Integrating Trauma-Informed Care into Employment Services: Principles and Practices

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April 26, 2017
11:30 AM to 1:00 PM CT
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Housekeeping

• Use the Questions/Chat box to send a question.
• Q & A session @ the end of the webinar.
• Video & slides will be made available on our website.
• Tweet with us! #TICWorks
Today’s Speakers

James Kowalsky
Project Coordinator
*Heartland Health Outreach*

Debby Kratky
Director of Capacity Building and Training
*Workforce Solutions for Tarrant County*

Craig Lahti
Associate Director
*Larkin Street Academy and Engagement & Community Center, Larkin Street Youth Services*
National **Initiatives** on Poverty & Economic Opportunity

We are dedicated to **ending** chronic unemployment and poverty.
James Kowalsky

Project Coordinator
Heartland Health Outreach
Integrating Trauma-Informed Care into Employment Services

Heartland Alliance
National Initiatives Webinar
April 26, 2017

Midwest Harm Reduction Institute
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Website:  
www.midwestharmreduction.org

Blog:  
http://housingfirstpracticecommunity.weebly.com/blog
Why Trauma Informed Care?

Midwest Harm Reduction Institute
Trauma Informed Care

• A program, organization, or system that:
  – *Realizes* the widespread impact of trauma and understands potential paths for recovery;
  – *Recognizes* the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
  – *Responds* by fully integrating knowledge about trauma into policies, procedures, and practices;
  – Seeks to actively resist *re-traumatization*.

  Substance Abuse and Mental Health Services Administration (SAMHSA)
What is Trauma?

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Traumatic events are:

• Sudden, unexpected, and perceived as dangerous
• Involve a threat to one’s physical or mental well-being through violence or threat of violence
• Overwhelming, make an individual unable to manage the daily business of life as a result
• Subjective, defined by the survivor’s experience
• Directly experiencing, witnessing, or learning that it happened to a close relative or friend
Events That Can Be Traumatic

- Sexual abuse
- Severe neglect
- Physical abuse
- Domestic violence
- Witnessed violence and cruelty to others
- Community violence
- Deprivation caused by extreme poverty
- Incarceration
- Verbal abuse

- War
- Political persecution
- Natural disaster
- Loss of homeland
- Serious emotional and psychological abuse
- Repeated abandonment or sudden loss
- Rape (sexual assault)
- Substance use
- Homelessness
Sticks and stones may break my bones but words will never hurt me! **Not true!** Words hurt, scar, and leave wounds all the way down to the soul! Be careful how you use your words!

www.ILoveYes.com
Traumatic Responses

“Traumatic events call into question basic human relationships. They breach the attachments of family, friendship, love, and community.”

Judith Herman

Midwest Harm Reduction Institute
The Traumatized Brain
PTSD: 4 Symptom Clusters

1) Intrusion (re-experiencing)
2) Avoidance (of stimuli)
3) Hyperarousal (aggression)
4) Negative Cognitions and Mood
   – Estrangement from others
   – Distorted feelings of blame, guilt, distrust
   – Diminished interest in activities
   – Inability to remember aspects of the event

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What Does Trauma Look Like?

- Everyone experiences trauma differently
- Survivors who exhibit trauma symptoms usually present in one of four ways:
  - Sad: hopelessness and despair, feelings of isolation and withdrawal, helplessness, and low self-esteem
  - Mad: paranoia, feeling totally different
  - Bad: difficulty setting long-term goals, failure to accurately perceive danger which can go both ways, sometimes participants don’t recognize dangerous situations and other times, they jump into fight-or-flight mode when it’s not necessary
  - I've been had: explosive anger and rage, hostility towards authority figures

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# How Trauma May Explain Reactions within Social Service Settings

## Behavior
- Interpersonal conflicts, appears agitated
- Difficulty keeping up in job training programs
- Difficulty “getting motivated” for job training or job search
- Triggered when dealing with authorities. Will not accept help from others

## Traumatic response
- Irritability, restlessness, outbursts of anger or rage
- Difficulty concentrating or remembering
- Depression and diminished interest in everyday activities
- Increased need for control

(Hopper, E.K. et al., 2010)
Trauma-Informed Employment Support

• Discuss common responses to trauma and its impact on health and well-being
• Identify possible triggers in the workplace
• Strengthen skills for dealing with disruptive feelings such as grounding techniques
• Develop community partnerships with providers equipped to treat trauma
• Reflect on the impact of secondary trauma

(National Center on Domestic Violence, Trauma & Mental Health)

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Trauma-Informed Emphasizes

- **Respect** – Validates experience, reduces shame
  - Prioritize safety, choice and control
  - Normalizes behaviors in a non-judgmental way
  - Emphasizes resiliency in human responses to stress

- **Information** – Resources, Empowerment & Control through skill development

- **Connection** – Healing power of relationships

- **Hope** – for participant and providers alike

(Saakvitne et. al, 2000)

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Non Trauma Informed:
- Power Over
- You Can't Change
- Judging
- People Need Fixing First
- Operate from the Dominant Culture
- People Are Out to Get You
- Right/Wrong
- Helping
- "You're Crazy!"
- Compliance/Obedience
- Need-to-Know Basis for Info
- Presenting Issue
- "Us and Them"
- Labels, Pathology
- Fear-Based
- I'm Here to Fix You
- Didactic
- People Make Bad Choices
- Behavior Viewed as Problem
- What's Wrong with You?
- Blame/Shame
- Goal Is to Do Things the 'Right' Way
- Prescriptive
- People Are Bad
- Consider Only Research and Evidence

Trauma Informed Care:
- Power With
- Your Brain is 'Plastic'
- Observing
- People Need Safety First
- Cultural Humility
- People Can Live Up to the Trust You Give Them
- Multiple Viewpoints
- Learning
- "It Makes Sense"
- Empowerment/Collaboration
- Transparency and Predictability
- Whole Person and History
- We're All in This Together
- Behavior as Communication
- Empathy-Based
- Support Healing
- Participatory
- People Who Feel Unsafe Do Unsafe Things
- Behavior Viewed as Solution
- What Happened to You?
- Respect
- Goal Is to Connect
- Choice
- People Are Doing the Best They Can
- Consider Also Lived Experience

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References and Resources


ACE Study, CDC Website:  
http://www.cdc.gov/violenceprevention/acestudy/index.html

Matt Bennet, Coldspring Center Blog, Matt’s Mumblings:  
http://coldspringcenter.org/mattsmumblings/

National Center on Domestic Violence, Trauma & Mental Health, September 2011, “Tipsheet: A Trauma-Informed Approach to Employment Support.” Available at:  

Harm Reduction in the House

Chicago
September 2017

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Craig Lahti

Associate Director
Larkin Street Academy and Engagement & Community Center,
Larkin Street Youth Services
The mission of Larkin Street Youth Services is to create a continuum of services that inspires youth to move beyond the street. We will nurture potential, promote dignity, and support bold steps by all.
Continuum of Care
Programs & Services

Point of Entry
- Outreach Team
- Engagement & Community Center
- Haight Street Referral Center

Health Services
- Medical Clinic
- HIV Specialty Clinic
- Mental Health & Substance Abuse
- HIV Prevention

Education & Employment
- Larkin Street Academy
- Art Programs
- Youth Advisory Board

Housing
- Diamond Youth Shelter
- Lark Inn
- The LOFT II
- ATI/Geary House
- Assisted Care/Aftercare
- Castro Youth Housing Initiative
- LEASE
- ROUTZ
- Ellis Street Apartments
- Edward II
Larkin Street Academy Program Philosophy

- Success has different meanings for each youth, counselors work to determine best pathway to success
- Education and employment services - part of a continuum, not always linear
- Using Harm Reduction when moving youth toward employment and education goals
Trauma and Stages of Change

Applying the stages of change model to address individuals based on personal focus and needs.

Taking “where someone is at” in an analyzed and deliberate approach.
Individuals During Stages of Change

Pre-Contemplation (Engagement)

- Working is not on the mind; resistant to discussion about employment; no perceived benefit to work or trade-off too high; may have alternative or street-engaged work as meeting needs, or feel they could get a job if they wished at any time

Contemplation (Persuasion)

- Considers employment in own life; will talk about working (what they could do, would like to do, “dream” job); may engage in discussion of the cost/benefit of employment.

Preparation (Determination)

- Taking personal assessment of self to plan for pursuit of work; vocational planning; gathers information; expresses concerns; seeks solutions to potential problems; enters training or educational programs to prepare for employment.

Action (Active)

- Exits training to enter employment working competitively for an employer.

Maintenance

- Remains attached to the workforce; resolves on the job problems; seeks re-employment when there is a job loss; secures new work within 2 months of a job loss.
Harm Reduction Strategies in Employment

Work to minimize harmful behaviors rather than ignore or condemn them, express empathy not pity, roll with resistance.

Understanding there is a continuum of behavior, often not a linear one, goals, values, and behavior do not always align.

Use non-judgmental, non-coercive provision of services and resources, avoid arguing and direct confrontation.

Recognize that the realities of poverty, class, racism, social isolation, past trauma, sex-based discrimination, and other social inequalities affect youth.

Creating an employment work plan for each youth that meets their needs and skill set with their input.

Allow youth a voice and encourage their capacity to be responsible in shaping their workforce experience.

Support quality of individual and community life, along with well-being.
Integrating Work and Education – Career Planning

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<tr>
<td>Tying it all together</td>
<td>by including education components in employment programs</td>
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<td>Creating flexible plans to demonstrate a milestone system to</td>
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<td>pursue career using work and educational stepping stones</td>
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<td>Conducting college readiness courses that include full range of</td>
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<td>post-secondary options</td>
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Youth Force

- Immediate paid work for homeless youth
- Cross program collaboration
- Youth Expectations: “Testing the waters”
  - Work Attire
  - Hourly Wages for 28 hours/week
  - Realistic consequences
  - Experience for Resumes
  - Staff serve as job references
  - Education planning presented
- Projects include:
  - Street Beautification
  - Graffiti clean-up
  - Pressure washing
  - Landscaping
Employment Training Program (ETP)

- Monday – Friday from 9:30-2:30
- Clients paid $500 over 5 weeks (full attendance)
- Class curriculum covers employment skills, life skills, a customer service certification (NRF), and working towards education/career goals
- Opportunity to reengage in workplace training/learning
- Focus on supporting through to success
- Starting with a win
Learning Centers

Career Track exploration (Health Care, IT, Hospitality)
- Awards for attendance included ($100/week)
- Educational Scholarship awarded upon completion

Rounded approach to learning through collaboration
- Mindfulness (UCSF)
- Experiential Learning (Outward Bound/Sanctuary)
- Focused tutoring (Sylvan)
- Career Based Learning (Certificates)

Creates safe space to explore careers
- High interest (high advertised) careers
- Addresses full range of human need
- Reintroduces classroom learning
- Allows for a change of mind
Supportive Internships and Building Collaborations

Facilitating referrals as an Employment Agency, not a service center

Varied Internship program
- 3-6 months, 10-32 hr./wk
- Hourly Wage
- Flexible to add host-sites

Can help subsidize vocational/certificate programs
AND Construction Training
EXCEL Health Training

Inviting employers to conduct employment workshops with the youth

Having youth perform volunteer hours at employer work sites

Range of opportunities
Capable of hosting internal and externally
Counselor Connected to host

Collaborative partners and blended funding

Training employers how to work with homeless and at risk youth
Craig Lahti
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Debby Kratky

Director of Capacity Building and Training, Workforce Solutions for Tarrant County
TRAUMA INFORMED PROGRAMING FOR WORKFORCE STAFF IN REENTRY

SAME DESTINATION, DIFFERENT JOURNEY
Assessments are done by a licensed therapist. Those tools being used specifically for identification of possible trauma:

- Shipley 2
- Personality Inventory for DSM-5 - Brief Form (PID-5-BF) – Adult
- Screening for PTSD, Drug/Alcohol problems, Depression, (PTSD Screen for Primary Health Care, SSI/AOD, QUIDS-SR 16, and Domestic Violence Screening Tool)
- ACE (Adverse Childhood Experiences)
INDIVIDUALIZED ASSESSMENT RESULTS

1. Staffing for coaches
2. Staffing with customers
3. Adjustments to all activities based on assessment results
4. Coaching team debriefs with participants
5. Individualized action plan with coaching team and the expert doing the assessments
USING THE COACHING METHOD

• The emphasis is on partnering with clients to help them achieve personal growth moving toward self-sufficiency
• Decisions are focused on the client’s present state and where the client wants to go in the future
• The coach and client work more as partners

• Coaches provide guidance, supportive resources and accountability
• Coaches serve as a guide and give clients the confidence they need to formulate their own solutions.
• The coach serves as a facilitator, motivator and supporter, holding clients accountable and providing a framework for goal setting, assessment and action planning.
• Services outside of coaching need to be examined
  • Train all staff, including others who might visit your offices.
• Office setting: open and inviting, privacy corners, showcase participant achievement
• Boot camp structure: classroom setup, curriculum, overall environment
• Employment opportunities: customized for each participant, site visit with the participant before the interview, on-going visits after placement
• “After placement” activities: check for possible triggers, ask probing questions, review career pathway plan
• Working with employers: begin with your own board members, expand to Chambers of Commerce, and other employer organizations.
THE DESTINATION IS JUST THE BEGINNING

• Remember, it is the participant’s journey, they decide when they have arrived and where they’ll go next.
Questions...?
Next Steps

The webinar recording & slides will be available on our website, and we’ll also email them to you.

Via email, we’ll try to answer any questions we didn’t have time to address today.
Speaker Contacts

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Awesome website!

www.heartlandalliance.org/nationalinitiatives/
National Initiatives Toolkits

WIOA Planning & Implementation Toolkit

Opportunity Youth Employment Toolkit

Employer Engagement Toolkit

Working To End Homelessness Toolkit

Transitional Jobs Programs Toolkit

TANF and Transitional Jobs Toolkit

www.heartlandalliance.org/nationalinitiatives
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