



Trauma-Informed Leadership

Cindy Manginelli

Director of Community Engagement

National Health Care for the Homeless Council (NHCHC)

30 November 2022

WEBINAR GUIDELINES



- Mute yourself unless speaking
- Be as present as possible
- Listen deliberately
- Share generously
- Think outside the box
- Be gracious to one another
- Let us know if you are having any tech issues or need support
- Enjoy your time with colleagues!



Access to Care & Clinician Support

Recruitment & Retention

National
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Resources

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Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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Council (NHCHC)**

Trauma Informed Leadership

November 30, 2022

Presenter:

Cindy Manginelli

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Balance: Can you trust
me and support me?
Can you give me space
and structure?

Trauma and Resilience

The changing definition of trauma: an experience that is life threatening or threatens the existence and identity vs an extremely unpleasant or disturbing experience.

Resilience: the ability to adapt or to grow from adversity, stress, trauma



Understanding Staff Response: Operating out of my own trauma

Helpers often emerge from a personal history of trauma, adverse childhood experiences, crisis, etc.

Lived experience – compassion, understanding, realistic expectations, and more

Helping can facilitate my own healing

Understanding what will help and what will not

Understanding Staff Response: Operating out of my own trauma

Operating out of my own trauma can be unhealthy and dysfunctional.

This can compound my own trauma



Avoidance

- I will not let this hurt me again
- Disassociation, inability to empathize



Transference

- I expect the client to feel what I felt
- I will save, protect, or control them



Offended

- I feel what I believe the client feels
- I am offended/hurt for them

Why am I here?

Healthy Reasons

- To provide help and care
- To demonstrate love and compassion for my neighbor
- To equip
- To demonstrate hope and healing
- To provide options for those who feel trapped and stuck

Potentially Unhealthy Reasons

- To save those less fortunate or less able
- To parent (protect, control)
- To patrol (correct, monitor)
- To keep anyone from ever feeling what I felt (protect, control)
- To make amends

Encouraging Resiliency



I have what I need

- Support from leaders and peers
- Resources



I am sure of who I am

- My value is not determined by....
- I have a source of hope/identity



I can do what I am here to do

- I know what I can do and what I cannot do
- I can solve problems, ask for help, or offer regrets

Focus: Safety and Security

Staff safety is a top priority and they know it

Staff can talk about mistakes, fears

Job security

Confidence that staff are held accountable

Staff know when and how to share past or current trauma safely



Focus: Boundaries

Organizational Boundaries

Lack of boundaries as a primary source of compassion fatigue, moral injury, burnout, turnover, etc.

Mission

- What we do and why
- What we cannot do and how we refer, etc.

Job Descriptions

- What I am tasked to do
- Issues that I do not address and how I refer


Culture

- How do we enforce boundaries?
- How we encourage and inspire one another


Focus: Boundaries

Personal Boundaries


I see and engage the patient's suffering



I offer what I can to help



Patient chooses what is helpful to them.
Treatment/safety plan is created or help is rejected.



Patient departs and I am ok.

Focus: Mindfulness



Staff are encouraged to manage time, schedule, work space, home/work and supervisors support this



Staff understand personal triggers



Staff develop and maintain personal support systems and healthy coping mechanisms



System can address specific incidents, staff crisis, etc. in a trauma informed manner

Trauma Informed Leaders Provide Support, Empathy, and Truth

Support

- We see what you need
- Resources
- Structure

Empathy

- We understand what you are feeling
- Compassion
- Trust

Truth

- This is what we can offer
- This is what we can change/control
- This is what must be done

Resources

- [National Council for Mental Well Being - Fostering Resilience and Recovery: Change Concept 2](#)
- [National Council for Behavioral Health - Advancing Adult Compassion and Resilience: A Toolkit for Health Care Agencies](#)
- [National Council for Behavioral Health: Fostering Resilience and Recovery](#)
- [NHCHC: Trauma Informed Organizations Toolkit](#)

**NATIONAL
HEALTH CARE**
for the
**HOMELESS
COUNCIL**

Questions?

Thank you!
Please fill out the evaluation!



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FOR THE UNDERSERVED



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION



STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool \(Newly updated!\)](#)
- [Health Center Comprehensive Workforce Plan Template \(formerly Health Center Provider Recruitment & Retention Plan - Newly updated!\)](#)
- [Pay Equity Checklist](#)
- [MA/DA Retention Paper](#)
- [Financial Assessment Tool \(Updates coming this Winter\)](#)
- [Building an Inclusive Organization Toolkit](#)

[You can find all of the STAR² Center's free resources here](#)

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<https://chcworkforce.elearning247.com>

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

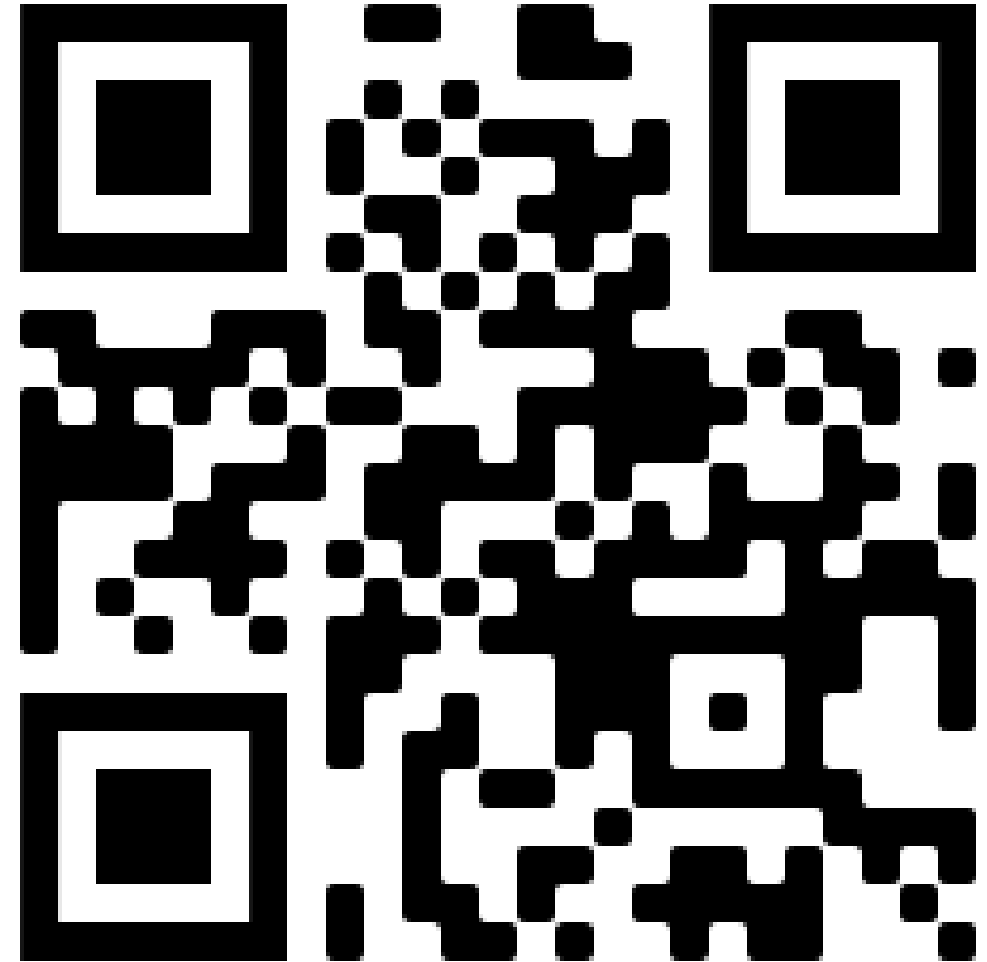
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THANK YOU!

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