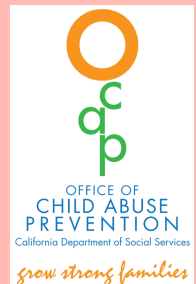


December 7, 2020

ACTS Project Summary

**Solano Department of Health and
Social Services**

Advancing California's Trauma-
Informed Systems Project
(ACTS)



General Disclaimer:

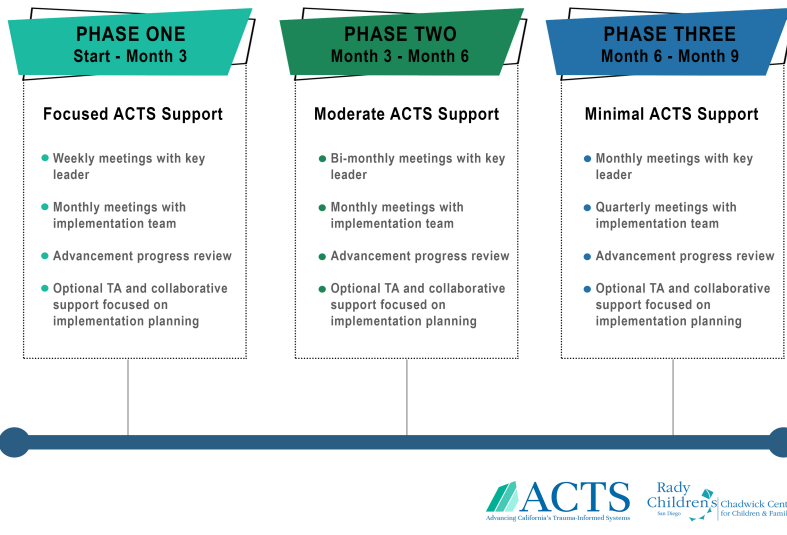
This publication was made possible with funding from the California Department of Social Services, Office of Child Abuse Prevention. Any opinions, findings, conclusions and or recommendations expressed are those of the ACTS project and do not necessarily reflect the views of the California Department of Social Services.

About ACTS

The ACTS project is a collaboration between the California Department of Social Services (CDSS), Office of Child Abuse and Prevention (OCAP).

We work with child welfare counties across the state of California to help systems implement and sustain trauma-informed change practices.

ADVANCING CALIFORNIA'S TRAUMA-INFORMED SYSTEMS (ACTS)



We partnered with Solano County from April to December of 2020

ADVANCING CALIFORNIA'S TRAUMA-INFORMED SYSTEMS

TRAUMA-INFORMED CARE MENU

The infographic is divided into three main columns, each with a dark blue header and a white body. The first column, 'ORGANIZATIONAL ENVIRONMENT', contains five items: System Collaboration (puzzle pieces), Physical & Psychological Safety (shield with checkmark), Partnering with Children, Youth, & Families (two people), Organizational Policies & Procedures (clipboard with checkmark), and Culture, Diversity, & Trauma (globe). The second column, 'WORKFORCE DEVELOPMENT', contains two items: Trauma Training & Awareness (people at a screen) and Secondary Traumatic Stress (lightning bolt in a cloud). The third column, 'TRAUMA-INFORMED SERVICES', contains three items: Screening Practices (magnifying glass), Assessment Practices (document with pencil), Referral Practices (directional sign), and Services to Promote Growth, Well-Being, & Resilience (sun over people). At the bottom right are logos for ACTS, Rady Children's Hospital San Diego Chadwick Center, CDSS, and the California Department of Social Services Child Abuse Prevention program.

ORGANIZATIONAL ENVIRONMENT	WORKFORCE DEVELOPMENT	TRAUMA-INFORMED SERVICES
System Collaboration	Trauma Training & Awareness	Screening Practices
Physical & Psychological Safety	Secondary Traumatic Stress	Assessment Practices
Partnering with Children, Youth, & Families		Referral Practices
Organizational Policies & Procedures		Services to Promote Growth, Well-Being, & Resilience
Culture, Diversity, & Trauma		

ACTS
Advancing California's Trauma-Informed Systems

Rady Children's Hospital San Diego Chadwick Center
for Children & Families

CDSS
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

CHILD ABUSE PREVENTION
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES
save strong families

Leadership in Solano County chose the area of **Secondary Traumatic Stress** as their focused area of TIC for this partnership

Implementation Team

Implementation Team Members

Name	Role
Gerald Huber	Director
Aaron Crutison	Deputy Director
Neely McElroy*	Administrator
Rhonda Smith *	Manager
Akisha Thomas	Supervisor
Christopher Cassels	Manager
Nicole Saltzman*	Program Coordinator
Kandiace Blake	Staff Development Supervisor
Kim McDowell	Program Manager
Katisha Everett	Supervisor
Becky Wu	Supervisor
Tiffany Prado	Court Officer

* Champion: dedicated individuals who influence and elicit change in the organization

Overarching Goal

Create structured mechanisms to identify and reduce the impact of STS on the workforce and improve staff well-being and safety

OBJECTIVES

1

Objective One

Assess the current needs among the workforce and options for reducing STS.

2

Objective Two

Determine a direction for addressing staff well-being and safety.

3

Objective Three

Provide a training on STS and Reflective Supervision to supervisors, managers, and leadership.

4

Objective Four

Develop implementation supports for the strategy decided in Objective 2.

5

Objective Five

Provide a training on secondary traumatic stress to all staff.

Goals & Accomplishments

TRAINING

Objective 3: Leadership, managers and supervisors attended Trauma, STS, and Reflective Supervision Training



MEASUREMENT

Objective 1 & 2: Survey to assess current needs and determine area of focus



COACHING CALLS

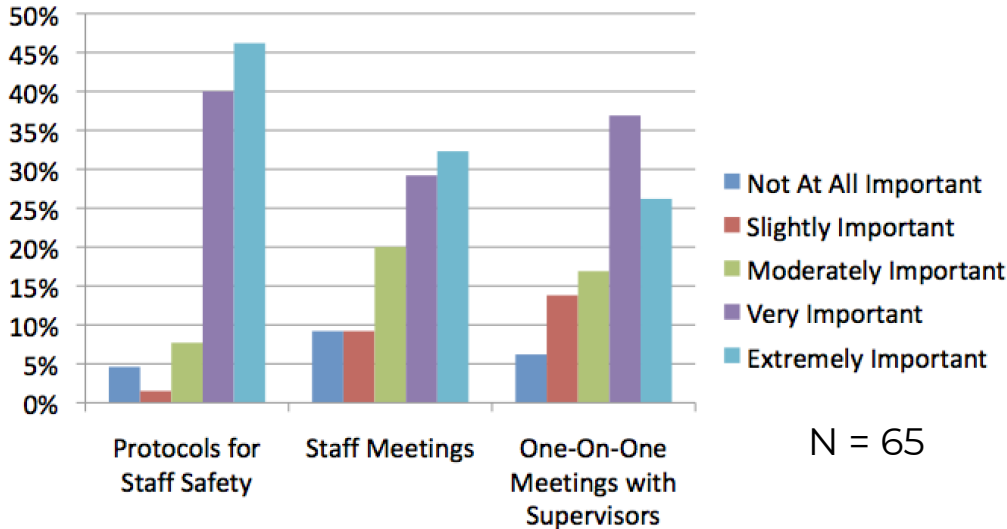
Objective 4: A series of four weekly coaching calls were offered to deepen the practice of Reflective Supervision



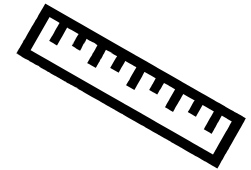
TRAINING

Objective 5: All Staff Training on Trauma and STS

Organizational Assessment: Strategies to Address STS



N = 65



Staff in Solano identified key areas of importance for TIC and leadership chose to focus on Reflective Practice to create and enhance safety in the workplace.

24

Leaders
Managers
Supervisor



88

Staff

Training Accomplishments

To enhance physical and psychological safety amongst staff, 24 (96%) Executive Leaders, Managers, and Supervisors attended a training focused on the following:

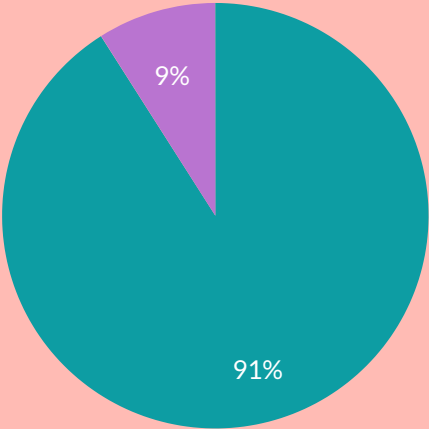
- Trauma
- Secondary Traumatic Stress (STS)
- Reflective Supervision

88 line staff, clerical staff, managers and supervisors attended All Staff training focused on Trauma and STS.

Coaching Call Accomplishments



91% (N = 23) of Managers and Supervisors attended at least two of the four coaching calls to deepen Reflective Practice.



■ (91%) ■ (9%)

“I really appreciated the discussion about ways in which Reflective Supervision can naturally and authentically be incorporated into supervision.”

“I enjoyed sharing my experiences with my peers and finding support amongst each other.”

Sustaining Changes



Reflective Supervision Quick Guide



Reflective Listening

Definition: Listening, summarizing, and clarifying what you heard.

Purpose: Truly listening to staff allows them to feel understood on a deeper level. It can also clarify aspects of the work and increase communication to improve the quality of the work. Slowing down and mindfully listening, before jumping in with your response, can actually elicit more information from your staff.



"What I heard you say is _____. Is that correct?"
"It sounds like _____. Is that about right?"
"Can you help me understand? On one hand _____ and on the other _____."

Avoid: Problem solving, fixing or being too distracted



Emotion-focused Questions

Definition: The work that we do, can and will, evoke feelings. We can ask questions that focus on the emotions of the work in supervision.

Purpose: When there are strong feelings evoked in a staff member related to the work, it can be helpful to ask about what emotions are present for staff to support them in these difficult moments. For example, when a critical incident or a child death occurs, it can be helpful to check in with a staff member to see how they are doing emotionally and what supports they have during these difficult times.



"What was that case like for you?"
"What feelings are brought up for you when you think about this case?"
"I'm noticing that there are a lot of feelings going on. Can we focus on the parts that affect your work and also think about other people or supports you have to talk with?"

Avoid: Asking if you don't have the time, energy, or bandwidth.

Please note:

- Remember the boundaries of your role; you are not their therapist. Determine what is relevant to the nature of the work vs. what is outside your scope and role.
- If the difficulties appear to be outside of the work context, then refer to EAP.



"It sounds like there is a lot going on today, both at work and outside of work. I am happy to support you in areas that overlap with your work, but let's think about other resources that can support you outside of work. Maybe a supportive friend or the EAP that we have here?"

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Reflective Supervision Quick Guide



Supervisor Modeling

Definition: Sharing your own emotions about a case with the purpose of helping staff open up and feel normalized and to reduce shame or guilt about emotions in the work.

Purpose: Providing examples from your own personal experience related to the work can provide staff a safe space to feel understood, normal, and validated. They won't feel so alone in their work. It can be helpful to put yourself in your staff's shoes and can increase your empathy.



"When I was going into similar case, I felt nervous for those home visits. I'm wondering if that is similar or different to what you were feeling."
"When I have those types of cases, I know I feel really frustrated. I'm curious to see how you are feeling about his case?"

Avoid: Sharing too much about your own experience or shifting the spotlight to yourself. Avoid "one-upping with war stories."



Compassion Satisfaction

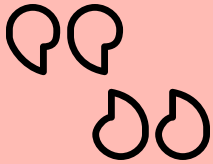
Definition: Discussing the positive outcomes derived from your work

Purpose: Typically, we focus on the struggles or difficult parts of the work in supervision, yet it can be helpful at times to focus on the positives and joys of the work. This will help staff feel supported and boost their confidence and mood, which will remind them of their passion for this work. Eliciting the positives from staff, either individually or in a team meeting, can have great benefit.



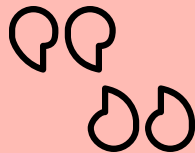
"Where do you find joy in your work?"
"What were you proud of about this case?"
"What did you feel was successful about today/this month?"
In Team/Unit Meetings: "Let's go around the room and share one thing you are proud of this week."

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"I have already witnessed my supervisor using these Reflective strategies. It helps a lot."

"I will take more time to breathe and reflect on the positive things that are accomplished each day instead of beating myself up about what I did not get complete."



Changes in Solano

"There are so many different types of Trauma, I found it interesting how many of us in the office have had 3 or more items on the list of STS symptoms. We never really know what someone else is going through, it puts things in perspective."

"I already employ some reflective listening techniques. The impact this had was in restoring my faith that leadership is actually trying to make things better."

"I will change my practices, strive to become a better listener, be intentional about the space I create and objective to build relationship and listen."



Future Goals and Next Steps

- Deputy Director committed to integrating Reflective Supervision into monthly managers meetings, supervisor meetings, and unit meetings.
- Goals to connect with Bay Area Academy and Chabot Las Positas Community College for future trauma-informed trainings.
- Seek ways to integrate Reflective Supervision measurement into “360 Performance Evaluations” for 2021.
- Explore collaboration with Behavioral Health for future sustainment.

Thank you!

ACTS Team

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