GOOD SHEPHERD SERVICES: IMPROVING OUTCOMES WITH THE SANCTUARY MODEL OF TRAUMA-INFORMED CARE

Upcoming webinar
Scaling an Effective Intervention: How to Build Implementation Capacity, Replicate with Fidelity and Produce Consistent Outcomes
Register: http://www.performwell.org

Previous webinars
How Trauma-Informed is Your Organization? Assessing and Improving Organizational Performance
Archived Recording: http://www.performwell.org/
GOOD SHEPHERD SERVICES: IMPROVING OUTCOMES WITH THE SANCTUARY MODEL OF TRAUMA-INFORMED CARE

Moderator
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Director of Strategic Initiatives
Social Solutions

Presenters
Dr. Sandra L. Bloom
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AGENDA

• Trauma-Informed Care
• The Sanctuary Model
• The Need for Trauma-Informed Care at Good Shepherd Services
• Implementing the Sanctuary Model
• Evaluating the Sanctuary Model
• Lessons Learned
• Q & A
KINDS OF STRESS

NORMAL STRESS

Positive
Tolerable

DAMAGING STRESS

Relentless
Toxic
Traumatic

X

X
TRAUMA TOUCHES EVERYONE’S LIFE

Lifetime Prevalence of Trauma Exposure in the U.S.
It’s not: “What’s wrong with you?”

It’s: “What happened to you?”

Foderaro, 1991
CREATING A CULTURE OF SAFETY

CLIENTS

STAFF

MANAGERS

SYSTEMS
“Creating Sanctuary” refers to the shared experience of creating and maintaining safety within a social environment - any social environment.
SHARED VALUES AND COMMITMENTS

Democracy
Nonviolence
Emotional Intelligence
Social Learning
Open Communication
Social Responsibility
Growth and Change

BOARD DECISIONS
LEADERSHIP DECISIONS
DEPARTMENT DECISIONS
TEAM DECISIONS
CLIENT/CAREGIVER DECISIONS
The Trick is Knowing How to Begin
7 COMMITMENTS AND SANCTUARY TOOL KIT

- Nonviolence
- Safety Plans
- Social Learning
- Emotional Intelligence
- SELF
- Social Responsibility
- Democracy
- Community Meeting
- Red Flag Reviews
- Open Communication
- Self-Care Plans
- Growth and Change
ABOUT GOOD SHEPHERD SERVICES

Good Shepherd Services goes where children, youth, and families face the greatest challenges and builds on their strengths to help them gain skills for success. We provide quality, effective services that deepen connections between family members, within schools, and among neighbors. We work closely with leaders to advocate on behalf of our participants to make New York City a better place to live and work.

Good Shepherd Services leads in the development of innovative programs that make a difference in the lives of children, youth and families today.
WHAT WE DO

A multi-service agency, we operate networks of community-based youth development, education, and family service programs in Brooklyn and the Bronx; group homes for adolescents; foster care and adoption services; and an in-service professional training program. Last year alone:

29,595 participants were served through

88 programs operated across

3 boroughs (Brooklyn, Bronx, Manhattan)
THE NEED FOR TRAUMA-INFORMED CARE AT GOOD SHEPHERD SERVICES

- Closures of residential facilities run by the city in 2008
- Increase in youth with multiple and high complex traumatic symptoms and experiences
- Staff felt unprepared to meet the changing needs of youth
- Increase in incidents: fights, assaults and hospitalizations
THE NEED FOR TRAUMA-INFORMED CARE AT GOOD SHEPHERD SERVICES

Percent of Youth Who Experienced at Least One or More Traumatic Events*

- Family Foster Care: 1 or more 78%, None 22%
- Juvenile Justice: 1 or more 87%, None 13%
- Residential Foster Care: 1 or more 93%, None 7%
- Supportive Housing: 1 or more 94%, None 6%

*2012-2014 Good Shepherd Services survey data using UCLA PTSD Index Scale. N = 1,195.
DECISION TO USE SANCTUARY

- Alignment with Good Shepherd Services mission, vision and values
- Fit with our overarching Youth and Family Development Model
- Accessibility to NYC urban youth and families
- Flexibility to use our creativity in implementation
- Comprehensiveness in providing two-pronged approach to address organizational and participant trauma
EXPECTED OUTCOMES

- Reduction in trauma related symptoms
- Increase in self-esteem
- Greater internal locus of control
- Greater utilization of social networks
- Improvement in decision making and problem solving skills
- Improvement in peer and family relationships
- Decrease in aggressive behavior
KEY IMPLEMENTATION PROCESSES AT GOOD SHEPHERD SERVICES

1. Trauma-Informed Practice Department
2. Steering Committee, Core Team, and Trauma-Informed Practice Committees
3. Training Delivery and Transfer of Learning
4. Trauma-Informed Program Meetings
5. Ongoing Program Support, Consultation, and Coaching
TRAINING PORTFOLIO

- Introduction to Sanctuary
- Advanced Sanctuary Training (12 sessions)
- Sanctuary Psycho-education
- Advanced Trauma Concepts
- Refresher Trainings
- Trauma-Informed Practice of the Month
SANCTUARY COMMITMENTS AND TOOLS EXIST IN ALL OUR PROGRAMS

TOOLS

- Community Meeting
- Safety Plans
- Red Flag Reviews
- Psycho-education
- S.E.L.F. Team Meetings
- S.E.L.F. Treatment Plans
Good Shepherd Services was certified as a Sanctuary Model provider in 2012

“Sanctuary certification symbolizes an organization's commitment to providing a higher level of care, a trauma-sensitive environment for the people they serve and a better work environment for employees.”
ONGOING IMPLEMENTATION OF TRAUMA-INFORMED PRACTICES

Deepening Trauma-Informed Practice

Creating the GSS Center for Trauma-Informed Practice

Agency-wide trauma data collection and outcomes

Fidelity and Sustainability

Broadening Implementation of Sanctuary across GSS programs

Additional evidence-based models to operate within Sanctuary
“Creating and maintaining a trauma-sensitive culture that fosters movement towards healing, growth and change.”
PERFORMANCE MANAGEMENT LIFECYCLE

A. DEFINE
Program Planning

B. MEASURE
Data Collection & Management

C. LEARN
Analysis & Reporting

D. IMPROVE
Using Findings and Insights

Source: Adapted from Eckart-Queenan & Forti (2011)
LOGIC MODEL DEFINITIONS

PROGRAM’S INTENDED IMPACT: The overall result of all the program activities to the target population and/or community.

TARGET POPULATION TO BE SERVED: A description of the population the program is designed to serve.

Inputs
Activities
Outputs
Outcomes

INPUTS are the resources (such as staff, curriculum, participants, funding) that are needed to operate the program.

ACTIVITIES are the key services provided at the program.

OUTPUTS are the direct result of each of the program’s activities represented in numbers. These are usually represented in numbers or percentages.

OUTCOMES are the benefits or changes experienced by participants during and/or after program activities.

ENVIRONMENTAL FACTORS: Aspects of the environment, which the program has no control over, that influence program outcomes (such as the impact of the economy on a jobs development program).
PURPOSE AND EVOLUTION OF THE SANCTUARY LOGIC MODEL

PURPOSE
- Unified map to support implementation, fidelity, outcomes and sustainability across programs
- Communication
- Common Goals

PROCESS
- Sanctuary Core Team
- Logic Model Development Process
SANCTUARY LOGIC MODEL

**Intended Impact:** To create and maintain a trauma sensitive environment that fosters movement towards healing, growth and change.

**Target Population to be served:** Children, youth and families in GSS programs that implement Sanctuary.

### Inputs
- Sanctuary Standards
- 7 Commitments
- SELF Practice Model
- Sanctuary Tool Kit
- Sanctuary Curricula
- GSS Sanctuary Achievement System
- Implementation Team
- Sanctuary-specific Funding
- Sanctuary Network
- Standardized Trauma Assessments

### Activities
- Trainings
- Implementation Meetings (i.e., Steering Committee, Core Team, Sanctuary Program Planning)
- Sanctuary Events (i.e., Kickoffs, World Cafes)
- Sanctuary Groups for Participants (i.e., psycho-education, Sanctuary Beginnings)
- Red Flag Meetings
- Community Meetings
- SELF Team Meetings
- SELF Treatment Planning
- Safety Planning
- Psycho-education
- Trauma Assessment
- Incident Reporting

### Outputs
- Percentage of participants with completed trauma assessments
- Percentage of participants with Safety Plans
- Percentage of participants who received psycho-education
- Percentage of participants who were encouraged to use Sanctuary Tools
- Percentage of participants who were encouraged to use Sanctuary Commitments

### Outcomes
- **Safety:** Participants will feel psychologically, physically, socially and morally safe.
- **Emotional Management:** Participants will be able to manage their emotions.
- **Loss:** Participants will recognize how loss affects them.
- **Future:** Participants will develop a sense of their future and work towards growth and change.

**Environmental Factors:** Aspects of the environment that may influence program outcomes (i.e., availability of resources, program population, program structure, funding mandates).

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# OUTCOMES PROGRESS REPORT

## SANCTUARY OUTCOMES

**Intended Impact:** To create and maintain a trauma sensitive environment that fosters movement towards healing, growth and change.

<table>
<thead>
<tr>
<th></th>
<th>SAFETY</th>
<th>EMOTIONAL MANAGEMENT</th>
<th>LOSS</th>
<th>FUTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants will experience a sense of safety</td>
<td>78%</td>
<td>70%</td>
<td>94%</td>
<td>100%</td>
</tr>
<tr>
<td>Participants will be able to manage their emotions</td>
<td>78%</td>
<td>70%</td>
<td>94%</td>
<td>100%</td>
</tr>
<tr>
<td>Participants will not be involved in aggressive/rule-breaking incidents</td>
<td>149</td>
<td>149</td>
<td>158</td>
<td>158</td>
</tr>
<tr>
<td>Participants will not be involved in self-harm incidents</td>
<td>158</td>
<td>158</td>
<td>25</td>
<td>29</td>
</tr>
</tbody>
</table>

**# Achieving Outcome**

|                         | 31                   | 28                   | 149                   | 158                   |

**Indicator:** Under what circumstances does a resident achieve the outcome?

- Participants will respond strongly agree or agree to PSS questions "Staff helps me to feel safe in the program", and "Staff respect my culture, ethnicity, religion and sexual orientation".
- Participants will respond strongly agree or agree to PSS questions "I find it helpful to use my Sanctuary Safety Plan" and "Staff helps me manage my emotions".
- Participants will not be involved in an incident such as: Assault, Fight, Restrained, Substance Use, Property Damage, etc. (see logic model for list).
- Participants will not be involved in an incident such as: Self-mutilation, Suicide Threat or Hospital ER - Psychiatric.
- Participants will respond strongly agree or agree to PSS questions "Staff helps me identify losses I have experienced" and "Staff helps me understand how loss affects me".
- Participants will respond strongly agree or agree to PSS questions "Staff has helped me set goals for my future" and "I feel more hopeful about my future".

**# Eligible**

|                         | 40                   | 40                   | 158                   | 158                   |

**Eligibility:** Which residents are included in the analysis?

- All participants who completed a Participant Satisfaction Survey.
- All participants who completed a Participant Satisfaction Survey.
- All Participants.
- All Participants who completed a Participant Satisfaction Survey.
- All participants who completed a Participant Satisfaction Survey.

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LESSONS LEARNED

- Becoming an organization that is trauma-informed is hard work and doesn’t happen overnight.
- Agency-wide commitment from the highest levels is essential to the success of implementation.
- Being trauma-informed is as important for staff as it is for participants.
- Investment in additional resources are needed to get it right!
MAKING AN IMPACT

RESTRAINT DATA FROM ADOLESCENT FEMALE RESIDENTIAL PROGRAM

Number of Restraints

FY8  FY9  FY10  FY11  FY12  FY13  FY14
For more information about Good Shepherd Services, please visit: www_goodshepherds.org

For more information about Good Shepherd Services’ Center for Trauma-Informed Practice, please contact:
Lina E. Pasquale, Division Director
trauma-informedpractice@goodshepherds.org

For more information about ANDRUS Sanctuary Institute, please contact:
Sarah Yanosy, Director
syanosy@jdam.org
RESOURCES


Good Shepherd Services (2012). Good Practice Produces Good Outcomes: Good Shepherd Services’ Commitment to Evidence-Based Practice. http://www.goodshepherds.org/about/results.html


Additional literature on Sanctuary and writings by Dr. Sandra Bloom: http://www.nonviolenceandsocialjustice.org/Research-Literature/Sanctuary-Model-literature-and-works-by-Sandra-Bloom/73/
ANNOUNCING
The Center for Trauma-Informed Practice

Good Shepherd Services
New York City

This new initiative seeks to deepen trauma-informed practice among social-service providers through workshops, learning journeys, resources and building communities of practice which implement and sustain high quality trauma-informed services and promote healing in individuals, families, communities and organizations.

Center for Trauma-Informed Practice
Good Shepherd Services’ Human Services Workshops
12 West 12th Street, New York, NY 10011
Ph: 212-243-7070 x 479 | Fax: 212-337-0060
Email: trauma-informedpractice@goodshepherds.org

"Good Shepherd Services is certified in the Sanctuary Model" of trauma-informed care."
NEXT WEBINAR

Scaling an Effective Intervention
How to Build Implementation Capacity, Replicate with Fidelity, and Produce Consistent Outcomes

Guest Speaker: Dean Fixsen

October 14, 3:00-4:30pm ET
Register at www.socialsolutions.com
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