



# Reproductive Justice Leader Development Toolkit



*Recommendations for practitioners,  
organization leaders, and funders*

**JULY 2022**

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# Introduction

The reproductive justice movement has experienced both external and internal strife. The June 2022 decision of the Supreme Court of the United States (SCOTUS) to overturn *Roe v. Wade* exacerbates existing inequalities and stretched capacities within the reproductive justice ecosystem. Black, Indigenous, and other people of color (BIPOC) in need of reproductive services and those working within the field disproportionately are enduring the aftermath of the SCOTUS decision and have reported disparate bias in the workplace.<sup>1</sup> Despite the turbulence felt in the field, advocates, leaders, and workers exude resilience and perseverance and are passionate about sharing opportunities for growth and development with each other while centering equity. There is opportunity for and interest in cross-sectoral learning, connection, healing, and fortification of the sector.

[Keecha Harris and Associates, Inc \(KHA\)](#), has been involved for many years as an impactful partner in the maternal health community, especially around issues of racial equity and reproductive justice. In the spring of 2022, a group of 19 advocates, leaders, and practitioners in the reproductive field participated in a set of listening sessions with KHA. They shared insights from their experiences and opportunities for improvement in the way personnel are supported in the reproductive justice field. These conversations yielded a set of recommendations focused on immediate steps other practitioners in the field, their organization leaders, and reproductive justice funders can take to improve current conditions. Based on possibility and opportunity, this toolkit is designed to provide field-informed, actionable steps and resources to be utilized as a pathway to promote a robust, responsive, and equitable reproductive justice ecosystem for advocates, organizations, and their funders.

One area that was identified as needing attention was workplace culture, specifically the mental health and well-being of personnel in the field. Listening sessions uncovered people who were demoralized, sad, and frustrated. There was a clear call from these folks to emphasize joy, connection, and happiness in the field. Because this work can evoke a variety of emotions as some situations require navigating life-and-death issues, participants acknowledged that workers need to celebrate wins wherever possible. Alongside the tough moments in this field, happiness and joy should coexist.

While not an exhaustive set of tools and recommendations, this document serves as a springboard to action. Recommendations for workplace climate improvements, professional and leadership development, and funding and resources are included with the understanding that external factors also impact the field. By implementing these field-based recommendations and

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<sup>1</sup> BIPOC (Black, Indigenous, and people of color) is not a term that resonates with everyone – this is an evolving lexicon. KHA started its work using the term “people of color.” Some Indigenous people felt that this term did not reflect their experience. In this dynamic environment, KHA wants to convey that its work speaks to all people who are marginalized due to their degrees of non-proximity to whiteness. KHA’s intention is that the term “BIPOC” includes Asian and Latino/Latina/Latinx people as well as other racially and ethnically under- and misrepresented groups.

amplifying the admirable work already being done, the field can move toward becoming more unified in equity and justice. An introduction to the reproductive justice field can be found here: [\*Reproductive Justice Briefing Book: A Primer on Reproductive Justice and Social Change\*](#).<sup>2</sup>

## STAKEHOLDER GROUPS

Recommendations presented may be applicable to one or more stakeholder groups, which include practitioners, organizations, and funders in the reproductive justice field.

### Practitioners

The term “practitioner” refers to those doing the reproductive justice work as advocates, health care workers, and/or organization leaders. It is the intention that those working in the field tailor these recommendations as necessary to their individual needs and experiences.

### Organizations

Many of the recommendations laid out in this toolkit are opportunities for those organization leaders and changemakers working within those organizations who are able and willing to create evidence-based change in these institutions.

### Funders

Reproductive justice funders play a monumental role in the state of the field.

Recommendations specific to funder engagement with grantees and the field more broadly are also included.

## CONCEPTUAL ECOSYSTEM FRAMEWORK

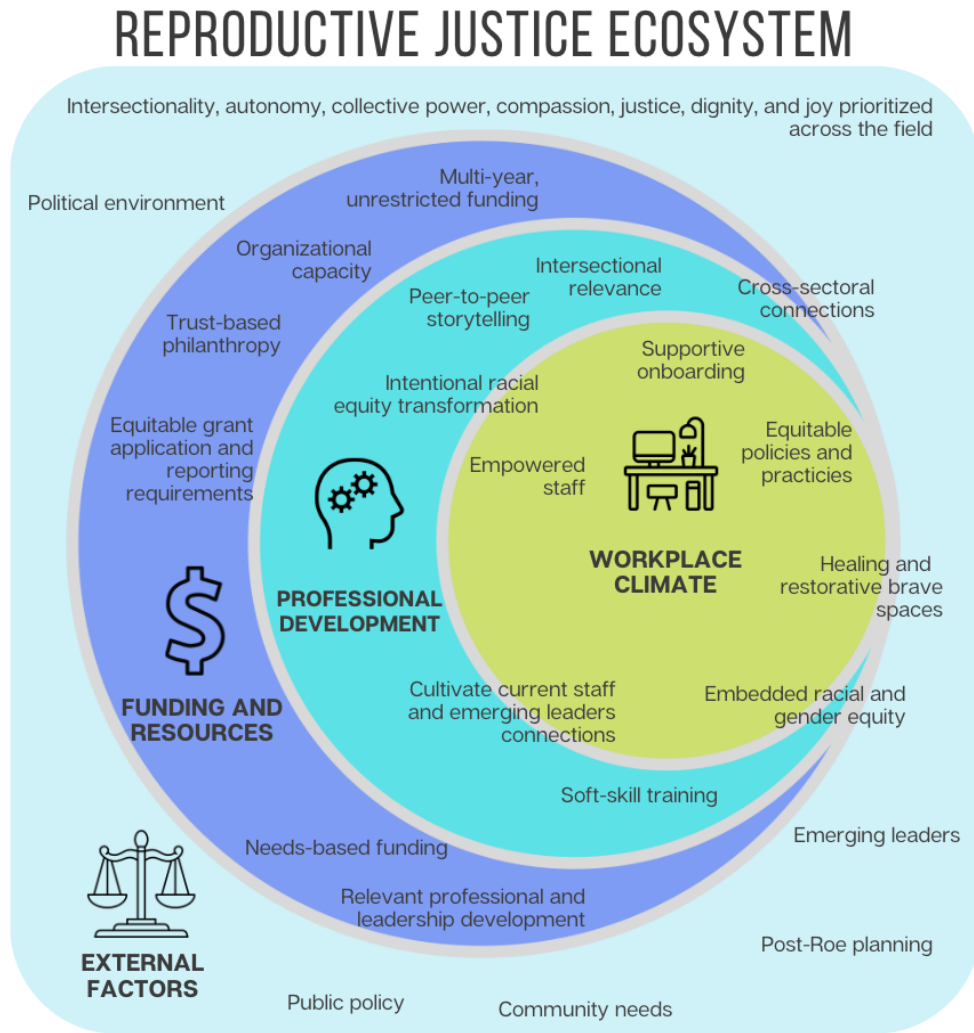
The intent of this toolkit is to advance the work of advocacy around reproductive rights and those working in the abortion access field by aligning professional development, workplace culture, and funding resources. The toolkit answers the call for reproductive rights to be seen as fundamental human rights. The conceptual ecosystem framework for the toolkit includes internal and external elements that, if considered and implemented, can lead to the robust, equitable, and responsive field practitioners envision. The proposed conceptual ecosystem framework espouses and aspires to the following values: intersectionality, autonomy, collective power, compassion, justice, dignity, and joy.

This serves as the framework that can guide practitioners, organization leaders, and funders when they are considering how equity and joy show up in their lives and the institutions they are a part of. Elements that should be examined are included in four domains: 1) workplace climate, 2) professional and leadership development, 3) funding and resources, and 4) external factors that may impact the field. External factors are included in the framework. They are “givens” -- factors that make up the air that individuals, organizations, and philanthropies breathe. The toolkit focuses attention on the factors that can be changed, that is, the elements of the first three domains. The relationship between these four components is considered to be multidirectional, meaning that improvements in one area are likely to impact other areas of the

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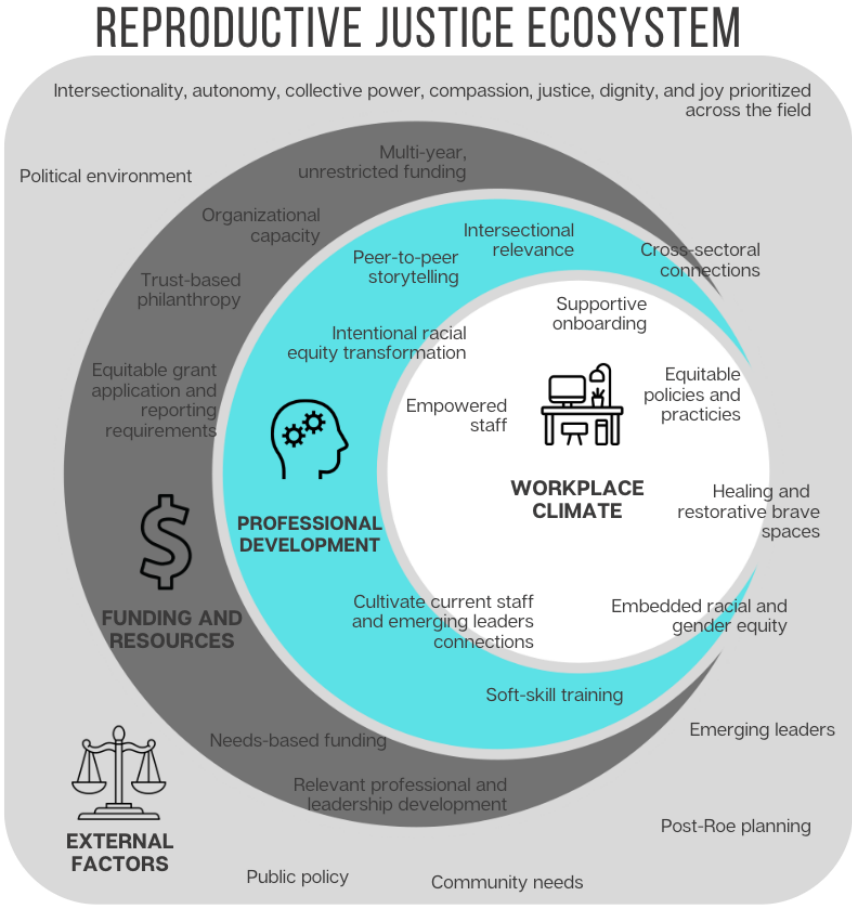
<sup>2</sup> *Reproductive Justice Briefing Book: A Primer on Reproductive Justice and Social Change*, SisterSong Women of Color Reproductive Health Collective and the Pro-Choice Public Education Project, 2007, <https://www.law.berkeley.edu/php-programs/courses/fileDL.php?fileID=4051>.

ecosystem. The recommendations presented in the conceptual ecosystem framework serve as a theory of change with the assumption that when there is authentic alignment and equitable practices and policies within organizational environment (i.e., workplace culture), relevant opportunities for practitioner growth (i.e., professional and leadership development), and support that is significant to the needs of the field (i.e., responsive funding), resilient and prepared leaders will be cultivated and prepared to work through external and internal challenges while moving toward a more sustainable and joyful future for the reproductive justice field. See figure 1.



**Figure 1.** Reproductive justice ecosystem conceptual framework

# Professional Development in the Reproductive Justice Ecosystem



**Figure 2.** Professional development in the reproductive justice ecosystem

Professional development and leadership development refer to training and experiences geared to equipping reproductive justice leaders with the skills necessary to competently perform work duties, improve perceived readiness and feelings of work satisfaction, and remain abreast of current practices while progressing in professional endeavors. This domain is highlighted in the framework above (see figure 2) and explained in this section. Research shows that professional development is most effective when “it takes place over time, is comprehensive and

interdisciplinary, and incorporates individual/institutional projects allowing participants immediate practical application of their newly acquired skills.”<sup>3</sup>

Creating space for intergenerational learning, valuing and learning from lived experiences, and transparently and publicly making opportunities available can increase cross-sector engagement in professional and leadership development. According to reproductive justice advocates and leaders, when engaging in, developing, and supporting professional development opportunities, the sector should consider the following six practices: 1) encourage, value, and allow time for engagement in relevant professional development opportunities; 2) provide opportunities relevant to intersectional identities; 3) build the pipeline for new talent in the movement by creating connections; 4) increase cross-sectoral learning; 5) establish healing and restorative spaces for connection and reflection; and 6) consider post-Roe needs in training and support.

These recommendations are expanded on and steps to follow are included below:

**1) Encourage, value, and allow time for engagement in relevant professional development opportunities.**

- Allow staff guilt-free time off, and encourage participation in offered professional and leadership development opportunities. Often, staff feel reluctant to engage in opportunities that take time away from their work but that could provide needed support.<sup>4</sup>
- Implement coaching and mentorship opportunities that are responsive to both program and personal well-being, and ensure that opportunities are promoted across the organization.

Elements that should be incorporated into opportunities to address program and organizational success as well as personal well-being are included in table 1.

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<sup>3</sup> Roberta E. Sonnino, “Health Care Leadership Development and Training: Progress and Pitfalls,” *Journal of Healthcare Leadership* 8 (2016): 19–29, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5741005/>.

<sup>4</sup> Ronald M. Epstein and Michael S. Krasner, “Physician Resilience: What It Means, Why It Matters, and How to Promote It,” *Academic Medicine* 88, no. 3 (2013): 301–303, [https://journals.lww.com/academicmedicine/Fulltext/2013/03000/Physician\\_Resilience\\_What\\_It\\_Means\\_Why\\_It.12.aspx](https://journals.lww.com/academicmedicine/Fulltext/2013/03000/Physician_Resilience_What_It_Means_Why_It.12.aspx).



**Table 1.** Elements of professional development to include

Elements contributing to program and organizational successes	Elements contributing to personal well-being versus professional success
<ul style="list-style-type: none"> <li>● Addressing racism in field</li> <li>● Applying a holistic intersectional lens</li> <li>● Providing leadership training</li> <li>● Hiring consultants with reproductive justice experience and knowledge</li> <li>● Teaching organizations how to be adaptive and rebuild hierarchy by shifting infrastructure</li> <li>● Training around program development and strategic planning</li> <li>● Implementing systems for scaling up or down – allowing for adaptive change</li> <li>● Building trust between staff and leadership</li> <li>● Soliciting client and community feedback</li> <li>● Learning from those actually doing the work</li> </ul>	<ul style="list-style-type: none"> <li>● Allowing time for peer-to-peer storytelling and learning</li> <li>● Being responsive and sensitive to demographics and identities of those in the field and those who are served</li> <li>● Empowering and valuing lived experience while allowing opportunities for sharing</li> <li>● Creating opportunities for supportive coaching</li> <li>● Prioritizing relationships within the organization</li> </ul>

**2) Provide opportunities relevant to intersectional identities.**

- Develop BIPOC-led professional and leadership development opportunities for BIPOC staff.
- Consider diverse reproductive health community values and teachings.
- Practice and teach culturally responsive communication.
- Practice intergenerational learning.
- Value represented lived experience.
- Offer community-centered professional and leadership development opportunities.

Learn more about the Racial Equity Transformation work offered by [Keecha Harris and Associates, Inc.](#) [here»](#)

- Types of activities can include examining race in one’s own life, addressing microaggressions and power dynamics and practicing empathy and attentiveness toward others to foster well-being.

### 3) Establish healing and restorative spaces for connection and reflection.

- Create spaces and allow for time to learn and reflect in community with one another through [peer-to-peer storytelling](#).<sup>5</sup>
- Build in opportunities focused on fostering connections and relationships.
- Provide opportunities for soft skill development, such as communication, trust-building, conflict resolution, self-awareness, and resilience.<sup>6</sup>

*One study found that mindfulness-based programs can lead to both immediate and sustained increases in perceptions of well-being and satisfaction with employees’ work.<sup>7</sup> Key activities can include:*

***Didactic teaching:*** Topics covered in the mentioned study were developing awareness of thoughts and feelings, identifying perceptual biases and filters, dealing with pleasant and unpleasant events, managing conflict, preventing burnout, reflecting on meaningful experiences in practice, setting boundaries, examining attraction to patients, exploring self-care, being with suffering, and examining end-of-life care.

***Mindfulness meditation:*** Methods of meditation can include body scanning, sitting meditation, mindful movement, and walking meditation.

***Narrative and appreciative inquiry exercises:*** Training participants can be directed to write about their experiences with the topics presented during the didactic teachings.

***Discussion:*** Sharing experiences and what is being felt and learned during development opportunities can allow for deeper reflection and peer-to-peer learning.

<sup>5</sup> Jess Jacobs, “Once Upon a Time in the Fight for Reproductive Justice,” *The Conscious Investor*, April 2, 2021, <https://www.theconsciousinvestor.co/blog/philanthropy-storytelling-jess-jacobs>.

<sup>6</sup> Epstein and Krasner, “Physician Resilience.”

<sup>7</sup> Michael S. Krasner, Ronald M. Epstein, Howard Beckman, Anthony L. Suchman, Benjamin Chapman, Christopher J. Mooney, and Timothy E. Quill, “Association of an Educational Program in Mindful Communication with Burnout, Empathy, and Attitudes Among Primary Care Physicians,” *JAMA* 302, no. 12 (2009): 1284–1293.

The full curriculum used in this work can be found [here](#).<sup>8</sup>

**4) Develop an integrated talent pipeline so that recruiting, compensation, professional development, and succession planning are transparent.**

- Develop clear entry points for reproductive justice advocates and abortion and contraception access leaders.
- Strategize recruitment by communicating and collaborating across organizations, communities, and academic institutions.
- Be transparent with current staff about pathways to leadership, and assist in developing lessons or work plans to guide upward mobility.
- Establish an onboarding process that includes an orientation mission and values of the organization.
- Create a retention program that is intentional, transparent, and sustainable.
- Present and model joy and passion in the field, and also be realistic about challenges.

The following opportunities are designed specifically for emerging leaders:

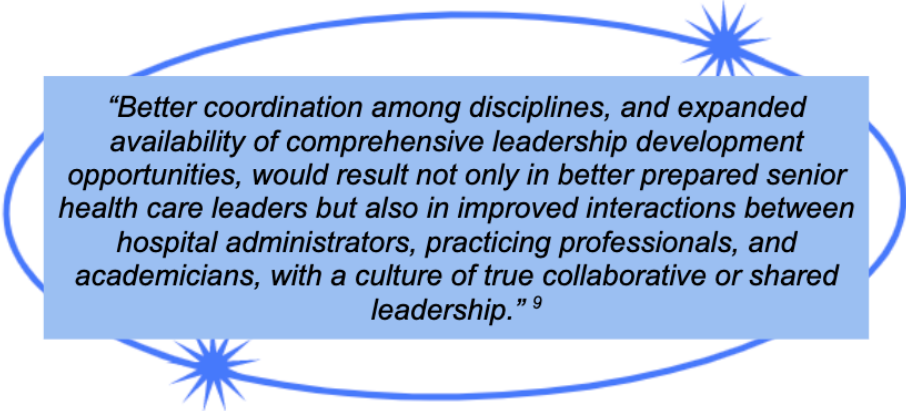
- [Young Womxn of Color for Reproductive Justice Leadership Council \(YWOC4RJ LC\)](#)
- [Collective Rising Internships](#)
- [Emerging Leaders Network](#)
- [Young Leaders Program](#)
- [GOJoven Training Curriculum: Advancing Youth Leadership in Sexual and Reproductive Health](#)

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<sup>8</sup> Michael Krasner and Ronald Epstein, “Mindful Communication: Bringing Intention, Attention, and Reflection to Clinical Practice,” New York Chapter of the American College of Physicians, Physicians Foundation for Health Systems Excellence, 2010, [https://physiciansfoundation.org/wp-content/uploads/2017/12/NYACP\\_Mindful\\_Communication\\_Curriculum.pdf](https://physiciansfoundation.org/wp-content/uploads/2017/12/NYACP_Mindful_Communication_Curriculum.pdf).

## 5) Increase cross-sectoral learning.

- Expand professional and leadership opportunities to allow for collaboration across organizations and disciplines.
- Leverage online resources and virtual spaces for diverse learning opportunities.
- Bridge the knowledge and experience gap, and allow peer-to-peer learning to promote more well-rounded professionals while cultivating professional networks.
- To learn more about why peer-to-peer learning matters and to discover available opportunities, visit the following web page: [“Why Storytelling Matters’: Fostering Healing and Social Change for Reproductive Justice.”](#)



*“Better coordination among disciplines, and expanded availability of comprehensive leadership development opportunities, would result not only in better prepared senior health care leaders but also in improved interactions between hospital administrators, practicing professionals, and academicians, with a culture of true collaborative or shared leadership.”<sup>9</sup>*

9

## 6) Consider post-Roe needs when creating opportunities, and implement future-planning across the sector.

- Consider potential political impacts on the field, and support staff in increasing political literacy and language while encouraging involvement in the legislative process.
- Hire workers who may be laid off at other organizations, and be prepared to manage post-Roe patient needs by ensuring that staff are equipped with necessary resources.

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<sup>9</sup> Sonnino, “Health Care Leadership Development,” 20.

The following articles outline guidance and steps to consider when navigating the post-Roe era:

- [“Employer Considerations in a Post-Roe Environment”](#)<sup>10</sup>
- [“What Human-Resources Leaders Are Focusing on Post-Roe”](#)<sup>11</sup>
- [“Taking Action: How Best to Lead in the Post-Roe Workplace?”](#)<sup>12</sup>
- [“Employers, Are You Ready for a Possible Post-Roe Workplace?”](#)<sup>13</sup>
- [“Post-Roe, How Can Employers Prepare for Legal Complications?”](#)<sup>14</sup>

Advocates and leaders have expressed a need to have professional and leadership opportunities readily available that teach a range of skills. These are included in table 2.

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<sup>10</sup> Michael Hepburn, Bonnie Burke, Laura Taylor, Deepa Menon, and Catherine Beaver, “Employer Considerations in a Post-Roe Environment,” *Benefits Pro*, June 13, 2022, <https://www.benefitspro.com/2022/06/13/employer-considerations-in-a-post-roe-environment/>.

<sup>11</sup> Cari Nazeer, “What Human-Resources Leaders Are Focusing on Post-Roe,” *Charter*, July 12, 2022, <https://time.com/charter/6195967/human-resources-roe-v-wade/>.

<sup>12</sup> Michele Weldon, “Taking Action: How Best to Lead in the Post-Roe Workplace?” *Take the Lead*, July 1, 2022, <https://www.taketheleadwomen.com/blog/leadership-lessons-what-actions-are-needed-in-the-post-roe-workplace-x5kf9>.

<sup>13</sup> Jennifer Barna, Sahar Shiralian, Gretchen Harders, and Lucas Peterhans, “Employers, Are You Ready for a Possible Post-Roe Workplace?” *The National Law Review*, June 17, 2022, <https://www.natlawreview.com/article/employers-are-you-ready-possible-post-roe-workplace>.

<sup>14</sup> Kathryn Mayer, “Post-Roe, How Can Employers Prepare for Legal Complications?” *Human Resource Executive*, July 12, 2022, <https://hrxecutive.com/post-roe-how-can-employers-prepare-for-legal-complications/>.

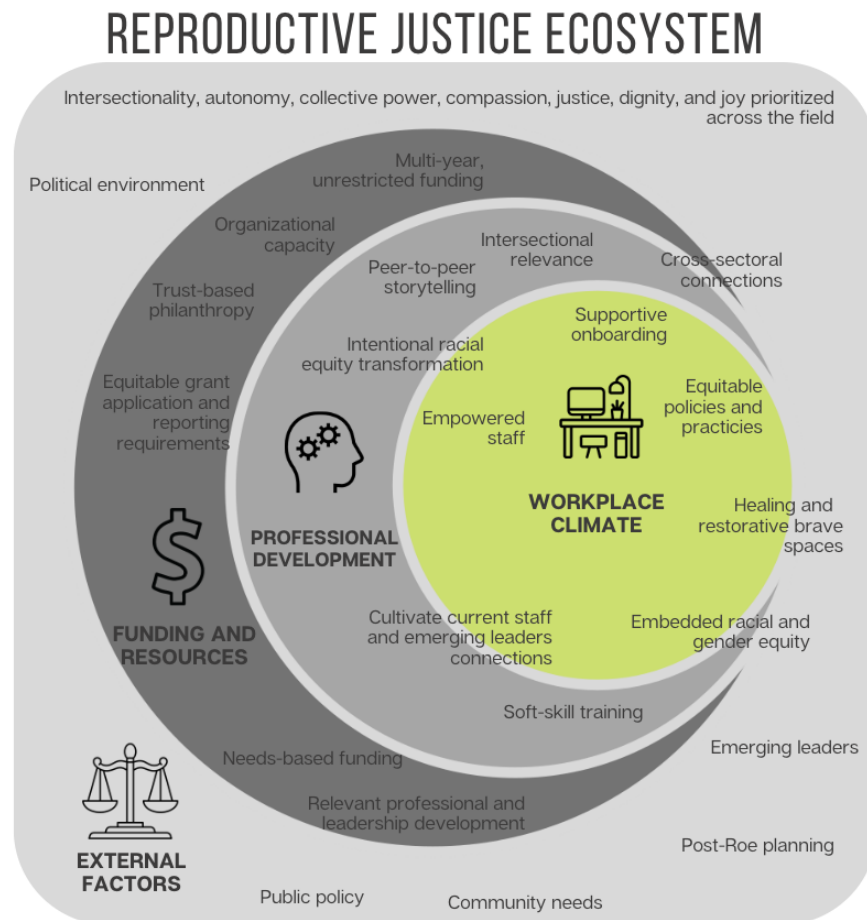
**Table 2.** Topical areas for professional development

TOPICAL AREAS FOR PROFESSIONAL DEVELOPMENT		
<ul style="list-style-type: none"> <li>● Centering gender equity</li> <li>● Communications training</li> <li>● Confronting bias</li> <li>● Cross-training</li> <li>● Disability justice</li> <li>● Field-specific knowledge:                             <ul style="list-style-type: none"> <li>○ Abortion sensitivity training</li> <li>○ Centering reproductive justice</li> </ul> </li> <li>● Financial literacy:                             <ul style="list-style-type: none"> <li>○ Finance and budget management training</li> </ul> </li> <li>● Having hard conversations about money, power, resource allocation</li> <li>● Inclusive language training</li> <li>● Infrastructure development                             <ul style="list-style-type: none"> <li>○ Coalition building</li> </ul> </li> <li>● Intersectionality</li> </ul>	<ul style="list-style-type: none"> <li>● Leadership training                             <ul style="list-style-type: none"> <li>○ Managerial training</li> <li>○ Understanding capitalism from an organization development perspective</li> </ul> </li> <li>● Lesbian, gay, bisexual, transgender, queer, + (LGBTQ+) reproductive justice theoretical approaches</li> <li>● LGBTQ+ identity awareness and responsiveness</li> <li>● Plain language training</li> <li>● Policy implications                             <ul style="list-style-type: none"> <li>○ Legislative change and lobbying</li> <li>○ Policy change effectiveness</li> <li>○ Understanding political language</li> </ul> </li> <li>● Project management</li> <li>● Provision of access to comprehensive sexual health education within workforce</li> </ul>	<ul style="list-style-type: none"> <li>● Race-centered leadership development                             <ul style="list-style-type: none"> <li>○ Colonialism's effects on the reproductive health ecosystem</li> <li>○ Having hard conversations about power dynamics and race</li> <li>○ Justice, Equity, Diversity, and Inclusion (JEDI) trainings</li> <li>○ Operationalizing racial justice work – what it means for hiring or programming</li> <li>○ Racial justice</li> <li>○ Responsiveness to Indigenous tribal needs</li> </ul> </li> <li>● Reproductive justice training</li> <li>● Social and political education</li> <li>● Soft skills training                             <ul style="list-style-type: none"> <li>○ Conflict resolution</li> <li>○ Creation of a space for well-being, combating fatigue</li> <li>○ Giving and receiving feedback</li> <li>○ Self-identity exploration</li> <li>○ Team building</li> </ul> </li> <li>● Starting and leading an organization</li> </ul>

Although by no means an exhaustive list, the following organizations have been found to be legitimate and helpful resources for professional and leadership development trainings and support:

- [Abortion Care Network](#)
- [Advocates for Youth](#)
- [All Voices Consulting](#)
- [The American College of Obstetricians and Gynecologists \(ACOG\)](#)
- [American Public Health Association](#)
- [Anti-Oppression Resource and Training Alliance \(AORTA\)](#)
- [Atlanta Center for Reproductive Medicine](#)
- [Black Mamas Matter Alliance](#)
- [BOLD \(Black Organizing for Leadership and Dignity\)](#)
- [Center to Champion Nursing in America](#)
- [Certified Nurse Midwives at Denver Health](#)
- [Change Elemental](#)
- [Collective Power for Reproductive Justice \(formerly Civil Liberties and Public Policy \[CLPP\]\)](#)
- [Colorado's Kapuulli Xochitl Group](#)
- [CompassPoint](#)
- [The COMS Project \(Communications, Opinion, and Messaging Strategy\)](#)
- [CoreAlign](#)
- [Digital Defense Fund](#)
- [East Bay Meditation Center](#)
- [Elephant Circle](#)
- [Equity in the Center](#)
- [Groundswell](#)
- [Guttmacher Institute](#)
- [Indigenous Women Rising](#)
- [The Management Center](#)
- [Maryland Coalition Against Sexual Assault \(MCASA\)](#)
- [Mel King Institute for Community Building](#)
- [The Montana Racial Equity Project](#)
- [NARAL Pro-Choice America](#)
- [National Network of Abortion Funds](#)
- [The Nonprofit Partnership](#)
- [The Next Generation Leadership Institute](#)
- [Physicians for Reproductive Health](#)
- [Planned Parenthood Action Fund](#)
- [Reproaction](#)
- [ReproJobs](#)
- [Robert Wood Johnson Foundation](#)
- [Rockwood Leadership Institute](#)
- [Ryan Graduate Fellowships](#)
- [Society of Family Planning](#)
- [Strategies for Social Change®](#)
- [Training for Change](#)
- [Unite for Reproductive and Gender Equity \(URGE\)](#)
- [Winds of Change](#)

# Workplace Climate in the Reproductive Justice Ecosystem



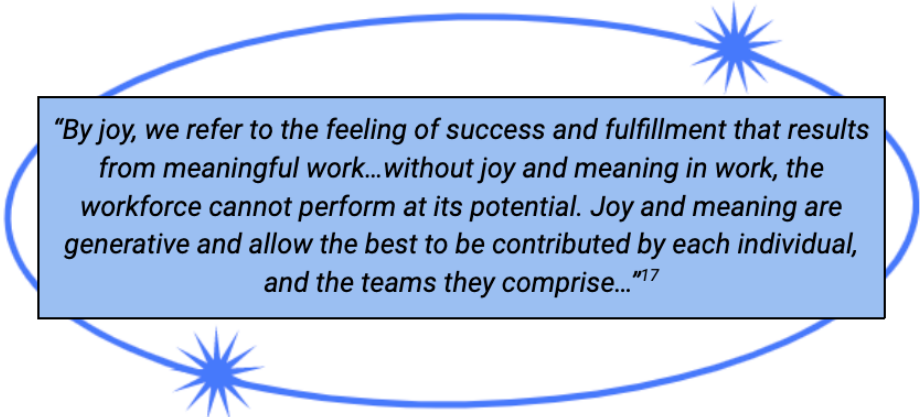
**Figure 3.** Workplace climate in the reproductive justice ecosystem

Organizational climate is three-dimensional and should include a focus on interpersonal, structural, and individual components.<sup>15</sup> When examining and implementing measures for change, practitioners, organization leaders, and funders should address each dimension separately to ensure broad improvements are made that are responsive to needs and resonate with the field. This section focuses on workplace climate as conceptually modeled above. A work environment rife with external and internal threats is common for people working within the

<sup>15</sup> Eugenia Bitsani, “Theoretical Approaches to the Organizational Culture and the Organizational Climate: Exploratory Research Examples and Best Policies in Health Care Services,” *Journal of Human Resource Management* 1, no. 4 (2013): 48–58.



field of reproductive rights and health care. Internally, working conditions at organizations in the sector are riddled with racism and conditions decline for workers of color.<sup>16</sup> To bring joy into the sector and build on the resilience and passion that professionals exude, addressing the factors that are leading to distress should be prioritized. Advocates and leaders feel racial and gender equity should remain centered when developing professional and leadership training and that practitioners, organization leaders, and funders have a role in bringing joy and healing to the sector.



*"By joy, we refer to the feeling of success and fulfillment that results from meaningful work...without joy and meaning in work, the workforce cannot perform at its potential. Joy and meaning are generative and allow the best to be contributed by each individual, and the teams they comprise..."<sup>17</sup>*

17

To combat burnout, high turnover rates, racism, and other factors impacting overall perceptions of workplace climate, advocates and leaders suggest that the following strategies guide implemented changes: 1) develop a baseline of the current workplace environment, and assess priority improvement areas; 2) be proactive in addressing internal and external forces impacting the field; 3) increase collaboration and opportunities for connection across the field; 4) assess power imbalances, and be willing to redesign work structures; 5) be responsive to worker needs, foster genuine partnerships, and practice what is preached; and 6) address racism in the field, and embed equity into the fibers of the organization. These six recommendations are expounded on below with accompanying actionable steps.

### **1) Develop a baseline of the current workplace environment, and assess priority improvement areas.**

- To determine what a healthy work environment means for workers, the leaders and the funders in the sector can talk with organizations about their current perceptions of workplace and sector climate. They can determine what culture and kind of work

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<sup>16</sup> Tina Vásquez, "Gutmacher Institute Staff Say a 'Toxic' Work Culture Has the Reproductive Rights Research Giant in a 'Death Spiral,'" Prism, December 6, 2021, <https://prismreports.org/2021/12/06/gutmacher-institute-staff-say-a-toxic-work-culture-has-the-reproductive-rights-research-giant-in-a-death-spiral/>.

<sup>17</sup> Rishi Sikka, Julianne M. Morath, and Lucian Leape, "The Quadruple Aim: Care, Health, Cost and Meaning in Work," *BMJ Quality & Safety* 24, no. 10 (2015): 608–610.

environment should be promoted and what types of initiatives can assist the organization and staff in getting there.

- The [Centers for Disease Center and Prevention \(CDC\) National Healthy Worksite Program \(NHWP\) Health and Safety Climate Survey \(INPUTS™\)](#) can be used “to guide worksite health, safety, and wellness program planning.”<sup>18</sup>
- The following assessment tool was developed to measure [professional quality of life \(ProQOL\)](#) (see figure 4).<sup>19</sup> Organizations can use these statements as a starting point to develop their own tailored measurement to assess their own employees and institutions. The sector at large should implement measurements regarding workplace climate. Open-ended questions related to solutions will help guide the field’s next steps as a responsive movement. The terms “help” and “helpers” are included in the original assessment below, but more relevant terms depending on roles may be adopted. The full inventory of the ProQOL can be found in Appendix A.

## PROFESSIONAL QUALITY OF LIFE SCALE (PROQOL)

### COMPASSION SATISFACTION AND COMPASSION FATIGUE

(PROQOL) VERSION 5 (2009)

When you [*help*] people you have direct contact with their lives. As you may have found, your compassion for those you [*help*] can affect you in positive and negative ways. Below are some questions about your experiences, both positive and negative, as a [*helper*]. Consider each of the following questions about you and your current work situation. Select the number that honestly reflects how frequently you experienced these things in the *last 30 days*.

1=Never

2=Rarely

3=Sometimes

4=Often

5=Very Often

1. I am happy.

2. I am preoccupied with more than one person I [*help*].

<sup>18</sup> Centers for Disease Control and Prevention (CDC) and National Healthy Worksite Program (NHWP), *Health and Safety Climate Survey (INPUTS™) User Manual*, accessed July 23, 2022, [https://www.cdc.gov/workplacehealthpromotion/tools-resources/pdfs/nhwp\\_inputs\\_manual.pdf](https://www.cdc.gov/workplacehealthpromotion/tools-resources/pdfs/nhwp_inputs_manual.pdf).

<sup>19</sup> The Center for Victims of Torture, *ProQOL: Professional Quality of Life*, 2021, <https://proqol.org/>.

3. I get satisfaction from being able to *[help]* people.
4. I feel connected to others.
5. I jump or am startled by unexpected sounds.
6. I feel invigorated after working with those I *[help]*.
7. I find it difficult to separate my personal life from my life as a *[helper]*.
8. I am not as productive at work because I am losing sleep over traumatic experiences of a person *[help]*.
9. I think that I might have been affected by the traumatic stress of those I *[help]*.
10. I feel trapped by my job as a *[helper]*.
11. Because of my *[helping]*, I have felt "on edge" about various things.
12. I like my work as a *[helper]*.
13. I feel depressed because of the traumatic experiences of the people I *[help]*.
14. I feel as though I am experiencing the trauma of someone I have *[helped]*.
15. I have beliefs that sustain me.
16. I am pleased with how I am able to keep up with *[helping]* techniques and protocols.
17. I am the person I always wanted to be.
18. My work makes me feel satisfied.
19. I feel worn out because of my work as a *[helper]*.
20. I have happy thoughts and feelings about those I *[help]* and how I could help them.
21. I feel overwhelmed because my case [work] load seems endless.
22. I believe I can make a difference through my work.
23. I avoid certain activities or situations because they remind me of frightening experiences of the people I *[help]*.

24. I am proud of what I can do to *[help]*.
25. As a result of my *[helping]*, I have intrusive, frightening thoughts.
26. I feel "bogged down" by the system.
27. I have thoughts that I am a "success" as a *[helper]*.
28. I can't recall important parts of my work with trauma victims.
29. I am a very caring person.
30. I am happy that I chose to do this work.

**Figure 4.** Professional Quality of Life Scale (ProQOL)

© Beth Hudnall Stamm, "Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL)," ProQOL, 2009–2012,

[https://img1.wsimg.com/blobby/go/dfc1e1a0-a1db-4456-9391-18746725179b/downloads/ProQOL\\_5\\_English\\_Self-Score.pdf?ver=1657301051771](https://img1.wsimg.com/blobby/go/dfc1e1a0-a1db-4456-9391-18746725179b/downloads/ProQOL_5_English_Self-Score.pdf?ver=1657301051771).

**2) Be proactive in addressing internal and external forces impacting the field.**

- Employ some of the tools published by the Greater Good Science Center, such as ["The Science of Happiness,"](#) to set the groundwork for a more balanced culture and workplace and promote a healthy environment for both workers and patients.
- Minimize stressors by mitigating controllable variables that threaten workers.
- Consider internal forces, which include organizational culture and function, internal support systems, and field infrastructure.
- Consider external factors, which include political implications, field funding, and pipeline issues.

To address internal factors, leaders can engage in professional and leadership development opportunities focused on improving management and team leadership skills. J. Richard Hackman's book *Leading Teams* describes the essential conditions that can enhance a team's success. These include a clear and engaging direction, an enabling team structure, a supportive organizational context, and the availability of competent coaching.<sup>20</sup>

<sup>20</sup> J. Richard Hackman, *Leading Teams: Setting the Stage for Great Performances* (Boston: Harvard Business School Publishing Corporation, 2002).

A set of actionable steps was created to assist in navigating the COVID-19 pandemic but is also applicable to the uncertainty and current distress that professionals are experiencing due to the SCOTUS decision to overturn Roe v. Wade. Utilizing a tool to determine what individuals are experiencing, what current concerns are, and what needs to be done to relieve distress is important to increasing workplace climate. The complete guide, which also includes other steps to addressing concerns and well-being during uncertainty, is available [here](#).<sup>21</sup>

### **3) Increase collaboration and opportunities for connection across the field.**

- Co-create opportunities for collaboration and relationship building across organizations and the sector at large.
- Cultivate spaces for open and candid conversations in addition to building coalitions and networking.
- Develop regranting organizations in connection with grassroots organizations to increase greater community engagement.

Both formal and informal spaces for collaboration and connection can be built to allow space for deep relationship building. In addition to some of the previously mentioned sources for professional development, which include opportunities for networking, the following coalitions and networks embrace professionals focused on reproductive justice work:

- [SisterSong](#)
- [In Our Own Voice: National Black Women's Reproductive Justice Agenda](#)
- [National Organization for Women](#)
- [Reproductive Justice Research Network](#)
- [Women Human Rights Defenders International Coalition \(WHRDIC\)](#)

### **4) Assess power imbalances, and be willing to redesign work structures.**

- Listen to worker needs and co-create practices and policies.
- Allow for staff involvement in discussions around funding allocation.

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<sup>21</sup> Institute for Healthcare Improvement, *Conversation and Action Guide to Support Staff Well-Being and Joy in Work During and After the COVID-19 Pandemic*, accessed July 25, 2022, <https://www.ihl.org/resources/Pages/Tools/Conversation-Guide-to-Support-Staff-Wellbeing-Joy-in-Work-COVID-19.aspx>. Utilized from www.IHI.org with permission of the Institute for Healthcare Improvement (IHI), 2011.

- Be brave when examining archaic systems, and be willing to put in the work to do things differently with the inclusion of staff. This [assessment](#) is a starting point in anticipating, managing, and mitigating power imbalance with partners.<sup>22</sup>

**5) Be responsive to worker needs, foster genuine partnerships, and practice what is preached.**

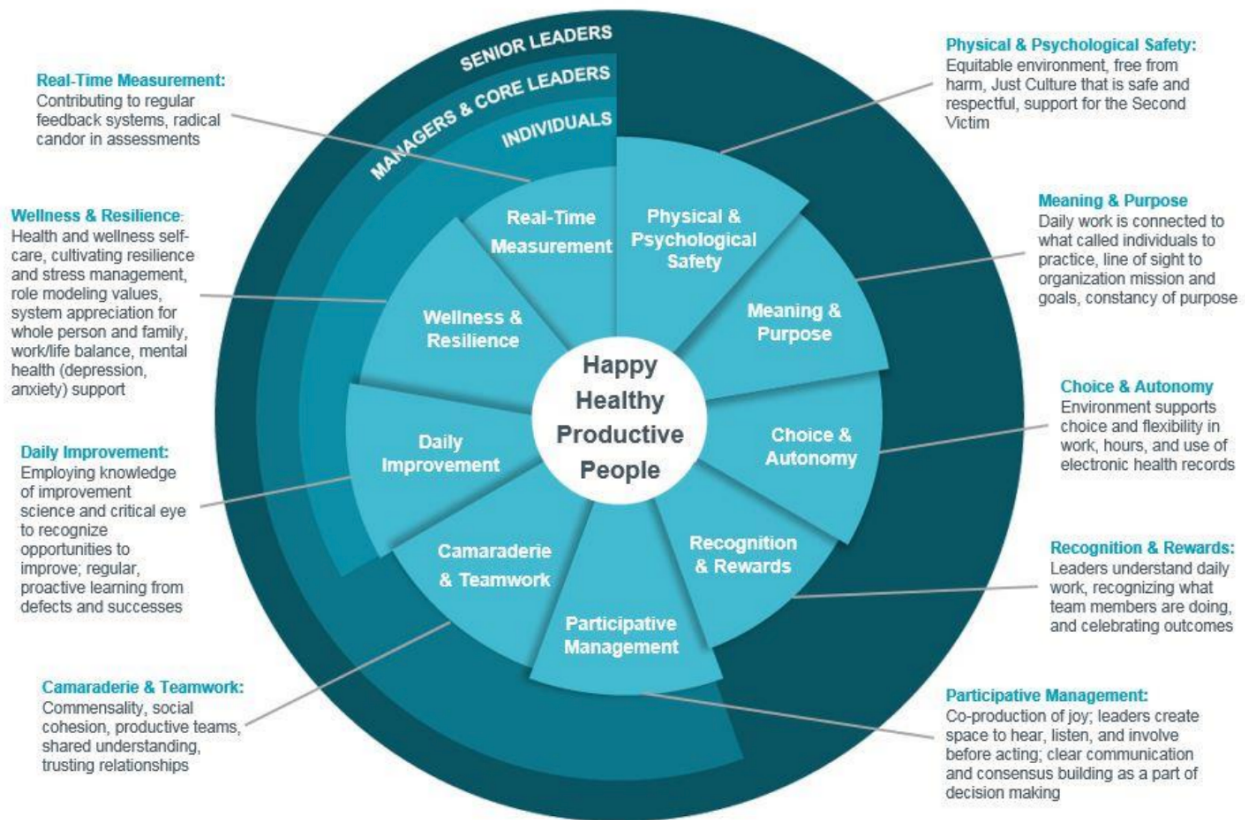
- Encourage staff to develop a healthy work/life balance and to prioritize rest and restoration.
- Create an organizational culture in alignment with reproductive justice field values, including the following:
  - Prioritize mental and physical health.
  - Allow time for joy.
  - Respect employees' time off.
  - Create space for honesty and vulnerability.
  - Offer time to pause and reflect.

Advocates and leaders in the field are at a heightened risk for burnout and other stressors and should follow the same values and teachings that are shared with patients. The Institute for Healthcare Improvement uses the following model in its framework to increase workplace joy (see figure 5):<sup>23</sup>

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<sup>22</sup> The Partnering Initiative, "Anticipating, Managing and Mitigating Power Imbalances," 2018, <https://www.thepartneringinitiative.org/wp-content/uploads/2018/12/Managing-power-imbbalances.pdf>.

<sup>23</sup> Jessica Perlo, Barbara Balik, Stephen Swensen, Andrea Kabcenell, Julie Landsman, and Derek Feeley, *IHI Framework for Improving Joy in Work*, Institute for Healthcare Improvement, 2017, <https://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx#:~:text=To%20help%20reverse%20the%20worrying,will%20help%20workforces%20truly%20thrive>. Utilized from [www.IHI.org](http://www.IHI.org) with permission of the Institute for Healthcare Improvement (IHI), 2011.



**Figure 5.** Framework for workplace joy, Institute for Healthcare Improvement

Source: Jessica Perlo, Barbara Balik, Stephen Swensen, Andrea Kabcenell, Julie Landsman, and Derek Feeley, *IHI Framework for Improving Joy in Work*, Institute for Healthcare Improvement, 2017, 16, <https://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx#:~:text=To%20help%20Reverse%20the%20worrying,will%20help%20workforces%20truly%20thrive>, Utilized from [www.IHI.org](http://www.IHI.org) with permission of the Institute for Healthcare Improvement (IHI), ©2011.

## 6) Address racism in the field, and embed equity into the fibers of the organization.

- Be honest, vulnerable, and transparent in where an organization is in its equity journey, and be flexible in changing practices where needed, such as ensuring equitable pay and benefits, changing bylaws, rethinking time tracking, and implementing a responsive human resources (HR) department.
- Co-create when possible, and engage staff in opportunities to share their input in how the organization can address internal racism.
- Center the organization's mission, vision, and values on racial equity.
- Develop accountability measures regarding race and gender equity.

- Establish affinity groups and a racial equity advisory council.
- Review policies and practices.
- Ensure equity is in the handbook.

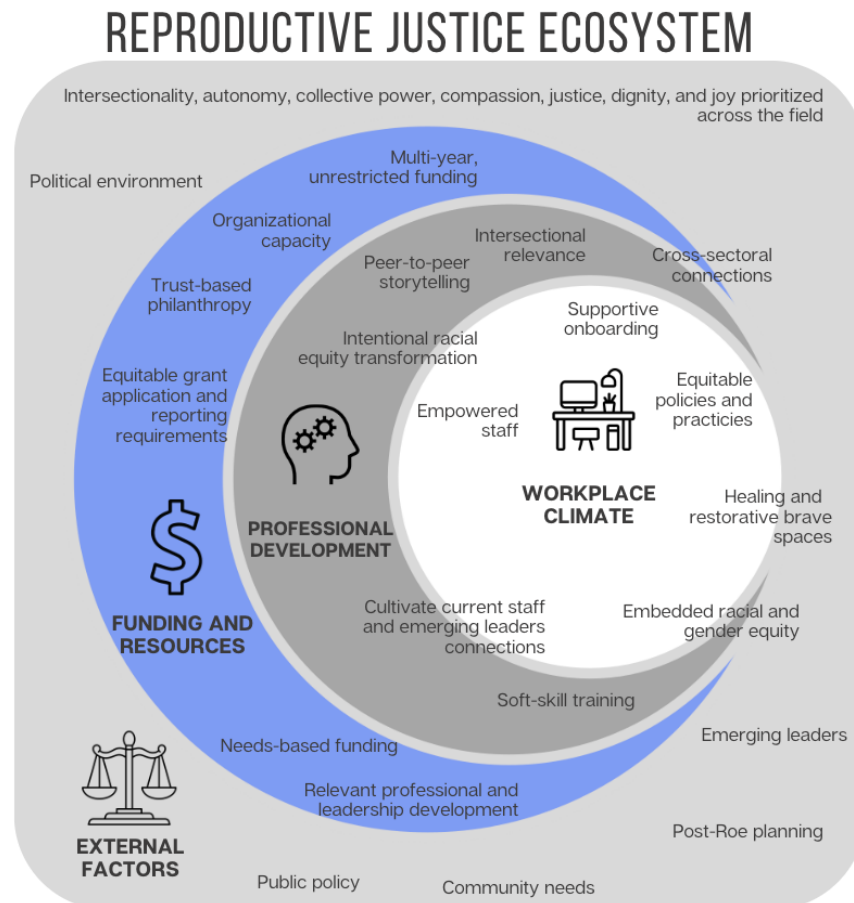
The following article details ways in which organizations can implement equity in their handbooks: [“Workplace Equity: Creating an Equitable Employee Handbook.”](#)<sup>24</sup>

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<sup>24</sup> Lauren Jones, “Workplace Equity: Creating an Equitable Employee Handbook,” The Exeter Group, September 17, 2019, <https://www.exetergroup.net/blog/workplace-equity-creating-an-equitable-employee-handbook/>.



# Funding and Resources in the Reproductive Justice Ecosystem



**Figure 6.** Funding and resources in the reproductive justice ecosystem

Philanthropy is at a pinnacle moment when equitable investing and amplifying the work being done are both crucial to ensuring that current and future leaders are supported and retained. This section focuses on the funding and resources needed in the field and expands upon the highlighted section in the framework above (see figure 6). Funders have begun to explore the impact of investing in professional and leadership development for individuals with the intent to build organizational capacity.<sup>25</sup> Recruiting and retaining talent in the reproductive justice field will have resounding impacts on the future of the movement. Ensuring that employees work within

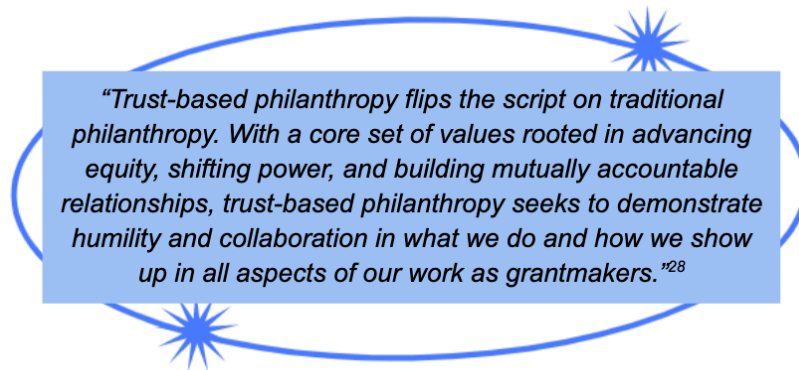
<sup>25</sup> Susan Fish, "Investing in Talent: How and Why Foundations Are Supporting Professional Development," Charity Village, September 19, 2013, [https://charityvillage.com/investing\\_in\\_talent\\_how\\_and\\_why\\_foundations\\_are\\_supporting\\_professional\\_development/](https://charityvillage.com/investing_in_talent_how_and_why_foundations_are_supporting_professional_development/)

supportive environments during tumultuous times can decrease work stress, leading to improved organizational success along with employee retention.<sup>26</sup> Examining, understanding, and being responsive to what leaders of color and emerging leaders need to grow and thrive in the reproductive space is imperative for taking action to support them as they navigate the sector.

It is recommended that philanthropy clearly define its role in developing a healthy reproductive justice field supportive of those doing the critical work. The most common theme in recommendations for support needed by reproductive and justice advocates and leaders was increased responsive funding for organizational capacity and equitable, multiyear, unrestricted funding. Additionally, trust-based philanthropy, needs-based funding, and more active field engagement are crucial. Steps to guide support are detailed below.

### 1) Commit to trust-based philanthropy.

- a) Prioritize [funding small, BIPOC-led, and grassroots organizations](#), and commit to trust-based philanthropy.<sup>27</sup>



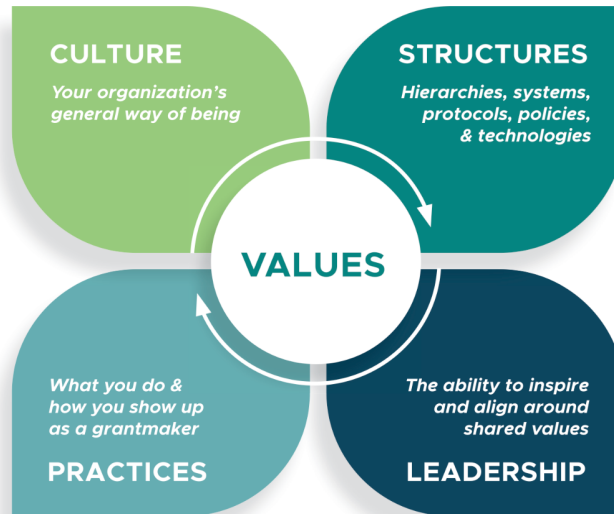
28

A guide to implementing trust-based philanthropy values in culture, structures, leadership, and practices can be found [here](#). The following model from the Trust-Based Philanthropy Project contextualizes these four dimensions (see figure 7).

<sup>26</sup> Zilong Wang, Shah Zaman, Samma Faiz Rasool, Qamar uz Zaman, and Asad Amin, “Exploring the Relationships Between a Toxic Workplace Environment, Workplace Stress, and Project Success with the Moderating Effect of Organizational Support: Empirical Evidence from Pakistan,” *Risk Management and Healthcare Policy* 13 (2020): 1055–1067.

<sup>27</sup> Amoretta Morris and Dani Martinez, “As ‘Roe’ Falls, Progressive Donors Need to Follow the Right’s Playbook: Fund Grassroots Organizers Fighting State Battles,” *The Chronicle of Philanthropy*, May 18, 2022, <https://www.philanthropy.com/article/as-roe-falls-progressive-donors-need-to-follow-the-rights-playbook-fund-grassroots-organizers-fighting-state-battles>.

<sup>28</sup> Trust-Based Philanthropy Project, “Trust-Based Philanthropy in 4D,” 2021, [https://static1.squarespace.com/static/607452f8ad01dc4dd54fc41f/t/61606874440b79448fb082c3/1633708148997/TBP+in+4D\\_Oct2021.pdf](https://static1.squarespace.com/static/607452f8ad01dc4dd54fc41f/t/61606874440b79448fb082c3/1633708148997/TBP+in+4D_Oct2021.pdf).



**Figure 7.** Trust-based philanthropy values

Source: Trust-Based Philanthropy Project, "Trust-Based Philanthropy in 4D," 2021, [https://static1.squarespace.com/static/607452f8ad01dc4dd54fc41f/t/61606874440b79448fb082c3/1633708148997/TBP+in+4D\\_Oct2021.pdf](https://static1.squarespace.com/static/607452f8ad01dc4dd54fc41f/t/61606874440b79448fb082c3/1633708148997/TBP+in+4D_Oct2021.pdf).

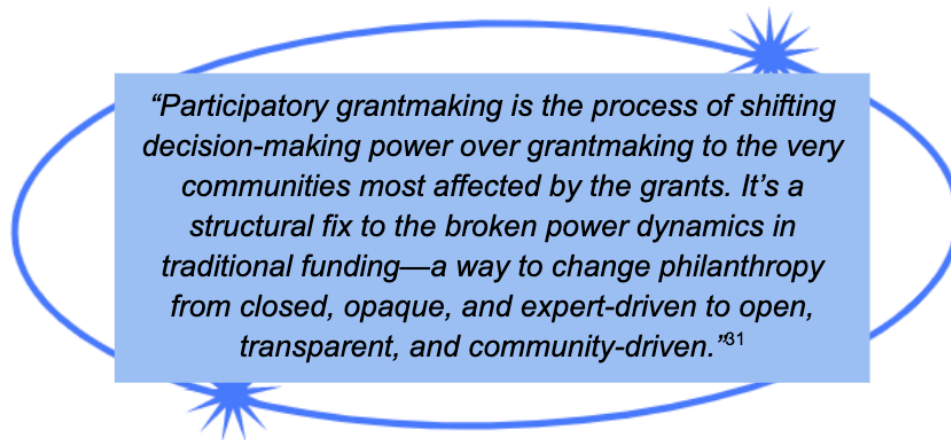
**2) Provide needs-based funding.**

- a) Without unrestricted, multiyear funding, many workers remain in a state of insecurity.
- b) By incorporating field scanning in grantmaking, funders can better assess what specific areas need investment in the communities they serve. To do this, funders can survey their grantee organizations to determine gaps and barriers impeding progression toward organizational goals and opportunities where support may be necessary.
- c) Support reproductive justice leaders in determining their own priority areas.
- d) Acknowledge that many in the field are working on a volunteer basis. Create paid positions, and bring in new leaders when needed to assist in retaining talent.
- e) Recognize that expenses such as childcare, carpool drivers, gas cards, lodging, parental leave, and professional and leadership development opportunities are often not funded. Provide funding for these expenses as a way of allowing for building organizational capacity. To learn more about investing in organizational capacity during political and social upheaval, review the following report: [The New Normal: Capacity Building During a Time of Disruption](#).<sup>29</sup>

<sup>29</sup> Adene Sacks, Heather McLeod Grant, and Kate Wilkinson, *The New Normal: Capacity Building During a Time of Disruption*, Open Impact, 2018,

### 3) Engage actively in the field.

- a) Recognize that reproductive justice advocates and contraception access leaders want authentic partnership from funders.
- b) Acknowledge that leaders want philanthropy to actively engage in developing a healthy ecosystem.
- c) Engage grantees in participatory grantmaking. More about participatory grantmaking and its principles can be found in the following report: [Grassroots Grantmaking: Embedding Participatory Approaches in Funding](#).<sup>30</sup> The following video discusses how funders can begin and succeed at participatory



grantmaking: [“Master Participatory Grantmaking by Engaging the Right Voices.”<sup>31</sup>](#)

[https://d3n8a8pro7vhmx.cloudfront.net/jfn/pages/3164/attachments/original/1531247322/TheNewNormal\\_CapacityBuildingDuringATimeOfDisruption-Report.pdf?1531247322](https://d3n8a8pro7vhmx.cloudfront.net/jfn/pages/3164/attachments/original/1531247322/TheNewNormal_CapacityBuildingDuringATimeOfDisruption-Report.pdf?1531247322).

<sup>30</sup> Hannah Paterson, *Grassroots Grantmaking: Embedding Participatory Approaches in Funding*, 2020, <https://hannahpaterson.com/files.wordpress.com/2020/11/grassroots-grantmaking-embedding-participatory-approaches-in-funding.pdf>.

<sup>31</sup> Ben Wrobel and Meg Massey, “Master Participatory Grantmaking by Engaging the Right Voices,” *Candid*, April 20, 2022, <https://youtu.be/9dABTAGI2zs>.

#### 4) Additional tools and resources for funders:

- [“6 Steps Foundations Can Take to Advance Racial Equity”](#)<sup>32</sup>
- [“Abortion Funds Enable Access: The Time to Invest in Direct Aid Is Now”](#)<sup>33</sup>
- [Advancing Reproductive Rights, Health, and Justice with Local Resolutions: Action Toolkit](#)<sup>34</sup>
- Funders for Reproductive Equity
  - [“Grantmaking Assessment Tool for Reproductive Health, Rights and Justice Funders: Increasing Support for WOC Leadership?”](#)<sup>35</sup>
  - [Growing the Reproductive Justice Movement: A Toolkit for Funders](#)<sup>36</sup>
  - [“Reproductive Justice Toolkit Videos”](#)<sup>37</sup>
  - [“More Resources for Funders”](#)<sup>38</sup>
  - [Authentic and Equitable Partnerships: A Framework for Building Movements](#)<sup>39</sup>

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<sup>32</sup> Valerie Jarrett and Keecha Harris, “6 Steps Foundations Can Take to Advance Racial Equity,” *The Chronicle of Philanthropy*, July 9, 2019, <https://www.philanthropy.com/article/6-steps-foundations-can-take-to-advance-racial-equity/>.

<sup>33</sup> Gabriella Limón and Jennifer Weiss-Wolf, “Abortion Funds Enable Access: The Time to Invest in Direct Aid Is Now,” *Ms. Magazine*, November 9, 2021, <https://msmagazine.com/2021/11/09/abortion-funds-invest-direct-aid-donate-texas-cost-philanthropy/>.

<sup>34</sup> National Council of Jewish Women, In Our Own Voice: National Black Women’s Reproductive Justice Agenda, National Institute for Reproductive Health, and All\* Above All, *Advancing Reproductive Rights, Health, and Justice with Local Resolutions*, 2017, <http://blackrj.org/wp-content/uploads/2017/02/Complete-Toolkit-Advancing-Reproductive-Rights-Health-and-Justice-with-Local-Resolutions.pdf>.

<sup>35</sup> Funders for Reproductive Equity, “Grantmaking Assessment Tool for Reproductive Health, Rights and Justice Funders: Increasing Support for WOC Leadership,” accessed July 25, 2022, <https://wearefre.org/docman/other-resources-1/609-grantmaking-assessment-tool-for-women-of-color-leadership/file>.

<sup>36</sup> Funders for Reproductive Equity, *Growing the Reproductive Justice Movement: A Toolkit for Funders*, 2010, <https://wearefre.org/docman/rj-toolkit-documents-1/1-growing-the-reproductive-justice-movement-a-toolkit-for-funders/file>.

<sup>37</sup> Strategies for Social Change, “Reproductive Justice Toolkit Videos,” Funders for Reproductive Equity, accessed July 25, 2022, <https://wearefre.org/rj-toolkit/rj-toolkit-videos>.

<sup>38</sup> Funders for Reproductive Equity, “More Resources for Funders,” accessed August 11, 2022, <https://wearefre.org/rj-toolkit/more-rj-resources-for-funders>.

<sup>39</sup> Gita Gulati-Partee and Maggie Potapchuk, *Authentic and Equitable Partnerships: A Framework for Building Movements*, Funders for Reproductive Equity, 2017, <https://wearefre.org/resources/authentic-and-equitable-partnerships/file>.

- ‘Funding Abortion Beyond the Binary’<sup>40</sup>
- “Overcoming the Bias in Philanthropic Funding”<sup>41</sup>
- “PA: What Happens When Philanthropy Fails to Fully Support Abortion Access”<sup>42</sup>
- *Queering Reproductive Justice: A Toolkit*<sup>43</sup>
- “Racial Equity and Philanthropy”
  - “Guiding a Giving Response to Anti-Black Injustice”<sup>44</sup>
  - “Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table”<sup>45</sup>
- “Righting the Power Imbalance Between Funders and NGOs”<sup>46</sup>
- “Sharing Abortion Stories Means Investing in Storytellers as Leaders”<sup>47</sup>

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<sup>40</sup> “Funding Abortion Beyond the Binary,” National Committee for Responsive Philanthropy, 2022, <https://www.ncrp.org/initiatives/movement-investment-project/our-active-movement-areas/reproductive-access-gender-violence-movement/abortion-roadmap-intro/tge-track>.

<sup>41</sup> Cheryl Dorsey, Peter Kim, Cora Daniels, Lyell Sakaue, and Britt Savage, “Overcoming the Racial Bias in Philanthropic Funding,” *Stanford Social Innovation Review*, May 4, 2020, [https://ssir.org/articles/entry/overcoming\\_the\\_racial\\_bias\\_in\\_philanthropic\\_funding](https://ssir.org/articles/entry/overcoming_the_racial_bias_in_philanthropic_funding).

<sup>42</sup> Brandi Collins-Calhoun, “PA: What Happens When Philanthropy Fails to Fully Support Abortion Access,” National Committee for Responsive Philanthropy, October 27, 2021, <https://www.ncrp.org/2021/10/pa-what-happens-when-philanthropy-fails-to-fully-support-abortion-access.html>.

<sup>43</sup> Zsea Beaumonis, Candace Bond-Therault, Stacey Long Simmons, and Sabrina Rewald, eds., *Queering Reproductive Justice: A Toolkit*, National LGBTQ Task Force, 2017, <https://www.thetaskforce.org/wp-content/uploads/2017/03/Queering-Reproductive-Justice-A-Toolkit-FINAL.pdf>.

<sup>44</sup> Susan Taylor Batten, Edward M. Jones, Leslie MacKrell, and Jerry Petit-Frere, “Guiding a Giving Response to Anti-Black Injustice,” The Bridgespan Group, August 25, 2020, <https://www.bridgespan.org/insights/library/philanthropy/guiding-a-giving-response-to-anti-black-injustice>.

<sup>45</sup> Cheryl Dorsey, Jeff Bradach, and Peter Kim, “Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table,” The Bridgespan Group, 2020, <https://www.bridgespan.org/bridgespan/Images/articles/racial-equity-and-philanthropy/racial-equity-and-philanthropy.pdf>.

<sup>46</sup> Kyle Zimmer, Kristine Pearson, and Katherine Milligan, “Righting the Power Imbalance Between Funders and NGOs,” World Economic Forum, February 26, 2020, <https://www.weforum.org/agenda/2020/02/righting-power-imbalance-funders-ngos/>.

<sup>47</sup> Renee Bracey Sherman, “Sharing Abortion Stories Means Investing in Storytellers as Leaders,” *Responsive Philanthropy*, March 2021, <https://bjn9t2lhni2dhd5hvym7llj-wpengine.netdna-ssl.com/wp-content/uploads/2021/03/RP-Mar2021.pdf>.

- *Tired of Dancing to Their Song: An Assessment of the Indigenous Women’s Reproductive Justice Funding Landscape*<sup>48</sup>
- “With the Fall of ‘Roe,’ Abortion Rights Groups and Grant Makers Should Look Overseas for Inspiration”<sup>49</sup>
- “You Say You Don’t Fund Reproductive Justice? There’s Still a Lot You Can Do”<sup>50</sup>

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<sup>48</sup> Coya White Hat-Artichoker and Zachary Packineau, *Tired of Dancing to Their Song: An Assessment of the Indigenous Women’s Reproductive Justice Funding Landscape*, Ms. Foundation for Women, 2021, [https://forwomen.org/wp-content/uploads/2021/12/1179-FFW-TiredOfDancing\\_Online\\_300dpi.pdf](https://forwomen.org/wp-content/uploads/2021/12/1179-FFW-TiredOfDancing_Online_300dpi.pdf).

<sup>49</sup> Anu Kumar, “With the Fall of ‘Roe,’ Abortion Rights Groups and Grant Makers Should Look Overseas for Inspiration,” *The Chronicle of Philanthropy*, June 24, 2022, [https://www.philanthropy.com/article/with-the-fall-of-roe-abortion-rights-groups-and-grant-makers-should-look-overseas-for-inspiration?utm\\_source=Iterable&utm\\_medium=email&utm\\_campaign=campaign\\_4540702\\_nl\\_Philanthropy-To-day\\_date\\_20220624&cid=pt&source=&sourceid=&cid2=gen\\_login\\_refresh](https://www.philanthropy.com/article/with-the-fall-of-roe-abortion-rights-groups-and-grant-makers-should-look-overseas-for-inspiration?utm_source=Iterable&utm_medium=email&utm_campaign=campaign_4540702_nl_Philanthropy-To-day_date_20220624&cid=pt&source=&sourceid=&cid2=gen_login_refresh).

<sup>50</sup> Molly Schultz Hafid and Brandi Collins-Calhoun, “You Say You Don’t Fund Reproductive Justice? There’s Still a Lot You Can Do,” National Committee for Responsive Philanthropy, May 3, 2022, <https://www.ncrp.org/2022/05/funding-reproductive-justice-now.html>.

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# Appendix

## PROFESSIONAL QUALITY OF LIFE SCALE (PROQOL)

### COMPASSION SATISFACTION AND COMPASSION FATIGUE (PROQOL) VERSION 5 (2009)

When you [help] people you have direct contact with their lives. As you may have found, your compassion for those you [help] can affect you in positive and negative ways. Below are some-questions about your experiences, both positive and negative, as a [helper]. Consider each of the following questions about you and your current work situation. Select the number that honestly reflects how frequently you experienced these things in the last 30 days.

	<b>1=Never</b>	<b>2=Rarely</b>	<b>3=Sometimes</b>	<b>4=Often</b>	<b>5=Very Often</b>
_____ 1.					
_____ 2.					
_____ 3.					
_____ 4.					
_____ 5.					
_____ 6.					
_____ 7.					
_____ 8.					
_____ 9.					
_____ 10.					
_____ 11.					
_____ 12.					
_____ 13.					
_____ 14.					
_____ 15.					
_____ 16.					
_____ 17.					
_____ 18.					
_____ 19.					
_____ 20.					
_____ 21.					
_____ 22.					
_____ 23.					
_____ 24.					
_____ 25.					
_____ 26.					
_____ 27.					
_____ 28.					
_____ 29.					
_____ 30.					

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## YOUR SCORES ON THE PROQOL: PROFESSIONAL QUALITY OF LIFE SCREENING

Based on your responses, place your personal scores below. If you have any concerns, you should discuss them with a physical or mental health care professional.

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### Compassion Satisfaction \_\_\_\_\_

Compassion satisfaction is about the pleasure you derive from being able to do your work well. For example, you may feel like it is a pleasure to help others through your work. You may feel positively about your colleagues or your ability to contribute to the work setting or even the greater good of society. Higher scores on this scale represent a greater satisfaction related to your ability to be an effective caregiver in your job.

If you are in the higher range, you probably derive a good deal of professional satisfaction from your position. If your scores are below 23, you may either find problems with your job, or there may be some other reason—for example, you might derive your satisfaction from activities other than your job. (Alpha scale reliability 0.88)

---

### Burnout \_\_\_\_\_

Most people have an intuitive idea of what burnout is. From the research perspective, burnout is one of the elements of Compassion Fatigue (CF). It is associated with feelings of hopelessness and difficulties in dealing with work or in doing your job effectively. These negative feelings usually have a gradual onset. They can reflect the feeling that your efforts make no difference, or they can be associated with a very high workload or a non-supportive work environment. Higher scores on this scale mean that you are at higher risk for burnout.

If your score is below 23, this probably reflects positive feelings about your ability to be effective in your work. If you score above 41, you may wish to think about what at work makes you feel like you are not effective in your position. Your score may reflect your mood; perhaps you were having a “bad day” or are in need of some time off. If the high score persists or if it is reflective of other worries, it may be a cause for concern. (Alpha scale reliability 0.75)

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### Secondary Traumatic Stress \_\_\_\_\_

The second component of Compassion Fatigue (CF) is secondary traumatic stress (STS). It is about your work related, secondary exposure to extremely or traumatically stressful events. Developing problems due to exposure to other’s trauma is somewhat rare but does happen to many people who care for those who have experienced extremely or traumatically stressful events. For example, you may repeatedly hear stories about the traumatic things that happen to other people, commonly called Vicarious Traumatization. If your work puts you directly in the path of danger, for example, field work in a war or area of civil violence, this is not secondary exposure; your exposure is primary. However, if you are exposed to others’ traumatic events as a result of your work, for example, as a therapist or an emergency worker, this is secondary exposure. The symptoms of STS are usually rapid in onset and associated with a particular event. They may include being afraid, having difficulty sleeping, having images of the upsetting event pop into your mind, or avoiding things that remind you of the event.

If your score is above 41, you may want to take some time to think about what at work may be frightening to you or if there is some other reason for the elevated score. While higher scores do not mean that you do have a problem, they are an indication that you may want to examine how you feel about your work and your work environment. You may wish to discuss this with your supervisor, a colleague, or a health care professional. (Alpha scale reliability 0.81)

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## WHAT IS MY SCORE AND WHAT DOES IT MEAN?

In this section, you will score your test so you understand the interpretation for you. To find your score on **each section**, total the questions listed on the left and then find your score in the table on the right of the section.

### Compassion Satisfaction Scale

Copy your rating on each of these questions on to this table and add them up. When you have added them up you can find your score on the table to the right.

3. \_\_\_\_\_  
 6. \_\_\_\_\_  
 12. \_\_\_\_\_  
 16. \_\_\_\_\_  
 18. \_\_\_\_\_  
 20. \_\_\_\_\_  
 22. \_\_\_\_\_  
 24. \_\_\_\_\_  
 27. \_\_\_\_\_  
 30. \_\_\_\_\_

**Total:** \_\_\_\_\_

The sum of my Compassion Satisfaction questions is	And my Compassion Satisfaction level is
22 or less	Low
Between 23 and 41	Moderate
42 or more	High

### Burnout Scale

On the burnout scale you will need to take an extra step. Starred items are "reverse scored." If you scored the item 1, write a 5 beside it. The reason we ask you to reverse the scores is because scientifically the measure works better when these questions are asked in a positive way though they can tell us more about their negative form. For example, question 1. "I am happy" tells us more about

- \*1. \_\_\_\_\_ = \_\_\_\_\_  
 \*4. \_\_\_\_\_ = \_\_\_\_\_  
 8. \_\_\_\_\_  
 10. \_\_\_\_\_  
 \*15. \_\_\_\_\_ = \_\_\_\_\_  
 \*17. \_\_\_\_\_ = \_\_\_\_\_  
 19. \_\_\_\_\_  
 21. \_\_\_\_\_  
 26. \_\_\_\_\_  
 \*29. \_\_\_\_\_ = \_\_\_\_\_

**Total:** \_\_\_\_\_

The sum of my Burnout Questions is	And my Burnout level is
22 or less	Low
Between 23 and 41	Moderate
42 or more	High

You Wrote	Change to	the effects of helping when you are <i>not</i> happy so you reverse the score
	5	
2	4	
3	3	
4	2	
5	1	

### Secondary Traumatic Stress Scale

Just like you did on Compassion Satisfaction, copy your rating on each of these questions on to this table and add them up. When you have added them up you can find your score on the table to the right.

2. \_\_\_\_\_  
 5. \_\_\_\_\_  
 7. \_\_\_\_\_  
 9. \_\_\_\_\_  
 11. \_\_\_\_\_  
 13. \_\_\_\_\_  
 14. \_\_\_\_\_  
 23. \_\_\_\_\_  
 25. \_\_\_\_\_  
 28. \_\_\_\_\_

**Total:** \_\_\_\_\_

The sum of my Secondary Trauma questions is	And my Secondary Traumatic Stress level is
22 or less	Low
Between 23 and 41	Moderate
42 or more	High

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