

Becoming Trauma Informed in Our Workplace: Creating Safe and Brave Space

August 19, 2022

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Dr. Donielle Prince, Director State Initiatives, PACES Connection
Erin Hawkins, Co-Director Hannah Institute
Zeke Cohen, Baltimore City Council Member

Powered by People

We recognize that our more than 6,800 employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive.

Powered by People: Objectives



Build Processes that Work for People

Equip and empower teams with the tools and skills necessary to reimagine and redesign processes and experiences across the employee lifecycle



Nurture Employee Growth, Safety, + Wellness

Attract, retain, and engage a diverse workforce with opportunities to thrive and serve residents while keeping employees safe and supported in a flexible work environment



Bust Down Silos to Build Trust + Transparency

Invest in interdepartmental partnerships by removing barriers, building capacity, and engaging with departments through deeply collaborative relationships ³

Agenda

1. Setting the Table: Learning and Engagement
2. Trauma, Impact of Trauma, and Resilience
3. Break
4. Framing the Conversation
5. Panel Conversation – Trauma Informed in the Workplace
6. Q&A
7. Public Comment

Gratitude and Thanks

Becoming Trauma Informed in Our Workplace

Creating Safe and Brave Space

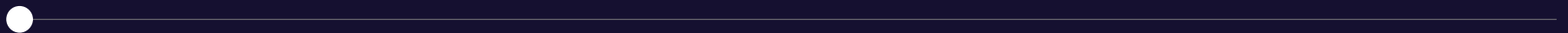
AN INVITATION TO A BRAVE SPACE by Micky Scottbey Jones

Together we will create brave space
Because there is no such thing as a “safe space”
We exist in the real world
We all carry scars and we have all caused wounds.
In this space
We seek to turn down the volume of the outside world.
We amplify voices that fight to be heard elsewhere,
We call each other to more truth and love
We have the right to start somewhere and continue to grow.
We have the responsibility to examine what we think we know.
We will not be perfect.
It will not always be what we wish it to be
But
It will be our brave space together,
And
We will work on it side by side.

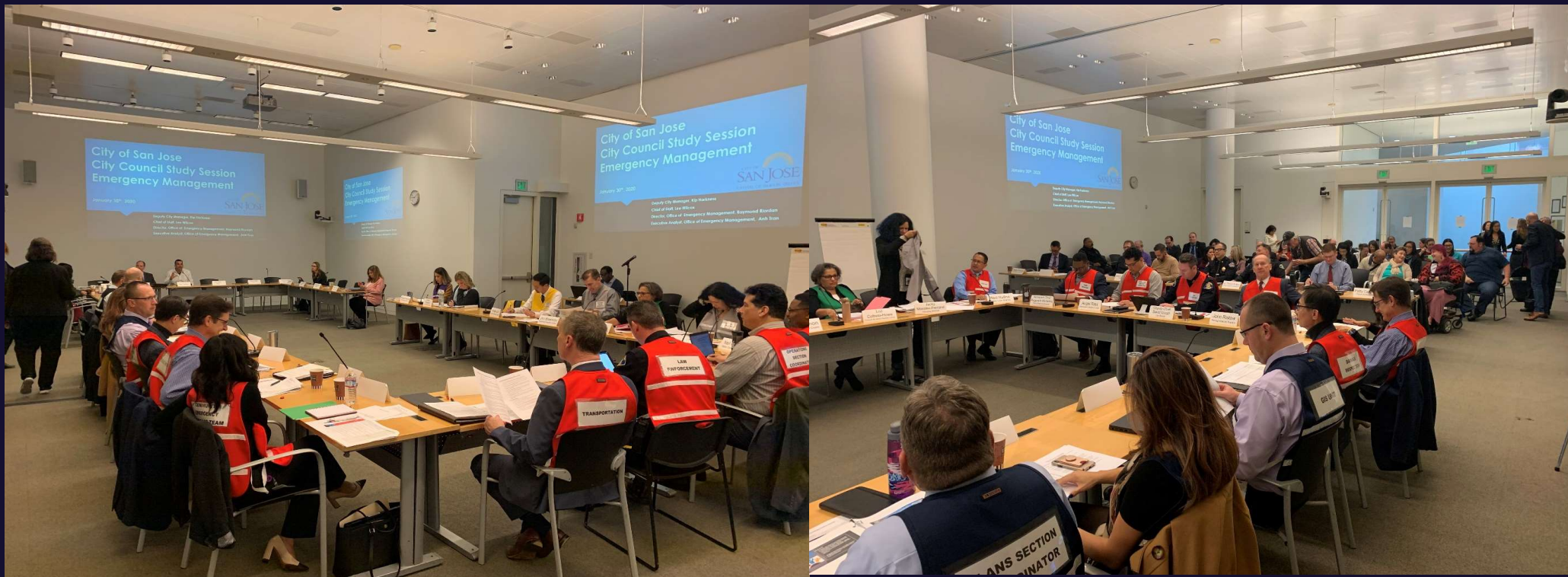
Setting the Table

Learning and Engagement

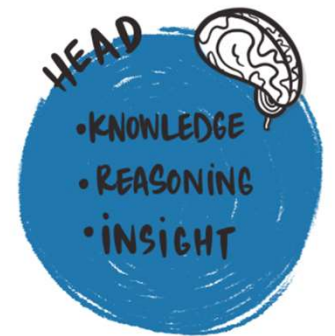
January 30, 2020



City Council Study Session on Emergency Management



Grounding Practice



Our Community Agreements

- Take space, make space.
- Build and maintain brave space.
- What is said here, stays here.
- What is learned here, leaves here.
- Offer what you can, ask for what you need.
- One mic, one speaker.



Credit: Tim Mossholder

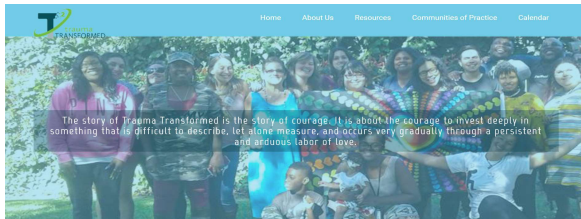
Creating Learning Spaces: Values for Communities of Practice

[Developed by CSJ Employees]

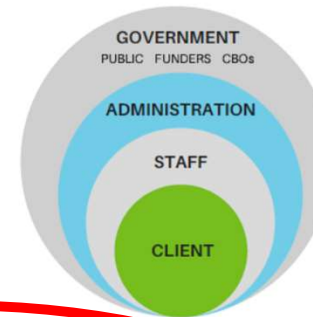
A Community of Practice (learning environment):

- is inclusive
 - Creating space that considers and works to mitigate power dynamics, ableism and the digital divide, issues of classism, systemic racism and unconscious bias
- Is an **encouraging and judgment free environment**, recognizing the unique lenses and personal experience that people bring into the conversation.
- Is a **safe space to practice (and even fail)** without fear that it will affect your work performance.
- Creates opportunities to **demonstrate and recognize personal growth**, effort, and skill development.
- Supports **networking and busting down silos**, across departments as well as across teams.
- **Prioritizes/values learning as a part of one's work at the City**
- Encourages a **growth mindset and uplifts skill- and knowledge-sharing**

What are we here to learn?



Trauma Transformed, Oakland



TRAUMA-ORGANIZED

- Reactive
- Reliving/Retelling
- Avoiding/Numbing
- Fragmented
- Us Vs. Them
- Inequity
- Authoritarian Leadership

TRAUMA-INFORMED

- Understanding of the Nature and Impact of Trauma and Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression

HEALING ORGANIZATION

- Reflective
- Making Meaning Out of the Past
- Growth and Prevention-Oriented
- Collaborative
- Equity and Accountability
- Relational Leadership

TRAUMA INDUCING

TO

TRAUMA REDUCING



Set an Intention



Employee Assistance Program



EAP can help you with life's many challenges and it's free to benefited employees and dependents

- *24 hours a day, 7 days a week*

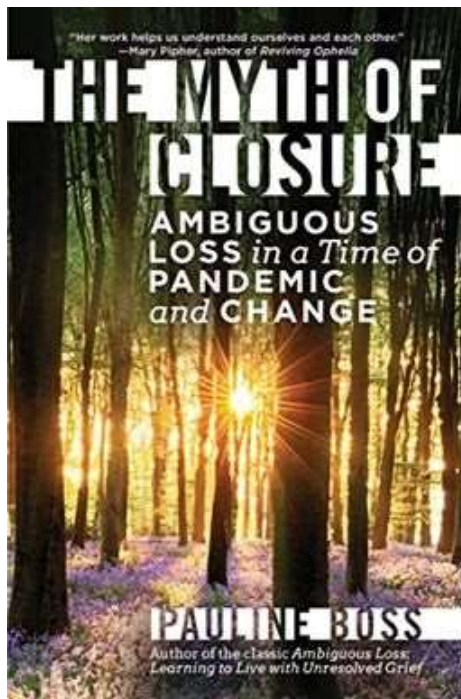
Call (800) 800-0059 or:

Visit: members.mhn.com

For Non-sworn employees enter access code:
sanjosenonsworn.

For Sworn employees access code is sanjosesworn

Creating Language: Ambiguous Loss, Collective Trauma, Vicarious Trauma



- **Ambiguous Loss** - “a loss that remains unclear and without official verification or immediate resolution, which may never be achieved.” (e.g. loss of routines, certainty of safety, traditions or rituals, freedom, trust)
- **Collective Trauma** – “the impact of a traumatic experience that affects and involves entire groups of people, communities, or societies. ...it can not only bring distress and negative consequences to individuals but in that I can also change the entire fabric of a community”
- **Vicarious Trauma** – “sometimes called compassion fatigue...cost of caring for others...hearing the trauma stories and become witness to the pain, fear, and terror that trauma survivors have endured”

Let's set the table...

- **What you are about to see.** Visual prompts from the imagery and artifacts of Item 3.1 to:
 1. Remind ourselves of our collective journey
 2. Bring back memories from the time period
 3. Open us up to learnings of trauma concepts

- **Call to action.** Use your notebook to take your “story” notes along the way as well as the stories of others you may be carrying

Item 3.1

City Manager's COVID-19 Update

March 17, 2020



COVID-19 Response & Recovery Principles



**Compassion
in Action**



**Open, Candid,
and Direct**



**One
Team**

Slow and reduce the spread of COVID-19, and support our most at-risk people

Roadmap through the Epidemic: City Response – Highest Priority Actions

1. Compliance with Public Health Orders ("Shelter in Place")	+ Education, enforcement and engagement
2. Continuity of Essential City Services	+ Ensuring essential services are provided safely for the duration of the epidemic
3. Support for At-Risk Communities and Populations <ul style="list-style-type: none"> Food & Necessity Distribution and Feeding <ul style="list-style-type: none"> Senior Support and Services Medically At-Risk Support and Services Homeless Support and Services (Shelter Delivery and Quarantine) Local Assistance for: <ul style="list-style-type: none"> Individuals and Families Small Business and Non-Profit Support 	+ County wide food distribution, focusing first on the most at-risk and then, scale and sustain + Support seniors in isolation + Support medically at-risk populations in isolation + Increase shelter, hygiene services and health support to homeless population + Local assistance for individuals and families + Support small businesses and develop understanding of new forms of assistance (e.g. SBA) and begin to operationalize
4. Powered by People – Support our people so they can act <ul style="list-style-type: none"> Ensure Safety of City Staff Performing Essential Services Families Support for City Staff Performing Essential Services (including childcare) Redeploying Staff to Essential Services and Response 	+ Support safety of City Staff performing essential services + Prioritize testing, child care, and other support services for staff performing essential services + Temporarily re-assign staff in non-essential services to essential or emergency management functions

Enabling Actions Supporting the Response

5. Silicon Valley Strong Campaign	+ A public campaign amplifying public health messages, raising funds, and volunteers
6. Communications and Engagement with Community	+ Messaging to broader community with focus on engaging our most at-risk communities in multiple languages
7. Funding and Cost-Recovery <ul style="list-style-type: none"> Maximizing Cost-Recovery (CalOES and FEMA) Securing Funding State, Federal and Private Grants 	+ Coordinated approach to federal, state, local, and privately raised funds with a focus on effective response and cost recovery for the City organization
8. Future Planning	+ Understanding future trajectory and impacts of COVID-19

Powered by People : Objectives



Safe Workplace

Enabling employee and customer safety through modified facilities, practices, and deployed resources.



Employee Health & Wellness

Provide resources and develop practices that facilitate employees to be physically healthy, mentally well, and financially supported



Drive to Digital

Replace face-to-face, paper, and manual transactions with automated processes and digital self-service that enables safety, creates efficiencies and delivers a high quality user experience



Effective Virtual Teams

Deliver tools and resources to support development of effective virtual, hybrid, and on site teams

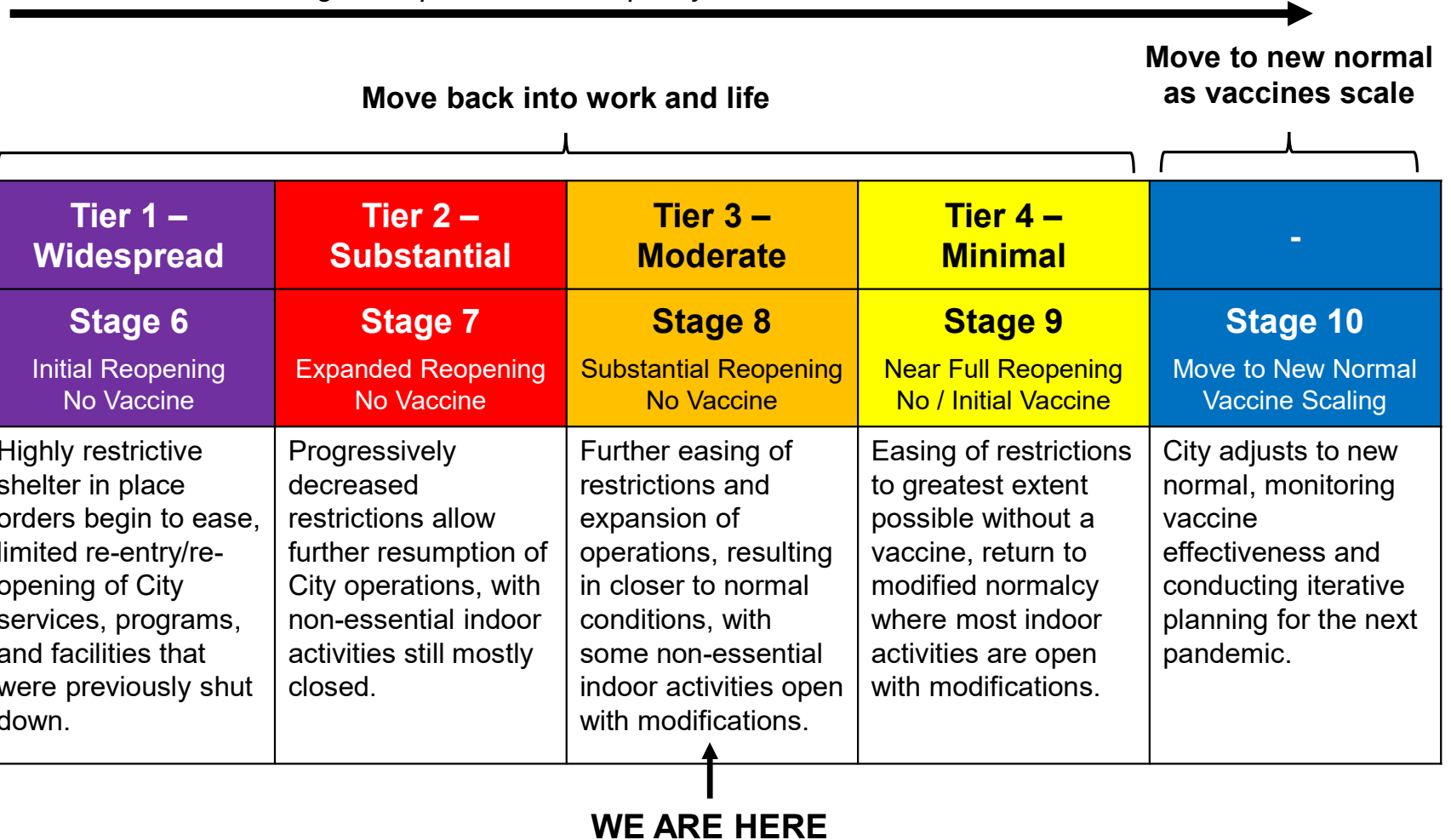
We will move together through recovery to resilience in the same way

Lower risk of infection, greater public health capacity, fewer restrictions

CITY OF SAN JOSE COVID-19 Response Stages	Move back into work and life			Vaccine scaling	New normal, prepare for next pandemic
	Stage 6 Initial Reopening No Vaccine	Stage 7 Expanded Reopening No Vaccine	Stage 8 Near Full Reopening No Vaccine	Stage 9 Full Reopening Vaccine Scaling	Stage 10 New Normal - Prepare for Next
What happens in this Stage?	Shelter-in-place orders begin to ease, begin limited reopening of City services that were shut down	Shelter-in-place eased considerably, wide resumption of City services and facilities	Further easing of remaining restrictions, expansion of City services and facilities toward normal operations	City functions, City operations, businesses, and communities return to near complete normalcy	Iterative planning and preparation for the next pandemic

City Recovery Plan matches the State's Blueprint for a Safe Economy

Lower risk of infection, greater public health capacity, fewer restrictions



The ~~Three~~ ~~Four~~ Five Challenges of Now

Imperative 1 Save Lives	Public Health	Slow and reduce the spread of COVID-19 and support our most at-risk people
Imperative 2 Save Livelihoods	Economic	Support individuals, families and businesses so they make it through the shelter in place and safely return to work
Imperative 3 Preserve our Fiscal Health	Fiscal	Ensure the continued fiscal health of the City so we can meet imperatives 1, 2, 4, and 5 while providing essential services.
Imperative 4 Address Systemic Racism and Advance Equity	Societal	Reimagine how we serve our community to reverse patterns of systemic racism and create an equitable valley of opportunity for all
Imperative 5 Respond to Wildfires and Power Shutoffs	Environmental	Create a sustainable model of response to acute threats and hazards while continuing our prolonged response to COVID-19



Bay Area News Group



Bay Area News Group



Complexity and Ambiguity

Stories of creativity and dedication of people responding to intersecting disasters

Compliance with Public Health Orders

Cumulative COVID-19 Cases

10794

Cumulative COVID-19 Deaths

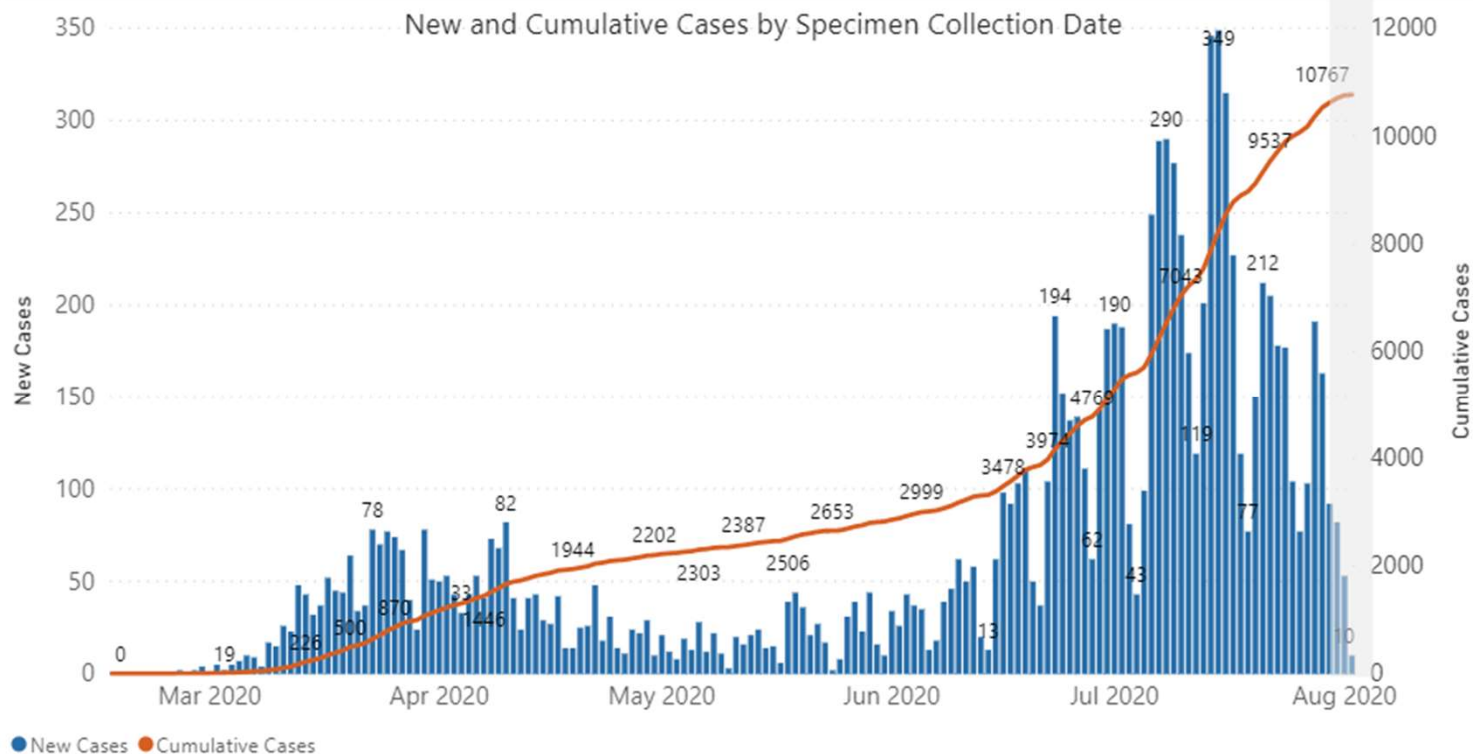
191

Displaying:

Cases

Deaths

Values for the most recent 5 days
will likely increase as additional
results are received.



Compliance with Public Health Orders

Actions Taken

- Reestablished a Compliance Officer
- Requested Coordination with County

Challenges

- Wording of Orders
- Conflict with State Orders
- Lack of direct agreement on how to support each other

Success

- Housing Collaboration
- Food Distribution

Supporting People At-Risk

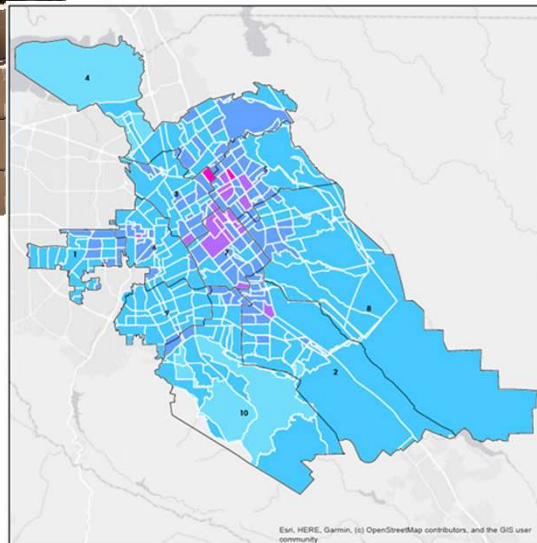
Food Distribution 11,000,000 Meals



Encampment Dumpster Pilots



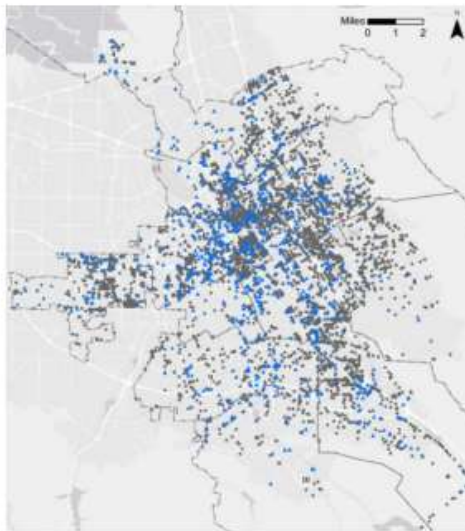
Bridging Digital Divide with
11,000 New Hotspots



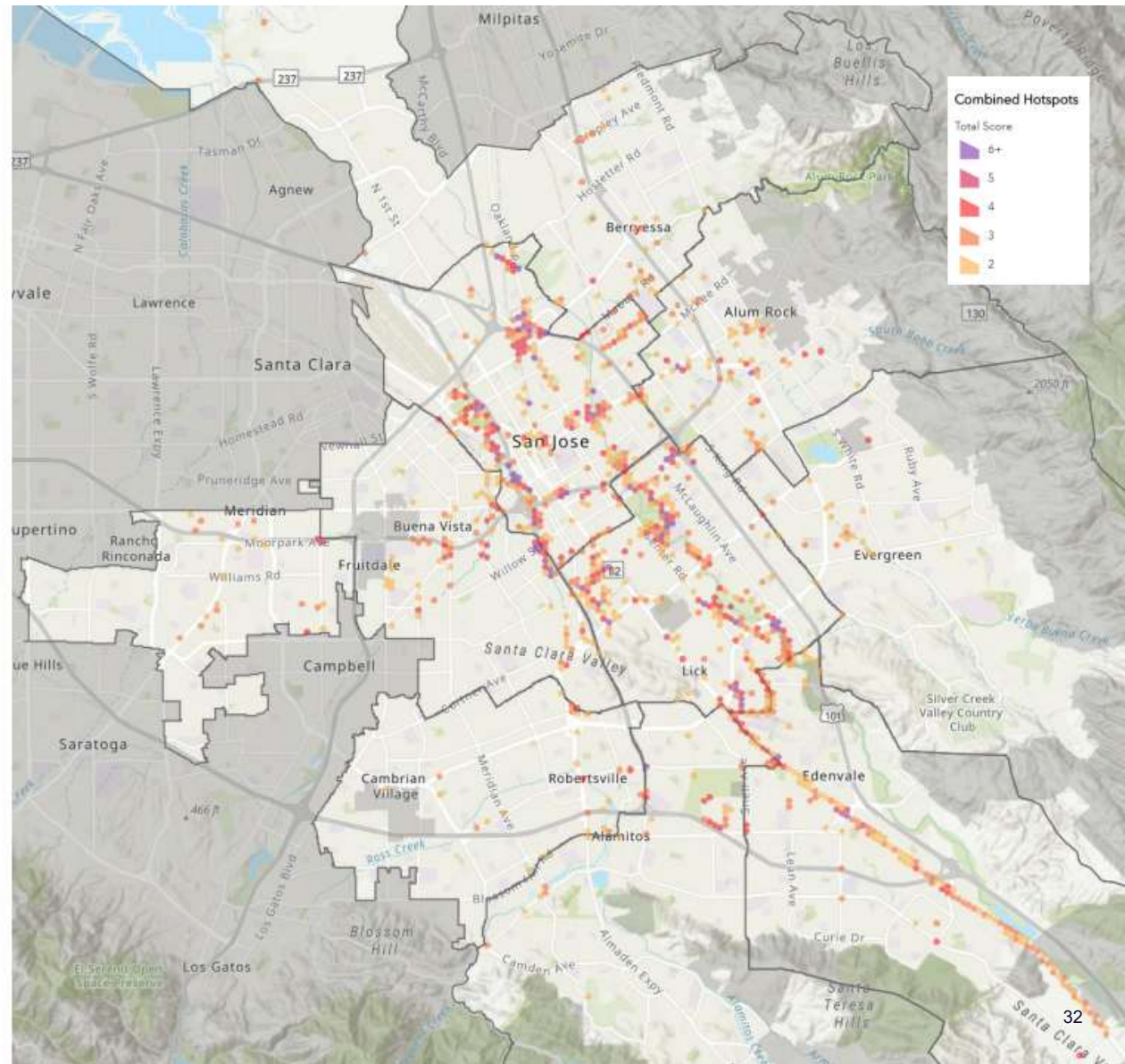
Bridge Housing Construction



Refining Scope to Target Limited Resources



Combined Hotspot Map (Encampment and Trash/Blight)



Food + Necessities Distribution Objectives



**Feed Our Most
Vulnerable**



**Maximize
Existing Food
Networks**



**Scale for a
Widespread
Food Crisis**

Caring for the Most Vulnerable In Our Community

Temporary Housing

- 5,100 Hotline calls
- 1,164 Placements
- 844 Permanent Housing
- \$2m Hotel Vouchers

Interim Housing

- Monterey / Bernal Opens Aug 5
- Rue Ferrari Opens End August
- Evans Lane Opens End August

Encampment Support

- Hygiene Stations
- Housing Solutions
- Street Outreach

Continuing to Deliver Core Services

Stories about how “business as usual” got harder

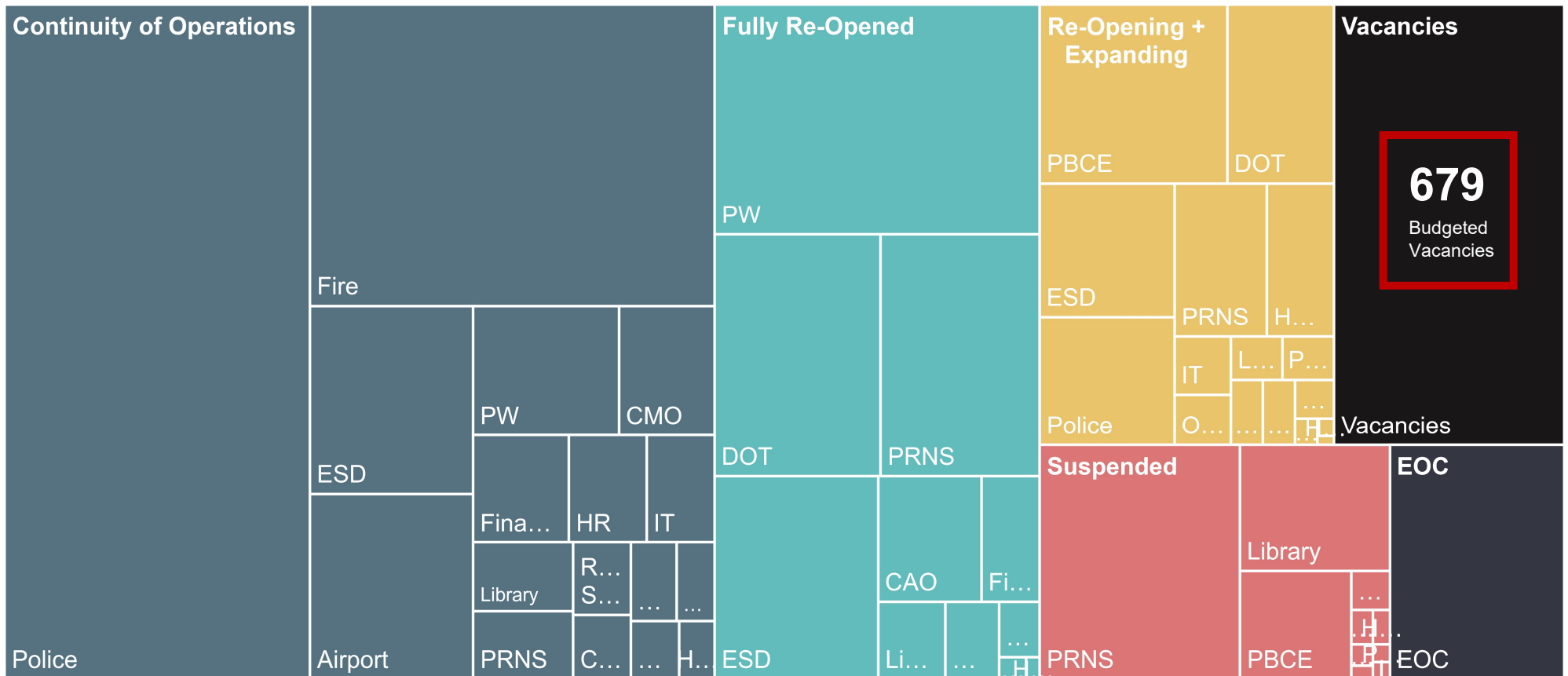
- Continuity of Operations | 100% at SIP, Now 100%
- Fully Re-Opened | <100% at SIP, Now 100%
- Re-Opening + Expanding | <100% at SIP, Now 25-99%
- Suspended | 0% at SIP, Now 0%
- EOC | New City Services, Now 100%

City Operations Sized by Effort

Effort = # of City Staff

264 Total Services

6177 Benefitted, Budgeted FTEs





**60% workforce stayed in-person
40% workforce went virtual**



Keeping our promise to keep essential services intact

Continuity of Essential City Services

Al Fresco Out Door Dining



Virtual Public Meeting Pilots



Keeping Construction Open and Safe



Safely opening more amenities in parks



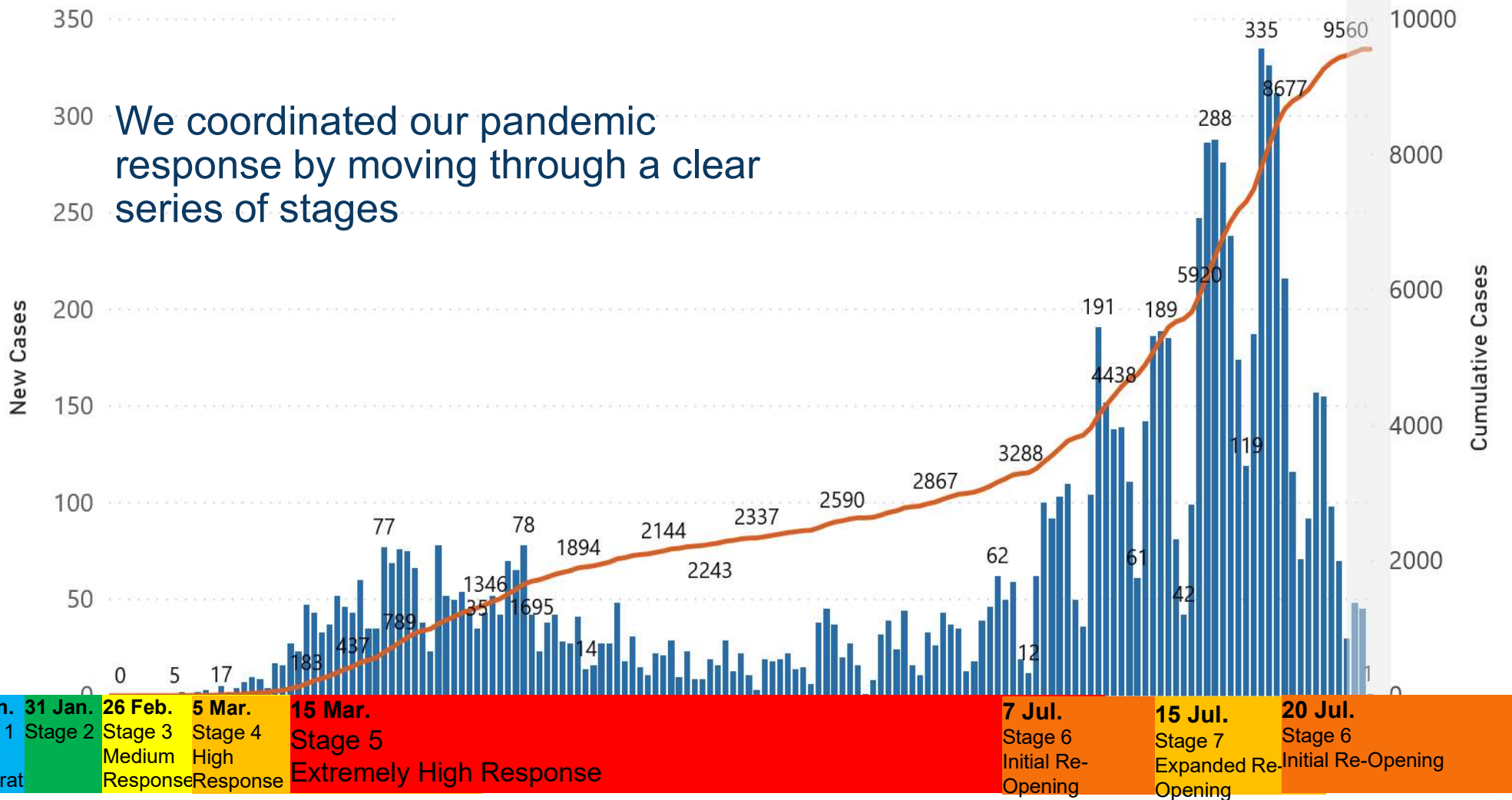
Child Care and Summer Recreation



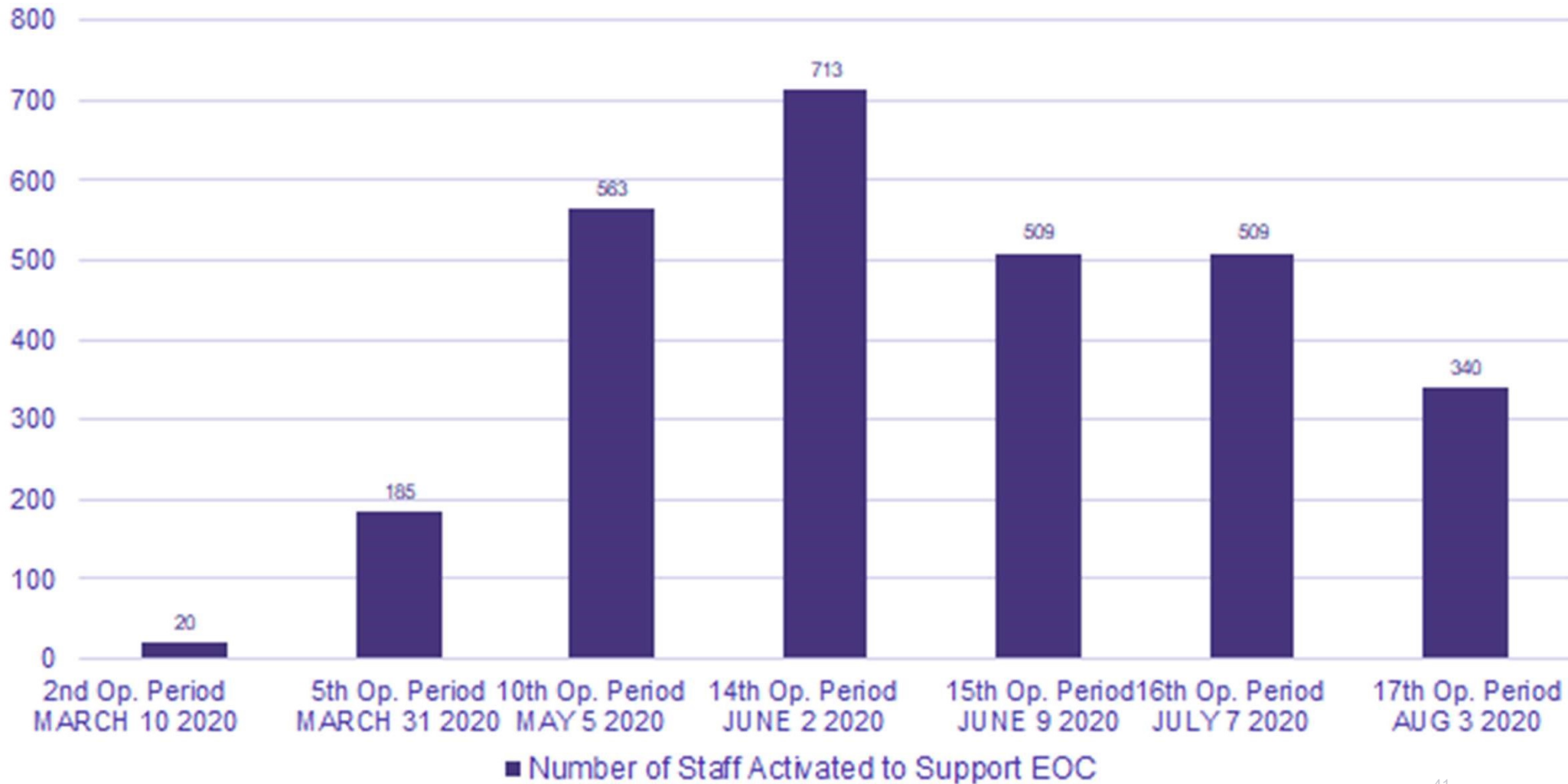
Counting and Accounting

Storytelling beyond the numbers

Pandemic Response Phases



Number of Staff Activated to Support EOC Operations



Communication Efforts to Reach Our Community

Social Media

Total	Type
2,411 +	Posts
11.5 Million +	Impressions
33,000 +	Link Clicks
307,000 +	Video Views
305,000	User Engagements

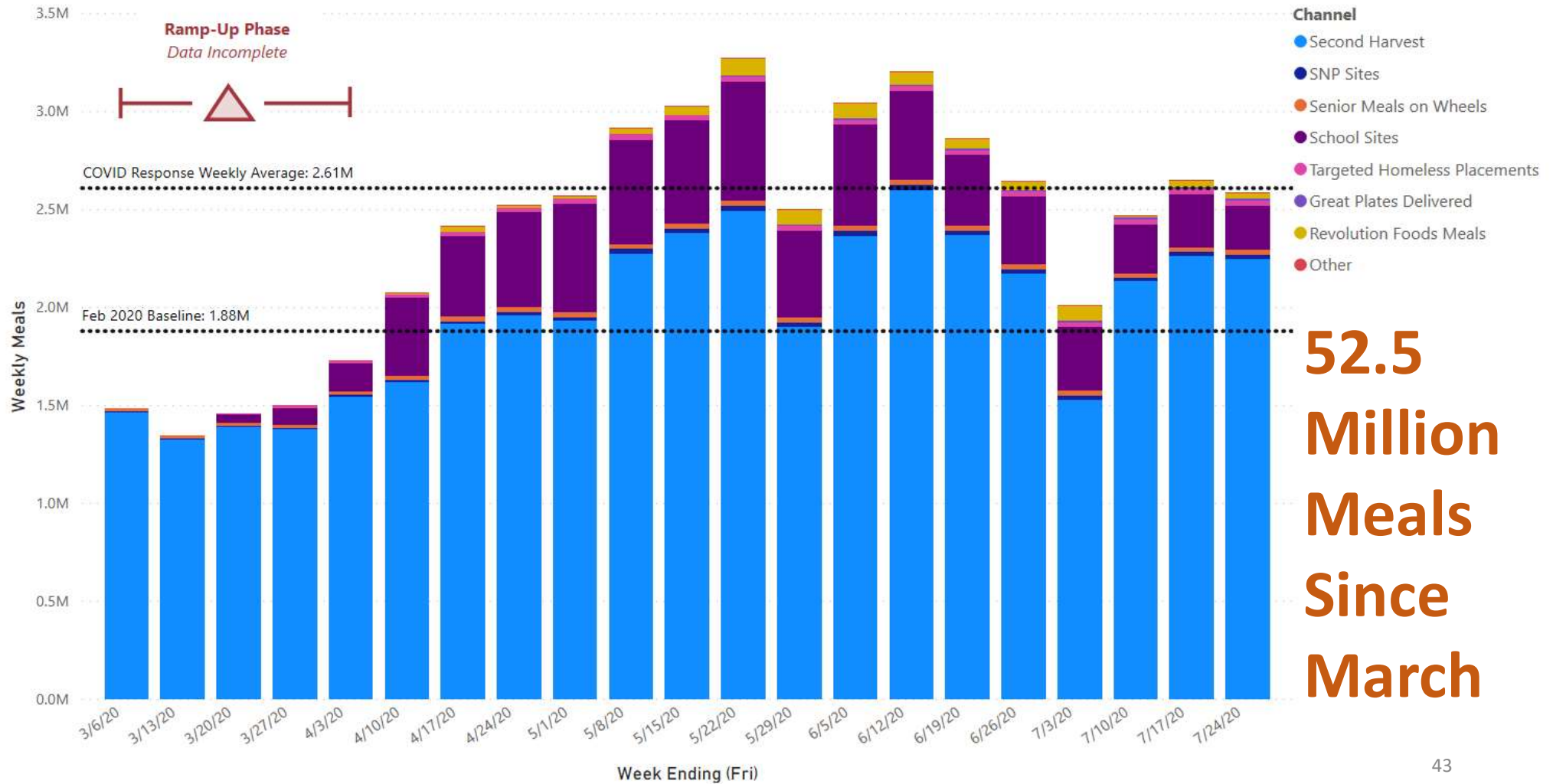
Flash Reports

Total	Type
127	Flash Reports
662,000 +	Opens
45%	Average Open Rate
5,002	New Subscribers

Website Views

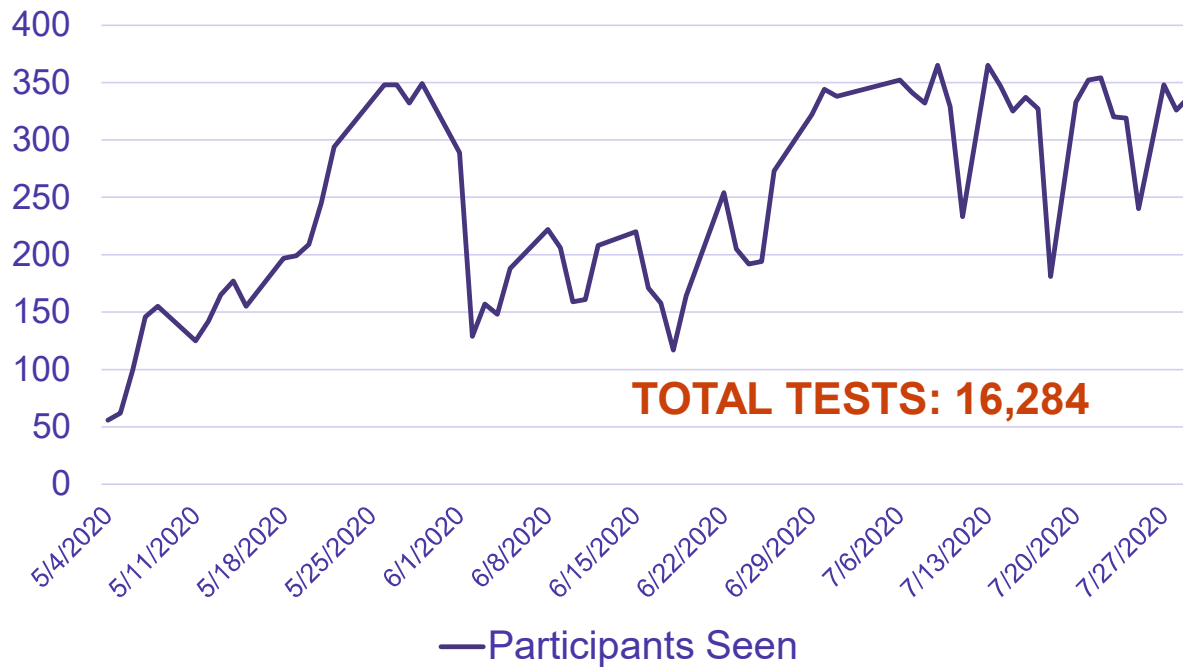
Total	Type
275,000 +	Website Visits

Summary of Food Distribution: COVID-19 Response

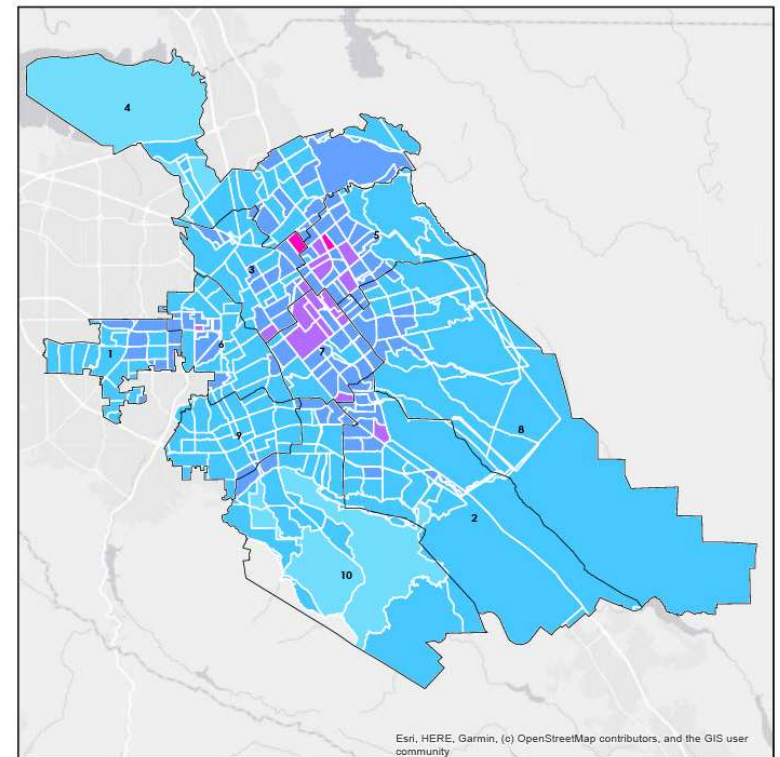


Two Additional Major Lifts

Testing on the East Side at the Police Activities League – Verily

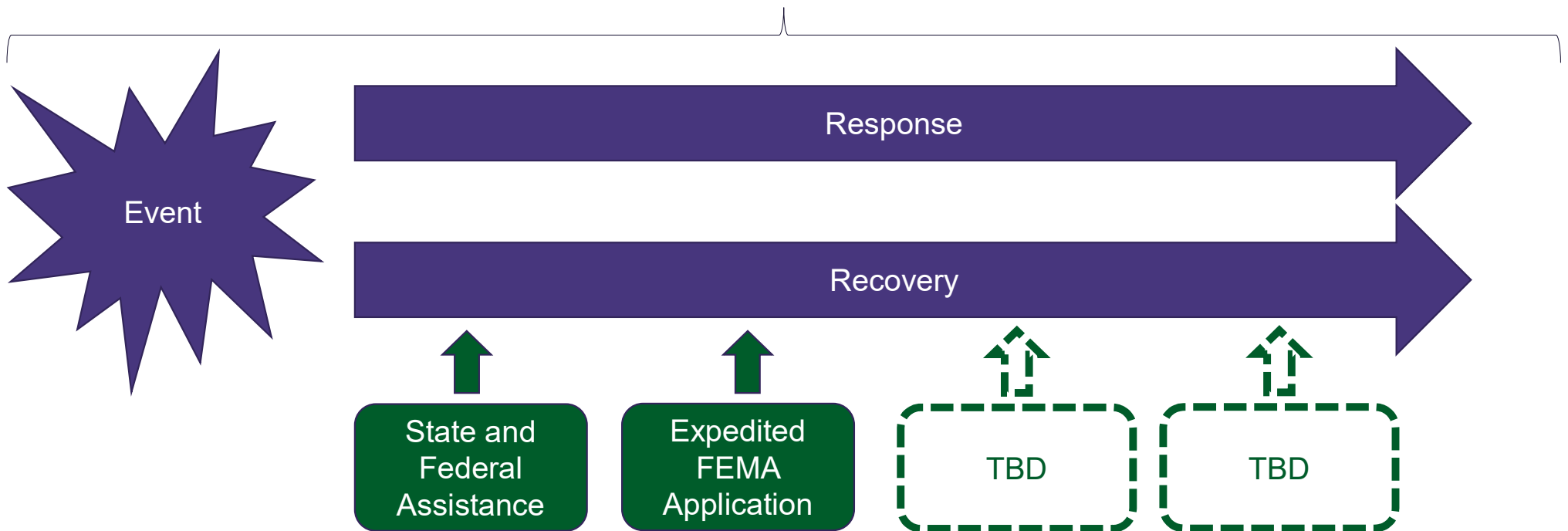


Digital Inclusion



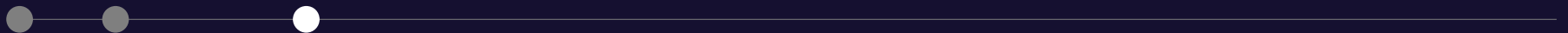
COVID-19 Response and Recovery

Community-Facing Work + Concurrent Funding/Reimbursement



Timeline

October 20, 2020



City Manager's COVID-19 Update

October 20, 2020

- ☐ **Public Health Order Update: Move to Stage 8 / Tier 3**
- ☐ **EOC Update**
- ☐ **City Services Update**
- ☐ ***Holding the Moment: San José Artists Reflect on COVID-19***

COVID-19 Related Items To Be Heard Separately Today:

- **3.4** – Preliminary Review of Documentation for COVID-19 Related Costs (City Auditor)
- **3.5** – Actions Related to the Agreements for Food Distribution and Related Services for COVID-19 Pandemic
- **3.8** – Actions Related to the Purchase Orders for the Removal and Disposal of Trash, Debris, and Bio-Waste at Homeless Encampment Sites
- **7.1** – Age-Friendly City Initiative Update and San José Age-Friendly 3-Year Action Plan
- **8.2** – Actions Related to the Temporary Emergency Shelter Operations for COVID-19 Emergency Response
- **8.3** – Ratify Grant Agreements with PATH and HomeFirst Services of Santa Clara County to Operate Three Emergency Interim Housing Locations to Provide Emergency Non-Congregate Shelter for COVID-19 Vulnerable Individuals

December 8, 2020



December 11, 2020





**Thank you,
San Jose Fire
Department!**



August 19, 2022

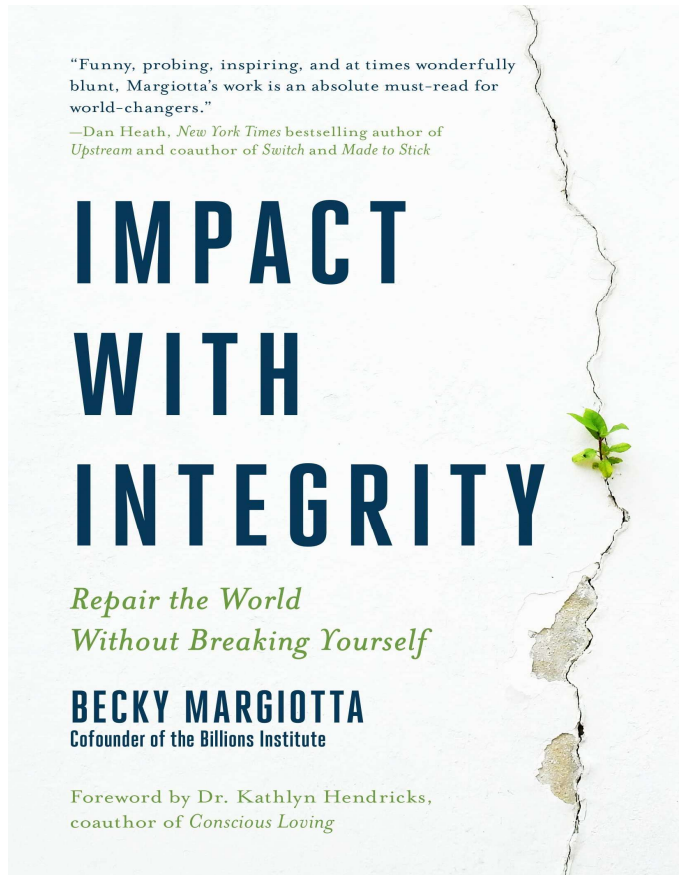


August 19, 2022 - Both And

“ In the City of San Jose Employee Experience Conversations (EECs) development work, it was abundantly clear that the managers and supervisors are highly skilled and relationship-focused people. They have tremendous workloads, yet approached the EECs with fresh energy and interest. This is consistent with what we experienced overall: employees focused on serving the community well, as they have strong, supportive connections with each other.

Hope Jones and Danielle Harlan – Center for Advancing Leadership and Human Potential

“ Very challenging season of life. Workload is high, vacancies are high, and many have dealt with or continue to deal with trauma during COVID. There needs to be an understanding from management that some things will not get done and many things will be delayed.



“How do you take healthy responsibility not just for yourself, but the whole web of life?”

What if all we need to do as leaders is this: take healthy responsibility for what matters to us, as we grow increasingly attuned to the complexity of the web of life and expand our ability to weave authentic connections. Lather, rinse, repeat.”

A lot of what I suggest goes against the grain of our culture:

- That work has to be hard
- That if we're not suffering, we won't be effective
- That it's unprofessional to be emotional at work
- That it's more important to be polite than to be real

This book is going to challenge these assumptions because they're sucking the life out of all of us.





Dr. Donielle Prince

- Director of State Initiatives, PACEs Connection
- Studied education, counseling psychology and human development, and race and racism, earning her Ph.D. at Stanford University.
- 20 years' experience as a program evaluator, focused on education, community-based youth programming, and mental health.
- Donielle's research, policy and reform is reflected in her deep commitment to advocating for social justice. This work has included youth mentoring, community-based organizing against state violence, educational inequity, and lack of access to mental health supports, particularly for members of marginalized communities.



Council Study Session

Becoming Trauma Informed in Our Workplace: Creating Safe and Brave Space

Part I: Introduction to PACEs Science

Donielle Prince, MS.Ed, Ph.D.
Director of Statewide Initiatives,
PACEs Connection



INTRODUCTION TO PACES SCIENCE

ACEs = Adverse Childhood Experiences

PCEs = Positive Childhood Experiences

PACEs = A comprehensive approach to
addressing the impacts of trauma and
resilience



A Word About Today's Content



- Learning about the impact of trauma can be emotionally challenging
- Take breaks during this workshop as needed
- Later today or even another day, reach out to someone you trust to talk about anything unexpected that comes up for you
- Call 988: Our new 24/7 national mental health support line for crisis or anyone needing emotional support. Learn more about this initiative at [samhsa.gov](https://www.samhsa.gov)

988

SUICIDE
& CRISIS
LIFELINE

There is hope



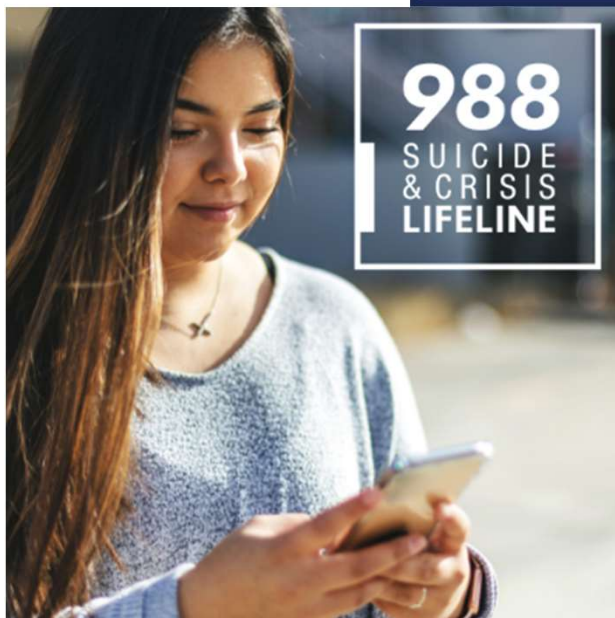
Talk with us.




If you or someone you know
needs support now,
call or text 988
or
chat 988lifeline.org

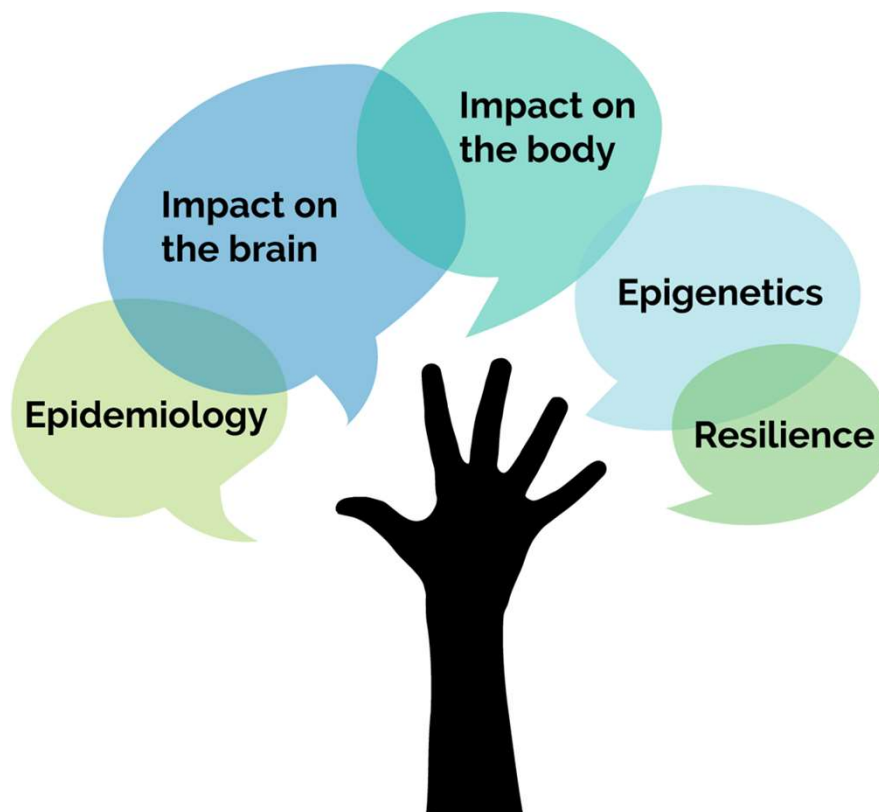


PEP22-08-03-004





ACEs & Resilience Science



Epidemiology ACE study and expanded definitions of ACEs

Impact on the brain toxic stress caused by ACEs impact children while they (and their brains) are developing

Impact on the body health consequences of toxic stress (short & long term)

Epigenetics generation-to-generation impact/ historical trauma

Resilience body can heal. Brain is plastic. Positive Child Experiences (PCEs) among resources that build resilience.

INTRODUCTION TO PACES SCIENCE

Epidemiology

ACE study and expanded
definitions of ACEs



Adverse Childhood Experiences Study (ACE Study)

In the 1990s, two doctors **stumbled into** what would become one of the **most significant public health discoveries** of a generation.

Original ACEs Study, published in 1998

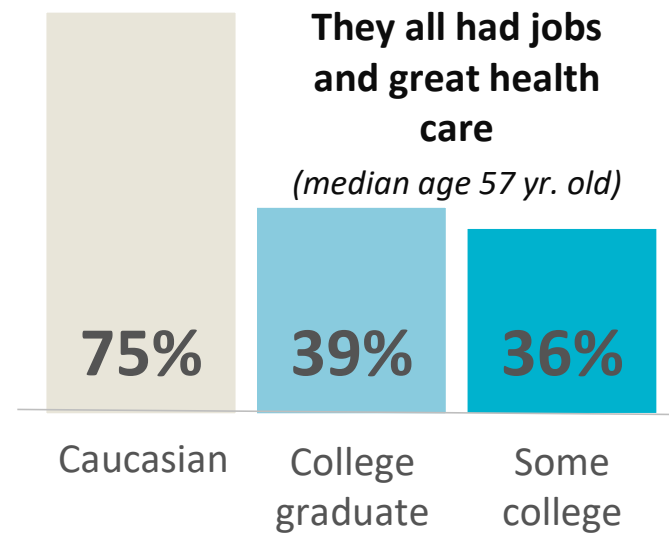
Felitti VJ et al (1998) Relationship of childhood abuse and household dysfunction to many of the leading causes of death in adults. The adverse childhood experiences (ACE) study. *American Journal of Preventative Medicine*; 14: 4, 245-258.



ACE Study Background

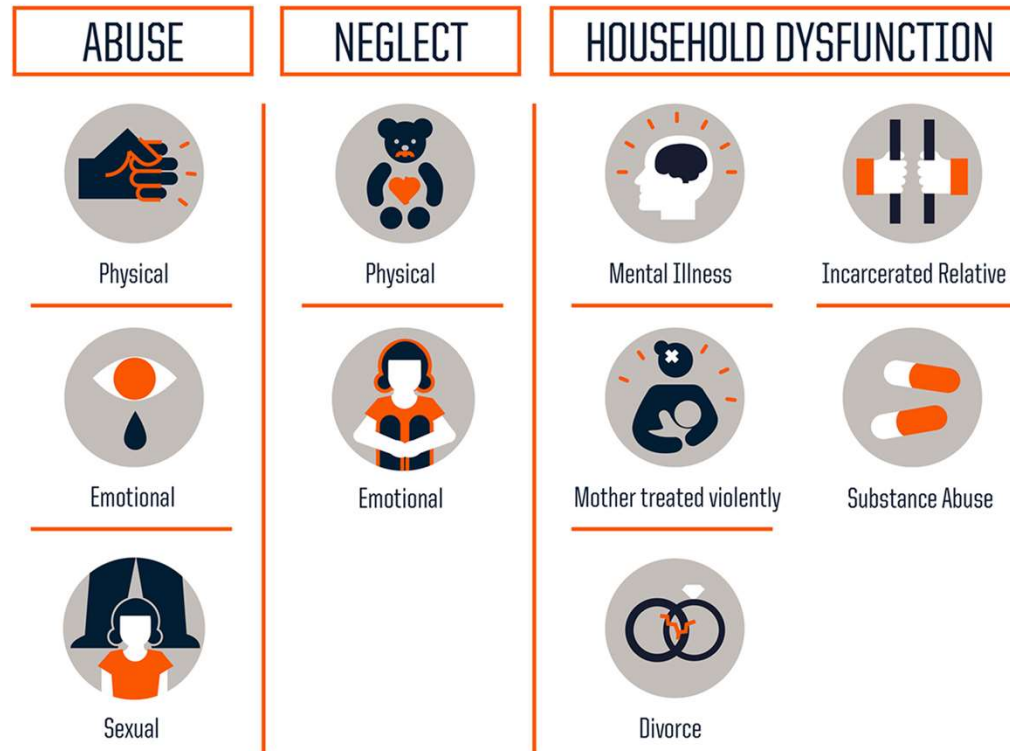
Centers for Disease
Control and Kaiser
Permanente in San
Diego, **17,300**
adults

Tracked **health
outcomes** based on
childhood trauma





Epidemiology





What are the Adverse Childhood Experiences?

Original ACE Study – 10 Questions

- 1) Child physical abuse
- 2) Child sexual abuse
- 3) Child emotional abuse
- 4) Physical Neglect
- 5) Emotional Neglect
- 6) Mentally ill, depressed or suicidal person in the home
- 7) Drug addicted or alcoholic family member
- 8) Witnessing domestic violence against the mother
- 9) Loss of a parent to death or abandonment, including abandonment by divorce
- 10) Incarceration of any family member



Key Findings from the ACE Study

- Direct link between childhood trauma and adult onset of chronic disease, as well as mental illness, social and economic problems
- About two-thirds of the adults in the study experienced **one or more types** of adverse childhood experiences. Of those, 87 percent had experienced 2 or more types. In other words, ACEs usually don't happen in isolation.
- **Dose-dependent outcomes:** More adverse childhood experiences result in a higher risk of medical, mental, social and economic problems as an adult.



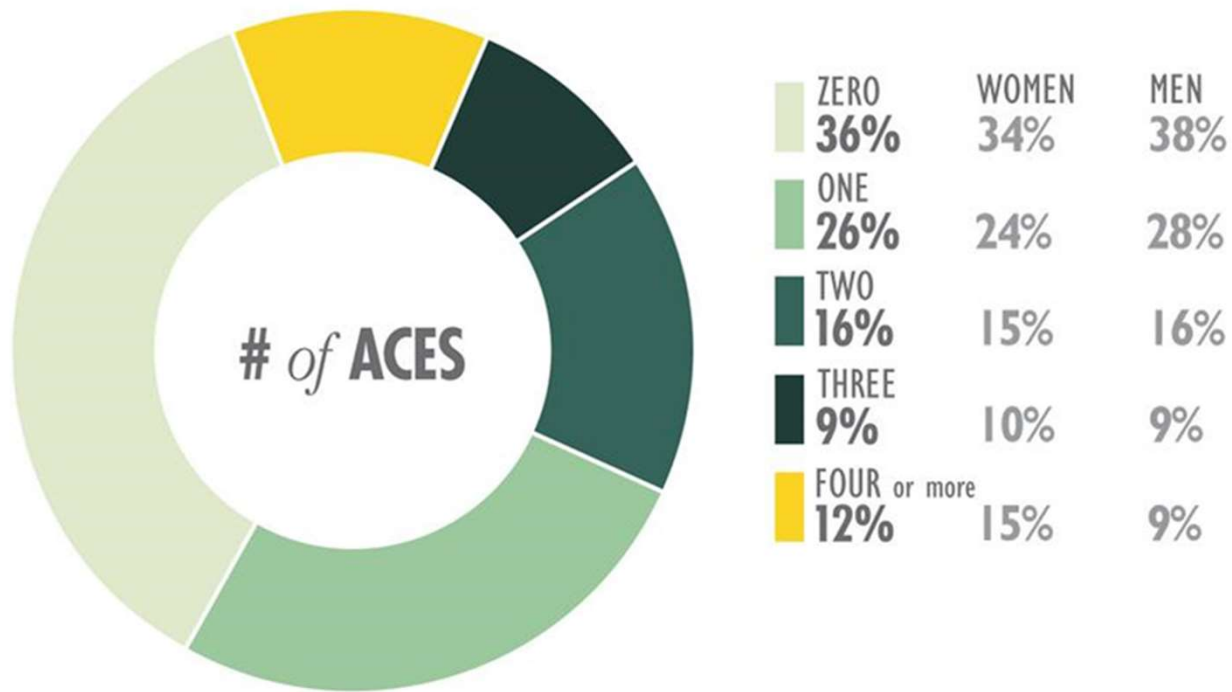
Implications

Epidemiology

The US Centres for Disease Control described the life continuum for people that have experienced ACEs in childhood. This continuum is called the ACE Pyramid.[3]



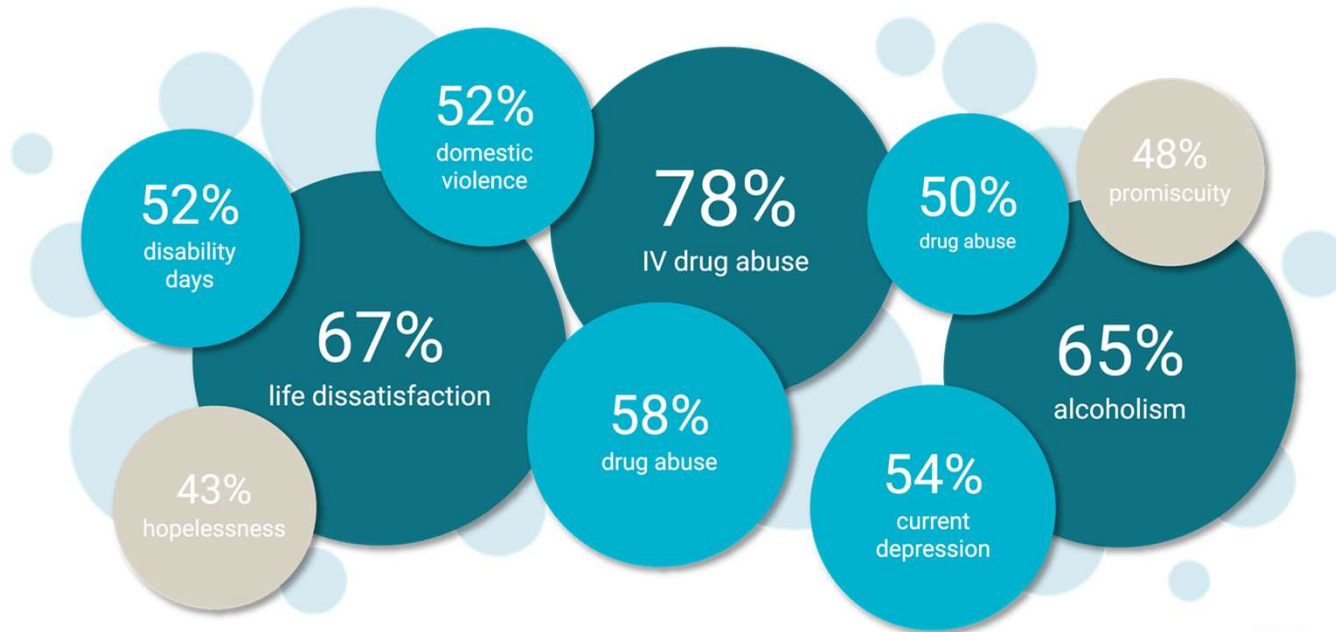
Overall Impact on Population



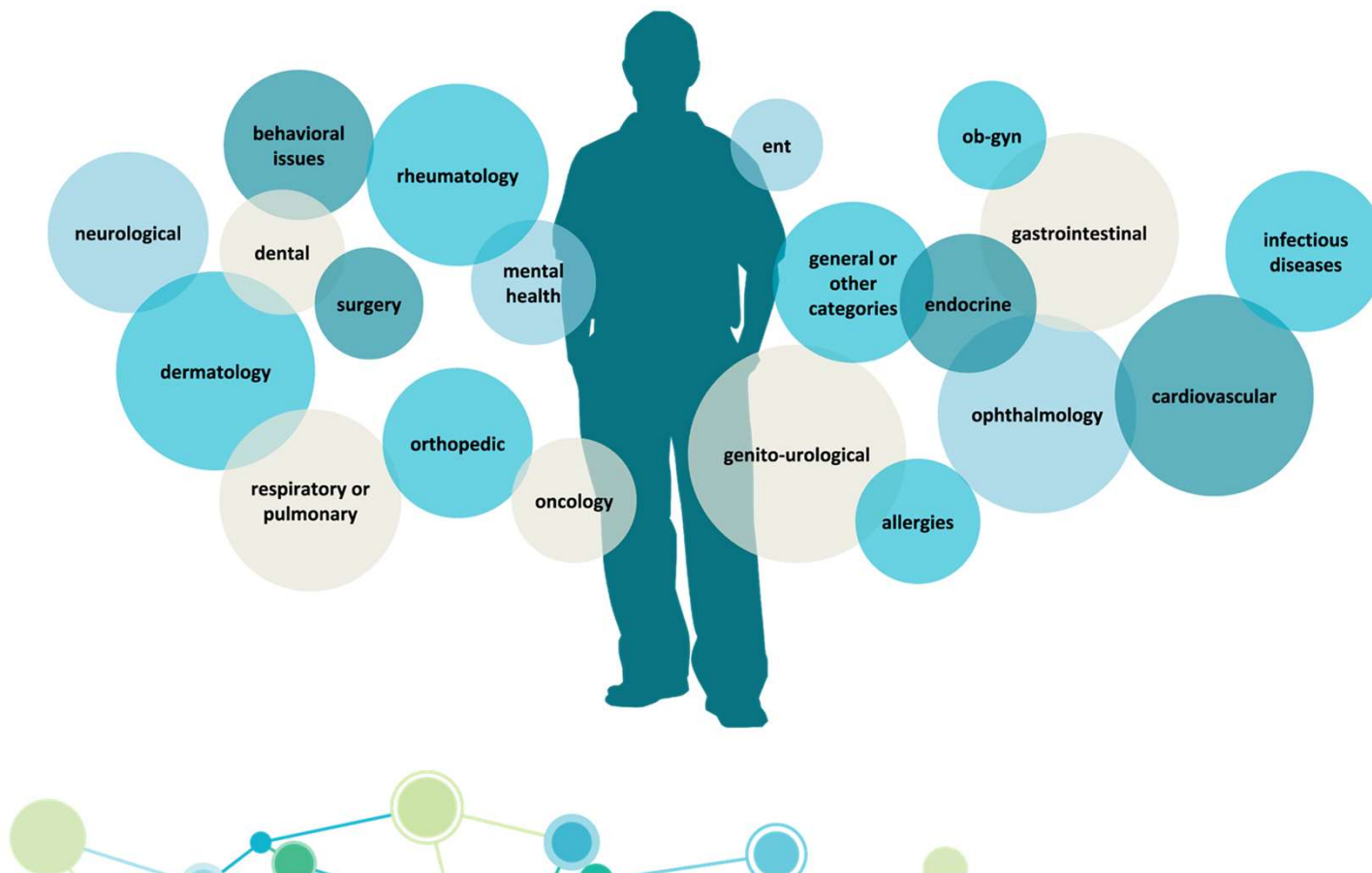


ACEs & population attributable risks

Epidemiology



Consequences of lifetime exposure to violence and abuse



INTRODUCTION TO PACES SCIENCE

Impact on the body

Health consequences of toxic stress
(short & long term)



Health/Mental Health Impacts (Body)

Risk of health problems in people with 4 ACEs

Health problem	RISK among people with four ACEs
Cancer	Twice the risk of participants with no ACEs
Emphysema	4 times the risk of participants with no ACEs
Depression	4.6 times the risk of participants with no ACEs
Alcoholism	7 times the risk of participants with no ACEs

ACE= Adverse Childhood Experience. Source: Adapted by Felitti et al (1998)





Impact of ACE Score with 4 or more

Health Behaviors

- 10.3** times more likely to use **injectable drugs**
- 7.4** times more likely to be an **alcoholic**
- 3.3** times more likely to engage in **risky sexual behavior**
- 3.23** times more likely to **binge drink**
- 2.93** times more likely to be a **current smoker**

Mental Health

- 12.2** times more likely to **attempt suicide**
- 5.13** times more likely to suffer from **depression**
- 4.22** times more likely to be diagnosed with **dementia**



Knowing about ACEs changes what people believe about themselves

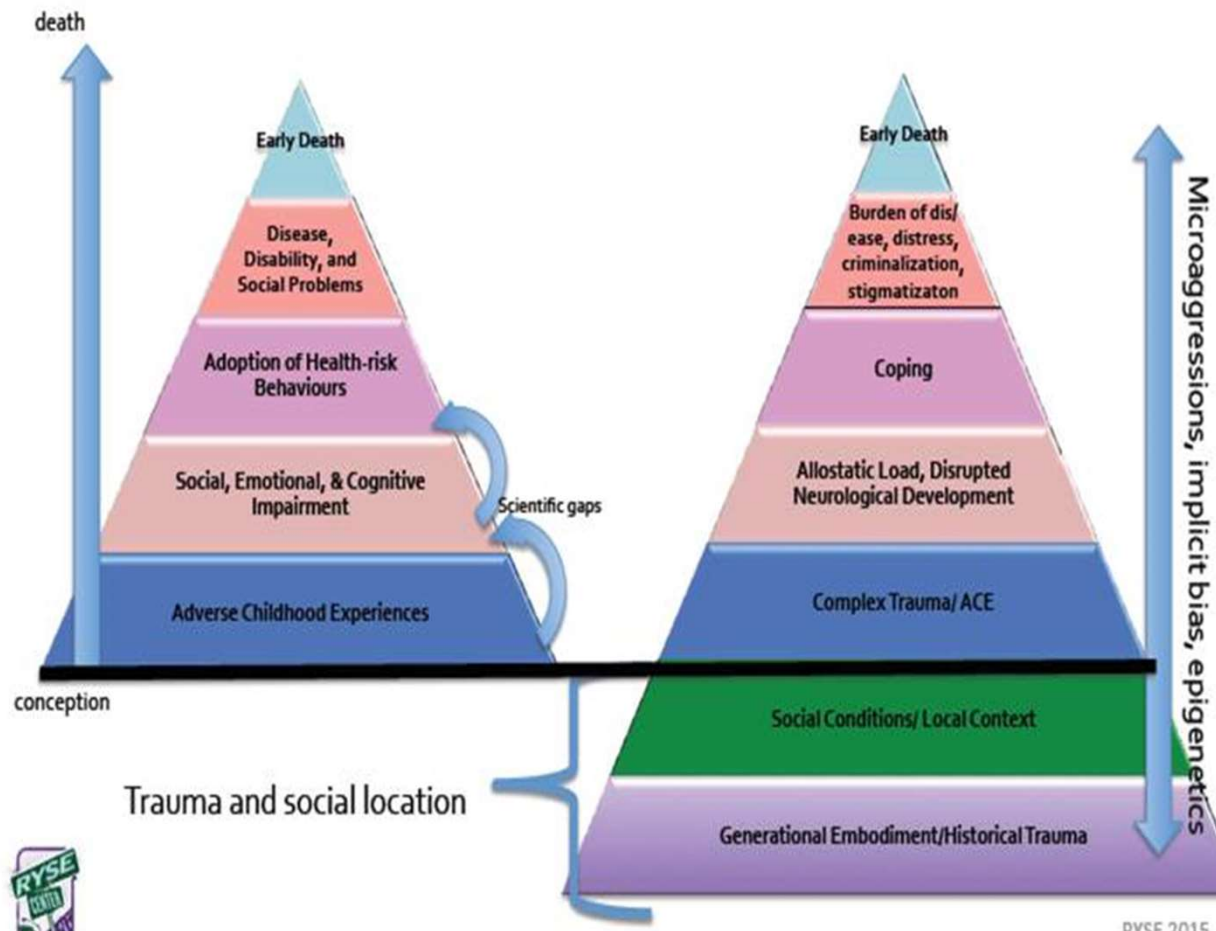
- They weren't born bad.
- They weren't responsible for the things that happened to them when they were children.
- They coped appropriately, given that they were offered no other ways – it kept them alive.
- They can change.



Trauma and Social Location

Adverse Childhood Experiences

Historical Trauma/Embodiment



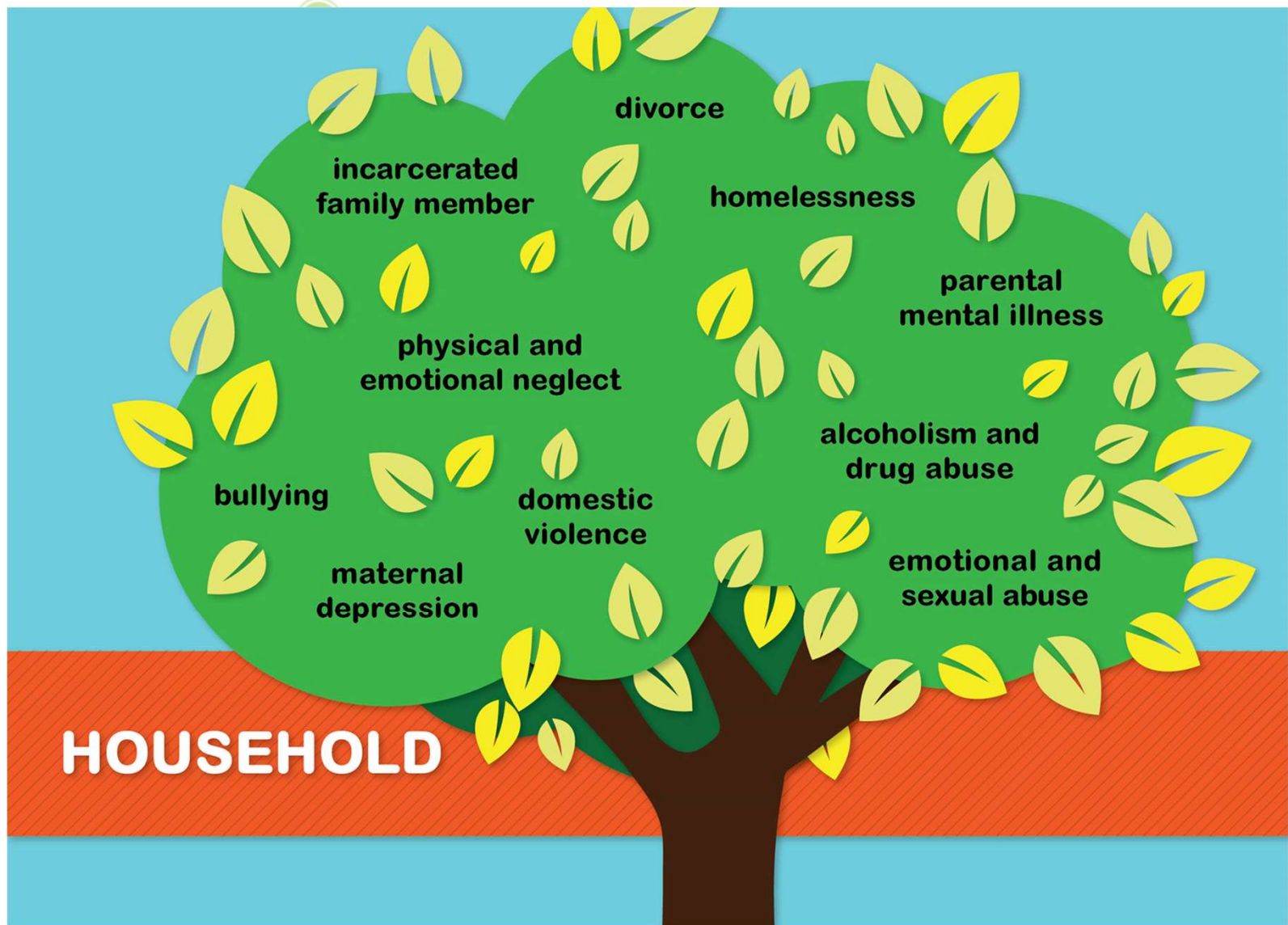
3 Realms of ACEs

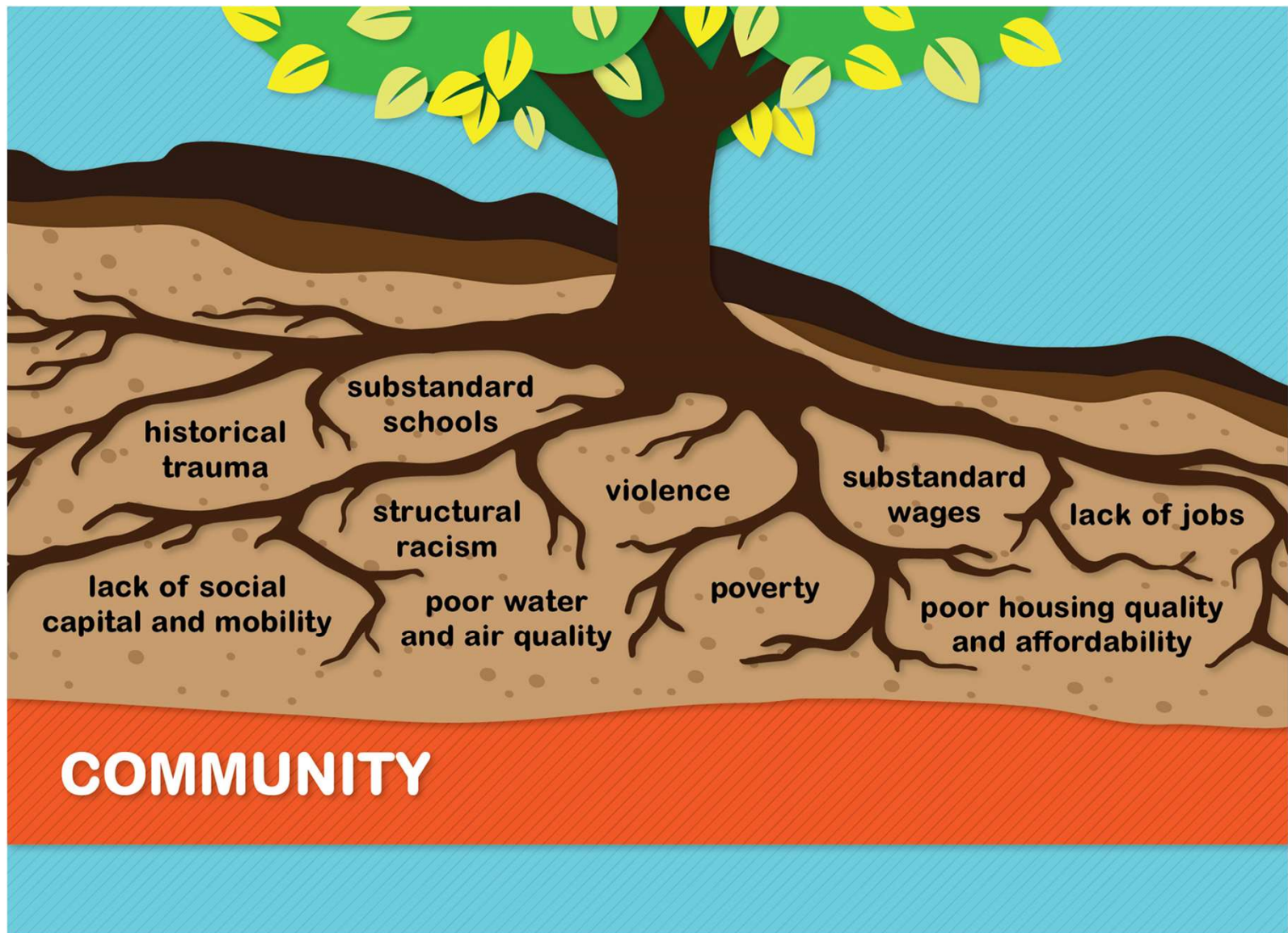
ACEs Connection accelerates the global movement to prevent and heal adverse childhood experiences (ACEs), and supports communities to work collaboratively to solve our most intractable problems. Left unaddressed, toxic stress from ACEs harms children and families, organizations, systems and communities, and reduces the ability of individuals and entities to respond to stressful events with resiliency. The ACEs in these three realms intertwine throughout people's lives, and affect the viability of organizations, systems and communities.

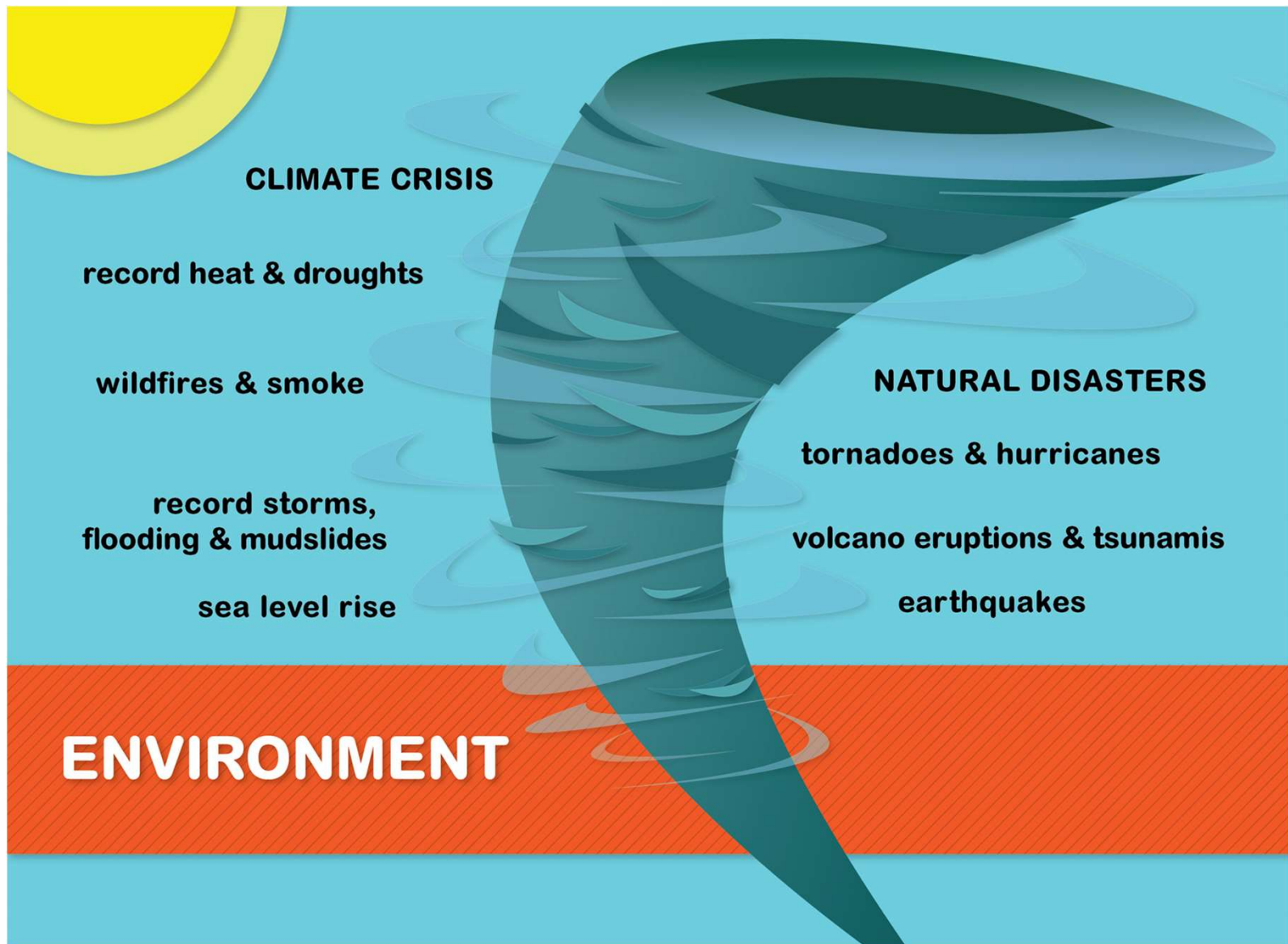


Thanks to **Building Community Resilience Collaborative and Networks** and the **International Transformational Resilience Coalition** for inspiration and guidance. Please visit ACEsConnection.com to learn more about the science of ACEs and join the movement to prevent ACEs, heal trauma and build resilience.

ACEs
Connection







INTRODUCTION TO PACES SCIENCE

Impact on the brain

Toxic stress caused by ACEs impact children while they (and their brains) are developing



Our unstressed brain: the pre-frontal cortex

- Concentration and Creative problem solving skills
- Body regulation (feeling calm)
- Empathy
- Communications skills



Our Stressed Brain: Amygdala and Hippocampus

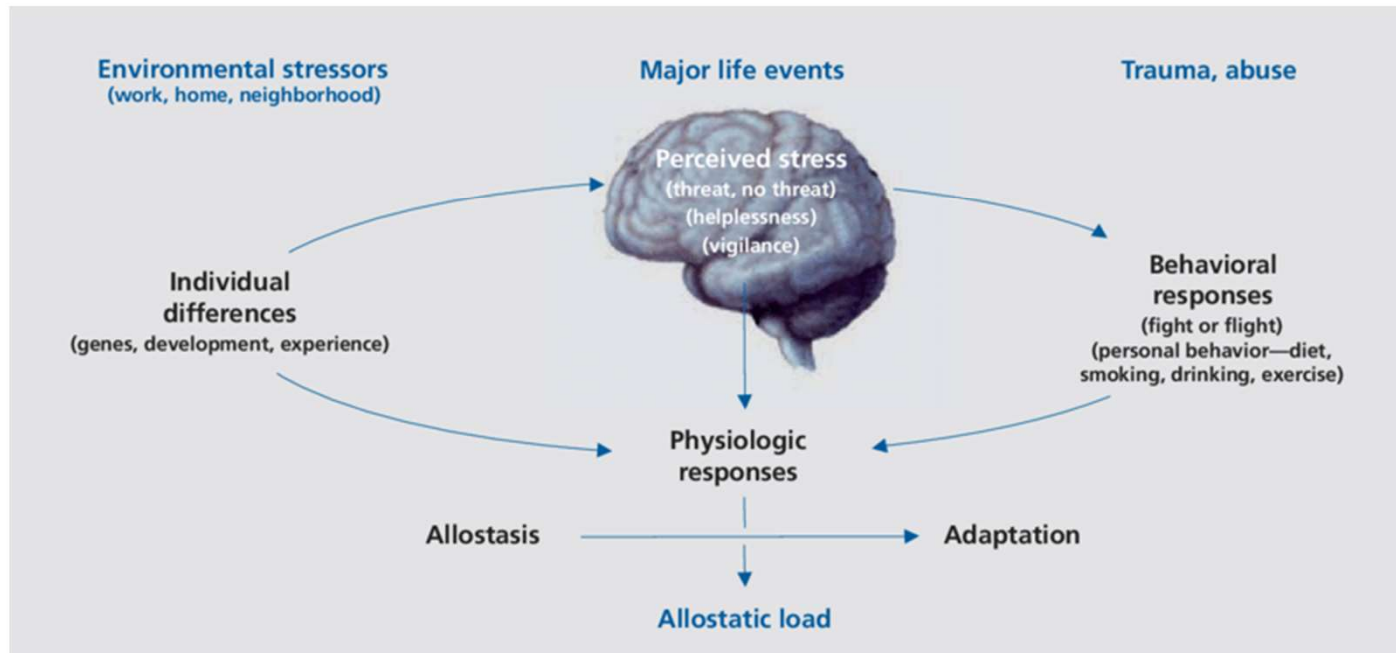
- Anxiety, fear, and anger “live” in the amygdala
- Both the Amygdala and Hippocampus are associated with our emotions.
- They work together when a threat is sensed or experienced
- They send signals through our emotions, intended to protect us from that threat
- AKA: Fight, flight, or freeze response





Toxic Stress

Our Brain Plays a Central Role in Our Response to Stressors

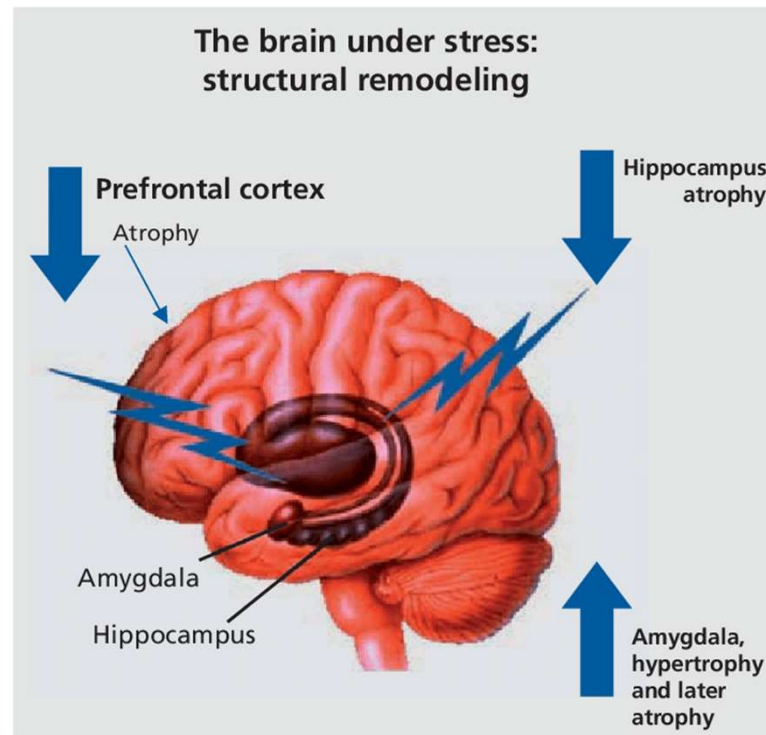


SOURCE: McEwen, Bruce. (2006). Protective and Damaging Effects of Stress Mediators: Central Role of the Brain. *Dialogues in clinical neuroscience*. 8. 367-81.



Toxic Stress

Brain is “remodeled” due to effects of toxic stress



SOURCE: McEwen, Bruce. (2006). Protective and Damaging Effects of Stress Mediators: Central Role of the Brain. *Dialogues in clinical neuroscience*. 8. 367-81.



Overview of Impacts from Trauma & Emotional Distress

Psychological Impacts	Health Impacts
Depression	Cardiovascular
Anxiety	Endocrine
Psychiatric Disorders	Everything

From SAMHSA

What is trauma?

“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.”



From StressHealth.org

What is toxic stress?

The biological response to severe and/or repeated adversity absent buffering support from a caring and trusted adult.





Biological mechanisms underlying toxic stress

- Excessive release of the hormone cortisol
- Measurable increase in levels of fear and anxiety in response to stress
- Changes in genes predisposing the body to chronic inflammation & a suppressed immune response

SOURCES:


Bellis MA et al (2015) [*Adverse Childhood Experiences and their Impact on Health-harming Behaviours in the Welsh Adult Population.*](#)

Nakazawa D (2015) *Childhood Disrupted: How Your Biography becomes Your Biology, and How You Can Heal.* New York: Simon & Schuster

Childhood Trauma & Health Risk

- Babies are not born with fully developed nervous systems.
- Exposure to toxic stress causes prolonged activation of stress response mechanisms
- This condition **disrupts the development of the brain and other organs**
- Long-term result is the increase in risk of stress-related disease and cognitive impairment

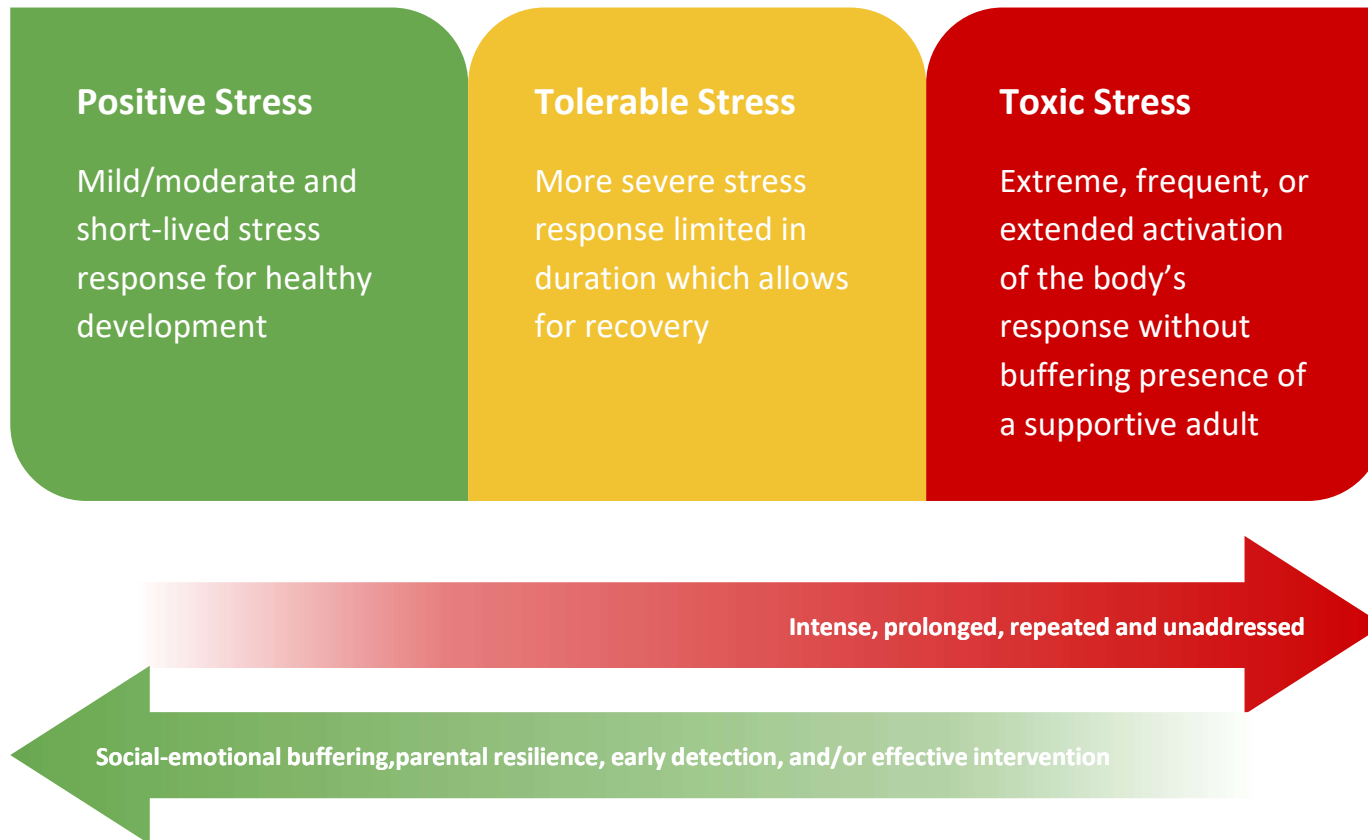
Source: **American Academy of Pediatrics** (2014) *Adverse Childhood Experiences and the Lifelong Consequences of Trauma.*





Toxic Stress

Stress Levels



When our amygdala stays activated

- When we are experiencing stress, or haven't recovered from trauma, our amygdala stays activated.
- Our memory and ability to learn in the moment is compromised
- We don't feel safe
- Our bodies suffer from an activation of the disease process, due to chronic activation of the amygdala



Signs of Stress Overload

- Difficulty thinking logically
- Poor judgement
- Hard to “read” others and judge their needs, including of children/vulnerable people
- Difficulty calming down
- Quicker than normal temper
- Excessive feelings of impatience

Source: www.stresshealth.org, Center for Youth Wellness



Toxic Stress

Goal is to get back to the unstressed brain: the pre-frontal cortex

- *Concentration and Creative problem solving skills*
- *Body regulation (feeling calm)*
- *Empathy*
- *Communications skills*



Toxic Stress

When there is no immediate threat, the goal is to be able to reconnect with your prefrontal cortex... to be able to calm your central nervous system.

INTRODUCTION TO PACES SCIENCE

Epigenetics

Generation-to- generation
impact/ historical trauma

Baby Mice Can Inherit Fear of Certain Smells From Their Parents



...and so can
humans



SOURCE: Dias BG, Ressler KJ. Parental olfactory experience influences behavior and neural structure in subsequent generations. *Nature and Neuroscience*,. 2014 Jan;17(1):89-96.

INTRODUCTION TO PACES SCIENCE

Resilience

Body can heal. Brain is plastic.

Positive Child Experiences (PCEs) are among resources that build resilience.



What is Resilience?

Definition of resilience

Resilience is the adaptive characteristics of an individual or community to cope with and recover from adversity

Goals of resilience

Promote well being after adversity... including strengthening environments to be resilient in advance of adversity



What does psychosocial health look like in resilient individuals?

- Ability to withstand stress
- Ability to interpret the environment
- Restoration of functioning
- Ability to avoid future traumatic events (protective environment)



What does psychosocial health look like in resilient communities?

- Evidence of community wellness is measurable physical and mental health outcomes
- Systems adaptive capacity to intervene in disturbance/adversity and move forward



Development of Resilience

- Resilience is a process and an outcome.
- All people have the capacity for resilience. Some people have a pattern of resilience throughout their lives, whereas others have periods of resilience
- Resilience is relational.

Resilience Science & Practice: Individuals & Families

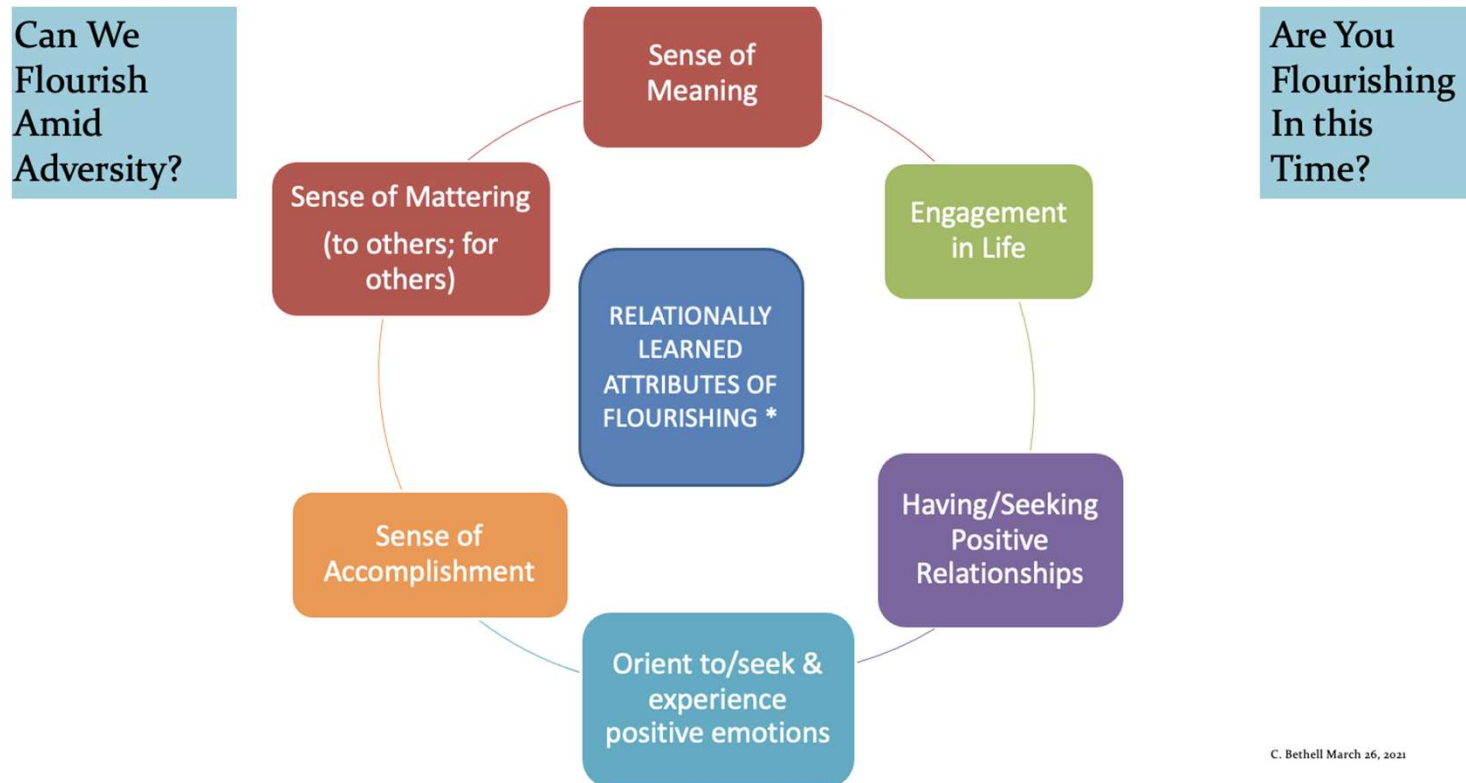
- Safe and Supportive Relationships
- Exercise
- Adequate Sleep
- Healthy Environments
- Mindfulness
- Nutritious Food
- Mental Health Support



Source: Roadmap for Resilience: The California Surgeon General's Report on Adverse Childhood Experiences, Toxic Stress, and Health

Positive Childhood Experiences Research

Resilience



C. Bethell March 26, 2021

*Adapted from: Azenor C, Conner N, Aroian K. Flourishing: an evolutionary concept analysis. *Issues Ment Health Nurs*. 2017;38(11):915-923. Diener E, Wirtz D, Tov W, Kim-Prieto C, Choi D, Oishi S, et al. New measures of well-being: Flourishing and positive and negative feelings. *Social Indicators Research*. 2010;39:247-266., Kern ML, Waters LE, Adler A, White MA. A multidimensional approach to measuring well-being in students: Application of the PERMA framework. *J Posit Psychol*. 2014;10(3):262-271.

Positive Childhood Experiences

- Able to talk to family about feelings.
- Family stood by you during hard times.
- Participated in community traditions.
- Felt a sense of belonging in high school.
- Felt supported by friends.
- 2 adults (not parents) who took interest in you.
- Felt safe, protected by adult in home.



Healing through empowerment and resilience

The same steps for healing individual trauma:

- Empowerment
- Choice
- Collaboration
- Safety
- Trustworthiness

SAMHSA'S 6 PRINCIPLES

of a

TRAUMA-INFORMED APPROACH



SAFETY

Prevents violence across the lifespan and creates safe physical environments.

TRUSTWORTHINESS

Fosters positive relationships among residents, City Hall, police, schools and others.

EMPOWERMENT

Ensures opportunities for growth are available for all.

COLLABORATION

Promotes involvement of residents and partnership among agencies.

PEER SUPPORT

Engages residents to work together on issues of common concern.

HISTORY, GENDER, CULTURE

Values and supports history, culture and diversity.





“People with 6 or more ACEs died nearly 20 years earlier, on average, than those without ACEs.”

ACE's and trauma are not just a mental health issue, this is a public health issue and needs to be addressed at the community level.



Healing through empowerment and resilience

- Building resilient and trauma-informed communities is essential to improving public health and well-being.
- Communities can be places where traumatic events occur, and they can also help keep us safe. They can be a source of trauma, or ***buffer us against the negative effects of adversity***.
- Communities can collectively experience trauma much like individuals do, and communities can be a resource for healing



What does a trauma-informed community look like?

- Employs a community-driven, multi-sector approach
- Inclusive, viewing all residents as assets
- Cares for the most vulnerable
- Focused on prevention, early intervention, and healing
- Uses data and research to guide decisions
- Breaks cycles of trauma and stops re-traumatization
- Includes dialog about structural violence and oppression
- Has teachers, police, social workers, youth workers, and other members of the workforce trained in trauma-informed practices

INTRODUCTION TO PACES SCIENCE

Building Trauma Informed Policy, Practice, and Programs

Knowledge about the impacts of trauma and toxic stress help motivate us to guide how we design environments - workplaces, institutions, systems, and communities



Trauma Informed Orientation

Moves
from

What happened to you?

***What is wrong
with you?***

Rather than usual
approach of





Trauma-Informed Approaches

INTERPERSONAL

“What happened to you?”

“How can we help?”

Rather than: *“What is wrong with you?”*

ORGANIZATIONS & SYSTEMS

“What has happened to the organization/system and how can we help heal the organization/system?”

Rather than: *“What is wrong with the organization/system?”*





A Trauma-Informed Organization & System...

- **Realizes** the widespread impact of trauma and understands potential paths for healing;
- **Recognizes** the signs and symptoms of trauma in staff, clients, patients, residents and others involved in the system; and
- **Responds** by fully integrating knowledge about trauma into policies, procedures, practices and settings.
- Avoids **Re-traumatization**





Why is Trauma Informed Care Important?

- Avoid unintentionally cause harm
- Re-traumatizing someone unintentionally is a real possibility
- Vicarious/Secondary Trauma may impact our emotional and physical well being as well as our work success and satisfaction





A Trauma-Informed Organization & System...

To be trauma informed is to understand the impacts of
trauma on those you work with:

whether a client, patient, student, or program
participant...

...Your co-workers...

...And yourself





A Trauma-Informed Organization & System...

“When people perceive their organizations to be supportive, they experience lower levels of vicarious trauma” - Golie Jansen

Source: Quoted in *Trauma Stewardship* by Laura van Dernoot Lipsky



A Trauma-Informed Organization & System...

Vicarious Trauma

The term vicarious trauma (Perlman & Saakvitne, 1995), sometimes also called compassion fatigue, is the latest term that describes the phenomenon generally associated with the “cost of caring” for others (Figley, 1982). Other terms used for compassion fatigue are:

- secondary traumatic stress (Stemm, 1995, 1997)
- secondary victimization (Figley, 1982)

It is believed that counselors working with trauma survivors experience vicarious trauma because of the work they do. Vicarious trauma is the emotional residue of exposure that counselors have from working with people as they are hearing their trauma stories and become witnesses to the pain, fear, and terror that trauma survivors have endured.

Source: Help for the Helper: Preventing Compassion Fatigue and Vicarious Trauma in an Ever-Changing World by Babette Rothschild



A Trauma-Informed Organization & System...

Knowing is half the battle. Recognize that when working with people who may be experiencing active crises, or who have a trauma history (known or unknown), you are a person in need of a self-care plan, as disciplined as your work plan.

We all need support. Recognize that many of us have our own triggers from our own trauma histories, and that this impacts our ability to stay calm when working with those whose behavior or conditions are triggering for us.





Stress Reactions in the Workplace

- Lost sense of safety, connection - Arledge & Wolfson
- Lost sense of efficacy - Arledge & Wolfson
- Depleted ability “to stay connected and grounded in a strong sense of self ... when [your] inner resources are depleted” -Arledge & Wolfson
- Loss of compassion (to protect from overwhelm, including our own triggers) - Lipsky & Burk
- Service rationing (to recover sense of efficacy) - Lipsky & Burk

SOURCE: *Tauma Stewardship* by Laura van Dernoot Lipsky





Trauma Transformed - TIS Change Model

Trauma-Informed Systems (TIS):

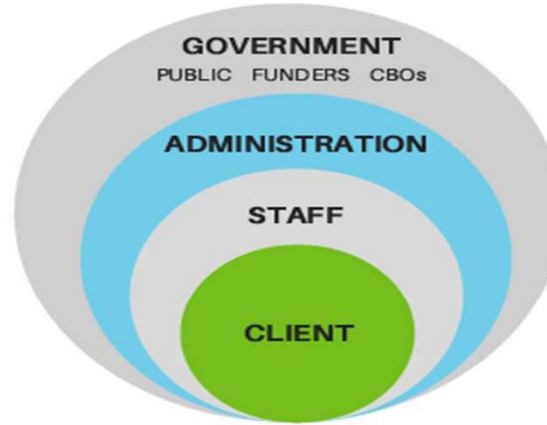
This is an organizational change model aimed to create contexts that nurture and sustain trauma-informed practices and to create organizations, agencies and schools that reduce trauma.

- Transforming systems from inducing trauma to systems that can sustain healing practices and wellness
- Change occurs along a continuum from Trauma Organized to Healing Organizations and Systems of Care.



TRAUMA-ORGANIZED

- Reactive
- Reliving/Retelling
- Avoiding/Numbing
- Fragmented
- Us Vs. Them
- Inequity
- Authoritarian Leadership



TRAUMA-INFORMED

- Understanding of the Nature and Impact of Trauma and Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression



HEALING ORGANIZATION

- Reflective
- Making Meaning Out of the Past
- Growth and Prevention-Oriented
- Collaborative
- Equity and Accountability
- Relational Leadership

TRAUMA INDUCING

TO

TRAUMA REDUCING

<http://traumatransformed.org/>



Break

Our Employees and our Workplace

Individuals AND System

“Addressing Employee Burnout: Are you solving the right problem?” (McKinsey, May 2022)

“employers can and should view high rates of burnout as a powerful warning sign that the organization – not the individual in the workforce – needs to undergo meaningful systemic change”

Sandra Bloom

“this impact of chronic stress and adversity robs organizations of basic interpersonal safety and trust and thereby robs an organization of health”



ACES are not Destiny

City of San Jose TIROC Learning Community

 www.TheNationalCouncil.org

NATIONAL
COUNCIL
for Mental
Wellbeing

- **Dr. Amelia Roeschlein, DSW, MA, LMFT**
- *Consultant, TIROE Services*
- National Council for Mental Wellbeing

Principles of Trauma Informed Systems (TIS)



Principle	Description
Understanding Trauma & Stress	"Learning about the psychology of stress, toxic stress, and trauma is liberating for people. It gives us explanatory reasons for some of the puzzling behaviors we engage in and the feelings that can come to dominate us." (Bloom, 2014, p.48)
Safety and Stability	Trauma unpredictably violates our physical, social, and emotional safety resulting in a sense of threat and need to manage risks. Increasing stability in our daily lives and having these core safety needs met can minimize our stress reactions and allow us to focus our resources on wellness.
Compassion and Dependability	Trauma is overwhelming and can leave us feeling isolated or betrayed, which may make it difficult to trust others and receive support. However, when we experience compassionate and dependable relationships, we reestablish trusting connections with others that foster mutual wellness.

Principles of Trauma Informed Systems (TIS)

Principle	Description
Cultural Humility & Equity	We come from diverse social and cultural groups that may experience and react to trauma differently. When we are open to understanding these differences and respond to them sensitively, we make each other feel understood and equity is advanced.
Collaboration & Empowerment	Trauma involves a loss of power and control that makes us feel helpless. However, when we are prepared for and given real opportunities to make choices for ourselves and our care, we feel empowered and can promote our own wellness.
Resilience & Recovery	Trauma can have a long-lasting and broad impact on our lives that may create a feeling of hopelessness. Yet, when we focus on our strengths and clear steps, we can take toward wellness we are more likely to be resilient and recover

Employee Voices

Understanding Trauma & Stress

"Learning about the psychology of stress, toxic stress, and trauma is liberating for people. It gives us explanatory reasons for some of the puzzling behaviors we engage in and the feelings that can come to dominate us."
(Bloom, 2014, p.48)

“ I really appreciated the course and feel that it helped me grow personally in a direction I want to grow. I also really appreciate that the city is providing this course – I hope that City leadership will work on integrating the trauma informed perspective into City processes, systems, and organization.

“ As we transition out of the pandemic, I believe an emphasis on mental health training should be considered. A lot of people may have experienced trauma not only in the workplace, but personally.

“ Asking the question “what happened to you” rather than “what’s wrong with you” – this is a reframe that is somewhat novel.

“ Trauma response is “normal” – Phew!

“ Considering how ACEs affects all of us as adults in varying degrees. This is important for understanding ourselves, for understanding those with whom we have close relationships, with whom we work and those whom we serve.

Safety and Stability

Trauma unpredictably violates our physical, social, and emotional safety resulting in a sense of threat and need to manage risks. Increasing stability in our daily lives and having these core safety needs met can minimize our stress reactions and allow us to focus our resources on wellness.

“ Physical safety has become a huge concern....our behavior policies don't go much further other than what we expect our patrons to follow when it comes to behavior in our physical spaces. There isn't a framework for when patrons don't follow these guidelines, especially when they become adverse for staff. Safety concerns are slow to be addressed. There is also no true support when staff have exhausted their own tools for conflict management.

“ I'm not in a private area, so I don't feel comfortable speaking honestly, candidly during the small breakout sessions. Other people outside the class can hear me.

“ We get the go ahead to implement and consensus from leadership, but when it comes down to it, you can tell leaders are conflicted and do think they can take a break for wellness and this is exactly why we tried doing it. Leaders should not have to stack meetings and have no time, so they try to connect during a lunch meeting, but that does not feel good to employees ... they struggle the most or contribute to the problem the most... they have the same issue.

Compassion and Dependability

Trauma is overwhelming and can leave us feeling isolated or betrayed, which may make it difficult to trust others and receive support. However, when we experience compassionate and dependable relationships, we reestablish trusting connections with others that foster mutual wellness.

“ Learning about the physiological responses for a number of reasons. It helps to explain why people react the way they do, it gives a framework with which to work with, and it validates a person's response and provides an easier avenue toward compassion and understanding.

“ Maybe HR or other staff can put into place actionable steps to address concerns raised by staff where it has to do with the organization's structure of things that is contributing to staff's compassion fatigue.

“ Employers should focus on connection since, if you don't feel safe, its hard to work effectively. Not to mention impacts on quality of life. Perhaps they should focus on connection for that reason first. Less self-serving.

Cultural Humility & Equity

We come from diverse social and cultural groups that may experience and react to trauma differently. When we are open to understanding these differences and respond to them sensitively, we make each other feel understood and equity is advanced.

“ Learning that trauma is not the event itself, but comes from how we deal with the event. It made me better understand why an “event” that happens to me, might not cause me to experience trauma, but the same event might cause someone else to experience trauma

“ [there’s a need] for a counselor or therapist or something for staff who are struggling with micro aggressions

“ I don’t work in a respectful, inclusive or safe environment. The City wants to portray a respectful culture but somehow there is a huge disconnect between leadership and staff.

“ As a woman of color coming from a low-income family where English was not the primary language, I often feel the heavy effects of imposter syndrome. I am grateful the city provides training and educational opportunities. I’ve also taken advantage of the city’s free counseling services. Seeing how difficult it is to move up in your roles has been a challenge [how do I gain supervisory experience if I don’t come with it]

Collaboration & Empowerment

Trauma involves a loss of power and control that makes us feel helpless. However, when we are prepared for and given real opportunities to make choices for ourselves and our care, we feel empowered and can promote our own wellness.

“ (learning lab quote) – I was doubting myself before participating in the learning lab. I was thinking of leaving the city because I felt pressure to be a stern manager, which is not compatible with my more human-centered management style. But through the learning lab I got myself back. I don’t need to be a tough manager. I found my voice again.

“ Make sure all cultures, races, genders, etc are represented in decision making and implement checks and balances to ensure there is no bias.

“ Everyone relayed a story of how we were asked for our “input” in meetings, but we are told what to implement, and input while given and received, very rarely impacts the predetermined agenda of high-level administration and council. I feel that we often point our challenges at our jobs and nothing is very done about it. We’re told to learn to deal with it. I agree leadership needs to more involved in these trainings.

Resilience & Recovery

Trauma can have a long-lasting and broad impact on our lives that may create a feeling of hopelessness. Yet, when we focus on our strengths and clear steps, we can take toward wellness we are more likely to be resilient and recover

“ We need to stop saying “just do the work” and “we’ll get through it”... stop piling massive amounts of work on under-trained... no one has time to care about mental health. We need more time to effectively train our staff, and more time to write, teach, and implement resilience-oriented protocols.

“ Allowing/providing space for employees to share their stories to know they aren’t alone in their experiences/thoughts and to start to heal.

Note: HR has received multiple requests for healing sessions

“ Continued efforts on employee wellness. We continue to forget to focus on ourselves

“ The fact that it would make a difference for myself to give myself care, and mindfulness. I did not believe that, and clearly it’s key to know and believe in the value of self care.



Dr. Donielle Prince - Director of State Initiatives, PACEs Connection

- Studied education, counseling psychology and human development, and race and racism, earning her Ph.D. at Stanford University.
- 20 years' experience as a program evaluator, focused on education, community-based youth programming, and mental health.
- Donielle's research, policy and reform is reflected in her deep commitment to advocating for social justice. This work has included youth mentoring, community-based organizing against state violence, educational inequity, and lack of access to mental health supports, particularly for members of marginalized communities.



Erin Hawkins, Co-Director of the Hanna Institute

- Master's Degree in Community Development from the University of California, Davis
- Previously served as the Director of Community Health at Petaluma Health Care District
- Member of the Board of Directors of COTS: Committee on the Shelterless
- Advocate for community health equity and social justice in Sonoma County.



Zeke Cohen, Baltimore City Council Member since 2016

- Master's degree in Public Policy from John Hopkins University, and founder of the nonprofit, The Intersection that is designed to help young people learn community organizing and civic leadership.
- Introduced the Elijah Cummings Healing City Act in July 2019 as the first city in the country to comprehensively legislate trauma-responsive care.
- In February 2020, the bill was signed into law to help Baltimore heal from our enduring legacies of trauma, racism and violence.

Panel Moderation + Q&A

Public Comment