BECOMING A TRAUMA-INFORMED ORGANIZATION:

Framework and Steps toward Culture Change

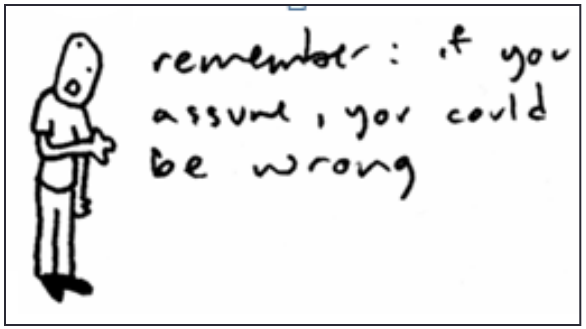
Pam Scott, Phd, LISW-S, Director of Clinical Development
Stephen Richard, MS, LSW. Vice President of Programs and Services

The Buckeye Ranch

the buckeye ranch
we raise hope

We have some Assumptions…

- You have a general understanding of Trauma Informed Care
- You are committed to moving your organization toward Trauma Informed Practices
- You know this isn't going to be easy….

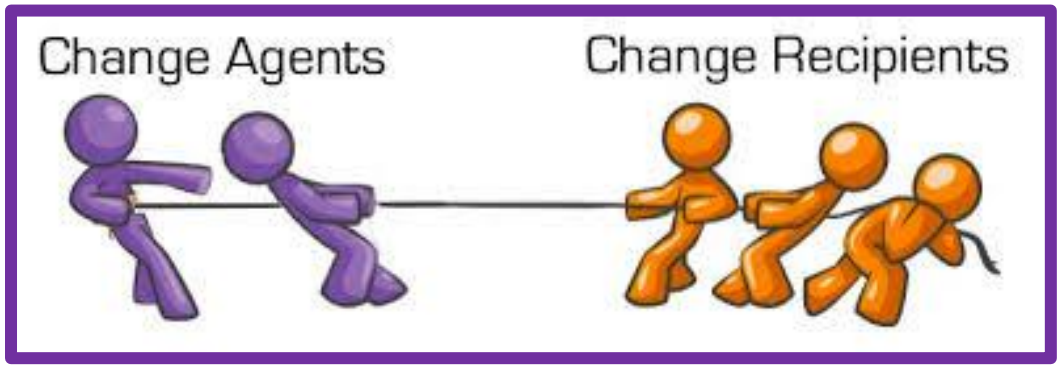


the buckeye ranch
we raise hope

What will it look like?

- What would you like to be different in your organization in five years….
- What do you see as the barriers to achieving that?

the buckeye ranch
we raise hope



the buckeye ranch
we raise hope

Org Culture Definition

- A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be taught to new members as the correct way one perceives, thinks and feels in relation to those problems.

the buckeye ranch
we raise hope

Mental Models

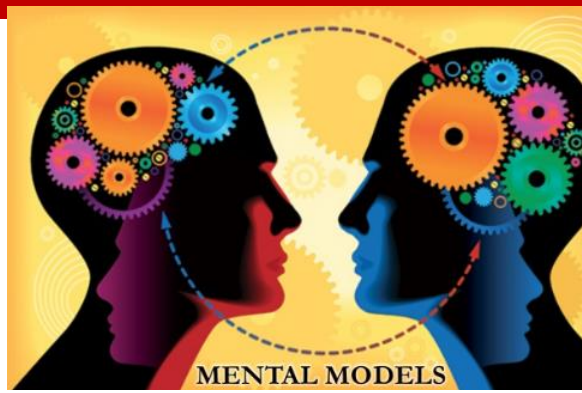
Assumptions that are so deeply held that we usually don't even know that what we think, feel and do are determined by these assumptions outside of our individual awareness.

Help our brains automatically organize information.

Self Confirming Observation

Confirmation Bias refers to a type of selective thinking whereby one tends to notice and to look for what confirms one's beliefs, and to ignore, not look for, or undervalue the relevance of what contradicts one's beliefs.

the buckeye ranch
we raise hope



Differences between mental models explain why two people can observe the same event and describe it differently: They are paying attention to different details.

In any new experience, most people are drawn to take in and remember only the information that reinforces their existing mental models.

Mental Models limit people's ability to change

Adapted from the work of Sandra Bloom, MD www.sanctuaryweb.com

the buckeye ranch
we raise hope

The Challenge:

HOW DO WE GET MANY PEOPLE

Adapted from the work of Sandra Bloom, MD **www.sanctuaryweb.com**

the buckeye ranch
we raise hope

Our story (so far…)

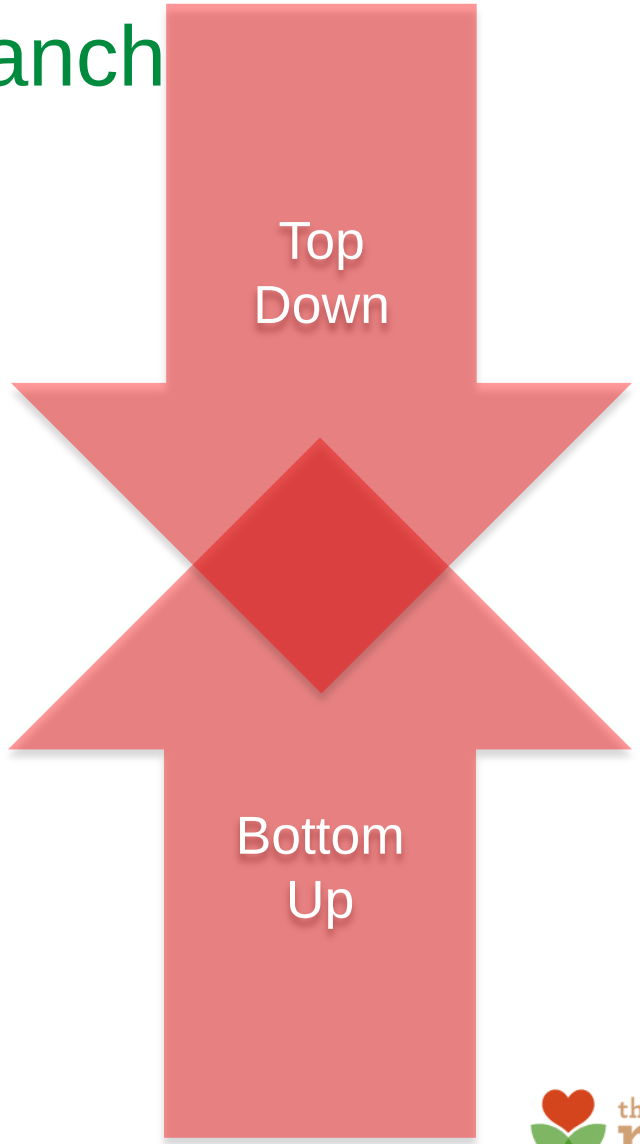
Trauma Informed Care

the buckeye ranch
we raise hope

the buckeye ranch
we raise hope

Trauma Informed Care at The Buckeye Ranch

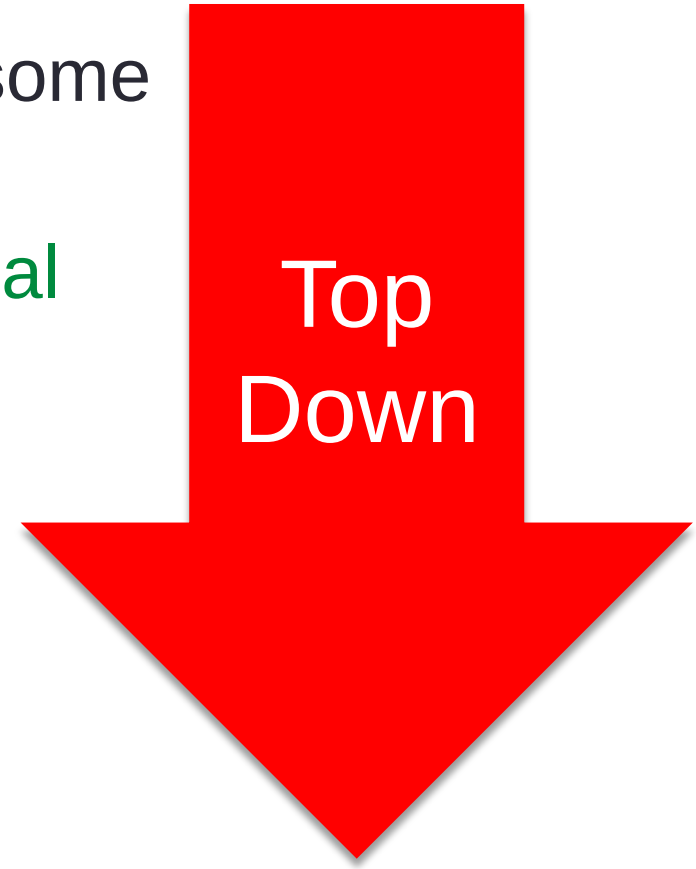
Change Strategy: Parallel Processes



the buckeye ranch
we raise hope

Top Down

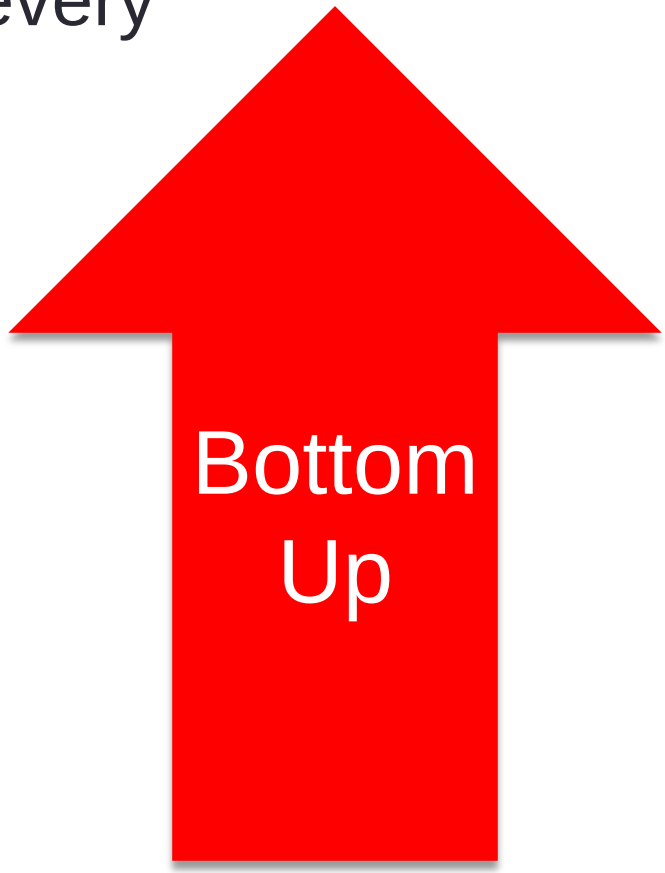
- Because we needed a Leader
- Because the leader needs some authority across the agency
- Our approach: Organizational Priority
  - Executive Buy-in
  - Board Buy-in
  - Strategic plan



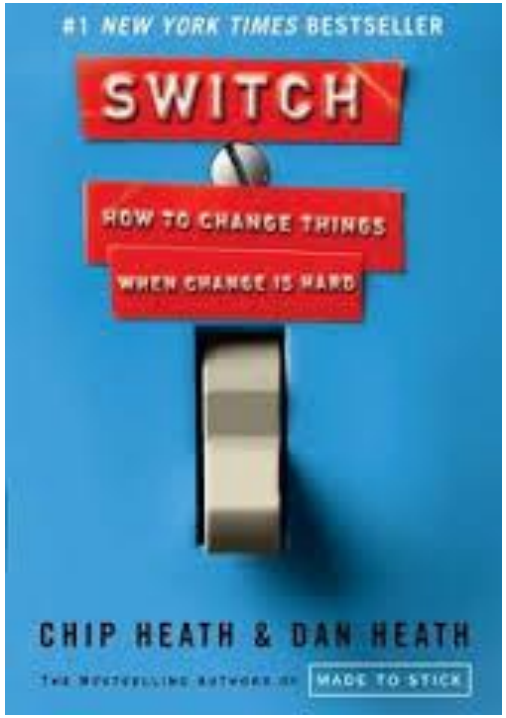
the buckeye ranch
we raise hope

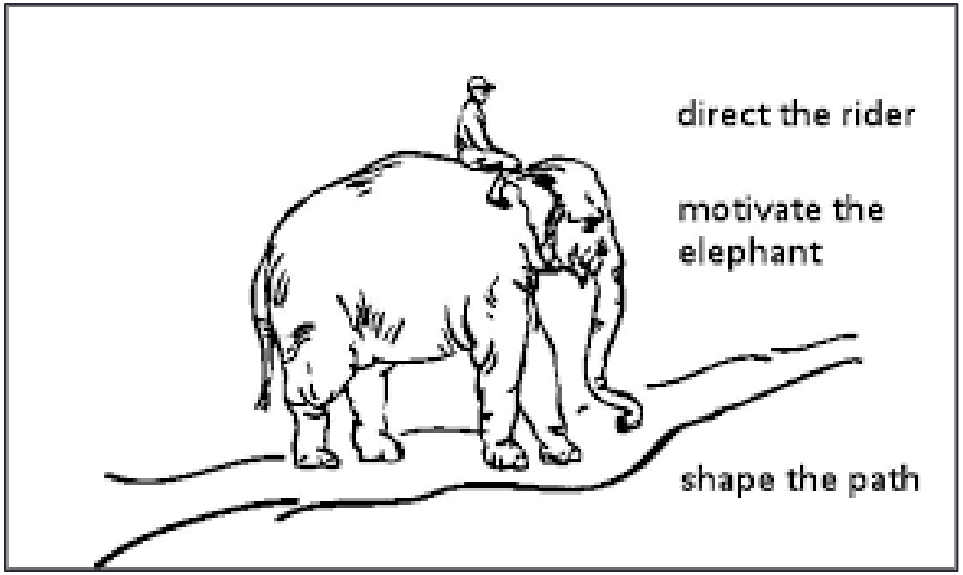
Bottom Up

- Because we need buy-in from every part of the organization
  - Change requires champions
- Our approach: TIC Committee
  - Working Sub-Committees
    - Staff Support
    - Staff Development
    - Interventions
    - Communication



It helps to have a Framework…





the buckeye ranch
we raise hope

3 keys to behavior change

Direct the rider

- give clear direction, reduce mental paralysis

Motivate the elephant

- find the emotional connection

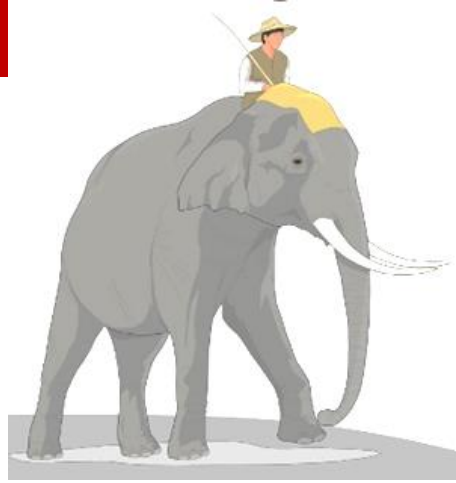
Shape the path

- Reduce obstacles, tweak the environment, make the journey go downhill

cee
Center for Energy and Environment

the buckeye ranch
we raise hope

Direct the Rider

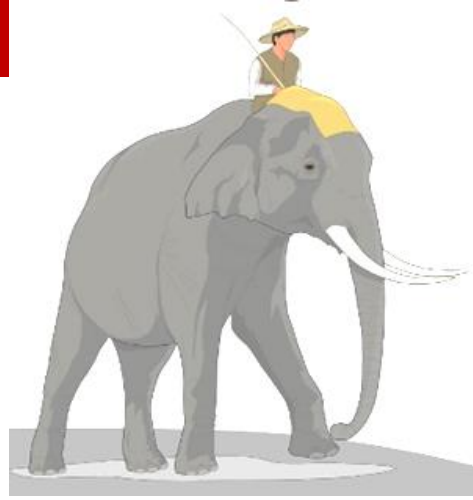


- What looks like resistance is usually a lack of clarity

  (Clarity dissolves resistance)
- Give clear directions, point to the destination
- Knowledge of HOW to get to the destination

the buckeye ranch
we raise hope

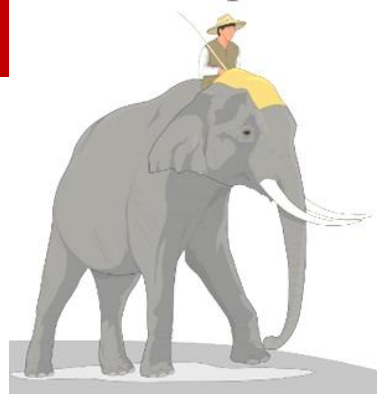
Direct the Rider



- Have an over-riding **model for Trauma Informed Care**
  - Useful for organizing training and staff development
  - Needed for shared language across agency
  - Our approach:
    - Child Trauma Academy (Bruce Perry)
    - Neurosequential Model of Therapeutics certification
    - Videos required for all staff

the buckeye ranch
we raise hope

Direct the Rider…



- Find the Bright Spots
  - See who is doing it well and duplicate
- Our approach:
  - Communications Sub-Committee
  - TIC Moments

the buckeye ranch
we raise hope

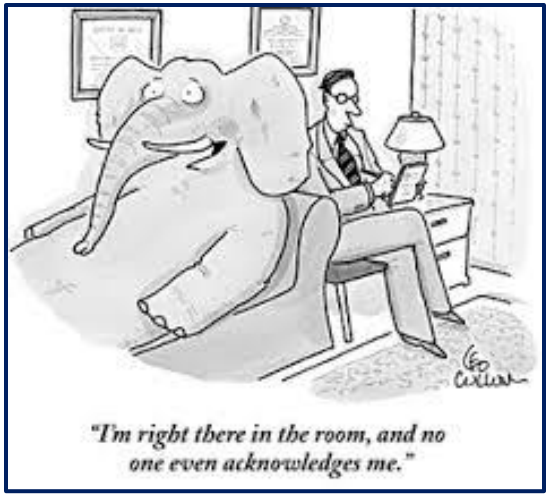
Motivate the Elephant

- Knowledge does not change behavior
- Motivation comes from confidence
- The elephant has to believe he can do it
  - Shrink the change
- Our approach:
  - Interventions Sub-Committee
  - Staff Development Committee

the buckeye ranch
we raise hope

Motivate the Elephant

- What looks like laziness is often exhaustion
- Get to the feelings
- Our approach:
  - TBR Staff Support Committee
  - Focus Groups
  - Professional Quality of Life Scale (ProQuol)



the buckeye ranch
we raise hope

Shape the Path

- What looks like a people problem is often a situation problem
- Make it easy to embrace the change
- When the situation changes, the behavior changes
- Requires the Top listening to the Bottom

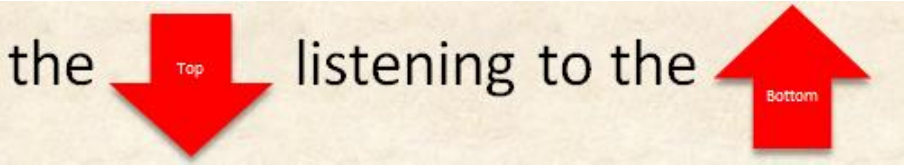
the buckeye ranch
we raise hope

Shape the Path

the buckeye ranch
we raise hope

Shape the Path

- Our approach:
- Consultation with a similar organization that is further along on the journey
- Program Collaboration (working together to brainstorm around barriers)
- TBR Staff Support Subcommittee
  - Aka



PATH M

the buckeye ranch
we raise hope

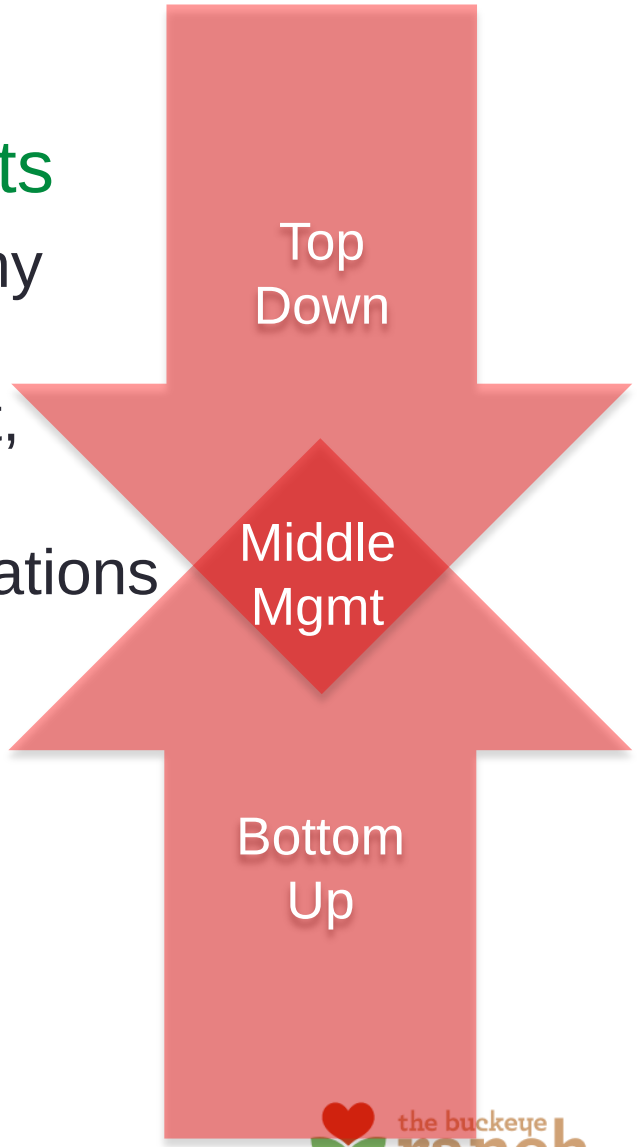
Next Steps…

What we're learning….

the buckeye ranch
we raise hope

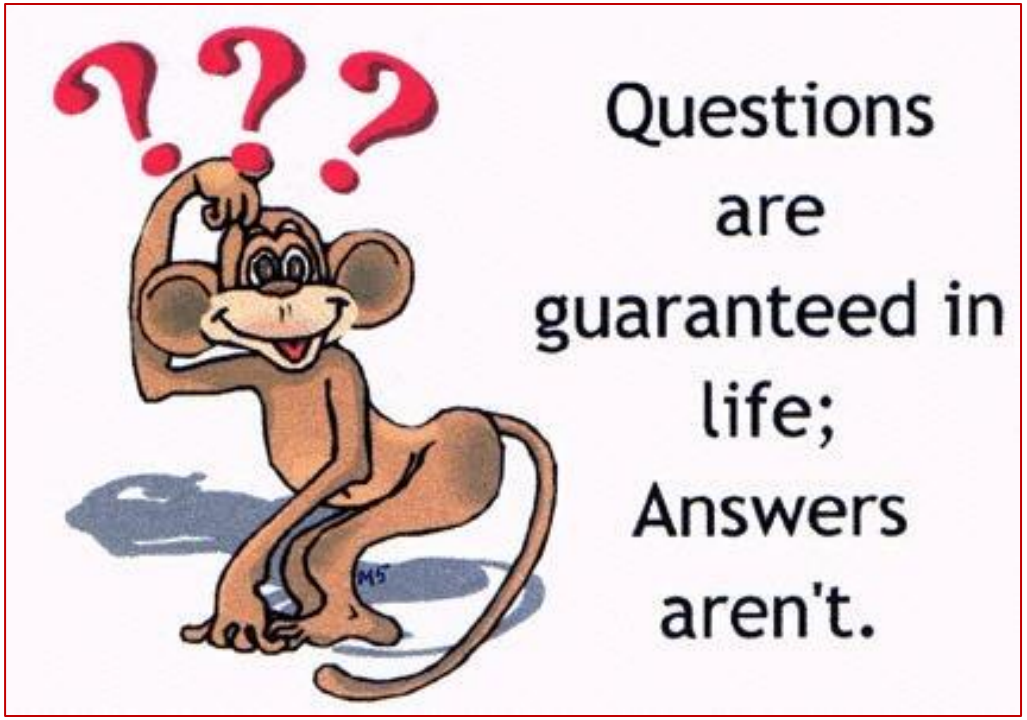
Moving Forward…

- Supervisors as Key Change Agents
- "While staff at the bottom of the company may act as a catalyst of change, middle management must act as change agent, through making sense of reactionary groundswells and managing the expectations of their seniors."



the buckeye ranch
we raise hope

ANY
QUESTIONS
?


Questions
are
guaranteed in
life;
Answers
aren't.