



Trauma Informed Leadership

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THANK
YOU!!!

3 Phases of Mental Health Challenges during the Pandemic

Phase 1 - FEAR

Phase 2 - ISOLATION

Phase 3 - ANXIETY



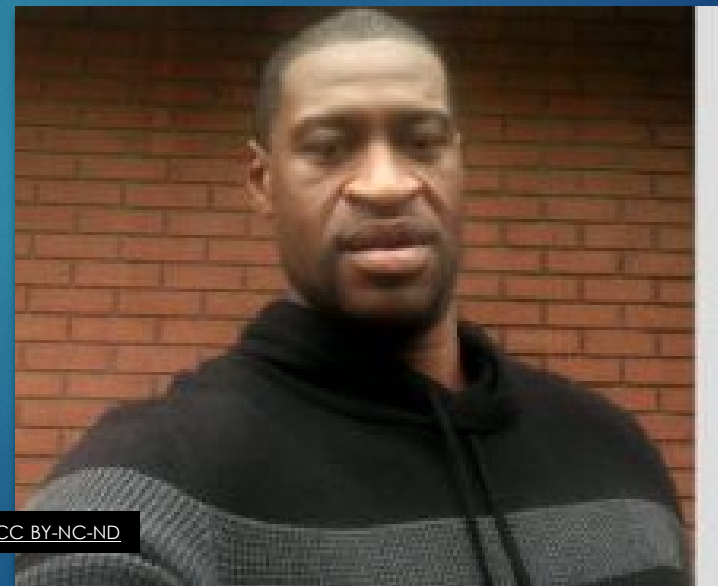
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Grief and Loss

The Trauma of Racism and Discrimination



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Intergenerational Trauma



Gabor Mate



**“Trauma is not what happened to you,
it is how what happened to you made
you feel.”**

Unique Challenges in the World of Direct Supports

- ▶ Lack of professionalization of the direct support professional position
- ▶ Lack of societal support
- ▶ Lack of opportunities for true community inclusion
- ▶ Turnover
- ▶ Limited funding/resources



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Sources of Trauma in the Lives of the Direct Support Professional

- ▶ Poverty
- ▶ Lack of a Living Wage
- ▶ Financial stress



Trauma of the System

Inability to make a living wage with only one position

Difficult/conflicting regulations, policies and practice (risk tolerance)

Paperwork demands

Technology learning curve

Lack of respect

More Traumas

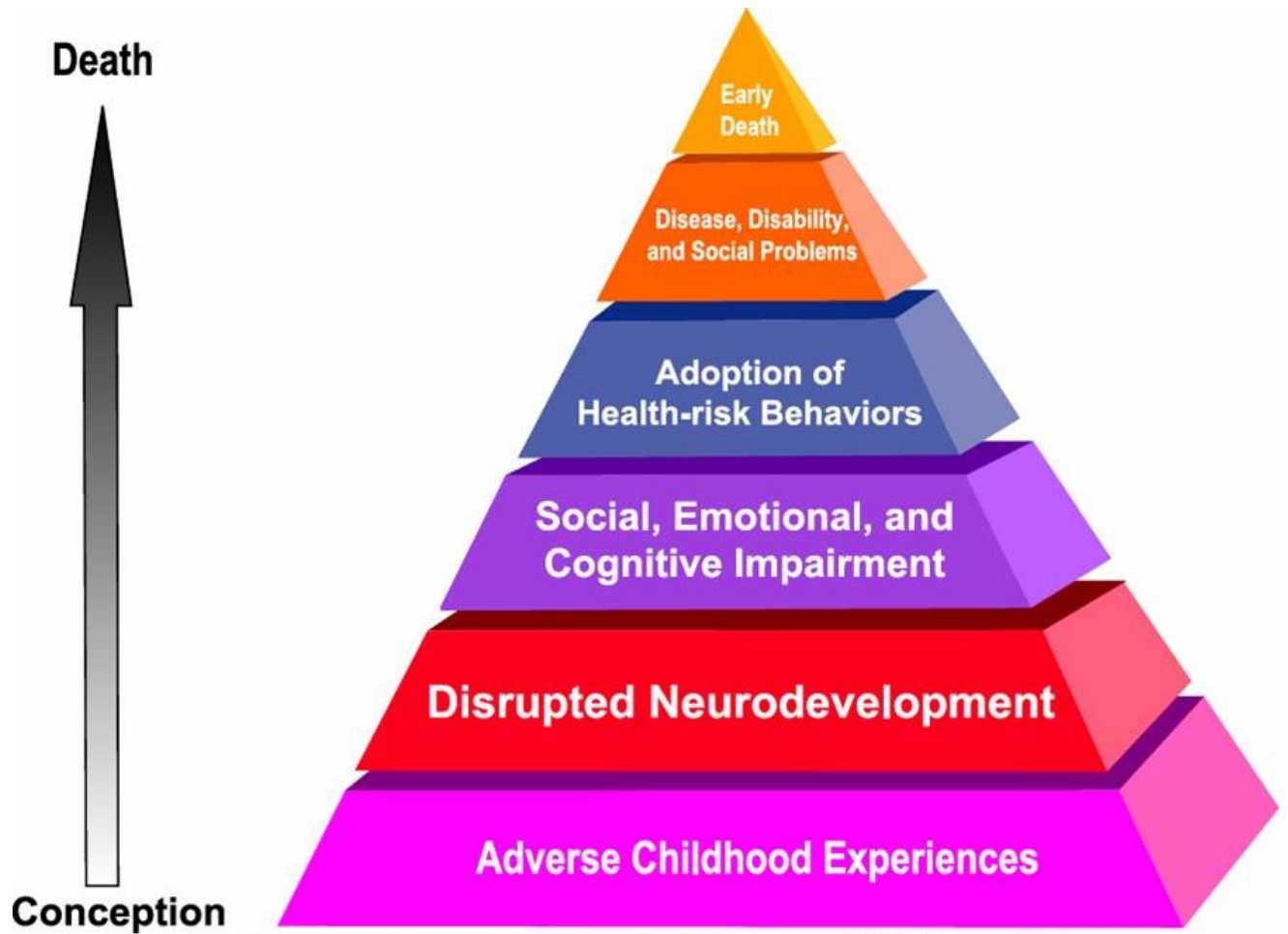
Dealing with difficult situations – being behaviorally blamed for challenges

Punitive Disciplinary Systems

Isolation


No opportunities for face-to-face supervision

Lack of training



Mechanisms by Which Adverse Childhood Experiences Influence Health and Well-being Throughout the Lifespan

ACE Study



30% OF DSPs
HAD MORE
THAN 4 ACEs

John Keesler, Ph.D.
Indiana University
Bloomington

2020

John Keesler Studies

2014, 2018, 2020

30% of the DSPs
reported 4 or more
ACEs

75% reported at least 1

Keesler recommends:

(a) Creating awareness among DSPs and supervisors regarding trauma, triggers, and trauma responses;

(b) Promoting supervisory styles that are sensitive to the implications of adversity and trauma; and

(c) Fostering cultures within organizations that are trauma-informed (Keesler, 2014, 2018, 2020).

Sources of Trauma for People with Intellectual Disabilities

Sexual Abuse

Physical Abuse

Bullying

Exclusion

Institutionalization



ASSUME TRAUMA


Trauma Response vs. Behavioral Response

Trauma

- ▶ Triggered in an irrational manner
- ▶ Overreaction to small event
- ▶ Very emotion based
- ▶ Does not serve the person well
- ▶ Does not move them forward

Behavioral

- ▶ Has a purpose and intent
- ▶ Deliberate- acting on environment to get response
- ▶ Intent is important in identifying the response
- ▶ Goal is to get something they want, can move them forward
- ▶ You can typically identify the antecedent



Sometimes the “Behaviors”
we see are really
symptoms of
Post-traumatic Stress
Disorder

4 Areas of symptoms of PTSD

1. Re-experiencing (interfering with present to different degrees) –

- ▶ Intrusive Memories
- ▶ Nightmares
- ▶ Flashbacks- Person can disconnect from reality and be convinced he or she is being attacked, hurt or threatened due to a memory that becomes present

2. Avoidance –

- ▶ Blunted emotions/
- ▶ Shut down responses
- ▶ Person can become obsessive about details concerning self and safety
- ▶ Disconnection and withdrawal

Symptoms of PTSD Continued

3. Negative Alterations in Cognition and Mood

- ▶ Persistent negative-trauma related emotions
ie. fear, horror, anger, guilt and shame
- ▶ Constricted emotion – inability to express positive emotion
- ▶ Alienation and withdrawal from others
- ▶ SHAME

4. Arousal –

- ▶ Easy to startle
- ▶ Agitated – can lead to property destruction
- ▶ Periodically Combative
- ▶ Impulsive
- ▶ Also associated with reckless or self-destructive behavior

Seeing Other's Pain Can Hurt



Trauma Exposure Response

- Laura van Dernoot Lipsky

- ▶ Exhaustion
- ▶ Numbness and disconnection
- ▶ Attenuation – negative seems normal
- ▶ Consumed by work
- ▶ Lack of self care
- ▶ Lack of balance

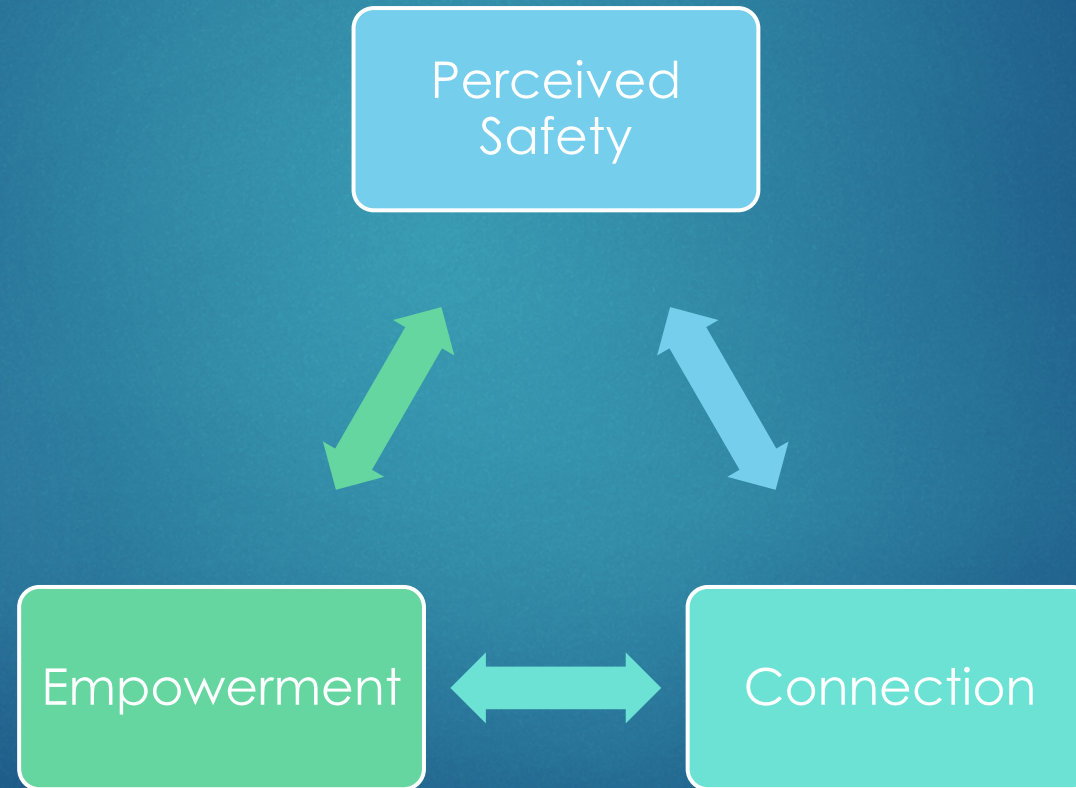


Trauma Informed Culture

- ▶ Values the person on the front line
- ▶ Creates and commits to teams
- ▶ Insures appropriate time off and breaks
- ▶ Shows appreciation
- ▶ Opportunities for communication on all levels



Ingredients Necessary for Post traumatic Recovery



Trauma Informed Leadership Skills

- ▶ Debriefing
- ▶ Active Supervision
- ▶ Cultural Competency – Respecting Diversity
- ▶ Reflective Practice/Personal Bias Management
- ▶ Validation

De-Briefing: Essential After a Tough Incident

- ▶ Listen
- ▶ Give empathy
- ▶ Show appreciation
- ▶ Allow feelings to be expressed
- ▶ Not the time to criticize or “correct” actions taken
- ▶ Best done one-on-one
- ▶ <https://youtu.be/1Evwgu369Jw>
- ▶ Exercise



Trauma Informed Leadership Skills

- ▶ Grounding
- ▶ Validation
- ▶ Empowerment
- ▶ Collaboration
- ▶ Choice
- ▶ Gentle teaching
- ▶ Focus on prevention of re-traumatization within the workplace

Safety in Management

- ▶ Consistency
- ▶ Fairness
- ▶ Policies that are made clear
- ▶ Policies that are followed
- ▶ Updated when needed
- ▶ Accessibility
- ▶ Listening
- ▶ Respecting
- ▶ Communication of caring



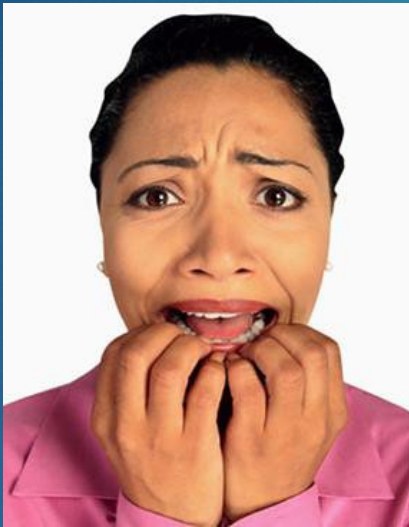
Favoritism Hurts



Management Approaches

Fear-Based

- ▶ Act in a way that does not align with values and goals that drive their service



Support-Based

- ▶ Act according to the values and goals that drive their service



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Red Flags



Connection

Face-to-Face Supervision

Meetings of team on regular basis
whenever/however possible

Verbal communication in addition to written

Responsiveness

Seeking honest feedback

The Power of Positive Regard

Carol Dweck, Ph.D.

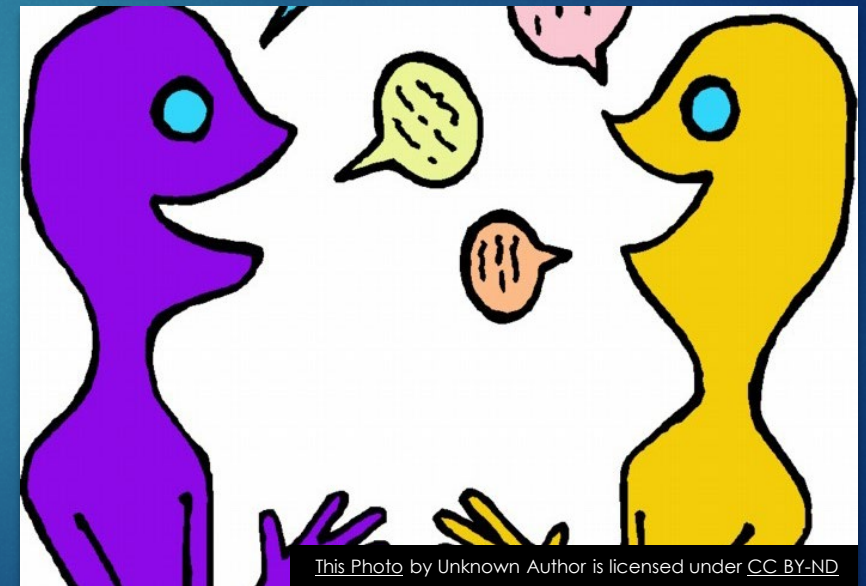
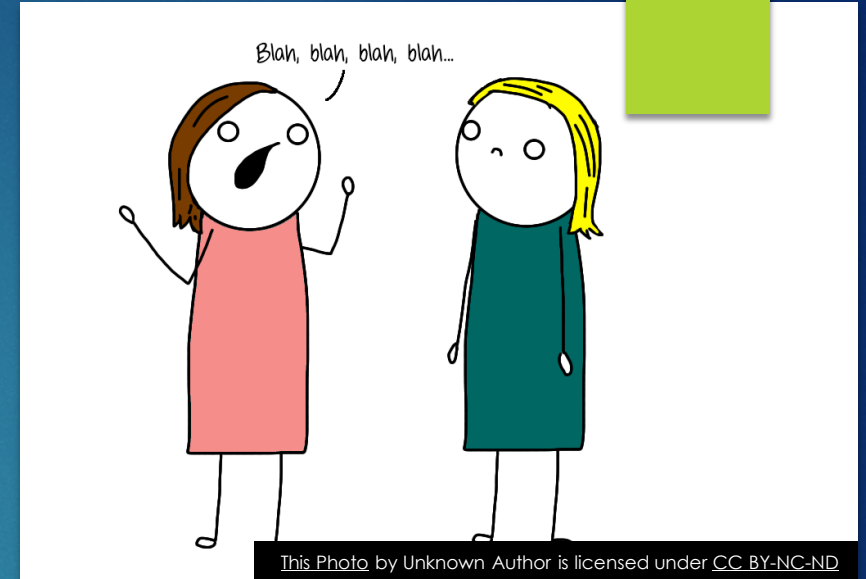
“How you see someone determines how they are able to see themselves!”

Teachers who thought they had gifted students got a significantly better performance from classes they were told were “average” – even though they were the same!



FEEDBACK

- ▶ Sandwich technique
- ▶ Goal setting
- ▶ Positive Regard



Employee Support Plan

1. Facilitate goal setting
2. Praise and encourage
3. Give feedback
4. Meet weekly
5. Point out progress
6. Provide growth opportunities

Training in Soft Skills Needed





The Career Ladder

“The inner determination of an individual can transform everything, it gives ultimate expression to the infinite potential and dignity inherent in each human life.”

Daisaku Ikeda



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