MIND THE GAP NATIONAL WEBINAR SERIES, Session #6

Becoming a Trauma-informed Child Welfare Agency: The Waupaca County Journey

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Waupaca County Department of Health & Human Services

Tuesday, March 8, 2016
Today’s Session

• Introduction to Topic/Context & WDF
• Waupaca County DHHS Presentation
  o Introduction
  o Background & Context
  o Information Gathering & Planning Process
  o Strategy Description & Overview
  o Current Status & Implementation
  o Progress, Impact & Outcomes
  o Accelerators & Decelerators
  o Lessons Learned & Tips for Other Agencies

• Q & A
• Closing & Next Steps
Introduction, Background & Context
Introduction

• Discuss the implementation and the organizational culture change needed to become a Trauma Informed Health and Human Service Agency…

• Focus Areas
  • Trauma Informed Care
  • Workforce Development
  • Employee Retention
  • Secondary Traumatic Stress
  • Child Welfare Outcomes
Background & Context

Waupaca County Department of Health & Human Services
- Rural, Central Wisconsin
- Population of 55,000
- DHHS employs 125 staff
  - Public Health
  - Family Community Services
  - Behavioral Health
  - Aging and Disability Resource Unit
  - Economic Support
  - Waupaca County Industries
  - Business & Fiscal
  - Children & Families (CPS & JJ)

Administrative changes in 2012 led to a sense of URGENCY
A prerequisite for **success** is the perfect organization of the data needed for decision making.
Information Gathering & Planning Process

• **URGENCY**

• First Lady Walker Listening Session

• Consultation with State of Wisconsin’s Trauma Informed Care Coordinator

• Readiness Assessment ???

• Big Hairy Audacious Goals (BHAG)
Information Gathering & Planning Process (2)

• 2012 Professional Quality of Life Scale

  (B. Hudnall Stamm)

• High Staff Turnover

• Start/Stop/Continue
STRATEGY

"The culture of any organization is shaped by the worst behavior the leader is willing to tolerate."

Gruenter and Whitaker
Purpose/Goals/Desired Outcomes/Potential Benefits

- **Trauma Informed Workforce**
  - All DHHS

- **Competent & Confident Workforce**
  - Elite Workforce
  - Healthy Workforce

- **BHAG**
  - A Center of Excellence
Trauma Informed Care & Leadership

• Trauma Informed Care & Adverse Childhood Experiences Trainings
  o ALL Management Staff
  o DHHS Committee
• Creation of Trauma Informed Care Coordinator Position
• Book Clubs
• Intentional Recruitment
  o Announcement & Interview
  o Orientation
Creating a Trauma Informed Workforce

* All Staff Trainings on Adverse Childhood Experiences, Trauma Informed Care & Resiliency
  • Trauma Informed Care Committee
  • Adverse Childhood Experiences & Trauma Informed Care in Staffings
  • Secondary Traumatic Stress Training
* Organizational Effectiveness
  • Case Planning Training
  • Permanency Values Training
* All Agency Meeting on Becoming a Center of Excellence
* Reflective Practice at the Leadership Level
  • Youth Crisis Pilot Project
Essential Elements

• Trauma Informed Care Principles

• Leadership Charter

• Speak Your Peace Civility Tools
The Waupaca County DHHS vows to practice the following Trauma Informed Care Principles:

- Partner with Clients
- Be WELCOMING
- RESPECT Human Rights
- Be STRENGTH BASED
- Earn TRUST
- Offer a HELPING HAND
- Promote SAFETY
- Be PERSON CENTERED
- SHARE Power
Waupaca County DHHS Leadership Charter

As leaders in our organization, we believe our Core Values guide us in our work with colleagues, clients, and community members. We commit our passion and professionalism to incorporate the following principles in all that we do:

• We will model a Trauma Informed Approach.
• We will apply Civility in each interaction.
• We will inspire Future Leaders and support all those who seek guidance.
• We promote Collaboration and the building of Trusting Relationships.
• We seek to be the Center of Excellence in our community.

We promise to be strength-based, practice humility, promote equality, spark creativity, encourage and demonstrate compassion, and engage in civic duty as public servants.

We strive to deliver superior services, with distinctive lasting impact on the health of individuals, families, and our community.
Creating a Trauma-Informed Environment

- Environmental Changes
- SPARKS & Job Crafting
- Speak Your Peace Civility Tools
- T.H.I.N.K
“The better you are at surrounding yourself with people of high potential, the greater your chance for success.”
- John Maxwell
Progress, Impact and Outcomes

• **Professional Quality of Life Scale ~ 2015**
  
  (B. Hudnall Stamm)

  - **Secondary Traumatic Stress**
    - Waupaca = 11.0 (Average: 13)
  - **Burn Out**
    - Waupaca = 19.9 (Average: 22)
  - **Compassion Satisfaction**
    - Waupaca = 39.4 (Average: 37)
Progress, Impact and Outcomes (2)

PQLS – Waupaca County Child Welfare

<table>
<thead>
<tr>
<th></th>
<th>Waupaca County Workers 2012</th>
<th>Average</th>
<th>Waupaca 2015</th>
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<tbody>
<tr>
<td>Compassion Satisfaction</td>
<td>36.2</td>
<td>37</td>
<td>39.4</td>
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<tr>
<td>Burnout</td>
<td>25.7</td>
<td>22</td>
<td>19.9</td>
</tr>
<tr>
<td>Secondary Traumatic Stress</td>
<td>18.7</td>
<td>13</td>
<td>11</td>
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</tbody>
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Mind the Gap Webinar Series | Session 6 | March 8, 2016
A Service of the Children’s Bureau
Outcomes:
Out of Home Care for Children

- 0 Residential Placements
- 24% Overall decrease in OOHC
- Kinship Placements
- County Foster Home Placements
Progress, Impact and Outcomes (4)
Time to Permanence

% Reunified 12 months

- 2013: 21.43%
- 2014: 72.73%
- 2015: 66.73%

% Reunified 12 months
Progress, Impact and Outcomes (5)

Time to Permanence

Average Months in OOHC

- 2013: 16.9 months
- 2014: 6.8 months
- 2015: 10.1 months
Impact

• Empowering Staff
• Performance Evaluations
• Discipline Process
• Personal Impact
WE FULLY INTEND TO TAKE IT TO NEW LEVELS OF EXCELLENCE.

Ron Sachs
Accelerators

• Elite Staff
  o Intentional Recruitment
  o Continued Staff Development

• DHHS Committee

• Consultation and Support
  o Casey Family Programs
  o Anu Family Services
  o Jonathan Cloud
Accelerators: Collective Impact

- Waupaca County Caucus for Progress (WCC4P)
- Early Childhood Comprehensive Systems
- Rise Together and Heroin Task Force
- Mentoring Programs (Internal /External)
- Health Care Systems Community Plunges
- Fox Valley Technical College - Early Childhood Mental Health Summit & Students
- Cooperative Educational Service Agencies & DPI
Community Trainings
(Shared Language/Vision)

New London School District
Student Support Staff

Together For Children Conference
Community Care
(Waupaca, Outagamie, Calumet)

Indianhead Community Action Agency
Head Start

Waupaca County
Head Start/Early Head Start

Local Church

New London/Waupaca ThedaCare Plunge
Fostering Futures

UW-Oshkosh Nursing Students

Waupaca Rotary Club

Northern Region Training

Waupaca County Heroin Summit

New London Rotary

Walworth County DHHS
Shawano County ThedaCare Plunge

CESA 6

Fulfilling The Promise Conference
Collective Impact Webinar

Early Childhood Comprehensive Systems Webinar

Fox Valley Technical College
Early Childhood Students

Waupaca High School Teachers

New London Intermediate School
(5th-8th grade)

Healthy Families=Healthy Communities Conference

Early Childhood Mental Health Summit
Wisconsin Head Start Association Conference

Wisconsin Counties Human Services Association

Wisconsin Association of Family and Children Agencies
Decelerators

• Navigating the Culture Shift
  o Staff Feedback
  o Naysayers
  o TIC/ACEs is all about children
  o It doesn’t apply to me

• Negative Outcomes ≠ Trauma Informed Care

• External System Barriers

• Trauma Informed Care is a “get out of jail free card”
Continuing the Journey

- Continue with Community Trainings
- Future Community Collaborations
  - Law enforcement
  - Schools
  - Judicial
- Foster Care Program Revamp
- Prevention Programs and Resource Allocation
- Consumer Voice
- No more “Rule 84”
“Creating a trauma-informed organization is a fluid, ongoing process; it has no completion date.”

– A Treatment Improvement Protocol, Trauma-Informed Care in Behavioral Health Services, TIP 57 SAMHSA
Lessons Learned

• Focus your change efforts on your champions
• More/continual messaging
• Personal impact to staff
• Have the right people on the bus
• Stay Fierce!!!

We are not done yet…
Tips for Other Agencies

• Stay Fierce!!!

• *Trauma Informed Care is not a program it’s a philosophy*
  - No manual

• Leadership buy in is essential

• Engage all partners early on

• Entire agency is Trauma Informed

• Model Trauma Informed approach
"BE the Change
You wish to see in the world"

- Mahatma Gandhi

Questions? Comments?
Follow-up Learning Exchange

Tuesday, March 15, 2016 at 3 pm ET

• Please join us for a 60-minute follow-up webinar offering deeper interaction between the presenters and participants through facilitated discussion designed to enhance critical thinking on this important workforce development topic

• To register: http://bit.ly/NCWWWILearnExch6
Additional Resources

- **MyNCWWI:**
  - Organizational Environment
  - Evidence-based & Trauma Informed Practice

- **Related NCWWI webinars:**
  - ChildStat: Leading Systems-level Improvements based on Case-level Experiences
  - Design Teams & Learning Circles: Agency- & Unit-level Interventions for Improving Organizational Climate & Culture
Closing the Gap
Upcoming Sessions

June 2016:
Supporting Implementation of Evidence-based Practice: Agency & Community Change

Fall 2016:
Supervision
Contact Us

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Thank You!

Connect with Us

www.NCWWI.org