THE SANCTUARY MODEL:

CREATING, DESTROYING, AND RESTORING SANCTUARY

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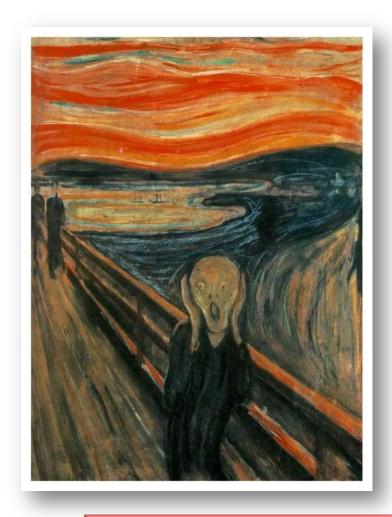


CREATING SANCTUARY TIMELINE



TRAUMATIC STRESS STUDIES





Expecting a protective environment and finding only more trauma.

Dr. Stephen Silver (1986) An inpatient program for post-traumatic stress disorder: Context as treatment. <u>Trauma and Its Wake.</u>

SANCTUARY TRAUMA



CREATING AND DESTROYING SANCTUARY TIMELINE



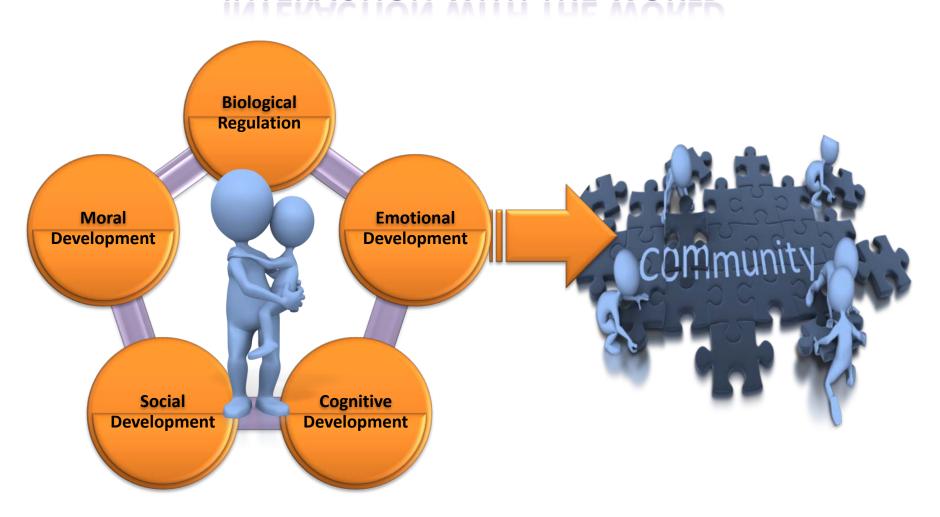
ISSUES OF EXPOSURE TO TRAUMA AND ADVERSITY IN CHILDHOOD WERE CENTRAL TO THE DEVELOPMENT OF MOST MENTAL ILLNESS

WE HAD NO IDEA WHAT THAT MEANT, HOW TO TREAT THEM, OR IF RECOVERY WAS POSSIBLE

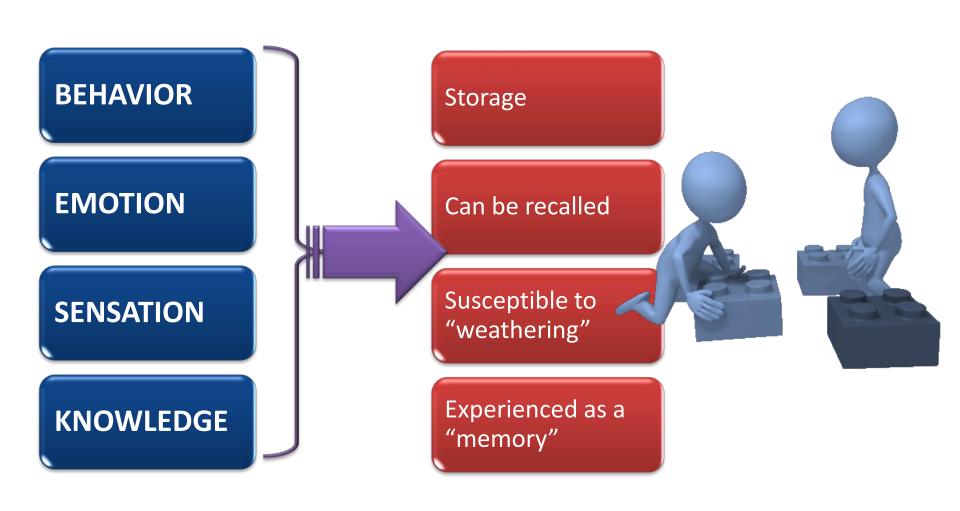
OUR FIRST TEACHERS ABOUT THIS WERE OUR PATIENTS

LESSONS LEARNED ABOUT OUR PATIENTS AND OURSELVES

ATTACHMENT DETERMINES COMPLEX FUNCTION AND INTERACTION WITH THE WORLD

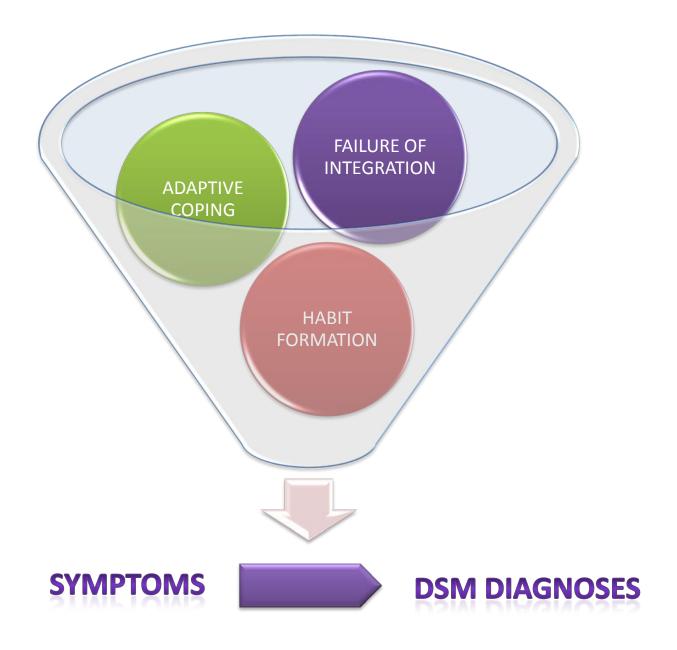


THE INTEGRATED NATURE OF EXPERIENCE





TRAUMA = FAILURE OF INTEGRATION, A SHATTERING OF EXPERIENCE



MANY DIAGNOSES – LITTLE HELP

Borderline personality disorder

Depression

Generalized anxiety disorder

Panic disorder

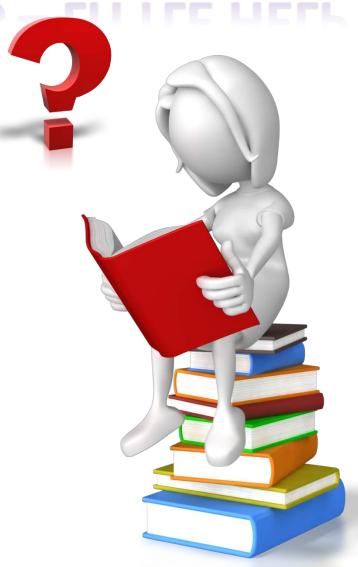
Conduct disorder

Oppositional disorder

ETC

ETC

ETC









THE RECOVERY PROCESS IS COMPLEX

WHO IS SUPPOSED TO SUPPLY THESE COMPLEX INTERVENTIONS?



WHAT IS REQUIRED?

Secure, reasonably healthy adults, With good emotional management skills, With intellectual and emotional intelligence, Able to actively teach and be a role model, Are consistently empathetic and patient, Able to endure intense emotional labor, Are self-disciplined, self-controlled and never abuse power



WORKPLACE VIOLENCE

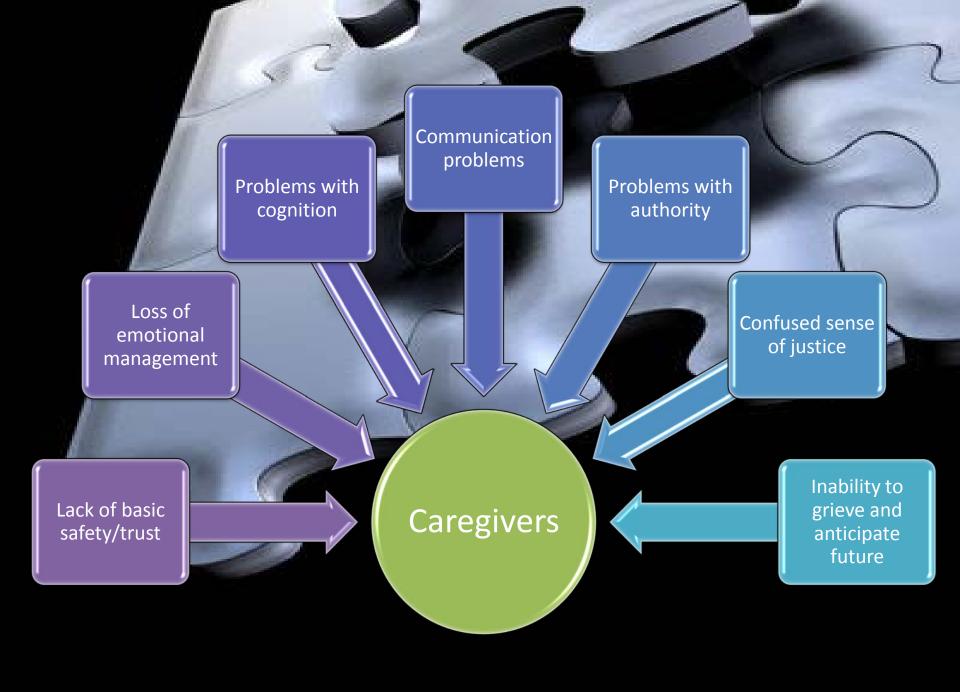
After law enforcement, persons employed in the mental health sector have the highest rates of all occupations of being victimized while at work or on duty.

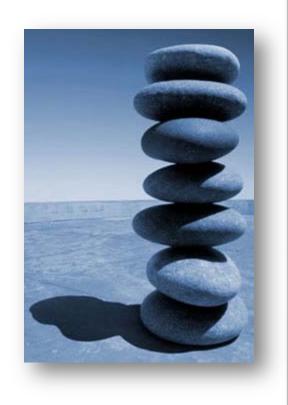
A growing proportion of the U.S. workforce will have been raised in disadvantaged environments that are associated with relatively high proportions of individuals with diminished cognitive and social skills.

Knudsen, Heckman et al. (2006)

Proceedings of the National Academy of Science

WORKFORCE CRISIS





Organizations, like individuals, are living, complex, adaptive systems and that being alive, they are vulnerable to stress, particularly chronic and repetitive stress.

Organizations, like individuals, can be traumatized and the result of traumatic experience can be as devastating for organizations as it is for individuals.



CHRONIC STRESS



CHRONIC CRISIS





CHRONIC CRISIS ORGANIZATIONAL **HYPERAROUSAL**



LACK OF SAFETY AND BASIC TRUST



LOSS OF EMOTIONAL MANAGEMENT









INCREASED SILOS

(ORGANIZATIONAL DISSOCIATION)



LOSS OF MEMORY

(ORGANIZATIONAL AMNESIA)



REPETITION OF FAILED STRATEGIES

(ORGANIZATIONAL REENACTMENT)





LOSS OF PARTICIPATION

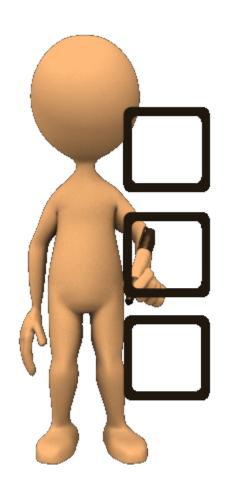


LEARNED HELPLESSNESS



LOSS OF CRITICAL THINKING SKILLS





SILENCING OF DISSENT

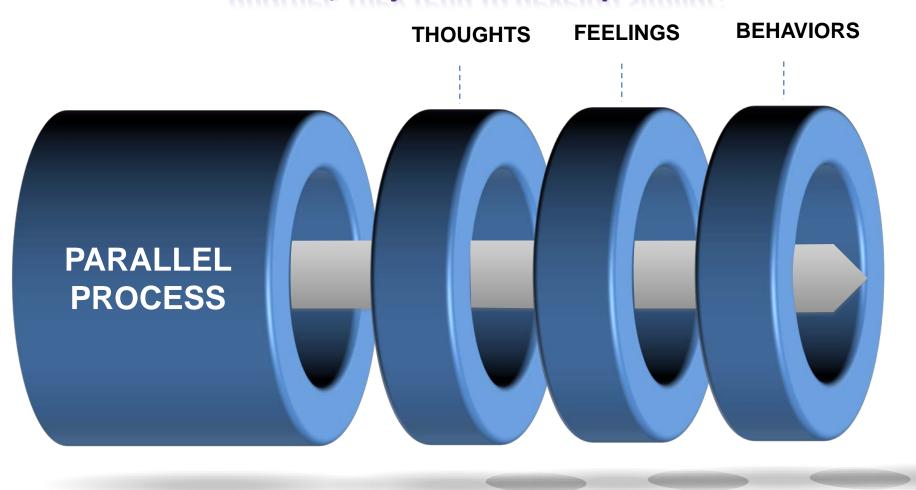
INCREASED AUTHORITARIANISM

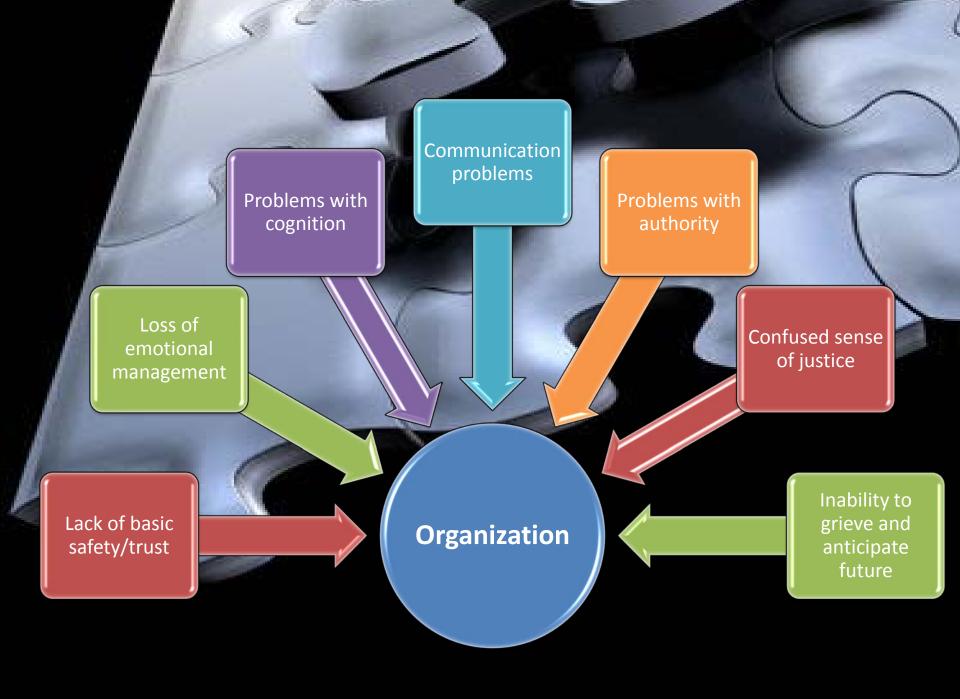
INCREASED BULLYING, AGGRESSION



UNRESOLVED GRIEF, DEMORALIZATION

When two or more systems – whether these consist of individuals, groups, or organizations – have significant relationships with one another, they tend to develop similar:



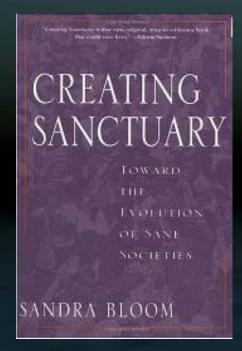


As a result, our systems frequently recapitulate toxic experiences

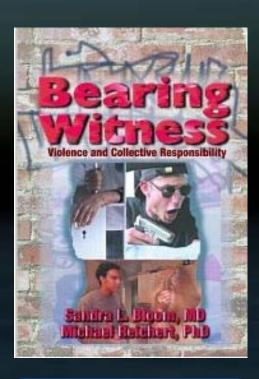
- For patients
- For families
- For staff
- For managers



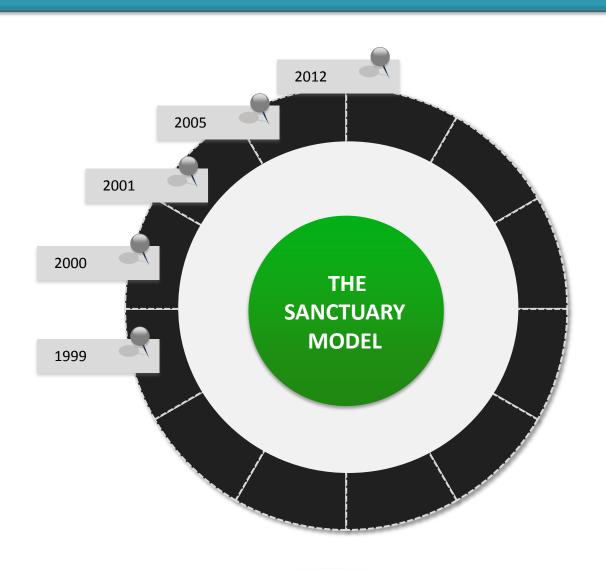
SANCTUARY TRAUMA







RESTORING SANCTUARY



HOW DO WE GET MANY PEOPLE

From diverse backgrounds

With a wide variety of experiences

On the same page

Speaking the same language

Sharing a consistent, coherent and practical theoretical framework

SYSTEM INTERVENTIONS ARE ESSENTIAL



TRAUMA THEORY



Provides integrating framework for all human systems

Heals Cartesian mind/body split

Provides developmental continuity child to adult

Supports engaging social determinants of health

Integrative framework for body/mind/soul

UNIVERSAL PRINCIPLES

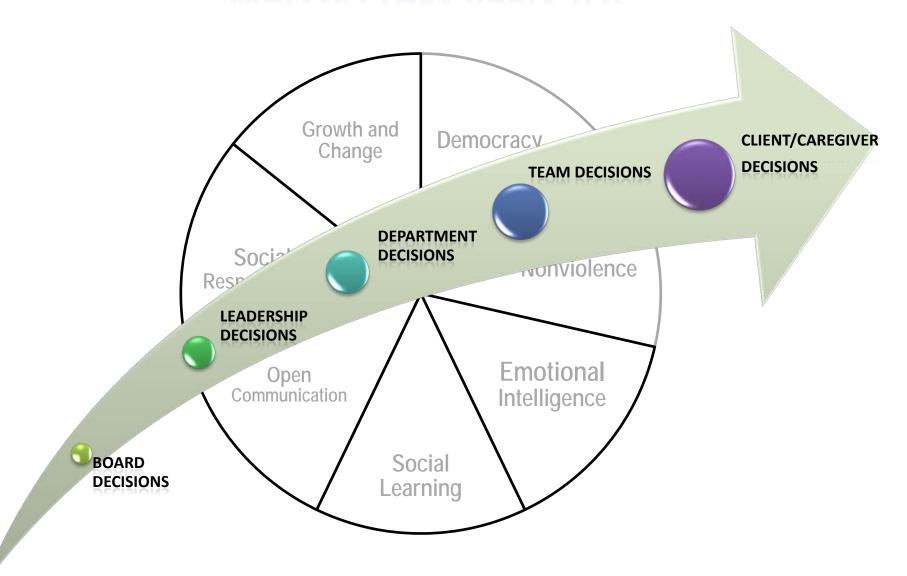


Those beliefs about human conduct that are common to human rights cultures around the world, regardless of gender, ethnicity, religious belief, or location on the globe.

SANCTUARY COMMITMENTS



THE SANCTUARY COMMITMENTS WHO DO THEY APPLY TO?



PARALLEL PROCESS OF RECOVERY





THE SEVEN COMMITMENTS WORK TOGETHER TO CREATE INNOVATION

Trust

Seeing patterns

Constantly learning from failure

Maintain flow of ideas

Common goals, common focus

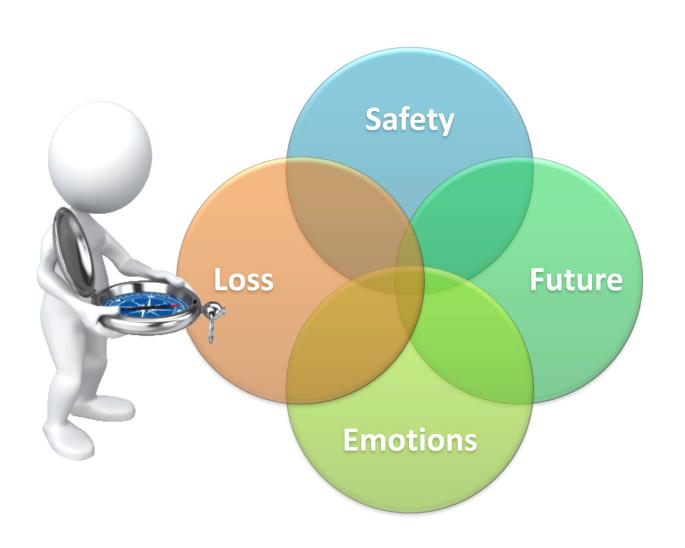
Everyone has a contribution to make

Vision at the heart of innovation



S.E.L.F.

S.E.L.F.: A COMPASS TO GUIDE CHANGE



S.E.L.F. SHARED LANGUAGE

Assessment
Psychoeducation
Planning
Emergent situations
Problem-solving
Evaluating progress
Managing change

SANCTUARY TOOLKIT



A range of practical skills that enable individuals and organizations to:

- more effectively deal with difficult situations
- build community
- develop a deeper understanding of the effects of adversity and trauma
- build a common language

THE SANCTUARY PROCESS

SANCTUARY INSTITUTE	SANCTUARY CORE TEAM	TECHNICAL ASSISTANCE	SANCTUARY NETWORK	SANCTUARY CERTIFICATION	
Five-Day	Implementation manual	We've been there	Community of Practice	We've arrived!	
Steering Committee	Direct care training manual	Prevent return to equilibrium	Share innovations	Now how do we stay here?	
Change experience	Indirect care training manual		Share experiences		
	S.E.L.F. psychoed		Share the pain		

Implementing Sanctuary Changes Thinking

Changing Thinking Changes Behavior

Changing
Behavior:
Changes
Organization

Changing
Organization
Changes Client
Outcomes

Adopting a trauma sensitive organizational paradigm changes the way we THINK The SELF framework changes how we use LANGUAGE

The Seven
Commitments
delineate how we
sustain
RELATIONSHIPS

The Sanctuary
Toolkit improves the
way we PRACTICE

Reduced Turnover

Improved Morale

Improved Communication

Decreased Incidents of Violence Fewer trauma symptoms

Better social skills

Improved relationships

Improved academic/job

Improved safety skills

Improved judgment



2010

DESTROYING SANCTUARY

DESTROYING THE CRISIS IN

HUMAN SERVICE

DELIVERY SYSTEMS

SANDRA L. BLOOM & BRIAN FARRAGHER

SANDRA L. BLOOM & BRIAN FARRAGHER

BLOOM FARRAGHER

OXFORD

RESTORING SANCTUARY:

Transform Your Organization and Change the World

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