

Pennsylvania Organizational Continuum

from

Trauma-Informed PA:

A Plan to Make Pennsylvania a Trauma-Informed, Healing-Centered State



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September 2020

The following continuum for moving from **Trauma-Aware**, to **Trauma-Sensitive**, to **Trauma-Informed**, to **Healing-Centered** should be employed to guide all state agencies, offices, licensed programs and providers, contracted, funded entities, and interested parties in the steps and requirements to become trauma-informed and healing-centered. This continuum was informed by and adapted from the Delaware, Missouri, and Wisconsin models, and reflects current best practice. Please see the Trauma-Informed PA Plan in its entirety for more details, definitions, and recommendations around becoming trauma-informed and making Pennsylvania a trauma-informed and healing-centered state.

https://www.scribd.com/document/470553274/2020-Trauma-Informed-PA-Plan?secret_password=AcWbQ2CvoogQQ8w20WZO

Definition	Processes	Indicators
<p>Level 1 Trauma-Aware</p> <p>Key Task: Awareness and attitudes The entity becomes aware of trauma, the prevalence of trauma and considers the potential impact on customers and staff.</p>	<p>Leadership understands that knowledge about trauma may enhance the organization’s ability to fulfill its mission and seeks additional information on the prevalence of trauma for the population served.</p> <p>The entity conducts a self-assessment to identify existing strengths, resources, and barriers to change, as well as practice that is consistent or inconsistent with trauma informed care.</p> <p>Awareness training (including definitions, causes, prevalence, impact, values and terminology of trauma-informed care, etc.) is required for employees, subcontractors, and volunteers or offered to participants in other types of groups.</p> <p>People are informed about additional trauma resources and encouraged to continue their professional development or other learning.</p> <p>Opportunities are created within the organization to explore trauma and, if pursued, contemplate what this means for the agency, staff, customers, and community.</p>	<p>Most Staff:</p> <ol style="list-style-type: none"> 1. Learn the definition of trauma and its impact on people; 2. Begin the internal process of becoming aware of their own adversity and trauma; 3. Begin to recognize their own attitudes and perceptions that may be influenced by trauma; 4. Become aware that knowledge about the impact of trauma can change the way they see and interact with others.

Definition	Processes	Indicators
<p>Level 2 Trauma-Sensitive</p> <p>Key Task: Knowledge, application, and skill development</p> <p>The entity begins to:</p> <ol style="list-style-type: none"> 1. Explore the principles of trauma-informed care (safety, choice, collaboration, trustworthiness, and empowerment) within their environment and daily work; 2. Build consensus around the principles; 3. Consider the implications of adopting or not adopting the principles; and 4. Prepare for change. 	<p>Values of a trauma-informed approach are processed with all levels of internal and contracted staff.</p> <p>Leadership prepares the entity for change and assures there is a process for reflection to determine readiness for change.</p> <p>The entity examines its commitment to customer involvement and identifies next steps.</p> <p>The entity begins to review tools and processes for universal screening of trauma appropriate to the population and setting.</p> <p>The entity begins to identify potential resources for trauma specific treatment.</p>	<p>The entity values and prioritizes the trauma lens and begins to apply it. Trauma training for all staff, including new staff orientation, is institutionalized.</p> <p>Basic information on trauma is available and visible to both customers and staff, through posters, flyers, handouts, web sites, etc.</p> <p>Direct care workers begin to seek out opportunities to learn new trauma-related skills appropriate to the setting and population served.</p> <p>Management recognizes and responds to compassion fatigue and vicarious trauma in staff.</p>

Definition	Processes	Indicators
<p>Level 3 Trauma-Informed</p> <p>Key Task: Change and Integration</p> <p>The entity starts to highlight the role of trauma. Staff begins re-thinking the routines and infrastructure at all levels of the entity.</p>	<p>Continued planning and action.</p> <p>Integration of trauma principles throughout the entity continues, including:</p> <ul style="list-style-type: none"> • Staff behaviors and practices • All job descriptions • Staff supports • Addressing staff trauma • Self-care • Models for supportive supervision • Staff development • Staff performance evaluation <p>Within the organizational structure:</p> <ul style="list-style-type: none"> • Assess the environment • Assess record-keeping systems • Examine operational policies and procedures • Examine personnel policies • Incorporate self-help and peer advocacy into the workplace 	<p>Staff applies new trauma knowledge to their specific work and an observable shift in perspective occurs. Language is introduced throughout the entity that supports safety, choice, collaboration, trustworthiness and empowerment.</p> <p>Policy review finds Identification of needed changes to mitigate negative language and include trauma sensitive approaches in written documents.</p> <p>The organization’s personnel policies recognize and support staff by addressing initial and secondary trauma.</p> <p>The organization presumes that all have experienced trauma and services include a trauma screening (i.e., universal precautions approach.).</p> <p>Agency policies and position descriptions allow people (employees, board members, volunteers, etc.) with lived experience to serve in meaningful roles throughout the agency.</p> <p>Changes are made to ensure the physical environment is welcoming, accommodating, and safe.</p> <p>Trauma assessment and treatment models are available for those who need them (either directly or through a referral process).</p> <p>The entity has a ready response for crisis management that reflects trauma informed values.</p> <p>Staff at all levels accept the new direction of the entity and actively participate in implementing trauma informed care.</p>

Definition	Process	Indicators
<p>Level 4 Healing-Centered</p> <p>Trauma-responsive and healing-centered practices are the norm at all levels of the entity.</p> <p>The trauma model is accepted and so thoroughly embedded in culture and practice that it no longer depends upon a few leaders.</p> <p>The entity works with other partners to strengthen collaboration around trauma informed care.</p>	<p>The entire entity has been reviewed and revised to reflect a healing approach. Systems are created and implemented to measure program progress and outcomes’:</p> <ul style="list-style-type: none"> • Impact on customers and customer satisfaction • Fidelity to a trauma-informed and healing-centered model • Corrective action plans • Staff retention <p>Policies and procedures are revised to contain trauma-informed language, values and processes.</p> <p>Personnel policies are revised to address the potential impact of secondary trauma and recommend interventions that support staff.</p> <p>Stigma related to the effects of trauma and accepting help is reduced.</p> <p>Human resources adapt processes that support hiring staff with knowledge of and expertise or lived experience with trauma. The organization and staff become advocates and champions of trauma-informed decision-making at all levels.</p> <p>The organization publicly advocates for recognition of trauma informed care as an evidence-based approach that is required by policy and eligible for financial support or reimbursement for trauma informed services.</p>	<p>The entity’s mission statement, goals or objectives include a commitment to a trauma-informed and healing-centered culture and environment.</p> <p>The entire entity demonstrates a sustainable commitment to trauma informed values (safety, choice, collaboration, trustworthiness, and empowerment) through adherence to trauma and healing principles, advocacy, training, hiring practices and recruitment of volunteers, including the Board of Directors, committees, subcontractors, etc.</p> <p>All employees and volunteers demonstrate skill and effective use of trauma-informed practice with clients, visitors, and other staff, regardless of their assigned job duties, and A process is in place to address unprofessional or insensitive words or actions by employees and volunteers.</p> <p>People from other agencies and the community routinely turn to the entity for expertise and leadership in trauma-informed care.</p> <p>The entity uses data to inform decision-making at all levels. The entity uses feedback from recipients of services to assess program effectiveness and incorporate changes where needed.</p> <p>All levels of management model trauma informed approaches and self-care, a trauma-informed supervision model has been implemented that includes ongoing coaching and consultation, and supervisory support is accessible and readily available to staff onsite.</p> <p>The business model including fiscal structures works to meet the need to address trauma.</p>