



Report on Trauma-Informed Organizational Efforts

Southern Kenai Peninsula Resilience Coalition
2020

Report on Trauma-Informed Organizational Efforts

SKP Resilience Coalition

Background

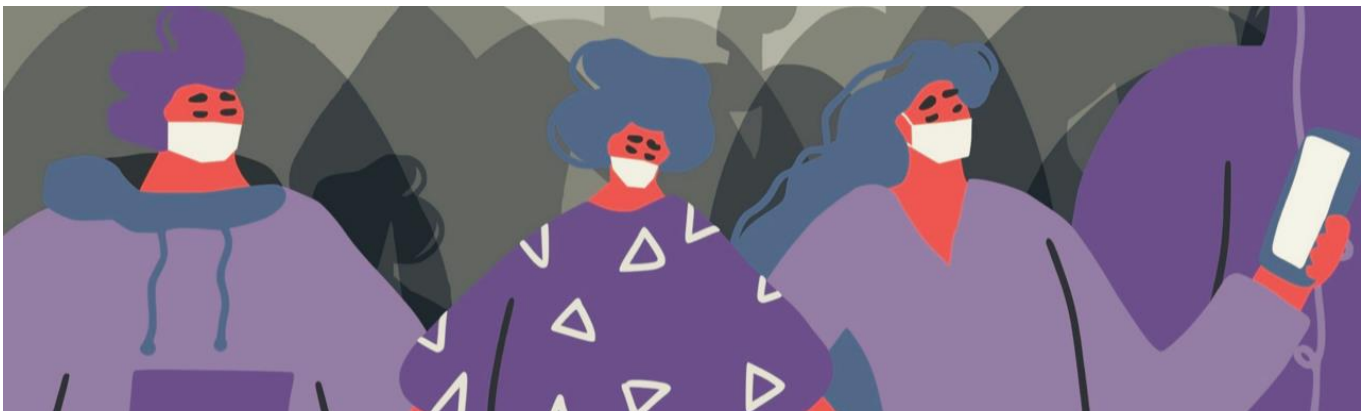
In late April of 2020, the SKP Resilience Coalition contracted with Kindred Consulting, LLC (Kindred) to provide trauma-informed and COVID-19-related support to the following six Homer organizations:

- Flex Alternative High School
- Haven House
- Kachemak Bay Family Planning Clinic
- South Peninsula Behavioral Health Services
- South Peninsula Hospital
- Sprout Family Services

The goals of the partnership were:

- Using a TI lens, provide critical and timely support to organizational leaders as they lead through COVID-19 dynamics and transitions.
- Identify areas of strength and opportunity for trauma-informed organizational development.
- Ensure that organizational policies are aligned with a TI culture and responsive to COVID-19 dynamics and transitions.
- Establish clear next steps for each organization and community.

Kindred provided some combination of coaching, consulting, training, facilitation, assessment, and policy support services to the organizations between May 1, 2020 and July 21, 2020. Between the services provided collectively and individually to organizations, Kindred provided 130 hours of support.



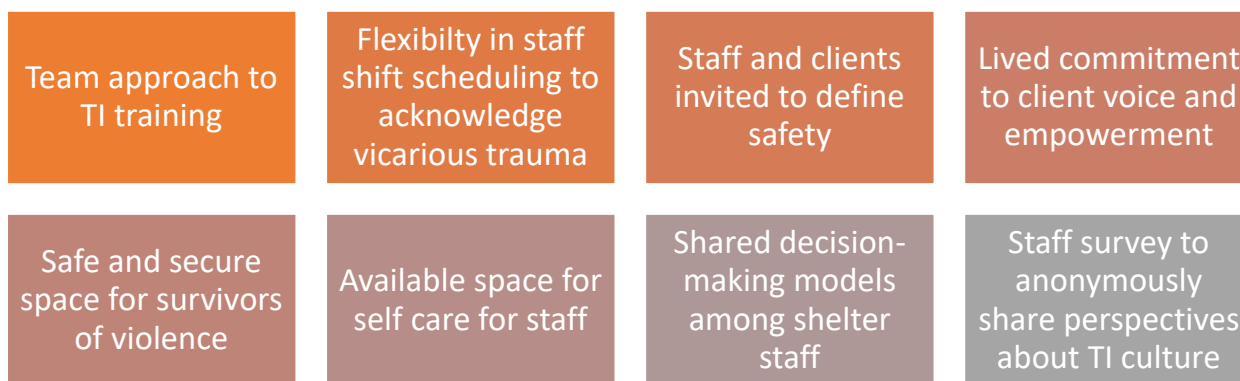
Part 1: Organizational Overviews

HAVEN HOUSE

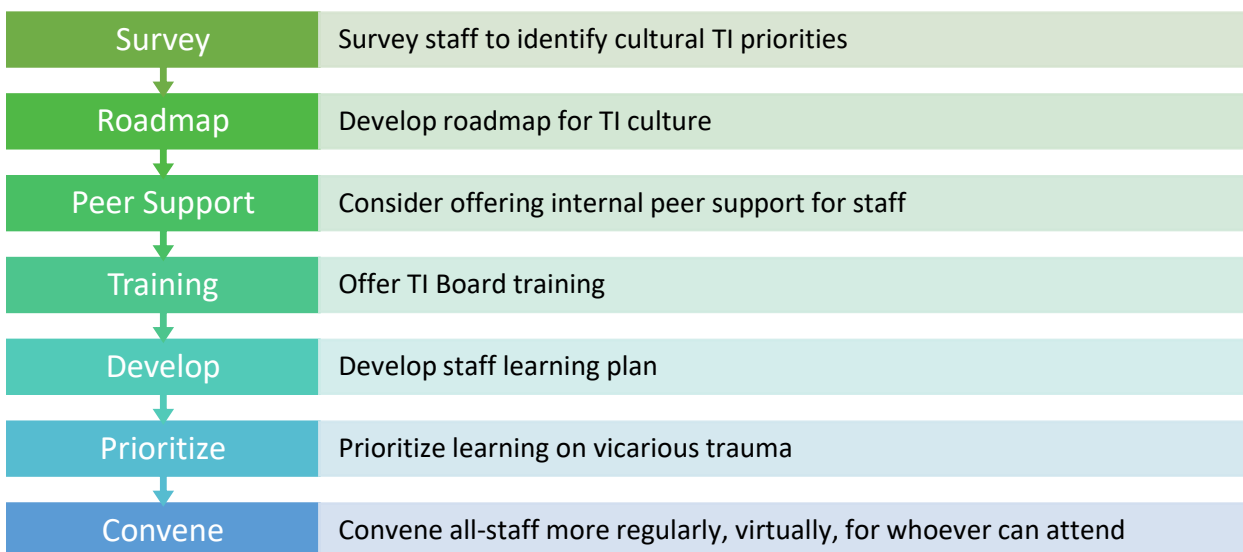
Kindred Services Provided

- Weekly Kindred Connect Peer Learning Groups
- Individual coaching
- Trauma-informed staff training
- Policy development
- Resource development

Haven House Strengths for Community to Draw From



Kindred Recommendations for Haven House

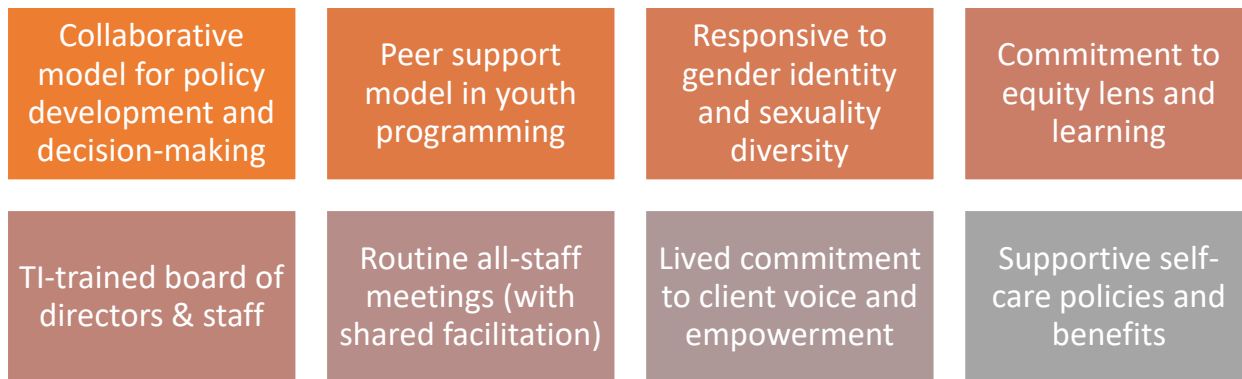


KACHEMAK BAY FAMILY PLANNING CLINIC (KBFPC)

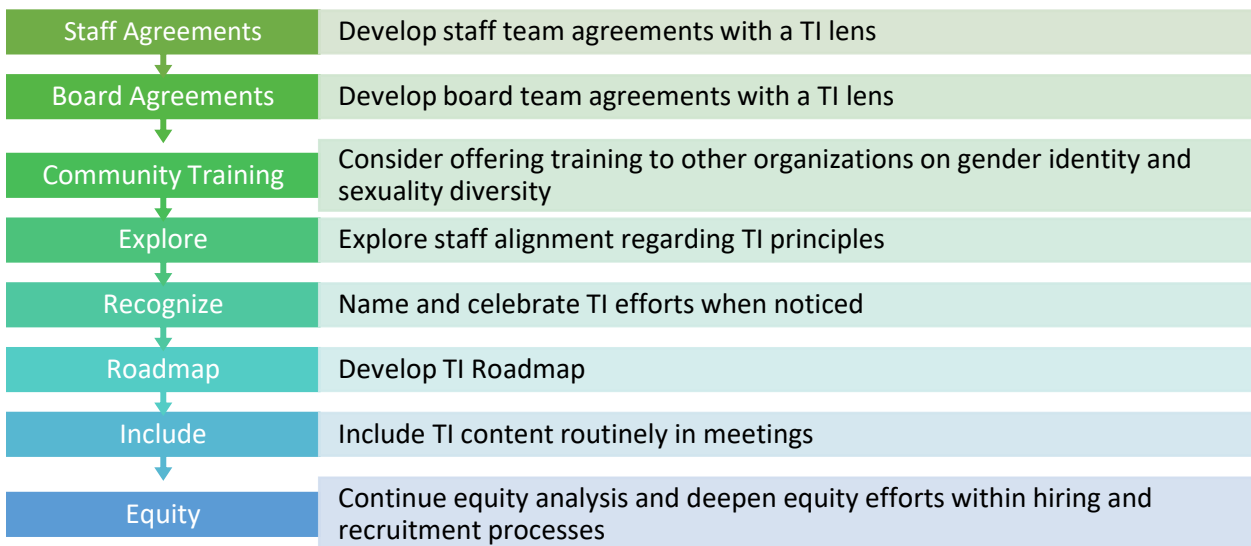
Kindred Services Provided

- Weekly Kindred Connect Peer Learning Groups
- Individual coaching
- Trauma-informed staff training
- Trauma-informed board training
- Policy and document review

KBFPC Strengths for Community to Draw From



Kindred Recommendations for KBFPC



SOUTH PENINSULA BEHAVIORAL HEALTH SERVICES (THE CENTER)

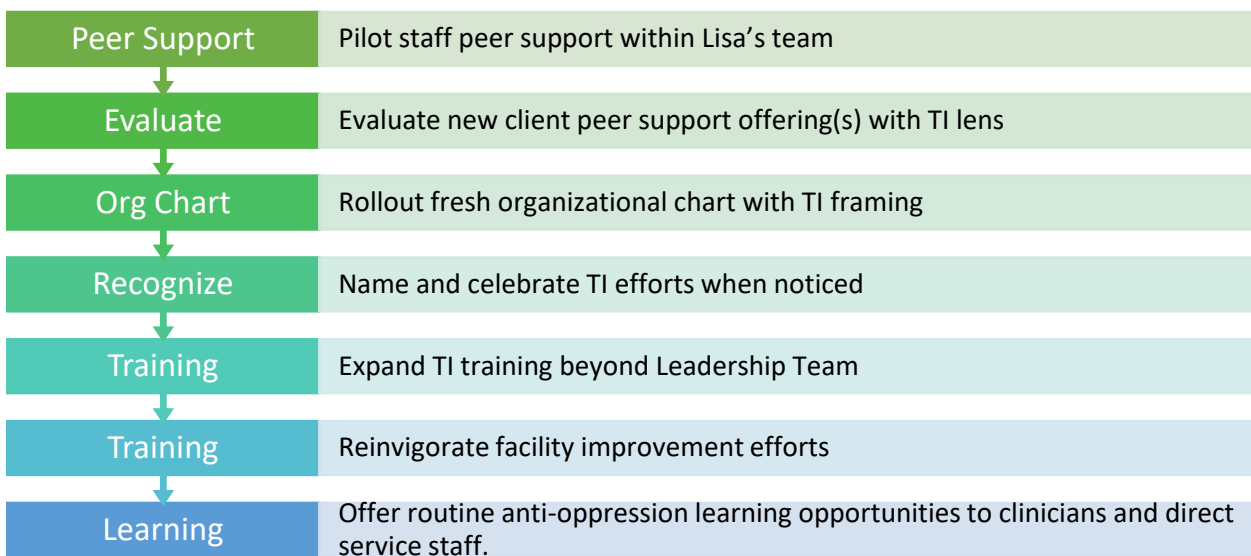
Kindred Services Provided

- Weekly Kindred Connect Peer Learning Groups
- Individual coaching
- Trauma-informed staff training
- Resource development
- Policy and document review

The Center Strengths for Community to Draw From



Kindred Recommendations for The Center



SOUTH PENINSULA HOSPITAL

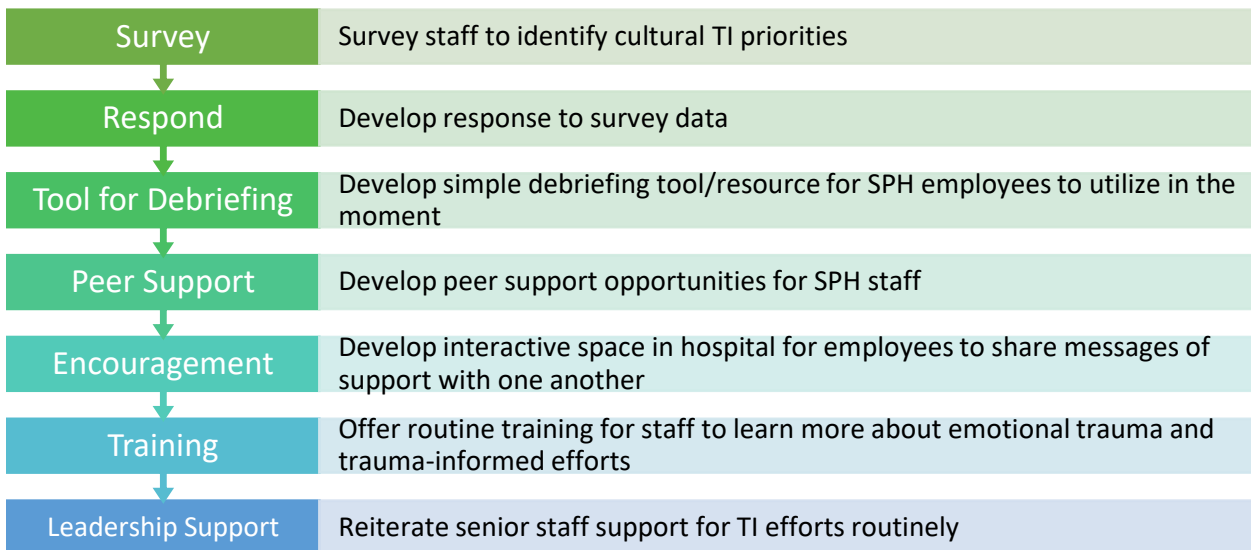
Kindred Services Provided

- Weekly Kindred Connect Peer Learning Groups
- Trauma-Informed Care Leadership Team coaching
- Trauma-informed staff training
- Resource development
- Policy curation

South Peninsula Hospital Strengths for Community to Draw From



Kindred Recommendations for South Peninsula Hospital



SPROUT FAMILY SERVICES

Kindred Services Provided

- Weekly Kindred Connect Peer Learning Groups
- Individual coaching
- Trauma-informed staff training
- Resource development
- Policy development
- Policy review

Sprout Strengths for Community to Draw From

TI approaches are embedded throughout culture	Reflective supervision is routinely offered to staff	Space is thoughtfully designed with TI lens	Shared decision-making systems in place
TI-trained board and staff	Parent coaching model empowers clients	Public commitment to diversity, equity and inclusion	Community Peer Support Programming

Kindred Recommendations for Sprout

Assess	Assess energy alignment between all staff regarding TI principles
Explore	Explore TI Domains as a next step in organizational analysis
Train	Train Board in TI principles (scheduled for August)
Tool	Pursue an assessment/ tracking tool that will support your multi-faceted approaches to TI expansion
Roadmap	Develop TI Roadmap for Sprout (if assessment tool does not provide one)
Peer Support	Consider additional parenting peer support opportunities in the community (affinity groups, virtual) Also consider peer support/ learning as a tool for staff
Educate	When offering peer support opportunities, educate recipients of peer support programming on the benefits of social connection
Evaluate	Collect client feedback with a TI lens
DEI	Develop learning plan for diversity/ equity/ inclusion learning
Agreements	Develop Staff agreements with a TI lens

FLEX ALTERNATIVE HIGH SCHOOL

Kindred services provided:

- Weekly Kindred Connect Peer Learning Groups

Part 2: Kindred Connect Peer Learning Groups

Every week for 13 weeks, Kindred facilitated a 90-minute, virtual peer learning session for the six organizations. The purposes of Kindred Connect was to:

- Deepen understanding of trauma-informed approaches and best practices
- Identify and develop new strategies for organizational trauma-informed expansion
- Reflect on areas of trauma-informed leadership growth and development
- Strengthen connection and understanding between organizations
- Collaborate and share resources and ideas between organizations
- Build a community of support for organizational leaders

Over the 13 weeks of Kindred Connect, the group learned and discussed the following topics:

Week 1: Trauma-Informed Principles

Week 2: Trauma-Informed Principles

Week 3: Trauma-Informed Principles

Week 4: Reflective Supervision & “My TI Why”

Week 5: Racial Equity

Week 6: Social Movements & Innovation

Week 7: Self-Care

Week 8: Building a Learning Culture

Week 9: Empathy and Saviorism

Week 10: Gender Diversity

Week 11: Leadership & Productivity

Week 12: White Supremacy Culture

Week 13: Peer Support and Reflection



Part 3: Cohort Overview

Throughout Kindred’s process of working with the organizations, common themes around strengths and barriers to trauma-informed expansion emerged.

COMMON STRENGTHS

- Invested staff leadership
- Deep commitment to both organizational and community trauma-informed efforts
- Mutual respect for one another’s strengths and approaches
- Willingness to self-reflect on trauma-informed leadership growth
- Readiness for innovation and creative community strategies
- Desire to take the work deeper

COMMON BARRIERS

- COVID-19 uncertainty and crisis
- Lack of buy-in from organizational staff or stakeholders
- Limitations in staff capacity to prioritize trauma-informed efforts
- Challenges in keeping staff trained through turnover and transitions
- Resistance to change from organizational staff or stakeholders
- Burden on leaders to carry the work
- Challenges around clearly articulating trauma-informed benefits to community

RECOMMENDATIONS FOR COHORT

- Continue meeting with peers on a routine basis
- Explore the trauma-informed domains as a next step
- Continue practicing and honing your “why”
- Include board and staff in ongoing trauma-informed learning efforts
- Model self-care
- Acknowledge, name, and celebrate when staff is working in a trauma-informed manner
- Deepen learning around diversity, inclusion, and equity
- Foster a culture of learning within organization
- Share learnings from the past 3 months with the Resilience Coalition and the broader community



Additional Documents

“MY WHY”

The cohort of 6 organizations brainstormed the following list of WHY they believe in and are committed to building a trauma-informed community.

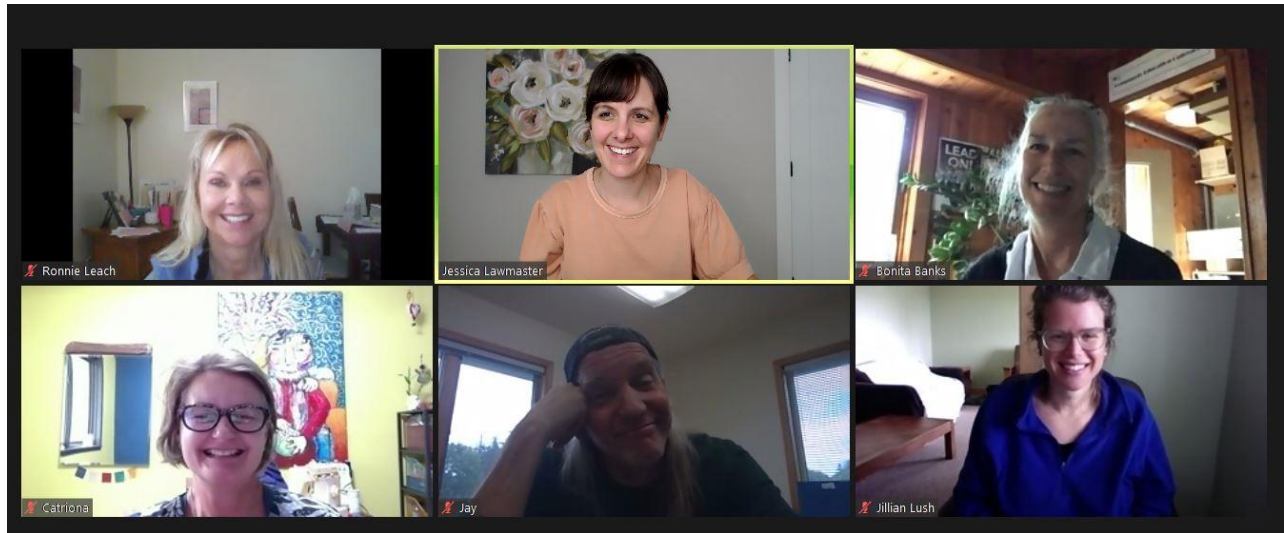
- Can be infused into everything we do
- It is critical we ask the question in response to evidence of the prevalence of childhood trauma: "What does this mean for our community?"
- It is a journey, not a destination
- TI approach creates space for **everyone**
- Allows us to better and more compassionately work with staff and community
- Business benefits (i.e. fewer missed appointments, more staff engagement, etc.)
- Requires constant self and professional improvement (making it a quality control approach)
- It addresses generational impact of trauma
- TI approaches address a broad range of inequities and social issues.
- TI approaches can weave through all parts of the community
- It provides a common language for the community
- It meets people where they are at
- It is a framework that fosters respect and compassion
- TI makes space for everyone's story, not just the dominant narrative
- Everyone deserves to be heard in a safe space
- Allows for behavior to have meaning
- fosters perspective-taking
- promotes inclusivity
- removes barriers, protects against assumptions
- People are more likely to access services when treated with dignity and respect
- Validation is important in healing



Mapping of Trauma-Informed Principles and Organizational Strengths

	Safety	Trustworthiness & Transparency	Peer Support	Diversity, Equity, & Inclusion	Empowerment, Voice, & Choice	Collaboration & Mutuality
Sprout Family Services	<ul style="list-style-type: none"> Space is thoughtfully designed with TI lens Reflective supervision is routinely offered to staff TI approaches are embedded throughout culture 	<ul style="list-style-type: none"> Staff survey to anonymously share perspectives about TI culture 	<ul style="list-style-type: none"> Community Peer Support Programming 	<ul style="list-style-type: none"> Public commitment to diversity, equity and inclusion 	<ul style="list-style-type: none"> Parent coaching model empowers clients 	<ul style="list-style-type: none"> Shared decision-making systems in place TI-trained board of directors & staff
Haven House	<ul style="list-style-type: none"> Flexible adaptations to scheduling to acknowledge vicarious trauma Staff and clients invited to define safety Safe and secure space for survivors of violence Available space for self care for staff 	<ul style="list-style-type: none"> Staff survey to anonymously share perspectives about TI culture 			<ul style="list-style-type: none"> Lived commitment to client voice and empowerment 	<ul style="list-style-type: none"> Team approach to TI training Shared decision-making models among shelter staff
South Peninsula Hospital	<ul style="list-style-type: none"> TI-trained staff dispersed throughout departments Acknowledgement of vicarious trauma experienced by staff Employee Wellness Program 	<ul style="list-style-type: none"> Transparency in communication from senior leadership 	<ul style="list-style-type: none"> Investment in peer support opportunities for staff 	<ul style="list-style-type: none"> New anti-harassment and anti-bullying policies in development 	<ul style="list-style-type: none"> Support from senior leadership 	<ul style="list-style-type: none"> Established, representative leadership team for TI efforts
The Center	<ul style="list-style-type: none"> Institutional expertise in emotional and psychological trauma Established goals around facility improvements Leadership team trained in TI cultural approaches 		<ul style="list-style-type: none"> Established peer support programming Statewide advocacy for more support for peer support 	<ul style="list-style-type: none"> Accommodations & services widely available to persons with disabilities 	<ul style="list-style-type: none"> Culture that values input and involvement from clients 	<ul style="list-style-type: none"> Customer Services Team works together to prioritize mutual respect
Kachemak Bay Family Planning Clinic	<ul style="list-style-type: none"> Supportive self-care policies and benefits 	<ul style="list-style-type: none"> Routine all-staff meetings (with shared facilitation) 	<ul style="list-style-type: none"> Peer support model in youth programming 	<ul style="list-style-type: none"> Responsive to gender identity and sexuality diversity Commitment to equity lens and learning 	<ul style="list-style-type: none"> Lived commitment to client voice and empowerment 	<ul style="list-style-type: none"> Collaborative model for policy development and decision-making TI-trained board of directors & staff

Weekly Kindred Connect



Kindred Agreements

- Step Up (unmute mic), Step Back (mute mic)
- No One Knows Everything; Together We Know A lot
- Say What You Mean and Mean What You Say
- Speak Your Truth
- Acknowledge the Difference Between Intention and Impact
- Recognize Power and Privilege
- Embrace Curiosity
- Let's Learn in Public
- What is shared here, stays here.

www.kindredleaders.com some agreements borrowed from Altigracia Montilla, w/ permissionIG @alta_monti





kindred



NAVIGATING COVID-19 TOGETHER

THE COLLECTIVE TRAUMA OF COVID-19

Right now, our community is collectively experiencing trauma associated with COVID-19. Collective trauma refers to the psychological upheaval that is shared by a group of people who all experience a traumatic event. Collective trauma can affect groups of people of any size, including entire nations or societies. The COVID-19 pandemic is a global event that will result in both individual and collective mental health effects. While we are all living through the same pandemic, individual experiences and effects will differ.

FIRST, A QUICK OVERVIEW OF PSYCHOLOGICAL TRAUMA

TRAUMA IMPAIRS: memory, concentration, new learning, and focus.

TRAUMA HAS BEEN CORRELATED WITH: heart disease, obesity, addiction, pulmonary illness, diabetes, autoimmune disorders, and cancer.

TRAUMA IMPACTS AN INDIVIDUAL'S ABILITY TO: trust, cope, form healthy relationships.

TRAUMA DISRUPTS: Emotion identification, ability to self-soothe or control expression of emotions; one's ability to distinguish between what is safe and unsafe.

TRAUMA SHAPES: a person's belief about self and others; one's ability to hope; one's outlook on life.

WHY YOUR TRAUMA-INFORMED COLLABORATION MATTERS MORE THAN EVER

On top of the impact of COVID-19 on your and your colleagues' personal lives, working in a helping profession during this pandemic adds an additional layer of stress and anxiety. You may have noticed that your coworkers exhibit varying attitudes and behaviors about COVID-19 and respond differently under pressure. There are trauma-informed collaborative strategies you can employ to help support your team during this stressful time.



WHAT HELPS?

These are the six principles of Trauma-Informed Care, as defined by the [Substance Abuse and Mental Health Services Administration](#). Within each principle, there are actions you can take to be responsive to the needs of your team members.

SAFETY

- Respect areas that are calm, quiet, and comfortable for staff
- Make space for safe dialogue about emotional wellbeing
- Talk with your colleagues about what makes you feel safe at work
- Ask how your coworkers are doing and take the time to listen

TRUST AND TRANSPARENCY

- Provide clear, simple, and consistent information
- Maintain confidentiality
- Follow through on decisions
- Address conflicts directly with the person involved, rather than talking with others about the problem
- Explain new decisions and processes clearly and allow space for questions

COLLABORATION AND MUTUALITY

- When possible, make team decisions together
- Contribute to discussions about how operations or team culture could improve
- Thank your colleagues when they show support or teamwork
- Celebrate successful collaboration when it happens

EMPOWERMENT, VOICE, AND CHOICE

- Work with your supervisor to set and/or work towards your own goals for growth and development
- Approach your work with a strengths-based approach: build on and recognize your own unique strengths, as well as the strengths of others
- When you identify an area to work on or improve, believe in your ability to grow.
- Believe in your coworkers' abilities to learn and grow
- Develop your self-advocacy skills by voicing your needs when they arise

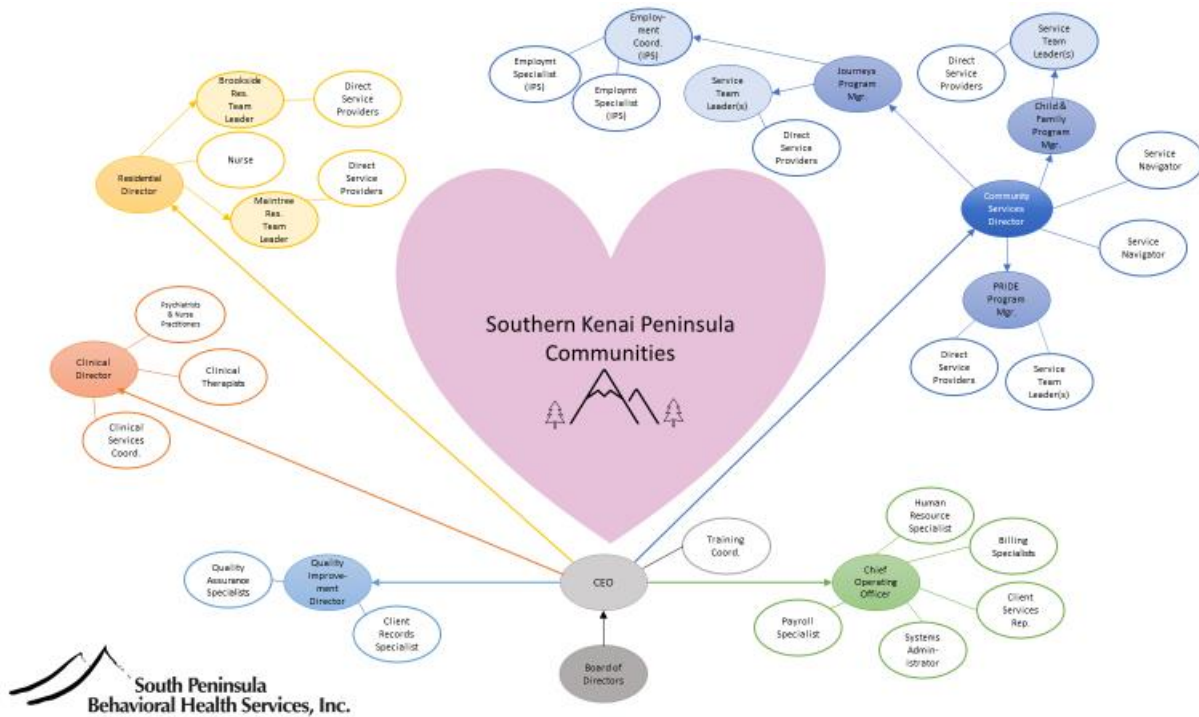
INCLUSION AND CULTURAL RESPONSIVENESS

- Actively identify and challenge your own biases (based on culture, race, gender, sexual orientation, age, ethnicity, etc.)
- Learn from your colleagues what makes them feel like "part of the team"
- Model inclusivity and reflect on differences among your clients and coworkers with a spirit of curiosity
- Slow down when possible, and make space for your team to connect with and learn about one another

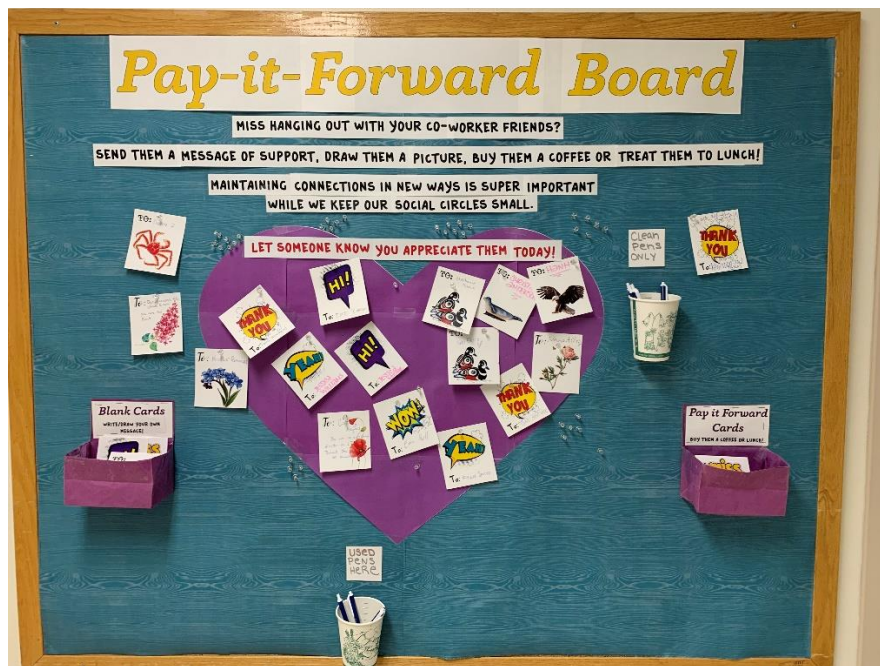
PEER SUPPORT

- Engage in informal opportunities for connection among your team members
- Recognize social connection as a healing and self-care strategy
- Take the time to check in with your peers, and learn about how they are doing
- Participate in and contribute to connection activities at staff and team meetings

New Community-Centered Organizational Chart for The Center



New "Pay it Forward" Board at South Peninsula Hospital





**COVID-19
MITIGATION PLAN**

Survey about Kindred Services

Completed by All 6 Organizations

1. Overall, how would you rate the support you received from Kindred between May and July?

5.0★

average rating



2. Please rate the individual coaching support from Kindred.

5.0★

average rating



Comments

- Kind, thoughtful, and inclusive support throughout
- I enjoyed and felt supported in the individual sessions. [Our team] also had positive experiences and in my estimation are now ready to re-engage with TI work. The previous TI work had left a pretty sour taste and disenchantment. The agency support around incorporating TI better in client surveys and policies etc has been incredibly valuable, with long-lasting impact.
- I need an outside wing woman to Bounce off ideas and gain needed support when things feel bumpy. Thank you!

3. Please rate the following types of support you received from Kindred.

	VERY HELPFUL	HELPFUL	NEUTRAL	NOT VERY HELPFUL	NOT HELPFUL AT ALL	N/A	TOTAL
▼ Trauma-Informed Training for your Organization	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6
▼ Existing Policy Review and Recommendations	50.00% 3	16.67% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6
▼ New Policy Curation and/or Development	33.33% 2	16.67% 1	0.00% 0	0.00% 0	0.00% 0	50.00% 3	6
▼ Resource and/or Idea Sharing	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6
▼ New Organizational Resource Development	33.33% 2	16.67% 1	0.00% 0	0.00% 0	0.00% 0	50.00% 3	6
▼ Survey Design for Staff	50.00% 3	16.67% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6
▼ Individual Coaching Support	50.00% 3	16.67% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6
▼ Kindred Connect Peer Groups	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6

Comments

- The Peer Groups were absolutely fantastic. Having the focused topics, the visuals, and the activities led to direct growth in my thinking about Trauma Informed Culture and my leadership responsibilities. The efforts here immediately impacted my leadership in bringing strategies, trust and transparency, and thoughtful engagement to my staff in our efforts.
- I don't want it to end

4. Please rate your experience with Kindred Connect Peer Groups



5. Please select the benefits you experienced through participating in Kindred Connect.

ANSWER CHOICES	RESPONSES
▼ Trauma-Informed Learning	66.67% 4
▼ Learning that expanded beyond TI efforts	100.00% 6
▼ Exposure to new ideas, resources, models	100.00% 6
▼ Increased connection among my community peer leaders	83.33% 5
▼ Strengthened relationships between local organizations who participated	83.33% 5
▼ Ideas for how our orgs could better work together	50.00% 3
▼ Learning from fellow peers	83.33% 5
▼ Expanded vision for how TI efforts could grow within community	83.33% 5
▼ Increased confidence in my understanding of and ability to speak to TI approaches and their benefits	50.00% 3
▼ Increased confidence in my ability to lead my organization with a TI lens	83.33% 5
▼ Insight into what my organization is doing well within TI context	83.33% 5
▼ Insight into where my organization can improve its TI efforts	100.00% 6
▼ Self care as a result of this connection with my peers	83.33% 5
▼ Enhanced sense of support from my peers	66.67% 4

6. Please share any remarks on your overall experience with Kindred.

Comments

- I appreciated the broad perspective on TI offered by Kindred. This was the safest peer group I have ever taken part in. I am truly sorry to see it end.
- I really appreciated all the time and information shared through this process and hope to continue in the future. I think it would have been nice for us to extend the time frame as there was so much going on in the world and a lot to take on for the group in the small period of time.
- It was a gift to work with Jess, especially during organizational and community uncertainty. It kept me grounded and kept my focus on Trauma Informed Organizational growth and Mission.
- Jess has a knack for meeting individuals or a group exactly where they are. The way she weaves the relevant snippets of individual/agency experience into the rest of the training is remarkable. Everyone feels heard and seen in a session with Kindred
- It was wonderful and I really like that materials were provided after meeting.