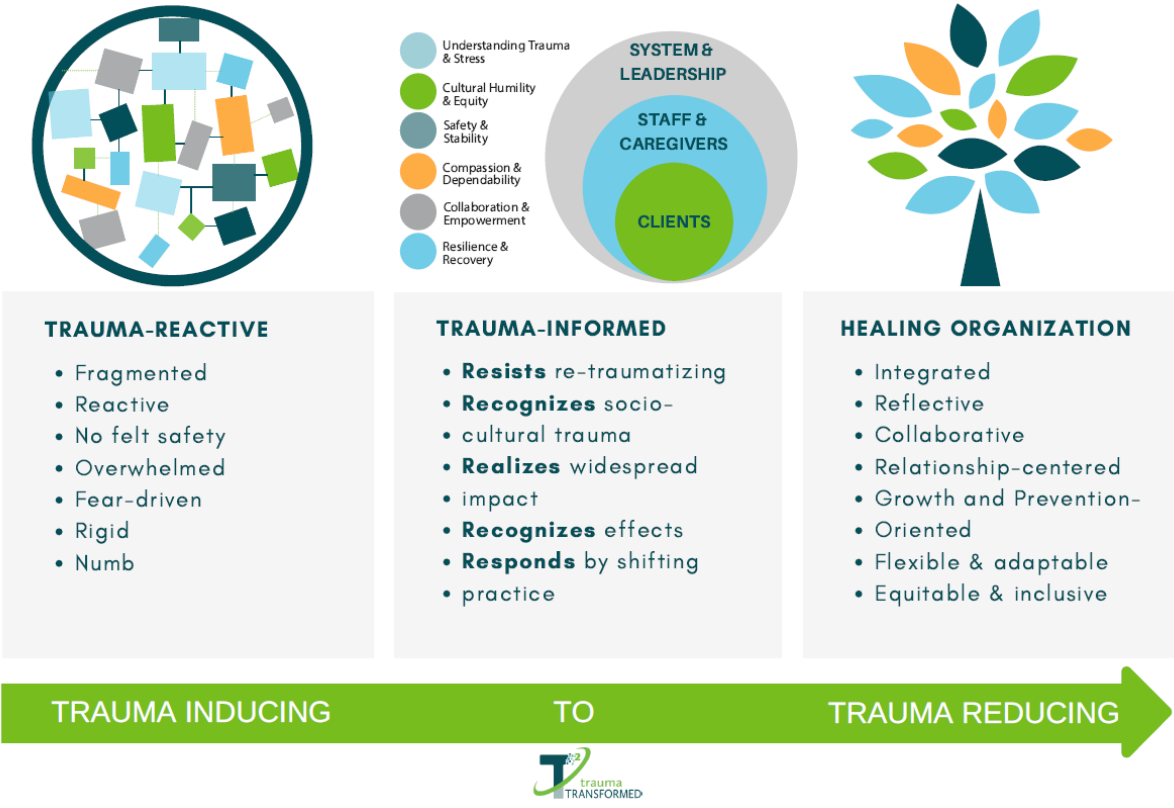


Trauma Informed Practice - Leadership Commitment

Trauma informed practice (TIP) is being applied as a universal approach in many service and education systems and communities, often as an aspect of quality improvement. Becoming trauma informed is an organizational or systemic culture change that needs leadership and facilitation. It is a culture shift that is based in collective social learning and action. The objective is to reduce re-traumatization and to create a healing organization. TIP is made possible by leaders and champions within organizations when they explicitly commit to enacting trauma-informed principles and approaches and engage in a process of organizational change.

Successful trauma informed systems have ongoing mechanisms for learning about trauma, preventing re-traumatization and supporting collaboration and resilience among both clients and staff. For trauma informed organizations to succeed, they need to offer ongoing training and co-learning opportunities, monitor and measure impact across all staff groups, programs and client groups, and involve and collaborate with all sectors in translating policies into practice. It is complex, context specific work, with many rewards in client and staff satisfaction. TIP requires an organization-wide commitment to assessing and changing practices and is not just another initiative to be implemented.

This infographic from the Trauma Transformed group in the Bay Area summarizes the culture shift to becoming trauma informed and how it is linked to healthy organizational approaches overall.



Source: http://traumatransformed.org/wp-content/uploads/Copy-of-TOTIHO-Updated-040319-11x17_Healing-Organization-Chart.pdf

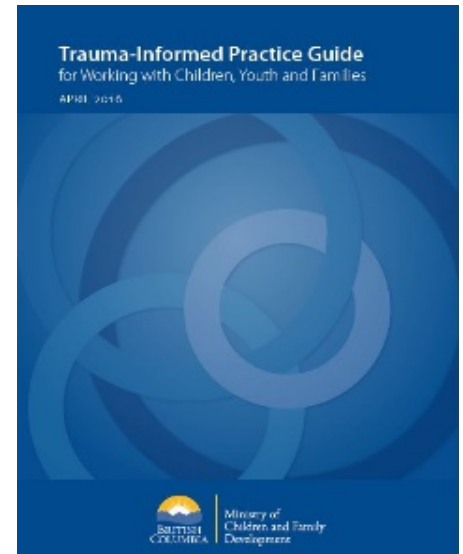
Components of Trauma Informed Practice:

Trauma informed practice is in alignment with other culturally agile approaches. The *Cultural Self-Assessment Tool for MCFD Supervisors and Teams*, articulates trauma informed practice in this way:

“I deliver services in a trauma-informed way: acknowledging that trauma is pervasive; creating trust through compassion, deep listening and transparency; illuminating hope through strengths and choices; supporting healing through collaboration”

The *Healing Families, Helping Systems: A trauma informed practice guide for working with children youth and families* describes how trauma informed organizations:

- **Facilitate** culture change in the organization towards social learning and agency-wide emotional intelligence.
- **Identify** and map existing trauma-informed practices, which can be built upon and more broadly implemented.
- **Incorporate** trauma knowledge into all practice models.
- **Integrate** safe, respectful, learning-oriented, solution focused approaches to case review, debriefing of incidents and supervision, paying close attention to language.
- **Discuss** how to address trauma experienced by different system stakeholders (children, parents, workers, Aboriginal communities) and how strategies for building resilience in all these groups can be linked in agency-wide approaches. Attention to the impact of intergenerational trauma is particularly important in such strategic planning for/with workers and communities.
- **Share** trauma-informed resources, including resources reflecting traditional Indigenous healing practices, across systems.
- **Integrate** alternate forms of information sharing to support trust and ensure understanding between workers and families.



Some examples of TIP approaches to leadership:

Approach	Description	Reference
<p>Appreciative Inquiry to assess culture change</p>	<p>TIP focuses on strengths rather than deficits, building resilience and skills for coping and healing.</p> <p><i>“At its heart, Appreciative Inquiry (AI) is about the search for the best in people, their organizations, and the strengths-filled, opportunity-rich world around them. . . . AI is a fundamental shift in the overall perspective taken throughout the entire change process to ‘see’ the wholeness of the human system and to “inquire” into that system’s strengths, possibilities, and successes.”</i></p>	<p>Stavros, Jacqueline, Godwin, Lindsey, & Cooperrider, David. (2015). <i>Appreciative Inquiry: Organization Development and the Strengths Revolution</i>. In Practice in TIP Organization Development: A guide to leading change and transformation (4th Edition), William Rothwell, Roland Sullivan, and Jacqueline Stavros (Eds). Wiley</p>
<p>Promoting collective learning and debriefing</p>	<p>Provide forums for training all staff, and co-learning opportunities with families through:</p> <ul style="list-style-type: none"> • established mechanisms such as lunch and learn opportunities • incorporating regular debriefing opportunities that ask less crisis-oriented questions - such as the Take 5 approach • 5 debriefing questions: <ol style="list-style-type: none"> 1. What went well? 2. What did we learn? 3. What would we do differently next time? 4. Did we have any system issues? (communication, policy or procedure gaps, lack of staff. . .) 5. Who is going to follow up to address the problems? 	<p>Trauma Informed Foundations Course for Justice, Public Safety and Anti-Violence Community Sectors in British Columbia (2019) Justice Institute of BC.</p>
<p>Identifying service level champions and coaches</p>	<p>In the implementation of <i>Signs of Safety</i> in the child protection system in Western Australia, practice leaders in each district lead e-learning, peer reflection and feedback initiatives, and deliberate, ongoing coaching and supervision is made available. This builds upon and adapts the 70/20/10 learning model where:</p> <ul style="list-style-type: none"> • 70% of learning is acquired through work based activities such as mentoring, debriefing and group reflection • 20% through networking and collaboration • 10% through formal learning strategies 	<p>Salveron, M., et. al. (2015). ‘Changing the way we do child protection’: The implementation of Signs of Safety® within the Western Australia Department for Child Protection and Family Support. <i>Children and Youth Services Review</i>, 48(0), 126-139.</p>

<p>Mapping and measuring trauma informed practice</p>	<p>A number of systems have created agency maps, checklists or assessments of what TIP practices are in place, and how they may be improved or expanded.</p> <p>The Trauma Transformed program of the East Bay Agency for Children included a three-part assessment: an agency staff assessment, a youth assessment and a family member assessment. They measured six domains of trauma- informed practice</p> <ol style="list-style-type: none"> 1. Physical and Emotional Safety 2. Youth and Family Empowerment 3. Trustworthiness 4. Trauma Competence 5. Cultural Competence 6. Commitment to Trauma-Informed Philosophy 	<p><i>Trauma -informed Agency Assessment at East Bay Agency for Children</i> http://traumatransformed.org/wp-content/uploads/Youth-and-Family-TIAA-Report.pdf</p> <p><i>Trauma informed environmental scan</i> http://traumatransformed.org/wp-content/uploads/TI_ENVIRONMENTALSCAN.pdf</p> <p><i>Org assessment grid</i> http://traumatransformed.org/tools/organizational-assessment-grid/</p>
<p>Assessing policies through audits</p>	<p>The Trauma Transformed group also developed trauma informed policy audit tools. Example questions</p> <ul style="list-style-type: none"> • Are there potential adverse (re-traumatizing) impacts of this policy on staff, consumers, and/or community? • Are there potential positive (equitable, trauma-reducing) impacts of this policy on staff, consumers, and/or the community? 	<p><i>Policy Audit Tool</i> http://traumatransformed.org/wp-content/uploads/TIPOLICYAUDITTOOL.doc</p>
<p>Promoting worker involvement and wellness</p>	<p>Healthy organizations and systems involve workers in reflection, debriefing, coaching and policy and practice implementation planning. They provide education about secondary traumatic stress, various trauma, burnout and the importance of self-care and work/life balance.</p> <p>Trauma informed systems commit to the growth and wellness of everyone. Listening to partners, trauma informed supervision, mental health days and in-house opportunities to learn wellness activities are all important.</p>	<p>See <i>Laying the Groundwork for Trauma Informed Care</i> (2018) from the Center for Health Care Strategies https://www.chcs.org/media/Laying-the-Groundwork-for-TIC_012418.pdf</p> <p><i>Wellness Model of Supervision</i> http://tpcjournal.nbcc.org/wp-content/uploads/2015/12/Pages_529-542.pdf</p> <p><i>A Trauma Informed Workforce: An Introduction to Workforce Wellness</i> from Trauma Informed Oregon https://traumainformedoregon.org/wp-content/uploads/2016/01/A-Trauma-Informed-Workforce-An-introduction-to-workforce-wellness.pdf</p>

		<p><i>Developing Trauma Informed Organizations: A Tool Kit</i> (2012) developed by the Institute of Health and Recovery includes a checklist for trauma informed supervision https://healthrecovery.org/images/products/30_inside.pdf</p>
<p>Collaboration across systems</p>	<p><i>There are</i> benefits of a trauma-informed approach across systems, as well as the importance of interagency collaboration when creating safe environments, learning about trauma, adapting practice and policy, and creating a trustworthy service net/network of support and treatment. Broad advocacy with leadership in other systems is important.</p> <p>This can include executives being part of learning communities that focus on building skills and capacity to actively apply TIP principles and to lead from a trauma-informed lens, with leaders from other systems</p>	<p>See for example: <i>Beyond training: changing the DNA of organization And Radical Collaboration in Healing Systems</i> Reflections on Trauma Informed http://traumatransformed.org/healing-systems_reflections-on-trauma-transformed/s</p> <p>See also tools about cross system collaboration between child welfare and the substance use system in <i>Mothering and Opioids: Addressing Stigma and Acting Collaboratively</i> http://bcccewh.bc.ca/wp-content/uploads/2019/11/CEWH-01-MO-Toolkit-WEB2.pdf</p>