

Trauma-informed, Resilience-oriented Supervision and Leadership



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Today's Presenter



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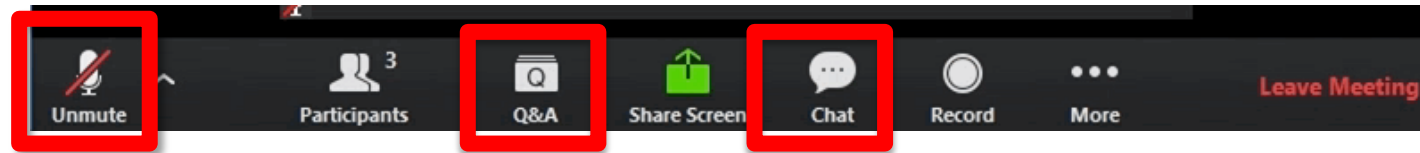


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How to Ask a Question



All functions are located at the bottom of your screen

- Unmute yourself and ask aloud
- Type in the chat box or use the Q&A function
 - You can choose who to send a chat or question to



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<https://www.surveymonkey.com/r/LibraryofVATIROSUPervision>



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Personal Commitment



- Take what you need from today's training
- Learning happens on three tracks...
 - Learner
 - Professional
 - Facilitator

To whom are you dedicating your learning today?



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Moment to arrive



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Learning Objectives

Recognize

Recognize the impact anxiety has on staff productivity, and how to lessen the impact

Explore

Explore the Trauma-Informed (TI) Principles and how to integrate into your current supervision practice including develop your own TI Supervisory Disclosure form and understand the importance of transparency in the supervisory relationship

Identify

Identify what you need to Keep, Change, Start and Stop in your current practice to increase supervisee engagement and satisfaction.



Covenant of Safety



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



Survival Mode Response



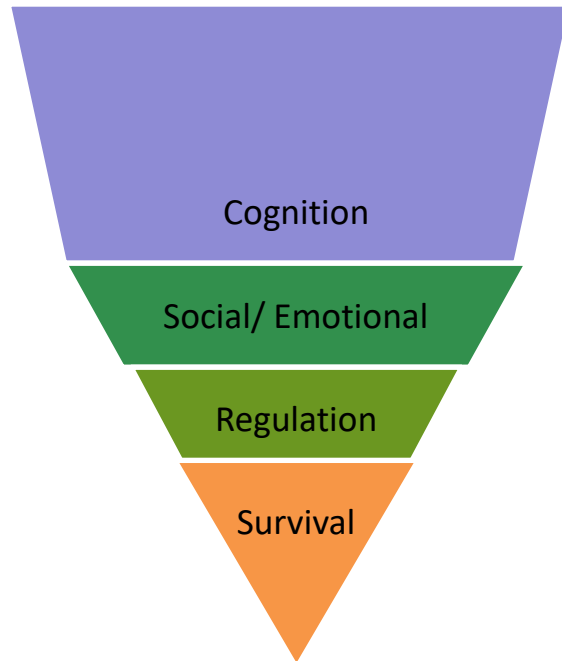
Inability to

- Respond
- Learn
- Process

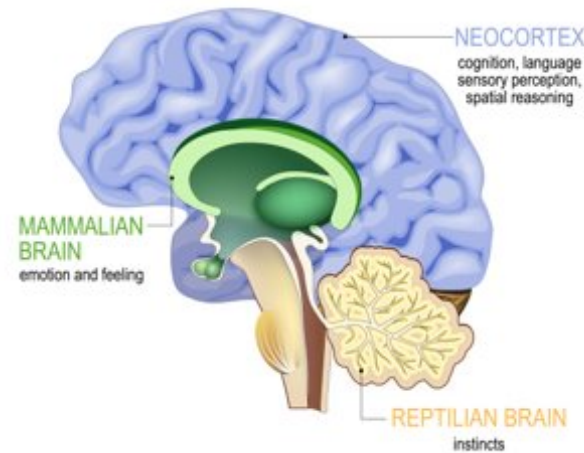


Impact of Stress on Whole Health, Wellness & Brain Energy

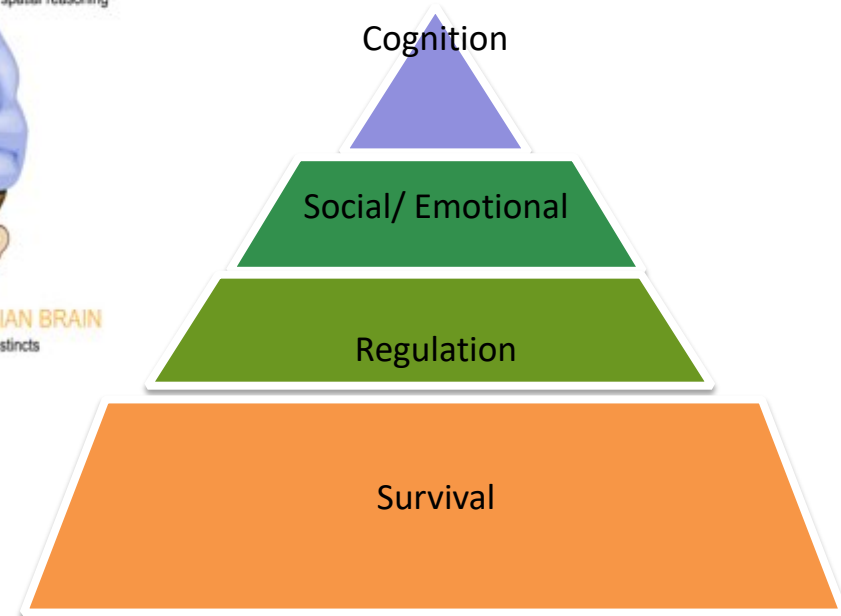
Typical Performance



Brain evolution



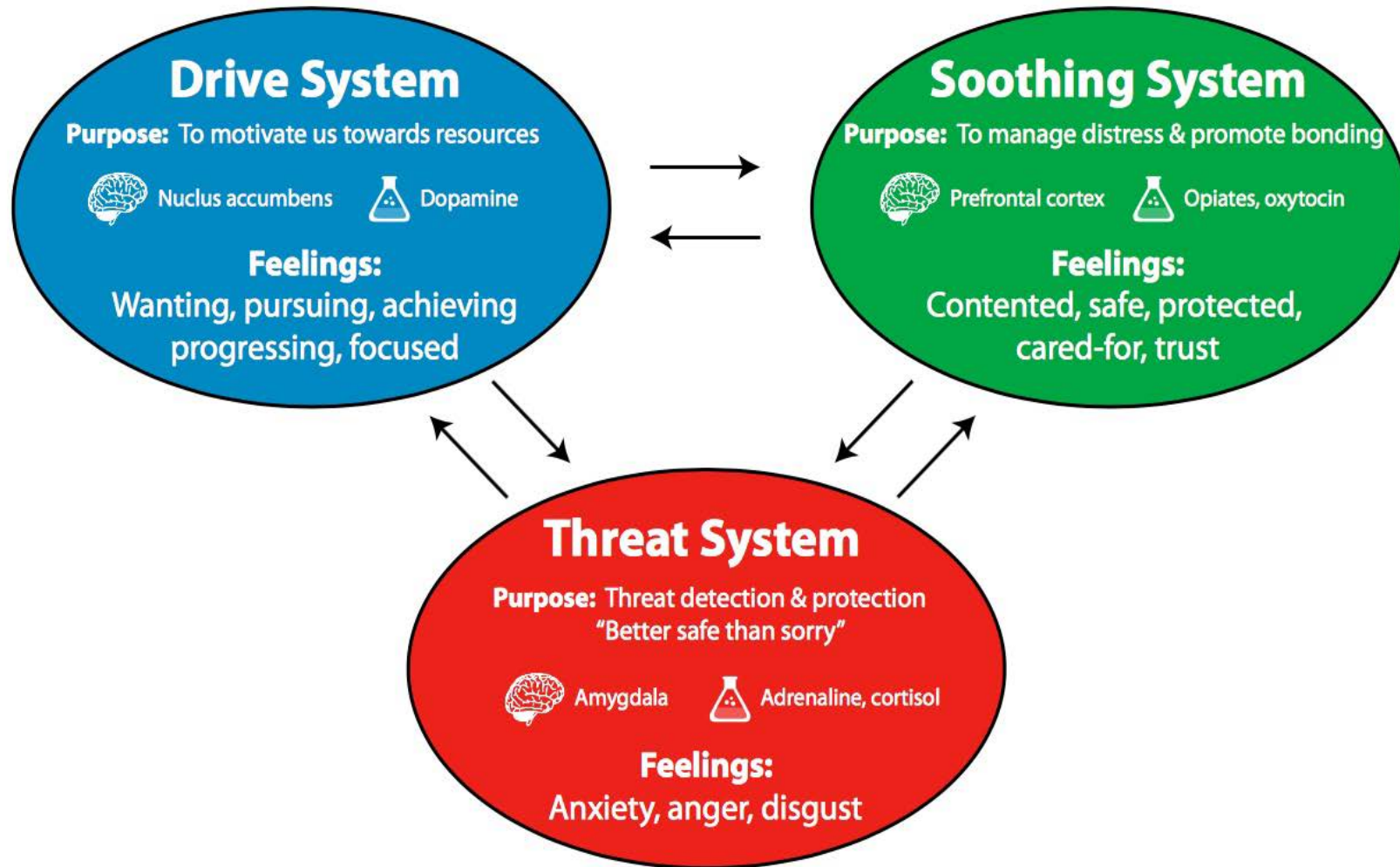
During Stress



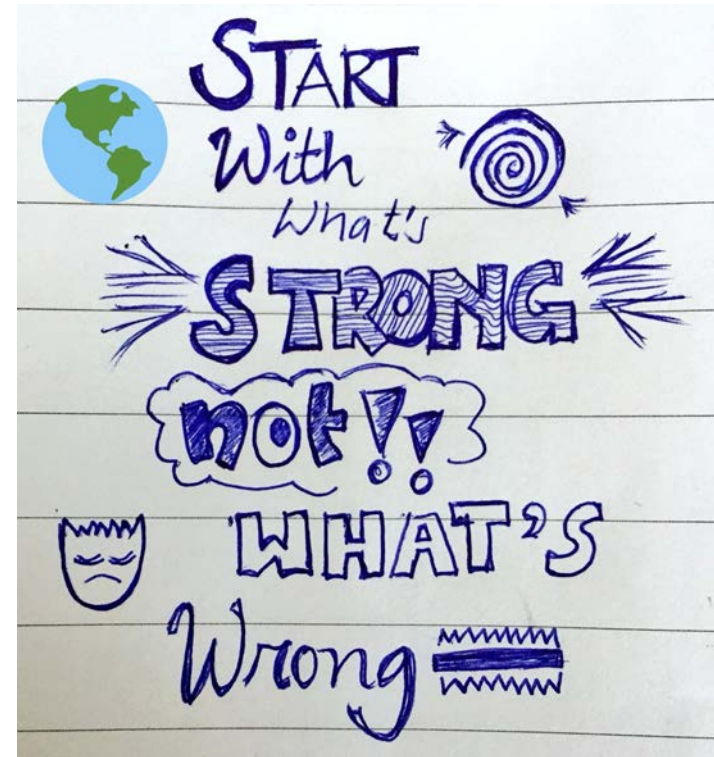
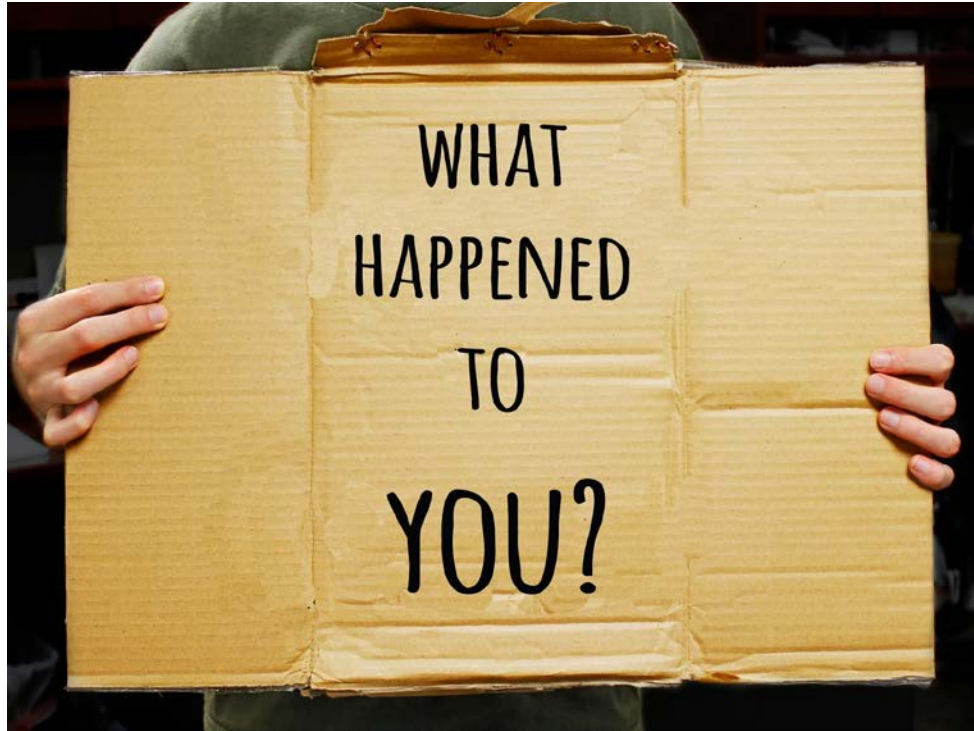
Brain Based Science



Emotion Regulation Systems



What to Ask First



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Trauma Organized

Organizations impacted by stress, operating in silos, avoidant of issues and isolated in their practices or service delivery. These organizations can be trauma inducing.

- Reactive
- Reliving/retelling
- Avoiding/numbing
- Fragmented
- Authoritarian leadership

Trauma Informed

These are organizations that develop a shared language to define, normalize and address the impact of trauma on clients and workforce. They operate from a foundational understanding of the nature and impact of trauma.

- Shared language
- Foundational understanding of trauma and healing
- Understanding of the nature and impact of trauma

Healing Organization

Organizations where staff policies, procedures, services and treatment models apply an understanding of trauma embedded within them. Their approaches to providing services are trauma-shielding or trauma-reducing.

- Reflective
- Collaborative
- Culture of learning
- Making meaning out of the past
- Growth- and prevention-oriented
- Relational leadership

What is to give light
must endure burning.

- Dr. Viktor Frankl



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Resilience and Healing from Trauma



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Resilience:

Ability to adapt well to stress, adversity, trauma or tragedy

Reaching out: The continued drive to take on more challenges and opportunities

Empathy: Able to read others behavior, to understand their states, and build relationship

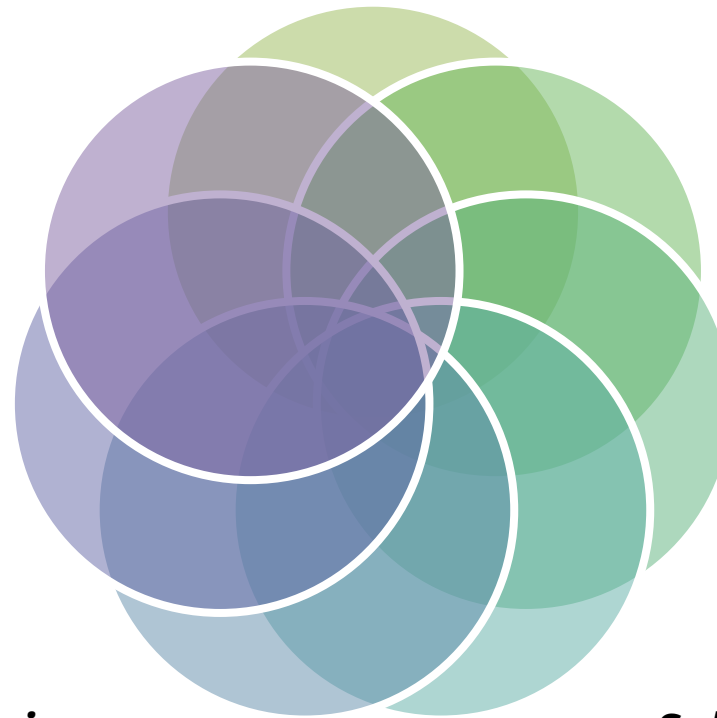
Realistic optimism: Being positive about the future and realistic

Emotional regulation: The ability to control our emotions, attention, and thus our behavior

Impulse control: The ability to manage expression of our feelings.

Accurate identification of the cause of adversity

Self-efficacy: The sense that we can solve problems and succeed



Trauma-Informed Care in Library Services: Building a Trauma-Informed, Resilience-Oriented (TIROC) Workforce

- Recruiting, hiring, and retaining trauma-informed staff.
- Training staff on the principles of, and evidence-based and emerging best practices relevant to, TIROC.
- Developing and promoting a set of competencies specific to TIROC.
- Delineating the responsibilities of staff and addressing ethical considerations specifically relevant to promoting TIROC.
- Providing trauma-informed supervision.
- Committing to prevention and treatment of secondary trauma of staff within the organizational culture



HR Hiring Policies and Practices



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Messaging from Supervisor




**KEEP
CALM
AND
WALK
THE TALK**



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Vulnerability is not
weakness... Vulnerability is
the birthplace of
innovation, creativity and
change.

– Brene Brown

Supervision is...

- Relationship over time
- In a positive, growth focused atmosphere
- That builds healthy, cohesive teams
- And, develops quality improvement & the successful implementation of consensus & evidence-based practices

Center for Substance Abuse Treatment. (2007). Competencies for Substance Abuse Treatment Clinical Supervisors: Technical Assistance Publication (TAP) Series 21-A. SAMHSA. Retrieved from <https://store.samhsa.gov/sites/default/files/d7/priv/sma12-4243.pdf>.



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Supervision: Why Is It Important?



- The work demands support
- Mitigates risk of burn out and vicarious trauma
- Enhances the commitment of staff to the organization and the work
- Strengthens the competency of both supervisor and supervisee



Supervision Aligns with Principles and Practices of TIROC

- **Growth:** Mutual professional development process designed to reinforce and enhance the skills and knowledge of both parties
- **Safety:** Drives out fear and drives in trust
- **Respect:** Language, tone and body language demonstrates value for each person's integrity and worth
- **Control:** Relationship recognizes different levels of responsibility without exertion of dominance and power
- **Transparency:** Interactions are honest without hidden agendas
- **Support:** Recognition that all individuals working in human services are at risk for emotional exhaustion, depersonalization and lack of accomplishment and meaning



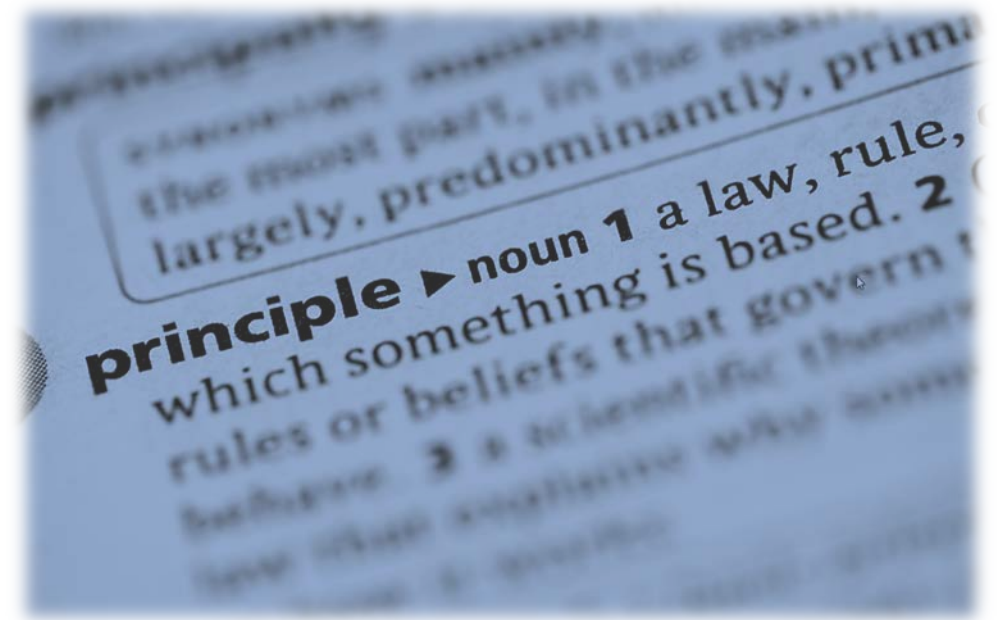
You are the Catalyst

- “Walk the Walk” as a way to “Teach the Talk”
- Power of influence
- Visibility
- Teaching opportunity



Supervisor strives to infuse TIROC principles into all areas of supervision

- Safety
- Trustworthiness & transparency
- Peer support
- Collaboration & mutuality
- Empowerment, voice & choice
- Cultural, historical & gender issues



Safety

Throughout the organization, staff and the people they serve, whether children or adults, feel physically and psychologically safe; the physical setting is safe and interpersonal interactions promote a sense of safety.

- Survey service recipients to gain feedback about their experiences, including the physical environment
- Solicit staff to suggest improvements to care and the environment
- Ensure individuals feel welcome and comfortable from reception through exiting
- Do no harm – prevent re-traumatization
- Provide trauma sensitive practices and care
- Mutual accountability
- Focuses on achieving effective performance
- Environment for sharing of critical feedback
- Modeling safe and secure cultural values
- Compassion
- Vulnerability
- Empathy
- Creating an agency workspace culture
- Positive work culture components
- Adaptive leadership skills
- Relationship
- Learning stance

SAMHSA-HRSA Center for Integrated Health Solutions. (2013). It's Just Good Medicine: Trauma-Informed Primary Care. Webinar. Retrieved from <https://bhta.hrsa.gov/index.php/resources/its-just-good-medicine-trauma-informed-primary-care>.



Moral Safety

The never-ending quest for understanding how organizations function in the healing process

- An attempt to reduce the hypocrisy that is present, both explicitly and implicitly
- A morally safe environment struggles with the issues of honesty and integrity



Bloom, S. (2013). *Creating Sanctuary: Toward the Evolution of Sane Societies*. Routledge.



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Safety and Respect

We need to create a mutually respectful interpersonal climate that fosters safety, trust, choice, collaboration, and empowerment

“Mistakes made here often.”



Trustworthiness and Transparency

Organizational operations and decisions are conducted with transparency and the goal of building and maintaining trust among clients, family members, staff, and others involved with the organization.

- Assessments: agency culture, employee, leadership
- Update, Update, Update
- Consistent meeting time
- Inclusive speech: “we”/“our”
- Role of feedback
- Conflict resolution
- Knowledgeable of EBPs in programs and field
- Implementation guide to fidelity and CQI
- Clear is Kind, Unclear is Unkind (Brene Brown)
- Measurable
- Routine
- Integrated into agency’s strategic plan
- Examples: pre-employment, pre-/post-training, performance reviews
- Open, honest communication
- Communicate, Communicate, Communicate

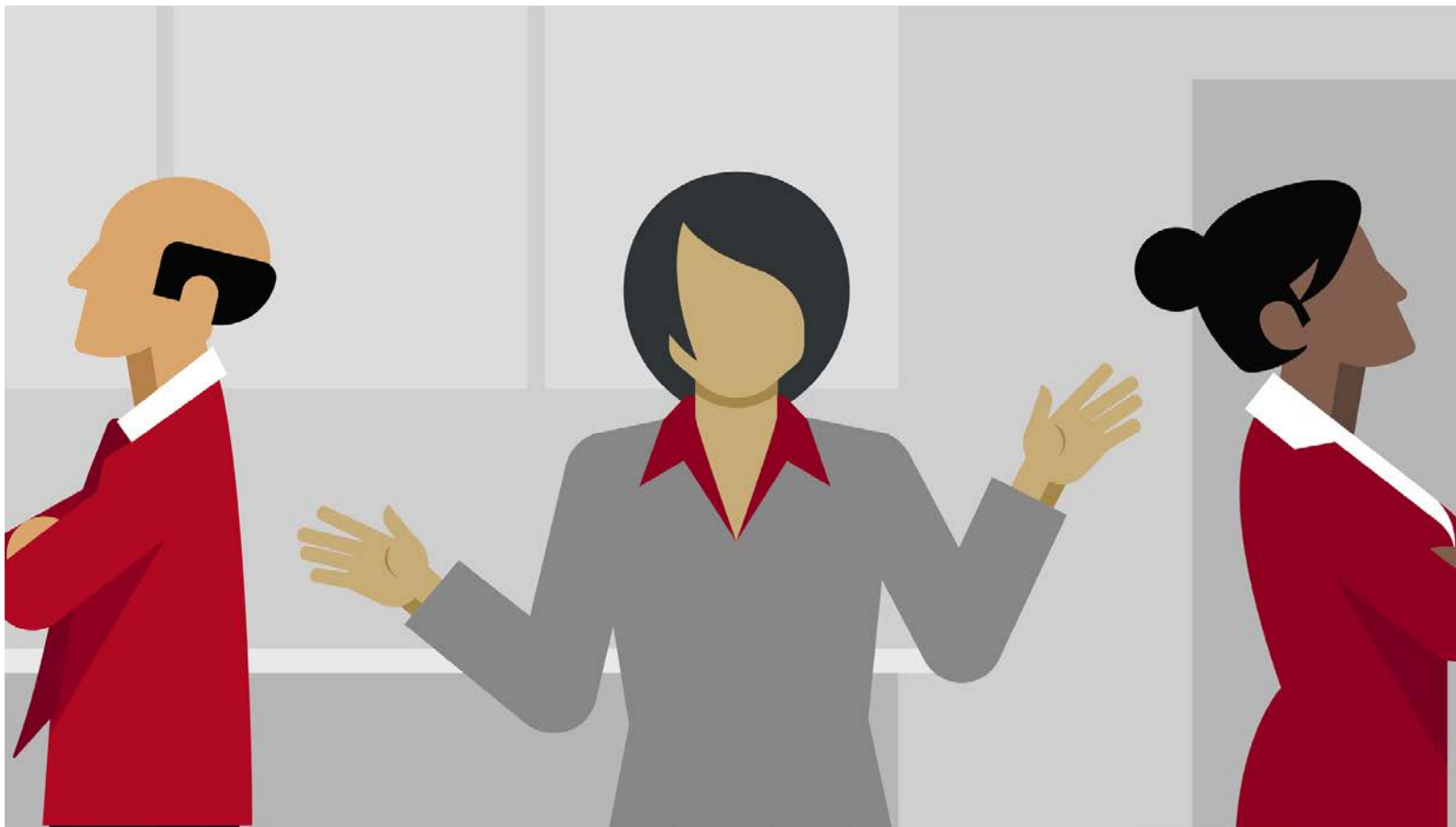


Conflict

Success depends on your ability to distinguish observations from judgments



Navigating Conflict



Peer Support

Peer support and mutual self help are key vehicles for establishing safety, building trust, enhancing collaboration, and maximizing a sense of empowerment

- “Nothing About Us without Us”
- “With Us, not For Us”
- Inclusion of staff voice in organizational functioning
- Open door policy
- Active engagement with staff on advisory committees



Collaboration and Mutuality

✓ This



✓ Not This



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Voice and Choice



- Staff voice is embraced and choices are offered in all aspects of work whenever possible
- Open forum for staff feedback and direction
- Decisions- "With us not for us"
- Reflective supervision
- Spirit of Motivational Interviewing



Cultural, Historical and Gender Considerations

The organization actively moves past cultural stereotypes and biases (e.g. based on race, ethnicity, sexual orientation, age, geography, etc.), offers gender responsive services, leverages the healing value of traditional cultural connections, and recognizes and addresses historical trauma.

- Diversity, Equality, Inclusion
- Cultural Humility

Other Considerations



What do I need to....

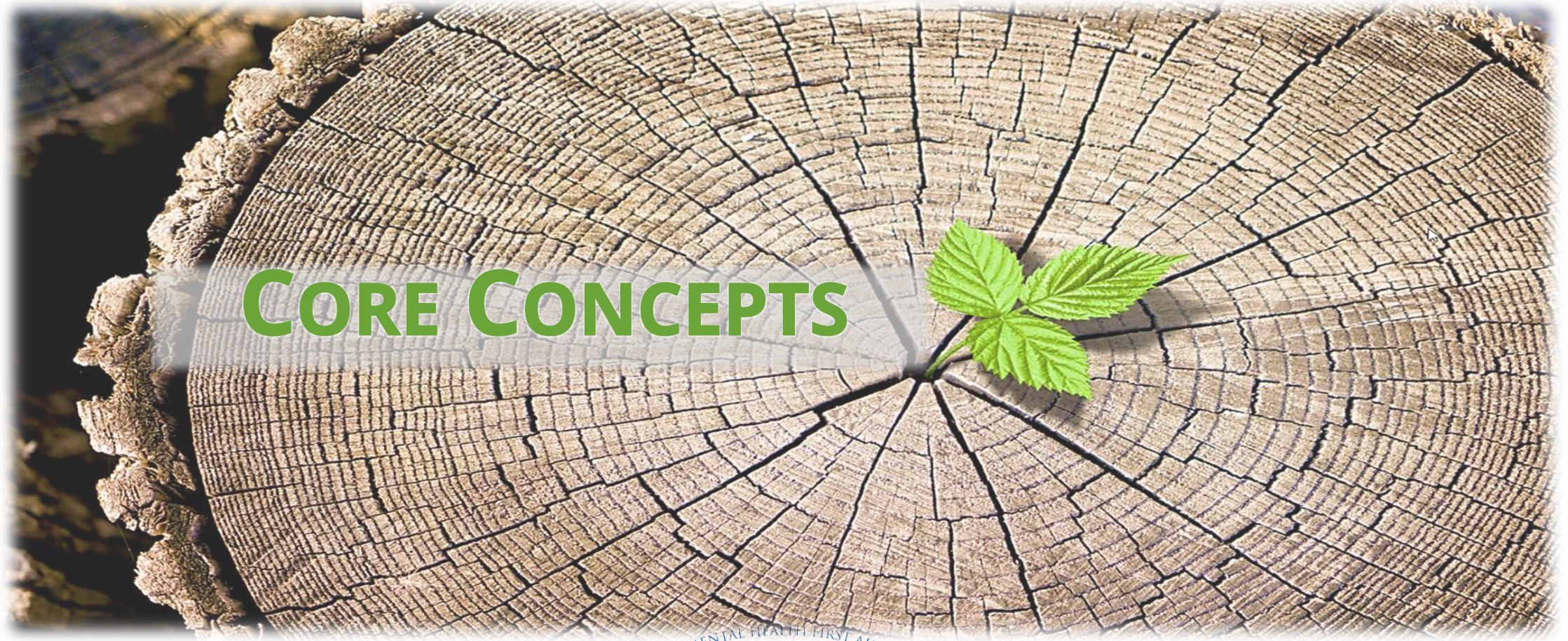
- Keep
- Change
- Start
- Stop

.... with those I supervise

ACTIVITY



Trauma-Informed, Resilience-Oriented Supervision



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Supervision Components

- **Administrative** – performance reviews, clear expectations, accountability and recognition, training
- **Practice** – learning mindset, trauma-informed basic assumptions, professional development, collaborative problem-solving
- **Reflective** – wellness-focus, recognition of whole self, safety and respect in responses, education regarding trauma and its impact



Creating a Learning Mindset



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What to Do?

We need to prioritize professional growth, accountability and self-care at the individual, professional and organizational levels

WHEN YOU
PRIORITIZE,
ALL THE
IMPORTANT STUFF
GETS DONE.



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Trauma-Informed, Resilience-Oriented Supervision

- Clear expectations
- Strengths-focused
- Resources
- Professional growth
- Reflective supervision
- Change management
- Recognition of whole self





Clear Expectations



ACTIVITY

Supervision Disclosure Statement

Name of Supervisor:

Name of Supervisee:

Areas to Include:

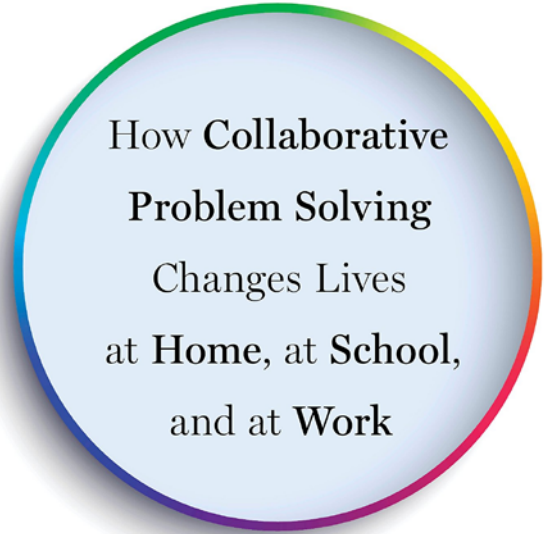
1. Supervisor disclosure of credentials/education and philosophy of supervision
2. Supervisor responsibilities in supervisory relationship
3. Expectations of supervisee in supervision
4. Frequency of supervision sessions
5. Supervisee's goals for supervision
6. Attach job descriptions: supervisor, supervisee



Collaborative Problem Solving

Regulate
Relate
Reason

change·*able*



How Collaborative
Problem Solving
Changes Lives
at Home, at School,
and at Work

J. Stuart Ablon, PhD

Director of Think:Kids at Massachusetts General Hospital



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Importance of Engagement



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Tips for Supervisors

- Walk around the office to check in on staff
- Suggest that staff take mini-breaks throughout the day
- Engage staff in team huddles, meetings to debrief and allow for support of each other
- Empower staff to start their own staff support group
- Ensure that staff has opportunities for learning
- Give staff the tools and resources they need
- Celebrate individual and collective successes





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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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Questions & Discussion



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Thank You!

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