



# *Healing the Past for a Healthy Future*



**Friday, May 3, 2019  
7:30 am - 4 pm**

Killington Grand Resort  
Killington, Vermont



What am I grateful for today?

# Mission

*To create a healing system that fosters wellness and resilience for everyone.*

## GOALS FOR TODAY:

- To develop a shared understanding and language about stress and trauma
- To provide guiding principles and practices that support a more humane delivery system
- To promote the need for a trauma informed, equity based, relational helping system



# RELATIONAL HEALING IN THE TIME OF EVIDENCE



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# HOW TO WAKE UP A TEENAGER

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*and live to tell about it*



[www.thecorkums.com](http://www.thecorkums.com)

# BOTH/AND

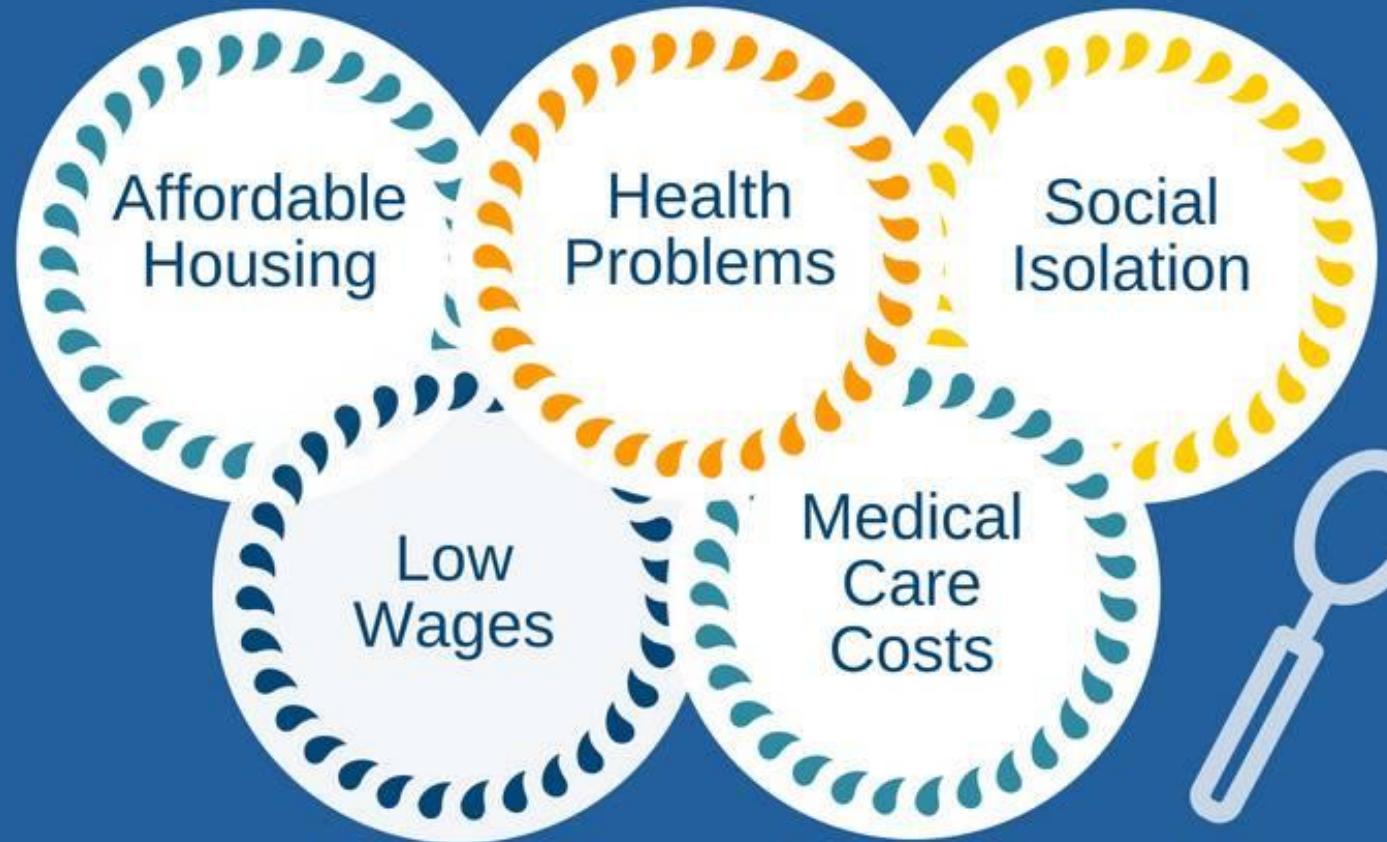


SAFETY  
&  
INSECURITY



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## HOW DOES FOOD INSECURITY HAPPEN?



# INSECURITY



# INSECURITY

- |                                |                            |
|--------------------------------|----------------------------|
| • Lack of Basic Safety         | Impoverished Relationships |
| • Loss of Emotional Management | Disempowerment             |
| • Fragmentation/Amnesia        | Helplessness               |
| • Systemic Error               | Increased Aggression       |
| • Authoritarianism             | Grief and Loss             |
| • Impaired Cognition           | Loss of Meaning            |

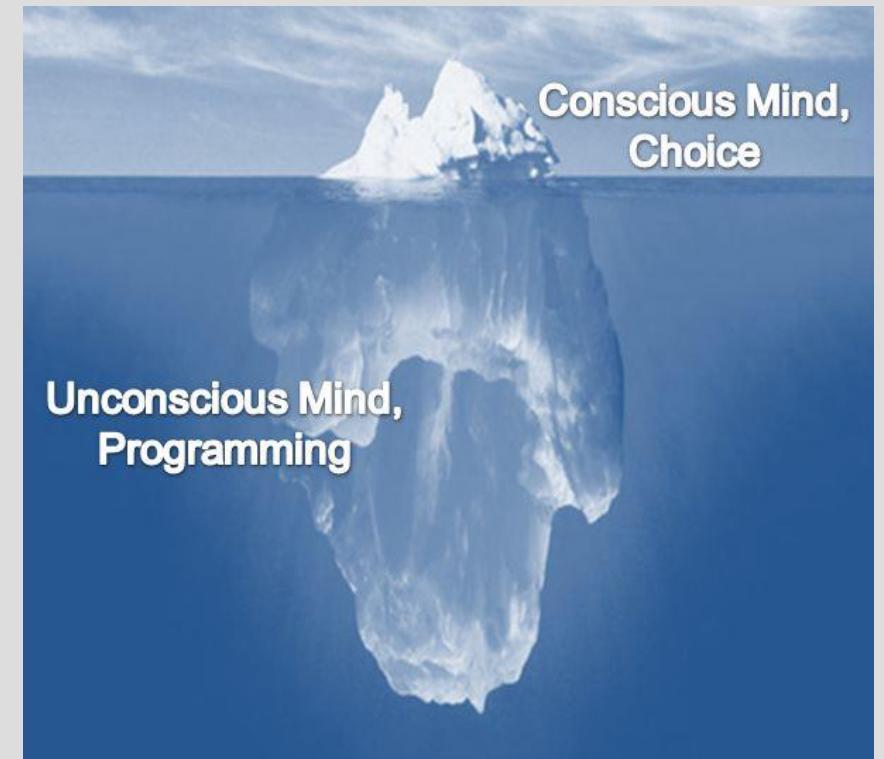


Adapted From [CANarratives.org](http://CANarratives.org)

# UNCONSCIOUS OR IMPLICIT BIAS IS...

Unconscious attitudes and stereotypes that can affect actions, behaviors, and judgements without realizing, causing one to do or say things contrary to conscious beliefs

- Implicit bias is shaped by surrounding society, culture, and media
- USA: negative depiction of people of color are promotes unconscious bias towards them and instills pro-white bias



# BIAS: REFLECTED IN AND REINFORCED BY MEDIA



**AP** Associated Press AP - Tue Aug 30, 11:31 AM ET

A young man walks through chest deep flood water **after looting** a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when

[Email Photo](#) [Print Photo](#)

**RECOMMEND THIS PHOTO** » Recommended Photos

Recommend It:



Average (138 votes)



3:47 AM ET

**AFP**

Two residents wade through chest-deep water after **finding** bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)

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Average (211 votes)

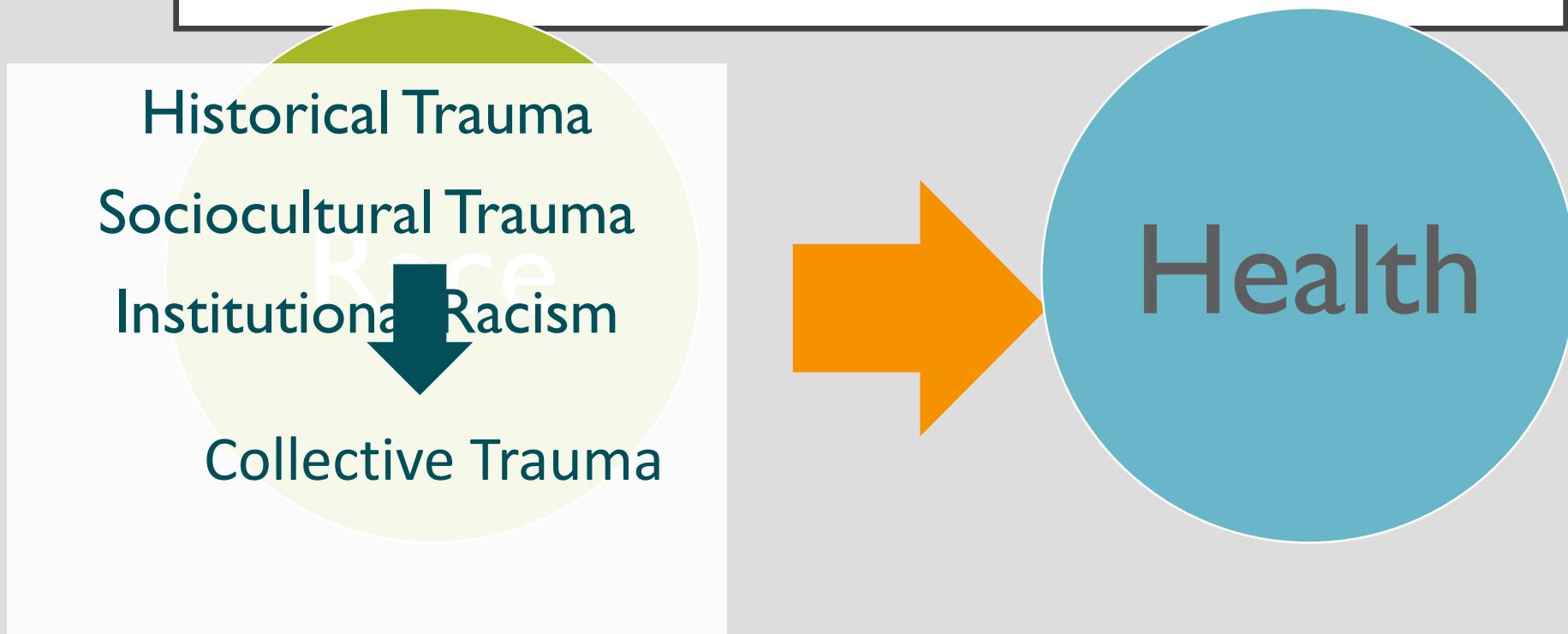


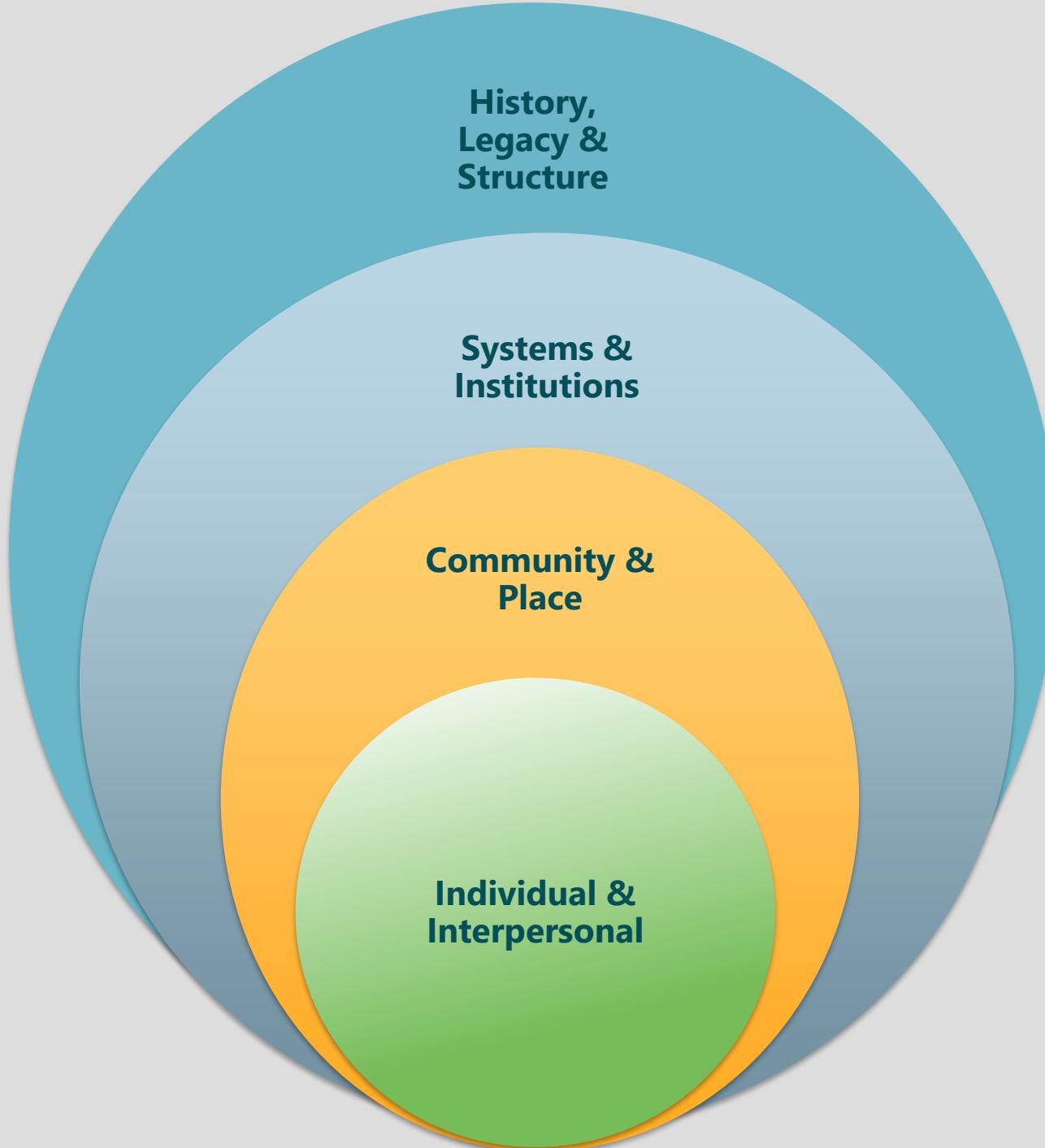
## RELATED

- Katrina's Effects, at a Glance AP - Tue Aug 30, 1:26 PM ET

[Hurricanes & Tropical Storms](#)

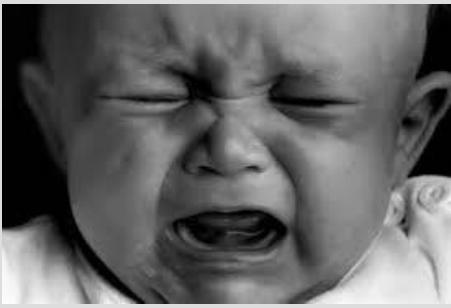
## **WHAT HAS HAPPENED? STRUCTURAL RACISM**

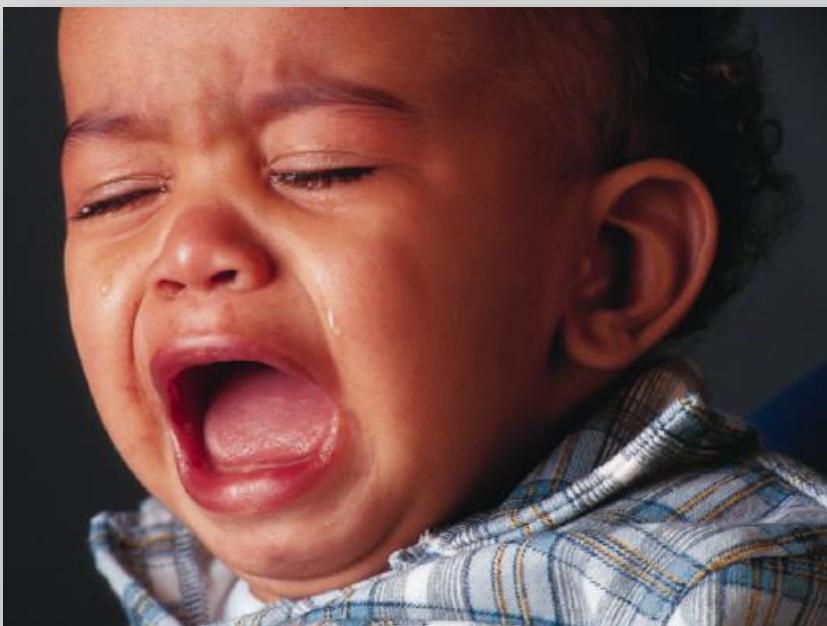




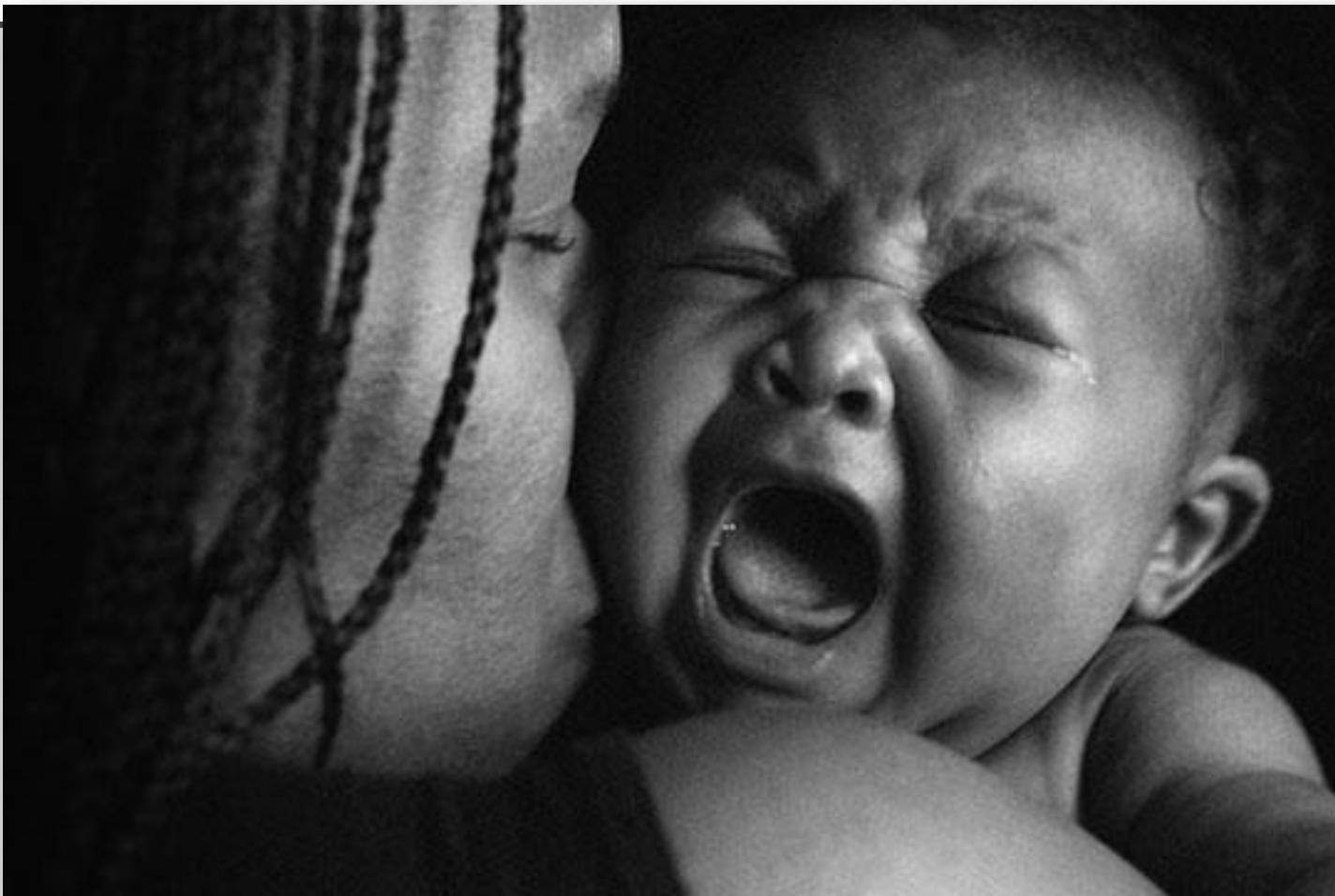
*Trauma is historical, structural, political, intergenerational, interpersonal, and embodied. So, then, must be our healing.*

# TRAUMA INTERFERES WITH REGULATION





# CO-REGULATION



# CO-REGULATION



## WHY TRAUMA INFORMED IS IMPORTANT TO ME?

### HOUSEHOLD SPENDING TRADEOFFS



HAD TO CHOOSE BETWEEN  
FOOD AND UTILITIES

HAD TO CHOOSE BETWEEN  
FOOD AND MEDICAL CARE

HAD TO CHOOSE BETWEEN  
FOOD AND EDUCATION

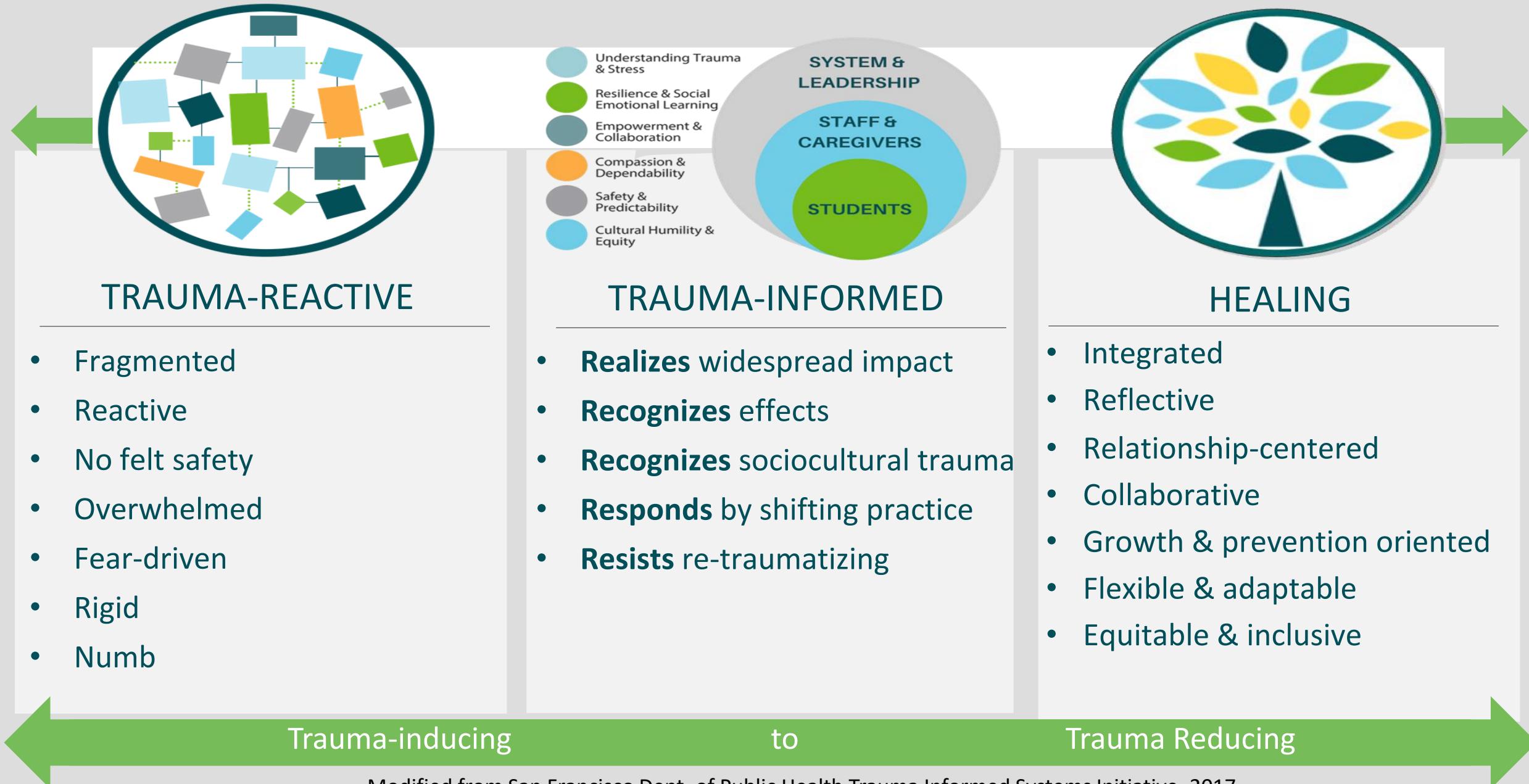
# HUNGER IN AMERICA 2014: EXECUTIVE SUMMARY

“Hunger in America 2014 illustrates that addressing food **insecurity** in America will take the collaborative efforts and services of both the government and the charitable sector, as many clients rely on both federal nutrition programs and the services of local charitable food programs to **secure** food for themselves and their families.”



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# Transforming Our Communities



Modified from San Francisco Dept. of Public Health Trauma Informed Systems Initiative, 2017

## **WORKSHOP # I**

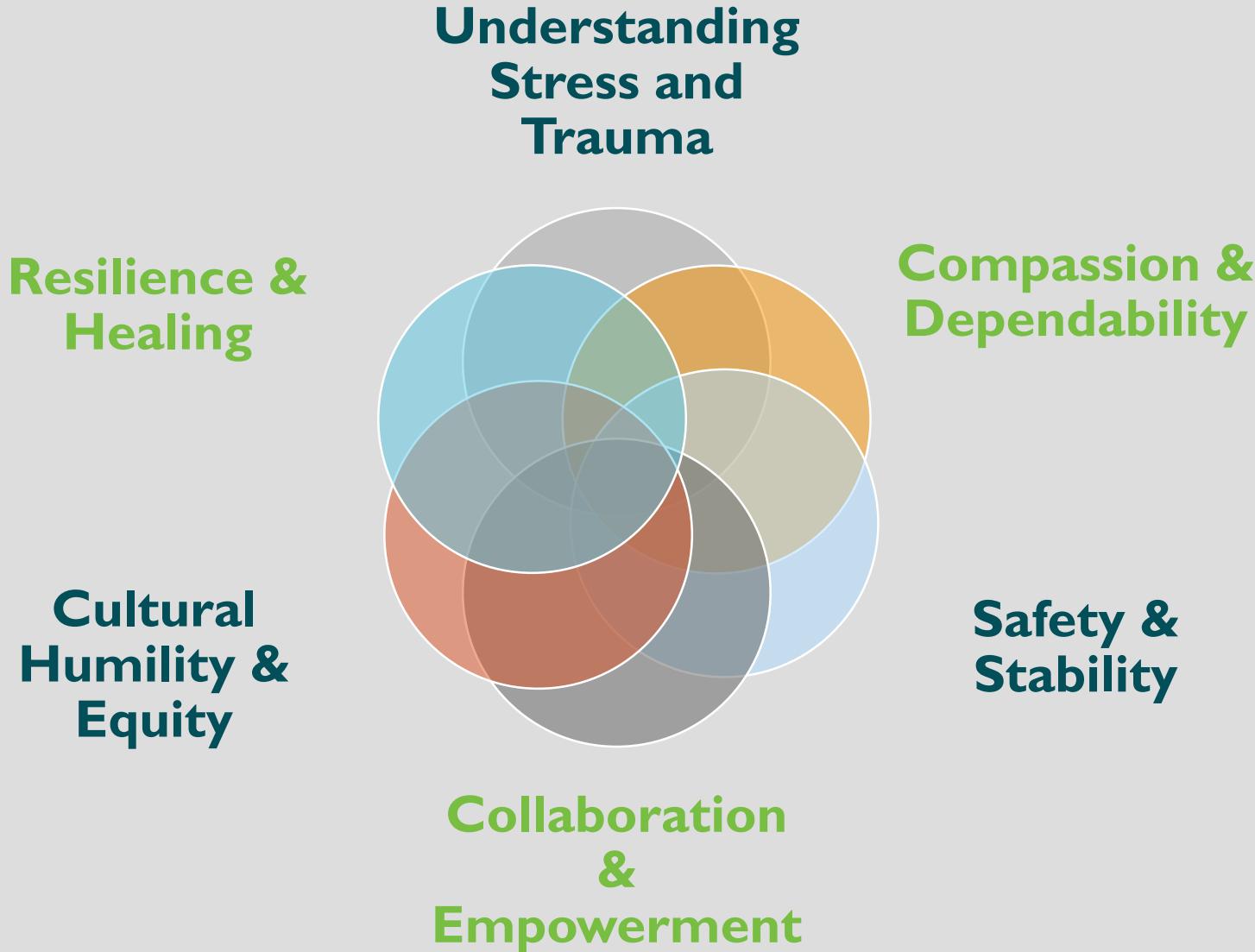
# **UNDERSTANDING TRAUMA AND STRESS**

Discuss the impact of trauma on individuals, families and communities

Outline a model for understanding trauma in the context of organizational culture, social justice and climate

Connect this effort to the business of Promoting Food Security.

# Six Principles of Trauma-Informed Systems

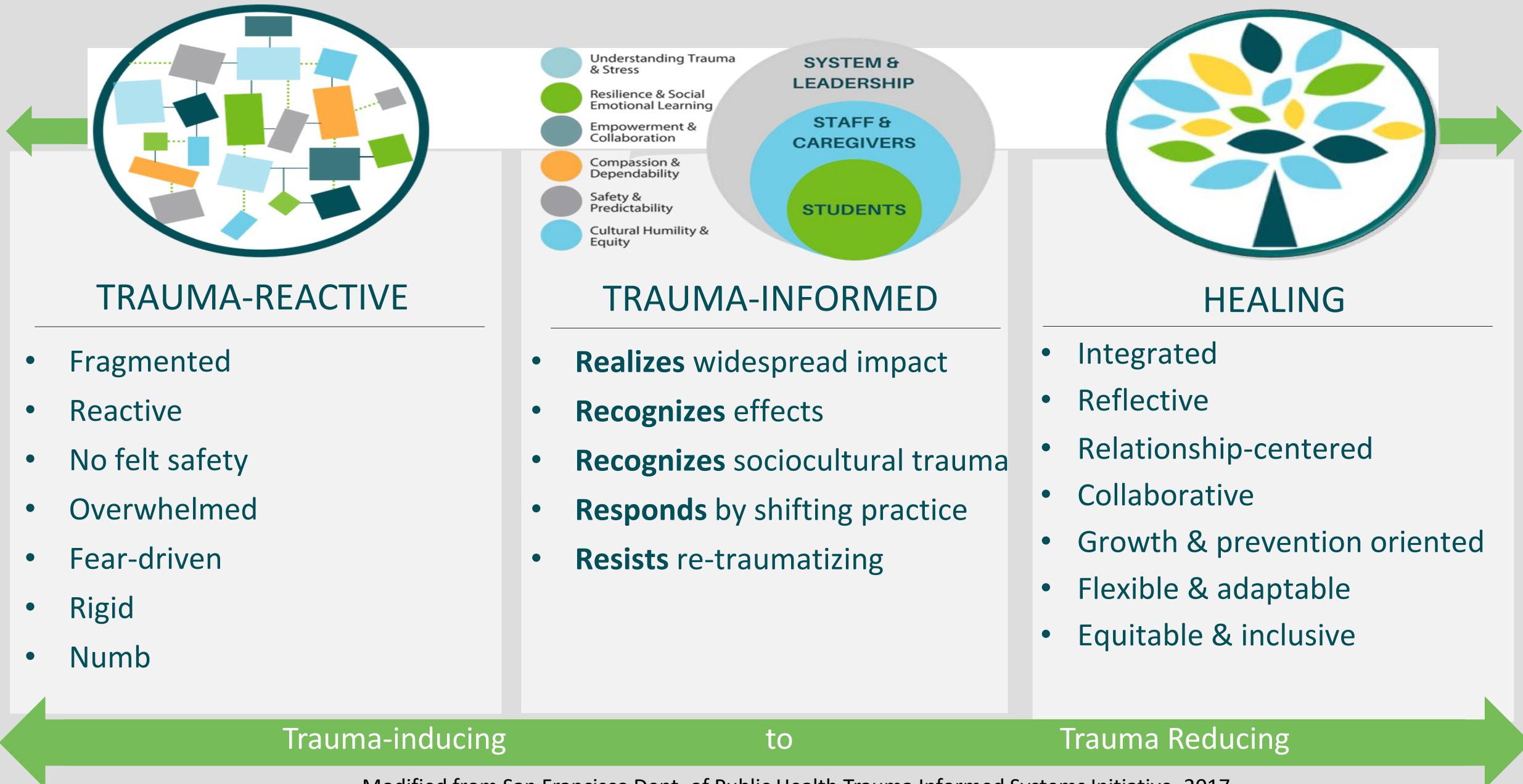


*Trauma Informed Systems principles and practices support reflection in place of reaction, curiosity in lieu of numbing, self-care instead of self-sacrifice and collective impact rather than siloed structures.*

- Epstein, K, Speziale, K, Gerber, & Loomis, B (2014): SF DPH TIS (Trauma-Informed Systems Initiative)



# Transforming Our Organizations



# TRAUMA = EVENT, EXPERIENCE, & EFFECT

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 life threatening and that has lasting adverse **effects** on the individual's functioning and mental, physical, social, emotional, or spiritual well-being.

# ACES PRIMER

- <https://www.youtube.com/watch?v=ccKFkcfXx-C>

## CHRONIC STRESS CAUSES “WEAR AND TEAR” ON THE BODY

### Medical illnesses

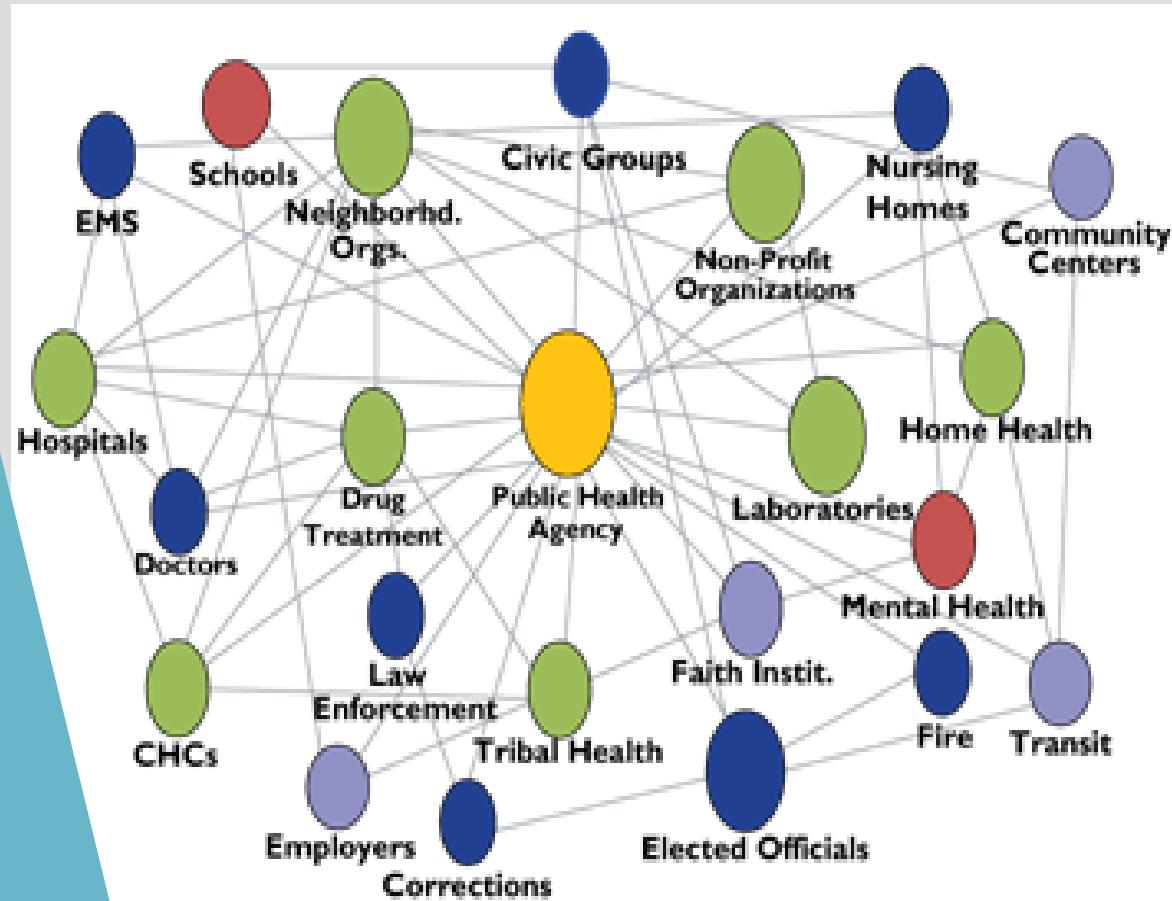
- Immune system suppression
- Inflammatory diseases
- Obesity

Can result from stressors like racism and other forms of oppression, poverty, chronic hunger

Chronic stressors that are **uncontrollable** and experienced **without support** from caring others causes wear and tear on the body

# History: Stress and Trauma are Public Health Issues

- Stress linked to 6 leading causes of death
  - Heart disease, cancer, lung ailments, accidents, cirrhosis of the liver, and suicide
- Trauma impacts more than just the individual
  - Ripple effect to others
- Some communities disproportionately affected
  - Racism + Poverty + Trauma = Toxic
- Intergenerational transmission of trauma
- Systemic, preventative approach needed



# ORGANIZATIONAL TRAUMA

© MARK ANDERSON

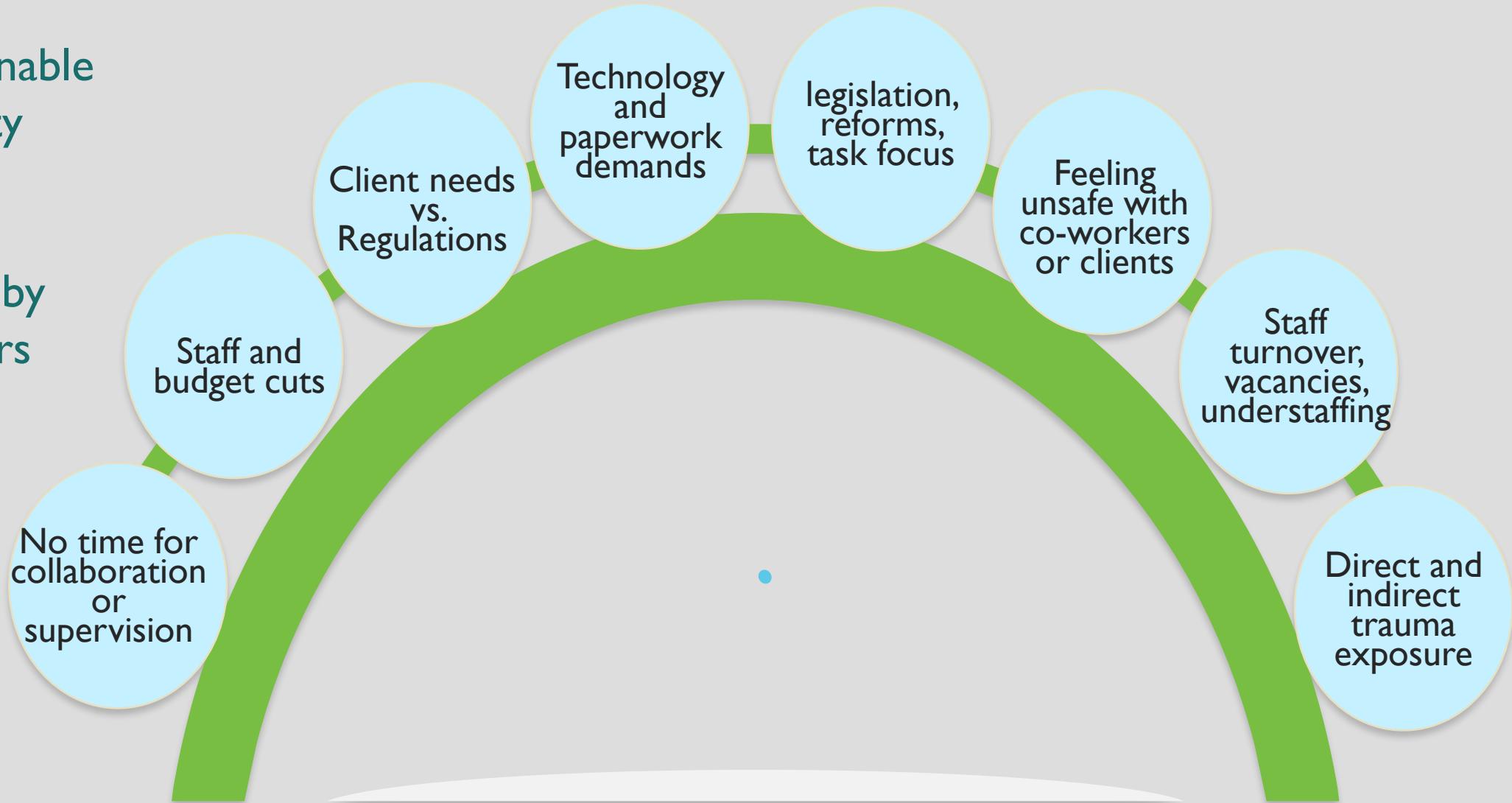
WWW.ANDERSTOONS.COM



"Anyone have any bold initiatives they'd  
like to unleash?"

# ORGANIZATIONAL STRESSORS

Providers are unable to deliver quality care in an organizational culture defined by chronic stressors and collective traumas



## TURN AND TALK:

- How does this show up at work for you?
- What stressors are impacting your organization?
- What are some of the structural ways this is embedded in organizational structure?
- How does knowing this impact Charitable Food Distribution?



# How Stress Affects Our Job Performance

## THE YERKES-DODSON LAW



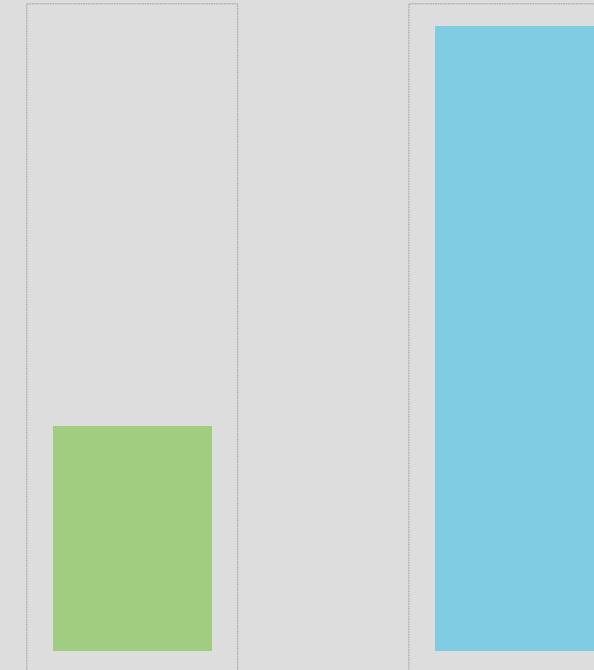
# CHALLENGE



Perceived  
resources

Perceived  
stressor

# THREAT



Perceived  
resources

Perceived  
stressor

# Shifting Our Perspective

**FROM**

*"What is wrong with you/us?"*

**TO**

*"What is happening to you/to me/to us?"*

**Provides context, fosters compassion**

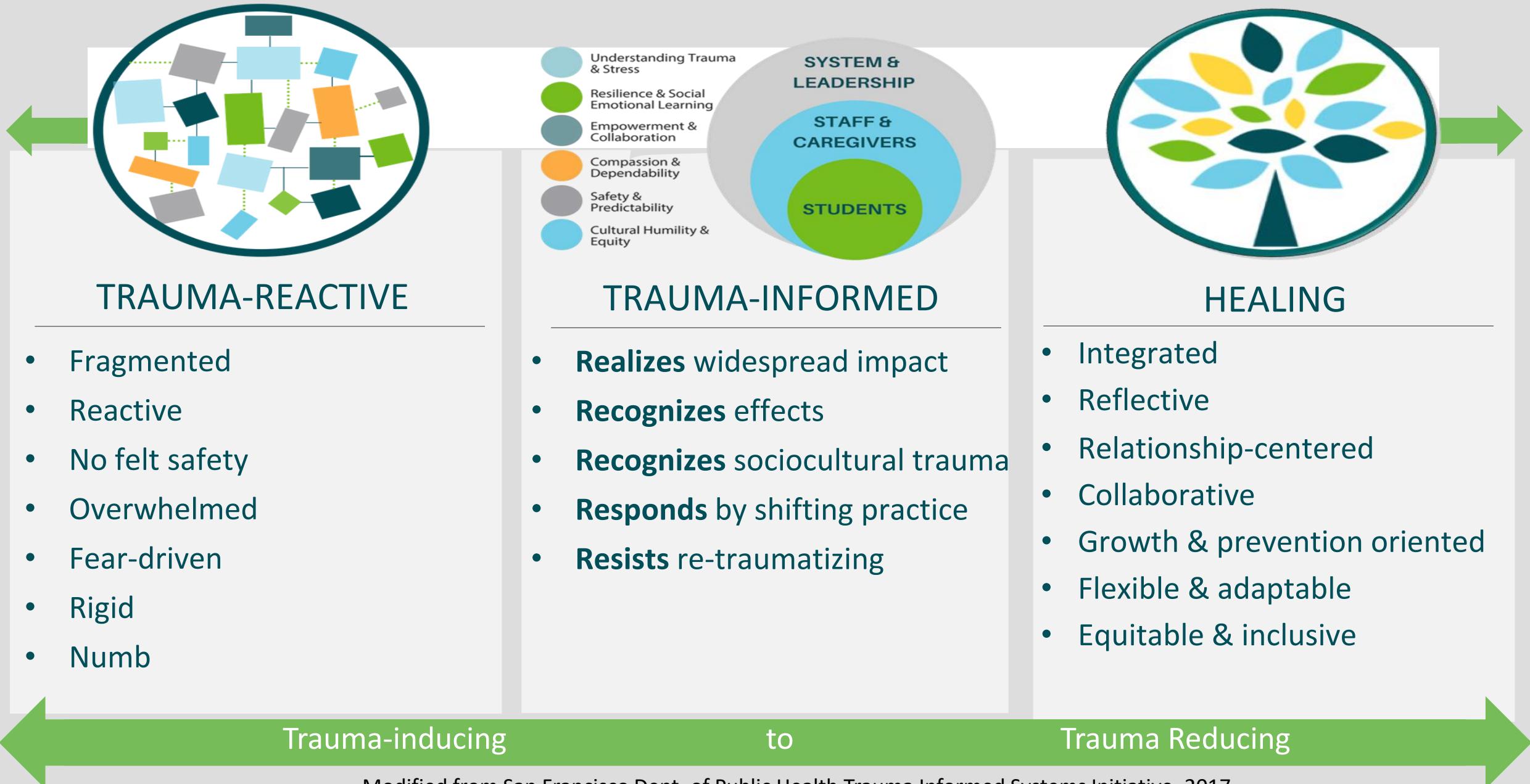
**Helps us to see strengths in face of Adversity**

# WORKSHOP #2

## TRAUMA INFORMED SYSTEMS: AN ORGANIZATIONAL HEALING MODEL



# Transforming Our Organizations



# PHASES OF TRAUMA RECOVERY

1. Safety and stabilization
2. Remembrance and mourning
3. Reconnection and integration



Herman, J. L. (1997). Trauma and recovery. New York: BasicBooks.

# CHANGE

“People don’t resist change.  
They resist *being* changed.”

(Senge, 1990)

# Trauma-Informed Care & Trauma-Informed Systems

“The use of effective interventions without implementation strategies is like serum without a syringe; the cure is available but the delivery system is not.”

Fixsen, Blase, Duda, Naoom &  
VanDyke, 2010

Innovations do not benefit those who never experience them.

*—Fixsen, 2010*



## EXERCISE 2: EMPATHY

- Turn to your partner: Reflection
  - What is happening in the video?
  - What did this make you feel?
  - What does it mean to you and your work?

## WHAT IS RESILIENCE?

- The process of adapting well in the face of adversity, “bouncing back” from difficult experiences (apa.org)
- Facing down reality, and maintaining optimism that one can overcome adversity

# Organizational Resiliencies



(Bloom & Farragher, 2013)

# PROTECTIVE FACTORS

**Parental resilience**

**Social connections**

**Knowledge of parenting  
and child development**

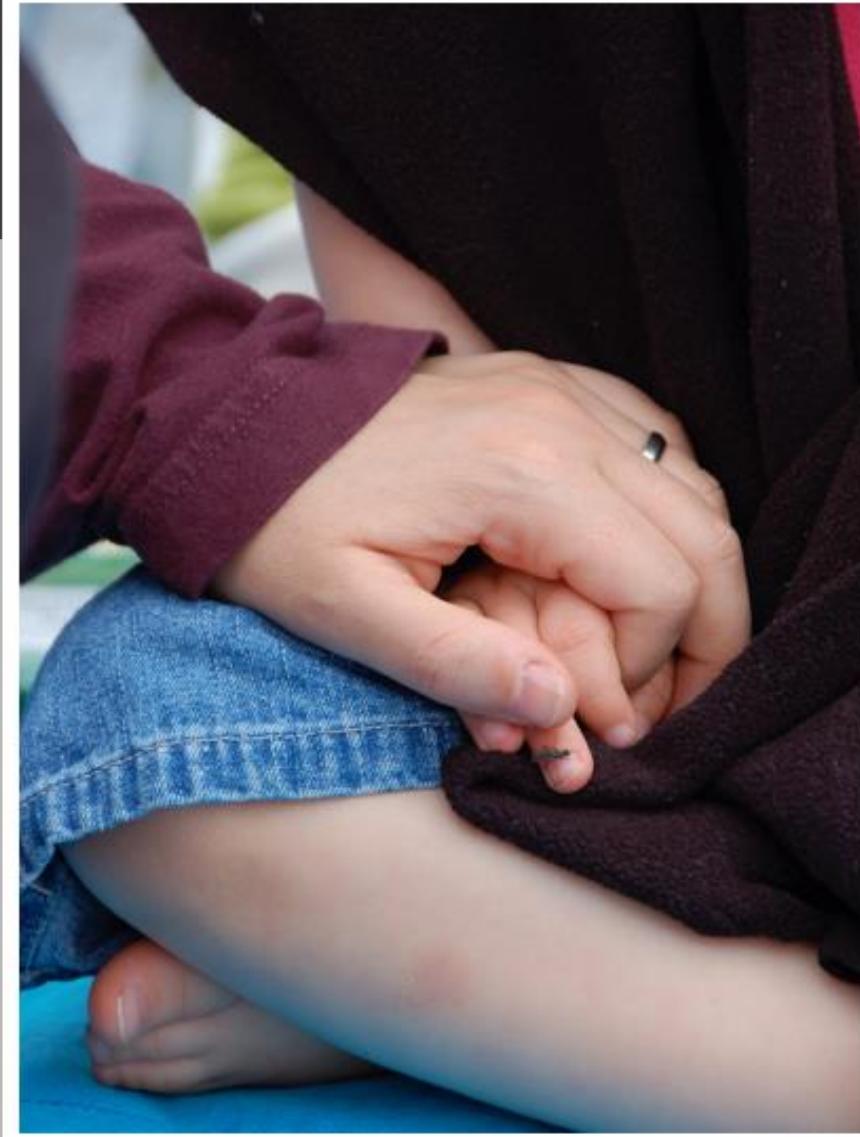
**Concrete support in  
times of need**

**Social and emotional  
competence of children**



# REFLECTION

1. Pair up with someone near you
2. Introduce yourself
3. Share about a person or protective factor in your past that you experienced and how it impacted you/loved ones
4. What are the organizations protective factors



## **WORKSHOP #3**

### **APPLICATION OF THE MODEL TO THE MISSION**

- Review the strategies to help their systems change efforts.
- Participants make a plan for their own systems change.
- Identify one thing you can do and identify an accountability partner to support your intentions to make change within your organization.
- How will you internalize the changes identified and what will you do to bring it back to your agency?

# HEALING SYSTEM OF CARE CONCEPTUAL FRAMEWORK





## THE GARDENER'S TALE

- <https://www.youtube.com/watch?v=ktj4jGmUs6Y&t=87s>

# HOW ?

Adopt, Adapt, Align



Work towards large scale patterns and systems changes through small scale interventions, experiments, and interactions



# CHALLENGES

1. Time
2. Perception
3. Culture
4. Lack of buy-in/ Resistance
5. Brings up pain
6. Embedding into system
7. Contradictions



# 4 QUADRANTS OF CHANGE MANAGEMENT

## Belief, mindset

- **What has happened to you vs. what is wrong with you**
- **What would it take to make us be able to do things in a new way vs. What are all the reasons why we cannot**

## Behaviors

- **How we treat our clients and each other (e.g. greetings)**
- **Going out of way to create relationship Stopping people and saying “Hello.” “I am sorry I have not met you before.”**

## Cultural (collective practices, agreements)

- Email versus more relational ways of working
- Onboarding (process of inclusion, not an event)

## Systems (structure)

- Revise intake form to include trauma informed questions
- Re-structure how long it takes to approve a contract

## RELATIONAL LEADERSHIP

“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*

**PREPPED TO  
CHANGE**

**Planning: Listening/Incorporating**

**Reflection: Thinking and Mindful**

**Education: Knowledge/Information**

**Perspective: Shared Understanding**

**Problem Solving: Engaged**

**Equity: Social Justice**

**Deliberate: Strategic Decisions.**

PLANNING



## REFLECTION

“When people move beyond their windows of tolerance, they lose the capacity to think rationally...Conscious awareness allows for self-reflection, which can enable the mobilization of strategic thoughts and behaviors and can therefore enhance the flexible achievement of goals.”

*Daniel Siegel*



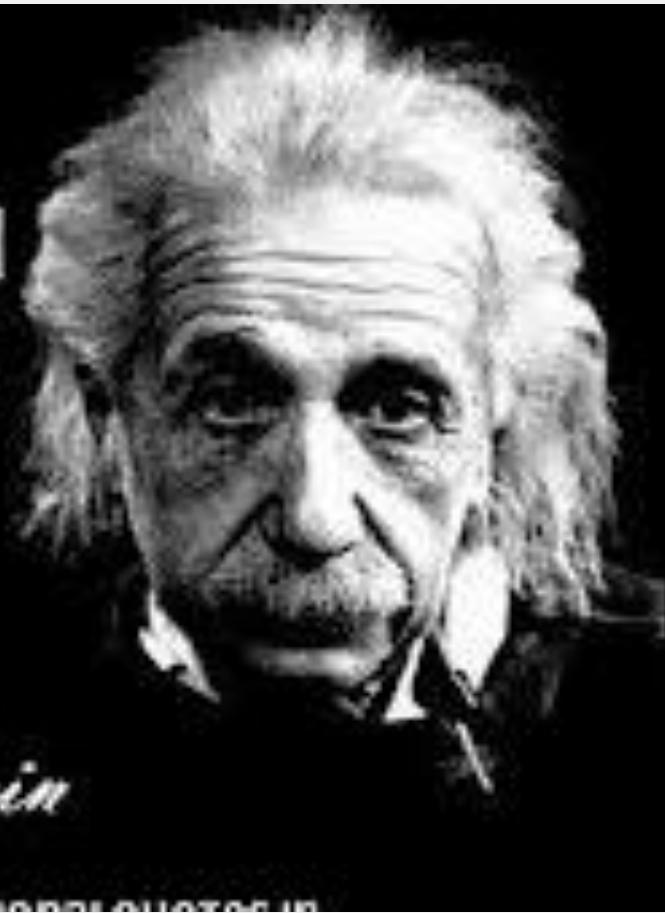
EDUCATION

PERSPECTIVE



we cannot solve  
our problems with  
the same thinking  
we used when  
we created them

*~ Albert Einstein*



No one is born hating another person  
because of the color of his skin,  
or his background, or his religion.  
People must learn to hate,  
and if they can learn to hate,  
they can be taught to love,  
for love comes more naturally  
to the human heart than its opposite.

Nelson Mandela



EQUITY

# DELIBERATE STRATEGIC DECISIONS



# The 4 R'S of a Healing Organization



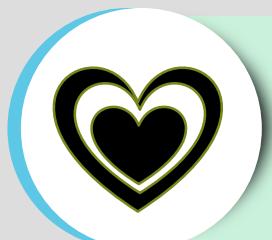
## Realize:

The widespread impact of trauma and potential paths for recovery



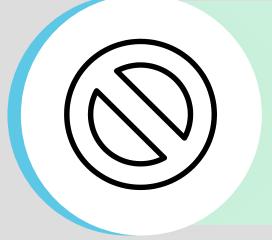
## Recognize:

Signs and symptoms in children, parents, families, staff, and whole organization



## Respond:

By fully integrating knowledge about trauma into policies, procedures, and practices



## Resist Re-traumatization

# Shift Your Perspective

FROM

*"What is wrong with our system?"*

TO

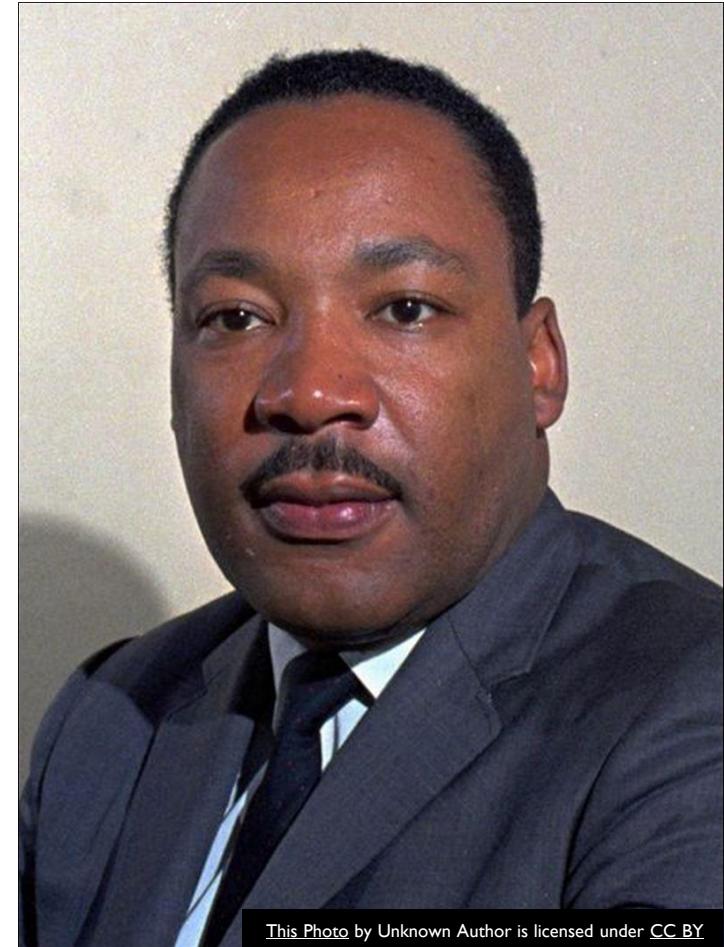
“What is happening/has happened for our system (clinic, organization colleagues)?” “What gets us through?”

**Provides context and creates an environment ready for change**

## EXERCISE: ESCALATOR

- If you're stuck in crisis and reactivity and can't get to reflectiveness, what is happening and why is it happening that you cannot make space for reflection?
- What is the cost? What is getting in the way?
- What is the right quotient of reaction to reflection?
- How can you mitigate Flight, Fight, Freeze?

“I have the audacity to believe that peoples everywhere can have three meals a day for their bodies, education and culture for their minds, and dignity, quality and freedom for their spirit. I believe that what self-centered men have torn down, other-centered men can build up.” Martin Luther King



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# WHAT'S YOUR WHY?

<https://youtu.be/IytFB8TrkTo>

# WHAT IS YOUR WHY?



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# System Transformation

*“A system cannot be truly trauma-informed unless the system can create and sustain a process of understanding itself. A program cannot be safe for clients unless it is simultaneously safe for staff and safe for administrators.*

*Lacking such a process and despite well-intentioned training efforts, there will be no true system transformation in systems that are now for the most part, ‘trauma organized’ repeating, rather than healing, the injuries previously experienced by clients and staff.”*

-Sandra Bloom



THANK YOU FOR THE GIFT OF YOUR TIME AND  
LEADING CHANGE



# Trauma-Informed Systems

*Healing Ourselves,  
Our Communities  
And Our Organization*

Ken Epstein PHD LCSW  
[ken.epstein@ucsf.edu](mailto:ken.epstein@ucsf.edu)

Trauma Understanding

Safety & Stability

Cultural Humility &  
Equity

Compassion &  
Dependability

Collaboration &  
Empowerment

Resilience & Recovery



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