

Becoming Accessible, Culturally Responsive and Trauma-Informed Organizations:

Guidance to Support Implementation in Domestic Violence and Sexual Violence Services

•

Cathy Cave, Senior Training Consultant

National Center on Domestic Violence, Trauma & Mental Health

May 29th, 2018

This webinar is supported by Grant #90EV0437-01-00 from the Administration on Children, Youth and Families, Family and Youth Services Bureau, U.S. Department of Health and Human Services. Points of view in this document are those of the presenters and do not necessarily reflect the official positions or policies of the U.S. Department of Health and Human Services.



- **NCDVTMH is one of four Special Issue Resource Centers** funded by the U.S. Department of Health and Human Services Administration on Children and Families, Family Violence Prevention and Services Program.
- **NCDVTMH's mission** is to develop and promote accessible, culturally relevant, and trauma-informed responses to domestic violence and other lifetime trauma so that survivors and their children can access the resources that are essential to their safety and well-being. Our work is survivor defined and rooted in principles of social justice
- **NCDVTMH provides training, consultation and resources** to DV/SA advocates; health, mental health, substance abuse treatment providers; legal professionals; and government officials/policymakers on improving agency and system responses to survivors of domestic violence and other trauma.

Welcome to Webinar #2

Welcome to our Learning Series on creating and sustaining accessible, culturally responsive, and trauma-informed (ACRTI) domestic violence and sexual violence services and organizations.



The Tools Reflect Our Approach.



Tools for Transformation

Learning Series tools:

- Becoming Accessible, Culturally Responsive, and Trauma-Informed Organizations: *An Organizational Reflection Tool*
- **In development...** Becoming Accessible, Culturally Responsive, and Trauma-Informed Organizations: *A Guide to Support Implementation in Domestic Violence and Sexual Violence Services*
- Shared strategies and additional NCDVTMH resources

An Approach to Support Implementation

- To offer strategies, tools, and resources to help facilitate ACRTI organizational change
- To offer guidance on processes for:
 - **Engaging leadership**
 - Reflecting on current practice
 - Supporting staff
 - Planning for and managing organizational change
 - Enhancing services
 - Evaluating our work

Focusing on Leadership

I learned to always take on things I'd never done before. Growth and comfort do not coexist.

Ginni Rometty



Who Leads and When?

- Depending upon the organization, leadership may include executive directors, supervisors, managers, board members or a leadership implementation team.
- How staff and leaders work together to anticipate challenges and problem solve often determines whether or not this is the right time and the right way to start something new.

What Are We Leading?

-
- Enhancing services to become more accessible, culturally responsive, and trauma-informed is an organizational change process requiring proactive planning and consistent management.

Change Leadership is Necessary!

Change Leadership Tasks

- Communicating intentions
- Clarifying expected outcomes
- Initiating the process
- Consistently participating in and managing the process
- Sharing leadership but not abdicating responsibility
- Removing barriers that arise



Creating Sustainable Change

- All staff are involved; everyone has a role
- Shared awareness of the need for change
- Desire to make change happen
- Knowledge about how to change
- Ability to implement the skills
- Reinforcement to retain the change over time



Hiatt, 2006

Leaders and the Challenge of Balance

Balancing:

- Vision for change
- Individual support needs
- Day-to-day operations
- Navigation of changing fiscal realities and other pressing issues impacting our work
- Leading shifts in policy and practice over time that are essential for systemic change to take root



Feelings and Attitudes About Change

- Change can be experienced as hopeful, dynamic, exciting, and energizing
- People may experience feelings of anticipation, fear, worry, grief, and loss
- It is common for people to feel doubtful, cynical, or hopeless
 - Is change really necessary?
 - Will this ever really happen?
- Not everyone and not all at the same time

Navigating the Emotional Landscape

Consider:

- What is contributing to making this change and why now?
- How was the need for change surfaced and what were the initial responses?
- What makes this urgent?
 - Is it a service issue?
 - An organizational structure issue?
 - A community issue?



Navigating the Emotional Landscape

continued

- How are those impacted included in discussions and are their ideas about proposed changes heard and valued?
- What discussions occurred for program staff and leaders to consider the alignment of agency mission and values with the components of an ACRTI approach?

Communication is Key



- Attending to the feelings and attitudes are a natural part of leading change
- Doing so with transparency and compassion is a responsibility of program leaders
- The key to doing this well is offering consistent messaging, even if the information is unpleasant
 - Sharing updates with everyone
 - Inviting everyone to consider potential solutions

Communication is Key

continued



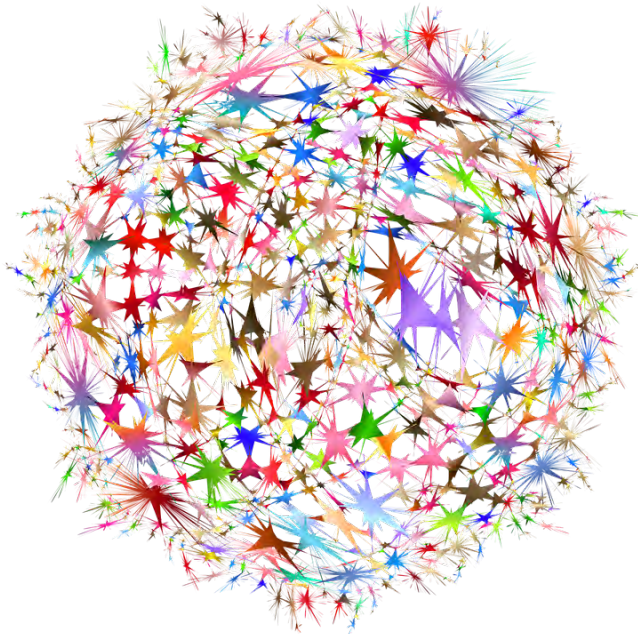
- Expecting and attending to a variety of feelings and attitudes from the beginning of change efforts helps to avert philosophical disconnections amongst staff and between staff and leaders later on.
- As new concerns or challenges arise, there is a foundation of shared experience and trust to rely on.

Change Leadership and Learning

■

The comfort zone is a nice place, but nothing grows there.

Caroline Cummings



Naming Some Challenges for Leaders

-
- **High Expectations:**
 - To master skills while still learning
 - To demonstrate and consistently model new learning
 - To express commitment to values and principles through behavior and in interactions with others
 - To be the first to orient identified changes within themselves

Naming Some Challenges for Leaders

continued

- To always be prepared to hold and willing to lead conversations related to power, privilege, and the complexities of our work and our organizations
- To explore or have solutions for the tensions that arise while navigating the desire for equalized power and optimal choice as we work
- To keep moving forward with the work even when feeling weary or unsupported

Challenges for Leaders: What Helps?

- Initiate these challenging conversations as an early task of change processes
- Support staff from every layer of the organization to be engaged in planning and decision making; prioritize involvement
- Create opportunities for frequent formal and informal communication
- Recognize opportunities to stretch in our understanding of microaggressions
- Examine personal support needs and resources



More Challenges for Leaders

In our work we often have challenging and courageous conversations...

- Recognize that in times of transition this may suddenly be perceived as “not enough” or “way too much”
- Disconnections may exist; the way leaders feel about their leadership skills, styles and preferences may differ greatly from the way that staff experience those very same things
- Discussions about the disconnects can be painful

Challenges for Leaders: What Helps?

- Check in with staff during regularly scheduled supervision or team meetings
- Specifically discuss decision making related to change processes
- Be candid and clear in communication if things are not working
- Don't assume that no noise is good news - people may be struggling
- Ask for help



Exploring Support



Does the leader:

- Communicate the need for change, express belief in the possibilities, clarify expectations for accountability, and demonstrate commitment?
- Revisit mission and vision through discussions about their alignment with ACRTI approaches?
- Initiate change and hold the process from reflection, planning, and implementation to sustainability?

Exploring Support

continued



Does the leader:

- Have a clear idea of the outcomes expected as a result of the planned changes?
- Have a clear idea of the investment (time, energy, resources) they are able/willing to make?
- Have a clear idea of what everyone is hoping for?
- Have plans and resources to identify and address areas for growth and learning for staff and leaders alike?
- Consider processes for relational repair?

Exploring Support

continued



Does the leader:

- Identify learning opportunities that the organization as a whole might benefit from early on in the process to get everyone on the same page?
- Have strategies to support both the change process and the ongoing daily operations? This includes time to address the unexpected, engage everyone in problem-solving, and celebrating success!
- Balance participatory approaches with their responsibility to hold the process and lead?

Exploring Support

continued



Does the leader:

- Engage in practices that cultivate self-awareness and support learning new skills?
- Consider their own preferences, capacities and affinity for leading change efforts at the present time?
- Understand the impact of proposed changes on themselves, staff, services, and on the organization as a whole?
- Plan to guide everyone to “press pause” when reflection, problem solving, repair, or course correction is needed?

Exploring Support

continued



Does the leader:

- Accept full responsibility for removing barriers and act in a timely fashion to keep implementation moving forward?
- Plan for consistent and transparent articulation of the transformation process at all levels of the organization?
- Maintain acute awareness of the interpersonal dynamics within the organization and the ability to effectively navigate relationships?
- Seek out and share resources to support the wellness of the entire organization?

Leadership Conversations: Priorities

- Set priorities: Everything can not change at once
- Begin with understanding of an ACRTI approach
 - What is the leader already comfortable with?
 - What are they already doing?
 - What is new learning?
 - What does the leader need to stop, start or continue to do?

Leadership Conversations: Supports for Leading Change

Exploring leaders' support needs

- Understand leaders' strengths, preferences, interests, supports, and resources
- Consider organizational realities
- Explore plans for communication, investment of resources, capacities to lead, and any up-front learning that is needed
- Explore realistic steps for balancing everyone's workload to support participation
- Explore barriers and challenges that need to be addressed

Leadership Conversations: Reflection

The Organizational Reflection Tool

- Is there interest in initiating readiness conversations?
- Who will be included?
- What is the process?
- What are the priorities?
- How will we use the information surfaced during readiness conversations?
- What's next for planning?
- How will the process be evaluated and celebrated?

Leadership Resources

- Creating Trauma-Informed Services and Organizations: An Integrated Approach, NCDVTMH, 2017
- http://www.nationalcenterdvtraumamh.org/wp-content/uploads/2018/04/NCDVTMH_2018_IntegratedFramework.pdf
- Becoming Accessible, Culturally Responsive and Trauma-Informed Organizations: An Organizational Reflection Tool
<http://www.nationalcenterdvtraumamh.org/publications-products/tools-for-transformation-becoming-accessible-culturally-responsive-and-trauma-informed-organizations-an-organizational-reflection-toolkit/>

More to Come

- Becoming Accessible, Culturally Responsive and Trauma-Informed Organizations: A Guide to Support Implementation in Domestic Violence and Sexual Violence Services

Seeing what is wrong and how it could be made right propels us into action, but in that action we often leave other people behind and don't give ourselves enough time to be present, or to stop and reflect. Leaders have to get comfortable with pausing in that uncomfortable gap.



Jessica Lawrence



NATIONAL
Center on

Domestic Violence, Trauma & Mental Health

Cathy Cave

ccave@ncdvtmh.org

55 E. Jackson Blvd., Suite 301

Chicago, IL 60602

P: 312-726-7020

TTY: 312-726-4110

www.nationalcenterdvtraumamh.org

ccave@ncdvtmh.org

Twitter: @ncdvtmh

Instagram: @ncdvtmh

Funded by Administration on Children Youth and Families
Administration for Children and Families,
US Department of Health and Human Services