to make sure that when you use the chat box, that you're choosing panelists and attendees in that drop-down menu, otherwise the only people that will see your answer are the panelists. And so the question or the task that we're asking right now is for you to share one word that resilience brings to mind -- resiliency brings to mind for you. One word. I'm seeing them populate now. Some great ones. Sustainability, growth, survivor, strength, bounce. Empowerment, grit, I love the word "grit." Renewal, courage, thriving, agility. Hope. Belonging, flexibility. Steadfast, that's another good word, that's a word we don't use enough. Faith, hope, acceptance. Adaptable. Overcoming. Faith. Enough. That's a great word too for this. Motion. Strong, flexible. Gumption. Bandwidth. Big girl pants. Very nice. I like that. Compassion. Growth. I love these. I want to put these words in a big word cloud and look at them throughout the course of the day. Adaptability. Forgiving. So important to be forgiving of yourself and other people. In order to remain resilient. Grace. Vulnerability. Great. Flexibility. Thank you all. These are wonderful. I think we should remember these words, sort of as we think through the next couple conversations, and I would love to turn it over to Tien to bring us through some of the wonderful information.

>> Tien Ung: Thank you so much, Jennifer. I really appreciate that, Jen. Those were indeed some really great words. I'm going to take just 10 quick minutes to set the table and share with you all some of the current science that we know about resilience with an eye on highlighting the actionable nuggets from a broad body of science. When I say science, I mean sort of an integrated science lens, hooking at neuroscience, epigenetics, molecular science, as well as a broad body of psychological and human behavior and development, and sociological science and research. And the goal is really to get you familiar enough with it so that you can think as Jen was saying about how you might leverage some of these actionable insights from science in terms of your own leadership, and your design for cultivating environments that will promote resilience in your organizations. I don't want to take too much time because we have an amazing panelist and I want to make sure you get to hear from them, and learn about all their leadership insights. So I'm going to start off really quickly with a very brief story. I'm going to tell you about a story about a Vietnamese woman that I know, and to Jen's earlier point and caution, we can't really talk about resilience without talking about adversity. And specifically about trauma or threat. So in that context I really invite everybody on this call to do what you need to do to take care of yourself as we talk about sort of the possibilities of living through and bouncing back from adversity and threat. But it will always call to

mind your own adversities, and your own experiences, as well as the experiences of hardship and harm that have come to people that you care about, people in your community. So whatever you need to do to sort of pace yourself and take care of yourself, I invite you to do it. This story is about a Vietnamese woman I know who is a survivor of domestic violence. She came to the United States without any resources, as part of the Vietnam War, she migrated as a refugee, did find her way through school and also into a job. But in that job she experienced a lot of discrimination. For example, she would leave to go to lunch and come back and her coworkers who were mainly men at the time, would -- left a communist Vietnamese flag draped over her desk and her chair. She was going to school while she was also working, and would study at her desk during her lunchtime and her peers would complain about this to her supervisor, who then told her she couldn't leisurely be reading at work, even though it was her lunchtime. So she would take her studying into the parking lot with her lunch and sit in her car to sort of study on her lunch break. So that she wouldn't be in trouble. And then in addition to this, she was also experiencing a lot of violence and exposure to violence at home. Her partner was quite abusive. And this also sort of showed up in the workplace as tension between the two, they worked in the same place that people started to notice, and so they were both actually sent to the company's EAP at the time, human resources, to have independent interviews, and in that interview she actually disclosed that she wasn't safe at home, and the outcome of that was really that she was basically -- the company was basically told there was nothing they could do because it was a domestic matter, private matter. So there was nothing more the company could do for her. And so I tell you all of this because -- if you haven't figured it out by now, that woman is my mom. And as a child, I grew up watching her have these experiences, and as a child in that family also grew up under some hardship. But the thing that has always really taken my attention was not necessarily the hardship we experienced or the violence or discrimination, but the ways in which we dealt with it. And the ways in which I look at my mom now and I look at myself and my sisters, and I think, something somehow got us through this. And it made me very interested not just in the see quality of trauma and threat and violence, but in the possibilities of growth. And some of the things you are talking about, humility, strength, adaptation and flexibility. I spent my whole professional career studying resilience and looking at the components of resilience. A lot of times people think about resilience in the term you talked about relative to either assets, personality assets, like grit, or temperament, or psychological outcomes. Like flexibility, adaptability, strength. And while that's very true, it's not the whole story, because we know from the science that context matters in a big way. And what we know about resilience is that it's not really the individual attributes or outcomes that define what resilience is. But it's really the experiences and the conditions that are created and cultivated in our relationships with others, in our social environments and in our communities. That determine one, what resilience is, and then how to cultivate and promote it. So that's the definition of resilience that we like to use in the children's team at Futures, is the notion that resilience is observable, often measurable, processes that are identified as healthful to individuals -- helpful to individuals, families, and communities to overcome adversity. We try to draw people's

attention to resilience being something that's built and therefore should be cultivated in a sustainable way. So as we think about resilience, as I was saying before, we can't really talk about resilience without really thinking and talking about adversity or trauma or threat. Because resilience only happens in the context of threat or adversity. So if you as a leader in your organization are really committed as I know you all are, as looking at some of your answers to some of our prewebinar questions and learning a little bit about what's top of mind for you, I wanted to just sort of draw your attention to the types of impacts that you want to really be thinking about as you're thinking about how to cultivate the organizational climate and culture that really fosters resilience, which we'll be talking about later. But we know from the science that traumatic impacts and adversity has three types of impacts. They impact us biologically, meaning it impacts our health in major ways, and our bodies, it impacts us emotionally and psychologically, in that it impacts how we think, feel, and it impacts us socially, which means it impacts how we are in relation to others and in relation to the world around us. And in that context the world around us and how it's structured and designed also has a turnaround or a rebound reciprocal impact on our well-being. So as you're thinking about how to cultivate resilience, I want to invite you to think about the health impacts, the emotional well-being, the psychological impacts as well as their relational impacts diversity can have, and really push yourself to think about whether or not your can strategies, your policies and practices are hitting those three levels of outcomes. So when we talk about resilience, we go to the next slide, I want to identify from the science what we know are the actual active ingredients of resilience. It goes back to the question Jen posed at the beginning – what does resilience consist of? And we know that resilience consists of these six things. What's lovely about these things is they're also these same six things are what children need and youth need in order to be resilient as well. For all of you who are parents on this call, and are worried about your children, and worried about how they're doing, I want to call your attention to this as well. In order for individuals to sort of show that bounce-back, that some of you talked about, the big girl pants, I liked that too, Jen, that capacity to sort of come out on the other side of adversity, we need emotional intelligence, which is the capacity to sort of understand our own feelings as well as recognize and understand and empathize with another person's feelings. We need sort of just basic energy and care, good sleep, good nutrition, good exercise, for all of you who are Asian like me, this is what we talk about when we talk about balance chi and harmony. We need to have positive relationships. Meaningful connection, not just with the people around us, but with our neighbors, in our communities, and spiritual connections as well. Perspective taking and priorities in agencies are core ingredients to sort of foster that bounce-backability, the capacity to see a situation and find ways to look for sort of hope and impossibility, which are some of the words you put in the chat as well. Being able to change our perspectives allows us to shift priorities when we need to shift priorities, it helps with planning and goal setting, and all of those things really help when we need to feel the reinforcement of knowing that we actually have agency in our lives, that the things we do and say matter and can have effect. So as you're thinking about this, and I'm sure we'll hear from our panel, it will be really important to sort of ask yourself, what am I doing in my organization to cultivate agency, to ensure

that my staff detectives sort of energy to cultivate positive relationships, to promote empathy, to help with sort of perspective taking and shifting of priorities, especially when things are really intense and really stressful. The last thing I'll say about this is when we think about these six components, some of the experiences and conditions that really, really matter here are finding ways to cultivate positive identity for your staff, social justice, and a sense of fairness and the elimination of disparities and also really important, making sure they have access to material and resources, fostering a sense of belonging, doubling down on that sense of community in your work spaces and in your work families. And really honoring sort of culture and different world views. Those are nice strategies and pathways to think about. As you're thinking about how to cultivate resilience. And then lastly, if we move to the next slide, the last thing I'll leave you with is I really want us to think about some of the things I just laid out with sort of the science framework in terms of what we know from the great integrated body of science about the experiences and conditions that matter and the active ingredients for resilience, but when we're talking about in terms of organizational resilience, it would be important to remember that you want to be designing experiences and conditions that allow your staff and yourself as leaders to respond effectively in the face of change and challenges, and to adapt successfully, especially when things are unexpected and unforeseen, or maybe even unclear and ambiguous, in a way that allows you to stay true to mission. So the emphasis here in terms of stay true to mission is what separates some of the psychological and social resilience ingredients that I was talking about before and really centers it in terms of what organizational resilience is. Happy to take questions or feedback in the chat. But I'm going to end my part here and hand this back to Jen to move us forward so we can hear from this amazing panel of leaders we have.

>> Jennifer: Thank you so much, Tien, I really enjoyed listening to your story. And it just reminds me of how important those stories are to sort of doing that introspection and trying to figure out what it is in our lives that have created some of these sort of abilities to cope and thrive and it's really wonderful to think about the stories that we tell ourselves and the stories we share with each other so that we can think about that. So my next question for you all to answer in the chat, what are some ways that you are cultivating or building resilience when you struggle with things in your own life? So right now we're thinking personally, as individuals. What do you do to build that resilience? I see mediation. Self-care. Yoga and meditation. Therapy. Social media detox. Working out, running. Leaning on friends, getting outside. Time with grandkids. Communication. Breathing. Walking. Mindfulness. Reading. Sleeping enough, self-care, hobbies. Stating your intentions, having a spiritual practice. Laugh therapy, which is wonderful. Spending time with pets, boundaries. Netflix binge, that's important sometimes. Pets. Checking in with a person that you trust, absolutely. Checking in with colleagues. Doing sanity checks. Walking in nature, laughing with my toddler. Spending time with family. Yep. Praying. 10-step tai chi, Irish pub before COVID. Yes. Taking sick days rather than pushing through and not feeling well. Reflection. Yes. Wonderful. Journaling, being in nature. Recently joined a liberation circle. Planning vacation. Wonderful. Just listening to Tien's story reminded me of a conversation I had the other day with a friend of mine who was sharing

first time I had known this friend for 20 years and for the first time he was talking about how he grew up in a violent household. So interesting since this is a line of work I do that this was the first time this came up. And he mentioned when he was a kid leaving his house and going next door and sitting on the couch of his neighbor's and sitting with her Chihuahua and this was the thing that he remembers from -- that got him through those days. And it still stings, that we can draw on it sometimes to remember what makes us who we are, and also to I think push forward, pay it forward for others. And that often builds our own resilience, too. So thinking through these wonderful building blocks, how do you all think that these strategies that you use to build your own personal resilience, apply to how you lead in your organization? And you can please use the chat to share some of this. Encouraging flexible schedules, holding space for people to be whole. Modeling to your staff and colleagues. Being more empathetic, encouraging others to do self-care. Giving space for mistakes, yes, leading by example. Animals at the work site. Encouraging mental health days. Maslow's Hierarchy, taking care of those needs, Tien was talking about sleep and food and nutrition. Oxygen. Being a listening ear. Personal and professional check-ins. They provide a blueprint for me to use when I have challenges. They let me know people deal with challenges differently. Absolutely. Policies and practices that support boundary setting. Reflect before responding, taking a pause before you answer things is always helpful strategy. Create opportunities for fun. Recognizing where our clients are and meeting them halfway. Have a space for people to share their challenges. Checking in often. Great. Being transparent. A fun committee. Open communication. Open door policy, being ready to talk. Communication. Transparency. Stop feeling guilty, wellness days. Acknowledging productivity may look different than it used to. Adapting, being able to adapt. Wonderful. Being positive. Tien -- I'm reading Tien's comment, wonderful strategies to cultivate perspective, taking agency, empathy, relationship building, perspective taking, and refueling energy. Asking how may I help? Yep. That reminded me of Daniel Tiger, I don't know if you have young children and watch, that but he has a song about that. Asking people how you can help them instead of just apologizing for things. Saying I'm sorry this happened, how can I help? My daughter sings that. Anything else anyone want to share? Being as helpful, positive, and thankful as I can to my coworkers. I know people that do things like gratitude journals or daily gratitude lists. I have friends that have sort of gratitude peer exchanges where they -- every morning they share one thing they're grateful for that day. And it's surprising sometimes how that can turn your day around to just take a minute to think about the blessings that you feel in your life, whatever that looks like for you. And it can help you when things are really gray. Wonderful. Thank you all for sharing these wonderful affirmation journal, thank you. So thank you so much for sharing all these wonderful strategies, and some of your own building blocks. I'm going to turn it over now to Gretta to share a little bit with us about her own work and her work at Ujima.

>>Gretta: Thank you. Thank you, Jennifer. I'm so sorry, I hope you guys weren't like, what is she doing? I was writing so furiously because all of your comments were really, really fantastic. So I'm hoping -- I'm learning too. Any one of you all could be up here. You know, when Futures came to me and asked about, what are some of the lessons you learned,

what are some of the things you've done? And I'm just like, gosh, how do you put that all into a slide? And I think for me, one of the things that I think has helped is that for all of the things that we do, we're all propelled by our passion. And wanting to help and do the work. But doing the work requires us to constantly being in crisis. And to constantly catastrophize so we can find remedies. That's really, really taxing. So you can't walk through water without getting wet. And so if you're constantly in crisis, constantly problem solving, constantly catastrophizing. When I was a prosecutor in the early years, right after – in the '90s, I would listen to my 9-1-1 tapes in the car, just that's what I would do. And I would forget I would have people in the car. And they would be, could you turn that off? That's a little -- that's a bit much. And what you may or may not have learned is that there has to be balance. A lot of what Tien was talking about, how do we create balance? One of the things I've found when I'm training or when I'm in conversation about really deep conversations is to have a bit of levity. Sometimes particularly in people I work with, we feel like somebody said in the comments, we have to be at 100. Sometimes if you're always at a 10, sometimes you need to bring it down to a two. And how do we find light and levity and the work, and mine has been humor. Folks are like oh, you're so funny. That is a coping strategy sometimes. I think the thing that is really hard for me sometimes is, you know, you can do to that dark side sometimes and have dark humor and you have to have your own group of folks who appreciate that humor, so that you're not causing harm, but I think humor is really important, because number one it's assumed we don't engage in humorous events, we don't find anything funny, we're all bra-burning sandal wearing feminists and nothing -- there is no light. And so there is nothing better than, we have three team meetings per week with my team. And I can just tell looking at the screen who is having a hard time. And as we work through that, there's no greater joy than by the end of that hour if I've made someone laugh. And just letting the release some of the stress and the tension. The other piece, and I think is incredibly important, I was looking at all the words that you guys were putting on there about trust, and being positive, and taking time off, and really doing all these things, people need to see you do that. If you are telling people, oh, take time off, or I get it, how s your family, how is your pets, how are your parents, all that, and they have never you talk about that, they've never seen you take time off, you're sending emails at 10:00 at night, then that creates a reality that they think they're supposed to live up to. One of the greatest compliments I received from my team was that they have seen me go through hard times. And not that I feel like I need to divulge all types of personal information, but they said, we know that you had a hard day that day, and we could tell in your face. You took the rest of the afternoon off, but you made sure all assignments were taken care of. That meant a lot. And that gave them permission. So self-care and being compassionate with yourself sets the bar for everyone else. Besides lip service. And then creating space for the personal and professional. I worked -- I forgot I put it on my slide, when Tien was talking about context and experiences, we really have to allow for the intersections and disruptions. Life is messy. And it is complicated. And the work that just compounds it even more, and there's sometimes there are no boundaries, and things get blurred, and we all have friends doing the work, and -- it just gets to be messy. And somehow we're like, how did this get

pleasured? Why is there no time for me? And honestly, I'll use the really trite thing, unless you put the mask on yourself you can't take care of others. You really as a leader I encourage you, I invite you, I give you permission to please take care of yourself. And to know that for especially in our work, a lot of folks doing the work are survivors. Or witnesses of the work. So that comes into the work as well. And we have to give time and space to allow those intersections to show up, but to be in context, so that we can help - - we can work in parallel streams. Helping each other and helping those we seek to serve. So those are just a few.

>> Jennifer: Sorry, I was having trouble finding my arrow on my screen. Sorry for that delay. Thank you so much, Gretta. It was wonderful to hear that from you and to hear some of the strategies that you're using for yourself and for your colleagues. That's she helpful. Thank you -- that's very helpful. Thank you. We're going to hear now from Rachel to talk about her experiences and what goes on within the Orange County Rape Crisis Center.

>> Rachel: Thank you, Jennifer, thank you Gretta for those really insightful little pearls of wisdom. So in my -- when I first came into the role of executive director I had come from programs, so I was a preventionist first and then moved into administration. And one of the things that was extremely important to me coming in was to really rethink the way that leadership was -- is wielded within the organization and really thinking in particular around what is trauma-informed leadership look like? And for me, a lot of lessons have been around how mission comes first, of course, but not at the expense of anybody's well-being. And just everybody who comes into this work comes in with tremendous passion that is often fueled by their personal experiences, and many come in with a kind of martyrdom complex, like there's so much hardship in the world, and it is my mission, my personal mission to kind of be the warrior out there and sacrifice is I think normalized within a lot of the activists and movement circles that a lot of the folks who come into this work for our organization are coming into it from. And what I have seen is that sacrifice is a powerful strategy, but it's a short-sighted one that can fast track burnout. And that trauma exposure is an occupational hazard of our work, and that we're really responsible for mitigating it. So I'm going to talk more about that in my future slides. That's the umbrella of it. So a couple of the strategies that have been really important for us have been to promote communication and transparency. So in terms of transparency, I know I have to model it and something I tell my staff all the time, I don't have anything to hide. If there's something that you don't know that I haven't told you, it's almost always because I forgot, or I didn't know that's something you wanted to know, so ask. Or if -- or sometimes it's something that's not yours to know. And that is part of the job of a leader is to hold the privacy and hold the line on privacy and boundaries. So I always say it's always okay to ask for the information you need to move forward. You might not always get it, but it's okay to ask. And also surface and conflict and misunderstanding. We can't do anything about conflicts, if we don't know about them. So basically our rule is, it's either important enough that you need to talk about it with people who have the power to fix it, or it's not. And you need to learn how to forgive and move forward. But holding on to something that

is important robs you of you piece and it robs us as an organization of the opportunity to make needed changes. The other big strategy that has been extremely helpful for resilience in our organization is distributing leadership roles and responsibilities. And we have a kind of cabinet style model for our directors. So on one of the first pieces of advice I got about the role in ED is that it's a very lonely role. I hear that all the time from a lot of people. And I have to be -- as a leader I have to be the one, I have to be willing to be the one to make a final decision. But I would rather have something like consensus when possible. We make better decisions, we have greater buy-in, and we have more opportunities for other people to practice leadership skills. And that sort of shared leadership model also gives us a chance to hold each other through disappointments and frustrations that didn't just land on one person to make that decision. We made that decision together. And then finally, I lean really heavily on external, so there's the cabinet, there's internal allies, but there's also external allies I need to lean on a lot. And that's really because my expertise is limited by so many things. My greenness in the role and the blind spots that come from my privilege may mean that I'm going to be really limited in my ability to make the best decisions. So I lean on my allies which limits my loneliness and helps me in moments when myself-trust is feeling shaky, I know that I have other people that can -- that I trust that can kind of gut check me on things. And that includes other directors from other organizations within our field, as well as getting some perspective from other sectors is helpful, because our field is kind of unique, and sometimes other fields have really important perspectives to share with us.

>> Jennifer: Thank you so much, Rachel, for sharing with so many of those strategies, and for your humility talking about them. That was really helpful. Helpful to hear some of the things you struggle with, and just the steps you're taking to address it. Thank you. So we shared a few things that folks in the room, in the virtual room do to apply their resiliency to their work. Other organizational strategies, if you want to share in the chat box that you rely on, things that you have done with respect to your day-to-day, or your infrastructure that you think help build that resiliency in your organization. If folks want to share anything here. Are there practices or policies that are helpful to build that infrastructure? Cherrise is asking if this is going to be recorded. I believe that it is recording right now, yes. Regular communication with other components with leadership. Yes, communication, transparency came up before a few times. As well as the regular communication. Becky, one of our SOS Institute, which is the project that is hosting this, Becky is one of our long-time faculty, and she's referencing a resiliency chart that we can share with you all. It's a resource so we can share with you, thank you, Becky. Other types of things that organizationally you think are important to have in place that may be more, let's say infrastructure type things, or policies. Regular team meetings, as leader I find that people will rise to the expectations we set for them. And make sure everyone knows they're valued. Supportive vacation policies, yes. Encouraging paid time off usage. These are things that are really important. Having those policies, it's fine for us to say, take time for yourself, or take time for your family, and then if there's no way for somebody to do that in a way that they can also maintain their family financially, it's sort of a false thing to say.

So that's really important. Wellness programs, we have weekly debriefs with our teams. To send down to our liaison branch.

I'm sorry, the chat flew away as I was reading that. Respect communication. Trauma-informed supervision trainings, paid time off policies, flexibility. Also want to just share that Mónica is sharing resources as well in the chat. Self-care is encouraged. When I read that quickly I thought it said self-care is discouraged. When leaders remain calm and share their problem solving techniques. Having a weekly Huddle meeting where we only share -- where we share weekly high fives for team members, that's wonderful. Acknowledging successes and achievements is really important. And milestones. And celebrating them. That's something we forget to do, and I think in this virtual sort of world that we're living in now, it's even harder to celebrate milestones and remember things and sort of call attention to things like whether it's things you used to do in the workplace, like birthdays, or lunches and things, and trying to come up with new ways to adapt to that. Access to affordable mental health care and nutrition, putting money into wellness. I think one that hasn't been mentioned yet is really thinking about your mission. And your purpose. And your core values and whether your staff knows what they are, and whether those things are aligned. Really helps for the purposes of people feeling like they have a clear idea of what they're doing within the organization. And that they're part of. And we tend to feel a greater commitment and a greater ability to deal with stress and change and hardship when we feel connected. So it's really important. Asking how we can support others. Sabbatical policy. Built into organizations, wonderful. Giving space to voice feelings. Doing check-ins. Great. I'm going to turn this now over to Cherrise to talk an also bit about some lessons at Chez Hope. Lessons learned from Chez Hope.

>> Cherrise: Hi, everyone. The way I became executive director was really kind of hard for me. I had been the director's assistant for seven years, and we found out she had cancer, and two weeks later she passed away. Which was very hard for me, because I was a really good assistant. I thought I was wonderful in that role. And as she was grooming me to one day become the director, I wasn't quite ready. So when my board approached me and said, okay, we're not advertising for this position we want you to take it, it was really hard. It was a personal conflict in myself. Even though I knew deep inside I could do this, because I had been doing it. I was training to do this. It was a struggle that I didn't want to take her job. So I had to first overcome that personal trauma inside of me, and discover that there was other people who were depending on me. We had a whole staff, we had survivors living here, and we had a lot that had to keep going. So one of the first things I did was talk to our funders. I was very fortunate to have a relationship with them already. So reaching out to our funders and getting direction from them was very, very important. And it was a key to getting things back on track after our director dying. And then meeting with staff, and as the assistant, I was used to just her telling me what to do and I tell everyone else what to do. So now I had to set up and place my leaders in the organization. Who is going to be my shelter manager, who is going to be my director of services, because we didn't have that, and it was just me and her. So from there I had to trust my staff, I had to have courage in them to know that they could do what they were

going to need to do. So I think leaning on other directors, accepting when they called and said, hey, how can help you Cherrise? What could you need at Chez Hope? That was great. Because my sounding board was gone. She wasn't here anymore. And I had to learn to depend on other people. And I believe to develop that leadership, I had to show my staff that I was willing to take direction. So that was something that was very important. So I believe whenever you're in a state of transition, such as that, that you have to know there's other people there to help you, you don't have to do everything alone, so that was something that I had to learn to be resilient in. And to become an effective functionable leader was trusting in my staff. Listening to them, knowing that they could tell me what they needed, they knew. They're the ones who do the work. They're there day in and day out. Maintaining good collaborations with our court system, our legislators, our community leaders, it was a fairly easy transition in that aspect that I went to them. Y'all tell us what y'all need from us, so that we don't have any lapse in services. So that was something else that I really believed, your communications and your collaborations with your community in letting them know that you're there to help them. My goal was to let everyone know, Chez Hope is a tool. Let us educate you on how you can use us as a tool. And they were very receptive to that, and they were receptive in that change in leadership. Documenting everything. Making sure I had lists for everything. That -- I'm a firm believer in manuals in that everyone needs to know what they're supposed to do and how they're supposed to do it. We didn't have a whole lot of manuals in place. It was kind of, you know, we just did things. So developing those manuals and making sure that they had input on that. Shortly after that, one of our local shelters closed. So the state of Louisiana contacted Chez Hope and said, hey, we have two parishes they were serving, do you think you could take them over? And I said oh, I just became director, I can't do any more than this. But with the help of the board and the help of the community, help of our funders, we did it. And we opened up two outreach offices in those parishes immediately, and no service has ever stopped to those individuals who needed them in those areas. Then about a year after that I had a funder call and say, hey, what are the services you need in your area? And I'm like, I don't know what to tell you, I just took over. We don't have no more time. And they're like, we have this money. My former director, one of her dreams was to open a safe visitation exchange center. So we wrote the grant, talked to the funders, got the money for it, and we started that safe visitation exchange center. Our program is the first program in the state to have -- to open and run our own visitation center throughout our organization as an umbrella program. So that was very exciting for that to happen to us, but it was also, okay, how am I going to do this? This is another whole program, my life is only DV, now we're moving into a different sector. So that was something that took some resiliency, and took some change on our part. But it all worked out and we ended up opening a second center. So keeping that open mind, knowing that you can do anything, and as long as you trust in your staff and your board, your community, anything can happen. And I thank our two other panelists because they covered everything else. You two are amazing. Thank you all.

>> Jennifer: Thank you for sharing that experience and some of those tools that you use and strategies, very helpful. And now I believe we will be hearing from Rachel.

>> Rachel: Thank you. So, wow, thank you, Cherrise, for sharing that powerful story. That is a lot of change to take on in a short period of time. So our work to -- I referenced this earlier and I want to get more specific here about some of the strategies that we have used to create a culture of care within our organization. And that is really thinking about reframing self-care, the way I was brought in to a conversation about self-care as a young employee was that self-care was the thing you do when you go home, so you can be a good employee when you get back here. Being given the level of trauma exposure that is a part of direct service work, that didn't really sit right with me, and self-care is in that framing to become so individualized, if you're quote, unquote, failing at self-care, that's a personal failure. When the reality is that the trauma we experience and the difficulties we experience are happening in the context of relationships and community. And I believe our organizations have a responsibility to support wellness and care. So some of the specific things we do to support that is we have established a wellness fund, recognizing that care, self-care and stress mitigation looks different for everybody. And that for somebody, for some people having access to a regular yoga or tai chi practice might be what self-care looks like, for some people it might be taking care of that medical appointment that is not covered by our health insurance. For some people it might be making sure they can pay for after-care for their kids, so they can go sit in the car and breathe for 10 minutes before they have to run out the door. So we give money to people and say, you spend this the way that makes sense for you. We have made serious changes to our PTO policy to give it more flexibility, so we have flex time, we have PTO, caregiver leave and we've also, this year this felt risky, but we experimented with a modified workweek, like a four-day workweek, and it's not four tens, you work your four days a minimum 32 hours, counts as a full workweek without having to take PTO so you can do eight hours of self-care time on work time. And we also include -- we've included some space in people's workweeks to participate in mutual aid and volunteer and community support activities outside of the work they're doing for us. That's IPV specific, knowing professional quality of life includes a diversity of tasks and that people sometimes get a lot of fulfillment by participating in things outside of the work they're getting paid to do with us. Another really important resiliency lesson has been to own our mistakes and be really communicative and transparent about our commitment to improvement. We've had some big setbacks related to mistakes that we made as an organization, and at some point had some really challenging relationships with funders as a result of that. And it's been important for us that we don't be defined by our failures, but instead be defined by the lessons that we learned from them. So we tell the story of what happened and what that -- what change has been made as a result of that and what difference that change has made. Related to that, we assume everything is going to be audited, so we don't panic when it is. So it's not something that we have to be scared of. And one of the big challenges of my tenure in leadership has been -- our organization has been around for about 46 years, and for most of those 46 years it's been defined by -- it's been defined by excellence in service to a particular group of people. So that's white's women survivors of sexual violence. And transforming that history takes a lot of work, and it takes a lot of time, and it's been really important to us that we go beyond just expressing

our ambition to change, and really plan for that change, invest in the time to do strategic planning for how you transform a 46-year legacy, invest 90, and really move away from expanding -- a framework of expanding good -- our good work to be inclusive to more people, to really break it down to the ground level and design our programs all over again essentially with our -- with marginalized survivors at the center of that design. Especially -- and especially this one I skipped over, but developing equity and inclusion benchmarks for the whole staff, the task of transforming from our old legacy as an organization into our new one is not just one person's job. This is everyone's job, everyone has specific role they need to play and specific benchmarks they're working to HIT. And they're in everybody's accountable to those benchmarks as well.

>> Jennifer: Thank you so much, Rachel, for sharing that. Now I want to move on to Gretta to share some of your lessons from the field.

>> Gretta: Sure. One of the things I think there's an assumption because Ujima is for Black causes, Black folks, Black whatever, and we're an all-Black team, we're all just like getting along, we're great. One of the things we always talk about is Black people are not a monolith. Even though our office is all Black women, we're all very different. And I think that internally and externally there is this desire we have to be one band, one sound that we have to have the same opinion or approach to something. And that's actually not true. And so one of the things I think really contributes to resiliency is to embrace productivity tension. We can all come together with different thoughts or what have you, and come up with resolution or at least respect for each other. We don't always have to have the same opinion, but we do need to respect each other, and we do need to come up with some sort of blueprint for how we go forward, etc. It also has proven to be a really great training ground for when our folks are out doing the work. And so when there is conflict, they know how to deal with it appropriately. And they can come back and share it within our office. So they know -- I think one of the things within the movement has always been conflict is bad. And so what we know now is that conflict is not necessarily bad, but resolution is the important part. But unless you have experience with productive tension and how to move through it, that does impact resiliency. From an organizational standpoint and an individual. We've already talked about empathy and accountability are needed for growth, and then honestly, sometimes attrition is needed within organizations. Sometimes there's that one person or two people and sometimes that can be repaired and you can help people as best you can but when it becomes a disadvantage to the organization that sometimes you need to move people along. And I've had those conversations, we sit down to say, what is it that you want to do? Where do you want to be? I don't think that it's here. And I want to help you move to where you need to be. Rachel talked at great length about accessibility and approachability, creating a culture of safety, giving people permission to be their authentic selves. So many of us have not felt safe, even in the domestic violence movement of moving with authenticity and to having to be silenced and to hold things and we really encourage that. I think too one of the things I liked about Rachel was saying sometimes you have to make an executive decision, and -- but the differences I will listen to anyone on our team. Whatever you have to say, and sometimes

there's times to have it egalitarian and we can sit around and problem solve together and sometimes I just have to make a decision. But that requires a lot of trust building. And again, moving through all of your -- we have made mistakes as well, we're still in our infancy. We started in 2015. And we -- even though my boss and I are fairly well versed in grants and the funders and all this and all that, over the past 20 years, having your own baby is new. And so trying to make sure that we do that. And to show our team that it's okay for us to make mistakes. And that we're going to learn from it and build on it, and continue on. I think the one last thing I will say before the next speaker is I also want everyone to remember that most of us are pretty high functioning. In all of our intersections. And that it is absolutely okay to not overproduce and overcompensate. And so how can you communicate that with the people that you work with to make sure that is not the brass ring? That's how I was raised up in this moment, you work 24 hours a day. And I'm really trying to say, you don't have to overcompensate, you don't have to overproduce. That's it.

>> Jennifer: Thank you, thank you to Gretta and to all of our faculty for sharing. So we have just about 15 minutes or so left. We feel it would be remiss not to discuss a little bit COVID-19, right? When we're talking about organizational resiliency. And there's a saying that the only way out is through, right, and so we've all kind of been through it, for the last six months or so. And not just with the pandemic, but with lots of other things, lots of other trauma that people have collectively experienced in

A lot of different axis of our lives. So we want to give you a second to participate, to share right now if there's specific just one idea or one thing you've learned through this -- through COVID, or just throughout last six months, that has helped your organization continue and maybe even to thrive. So if there's anything folks want to share. People are noting to be careful about burnout. Anything else that the participants -- open communication is powerful, regardless of the type. Being more creative in working from home and -- understanding how fear of COVID in relation to how it will affect staff, yep.

Overcoming resentment of staff because some positions were able to telework and others were not, that's really challenging. This is a new experience for us. Having compassion and empathy, phoning a friend. We've been so used to seeing each other. Switching that to sort of being more supportive virtually. Had to figure out how to -- having to figure out how to pulled these connections virtually, that's something we're all still trying to evolve. In doing that. We've all had COVID and fires, it was just being noted someone was nothing about what's going on. And, yeah, so as I was saying, trauma, in the last six months has been full of trauma, not just COVID, but other things going on that are traumatic for the country. So definitely. Ed how to survive those things and keep building. I've learned there are things that can't be fixed, sometimes listening is enough. And is an action. That's wonderful. I like that. Listening is an action. If the panelists want to share some things that they have changed or done differently, we can turn to I believe Rachel is up next, right? If there's anything you want to add? To stuff you've done? And I know there was some questions that came in right after you spoke last time around more specific details

around your equity work as well, your 32-hour workweek. If you want to use some of your time to respond to that as well, that would be fine.

>> Rachel: Sure, yeah. I'll say a lot of the specific things that we did, well, speaking of humanity and resiliency, I've been joined by a coworker here. A lot of the specific things that we did are actually on the slide, so I won't repeat those. But I did just want to speak to what was our strategy in thinking about how to pivot some of our work. It was knowing that there's so much tremendous unmet need in our community, and that COVID really shined a lot on the gaps between what people deserve and what they have access to. And it was really easy for us to feel overwhelmed and under capable when we were first thinking about how do we adapt to this new challenge that our community is facing.

And fortunately we've got – we have a lot of focus on both our mission and our vision. So when our mission feels in that moment, like in this moment when our state went home, we felt like our mission didn't -- wasn't quite doing it for us in terms of guiding us on what it was we needed to do right now. But our vision was, and we have a vision of a world free of sexual violence and all other forms of oppression. And that guided us in thinking about beyond specifically sexual assault services, how else do we need to be showing up for our community right now. And thinking about the overlap between our spirit interest and our sphere of influence. We tried to think about what is it that we do well, and how to adapt that, rather than trying to everybody everything for everybody. We know that we -- one of our strengths is we're a largely bilingual organization. So we -- translation for not just our own, but others who were doing direct relief and needed that kind of support. So back to -- and then all these other things on the slide that folks can read for themselves. But back to the questions, the 32-hour workweek has been a lifesaver in many ways, especially recently. Basically all of our full-time salaried folks have job that they need to accomplish and we say if you feel like you can accomplish this in reasonable bring in -- reasonably in 32 hours, work 32 hours. If you need more some weeks, you can do more. But if that is -- if you feel like you've accomplished what you needed to do this week and you're at four days, go ahead and take that next day off without having to use PTO. So it's pretty straightforward and I would be happy to share the actual policy with the team so they can put that into any handouts that get distributed. In terms of what are some of the things we've done in the organization to repair harm, so we did have a period of time that precipitated the transition that led to me taking on the executive director leadership role that was defined by a lot of harm internally. For staff of color and some of our trans and gender nonconforming staff as a result of -- not just micro, micro and macro aggressions they experienced internally. So some of the harm repair we did has been -- it's included a lot of listening, a lot of creating space for folks who have been harmed to take center stage to talk about what happened to them, and what kind of repair they would like to see done. In some cases that was that particular people needed to make changes to their behavior, sometimes those changes were not something they were willing to do, and they decided this was not a good organization for them to be a part of any longer. And in some cases it has been policy change, which is actually it's always easier, policy change is easier sometimes than getting -- than personal change. And for a lot of people

who experienced harm what they really wanted to see was not just that their particular -- the harm that was done to them in particular was repaired, but they wanted to see the organization was making a commitment to change in our hiring practices, our supervision practices, accountability procedures, and conflict resolution procedures such that other people in the future didn't have to go through the same things that they went through. Moving forward.

>> Jennifer: Thank you so much for responding to that. And now I'm going to ask Gretta if you would like to weigh in on some of the six months, past six months strategies or achievements that you would like to share.

>> Gretta: Sure. I got -- Rachel, you are -- you are the bomb, you're so awesome. That was fluid without missing a beat. I was like, where did the baby go? It was just like this. You're awesome. Okay. So, yes, Ujima. Some of the things that we had to think about, like really quickly was child care and care for others. So most of us in the DC metropolitan area are all different states. Some are in Virginia, some Maryland, and some DC. So we have three different school systems and counties doing different things. And one of the things we're thinking of, if we go back to work, but the schools are out, how do we force parents to come back to work when their children particularly if they're young children, can't go to school? And you can't rely on some of your other support systems or networks in order to take care of them. They're saying stay away from the grandparents, or you don't want to just hire a baby-sitter. So what -- because there was so much information coming out at once, again, like Rachel was saying, going back to your mission. We're a women-led, women-empowering organization. We are supposed to do the things that are good for women. So we said that whatever school district was postponed the furthest out, that's what we'll go by. And so we don't go back to the office until January 28th. Just tell people to take care of your families. We really had to figure out who had what, where, and how. So, for example, some staff didn't have Wi-Fi. I know we're just like, who doesn't have Wi-Fi? How much of a privilege that is. Some folks didn't have a private space in their home to do virtual calls or workshops or presentations or whatever. And so we really had to figure out and talk to people in ways that they could tell us what they had and didn't have, so they wouldn't be embarrassed so they wouldn't feel shame or what have you, and we just figured it out. We had come up with two plans, short-term and long-term, so I had gotten some intel that back in March that this was going to be a year. Short-term we figured out it was just going to be two months or into the summer, and what would we do long-term? That required a lot of planning and talking, making sure we met our deliverables, making sure our grantees had access if we were to go totally virtual, if not remember the old days of doing a conference call, conference over the phone, where you just had 18 different lines? It's not as sexy as virtual, having camera time, put you have to do what people need and meet them where they are. Communication versus over communication, we found that we were just sending people way too much information. It just seemed like as soon as everybody went remote, we were getting emails from partners, from funders, we were sending out emails, and staff were saying, we just can't keep up. It's too much. And so how could we come up with a more effective way and

actually that's why we, our team, we do three team meetings, one's a Huddle, one is an extended Ujima with some other folks and partners, and Fridays are just Ujima but each group, each meeting has its own identity. So Mondays is just for what do you need help with this week, what are your tasks for the week, Wednesday is what do you need help with, and what do you want to celebrate with your team, and then Fridays are what are the things that needed to be wrapped up, and then we just do current events or what's on your mind, or some of the things that were in Tien's bubble diagram of, like, what's heavy for you? Let's talk about it. And then we really had to look into our liability regarding if we allow people -- if I'm away we allow people COVID time off, what does that look like if people needed to take disability? What will we require? And then how can we make sure that we not only stay afloat, but that when we come back we may look different. And that is okay. We are seriously talking about we may not have brick and mortar anymore. We just may stay virtual and then get -- rent some conference space in DC just for when we need to be there for meetings with a funder or be on the hill. But walking people through all of that, that it's okay. We've lost some staff. Because, again, working virtually creates other opportunities for folks, and exploring them, and finding out what cultures they want to adhere to. So that has been a little challenging. But, you know, that's a part of life.

>> Jennifer: Thank you, Gretta. Finally I'm going to ask Cherrise if there's some strategies or lessons you want to share with us from the last six months of let's call it COVID-plus and then we will be close out. So you'll have the last few minutes.

>> Cherrise: I know we don't have much time, so I'm just going to say that we were quite different than everyone else in the fact that we do have an emergency shelter. So we had to continue providing those services. So what we did was we started using hotel and motel stays, we got phones and laptops for all advocates, and we worked remotely that way. We had our shelter staff that would take turns taking care of our individuals who were living in the hotels and motels, we coordinated with our clerk of courts in every parish to see how they wanted to go about restrain thing orders, because at this time in COVID that is super important. There's a huge uptick in the request for restraining orders, with families being isolated together in the homes. So we knew that we were going to have to continue these services. And it was reaching out to our coalition, to fellow directors, we had weekly coalition meetings for all directors to share ideas and to come up with plans, talking with granters to see that's allowed and what's not allowed to still fulfill our deliverables in our grants. And meeting with our board, going over our policies, making sure we could work remotely, because that's something we've never done as a domestic violence program and an emergency shelter. So doing those things, staff did not want to work from home, they wanted to be here. They wanted to make sure people were getting the services they needed. So taking turns and working one day a week each here at the facility. So if I had to say what was our biggest resilience crisis, or the biggest thing we've had to overcome was continuing services to survivors living in shelter, and continuing to assist individuals with restraining orders. So a collaboration of the board, staff, funders, and our wonderful coalition made everything possible. And helped that transition to this new world we're living in a little more productive.



>> Jennifer: Great. Thank you so much. And I just want to say quickly, we are wrapping up, but if we could just go to the last slide, Rebecca, I want to take a moment to thank Cherrise and Tien and Gretta and Rachel for sharing all their experiences and their -- the strength they have and the strength their organizations have shown, it's been so helpful for us to listen to those stories and to listen to those tips and strategies. So thank you so much. And then also thank you so much everyone for participating. And asking these great questions, and sharing your words and your tools and what you've been through, and it's really important because we share these things and we cut the burden in half, right? So I think it's helpful for walking away with new strategies and approaches for how to deal with what's happened and also what's coming. So thanks so much for being here, please do fill out our evaluation if you can, we do really read them and we do really care about what you think, and we want to always get better. So we take your suggestions to heart. Hope that you all have an amazing peaceful day, and that you continue to walk through this day slowly and breathe deeply. Have a wonderful rest of the day and week.