



Partnership For Resilience

A cross-sector effort to address childhood trauma, access to primary care and family engagement.

Integrating education, health, and community to support the whole child.

BUT YOU ARE PARTICIPATING IN A MOVEMENT MUCH BROADER THAN THIS....



The further a society drifts from truth the more it will hate those who speak it.

— George Orwell —

AZ QUOTES

WHAT HISTORY TELLS US


IT'S IMPORTANT THAT YOU KNOW WHAT YOU ARE UP AGAINST...

It's hard to accept the truth when the lies were exactly what you wanted to hear.

DENIAL

Defense mechanism of the immature mind, because it conflicts with the ability to learn from and cope with reality.

DEADLY DENIAL



- Denial of fact
- Denial of cycle/pattern
- Denial of responsibility
- Denial of impact
- Denial of awareness
- Denial of denial

WHEN WAS THE LAST NATIONAL TELETHON TO RAISE MONEY FOR KIDS / FAMILIES WITH HIGH ACES????

HOW ABOUT FOR KIDS WHO HAVE BEEN SHOT OR LOST A FAMILY MEMBER/FRIEND TO GUN VIOLENCE????




BREAKING THROUGH DENIAL

WHAT ALL THIS STUFF ABOUT TRAUMA IS REALLY ABOUT

Naming things, breaking through taboos and denial is the most dangerous, terrifying, and crucial work. This has to happen in spite of political climates or coercions, in spite of careers being won or lost, in spite of the fear of being criticized, outcast, or disliked. I believe freedom begins with naming things. Humanity is preserved by it.

Eve Endles
PICTUREQUOTES.COM

WE ARE POISONING OUR CHILDREN:



- If you water a seedling with poisoned water....
- It may not die, but it will not thrive....
- And it will be vulnerable to many future problems.
- As will the health and well-being of its offspring

STRESS, ADVERSITY AND TRAUMA TOUCHES EVERYONE'S LIFE



- The more it happens....
- The longer it lasts.....
- The earlier it starts.....
- The more trust is betrayed....
- The more it's at the hands of other people....
- The more challenging its effects

ACROSS THE LIFESPAN

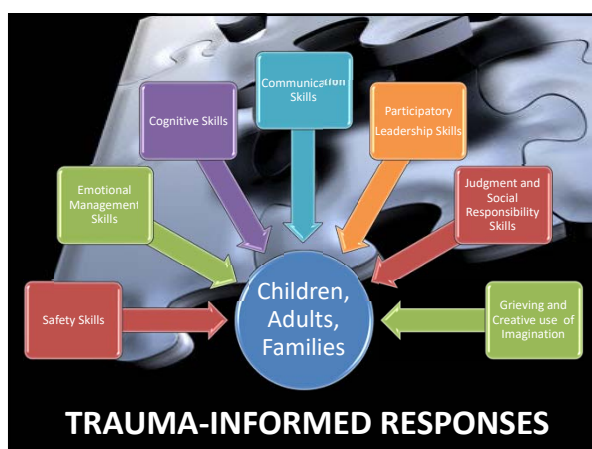
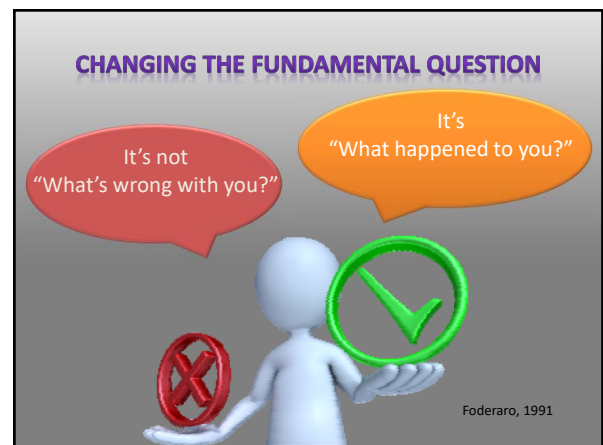
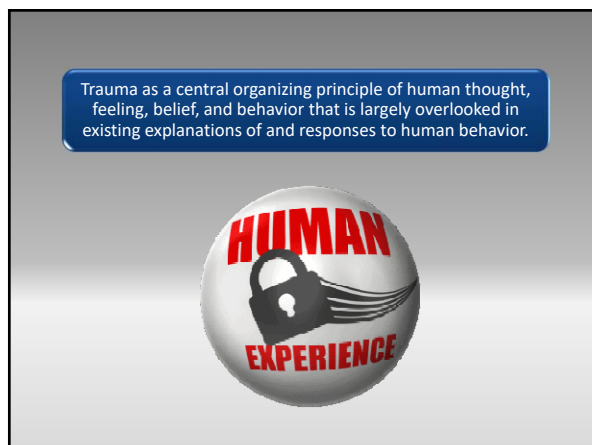
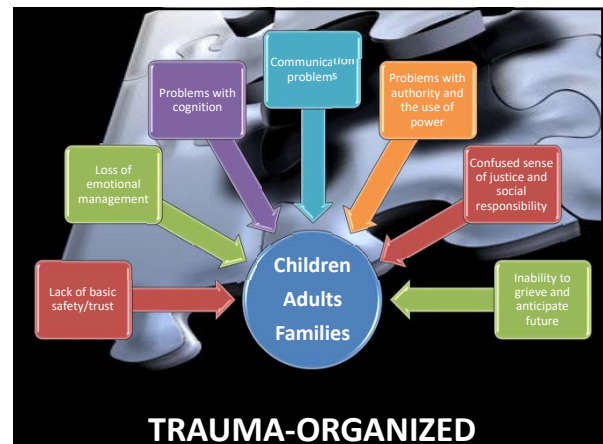
BEHAVIOR PROBLEMS

ILLNESS

WHAT WE PAY ATTENTION TO

WHAT WE PAY FOR

- TRAUMA AND LOSS
- CHRONIC HYPERAROUSAL
- CHRONIC INFLAMMATION
- CHILDHOOD ADVERSITY
- FAMILY DYSFUNCTION
- SOCIAL DYSFUNCTION
- STRUCTURAL VIOLENCE
- HISTORICAL TRAUMA



DENIAL OF WHAT IS REQUIRED?

Secure, reasonably healthy adults,
 With good emotional management skills,
 With intellectual and emotional intelligence,
 Able to actively teach and be a role model,
 Are consistently empathetic and patient,
 Able to endure intense emotional labor,
 Are self-disciplined, self-controlled and never abuse power



And how are the teachers doing?

EDUCATION POLICY TEACHER RECRUITMENT AND RETENTION
 02 JUNE 9, 2017 - 9:25AM

The Secret to High-Performing Nations' Success? A Respected, Professionalized Teaching Force

BY TIM WALKER

Inadequate preparation

Lack of funding and support in most stressed districts

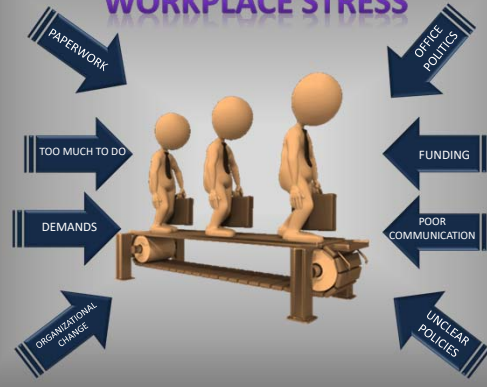
Burn-out as a major problem



SYSTEMS UNDER STRESS



WORKPLACE STRESS



AND THEN THERE IS PAST ADVERSITY

AN INFORMAL SURVEY: Out of 350 people working in social services

Psychological abuse (Parents)	37%
Physical abuse (parents)	29%
Sexually abused	25%
Emotional neglect	35%
Physical neglect	12%
Substance abuser in household	40%
Separated from one/both parents	41%
Witnessed DV	21%
Imprisoned household member	10%



WORKPLACE VIOLENCE

On average, 1.7 million workers are injured each year

48% of all nonfatal injuries from occupational assaults and violent acts occurred in health care and social services.

After law enforcement, persons employed in the mental health sector have the highest rates of all occupations of being victimized while at work or on duty.



SCHOOL VIOLENCE

In 2014, there were about 486,400 nonfatal violent victimizations at school among students 12 to 18 years of age.

Approximately 9% of teachers report that they have been threatened with injury by a student from their school;

5% of school teachers reported that they had been physically attacked by a student from their school.

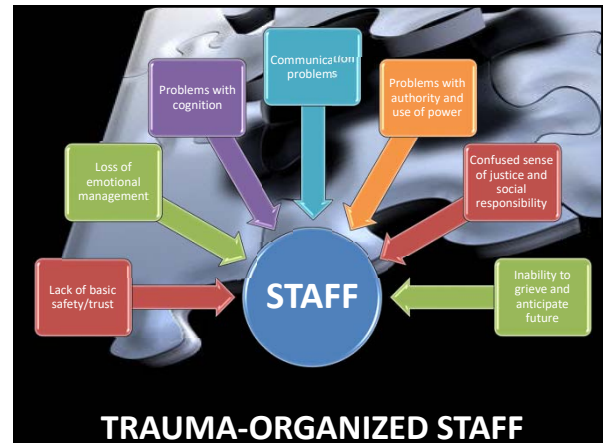
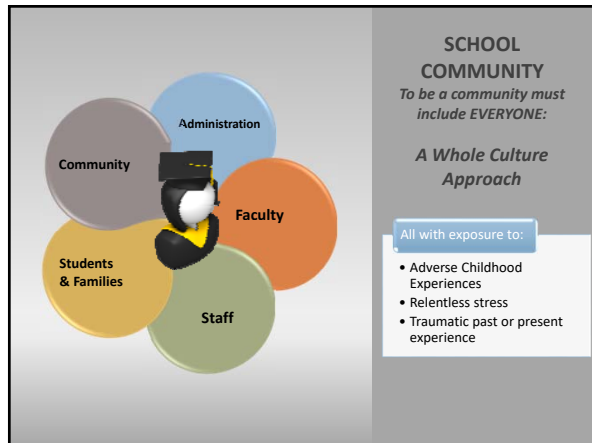


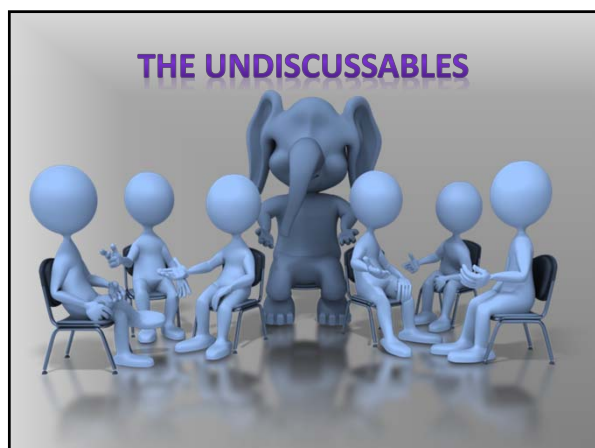
A growing proportion of the U.S. workforce will have been raised in disadvantaged environments that are associated with relatively high proportions of individuals with diminished cognitive and social skills.

Knudsen, Heckman et al. (2006)
Proceedings of the National Academy of Science

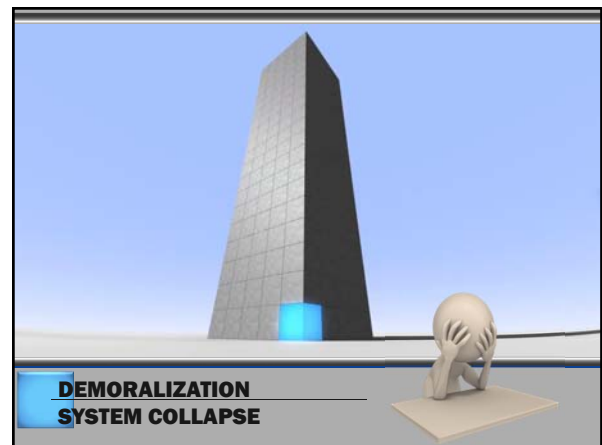
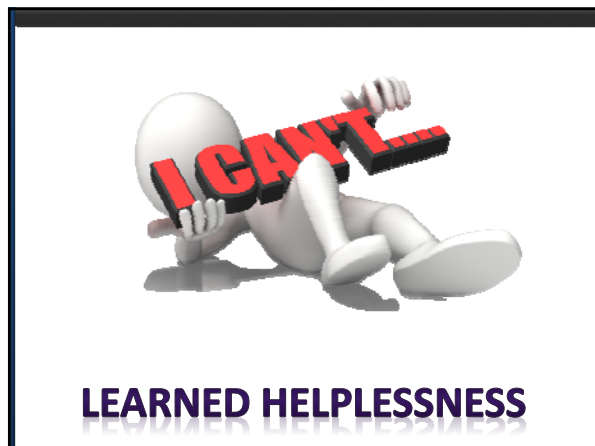


WORKFORCE CRISIS



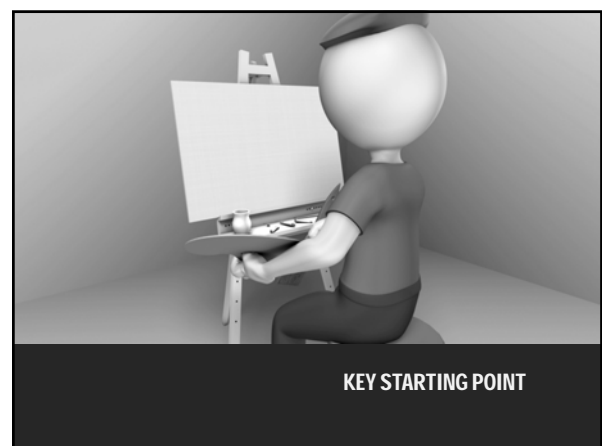
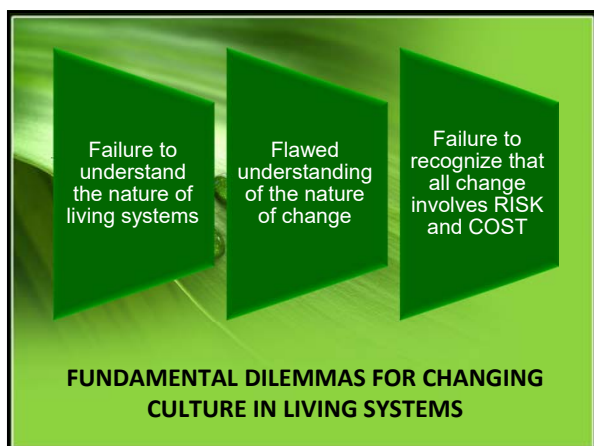
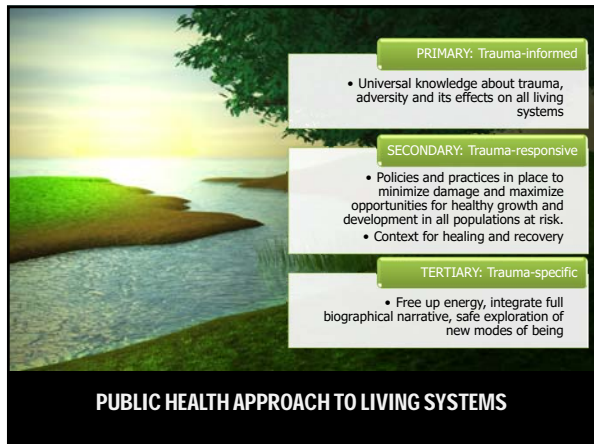






When two or more systems – whether these consist of individuals, groups, or organizations – have significant relationships with one another, they tend to develop similar thoughts, feelings and behaviors.

K. K. Smith et al, 1989





ATTRACTED TO GREATER HEALTH

A state of optimum regulation and adaptive functioning of body, mind and relationships that depends on the integration of function.



A HEALTHY SYSTEM



Has a clear and obtainable mission that is driven by a shared, well-articulated vision

MISSION DRIVEN, TRAUMA-RESPONSIVE ORGANIZATION

An organization that counteracts the short-term and long-term effects of stress, adversity and trauma on its administrators, staff, and the people it serves while staying true to its mission, expanding social justice and improving the health and well-being of all organizational stakeholders .



A HEALTHY SYSTEM

- Is driven by a coherent, practiced, shared value system.
- The values are modeled by leadership.
- The values can be seen in routine daily behavior.
- The values are embedded in the public presentation of the organization.

Our values define us

TRAUMA-RESPONSIVE VALUES

Sanctuary Commitments

Apply to everyone and all decisions

At the heart of creating trauma-responsive systems




A HEALTHY SYSTEM

- Has authoritative leaders
- Do their best to model system values with integrity
- Count on others' input for decisions
- Know who and when to include in decisions
- Try to lead consensus whenever possible
- Set high expectations and reward good performance
- Do not play favorites



A HEALTHY SYSTEM


- Leaders assume responsibility, acknowledge others' accomplishments.
- Leaders value the power of organizational culture.
- Leaders who want to work with decentralized authority and distributed power and can also make decisions
- Leaders who promote the self-organizing properties of organizations.
- Recognize their own system as a living system.



TRAUMA-RESPONSIVE ORGANIZATION

- Leadership makes long-term commitment to trauma-informed change.
- Leadership commits human and nonhuman practical resource
- Leadership solicits and organizes a representative implementation team that includes service recipients, people-with-lived-experience







A HEALTHY SYSTEM HAS PERIODIC CHECKUPS


TRAUMA-RESPONSIVE ORGANIZATION

Leadership team begins an internal self-assessment – *would you want to receive services here?; would you want to work here if you knew what it was really like?*

- Visual: informative, orderly, clean, comfortable, beauty, inviting
- Interviews: phone and in-person
- Surveys (i.e. ARTIC and others)






TRAUMA-RESPONSIVE ORGANIZATION


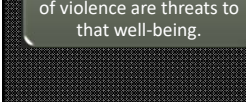
TRAUMA-RESPONSIVE ORGANIZATION

- Decides what metrics make sense consistent with trauma-informed knowledge and established goals
- Uses that knowledge to inform objectives and change process
- Regularly reviews metrics to assess sustained change.

A HEALTHY SYSTEM

- Has a healthy social immune system.
- The social body's ability to recognize and respond to threats to its well-being.
- Recognizes that all types of violence are threats to that well-being.

TRAUMA-RESPONSIVE ORGANIZATION



- Is a safe and trustworthy organization for all stakeholders
- Everyone has a safety plan
- Works on restoring safety and trust when there has been a breach
- Has resources available to build, maintain and restore trust




COMMITMENT TO NONVIOLENCE

TRAUMA-RESPONSIVE ORGANIZATION

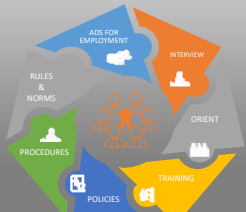
- A safety culture encompasses all four domains of safety
- Team assessment of where the "social immune system" needs repair
- Team begins to define what changes may need to occur to create and maintain a safety culture.
- Respectful boundaries support safety.

COMMITMENT TO NONVIOLENCE

TRAUMA-RESPONSIVE ORGANIZATION



- Community has a clear, practical value system in constant use
- New members are carefully oriented and adequately trained
- Group identifies values, norms and rules to be established
- Creates mechanism to familiarize all members with the norms




COMMITMENT TO NONVIOLENCE

TRAUMA-RESPONSIVE ORGANIZATION


- Guards its perimeters with clear, firm, flexible and safe boundaries.
- Responds to every level of violence with nonviolent, conflict resolution measures immediately.
- Mounts levels of protection commensurate with the threat.
- Processes any emergence of violence as a problem for the entire culture.

COMMITMENT TO NONVIOLENCE

TRAUMA-RESPONSIVE ORGANIZATION

- Culture must be explicit - Consciously and deliberately planned to promote group objectives
- Must be continually monitored both directly, using instruments, and indirectly by charting behaviors.
- Evidence of any weakening of the culture provokes an immediate, coordinated response by entire group



COMMITMENT TO NONVIOLENCE


TRAUMA-RESPONSIVE ORGANIZATION

Rapid response to any violation of:

- Physical space
- Psychological space
- Social space
- Moral space

Response should be proportionate to degree of danger

- Goldilocks rule: Not too big, not too small, just right



COMMITMENT TO NONVIOLENCE


A HEALTHY SYSTEM

Has well-regulated emotions	Is emotionally intelligent
Recognizes patterns	Understands individual and group dynamics



TRAUMA-RESPONSIVE ORGANIZATION


- Recognition of emotional dysregulation as primary sign of exposure to trauma/adversity.
- Has tools in place that help promote emotional regulation for everyone.
- Emotions are honored but do not rule
- There is recognition that emotions are contagious and become collective.



COMMITMENT TO EMOTIONAL INTELLIGENCE

A HEALTHY SYSTEM

- Encourages participatory democratic structures
- Minimizes the abusive use of power
- Values diversity of race, age, gender, education, experience, etc.
- Finds complex solutions to complex problems through creativity, innovation, and teamwork.



TRAUMA-RESPONSIVE ORGANIZATION

- Recognizes that all trauma is about the abusive use of power.
- To avoid retraumatization, the constructive use of power – individual and collective – must be understood throughout the organization.
- Democratic, participatory structures are the best protection against abuse of power.



COMMITMENT TO DEMOCRACY

TRAUMA-RESPONSIVE ORGANIZATION

All parts of the body are part of the social immune system.

Best method for nonviolence is democracy.

The greater the frequency of democratic decision-making, the greater the resistance to violence



COMMUNITY

COMMITMENT TO DEMOCRACY

Higher levels of democratic school climate were associated with higher levels of adolescent civic responsibility; the association was fully mediated by civic discussions and perceived fairness at school. Adolescents' civic responsibility, then, was positively associated with a stronger intention to participate in the civic domain in the future.

Lenzi, M., et al. (2014). "How School can Teach Civic Engagement Besides Civic Education: The Role of Democratic School Climate." *American Journal of Community Psychology* 54(3-4): 261-281.



CAN DEMOCRATIC SCHOOLS BE AN ANTIDOTE TO TRAUMA?

- Requires process and patience
- Emotional management skills and impulse control
- Words as substitute for action
- Shared decision making
- Shared problem-solving
- Social skills development
- Minimizes abusive use of power
- Empowerment of the oppressed
- Universal participation as a responsibility
- Demonstrable fair play, restorative justice
- Trust-building
- Negotiation, concession, compromise



A HEALTHY SYSTEM

Is committed to open, honest and frequent communication

TRAUMA-RESPONSIVE ORGANIZATION

Team develops a communication plan to inform everyone in the organization.

Team develops materials to inform internal and external stakeholders.



COMMITMENT TO OPEN COMMUNICATION

A HEALTHY SYSTEM

- Retains
- Draws upon ...
- Learns from
- Uses.....

ITS CORPORATE MEMORY




TRAUMA-RESPONSIVE ORGANIZATION

Memory resides within the organization and within individual members


Memory is captured and stored and passed on to new members

Painful memories are not dissociated and therefore become available for new learning.



COMMITMENT TO OPEN COMMUNICATION

TRAUMA-RESPONSIVE ORGANIZATION




RECOVERING MEMORY

Organizational history is reviewed including:

- Founding vision
- History of trauma
- History of loss
- Failures
- Adaptations
- Successes

COMMITMENT TO OPEN COMMUNICATION



In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models – that is, they are responsible for learning.

— Peter Senge —

AZ QUOTES

**A HEALTHY SYSTEM
IS A LEARNING ORGANIZATION**

**EDUCATION
IS THE MOST
POWERFUL WEAPON
WE CAN USE
TO CHANGE THE WORLD**

— NELSON MANDELA




TRAUMA-RESPONSIVE ORGANIZATION

COMMITMENT TO SOCIAL LEARNING

Everyone in organization is educated in:

- Trauma theory
- Developmental neuroscience
- Group dynamics
- Social determinants
- Spiritual neuroscience



TRAUMA-RESPONSIVE ORGANIZATION

TRAUMA-RESPONSIVE ORGANIZATION

Has routine conflict management strategies.

Uses all kinds of conflict as opportunities for new learning.

Seeks creative, integrative solutions to challenging problems.



COMMITMENT TO SOCIAL LEARNING

TRAUMA-RESPONSIVE ORGANIZATION

- Learns from experience and adapts to change
- Learning is distributed throughout entire body
- Able to use the learning to improve subsequent responses

COMMITMENT TO SOCIAL LEARNING

TRAUMA-RESPONSIVE ORGANIZATION

- Members of the community come to believe that human behavior is understandable if we understand the full context of individual experience
- "Hurt people, hurt people" - Violence to self and others is a symptom of pain.
- Community goal is to minimize pain and make amends before the need to retaliate is acted upon.

COMMITMENT TO SOCIAL LEARNING

TRAUMA-RESPONSIVE ORGANIZATION

- Not everyone is good at everything – specialists are available for special needs
- Group must decide best and most fair strategy for addressing dangers
- All specialists are on the same page, have the same knowledge base, speak the same language, aim at the same goals

COMMITMENT TO SOCIAL LEARNING

"YOU MUST UNLEARN WHAT YOU HAVE LEARNED"

A HEALTHY SYSTEM
Knows how to unlearn

TRAUMA-RESPONSIVE ORGANIZATION

KEY QUESTIONS

- What should we keep?
- What should we eliminate?
- What should we do that is new?

COMMITMENT TO SOCIAL LEARNING

TRAUMA-RESPONSIVE ORGANIZATION

- Standard operating procedures, policies and procedures are reviewed for consistency with organizational mission and values.
- Trauma-informed values incorporated into interviewing, hiring orientation, and all human resource practices.

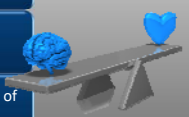
COMMITMENT TO SOCIAL LEARNING



A HEALTHY SYSTEM
Cares about social justice and does its best to “walk the talk”


TRAUMA-RESPONSIVE ORGANIZATION

- Is about the human rights of everyone, including children.
- The personal IS political
- Recognizes that trauma exposure can cause the loss of meaning and purpose.
- Finds a way to strike a balance between the needs of the individual and the needs of a group.



COMMITMENT TO SOCIAL RESPONSIBILITY

SHARED LANGUAGE




- Accumulation and sharing of knowledge
- Forming of useful abstractions
- Shared imagination

A HEALTHY SYSTEM
Develops a shared language for working together, organizing change, solving problems.

TRAUMA-RESPONSIVE ORGANIZATION

- Simple enough language for all to understand.
- Conveys indispensable ideas about healing from trauma and adversity.
- Becomes an effective problem-organizing and problem-solving tool



COMMITMENT TO GROWTH AND CHANGE

TRAUMA-RESPONSIVE ORGANIZATION



- A way of organizing CHAOS
- There is no specific order so you can use it the way that you think
- Phases you move in and out of, not stages you climb

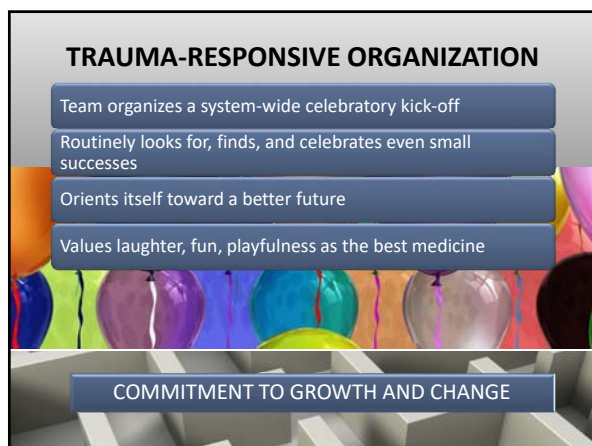
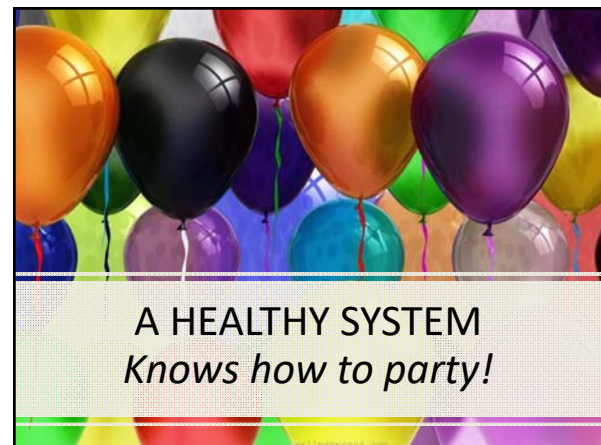
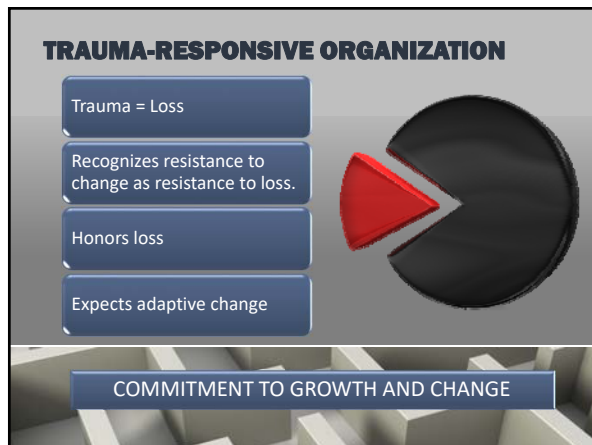
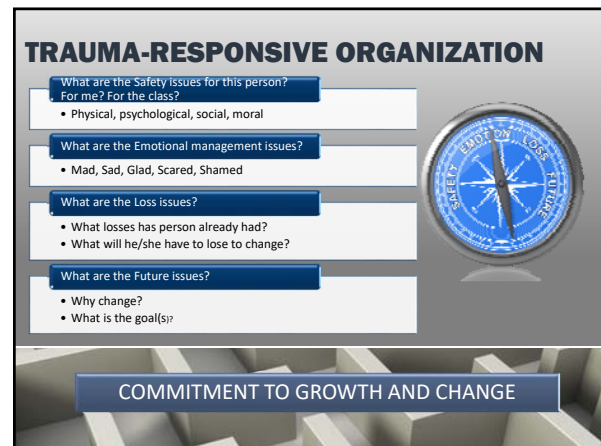
COMMITMENT TO GROWTH AND CHANGE

TRAUMA-RESPONSIVE ORGANIZATION



- Gets everyone on the same page
- Very dynamic.
- Applicable to children, families, staff and organization

COMMITMENT TO GROWTH AND CHANGE



TRAUMA-INFORMED VALUES

NONVIOLENCE:

- we need to feel safe in all life dimensions to think complexly

EMOTIONAL INTELLIGENCE:

- we need to understand individual/group consciousness and unconsciousness

SOCIAL LEARNING:

- we learn through trial-and-error in context of mutual trust

OPEN COMMUNICATION:

- we need to keep information honest, open, and flowing – secrets make us sick



TRAUMA-INFORMED VALUES

DEMOCRACY:

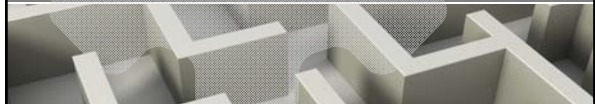
- we need to avoid abuse of power and have wide participation to deal with complex problems

SOCIAL RESPONSIBILITY:

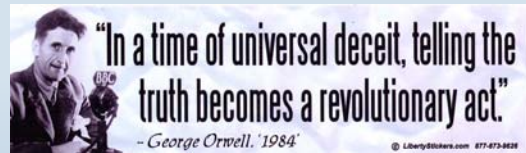
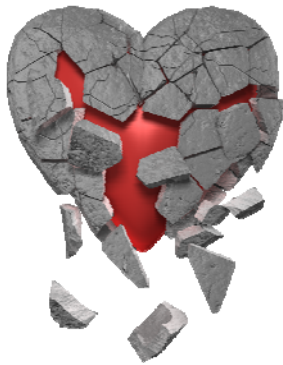
- we need to balance our individual needs and desires with those of the collective good

GROWTH & CHANGE:

- we need to change and all change requires loss and will not happen without vision



BECOMING
TRAUMA-
RESPONSIVE AND
HEALING ONE'S
ORGANIZATION
IS NOT FOR THE
FAINT OF HEART



THESE ARE THOSE TIMES

SPEAK THE
TRUTH,
EVEN IF YOUR
VOICE SHAKES.

First they ignore you, then laugh at you,
then they fight you, then you win.

Mahatma Gandhi

(2 October 1869 – 30 January 1948)



