Making HIV/AIDS Systems of Care Trauma Informed

Working towards excellence in service delivery

Diverse Management Solutions, LLC

- Matthew Bennett, MBA, MA
- Bettina Harmon, M.Div.

www.DiverseManagementSolutions.com
bennett@diversemanagementsolutions.com
(720) 635-5504

- You
  - Grantees
  - HRSA/HAB
  - Agency Staff
  - Other?

- Us
  - Informal & Interactive
  - Humor

Objectives

- Understand trauma's impact on systems of care.

- Learn how to turn the tables on trauma.

- Understand the relationship between trauma and system excellence.

"Trauma Informed" Defined

Every part the service delivery system is assessed and potentially modified to include a basic understanding of how trauma impacts the life of an individual seeking services.

Based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization.
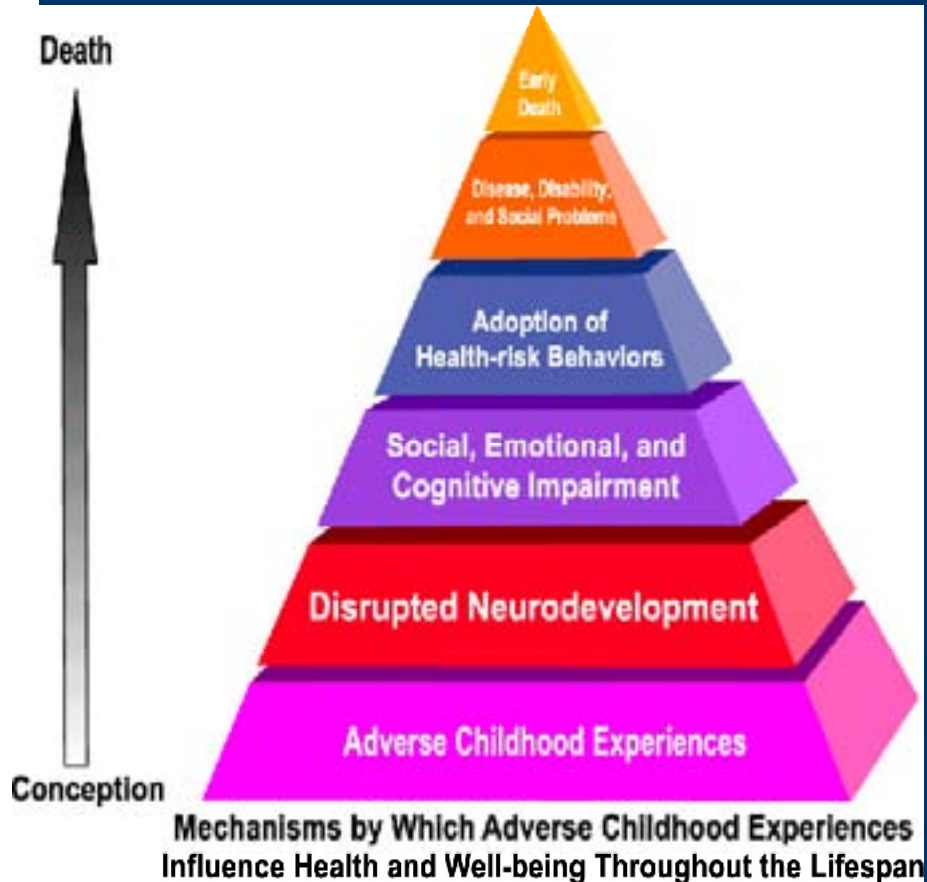
SAMHSA

Trauma's Prevalence

- Studies have shown up to 99% of those seeking human services have suffered trauma

- The ACE (Adverse Childhood Experience) Study

- 17,000 study clients from Kaiser Permanente – yes people with insurance and 72% had attended college!

Number of Adverse Childhood Experiences (ACE Score)	Women	Men	Total
0	34.5	38.0	36.1
1	24.5	27.9	26.0
2	15.5	16.4	15.9
3	10.3	8.6	9.5
4 or more	15.2	9.2	12.5

Harris & Fallot, 2001

Trauma's Impact

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

- **Impact of Traumatic Events**
  - Drug and alcohol abuse
  - Depression and suicide
  - STD, multiple sexual partners and unintended pregnancies
  - Fetal death
  - Domestic Violence
  - Heart disease
  - Chronic obstructive pulmonary disease
  - Liver disease

CDC

Trauma and HIV

- A traumatic disease and a traumatic epidemic

- Increase in overall HIV risk factors
  - Increased occurrences prostitution
  - Increased occurrences of unprotected sex
  - Use of substances to self soothe

- Impact on HIV Health
  - Trauma associated stress impairs immune function
  - Faster progression to AIDS and death from all causes
  - Increased mental health issues
  - Trauma builds upon the stress of living with HIV

Vaccaro & Lavick, 2008

Trauma Inherent to Systems

Vicarious or Secondary Trauma

- Indirect exposure to a traumatic event through a firsthand account or narrative by the client and the clinician's subsequent cognitive or emotional response.

- Often happens in the moment of helping

Compassion Fatigue

- Gradual lessening of compassion over time when exposed to a series of firsthand accounts or narratives by client and the clinician's subsequent cognitive or emotional response

- Happens over time

Impact of Trauma on the Helper

- Compromised Physical Health

- Disruption of relationships

- Blurred Boundaries

- Hopelessness

- Decrease in ability to experience pleasure

- Decreased productivity

- Constant stress and anxiety

- Negative attitude

- Inability to focus

- Feelings of incompetence and self doubt

- Triggered PTSD reactions and other mental health issues especially if the worker has unresolved trauma

Lerner & Shelton, 2005

Impact of Traumatized Helpers on Systems of Care

- Breakdowns in communication

- Decreased morale

- Decreased group cohesiveness

- Decreased productivity

- Anger and resentment towards management

- Employee sabotage

- Safety issues

- Increased absenteeism

- Increased health care costs

- Increased worker's compensation and disability claims

- Increased employee litigation

- Increased turnover of effective personnel

Lerner & Shelton, 2005

Moving Towards a Trauma Informed System of Care

Strong Relationships

Strong Performance

Your Style and Approach

Your relationships make all the difference

Research on Leader's Relationships

Decreases

- Stress level
- Job accidents
- Turnover
- Likelihood of workplace violence
- Vicarious trauma
- Burnout

Increases

- Productivity
- Revenue
- Job creation
- Stock prices
- Profit
- Company loyalty and pride
- Client satisfaction
- Healthy risk taking
- Overall performance
- Ability to engage in helping relationship
- Creativity
- Applicants for employment
- Life span of the organization
- Ability to learn
- Self efficacy
- Effectiveness of teams

Trust

- Honesty
  - #1 aspect people want in their leader

- Open Communication
  - Having the courage to share knowledge and power
  - 70% of communication comes from informal networks. There is a 10%-25% inaccuracy rate of this information!

- Clear Expectations
  - Stress increases with ambiguity
  - Don't assume that people know what is expected from them, research shows many don't and don't ask for clarification

- Accountability
  - Doing what we say we'll do and meeting expectations
  - Holding the best interest of the clients in the forefront

Connections

- Humility
  - Give credit to those doing the work

- Caring
  - We'll work harder for people we think care about us as people
  - People who feel cared about are more likely to share system goals, collaborate and have a stronger commitment to the system

- Shared Values
  - Connecting your values to the system's values to the values held by those in the system
  - When values connect - performance increases

Components of a Trauma Informed System

Working towards a healthy and strong system of care

Research on Trauma Informed Components

Decreases

- Turnover
- Absenteeism
- Organizational risks
- Work related accidents
- Vicarious trauma
- Burnout
- Taking work stress home

Increases

- Productivity
- Organizational engagement
- Sales
- Organizational Loyalty
- Profits
- Quality of services
- Morale
- Accountability
- Creativity
- Client satisfaction
- Client engagement
- Revenue
- Customer loyalty
- Cost effectiveness
- Job satisfaction
- Emotional commitment
- Well-being
- Risk taking

Trauma Components

- Training programs should have trauma as a key components and a part of every training

- Ensure specialized expertise, such as EMDR, exist in the system

- Best way to decrease vicarious trauma is to train system staff about vicarious trauma

- Train system leaders (and future leaders) on the impact of trauma on their organizations and trauma informed methodologies

Shared Vision of the Future

- If you want people to follow you make sure they know where the system is going

- Shared Values are the means – Shared Vision is the end

- When futures are shared:
  - Attract more people
  - Sustain higher levels of motivation
  - Withstand more challenges

Providing the Necessary Resources

- Teams with good leaders feel they have the resources they need vs. groups with poor leaders (even when the resources are the same)

- People want to do their jobs well. We feel stress when we can't because of lack of resources

- Teams that have the needed resources:
  - Higher level of customer engagement
  - Higher productivity
  - Less turnover (20-40% less)

Recognition

- High performers (individuals and teams) are shown to get 5.6 times more positive feedback than negative

- Low performers get 2.8 times more negative feedback than positive

- Find ways to recognize organizations and individuals

- Develop ways for members of the system to recognize each other

Democracy

- Shifting power and information down the system

- Allowing those impacted by decisions to have the necessary information and power to make those decisions

- Open communication must be established before collaborative decision making can occur

- Quality Improvement Processes are great opportunities for introducing Democracy into systems

Remember…

Excellence is the right strategy built upon the right relationships

Questions?

Thank you for your work and your time!

Matt's Must Read List!

- Jim Collins
  - Good to Great
  - Built to Last

- M. Buckingham & C. Coffman
  - First Break all the Rules

- R. Wagner & J. Harter
  - 12 The Elements of Great Managers

- J. Kouzes & B. Posner
  - The Leadership Challenge

- Peter Senge
  - The Fifth Discipline (& Handbook)
  - The Dance of Change

- P. Pfeffer
  - The Human Equation

- Sondra Bloom
  - www.sanctuaryweb.com

- Bruce Perry
  - www.childtrauma.org