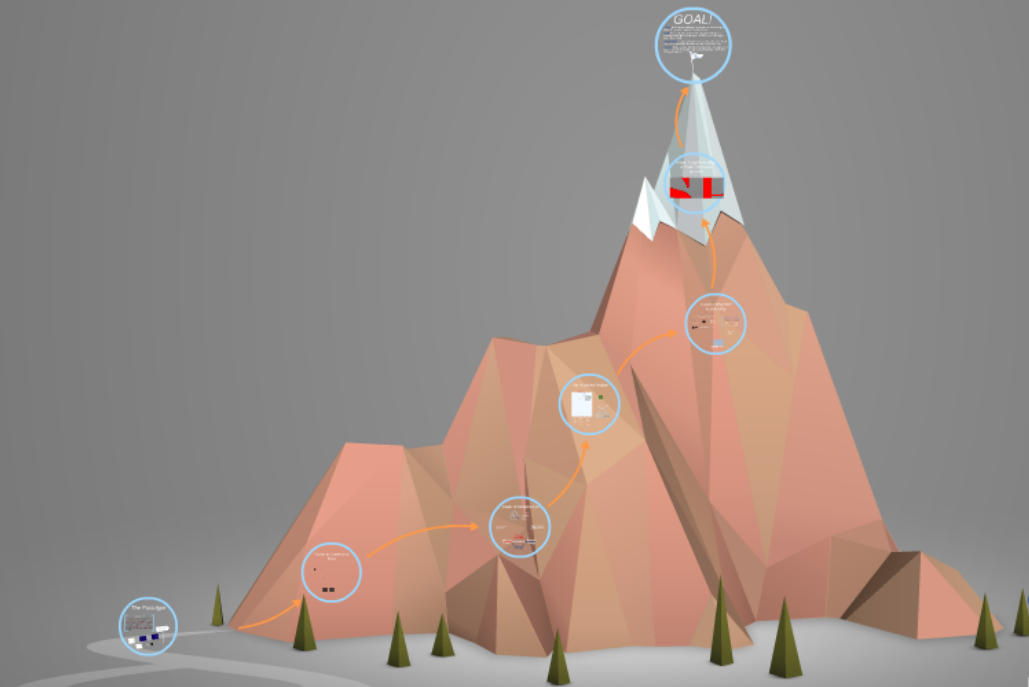


Building a Trauma Informed Organization

Excellence Through Empathy & Compassion



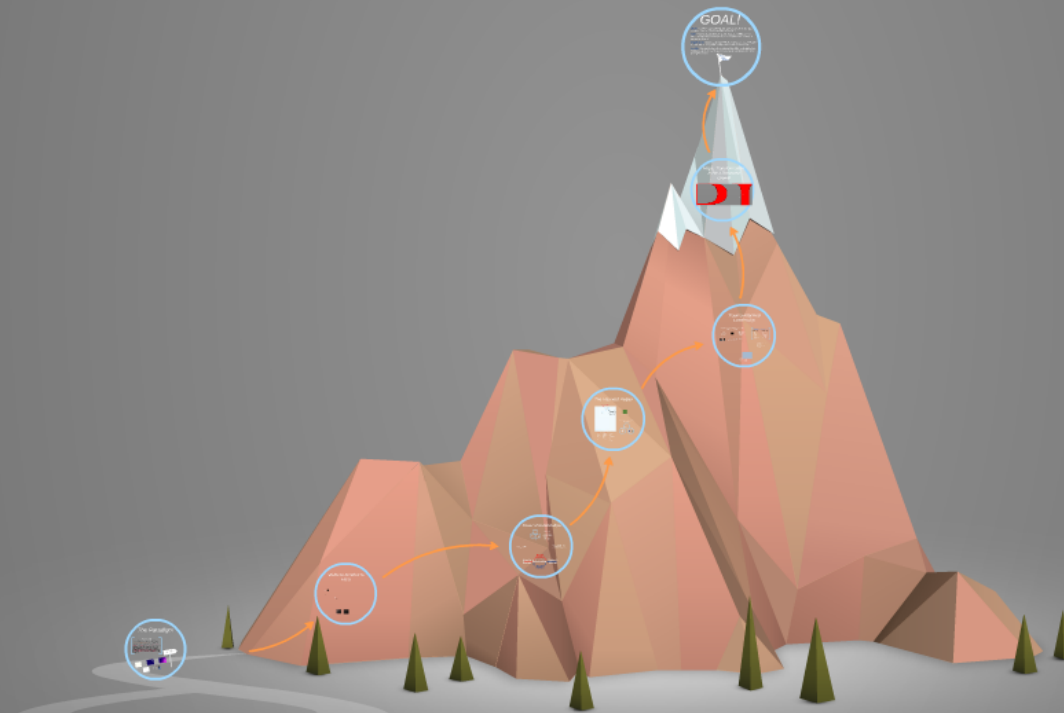
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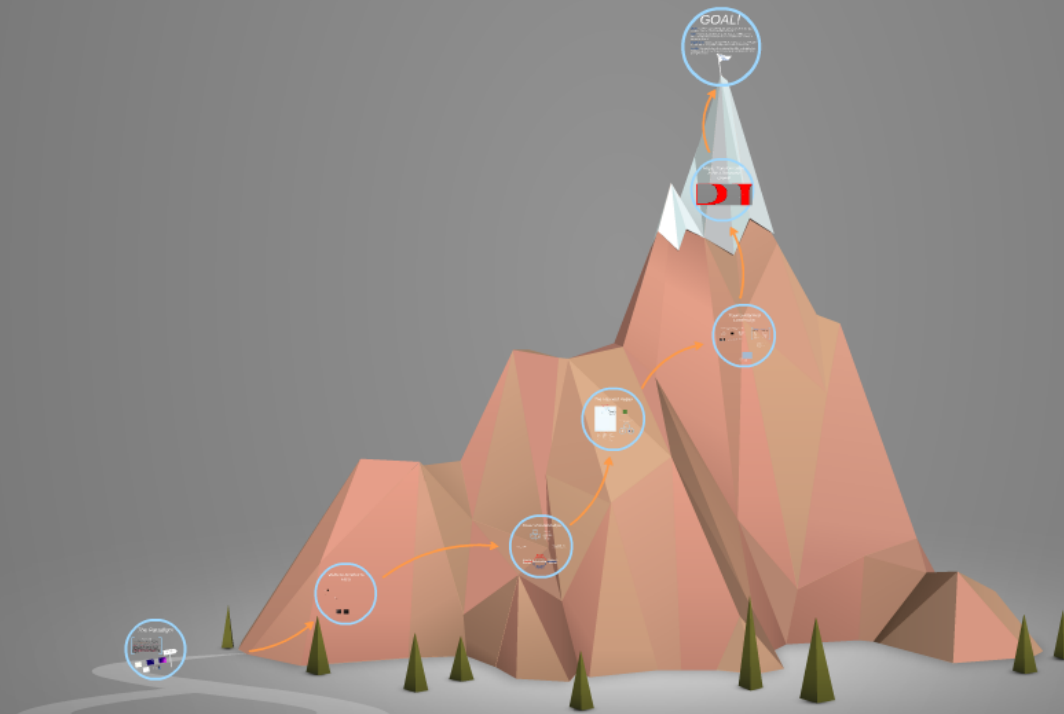
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GOAL!

Client: Heal from past suffering and address current challenges. Establish hope for a better and healthier future.

Staff: Trauma educated, healthy, and engaged workforce who have the opportunity and capacity to participant in the healing of traumatized clients.

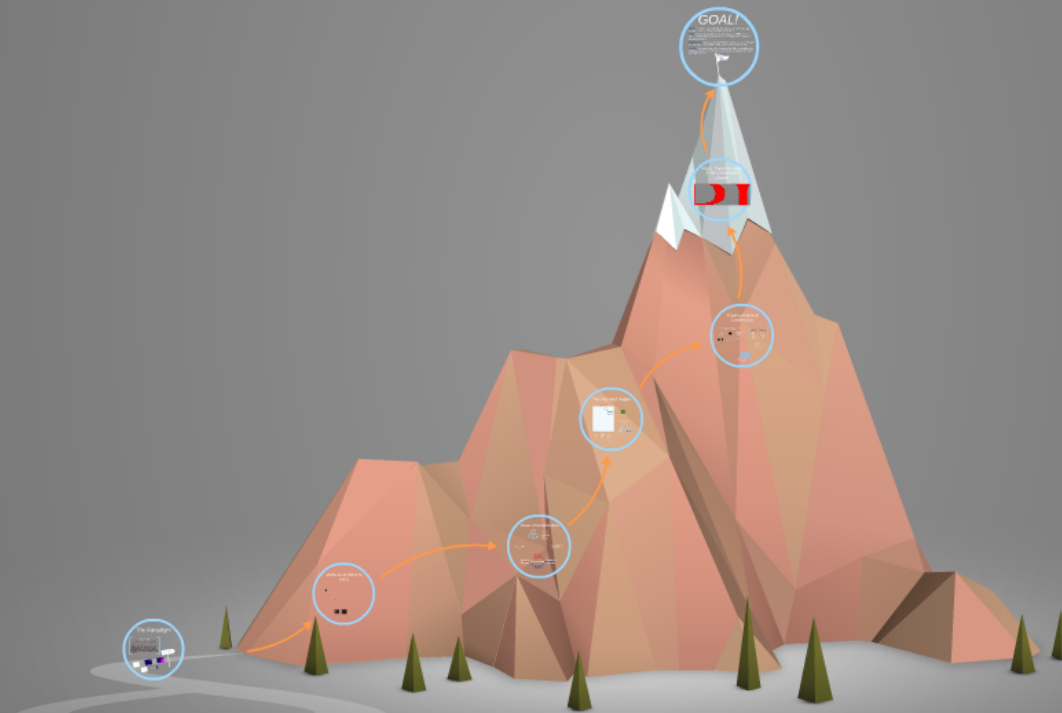
Organization: Create a sanctuary where healing can occur through a mix of safe trusting relationships and informed interventions.

Society: Evolve policies and systems to match the neurological and health needs of clients. Stop perpetuating the problem and find the courage to solve it!



Building a Trauma Informed Organization

Excellence Through Empathy & Compassion



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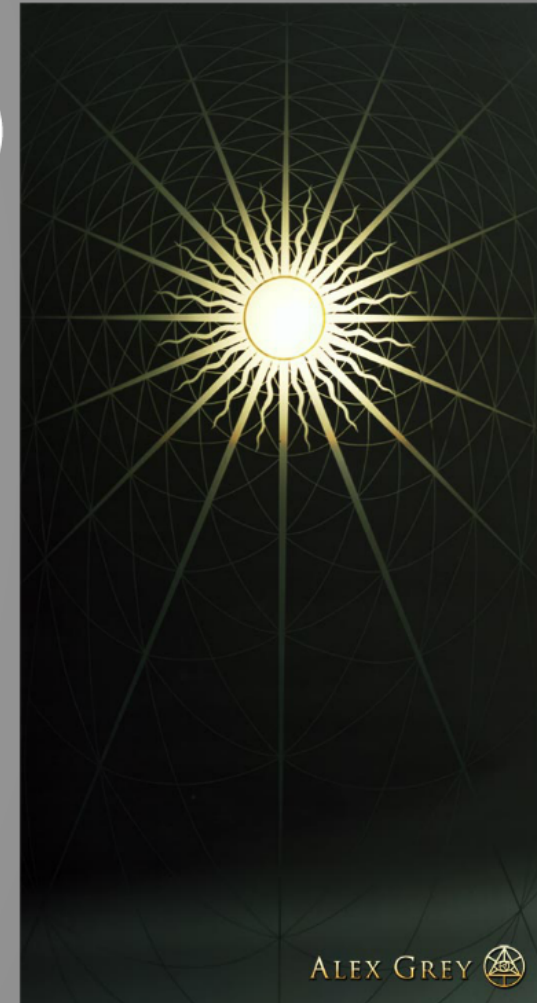
Language & Approach to Training

Client/Patients (them) **and** Helper (us)

Informal and Interactive

Have fun!!

Stay Positive



ALEX GREY 

Art: Alex Grey @ alexgray.com



"When I was a novice, I could not understand why, if the world is filled with suffering, the Buddha has such a beautiful smile. Why isn't he disturbed by all the suffering? Later I discovered that the Buddha has enough understanding, calm, and strength; that is why the suffering does not overwhelm him. He is able to smile to suffering because he knows how to take care of it and to help transform it. We need to be aware of the suffering, but retain our clarity, calmness, and strength so we can help transform the situation. The ocean of tears cannot drown us if karuna (compassion) is there. That is why the Buddha's smile is possible."

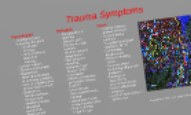
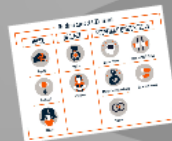
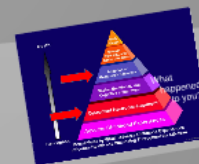
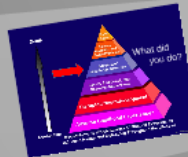
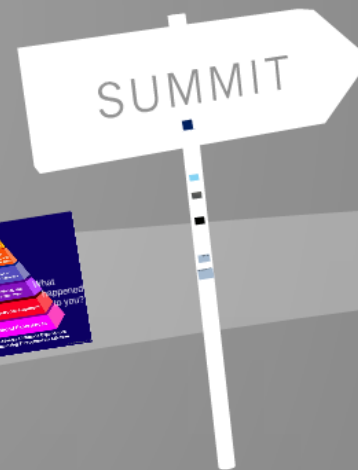
- Thich Nhat Hanh

The Paradigm

Paradigm Shift

A new way of thinking that challenges existing belief structures.

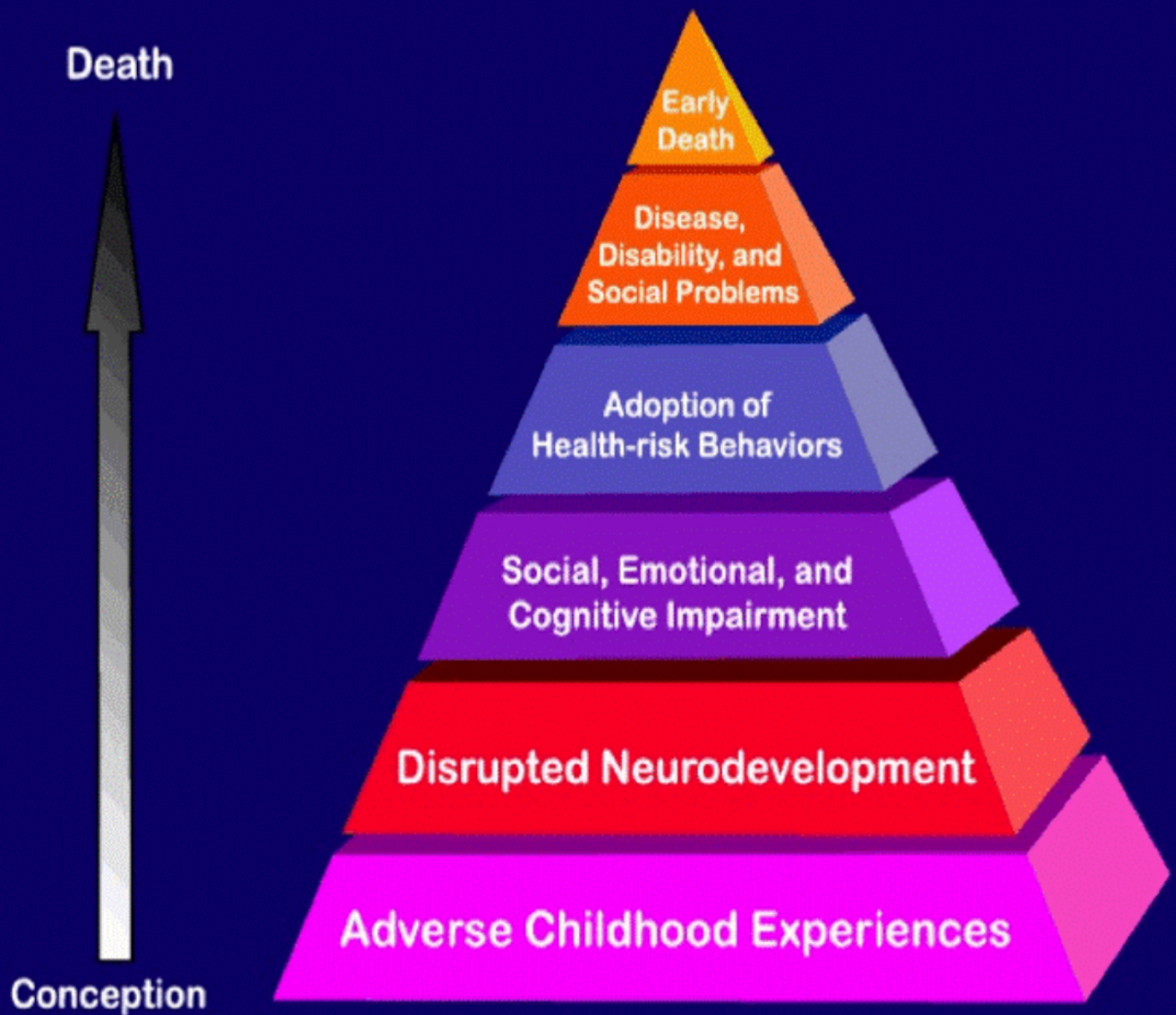
Trauma Informed definition (SAMHSA): "When a human service program takes the step to become trauma-informed, **every part** of its **organization, management, and service delivery system** is assessed and potentially modified to include a basic understanding of how trauma affects the life of an individual seeking services. Trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that **traditional service delivery approaches may exacerbate**, so that these services and programs can be more supportive and avoid re-traumatization."



Paradigm Shift

A new way of thinking that challenges existing belief structures.

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**Mechanisms by Which Adverse Childhood Experiences
Influence Health and Well-being Throughout the Lifespan**

The three types of ACEs include

ABUSE



Physical



Emotional



Sexual

NEGLECT



Physical



Emotional

HOUSEHOLD DYSFUNCTION



Mental Illness



Incarcerated Relative



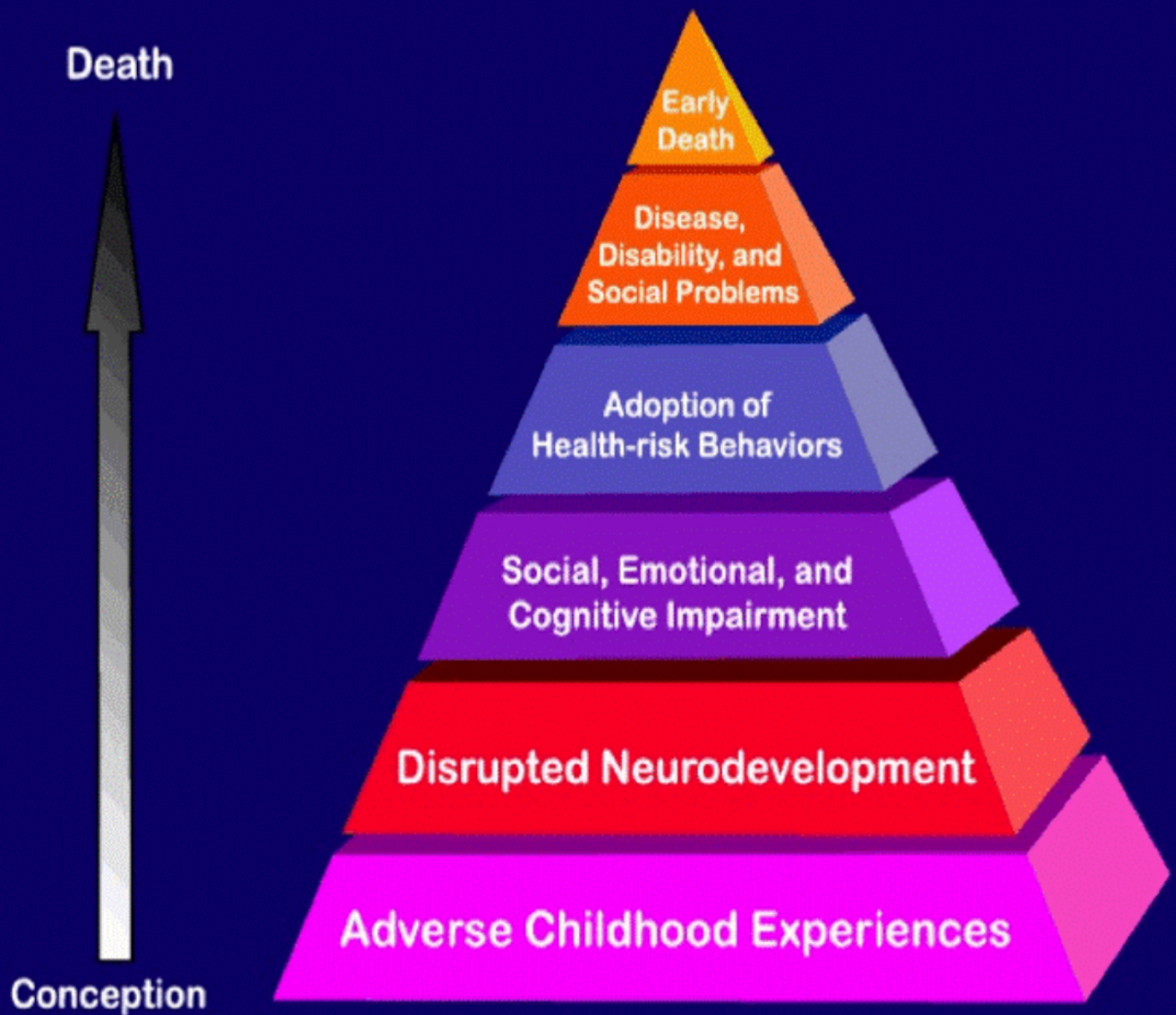
Mother treated violently



Substance Abuse



Divorce



**Mechanisms by Which Adverse Childhood Experiences
Influence Health and Well-being Throughout the Lifespan**

Trauma Symptoms

Psychological

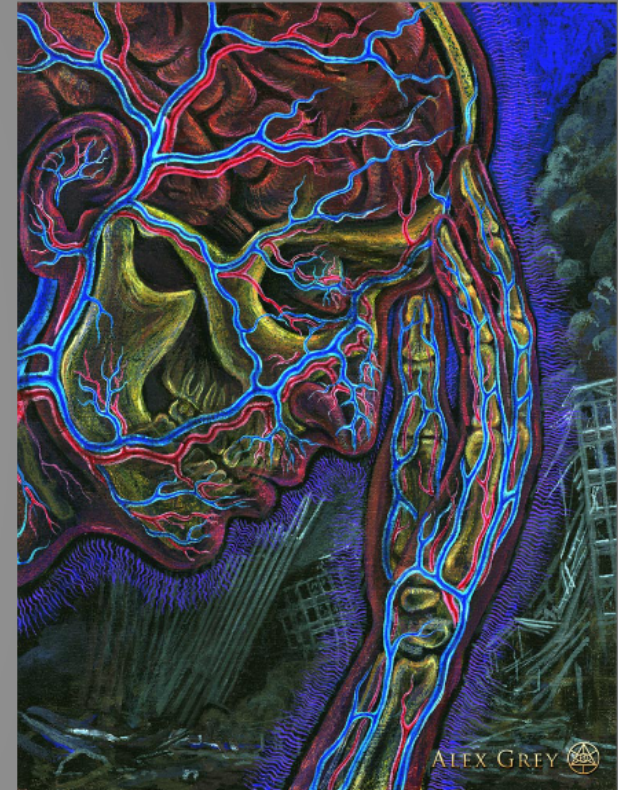
- Inability to focus
- Learning disrupted
 - Short-term memory
 - Verbal memory
 - Narrative memory
- Limited volition
- Emotional instability
- Nightmares
- Diminished interest in everyday activities
- Loss of positive point of view (self & world)
- Depression
- Suicide attempts
- Deregulated emotional states
- Disrupted personality development

Biological

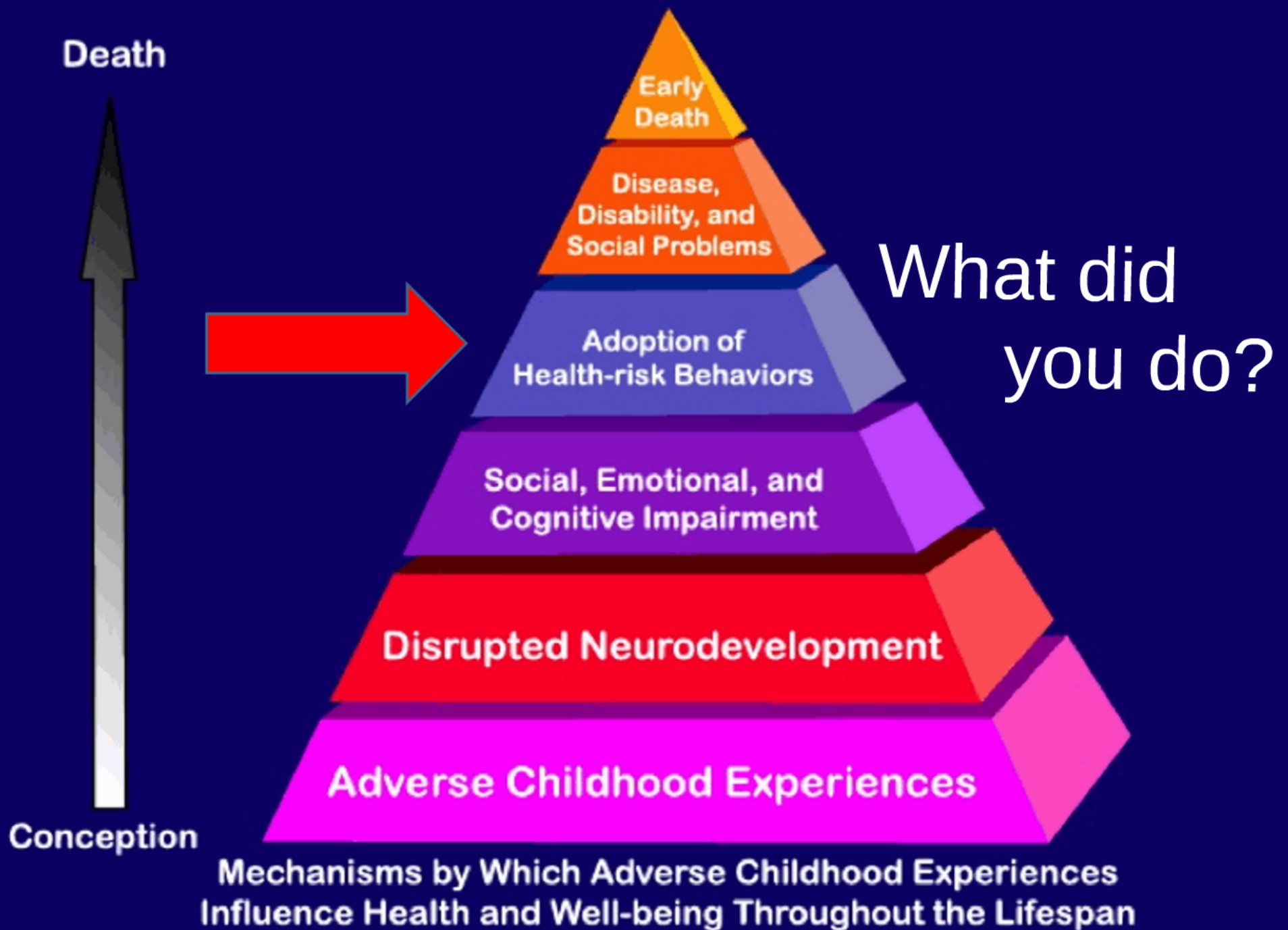
- Constipation or diarrhea
- Somatic pain
- Disrupted sleep patterns
- Alcohol abuse & dependence
- Illicit drug use
- Smoking
- Ischemic heart disease (IHD)
- Fetal death
- Chronic obstructive pulmonary disease (COPD)
- Liver disease
- Decreased immune function
- Decreased health-related quality of life
- Fear & anxiety
- Anger & rage

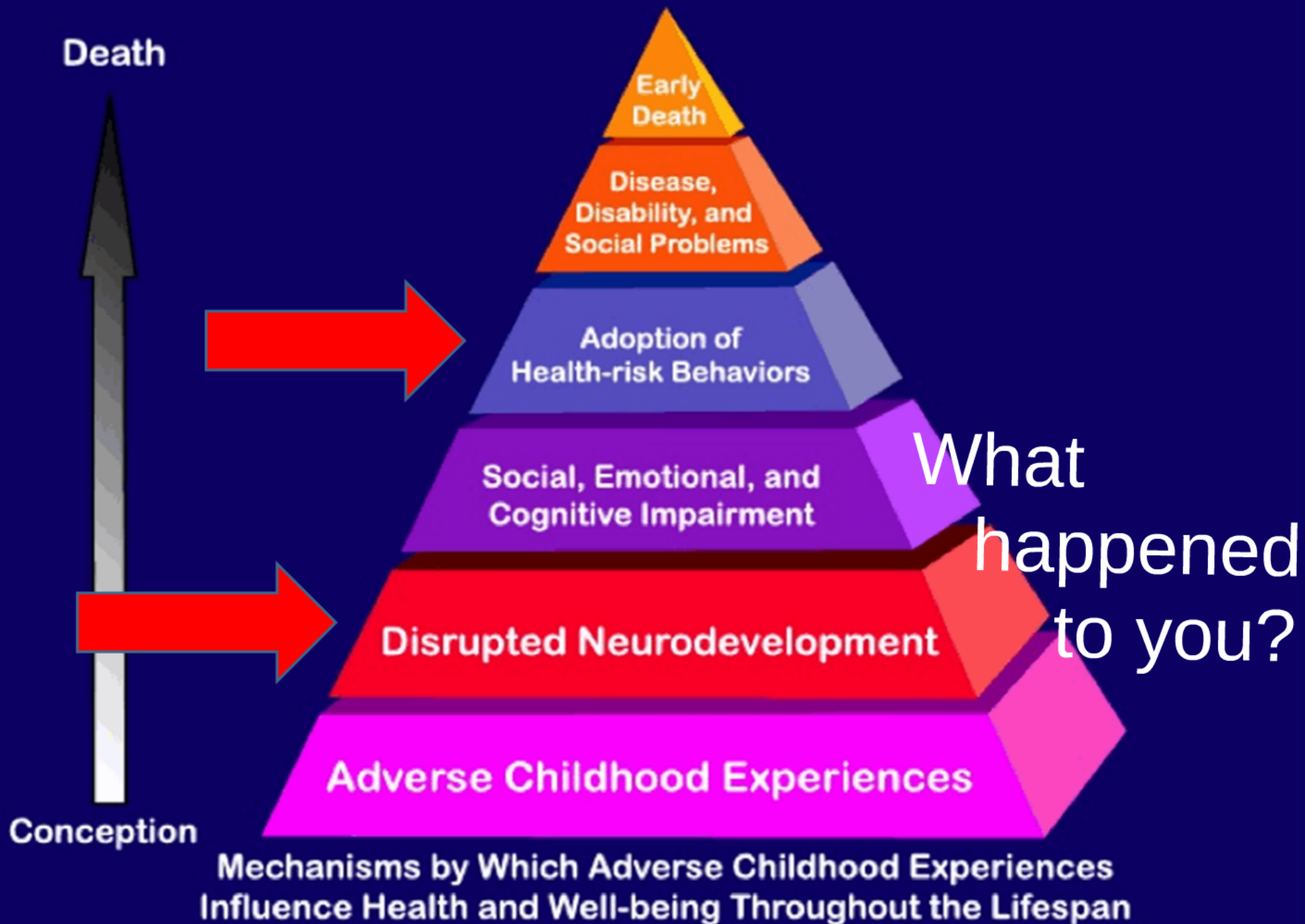
Social

- Risk for intimate partner violence
- Multiple sexual partners
- Sexually transmitted infections (STIs)
- Unintended pregnancies
- Difficulty trusting others
- Concern about burdening others with problems
- Feelings of detachment
- Attachment issues
- Social withdrawal
- Isolation
- Lack of awareness of social cues



Acestudy.org, 2014, Levin, 2004, Herman, 1997





SUMMIT

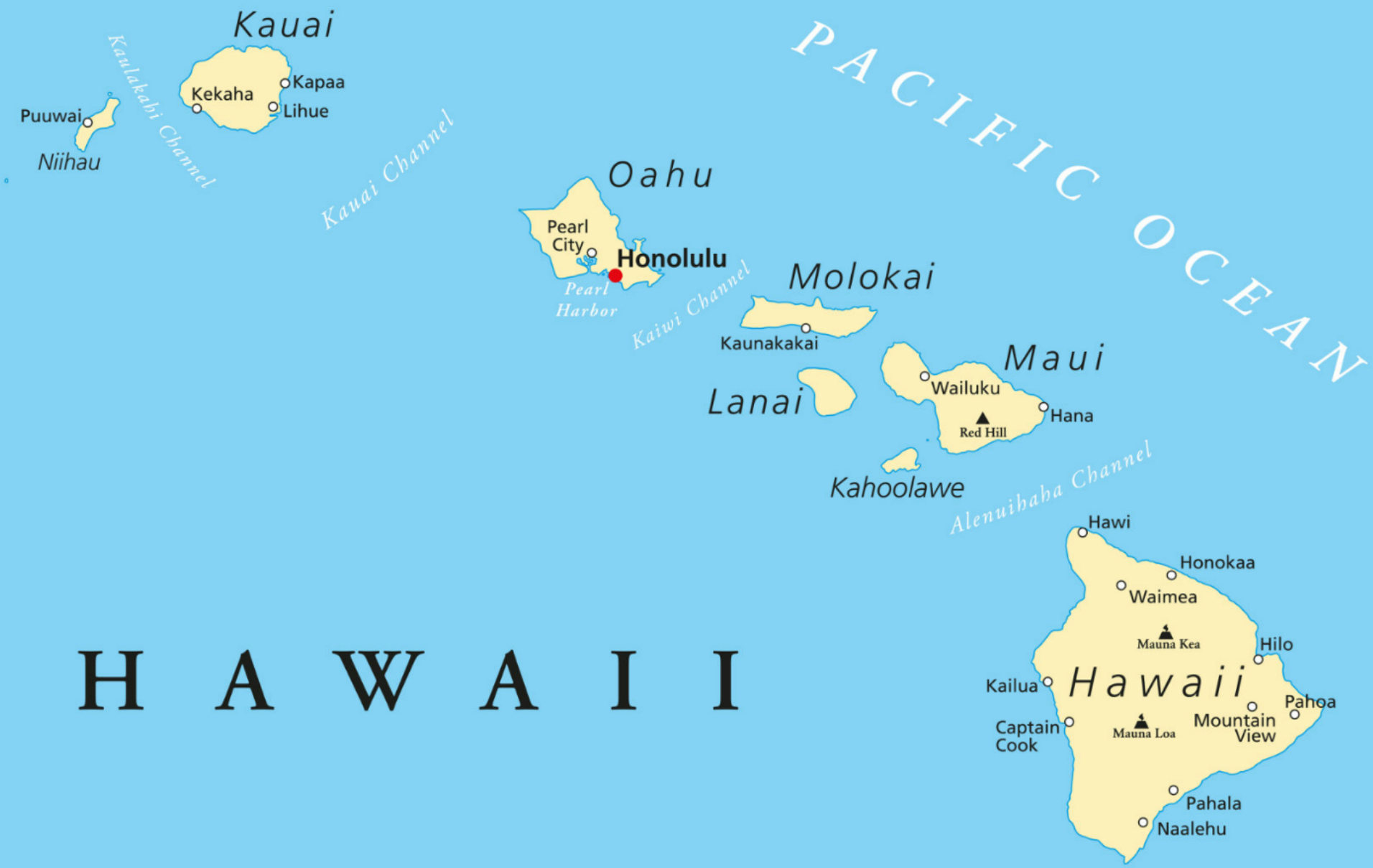


The Goal:

World Class
Services



Trauma Informed Excellence: The Path





**WOMEN'S
COMMUNITY
CORRECTIONAL
CENTER**

**NO
TRESPASSING**

STATE CORRECTIONAL FACILITY
VIOLATION IS A MISDEMEANOR
OR F.S. 353-36.50

ETC

CHANGING
ADDRESS
RECORDING
PHONE
MARRIAGE
DIVORCE
ADULTERY
RECEIVING
PROPERTY
ETC

1997
8/11

From 1991 to 2009, the median net worth of white or Latino persons rose from \$1,155 to \$18,490, or 16.1x increase. Their percentage rose to 1,495,000, or 202.4x increase.

Can Prison Be a Healing Place?

WHY THE WARDEN OF HAWAII'S ONLY WOMEN'S PRISON CREATES A SANCTUARY FOR ITS RESIDENTS

Sarah van Gelder

When Warden Mark Kawika Patterson started work at the Women's Community Correctional Center (WCCC) inside Hanauli, he made a discovery that opened his ideas about prison. Fully a third of the inmates at Hawaii's only women's prison were on medication for psychiatric disorders, 50 percent of those who were addicts, 25 percent had a history of emotional, physical, or sexual trauma.

These women don't need punishment, Patterson realized. They need a place to heal. He set out to reinvent the WCCC as a *pa'ahoana*. In traditional Hawaiian culture, a *pa'ahoana* is a sanctuary where those who break a taboo or rule, or are fleeing violent conflict, can go for forgiveness and transformation.

Like many prisons, the WCCC had few programs for the inmates when Patterson arrived. Although most of the inmates were incarcerated for minor infractions and classified as minimum security, the entire inmate population of 250 was treated like the 50 prisoners requiring higher security measures. In spite of the large number of women with psychiatric ailments, there were no full-time mental health professionals, just a



Warden Mark Kawika Patterson shows off the banana plants, tea patch, and vegetable gardens grown in prison grounds by inmates and community partners.



"WE GO THROUGH STAGES IN PRISON: DENIAL, GRIEF, ANGER, AND THEN FREEDOM—I GOT FREE IN PRISON." —DAPHNE HO'OKANO

part-time psychiatrist. The correctional officers were helping as they could, says Warden Patterson. Some brought crayons and coloring books with their own money to the women with mental illness would come out of their cells and join other women at tables in the courtyard.

But apart from funding for a substance abuse program, there was no money for programs to help the women rebuild their spirits and learn the job and life skills they would need to succeed on the outside. In fact, the prison budget was being cut.

So the warden turned to the larger community for help and found people in all walks of life prepared to step in.

One of the groups that responded was the Lanika Kaiho Outdoor Circle, a local conservation group that helps inmates grow vegetables in hydroponic gardens. The greens they raise go to the prison kitchen. And together they build small, portable hydroponic gardens that inmates can take with them when they are released.

A culinary arts instructor from the Kapahulu Community College teaches cooking, and inmates who earn certificates are getting good job offers when they're released. A welding instructor has also been teaching a class.

Although they represent only 20 percent of the state's population, Native Hawaiians comprise 41 percent of the prison population, so Patterson, who is himself Native Hawaiian, looks for ways to help the women learn their traditions. With the help of the Honolulu Garden Club, the inmates raise tea, bananas, and sugar cane, incorporating traditional Hawaiian agricultural practices.

"We've forgotten how to be a village—how to depend on each other,"

Patterson says. "We used to take care of the kula, the people who are hard-headed," he says. "But now we don't rely on our neighbors anymore. It's easy to take the kula person and just throw them away."

"My idea is to get the community involved in bringing [the women] back into the community."

For the Children

More than half of the women at WCCC are mothers. Children can visit the prison on weekends, if their caregivers bring them. Counselors from a local nonprofit, Kaiho Kai Nani—Children of the Land—observe the interactions and coach the mothers in effective parenting. The same group co-leads parenting for the inmates and their children several times a year, featuring barbecues prepared by the inmates, games, and time for quiet conversations and hugs.

Sometimes the children's caregivers ask the warden why the women are getting such good treatment. Many of these are relatives angry about the burden of raising children while their mothers serve time behind bars.

"I tell them it's for the children," the warden says. "So the children won't wind up in prison, too."

But the women must be making progress with the issues that got them locked up if they want to participate. "Because I've sent those women out, and faced, with seven or eight kids," Patterson says, "and then they're back in a week or two."

One of those recently released from the WCCC is Daphne Ho'okano, who

served four years for trafficking in methamphetamine. Ho'okano started selling drugs at age 12 and began drinking with other members of her crew. And extended family when she was 19.

"When I first came in, I pictured myself behind bars, in lockdown," says Ho'okano, as she recalls a map of her life she drew when she first came to prison. "There was just one all by myself, and there was no sunshine."

At first she resisted the treatment programs. "We go through stages in prison," she says. "Denial, grief, anger—and then freedom."

Today, she's setting up a mentoring program to help others getting out of WCCC. "Life doesn't get easier just because you're out of prison," she says. "You need help out there, someone who walked the same walk as you, to hold your hand and guide you. That's what drove me—to be part of the solution."

Ho'okano points to her new map showing her life beyond addiction and criminality. "This is me, soaring in the light," she says. "I got free in prison."

With teachers and mentors from the community pitching in, Patterson believes other inmates can likewise find their way to freedom.

"I like to take first steps that have never been done before," Patterson says. "Then, if no one steps my hand, I just keep on going." The warden's next project? Tear up the pavement in the prison courtyard and transform these outdoor areas into lush, green gardens.

Health care: A co-founder and executive editor of *WCC* magazine, Warden Mark Kawika Patterson, who started the Women's Community Correctional Center in February 2009, with his board member Puanani Burgess.

Rehabilitating young women: Patterson is committed to helping women with mental health issues find their way to freedom.

Pu'uhonua

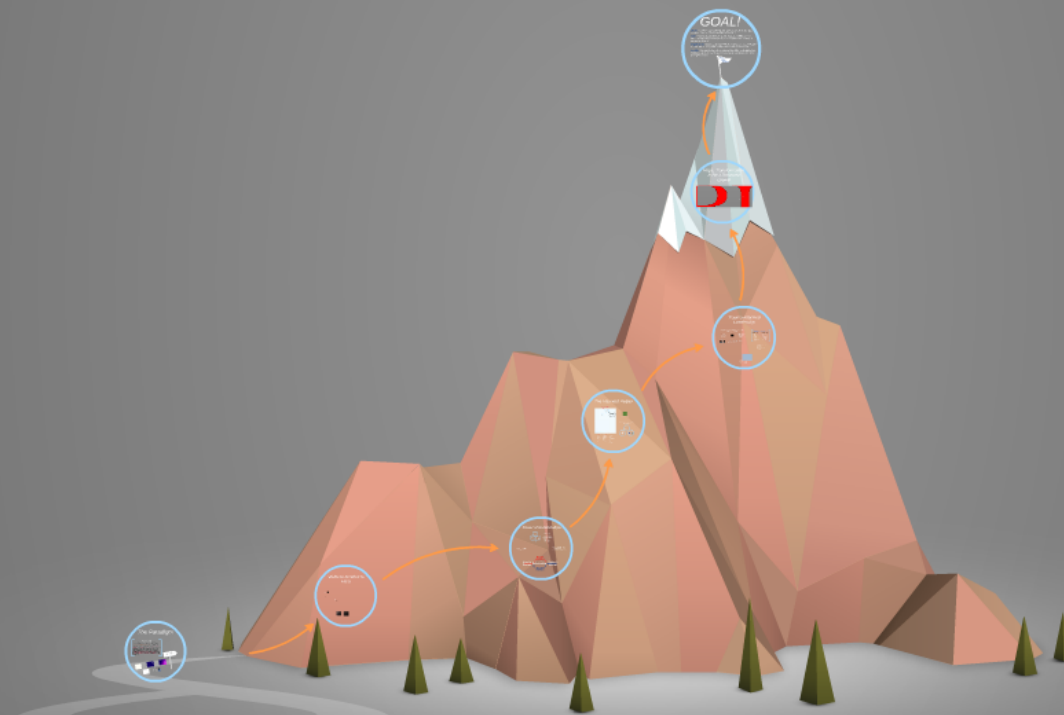


What kind of Pu'uhonua do you need to create to provide clients healing and growth?



Building a Trauma Informed Organization

Excellence Through Empathy & Compassion



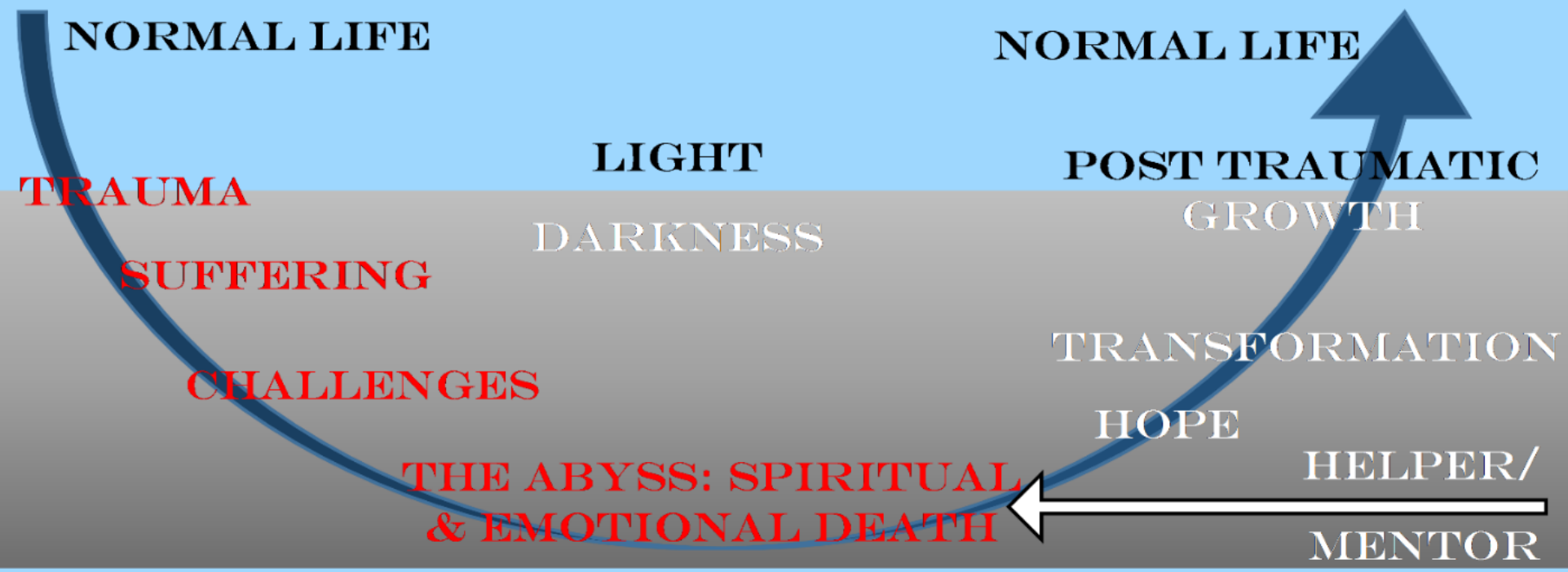
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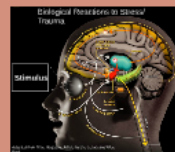


Victim to Survivor to Hero





Victim to Survivor to Hero



NORMAL LIFE

Choice vs. Force



TRAUMA

Traumatic Event



Rapid Post-Traumatic Recovery

SUFFERING



CHALLENGES

LIGHT



DARKNESS

THE ABYSS: SPIRITUAL & EMOTIONAL DEATH



Choice vs. Force



You Tube

TRAUMA

Traumatic Event

Trauma – Intense stress that overwhelms our biological, psychological, and social capacity, resulting in an existence dominated by the trauma

Passive Trauma – Being continuously overwhelmed by the trauma due to a lack of support needed to regain control

Complex Trauma – Repeated systematic trauma that occurs over time

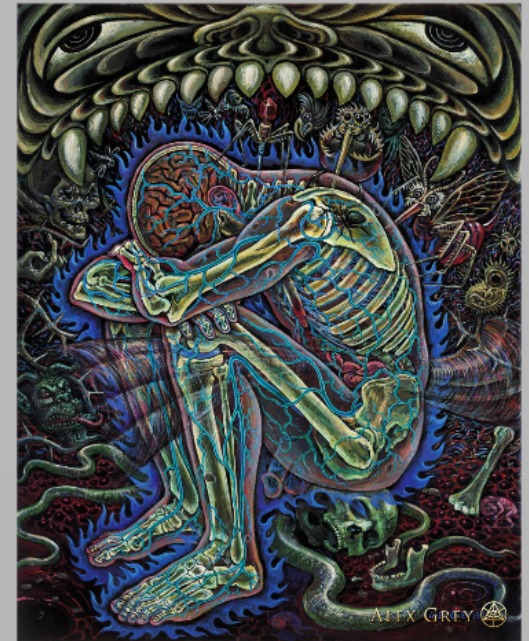


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Rapid Post-Traumatic Recovery

Relational Support

Community/Environmental Support

Internal Resources

LIGHT



Homeostasis

"The tendency towards a relatively stable equilibrium between interdependent elements, especially as maintained by physiological processes." — Google Dictionary

DARKNESS

Epigenetics



Shenk, 2010

Homeostasis

“The tendency towards a relatively stable equilibrium between interdependent elements, especially as maintained by physiological processes.” - Google Dictionary

TRAUMA

Traumatic Event

Trauma: "An event or series of events that is considered an exceptionally threatening or catastrophic experience, usually of an individual, perceived by the victim as a traumatic event, which is characterized by a sense of helplessness, fear, and horror."



Rapid Post-Traumatic Recovery

Individual Support
Community/Environmental Support
External Resources

DATA

SUFFERING



Resiliency: Levels & States

States

- Resilience is a dynamic process that involves the ability to bounce back from adversity.
- Resilience is not a fixed trait; it can be developed and strengthened over time.
- Resilience is not a goal; it is a process.

Levels

- Level of Resilience: The degree to which an individual is able to bounce back from adversity.
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Trauma: The Narrative Thief

- Self
 - Unworthy
 - Unsafe
 - Loss of autonomy
- Relationships
 - Painful
 - Threatening
 - For survival
- World
 - Survival
 - Dangerous



CHALLENGES

THE AB



Resiliency: Levels & States

States

- Capacity of stress/trauma an individual can hold
- Increased by: Healthy lifestyle, healthy relationships, resiliency & self-confidence
- Decreased by: Illness, diet, weather, time of day, bad relationships & trauma and long-term burnout

Levels

- Level of stress and trauma within the individual's capacity
- Cognitive and social capacity = space between water and top of cup
- Water overflowing = crisis

Window of Tolerance

Hyperarousal Zone (Flight/Fight): Increased sensation; emotional reactivity; hypervigilance; disorganized cognitive processing

Rigidity

Chaos



Window of Tolerance: Flexible; adaptive; coherent; energized; stable

Rigidity

Chaos

Hypoarousal Zone (Freeze): relative absence of sensation; numbing of emotions; disabled cognitive processing; reduction of physical energy

NEVIDYO



You Tube



Resiliency: Levels & States

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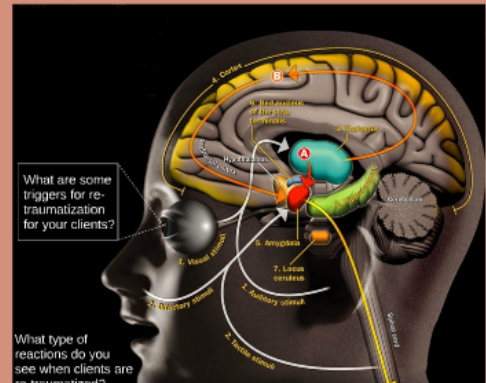
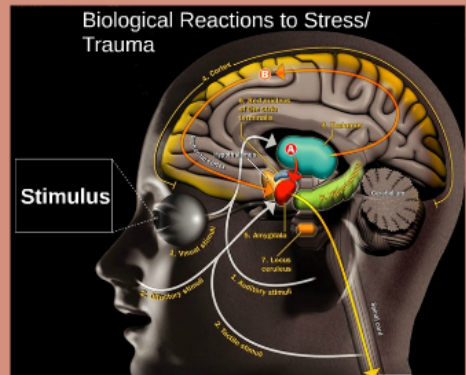
Trauma: The Narrative Thief

- Self
- Identity
- Unity
- Loss of autonomy
- Relationships
- Power
- Treachery
- Betrayal
- Work
- Survival
- Danger



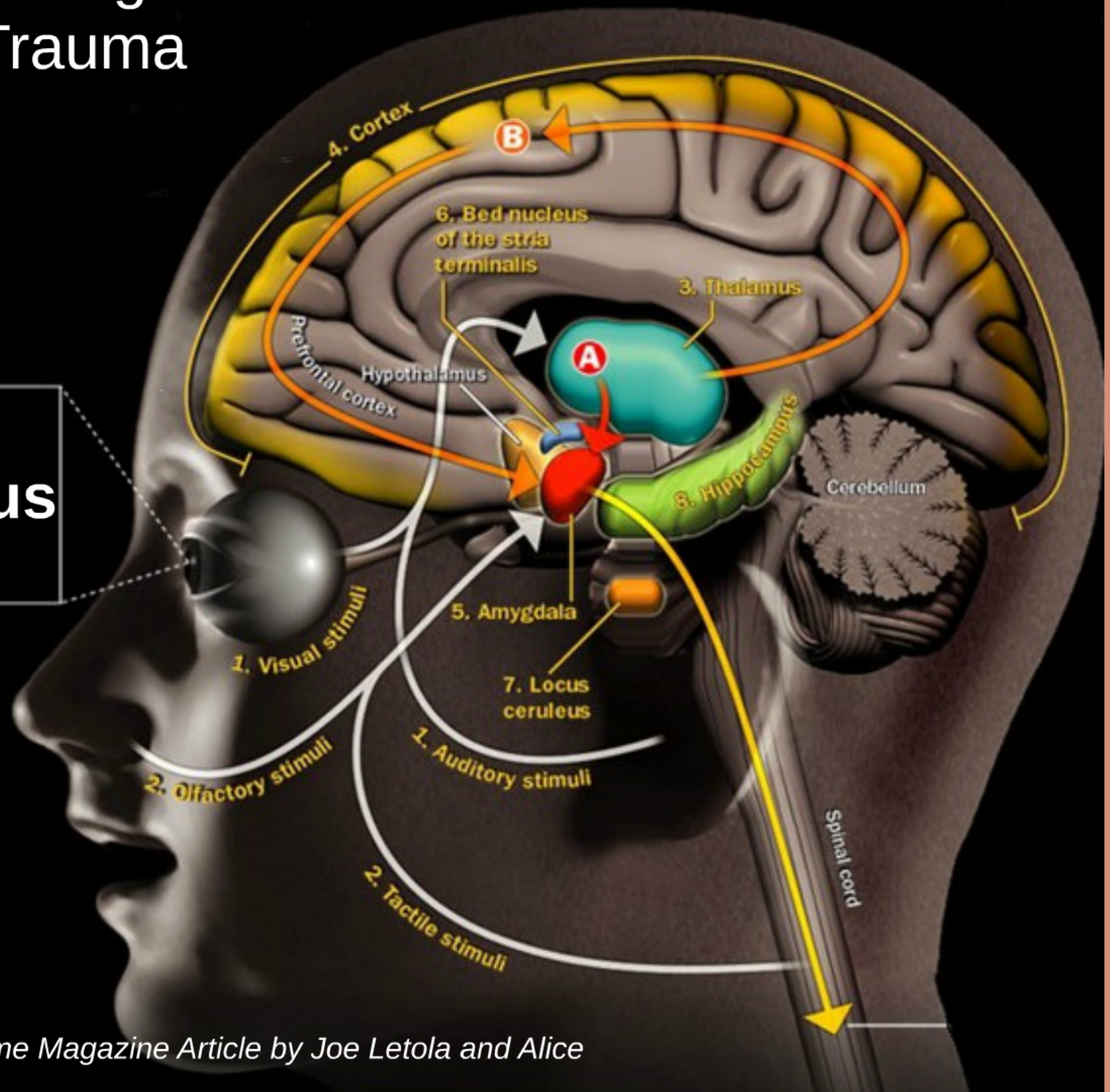
ANGES

THE ABYSS: SPIRITUAL & EMOTIONAL DEATH



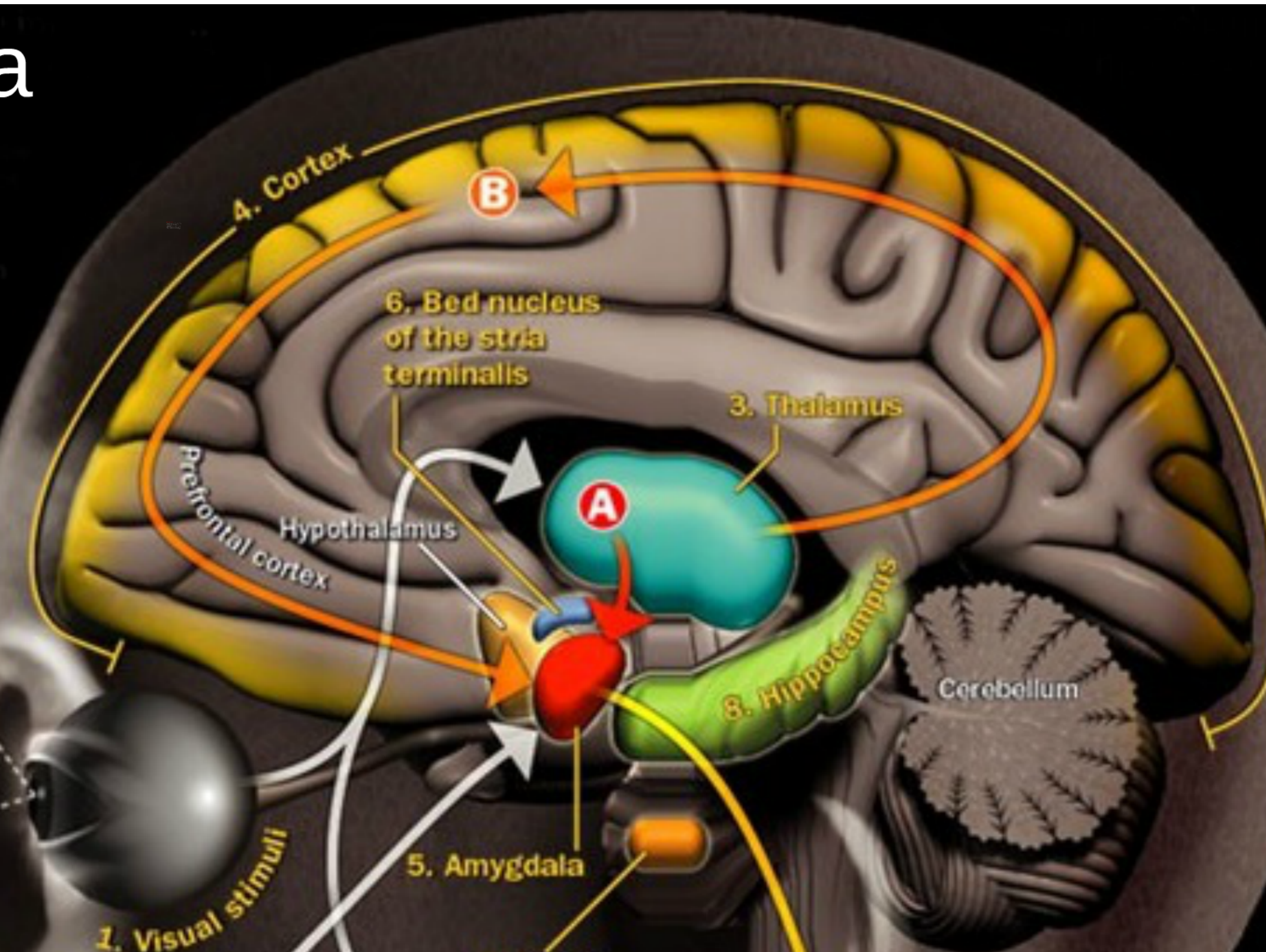
Biological Reactions to Stress/ Trauma

Stimulus



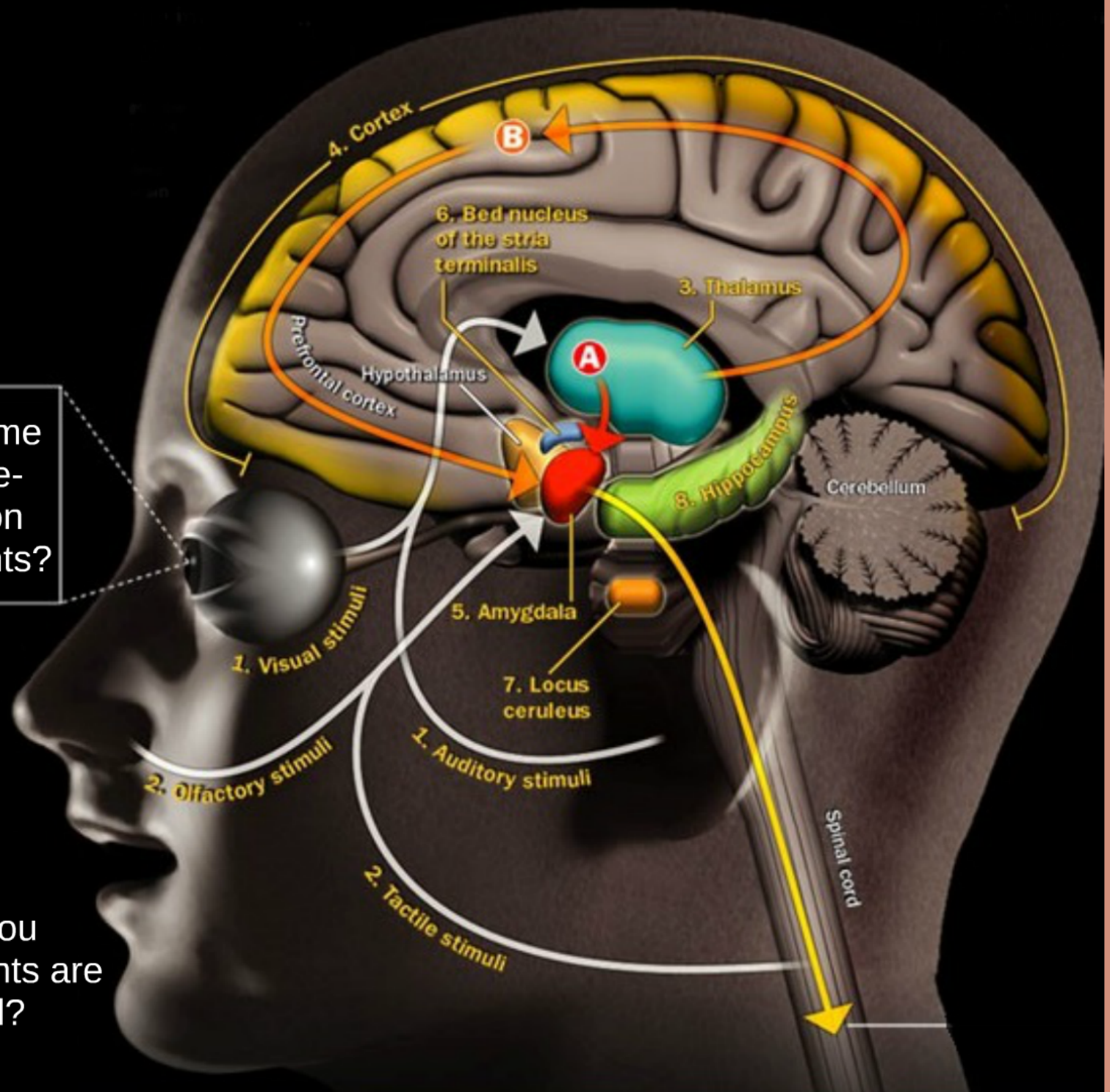
Adapted from Time Magazine Article by Joe Letola and Alice Park

a



What are some triggers for re-traumatization for your clients?

What type of reactions do you see when clients are re-traumatized?



E

NORMAL LIFE

LIGHT

POST TRAUMATIC
GROWTH

DARKNESS

G



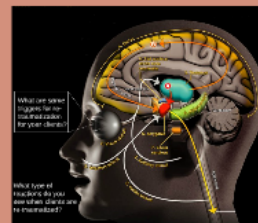
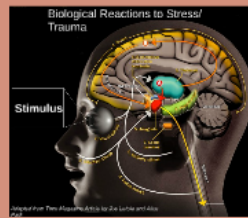
NGES

TRANSFORMATION

HOPE

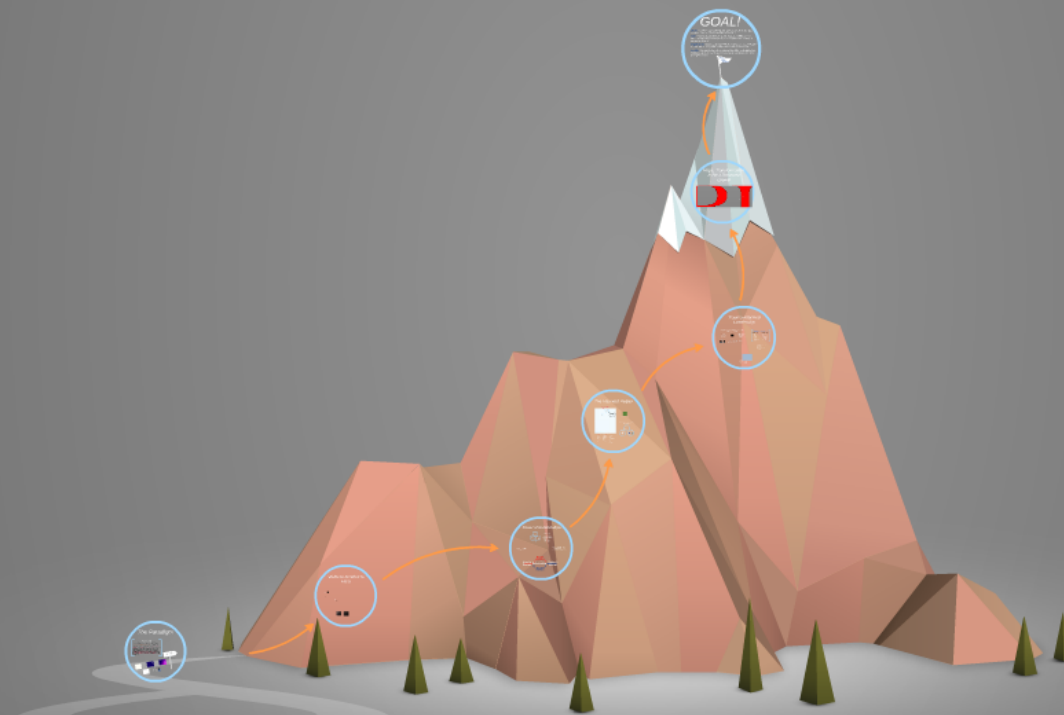
HELPER/
MENTOR

THE ABYSS: SPIRITUAL
& EMOTIONAL DEATH



Building a Trauma Informed Organization

Excellence Through Empathy & Compassion

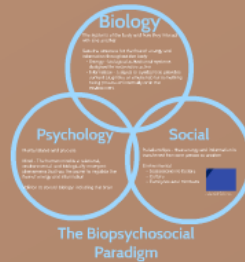


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Power of Relationships

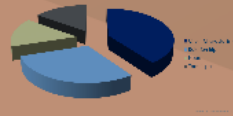


Small Group Activity

What does a person need to transform pain and suffering into strength and wisdom:

- biology
- psychology, and
- social/relationships

"The core experience of psychological trauma are disempowerment and disconnection from others."
-Judith Herman



"Recovery can take place only within the context of relationships; it cannot occur in isolation. In her renewed connections with other people, the survivor re-creates the psychological faculties that were damaged or deformed by the traumatic experience."
- Judith Herman



Biology

The systems of the body and how they interact with one another

Sets the structure for the flow of energy and information throughout the body

- Energy - biological activation of systems designed for responsive action
- Information - a signal or symbol that provides context (cognitive or emotional) for something being processed internally or in the environment

Psychology

Mental states and process

Mind - The human mind is a relational, environmental, and biologically emergent phenomena that has the power to regulate the flow of energy and information

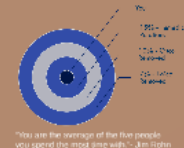
Volition to control biology, including the brain

Social

Relationships - How energy and information is transferred from one person to another

Environmental

- Socioeconomic factors
- Culture
- Family/societal mindsets



The Biopsychosocial Paradigm

Biology

The systems of the body and how they interact with one another

Sets the structure for the flow of energy and information throughout the body

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Relationships
transferred

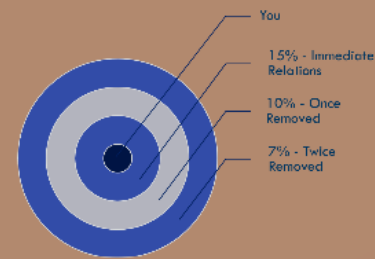
Environment
• Socioeconomics
• Culture
• Family

Social

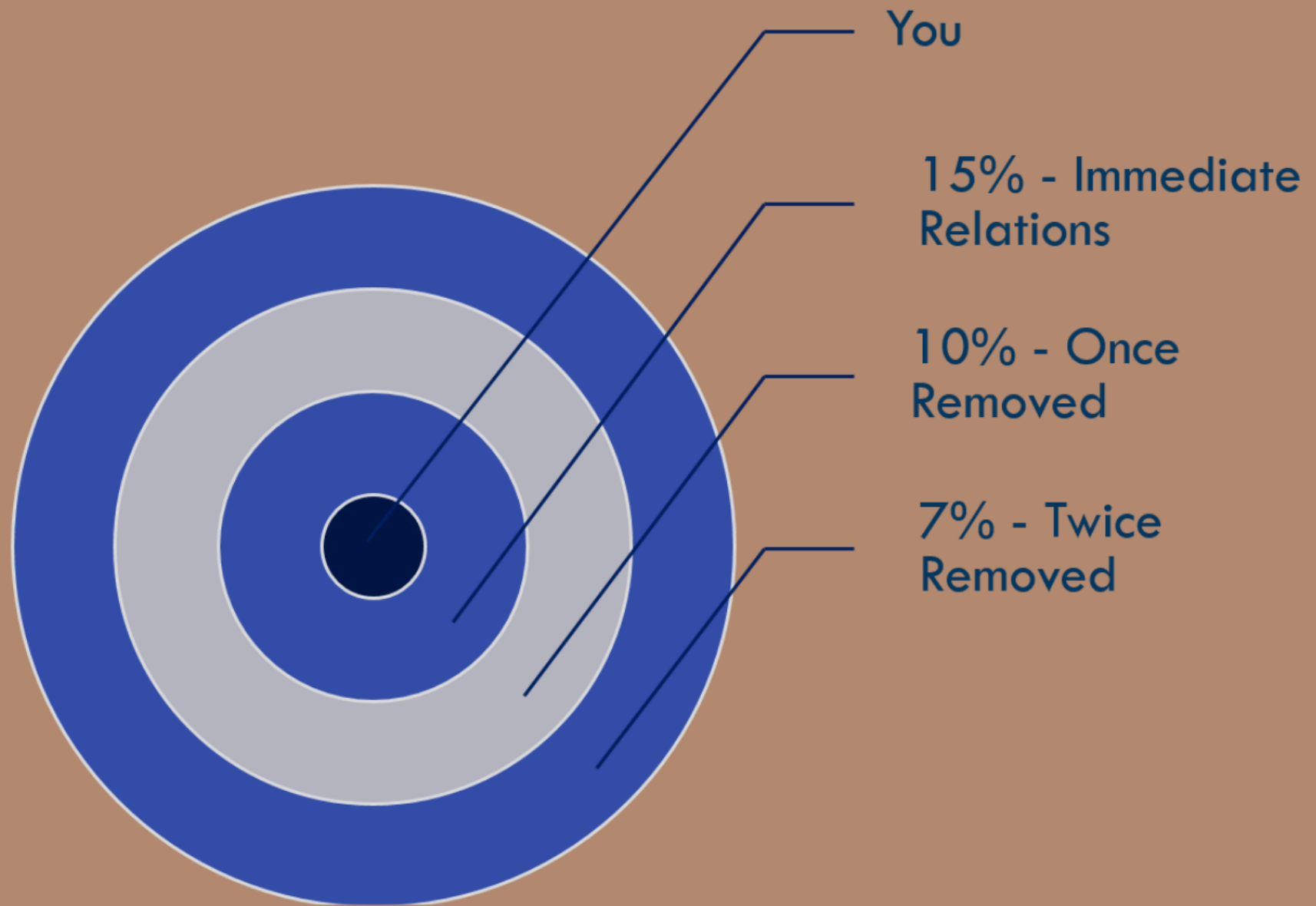
Relationships - How energy and information is transferred from one person to another

Environmental

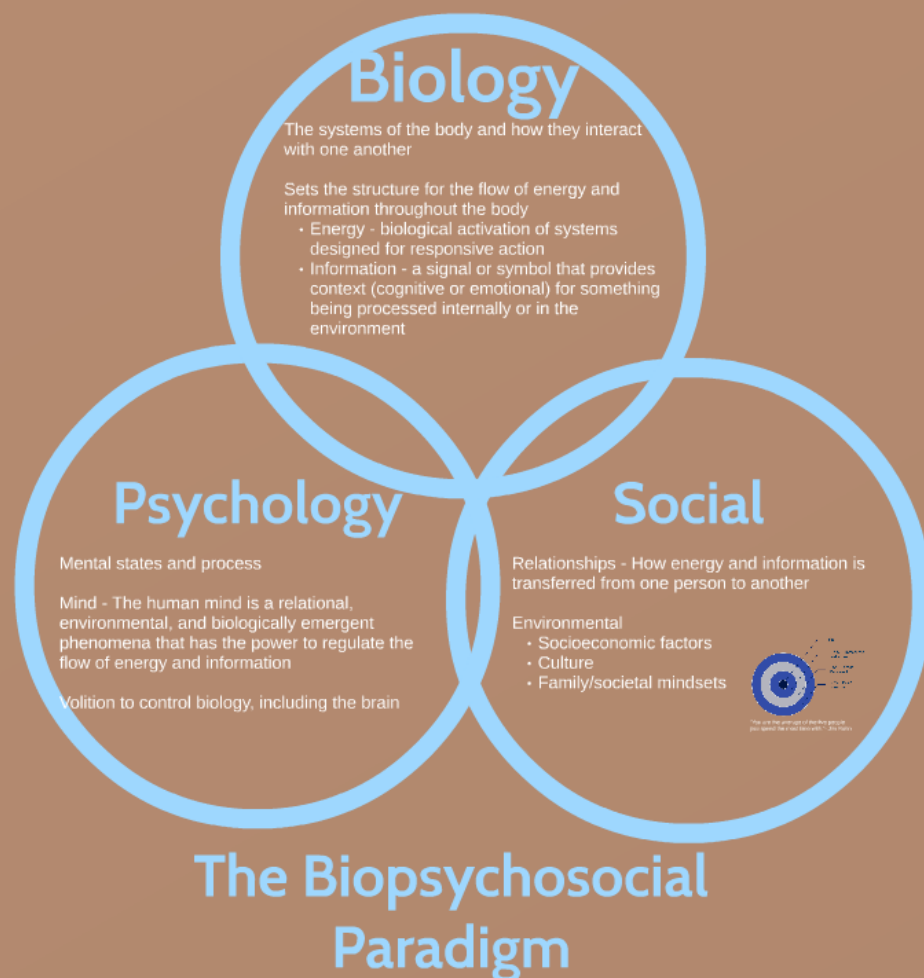
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- Family/societal mindsets



"You are the average of the five people you spend the most time with." - Jim Rohn



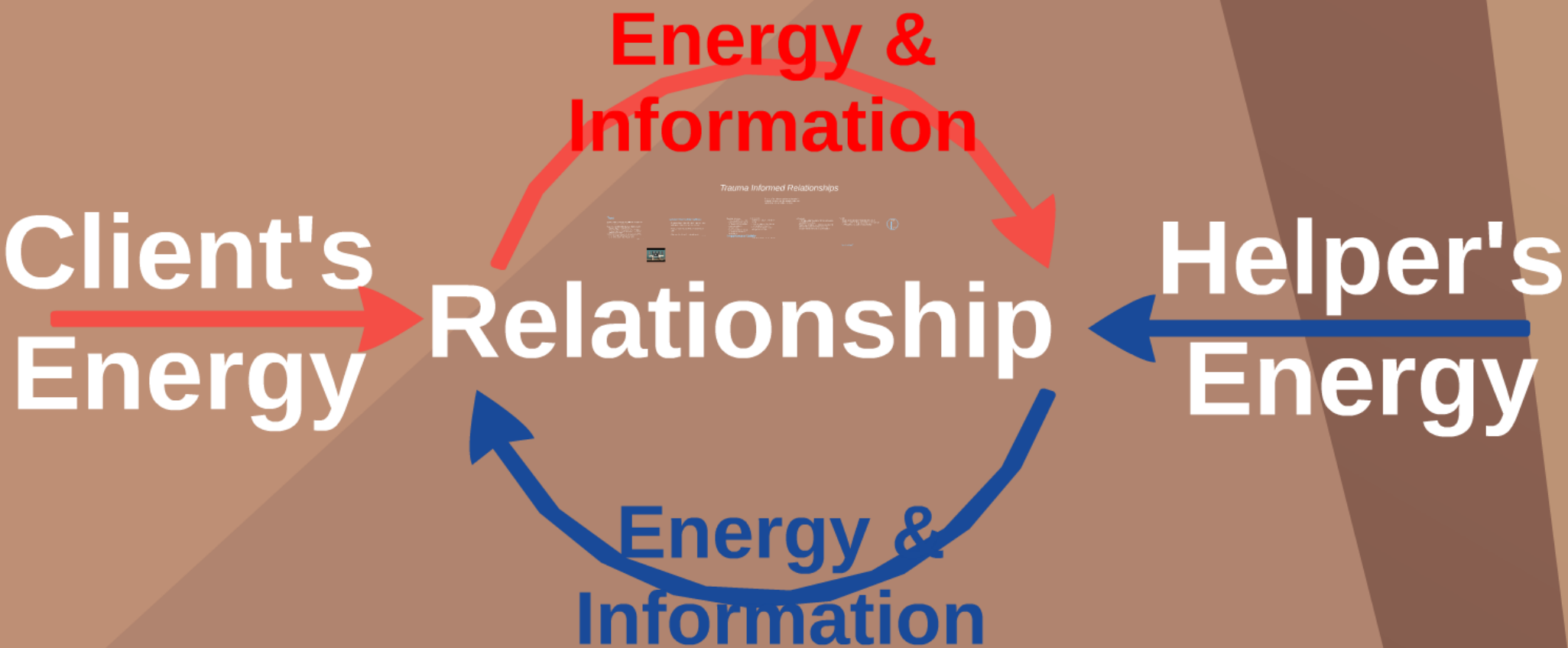
“You are the average of the five people you spend the most time with.”- Jim Rohn



Small Group Activity

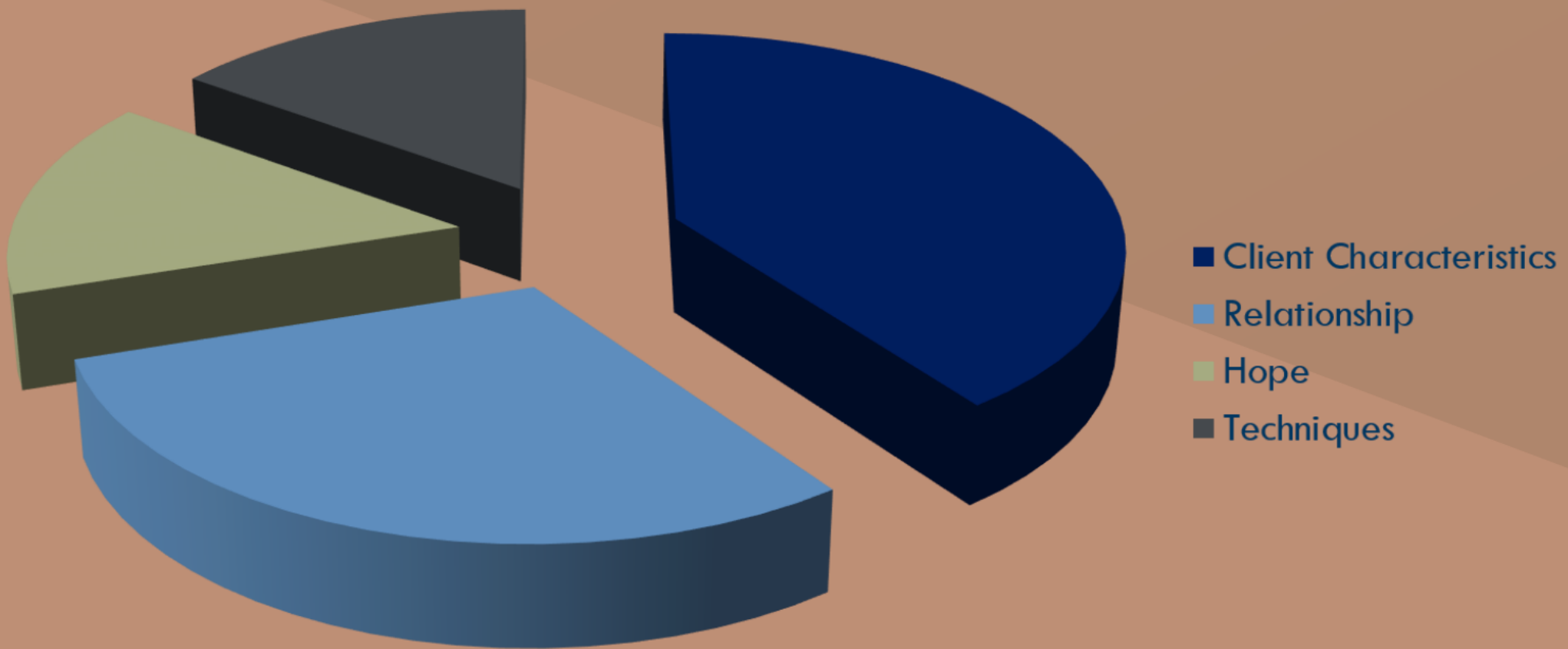
What does a person need to transform pain and suffering into strength and wisdom:

- biology
- psychology, and
- social/relationships



"The core experience of psychological trauma are disempowerment and disconnection from others."

-Judith Herman



Achor, 2010; Murphy, 2008

“Recovery can take place only within the context of relationships; it cannot occur in isolation. In her renewed connections with other people, the survivor re-creates the psychological faculties that were damaged or deformed by the traumatic experience.”
– Judith Herman

Trauma Informed Relationships

Empathy: "An ability to understand another's frame of reference and the conviction that it is worthwhile to do so" Miller & Rollnick

Established Safety

- Allows clients to take risks
- Increases cognitive, social, and emotional intelligence
- Increases ability to problem solve
- Increases ability to engage in treatment to address past trauma

Lack of safety

- Start to see danger where none exists
- Numb awareness of real danger
- Fall into unsafe situations
- Become more rigid/chaotic in thought and behavior

Autonomy

- Acknowledging freedom of choice increases possibility for change
- Helper can provide new choices but client is the one that chooses which to act on
- Support works better than confrontation

Worth

- Being unafraid
- Power of self
- Affirmation

Importance of Safety

Bloom & Farragher, 2013; Lewis, 2006 & Bloom & Farragher, 2011

Formed Rela

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Trust

Assured reliance on the character, ability, and strength of the helper in whom confidence is placed

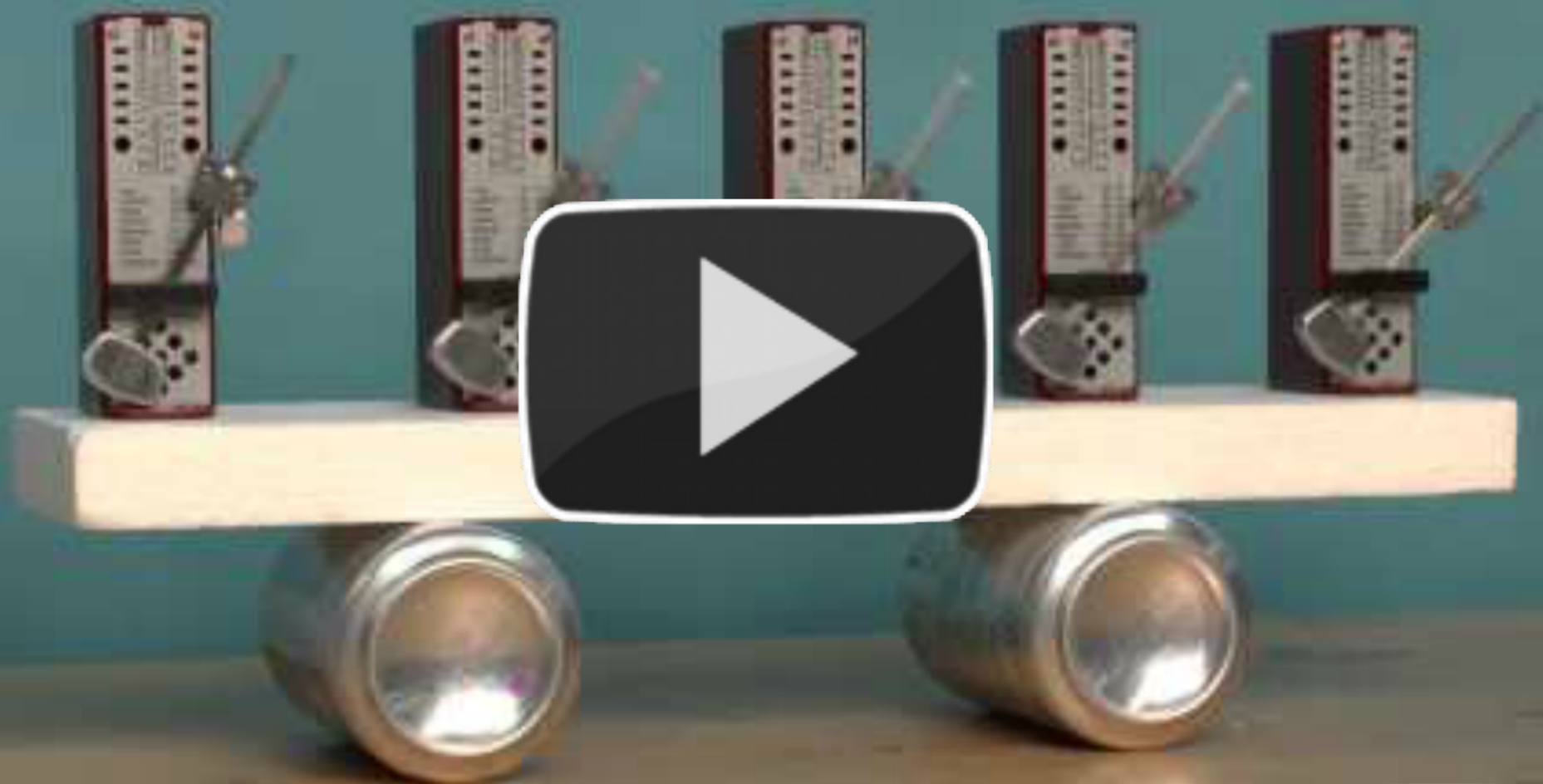
Trustful helping relationships trigger the release of oxytocin

- Opens Window of Tolerance: FACES
- Brings on feelings of contentment, calm, and safety
- Increases opportunity for insight: Reflection on thinking, behavior, and emotions

Lack of trust triggers release of dihydrotestosterone (DHT)

- Increases the likelihood of traumatic triggers
- More likely to become hyper/hypoaroused

Wagner & Harter, 2006



YouTube

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Safety in Trauma Informed Care

- Without safety, client will exist in survival mode (biological) trying to ensure their safety
- Safety should be consistently assessed and built
- Physical, Social, and Emotional safety

Bloom & Farragher, 2011

Established Safety

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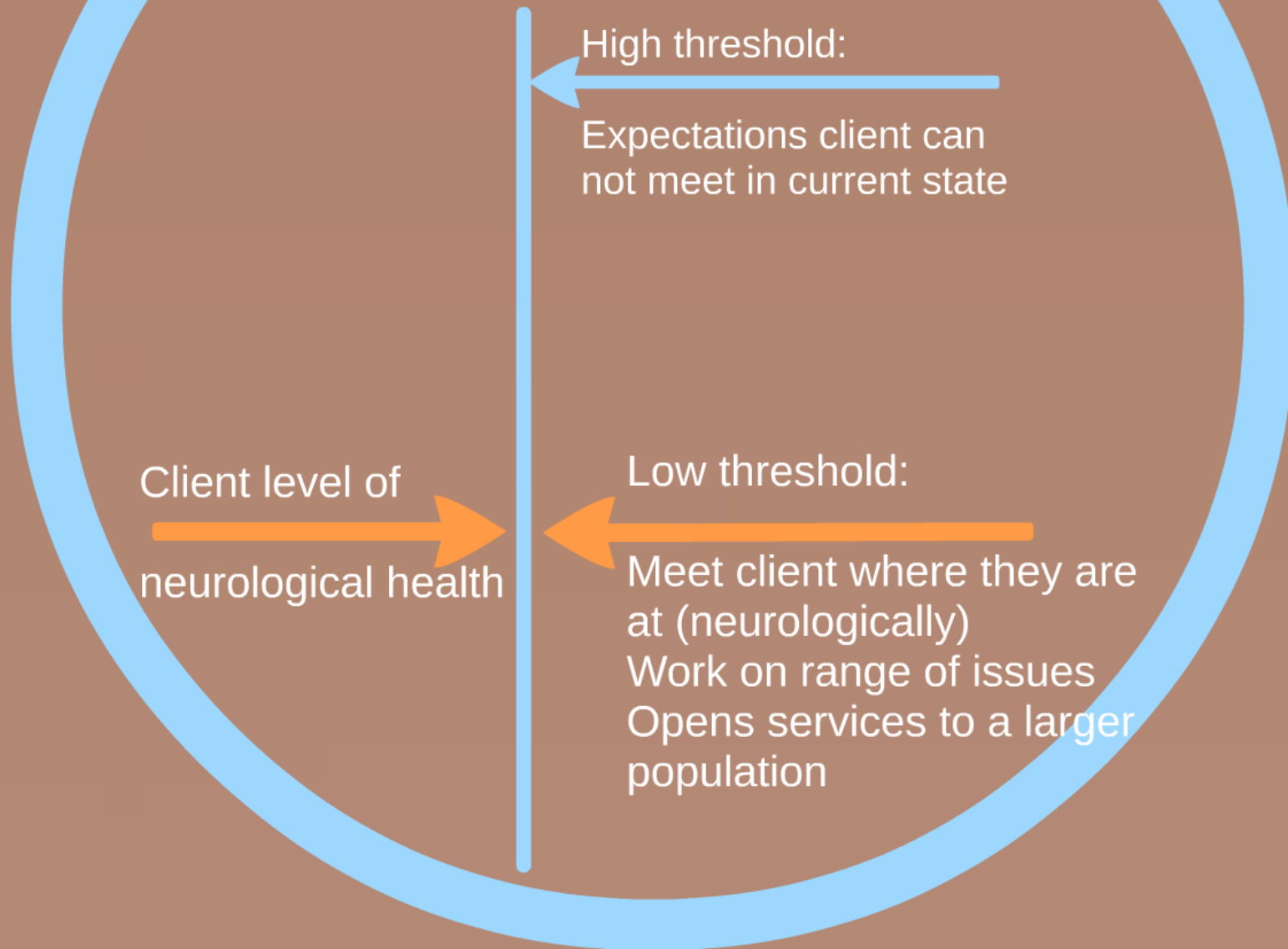
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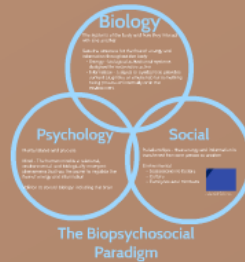
- Being unacceptable immobilizes the client
- Power of self-fulfilling prophecies and language
- Affirmations and positive relationships

Your Best Day!!!

Low Threshold for Services



Power of Relationships

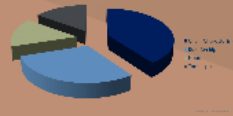


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The Haunted Helper

Intensity: Duration, Uncertainty, & Importance



Biological Health

Cardiovascular Disease
Stroke
Type II Diabetes
Musculoskeletal disorder
Cancer
Physical fatigue
Sexual issues
Gastrointestinal problems
Headaches
Physical illness
Back problems

Psychological Health

PTSD reactions
Negative worldview
Hopelessness
Feeling of incompetence and doubt
Negative attitude
Memory loss
Cognitive decline
Mental illness
Sleep problems
Shame
Mental fatigue
Anxiety & irritability
Depression
Guilt
Aggression

Social Health

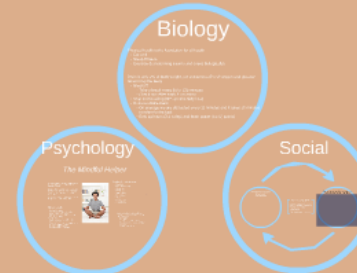
Social isolation
Relationship issues
Poor performance
Absenteeism
Tardiness
Theft
Dehumanization of clients
Turnover (at least 40% is stress related)
Client & Employee filed grievances
Litigation
Low job satisfaction
Deterioration of relationships
Blurred boundaries

What are some of your causes of Helping Fatigue?



What do you love about your work?
What drives your passion?

Transforming Trauma and Maintaining our Health and Well-being



What are some of your causes of Helping Fatigue?



What do you love about your work?
What drives your passion?

Compassion Fatigue
When empathetic intensity fills up the helper's robustness capacity
Gradual filling of your cup with clients' traumatic stories and life experiences
Often present with burnout

Vicarious Trauma
When you collect clients' traumatic experiences and feelings
One day they're happy, the next day they're not

Burnout
When you're exhausted
When you're overwhelmed
When you're stressed

Empathetic Intensity
The transfer of emotions and pain from a traumatized client to an empathetic helper

Burnout & Trauma Impact on Well-being

The diagram shows a balance scale. The left pan is labeled 'Making Forecast' and contains three red blocks: 'Strong/Forecast', 'Weak', and 'Insecure'. The right pan is labeled 'Making Decision' and contains two green blocks: 'Random' and 'Act of Injure'. The right pan is lower, indicating it is heavier.

Transforming Trauma and Maintaining our Health and Well-being



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Vicarious Trauma

Witnessing a client's traumatic experience and the resulting empathetic intensity

Cost of walking through hell with someone

Secondary Trauma

When empathetic intensity triggers a powerful countertransference reaction that overwhelms the helper's capacity

Something about the client's trauma connects with something in the helper's personality or past experience

The result is that the trauma is passed from client to helper in a very real way

Secondary Trauma Reactions

**Over
Identification**



Avoidance

- Uncertainty
- Vulnerability
- Unmodulated affect
- Empathetic enmeshment
- Loss of boundaries
- Over involvement
- Reciprocal dependency

- Denial
- Distancing
- Empathetic withdrawal
- Blank screen
- Intellectualization
- Misperception of dynamics

Example of Secondary Traumatization



Four Stages of Burnout

- 1. Exhaustion**
- 2. Shame and Doubt**
- 3. Cynicism and Callousness**
- 4. Failure, Helplessness, and Crisis**

Maslach & Leiter, 1997

Example of Burnout:
If only our clients were so sweet!!



You Tube



Burnout & Trauma Impact on Well-being

Biological Health

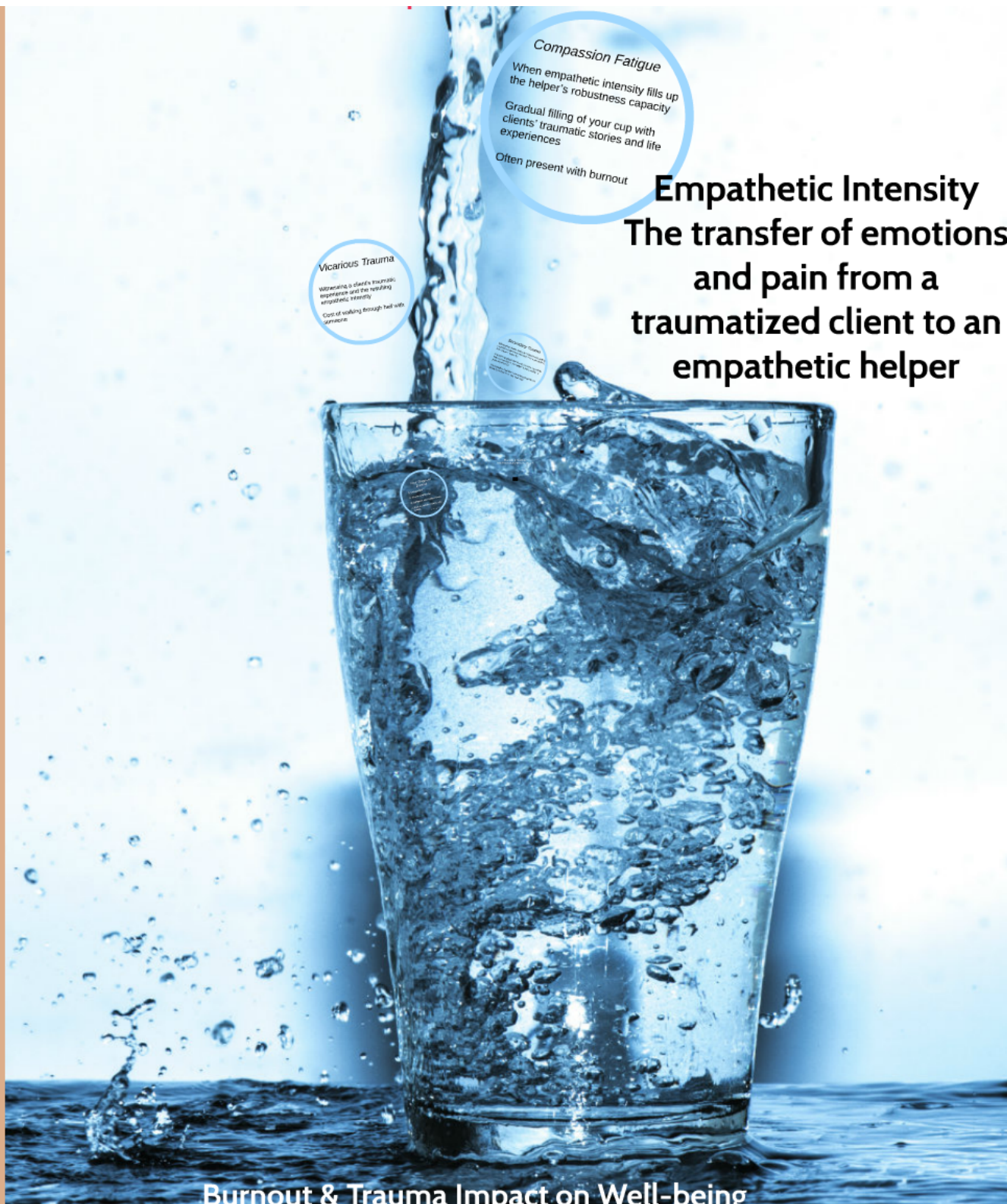
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Secondary Trauma

Exposure to traumatic events through the stories of others
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Transforming Trauma and Maintaining our Health and Well-being

Biology

Physical health is the foundation for all health

- Eat well
- Sleep 8 hours
- Exercise (transforming trauma and stress biologically)

Brain is only 2% of body weight, yet consumes 25% of oxygen and glucose taken in by the body

- Breaks!!!
 - Take a break every 90 to 120 minutes
 - Check out: After work & vacations
- Stop multi-tasking (90% productivity loss)
- Remove distractions
 - On average we are distracted every 11 minutes and it takes 25 minutes to return to the task
 - Eats up hours (2.1 a day) and brain power (10 IQ points)

Psychology

The Mindful Helper

Practicing mindfulness in your daily life can help you understand yourself, your emotions, and your productivity better.

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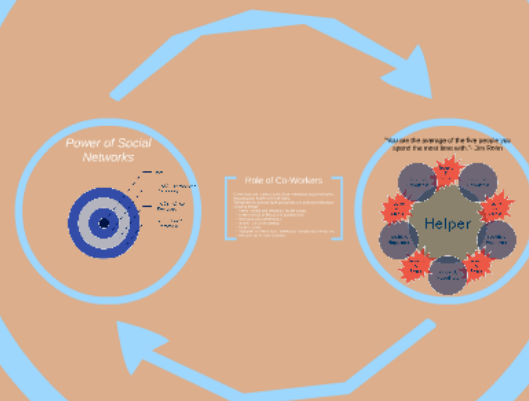
Positive Mindsets increase:

- Learning
- Problem solving
- Creativity
- Resilience
- Wellbeing
- Endurance
- Mood
- Energy level
- Confidence

Optimism: Strong, Trauma Resilience

- Positive outlook
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Focusing attention to consciously regulate energy and information towards healthier and more productive behaviors

Paying attention to what is happening in your mind allows you to recognize when you are struggling with the trauma and burnout associated with helping others

Being "present" with the clients allows you to bring the right energy into the helping relationship

Helper Specific Benefits

- Promotes empathy
- Increased compassion
- More attentive and attuned with clients
- Decreased stress and anxiety
- Increased social and emotional intelligence
- Increased self-efficacy

General Benefits

- Higher levels of physical health, immune functioning, and healing
- Lower stress levels and psychological distress
- Improved cognitive functioning
- Improved cognitive flexibility
- Increased relationship satisfaction



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Transforming Trauma Through Mindfulness

- Sympathetic vs. Parasympathetic activation
- Building capacity
 - Find a space
 - Find a time
 - Start small - 3 to 5 minutes a day
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- Journaling
- Practice throughout day

The Mindful Helper

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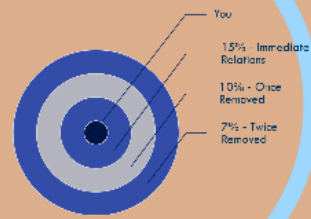
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Social

Power of Social Networks



Role of Co-Workers

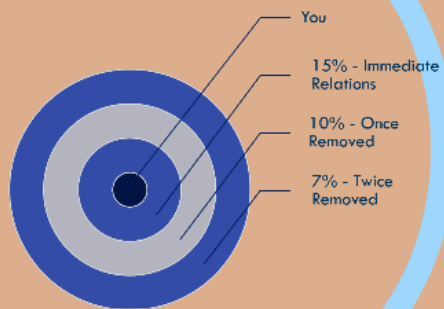
Co-workers are a critical part of our immediate social networks, impacting our health and well-being. Taking time to connect both personally and professionally does amazing things.

- Foster mental and emotional health issues
- Lowers levels of stress and absenteeism
- Increases job performance
- Greater sense of purpose
- Lowers stress
- Multiplies our emotional, intellectual, and physical resources
- Protects from setbacks

"You are the average of the five people you spend the most time with." - Jim Rohn



Power of Social Networks



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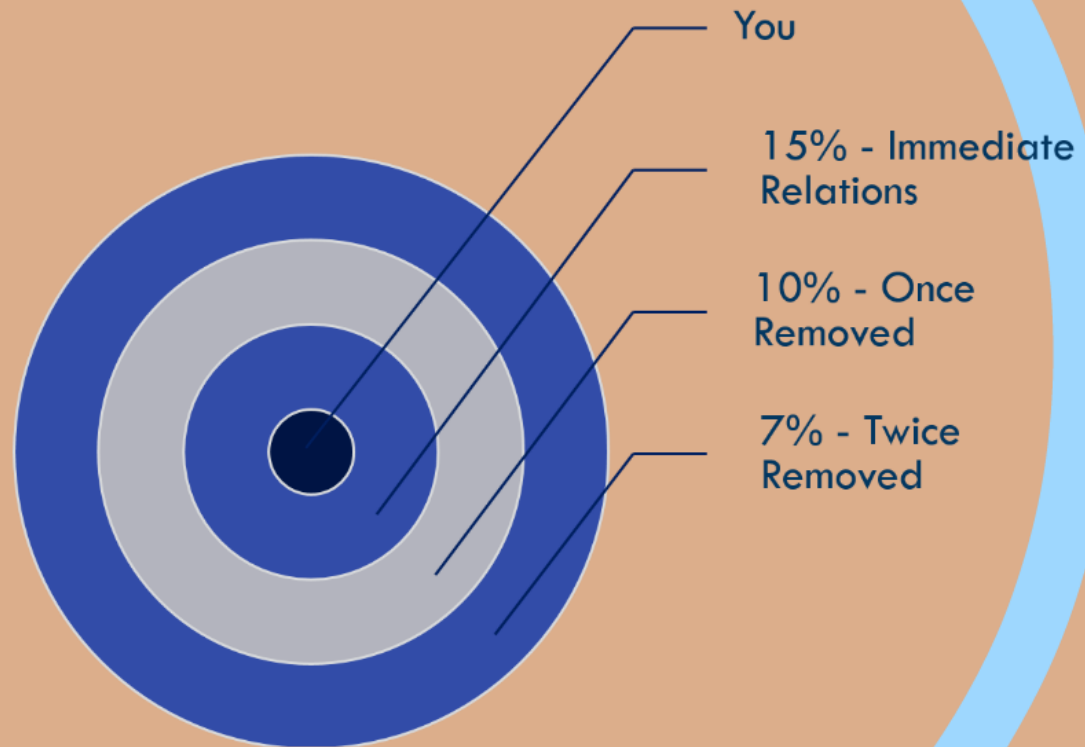
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Trauma Informed Leadership

An Argument for a Trauma Informed Specific Leadership Approach

Contagious Nature of Emotions

Minor systems & the power of social networks

Corporate culture, Workplace Trauma, Recovery Trauma, Leadership

People in one part of a leader or group are mirrored in another part of the group and support or undermine it.

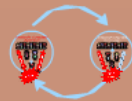
People's reactions to what they see is often a reflection of their experience with that situation and its weight.



Leader's Emotional Power

We look to those above us for emotional guidance or reassurance.

- 75% report that their supervisor is the most powerful part of their job.
- 27% report being bullied by their boss.
- 40% would like to leave.
- The second part of the day is filled with stress.
- Those who work for toxic bosses have a 34% higher chance of leaving a company than others.



Lack of Motivation AND/OR Lack of Leadership

77% of leaders believe their staff are not giving 100%
73% of employees admit they're not giving 100%

An Unengaged Workforce

Engaged employees are 21% more productive than disengaged employees.

Affective Leadership + Intellectual Leadership = Individual and Organizational Excellence

Affective Leadership:

- Integrity
- Humility
- Honesty
- Mindfulness
- Relationships
- Trust
- Safety
- Positive Regard/Caring

Intellectual Leadership:

- Engagement
- Fit
- Democracy
- Shared Values
- Shared Vision
- Accelerators
- Accountability
- Recognition

Trauma Informed Practices

- Policies
- Supervision
- Quality Improvement
- Training
- Advocacy



Share examples you have seen of TERRIBLE leadership & EXCELLENT leadership.

What way the impact of each?

An Argument for a Trauma Informed Specific Leadership Approach

Contagious Nature of Emotions

Mirror systems & the power of social networks

Compassion Fatigue
Vicarious Trauma
Secondary Trauma
Burnout

versus

Self-care
&
Organizational
Culture

Aspects in one part of a system or group are mirrored in connected parts...with both positive and negative consequences

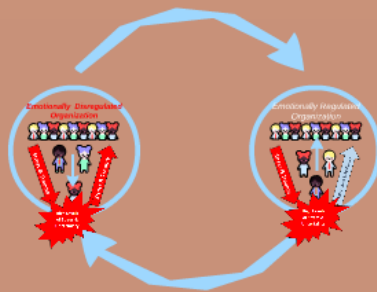
Helper's relationship with client is often a mirrored relationship to their dynamics with their supervisor and co-workers



Leader's Emotional Power

We look to those above us for emotional guidance
Unfortunately

- 75% report that their supervisor is the most stressful part of their job
- 27% report being bullied by their boss
- 24% would fire their boss
- The worst part of the day = time spent with boss
- Those who work for 'bad' bosses have a 39% higher chance of having a serious heart problem



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77% of leaders believe their staff are not giving 100%

73% of employees admit they're not giving 100%

The cost of lack of engagement = \$300 Billion in the U.S.A.

An Unengaged Workforce

Whether or not staff feel that leaders care about their well-being is the #1 predictor of organizational engagement

- Only 36% of workers feel this is true of their leaders
- 50% see their well-being as a matter as all to their leaders
- Only 10% feel like they were a vital asset to the organization

Page 4 Page 4/10

Contagious Nature of Emotions

Mirror systems & the power of social networks

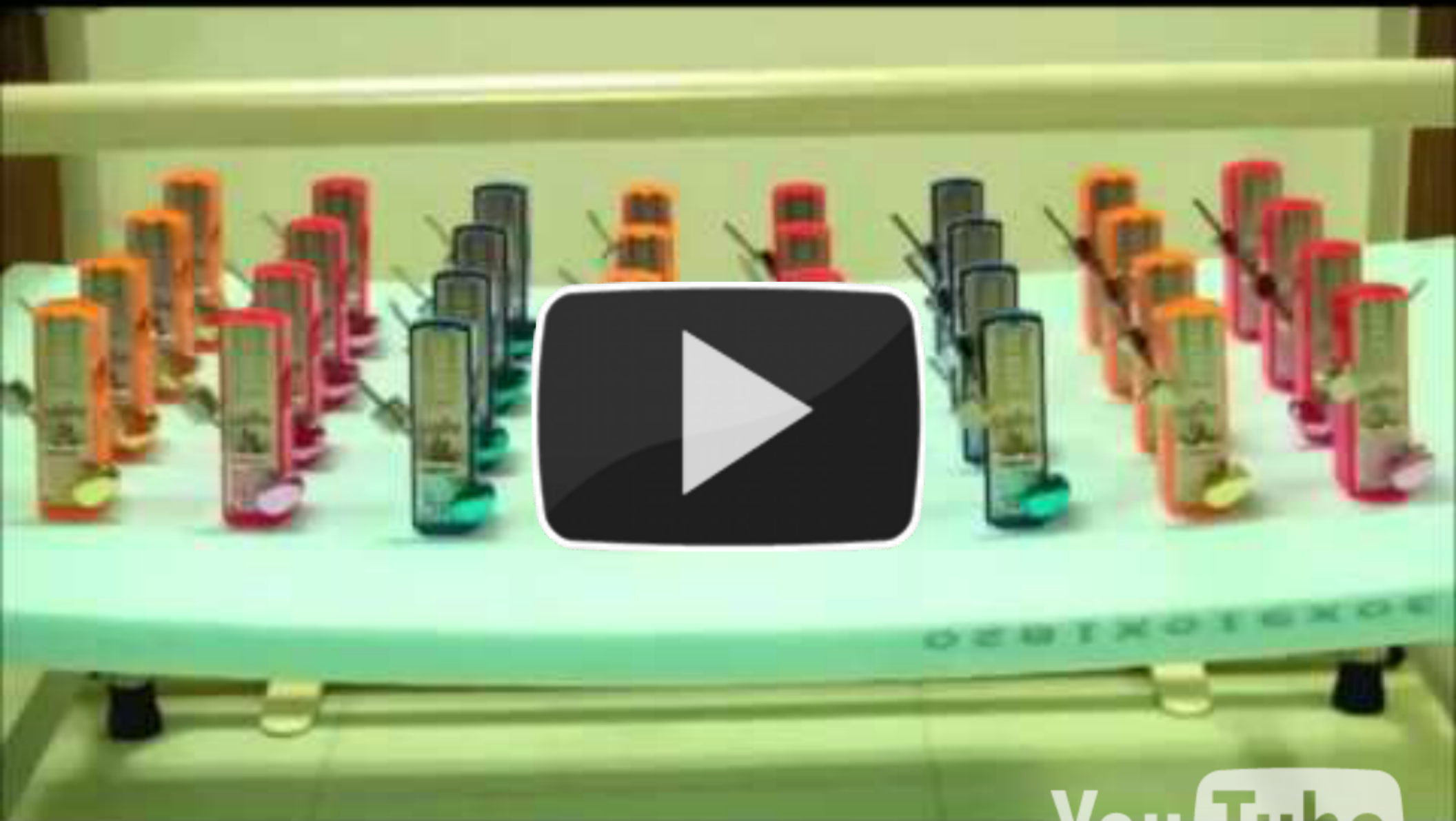
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You Tube

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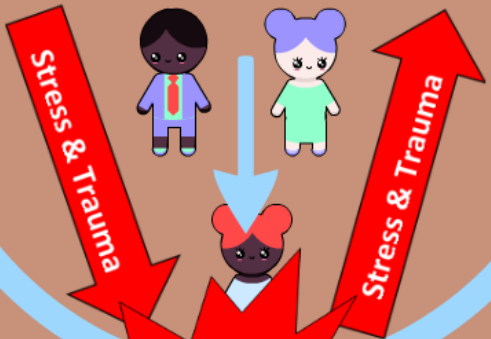
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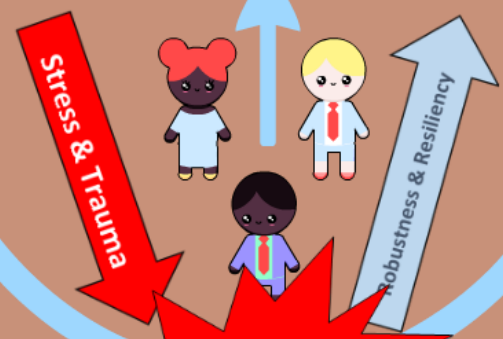
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Emotionally Disregulated Organization



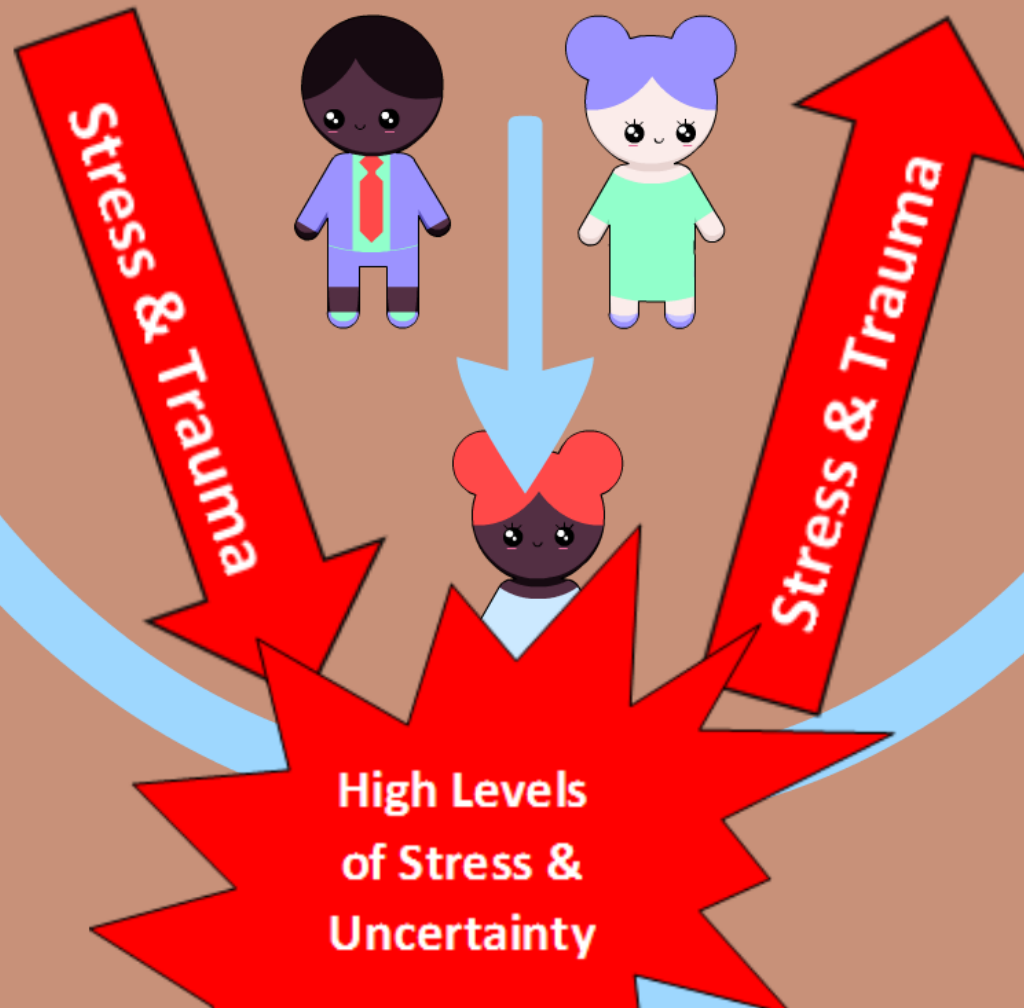
High Levels
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Emotionally Regulated Organization

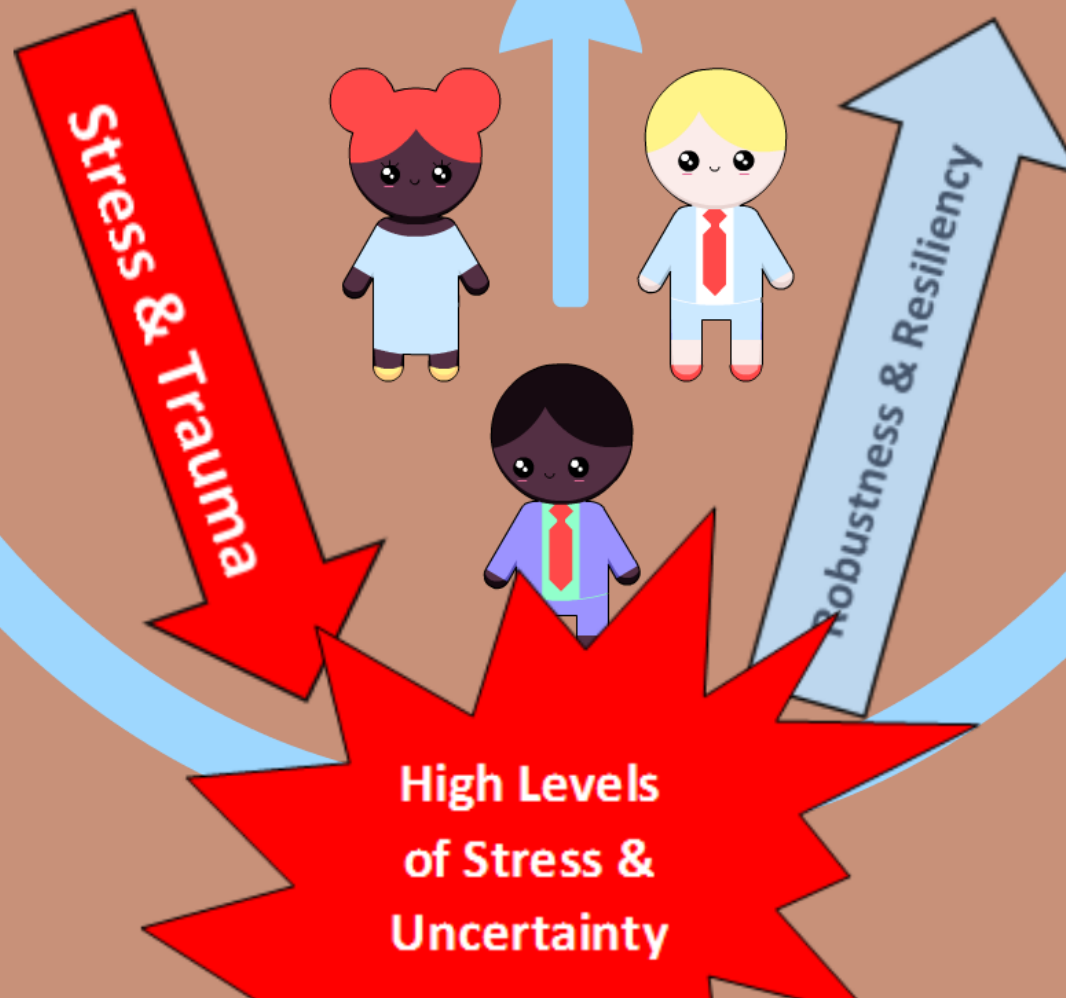


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Whether or not staff feel that leaders care about their well-being is the #1 predictor of organizational engagement

- Only 38% of workers feel this is true of their leaders
- 50% felt their well-being didn't matter at all to their leaders
- Only 10% felt like they were a vital asset to the organization.

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 - Trust
 - Safety
 - Positive Regard/
Caring

Intellectual Leadership:

- Engagement
 - Fit
 - Democracy
 - Shared Values
 - Shared Vision
- Accelerators
 - Accountability
 - Recognition

Trauma Informed Practices

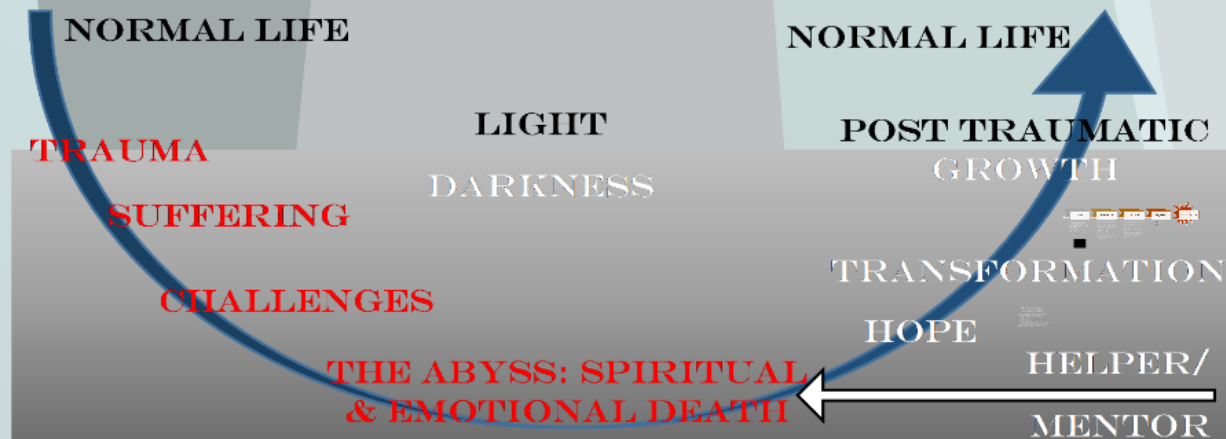
- Policies
- Supervision
- Quality Improvement
- Training
- Advocacy



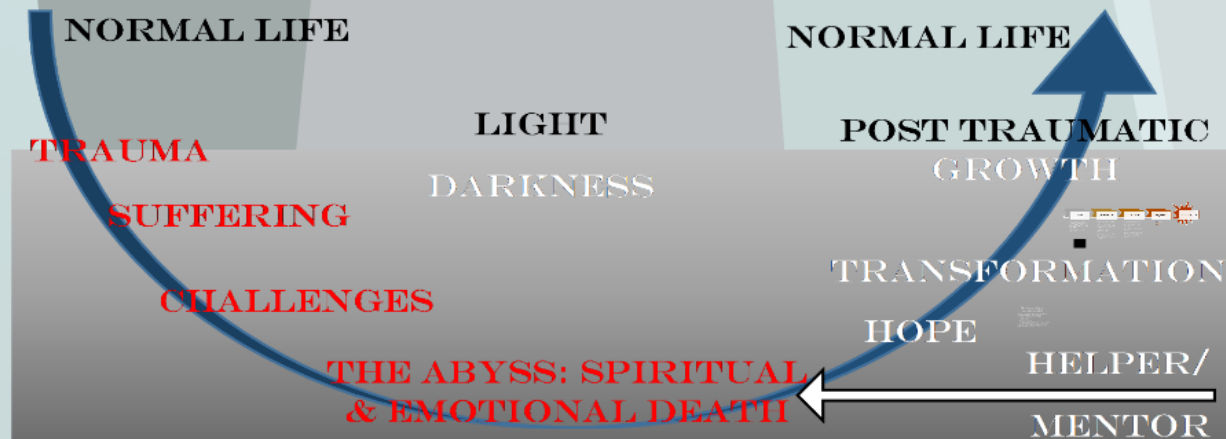
Share examples you have seen of TERRIBLE leadership & EXCELLENT leadership.

What way the impact of each?

Hope, Transformation, & Post-Traumatic Growth



Hope, Transformation, & Post-Traumatic Growth



NORMAL LIFE

**POST TRAUMATIC
GROWTH**

TRANSFORMATION

HOPE

**HELPER/
MENTOR**

MENTOR

**TUAL
ATH**



The Science of Hope
Accessing the Mind

The Science of Hope: Accessing the Mind

- Anticipation of a better future and ceasing of current pain and suffering activates the reward centers of the brain:
 - Nucleus accumbens: Dopamine and Serotonin
 - Feeling of well-being
 - Sense of happiness
 - Pituitary gland: Endorphin
 - Reduces conscious experience of pain (physical/emotional)
 - Relaxes muscles, creating a general good feeling
- Role of helper: If trust is established oxytocin (key to bonding) is also released, increasing sensitivity of the brain's natural opioid system to endorphins

Mate, 2010



Mind

The human mind is a relational, environmental, and biologically emergent phenomena that has the power to regulate the flow of energy and information

Safety is key throughout the transformation process



YouTube

Mindfulness

Bringing awareness to the present

Awareness in observing, attending, and labeling perceptions, thoughts, feeling, and aroused states

Taking power away from the traumatic memory

Mindfulness practice: Activity that promotes or provides an opportunity to focus on one thing or empty the mind

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Mindsight

Thinking about thinking and feeling

Finding meaning: "Why did this happen to me?"

Integration of trauma into personal narrative

Mindsight practices: Utilizing mindful awareness to apprehend the inner nature of things and see them intuitively

Mind

Epigenetics

Social

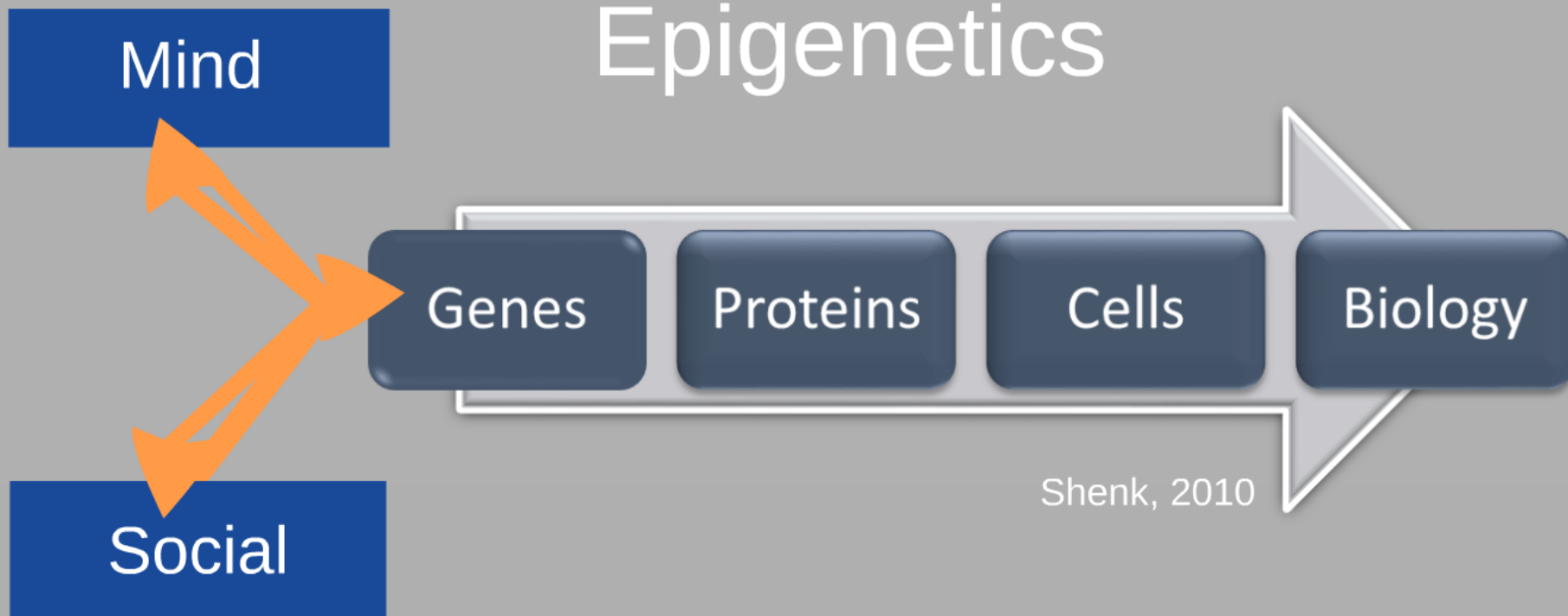
Genes

Proteins

Cells

Biology

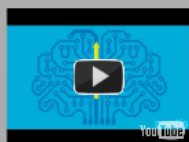
Shenk, 2010



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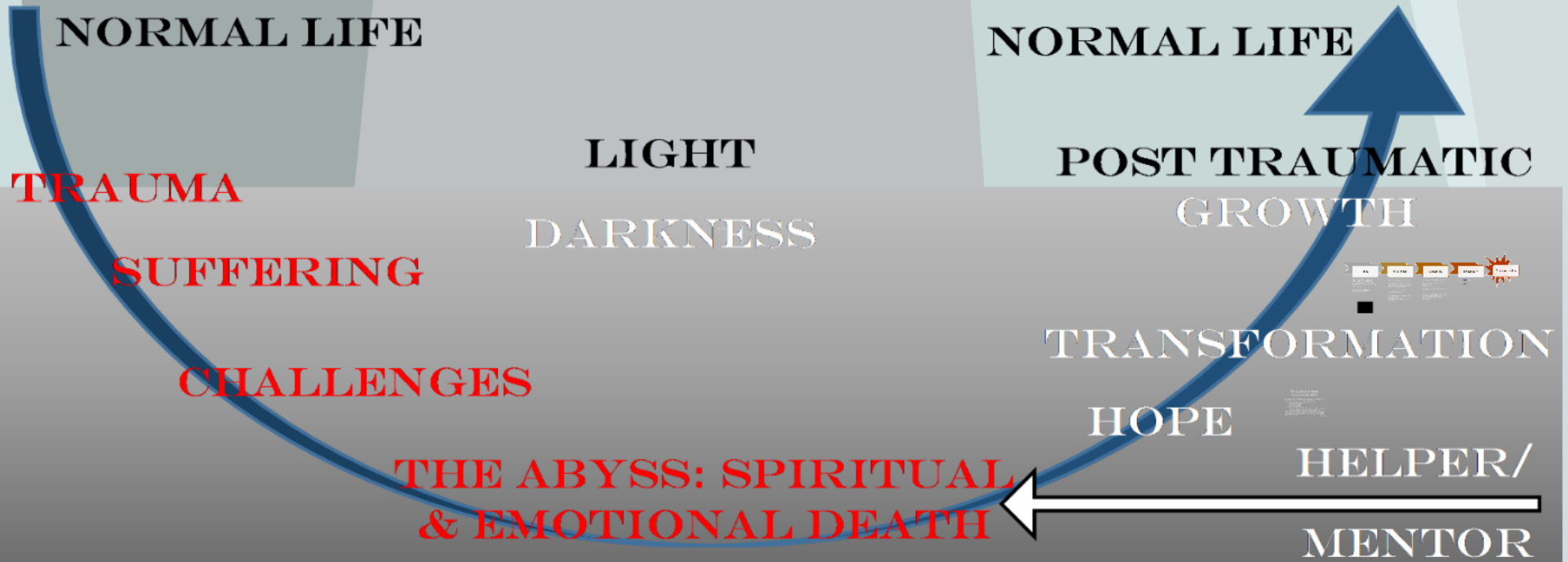
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Epigenetics



Transformation

Growth



GOAL!

Client: Heal from past suffering and address current challenges. Establish hope for a better and healthier future.

Staff: Trauma educated, healthy, and engaged workforce who have the opportunity and capacity to participant in the healing of traumatized clients.

Organization: Create a sanctuary where healing can occur through a mix of safe trusting relationships and informed interventions.

Society: Evolve policies and systems to match the neurological and health needs of clients. Stop perpetuating the problem and find the courage to solve it!

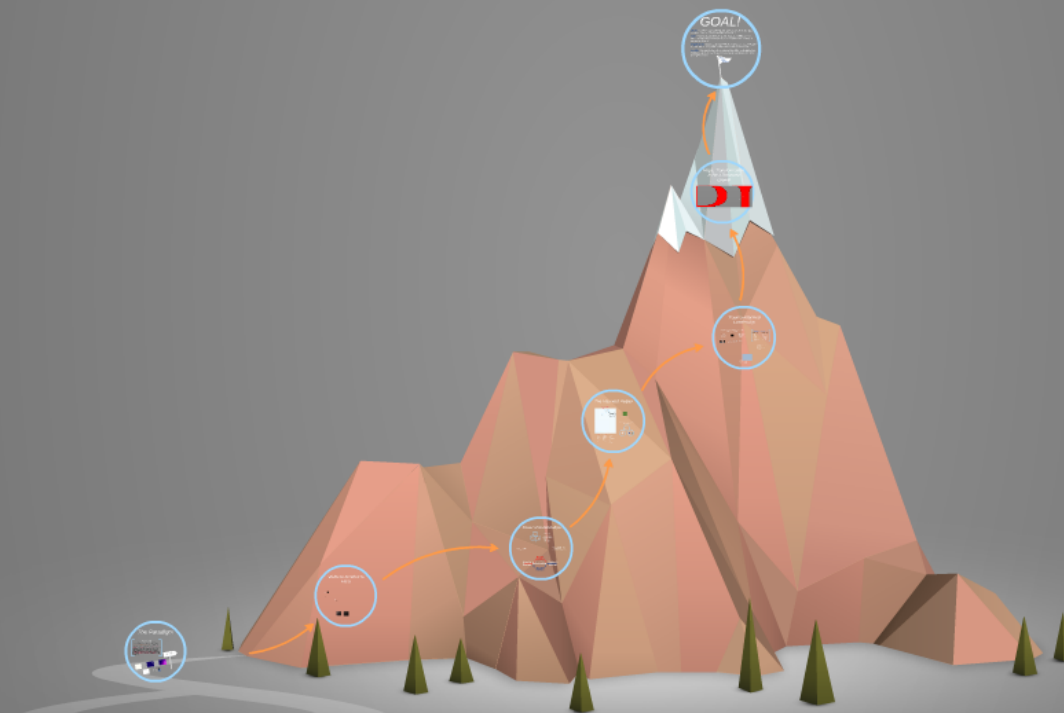




World Class Services

Building a Trauma Informed Organization

Excellence Through Empathy & Compassion



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