TRAUMA-INFORMED ORGANIZATIONS

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Presentation Overview

• Overview of Trauma and Trauma-Informed Care
• Impact of Trauma on Children and Youth
• Implementing Trauma-Informed Care in Organizations
Through Our Eyes
SAMHSA’s Concept of Trauma

**Trauma:** Individual trauma results from an

*event*, series of events, or set of circumstances that is

*experienced* by an individual as physically or emotionally harmful or threatening and that has lasting adverse

*effects* on the individual’s functioning and mental, physical, social, emotional, and/or spiritual well-being…

SAMHSA: Part I – Defining Trauma (12/10/12)

Creating Cultures of Trauma-Informed Care:
A Self Assessment and Planning Protocol

*Trauma is pervasive...*

- National surveys report between 55 – 90% of us have experienced at least one traumatic event....

- Individuals report experiencing (on average) nearly five traumatic events in their lifetimes

- The experience of trauma no longer a rare exception...it is part of our social reality

Roger D. Fallot, Ph.D and Maxine Harris, Ph.D
Community Connections (November 2011)
Creating Cultures of Trauma-Informed Care:
A Self Assessment and Planning Protocol

The impact of trauma is very broad and touches many life domains:

- Trauma exposure increases the risk of a tremendous range of vulnerabilities:
  - Mental health problems (like PTSD & Depression)
  - Excessive hostility & generalized anxiety
  - Substance use disorders and physical health problems
  - Interpersonal struggles, eating disorders & suicidality

Roger D. Fallot, Ph.D and Maxine Harris, Ph.D
Community Connections (November 2011)
Creating Cultures of Trauma-Informed Care: A Self Assessment and Planning Protocol

The impact of trauma is often deep and life-shaping…

- Trauma can be fundamentally life-altering, especially for those individuals who have faced repeated and prolonged abuse when the violence is perpetrated by those who were supposed to be caretakers.

- Trauma may shape a person’s way of being in the world; it can deflate the spirit and trample the soul.

Roger D. Fallot, Ph.D and Maxine Harris, Ph.D
Community Connections (November 2011)
“There are wounds that never show on the body that are deeper and more hurtful than anything that bleeds.”

Laurell K. Hamilton, Mistral’s Kiss
Creating Cultures of Trauma-Informed Care:
A Self Assessment and Planning Protocol

Trauma is insidious and preys particularly on the more vulnerable among us.…

- Individuals in poverty
- Homeless
- Have a diagnosis of severe mental health problems and/or substance use disorders
- Developmental disabilities

Are all at increased risk for victimization.…

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Creating Cultures of Trauma-Informed Care:
A Self Assessment and Planning Protocol

Trauma affects the way people approach potentially helpful relationships...

- Individuals with histories of abuse are often reluctant to engage in, or quickly drop out of many human service programs.
- Trauma leads to vigilant and suspicious behavior that make it difficult for survivors to feel the safety and trust necessary to helpful relationships.

Roger D. Fallot, Ph.D and Maxine Harris, Ph.D
Community Connections (November 2011)
“Anything that’s human is mentionable, and anything that is mentionable can be more manageable. When we talk about our feelings, they become less overwhelming, less upsetting, and less scary. The people we trust with that important talk can help us know that we are not alone.”

Fred Rogers
Creating Cultures of Trauma-Informed Care: A Self Assessment and Planning Protocol

Trauma has often occurred in the service context itself….

- Involuntary and physically coercive practices
- Other activities that trigger trauma-related reactions

Are still too common in our center of help and care…

Roger D. Fallot, Ph.D and Maxine Harris, Ph.D
Community Connections (November 2011)
Examples of Retraumatization

• Often these instances occur during crises. i.e. physical restraining in mental health facilities, police arrests, medical and psychological emergency situations, or from other individuals a program.
Examples of Retraumatization

Individuals have often re-experienced trauma due to feeling:

- Unseen and Unheard
- Trapped
- Isolated
- Sexually Violated
- Blamed & Shamed

- Controlled and Powerless
- Threatened
- No Privacy or Boundaries
- Objectified
- Betrayed
Creating Cultures of Trauma-Informed Care: A Self Assessment and Planning Protocol

Trauma affects staff members as well as individuals in human service programs…

- Stressors deeply affect administrators, clinicians, and support staff working in human services
- Not only is “secondary” or “vicarious” traumatization common, but direct threats to physical and emotional safety are also frequent concerns
- Being asked to do “more and more with less and less” becomes a pervasive theme underlying work experiences that may threaten to overwhelm coping abilities.

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Community Connections (November 2011)
What are Trauma Specific Interventions?

Trauma specific interventions refer to specific practices that have been developed to address the trauma experienced by the individuals, families and communities.

- These practices are most often used by a practitioner trained in the use of these interventions.

Examples of Trauma-Specific Interventions:

- Seeking Safety (Lisa Najavits, Ph.D)
- Beyond Trauma: A Healing Journey for Women (Stephanie Covington, Ph.D)
- Trauma Recovery Empowerment Model (TREM) – Community Connections

SAMHSA: Part II: A Trauma-Informed Approach
What are Trauma Specific Services?

*Trauma specific services* refer to programs that address trauma with a continuum of interventions from screening to treatment to recovery supports.

Trauma-specific services focus directly on the consequences of trauma and facilitate recovery (*Fallot and Harris, 2001)*.

SAMHSA: Part II: A Trauma-Informed Approach

What is a Trauma-Informed Approach?

A trauma-informed approach refers to how a program, agency, organization, or community:

- Thinks about and responds to those who have experienced or may be at risk for experiencing trauma
- Refers to a change in the organizational culture

SAMHSA: Part II: A Trauma-Informed Approach
“I became what I am today at the age of twelve, on a frigid overcast day in the winter of 1975. I remember the precise moment, crouching behind a crumbling mud wall, peering into the alley near the frozen creek. That was a long time ago, but it’s wrong what they say about the past, I’ve learned about how you can bury it. Because the past claws it way out. Looking back now, I realize I have been peeking into that deserted alley for the last twenty-six years.”

Khaled Hosseini, The Kite Runner
A program, organization or system that is trauma-informed…

(1) **realizes** the prevalence of trauma and taking a universal precautions position
(2) **recognizes** how trauma affects all individuals involved with the program, organization, or system, including its own workforce
(3) **responds** by putting this knowledge into practice and
(4) **resists retraumatization**
SAMHSA’s Principles of a Trauma-Informed Approach

Safety

• Throughout the organization, staff and the people they serve, whether children or adults:

  feel physically and psychologically safe

• The physical setting is safe and interpersonal interactions promote a sense of safety

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)
SAMHSA’s Principles of a Trauma-Informed Approach

**Trustworthiness and Transparency**

Organizational operations and decisions are conducted with transparency and the goal of building and maintaining trust:

- among clients
- staff
- family members being served by the organization

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)

SAMHSA’s Principles of a Trauma-Informed Approach

**Collaboration and Mutuality**

- Partnering and leveling of power differences between:
  - staff and clients
  - organizational and direct care staff to administrators
- Recognition that healing happens in relationships
- Meaningful sharing of power and decision-making

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)
SAMHSA’s Principles of a Trauma-Informed Approach

**Empowerment**

Throughout the organization and among the clients served, individuals’:

- *strengths are recognized, built on and validated*
- *new skills developed as necessary*
<table>
<thead>
<tr>
<th>Disempowering</th>
<th>Empowering</th>
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<tbody>
<tr>
<td>Standing or sitting above an individual</td>
<td>Sitting level to an individual</td>
</tr>
<tr>
<td>Speaking condescendingly</td>
<td>Speaking to another as an equal and peer</td>
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<tr>
<td>Using physical methods to diffuse a situation</td>
<td>Diffusing crisis through assertive means such as conversation</td>
</tr>
<tr>
<td>Raising your tone of voice</td>
<td>Speaking with a smooth and calm tone of voice</td>
</tr>
<tr>
<td>Speaking in front of an individual like he/she is not present</td>
<td>Addressing and confirming of a client in room when speaking to others</td>
</tr>
<tr>
<td>Cutting an individual off in conversation</td>
<td>Listening to everything someone says and responding appropriately</td>
</tr>
<tr>
<td>Being overly critical of an individual’s ideas or choices</td>
<td>Being open to new ideas</td>
</tr>
</tbody>
</table>
A Trauma-Informed Approach, *Empowerment*

- Ask someone before touching them (including hugging)
- Give someone enough space for personal comfort
- Try to let them always feel like they have control of their situation
- Validate questions, comments and concerns
- Always ask and be respectful to the clients preferred gender of treatment provider
- Do not be offended if someone with a trauma background would prefer to work with someone else
- Always avoid becoming angry around client
Jillian Bullock… Fitness Expert, Health Advocate, Author, Personal Trainer, Life Coach & Creator of Fighting Spirit Warriors

Jillian defied the odds by becoming a college graduate, a reporter for the Wall Street Journal newspaper, and a competitive athlete after she overcame life with the Italian Mafia, drugs, violence, criminal activity, homelessness, murder and prostitution….

http://jillianbullock.com/author
SAMHSA’s Principles of a Trauma-Informed Approach

**Voice and Choice**

*The organization aims to strengthen:*  

- Staff, clients and family members’ experience of choice

*The organization recognizes that:*  

- Every person’s experience is unique and requires an individual approach
Group Therapy
SAMHSA’s Principles of a Trauma-Informed Approach

**Peer Support and Mutual Self-Help**

*Peers are integral to the organizational and service delivery approach*

- *peers* are understood as a key vehicle for building trust, establishing safety and empowerment

**Peers are:**

- Individuals with experiences of trauma
- Family members of children who have experienced traumatic events
- Key caregivers in their family’s recovery

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)

SAMHSA’s Principles of a Trauma-Informed Approach

Resilience and Strength Based

• A belief in resilience and in the ability of individuals, organizations, and communities to heal and promote recovery from trauma

• Builds on what clients, staff and communities have to offer rather than responding to their perceived deficits

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)
SAMHSA’s Principles of a Trauma-Informed Approach

Inclusiveness and Shared Purpose

• The organization recognizes that everyone has a role to play in a trauma-informed approach

• One does not have to be a therapist to be therapeutic

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)
SAMHSA’s Principles of a Trauma-Informed Approach

Cultural, Historical, and Gender Issues

The organization addresses:

- Cultural, historical and genders issues
- Cultural stereotypes and biases (i.e., race, ethnicity, sexual orientation, age, geography, etc.)
- Offers gender responsive services
- Leverages the healing value of traditional cultural connections
- Recognizes and addresses historical trauma

SAMHSA: Part II – A Trauma-Informed Approach (12/10/12)
SAMHSA’s Principles of a Trauma-Informed Approach

*Change Process*

- The change process is conscious, intentional and ongoing

- The organization strives to become a learning community, constantly responding to new knowledge and developments
I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

In a trauma-informed approach, change permeates all level of an organization or system; all aspects of organizational culture are in alignment.

While different organizations have varying responsibilities and spheres of influence, organizational domains have been identified as potentially relevant across a variety of settings.

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Governance and Leadership

• The leadership and governance bodies of the organization support and invest in implementing and sustaining a trauma-informed approach

• There is an identified point of responsibility within the organization to lead and oversee this work

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
Policy

- There is a written policy establishing a trauma-informed approach as an important part of the organizational mission
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Engagement and Involvement of People in Recovery, Trauma Survivors, Consumers and Family

• These groups have significant involvement, voice and meaningful choice at all levels

• And all levels of organizational functioning (i.e. program design, implementation, service delivery, quality assurance, cultural competence, access to peer support, workforce development and evaluation)

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Cross Sector Collaboration

There is collaboration between:

- Adult and children’s services
- Prevention and treatment
- Different health and human service sectors
- Education, legal, child welfare, criminal justice
- Peer support and community-based organizations representing the diversity of populations services
- Military and veterans systems

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Services and Interventions

• All services and interventions, including screening and assessment, are based on the best available empirical evidence, are culturally appropriate, and reflect principles of a trauma-informed approach.

• A trusted and effective referral system is in place.

• Trauma-specific services/interventions are acceptable, effective, and available for individuals and families seeking services.

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

**Training and Workforce Development**

- Training on trauma and how to respond to it is available for all staff.
- A human resource system incorporates trauma-informed principles in hiring, supervision and staff evaluation.
- Procedures are in place to support staff with trauma histories and/or those experiencing significant secondary traumatic stress from vicarious exposure to highly stressful material.

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach

SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Organizational and Community Multiagency Protocols

- Organizational procedures and community cross agency protocols reflect trauma-informed principles, including collaborating with other agencies
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Quality Assurance

• There is ongoing assessment
• Tracking and monitoring of trauma-informed principles
• Effective use of evidence-based trauma-specific interventions

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

**Financing**

- Financing structures are designed to support a trauma-informed approach (i.e. staff training, appropriate facilities) and evidence-based trauma-specific services

SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

**Evaluation**

- Measures used to evaluate service or program effectiveness reflect an understanding of trauma

SAMHSA: Part III – Suggested Guidelines for Implementation of a Trauma-Informed Approach
SAMHSA’s Suggested Guidelines For Implementation of a Trauma-Informed Approach

Physical Environment of the Organization

- Investments should be made to ensure that the physical environment promotes a sense of safety
Developing Trauma-Informed Organizations

“Given the prevalence of trauma, it is important for all of us to be trauma-informed. Given that prevalence and given that many who have previously experienced trauma have not revealed this, whether from isolation, incapacity, lack of conscious memory, fear of not being believed, as may well have happened earlier, or aversion to the stigma attached to those who experience trauma, most especially sexual trauma, it is also important for each of us to presuppose trauma, that is, to adopt a universal presumption of trauma, recognizing that it may be part of the life of any individual in times of calm or in times of disaster.”

Reed, B.G.
Rationales and principles for trauma-informed evaluation and services research: An overview. (2006)
Who Wouldn’t Want Me Now?
Questions / Contact Information

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Trauma and Trauma-Informed Care Resources

The following is a list of Trauma and Trauma-Informed eLearnings and other resources collected by Niki Miller, M.S. CPS from Advocates for Human Potential, Inc.

- **Addiction Technology Transfer Center’s Online Learning Portal** is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA). The eLearning Course, *Introduction to Women with Substance Use Disorders*, twelve unit course – module 4 addresses trauma. Also see: *Addiction Recovery and Intimate Violence* a newly available online course. Courses are available for free or for a nominal fee for CEUs.

- **Witness Justice: E-Learning on Training forums.org** Funded by Office of Violence Against Women, offers timely courses on topics, trends and issues relevant to service providers serving domestic violence victims. *Trauma and Trauma Informed Care is one of several curricula that may be of interest.*

Niki Miller, M.S. CPS
Advocates for Human Potential, Inc.
Trauma and Trauma-Informed Care Resources

- **National Center for PTSD at the Veterans Administration** Research center for trauma information and research offers an online course on Posttraumatic Stress Disorder **PTSD 101 Core Curriculum**. The course consists of numerous one hour modules grouped into the core curriculum, beyond the basics, and clinical practice guidelines. (These courses are not woman-specific but they do include some discussion of gender issues)

- **National Center on Domestic Violence, Trauma and Mental Health** offers several training resources including: **Special Collection: Trauma-Informed Domestic Violence Services** is a series of web-pages offering a framework for developing trauma-informed domestic violence services. A webinar series offers **Practical Strategies for Creating Trauma-informed Organizations and Services**

- **Residential Treatment for Substance Abuse in Prisons and Jails** has curricula that include sections specifically on women. **Trauma-informed Correctional Care Webinar** and **Trauma-informed Approaches in Correction Settings** – Training Manual and PowerPoint

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http://www.ahpnet.com/
Trauma and Trauma-Informed Care Resources

- **National Child Traumatic Stress Network**: Learning Center for Child and Adolescent Trauma offers [Continuing Education](#) (includes webinars, speaker series and calendar of online classes) and [Special Topics](#) (examples of online classes on trauma-related special topics are listed in the box to the right)

- The **Child Welfare Trauma Training Toolkit** teaches basic knowledge, skills, and values about working with children who have experienced traumatic stress, including how to use this knowledge to support children and their families through case management and tailored interventions. The **Headington Institute** offers a selection of free online courses developed for humanitarian workers worldwide on preventing secondary trauma, including [Understanding and coping with Traumatic Stress](#), and [Understanding and Addressing Vicarious Trauma](#).

Niki Miller, M.S, CPS
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Trauma and Trauma-Informed Care Resources

- **The Headington Institute** offers a selection of free online courses developed for humanitarian workers worldwide on preventing secondary trauma, including *Understanding and coping with Traumatic Stress*, and *Understanding and Addressing Vicarious Trauma*.

- **Child Trauma Academy Online University** offers free online courses to child welfare specialists and affiliated professionals including the following:
  
  - **Surviving Childhood: An Introduction to the Impact of Trauma** - Learn the physiological and psychological aspects of trauma, the effects of this trauma on our society, and how you can help
  
  - **The Cost of Caring** - Secondary Traumatic Stress and the Impact of Working with High-Risk Children and Families

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Trauma and Trauma-Informed Care Resources

- **Centers for Disease Control: ACE Study**: The Adverse Childhood Experiences web-page of the Center for Disease Control offers basic information on the study, publications, podcasts, and other information on the application of the ACE study.

- **National Sexual Violence Online Resource Center**: offers a large collection of online tools and resources related to violence against women, including webinars and interactive eLearning courses, such as, **Sexual Coercion and Exploitation of Minor Teens** and **The Brain, Body, and Trauma**, the Center for Substance Abuse Prevention course, **Silence Hurts: Alcohol Abuse and Violence Against Women**.

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http://www.ahpnet.com/
Resources

Movie Clips For Group Discussion

Anger Management – First Therapy Session
http://www.youtube.com/watch?v=hGpSeI_4jys

Anger Management – I Feel Pretty
http://www.youtube.com/watch?v=MHXF3XeWqhA

Austin Powers – Group Therapy
http://www.youtube.com/watch?v=jMIDpJ8H7H0

Baby Mama – Surrogate Support Group
http://www.youtube.com/watch?v=KBUVZITNj_8

Childhood Trauma and Addiction
http://youtu.be/a-FF9Z7UC70

Freaky Friday – Therapy Scene
http://www.youtube.com/watch?v=XE2yXb2byA4
Resources

Movie Clips For Group Discussion

Good Will Hunting – Failed Therapists
http://www.youtube.com/watch?v=UpL3ncoK99U

Good Will Hunting – Its Not Your Fault
http://www.youtube.com/watch?v=UYa6gbDcx18

One Flew Over the Cuckoo’s Nest: Medicine Time
http://www.youtube.com/watch?v=2WSyJgydTsa

One Flew Over the Cuckoo’s Nest: The Chief Votes
http://www.youtube.com/watch?v=So4uCbwuldc
Resources

Movie Clips For Group Discussion

Patch Adams – Group Therapy
http://www.youtube.com/watch?v=Sk9mR3zjrkk

Recovery Discussions: Trauma
http://youtu.be/mFPAp7Bszac

Through our Eyes: Children, Violence & Trauma - Introduction
http://www.youtube.com/watch?v=z8vZxDa2KPM

Video Produced by the Office of Victims of Crime
http://www.youtube.com/user/OJPOVC?feature=watch
Resources

Movie Clips For Group Discussion

*When a Man Loves a Woman*
http://www.youtube.com/watch?v=D7IP_wxoSmY

*28 Days*
http://www.youtube.com/watch?v=3BUSPNN8Svw

*What About Bob – Therapy Scene*
http://www.youtube.com/watch?v=1bYO-mm_MvM
References

Creating Cultures of Trauma-Informed Care (CCTIC): A Self-Assessment and Planning Protocol

- Document prepared by Roger D. Fallott, Ph.D. and Maxine Harris, Ph.D.
  Community Connections
  October, 2002; May 2003; March, 2004; February, 2005
  March 2006; April 2009; July, 2009


Roger D. Fallot, Ph.D and Maxine Harris, Ph.D
Community Connections (November 2011)
References


Substance Abuse And Mental Health Administration (SAMHSA): “*Trauma and Justice Strategic Initiative*.” [http://www.samhsa.gov/traumajustice/traumadefinition/](http://www.samhsa.gov/traumajustice/traumadefinition/)
