

Using a trauma-
informed
approach to heal
our communities



Pegah Faed, DrPH, MPH
Director: Our Children Our Families (OCOF)
Council pegah.faed@sfgov.org

Ken Epstein, PHD, LCSW
Trauma Transformed Leadership Coach
P.R.E.P For Change Consulting; kenepstein.org
Kensfsw1@gmail.com

A portrait of a smiling woman with dark, curly hair, wearing a black top, standing in front of a window.

A portrait of a young Black man with short hair, smiling, wearing a black tuxedo jacket, a white dress shirt, and a black bow tie. The background is a blue sky with white clouds. The photo is framed by a white border.A portrait of a Black man with short, dark hair, wearing a black hooded sweatshirt. He is looking directly at the camera with a neutral expression. The background is a red brick wall. The lighting is soft, coming from the front.

GEORGE FLOYD



SAME STORM DIFFERENT BOATS

Objectives



To understand Trauma-Informed Systems

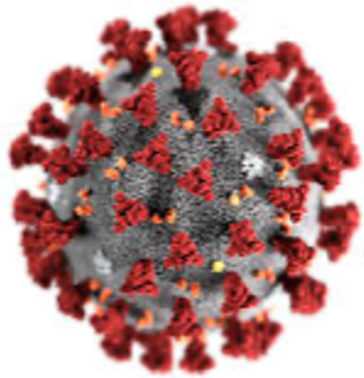


To understand the phases of pandemic response (4 R's) and the 5C's of leadership



Provide an example of a trauma informed response through HEAL SF

Trauma Informed Systems in the Time Of



COVID-19

Trauma
Understanding

Safety & Stability

Cultural Humility
& Equity

Compassion &
Dependability

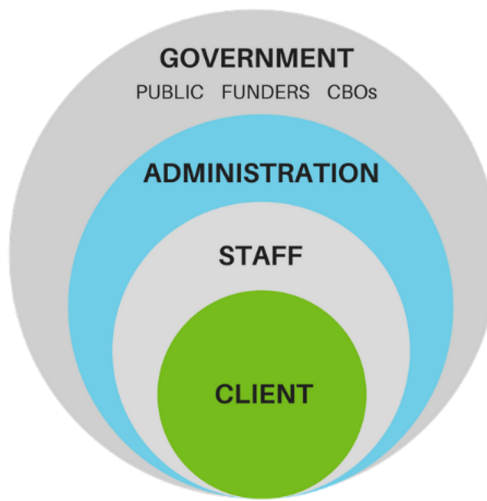
Collaboration &
Empowerment

Resilience &
Recovery



TRAUMA-ORGANIZED

- Reactive
- Reliving/Retelling
- Avoiding/Numbing
- Fragmented
- Us Vs. Them
- Inequity
- Authoritarian Leadership



TRAUMA-INFORMED

- Understanding of the Nature and Impact of Trauma and Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression



HEALING ORGANIZATION

- Reflective
- Making Meaning Out of the Past
- Growth and Prevention-Oriented
- Collaborative
- Equity and Accountability
- Relational Leadership

TRAUMA INDUCING

TO

TRAUMA REDUCING

Acknowledgments



- We are fighting a disease with no treatment or cure. We are in challenging and unpredictable times.
- We are each holding a multitude of feelings, responsibilities, fear, and joys -- at the same time.
- There are many responses to stress and uncertainty -- each of them valid.
- There critical need for reflection, inquiry, and prioritization of the most critical needs.
- There is no better opportunity to practice compassion and collective care than right now.
- The pandemic is new; the inequities it unmask are not new.

What do we know from SARS and emerging studies?

I am in one of the “high risk” groups. I wake up every morning searching for some indication that I might have this virus. I count the days from when I could have last been exposed. Then I go to work again, and start from the beginning.

I’m having a hard time sleeping. I keep waking up dreading going into work.

- **Learning from SARS in the early 2000’s**

In the midst of the crisis healthcare staff experienced traumatic stress, anxiety, increased suicide depression and health problems.

- **Early studies in China in the midst of COVID-19 (Feb 2020)**

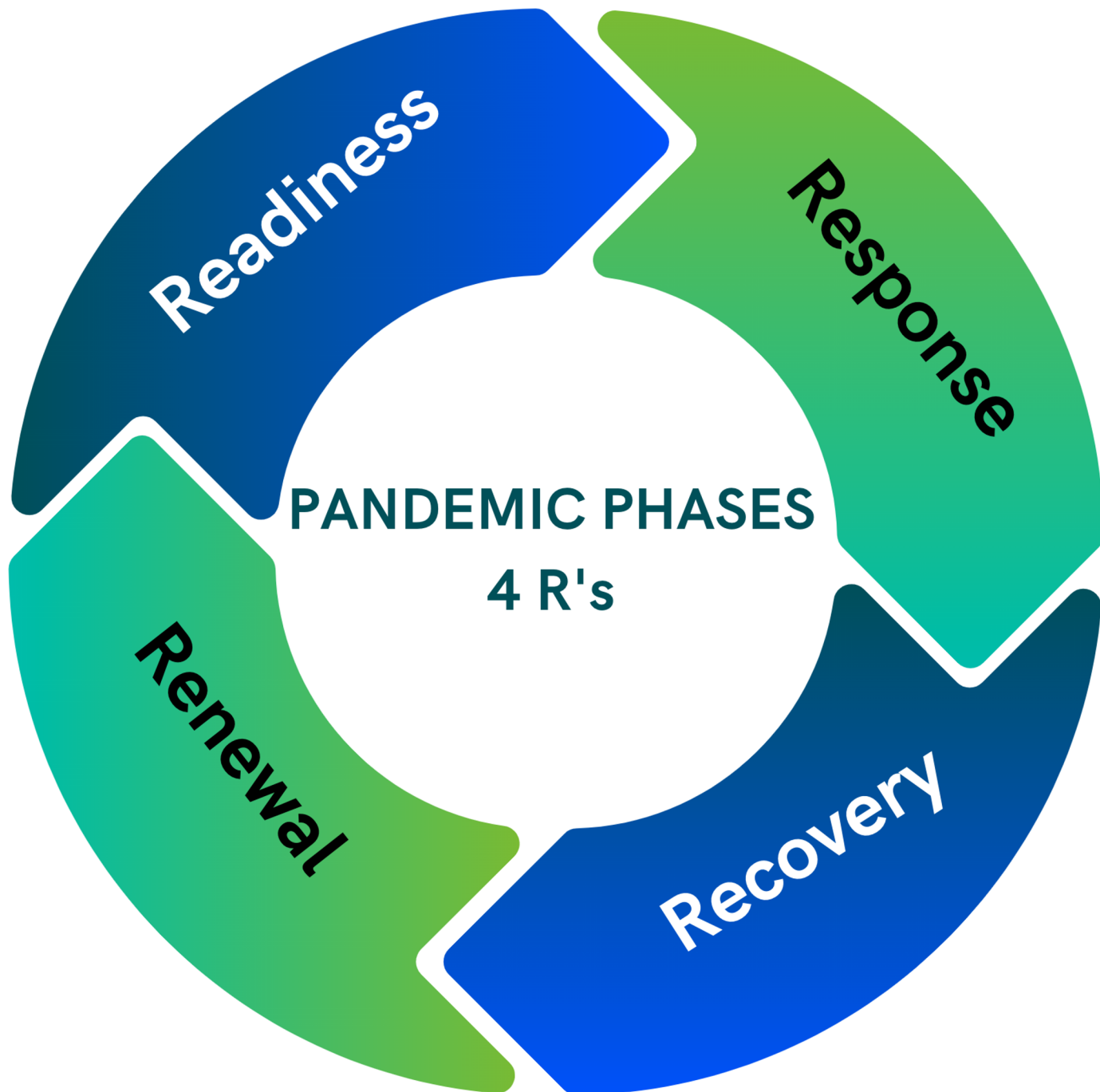
Healthcare staff reporting increase traumatic stress, sleep problems.

- **What is associated with more risk of stress/anxiety?**

Worrying about family members at home, past medical or chronic health, mental health history.

- **What we know is associated with buffering stress?**

PPE, breaks, deployment and post-deployment care, supervisor empathy as buffers.



GRIEF

n. [greef]

The natural reaction to the death of someone with whom you feel attached



Grief, Loss, and Rage:

- Specific supports for responding to patient grief, community loss absent connection, access to spiritual and cultural grieving norms, rituals, and practices for burial
- Addressing survivor guilt and blame, moral injury; loss of peer healthcare providers; understand grief presents as rage (mistaken for defiance)
- Have tiered levels of supports: Check-ins, debriefing, short-and long-term traumatic grief counseling
- Develop modified cultural, religious/spiritual and faith-based supports for grieving and collective grief circles; supporting hospital chaplain staff and services

Pandemic Phase: Readiness

Readiness

Pre-pandemic:

- Prepare + develop public education tool
- Support mental health disaster trainings
- Develop social marketing plan for information and resource sharing

Pandemic Phase: Response

Response

Crisis Response Phase: Protection +
Reduction of stress + Reassuring
response

Priority: Communication and planning for
needed messages and responses will be
critical.

Goals of interventions during response:

- Safety and survival
- Meet basic needs
- Effective communication incorporating
risk communication and skills for “new
normal” including social distancing
behaviors and routines

Pandemic Onset

Focus Points: Response Phase

- **Communication:** Wide dissemination of materials to normalize stress reactions and emphasize hope, resilience, and natural recovery (PHA's) Public Healing Announcements, Town Halls
- **Tipping Points:** Certain events that will either increase or decrease fear, helpful, or risk (deaths of children, new risk factors, shortages in supplies)
- **Surges in health care demands and frontline responder stress:** Self-care and peer-care training, fact sheets to mitigate panic and disruption for managing highly distressed individuals (mutual aid networks, campaigns, art)

Pandemic recovery period

Leaders develop wellness recovery plans for workforce (structures and strategies toward the following:

- Create & celebrate community/workforce ability to safely come together again
- Early and ongoing recovery supports focus on grief and bereavement, resilience and recovery, meaning-making and social cohesion
- Use partnerships + support groups to support community through memorials, rituals, and ceremonies to mourn and re-build collective care and support healing

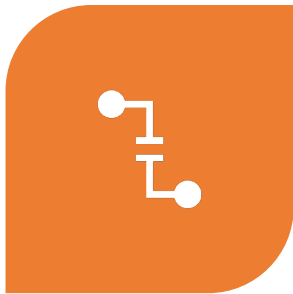
Workplace Return and Recovery Checklist



COMMUNITY
WELLNESS

STAFF WELLNESS AND
SUPPORTS

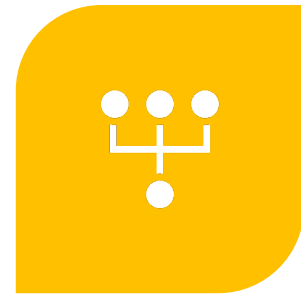
Workplace Return and Recovery Checklist



WHAT ARE KEY
COMPONENTS OF
RETURN TO WORK AND
RECOVERY?



WHAT ARE KEY
COMMUNICATION
STRATEGIES?



HOW WILL YOU
INFLUENCE THE
PROCESS?



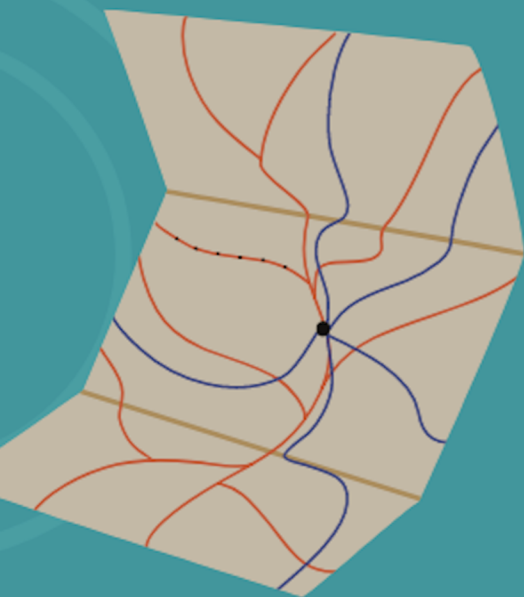
Pandemic Renewal Phase

The collective experiences evolve in some ways to surpass or grow beyond what came before the mass trauma or pandemic

- Reimagining systems and services; learn + embed
- Shared fates, collectivism, equity
- Greater appreciation
- New possibilities

4 R'S

Phases of a pandemic



We may be in many phases at once and may circle through phases. What is predictable, is preventable and in this spirit, the 4 R's give us a general roadmap to what we may experience in a pandemic, but also these are not linear and our experiences are unique.



5 C's of Leading During a Pandemic

Give People Clarity



Do

Keep staff up to date with clear, accurate and essential information.
Make quick decisions, but remember to invite communication re: impact.
Make clear written talking points for supervisors to ensure consistency.
Follow up hierarchical decisions with inclusive conversations re: impact.

Don't

Don't use too many words or assume people have same information.

Build Team Cohesion



Do

Reinforce that everyone holds a piece of the puzzle.
Reinforce that "all of us is better than one of us."
Trust and support others to speak vulnerably and freely.

Don't

Don't reinforce tendencies toward self-interest.
Don't say "I" more than "We."

Connect With Your People



Do

Be human, present, & available. Connection is central to healing.
Practice relational leadership. Listen carefully and address concerns.
Show care and concern before challenging others to grow or stretch.

Don't

Don't move too fast into problem-solving before connecting.

Communicate



Do

Communicate early and often. Use 3 R's: Review, Repeat, Reinforce.
Communication must clear, constant, consistent, multimodal.
Give talking points to all levels of supervisors for consistent messaging.
Use predictable methods: e.g regular check-ins, huddles, or email blasts.

Don't

Don't assume people know or can provide same information to others.

Have Courage



Do

Be positive, proactive, and honest.
Be definitive and take responsibility for your actions.
Prioritize progress over perfection.

Don't

Don't blame others for mis-steps.
Don't fall into analysis paralysis.



The 5 C's
Leading
through a
pandemic

Reflective and Relational Leadership

*TIS Leadership Competencies

Mindfulness & Reflection

Practice of cultivating awareness, contemplation, and deliberation. Long-term focused versus reactive. Creates opportunities for healing in real time and prevents reverting back to former structures and practices that re-produces stress and trauma.

Examples: Reflective supervision- Curiosity - Capacity to see & feel without reacting

Relational Leadership

Values centrality of relationship. Uses relationship and influence more than power and authority to affect change and systems transformation.

Examples: Frequent use of appreciation - Whole person consideration - Build cultures of staff connection and shared success - Express and hold emotion and vulnerability- Interact with transparency and trust



HEALS F

A comprehensive effort to provide immediate
and coordinated mental health services for
San Francisco's public, private, and non-profit
health care providers.

Heal SF Components

- Focus on aligning resources and strategies while addressing policies and practices that would promote healing centering equity, reparation and social justice.

LOGISTICS & COORDINATION

Coordinate between different health plans and service agencies to ensure access to resources and collaboration across public, nonprofit and volunteer efforts

EXPERT GUIDANCE

Convene a panel of trauma and stress experts to advise on how to better deliver trauma-informed mental health care through San Francisco's existing health care and community-based service systems, as well as promoting and aligning strategies that will buffer and potentially mitigate the impacts of prolonged stress on our residents.

HEAL SF COVID-19 RESPONSE FRONTLINE HEALTH

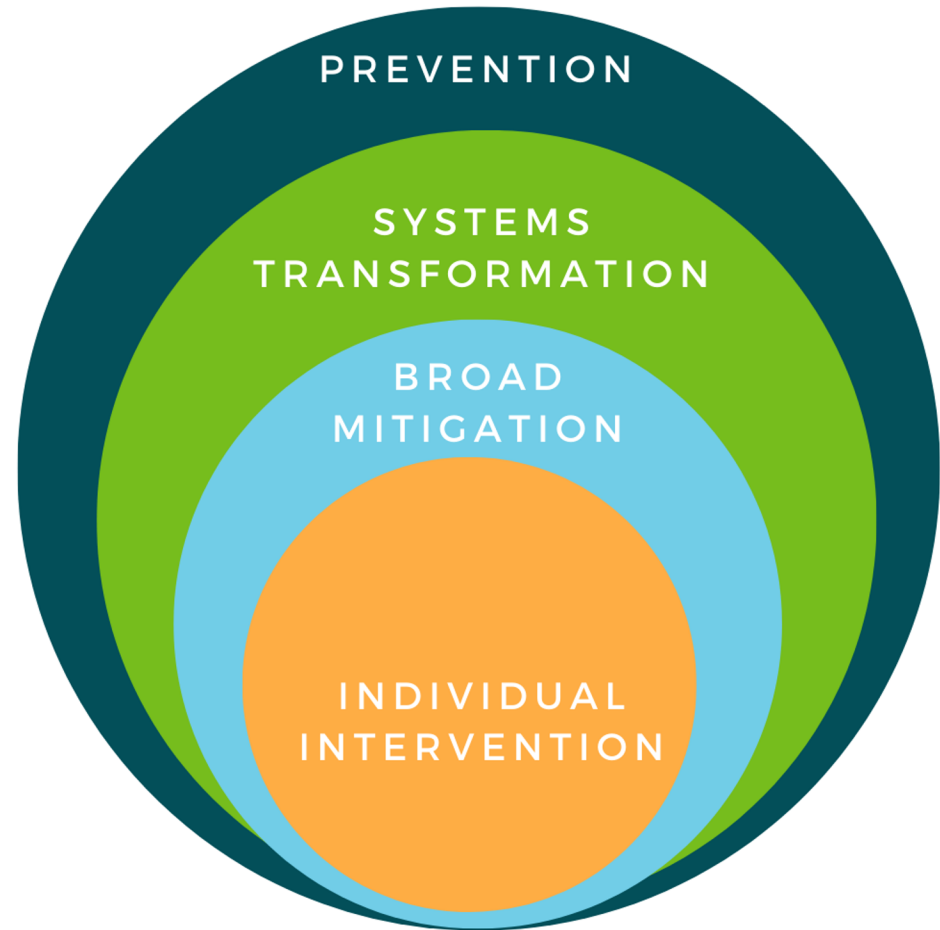
LAYERS OF HEALING

STAFF WELLNESS
PUBLIC EDUCATION

TRAUMA-INFORMED SYSTEMS
LEADERSHIP AND POLICY

STREAMLINED, ACCESSIBLE
RESOURCES
DIGITAL, MINDFULNESS 15 MIN

EAP
PRO-BONO NETWORK



Heal SF Projects

- 5C's of COVID 19: Clinical Guidelines for COVID 19 Response
- Heal SF ECE & SFUSD Workforce Supports
 - Rapid Response Phase
 - Recovery Phase
- Heal SF Workplace Return & Recovery Checklist

A large, textured orange watercolor splash graphic on the left side of the slide, with various shades of orange and some darker spots, creating a painterly effect.

Summing Up:

- Focus on Organizational Healing Through Trauma Informed Systems
- Practice Seeing; Being; Doing
- Leadership can be a buffer or an agent to mitigate further risk and loss
- Opportunity exists to align and coordinate to benefit the community and the workforce.

Resources

- Heal SF:
<https://healsanfrancisco.org/>
- Trauma Transformed:
<https://traumatransformed.org/healing-mass-trauma/>
- ACES Aware COVID-19:
<https://www.acesaware.org/heal/covid19/>



Thank you!

"May your choices reflect your hopes, not your fears."

- Nelson Mandela



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