



Trauma-Informed Primary Care: Fostering Resilience and Recovery



For the trainer:

Please note this slide deck is not a train the trainer presentation with fully developed scripts and exercises. These slides and accompanying notes are offered as suggestions. Slides may be used separate from the slide deck and in a different order than how they are currently presented.

If slides are used, please use the citation below and maintain all original citations found on the slides.

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Introduction to a Diversity, Equity, and Inclusion Initiative

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Covenant of Safety

- What does safety look like for you?
- What do you need to safe on this team to have open, honest, sometimes difficult conversations?



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Introductions

- Provide a quick overview of yourself
 - Name
 - Title
 - Positive word about yourself that starts with the first letter of your first name
- Share what you hope to take away from today
- Share one or two things you would like others to know about the organization's DEI journey from your perspective



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The Role of TEAM in Creating a Climate of Change



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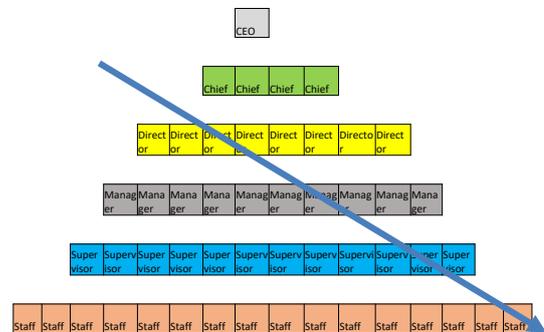


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Who Needs to Be on the DEI Team?

- Organizational leadership
- Cross-section of departments and levels of staff



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DEI Team ...

- Builds relationships over time
- Promotes a positive, growth focused atmosphere
- Builds healthy, cohesive teams, and
- Develops quality improvement and the successful implementation of consensus- and evidence-based practices



Center for Substance Abuse Treatment 2007

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Roles

- Agency Oversight Representative
- Team Lead
- Communicator
- Task Master
- Note-Taker
- Subject Matter Expert



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Building a Great Team

- Understanding team developmental stages
- Understanding the major dysfunctions of a team
- Reflecting on areas of dysfunction
- Improving team functioning and the role of leadership



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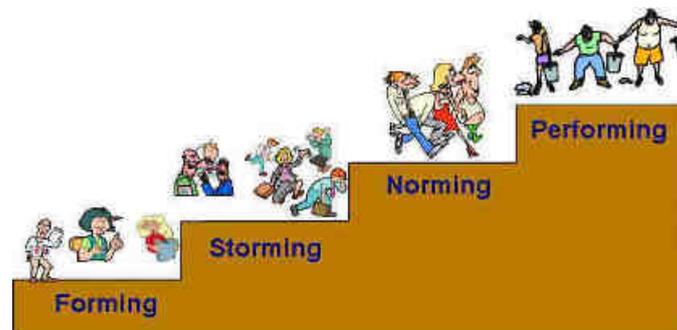
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Four Stages of Group Development



Tuckman, Bruce (Spring 2001). "[Developmental Sequence in Small Groups](#)" (PDF). Group Facilitation: A Research and Applications Journal: 71–72. Retrieved 2 December 2015.

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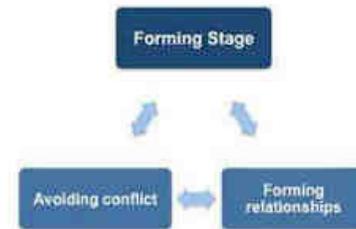


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Stage One: Forming

- **Characteristics of stage 1 teams:**
 - Members tend to be tentative and polite and to have little conflict
- **Critical skills and activities:**
 - Need to identify their purpose
 - Develop group norms
 - Identify group processes
 - Define roles
 - Build relationships and trust
- **Role of facilitator/leader:**
 - Usually need a strong leader who can help the team go through its forming activities



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Stage 2: Storming

- **Group characteristics:**
 - Tend to exhibit increased conflict, less conformity and “jockeying” for power
- **Critical skills and activities:**
 - Learn how to resolve conflict
 - Clarify their roles, power, and structure
 - Build consensus through re-visiting purpose
- **Role of leader(s):**
 - Leaders and other team members who are willing to identify issues and resolve conflict.



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Stage 3: Norming

- **Group characteristics:**
 - Demonstrate an improved ability to complete tasks, solve problems, resolve conflict
- **Critical skills and activities:**
 - Engage in more sophisticated problem-solving and decision-making
 - Continue the use of effective strategies for conflict resolution and
 - Take greater levels of responsibility for their roles
- **Role of leader(s):**
 - Less directive, team members feel empowered, and multiple leaders emerge



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Stage 4: Performing

- **Group characteristics:**
 - Flexible approach to roles and structures depending on the task at hand.
 - Able to evaluate its effectiveness and
 - Views conflict as an opportunity.
 - Energetic, creative, and fun!
- **Critical skills and activities:**
 - High expectations for their performance.
 - Often use sub-groups as well as the large group for decision-making and task completion.
 - Recognize the need to ensure that all members are in agreement with the role and purpose of sub-groups.
- **Role of Leader:**
 - Everyone is sharing in leadership.

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5 Dysfunctions Teams May Experience



“The Five Dysfunctions of a Team “ and “ Overcoming The Five Dysfunctions Of A Team” by Patrick Lencioni

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1. Absence of Trust

- We want to be invulnerable
- Therefore, we do not expose our weaknesses
- Thus, we are not honest
- It is impossible to build trust without honesty
- In many cases, we are almost conditioned to “keep our guard up”
- In our society exposing weakness is frowned upon

The Absence of Trust



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Members of trusting teams . . .

1. Admit weakness and mistakes
2. Ask for help
3. Accept questions and input about their areas of responsibility
4. Give one another the benefit of the doubt before arriving to a negative conclusion
5. Take risks in offering feedback and assistance
6. Appreciate and tap into one another's skills and experiences
7. Focus time and energy on important issues, not politics
8. Offer and accept apologies without hesitation
9. Look forward to meetings and other opportunities to work as a group

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2. Fear of Conflict

- If trust is not present, people will not engage one another
 - Artificial harmony
 - Important decisions will not be made
- People become angry
- Conflict can be good
 - If it is ideologically based
 - If it avoids personality-focused, mean-spirited attacks
 - Teams generally avoid this to spare one another's feelings



"Sure, but, but the talking isn't all this project. I'm concerned that we are going to have trouble."

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Teams that manage conflict...

- Have lively interesting meetings
- Extract and explore the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion



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3. Lack of Commitment

- People become ambiguous
- People will not buy-in if they do not have an opportunity to weigh-in
- Failure to achieve buy -in from the “first team” filters down
- The two greatest causes are:
 - Desire for consensus
 - The need for certainty



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Reflection: Lack of Commitment

Ask yourself:

- Do we know what each member of the team is working on and how they contribute to the collective efforts to promote trauma-informed care?
- Do team members leave meetings feeling confident that each team member is completely committed to the purpose and goals of creating a trauma informed care organization even in the presence of initial disagreements and conflicting perspectives?
- Do team members end meetings with next step tasks that are clear and action oriented? No one leaves with nothing to do.
- Does the leader model commitment by organizing meetings, setting an agenda, promoting action, and moving the team to resolve differences and acting towards a specific goal?

What can we add?

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A team that commits...

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Take advantage of opportunities
- Move forward without hesitation
- Change direction without hesitation or guilt



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4. Avoidance of Accountability

- People do this to avoid uncomfortable situations
- This is really difficult in peer-to-peer situations
- No buy-in, no accountability
- You need team members willing to call their peers on performance or behaviors that might hurt the team
- The closer the team members, the greater the danger



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5. Inattention to Results

- Not having a way to keep track of accomplishments and areas that have not been successful.
- Not establishing goals and progress in a way that is measurable?
- Failing to select and measure process and outcome indicators?
- Failing to gather ongoing feedback from clients, staff and leadership.

Inattention to Results



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Finding Time

- Meet over a meal
- Pick the same time each week/month
- Meet even if everyone can't attend
- Ask leadership for coverage



What other ideas are working for your team?

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If Your Experience Feels Like....

Vision	Skills	Incentives	Resources	Action Plan	What is Created
(missing)	Have	Have	Have	Have	Confusion
Have	(missing)	Have	Have	Have	Anxiety
Have	Have	(missing)	Have	Have	Gradual Change
Have	Have	Have	(missing)	Have	Frustration
Have	Have	Have	Have	(missing)	False Starts
Have	Have	Have	Have	Have	CHANGE

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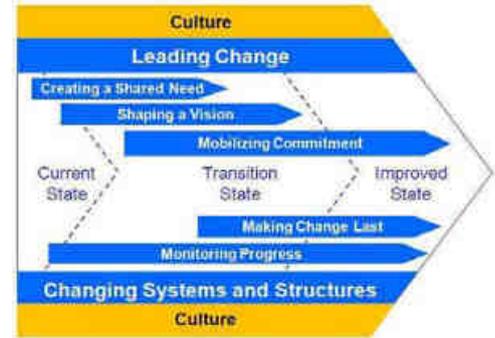


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Major Accelerations of Change:

- Do not happen in a vacuum
- Are relational; utilizing people’s insights, creativity, imagination, and wisdom
- Happen when a group of people come together and learn together and dare to think new thoughts and then pass them on
- Have a common goal that resonates for the majority



GE's Change Acceleration Process (CAP) Model Overview, retrieved from <https://birdsongdyer.wordpress.com/2010/09/03/ge-change-acceleration-process-cap-model-overview/>

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A Culture of Compassion



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Safe and Nurturing Environment

- Safety
- Trustworthiness and Transparency
- Voice Choice and Empowerment
- Collaboration and Mutuality
- Peer Support and Mutual Self-help
- Cultural, Historical and Gender Issues



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Culture is...the shared values, traditions, arts, history, folklore, and institutions of a group of people that are *unified by* race, ethnicity, nationality, language, religious beliefs, spirituality, socioeconomic status, social class, sexual orientation, politics, gender, age, disability, or any *other cohesive group variable*.
Singh, 1998

Culture is...the *communication and interaction guide* of any cohesive group of people *Sockalingam, 2019*

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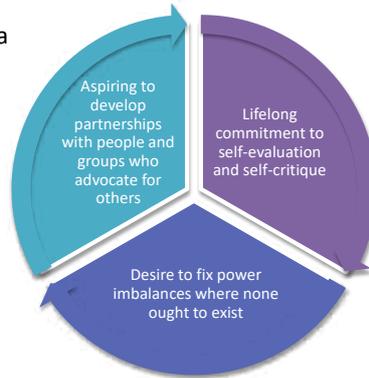


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Cultural Humility

Another way to understand and develop a process-oriented approach to competency.



“the ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the [person]”
Hook et al, 2013

-Tervalon & Murray-Garcia, 1998

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Cultural Humility

Practicing Cultural Humility

- A*sk questions in a humble, safe manner
- S*eek Self-Awareness
- S*uspend Judgment
- E*xpress kindness and compassion
- S*upport a safe and welcoming environment
- S*tart where the patient is at

-Lisa Boesen

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We need to have



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Language Matters

- Vocabulary reinforces feelings and beliefs
- Helps guide behavior
- Leads to greater options for acting
- Allows us to be able to recognize resilience in self/others

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Build Relationships

- Honor voice and choice
- Partner with people
- Request feedback
- Ensure comfort



“Keep the Human in Human Services”

-Dr. Pat Deegan

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If we neglect
taking care of
ourselves, we
can't take care
of others.

julielafebure.com

**Take Care of
Ourselves and
Promote Staff
Wellness**

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Safety through Vulnerable Collaboration

- Physical
- Emotional/Psychological
- Social
- Moral



Opportunities for collaboration without punishment for failure

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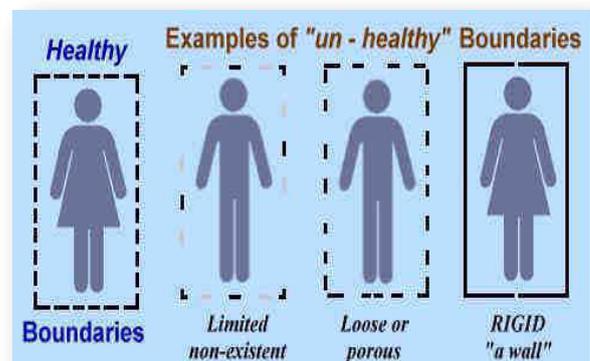


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Boundaries

“Without boundaries, you will act, sleep, work, groan, feel used and fulfill basic responsibilities rather than make choices to live and love fully, to work hard and nobly, to fulfill your purpose and to contribute passionately to your world.” (Black, J. and Enns, G, Better Boundaries: Owning and Treasuring Your Life. Oakland, CA. Raincoat Books)



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Daily Translation of a Culture of Compassion

- Be patient and persistent
- Convey respect
- Be validating and affirming
- Read each others' needs and respond accurately
- Set realistic expectations and goals
- Provide ongoing choices and supports
- Know your role
- Follow through with what you say you will do
- Provide consistency; minimize surprises



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Safe and Nurturing Environment

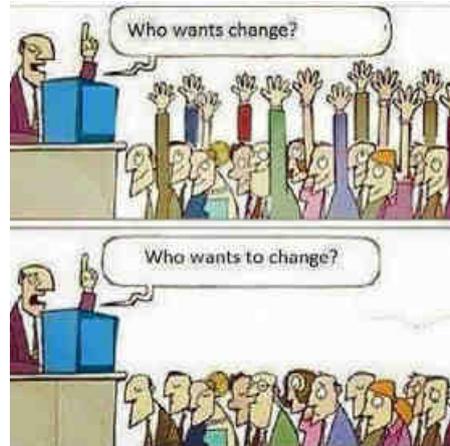


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What contributes to a safe, nurturing and thriving work environment & culture?



1. Describe your vision of the most positive work environment for you to be able to be your best self in your job. Share it with your group.
2. As a group, create a consensus list of behaviors and attitudes that support a positive staff culture
3. Write the list on the easel paper and put it on the wall

<https://compassionresiliencetoolkit.org/healthcare/a-toolkit-for-healthcare/>

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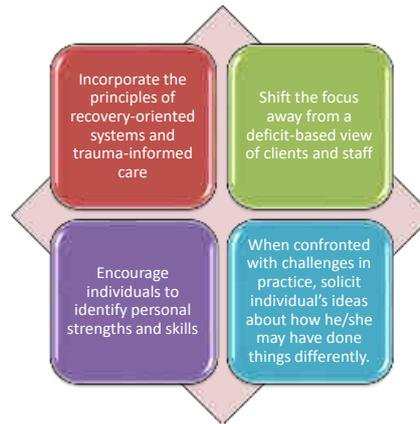
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Create a Strengths-Based Environment



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Clear & High Expectations

- Expect quality
 - Define it
 - Talk about it
 - Recognize and praise it
 - Encourage it
- Build it from strengths
- Assume people want to grow, even if they don't know how
- Expect lots of mistakes and learn from them



What gets in the way of clear and high expectations?

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“Most people won’t really listen or pay attention to your point of view until they become convinced that you’ve heard and appreciated theirs.”

-M Nichols



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Who Would You Rather Work With?



- Defensive
- Oppositional
- Argumentative
- Disengaged
- Passive
- Powerless
- Unable to change



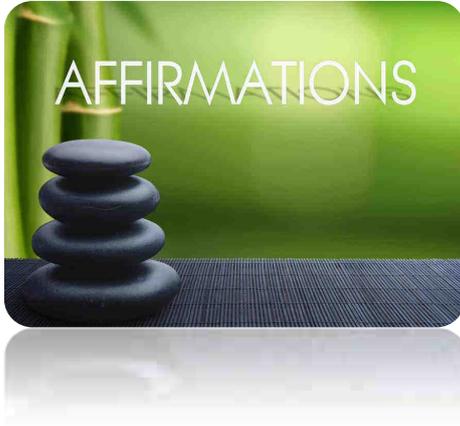
- Open
- Cooperative
- Listening
- Engaged
- Active
- Empowered
- Hopeful

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"Affirmations are our mental vitamins, providing the supplementary positive thoughts we need to balance the barrage of negative events and thoughts we experience daily."

—Tia Walker

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Collaboration and Mutuality

There is true partnering and leveling of power differences between staff and clients and among organizational staff from direct care staff to administrators. There is recognition that healing happens in relationships and in the meaningful sharing of power and decision-making. The organization recognizes that everyone has a role to play.



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Teamwork Makes Dreams Work

Collaboration involves:

- Awareness
- Motivation
- Self-synchronization
- Participation
- Mediation
- Reciprocity
- Reflection
- Engagement



Collaboration relies on openness and knowledge sharing but also some level of focus and accountability on the part of the business organizations

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Mutuality is the Key to Healthy Relationships



4 Essential Ways to Building Mutuality:

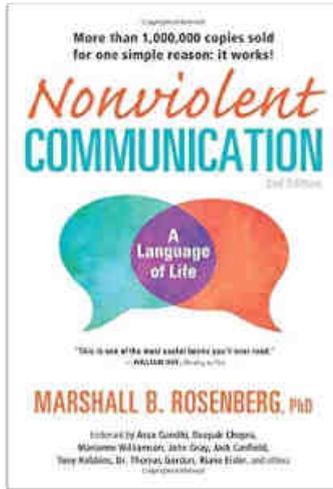
1. Make sure people feel cared about and appreciated
2. Honor your word
3. Consider how your decisions and behaviors affect or benefit each other
4. Always be there for each other

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- **Purpose:**
 - Create human connections that empower compassionate giving and receiving
- **Skills:**
 - Observation vs. evaluation
 - Feeling vs. thinking
 - Connecting
 - Requesting

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The NVC Model



Center for Nonviolent Communication

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Feedback



Feedback should **ONLY**:

- Enhance job performance
- Be about quality care and not personal attacks
- Lead to ongoing personal and professional development
- Reduce stress
- Help improve interpersonal relationships
- Develop a healthy organizational climate

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What do I/We need to....

- ✓ Keep Doing
- ✓ Change Doing
- ✓ Start Doing
- ✓ Stop Doing

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Intergenerational (Historical) Trauma

“Cumulative emotional and psychological wounding, over the lifespan and across generations, emanating from massive group trauma experiences.”

Yellow Horse Brave Heart, 2003
Rethinking Historical Trauma: Narratives of Resilience
Aaron R. Denham, 2008



Historical Trauma and Cultural Healing, University of Minnesota Extension
<http://www.extension.umn.edu/family/cyfc/our-programs/historical-trauma-and-cultural-healing/>

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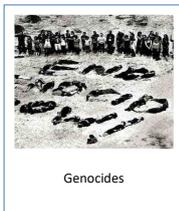
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Intergenerational/Historical Trauma Events



Genocides



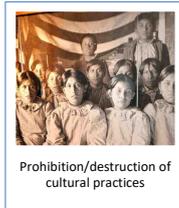
Slavery



Pandemics



Massacres



Prohibition/destruction of cultural practices



Discrimination/Systemic prejudice



Forced relocation

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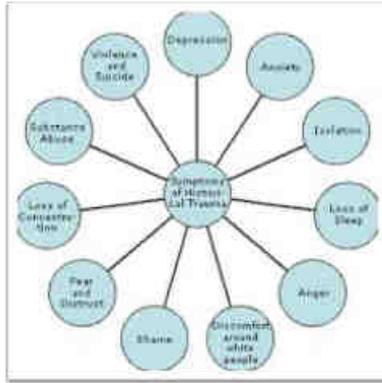
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Intergenerational/Historical Trauma Effects



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Historical Trauma Perpetuated Today

Microaggressions are everyday experiences of discrimination, racism, and daily hassles that are targeted at individuals from diverse racial and ethnic groups (Evans-Campbell, 2008). Health disparities, substance abuse, and mental illness are all commonly linked to experiences of historical trauma (Miachels, Rousseau, and Yang, 2010).



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Trauma Shapes Our Beliefs



- Worldview
- Spirituality
- Identity

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Survival Mode Response



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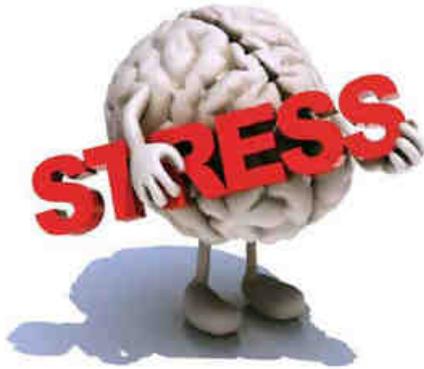
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Survival Mode Response



Inability to

- Respond
- Learn
- Process

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Impact of Trauma on Behavior Triggers

External reminders of traumatic event

- *Smell*
- *Sound*
- *Sight*
- *Touch*
- *Taste*

Internal reminders of traumatic event

- *Emotions*
- *Thoughts*

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What's Sitting in the Room from Trauma

Disrupted Mood

Regressive behavior

Perfectionism

Anger

Fear

Defiance

Difficulty forming relationships

Physical Illness

Sleep problems

Persistent irritability

Inattention

Need to control

Hyper arousal

Mistrust

Shame

Traumatic grief



Difficult concentrating

Aggression

Low self-esteem

Avoidant behavior

Guilt

Dissociation

Sensory sensitivity

Trauma re-enactment

Depression

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Secondary Traumatic Stress and Related Conditions: Sorting One from Another

Secondary Traumatic Stress refers to the presence of PTSD symptoms caused by at least one indirect exposure to traumatic material. Several other terms capture elements of this definition but are not all interchangeable with it.

Compassion fatigue, a less stigmatizing way to describe secondary traumatic stress, has been used interchangeably with the term.

Compassion satisfaction refers to the positive feelings derived from competent performance as a trauma professionals. It is characterized by positive relationships with colleagues, and the conviction that one's work makes a meaningful contribution to clients and society.

Vicarious trauma refers to changes in the inner experience of the therapist resulting from empathic engagement with a traumatized client. It is a theoretical term that focuses less on trauma symptoms and more on the covert cognitive changes that occur following cumulative exposure to another person's traumatic material.

Burnout is characterized by emotional exhaustion, depersonalization, and a reduced feeling of personal accomplishment. While it is also work-related, burnout develops as a result of general occupational stress; the terms is not used to describe the effects of indirect trauma exposure specifically.

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“Diversity is about embracing differences, and recognizing the amazing things that are possible when it’s woven into an organization’s culture”



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Components of Diversity



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Equality	Equity	Justice
The assumption is that everyone benefits from the same supports. This is equal treatment.	Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.	All 3 can see the game without supports or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.

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Diversity is the mix, inclusion is respecting the difference

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Recognize our Humanity

We're all just trying to survive.
We frequently observe misplaced coping strategies.
We are all part of the problem therefore we can all be part of the solution.



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