



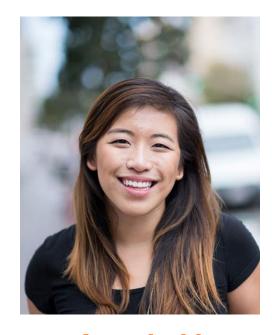
## Our Program Team



Veenu Aulakh, **Program Director** 

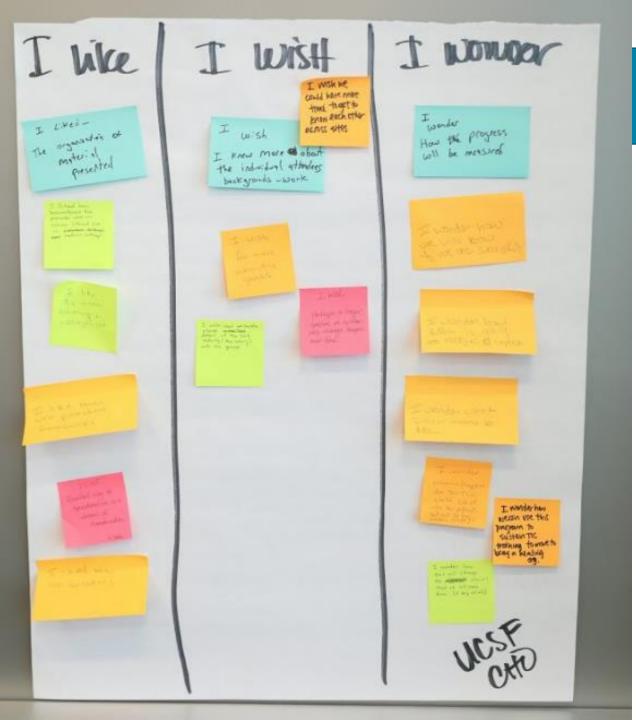


Megan O'Brien, **Program Manager** 



Angela Liu, **Program Coordinator** 





# Today's Agenda

- Welcome & Overview
- Creating & Sustaining Trauma and Resilience Informed Work Environments
- Key Perspectives, Strategies, & Tools for Assessing & Identifying Trauma & Resilience
- Assessing & Identifying Trauma & Resilience: Break Out Groups
- Evaluation Updates: Sharing & Discussing Results from the Baseline Assessment
- Team Time
- Looking Forward: Early Partnership Success Stories

## Team Sharing

# Trauma-Informed Care Training

- Petaluma Health Center
- LifeLong Medical Care
- Ravenswood Family Health Center

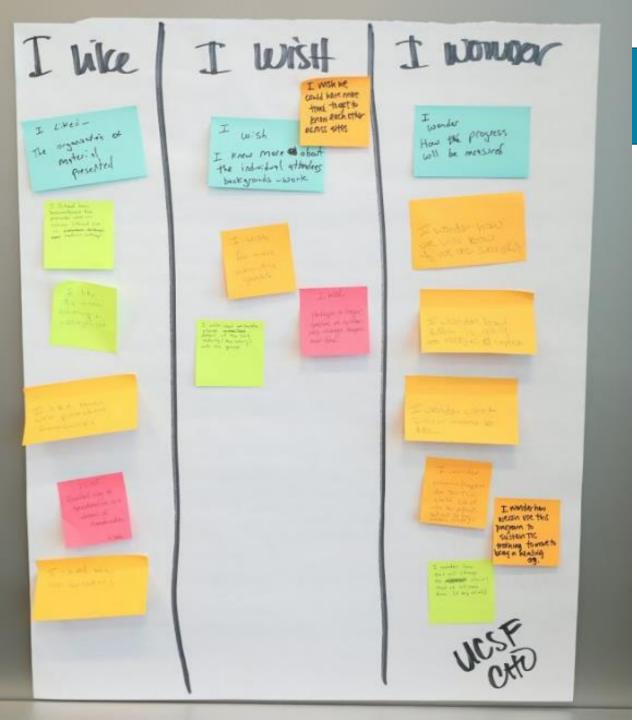
# Identifying & Assessing for Trauma and Resilience

- Marin Community Clinics
- UCSF Benioff Children's Hospital
- San Mateo Medical Center

Partnership Work

West County Health Centers





# Today's Agenda

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- Looking Forward: Early Partnership Success Stories

### **Potential Topic Areas**

What comes next after a positive screen?

???

Getting buy-in from frontline staff and providers

???

Working to engage families in the assessment process

???



# Housekeeping



Bathroom



WiFi



Take Breaks!





# Building On Resilience





"The ability to use adversity to its advantage allows bristlecones to evolve into living monuments of time."



## Resilience & Adversity Activity

- 1. Reflect on a difficult or challenging time in your life. It could be big or small. You won't be asked to share the specific example you are reflecting on.
- 2. Consider: Out of what time, what adaptive strategies have you incorporated into your life that have benefitted you?
- 3. Jot down your thoughts on a post-it note.





## Resilience & Adversity Activity

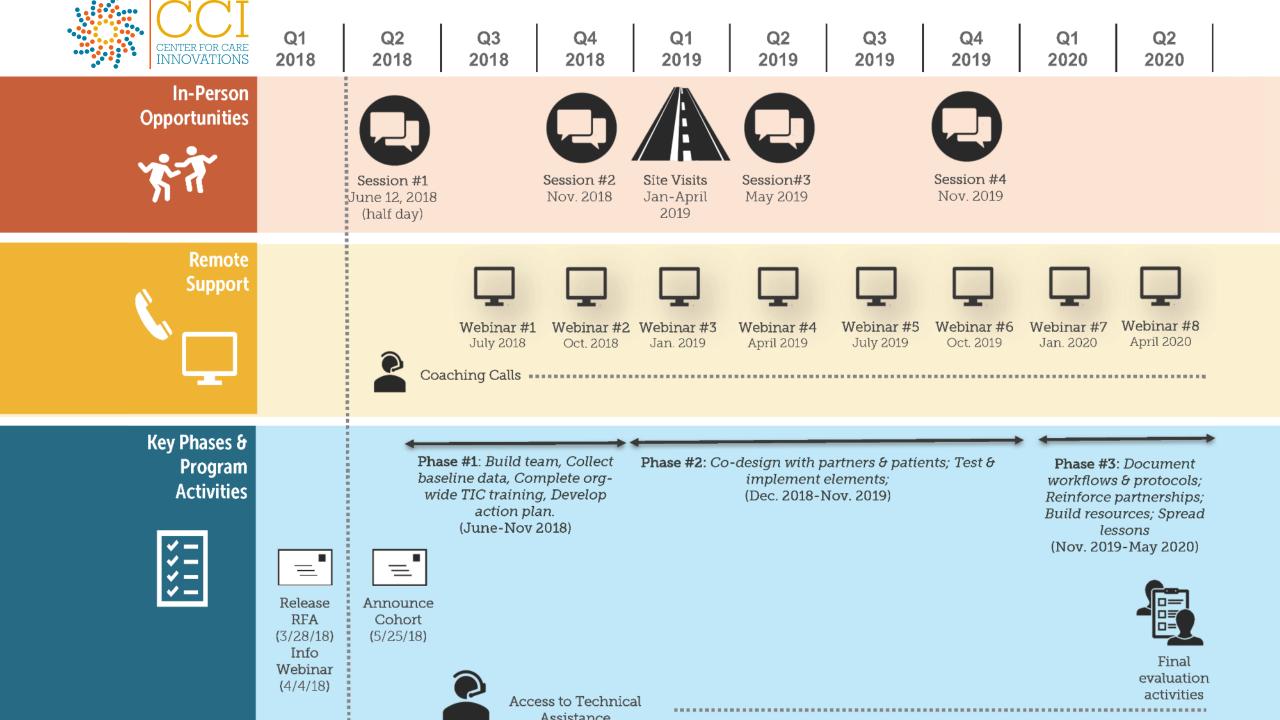
- 1. Find someone you don't know well. Introduce yourself. Share your adaptive strategies.
- 2. Remember you don't have to share the difficult/challenging time you were thinking of if you don't want to.
- 3. Thank the person who shared with you.
- 4. Find one more person & repeat the process.



### Reminder

While we are talking about trauma, we are also talking about resilience.





### Phases

### Phase 1: Deepen **Trauma-Informed Organizational Practices**

- Identify project team
- Identify TA needs
- Work with evaluator to define metrics
- Participate in organization-wide TIC training

### Phase 2: Test and **Implement Care Delivery Changes**

- Develop action plan
- Identify community partners
- Co-design strategies with partners, patients, and families

### Phase 3: Sustain and Spread

- Document workflows and protocols
- Reinforce and sustain partnerships
- Build referrals
- Spread lessons learned



# Phase 2: Test & Implement Care Delivery Changes



Develop a plan to identify the activities and approaches for implementation and how CCI technical assistance resources would support success

Begin testing and implementing the core elements

Identify community partners with expertise in early childhood interventions and aligned with goals of addressing trauma

Co-design strategies with community partners and patient advisory groups to ensure referral resources and coordination efforts meet needs



### Where We're At

- We are early. There isn't a roadmap or recipe book for doing this work.
- BUT there's a lot we can learn from others, including folks in this room.
- We know that there are a set of core ingredients to doing this work. But they need to be adapted to fit your environment.

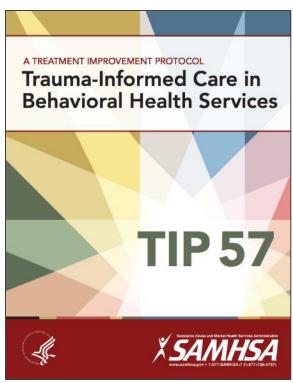




## **Key Resources**

#### SAMSHA Toolkit

https://store.samhsa.gov/shin/content//SMA14-4816/SMA14-4816.pdf



#### PICC Framework

https://picc.jhu.edu/the-toolkit.html



#### Office Environment

1. Develop and Foster a Trauma and Resilience-Informed Environment

#### Cı

#### Community Relationships

2. Build Relationships with Communities to Support Families

#### Fe

#### Family Engagement

3. Engage with Families in Their Own Care

#### As

#### Assess Health

4. Assess Whole Family Health and Resilience

#### Ad

#### Address Health

5. Address Whole Family Health and Resilience

#### Co

#### Coordinate

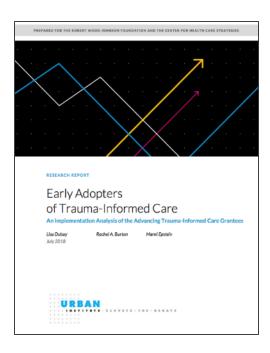
 Coordinate Services and Supports for Families



## **Key Resources**

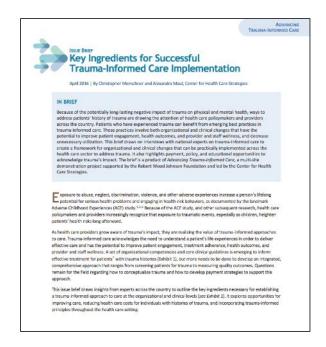
# CHCS: Lessons from their national collaborative

https://www.chcs.org/topics/trauma-informed-care/

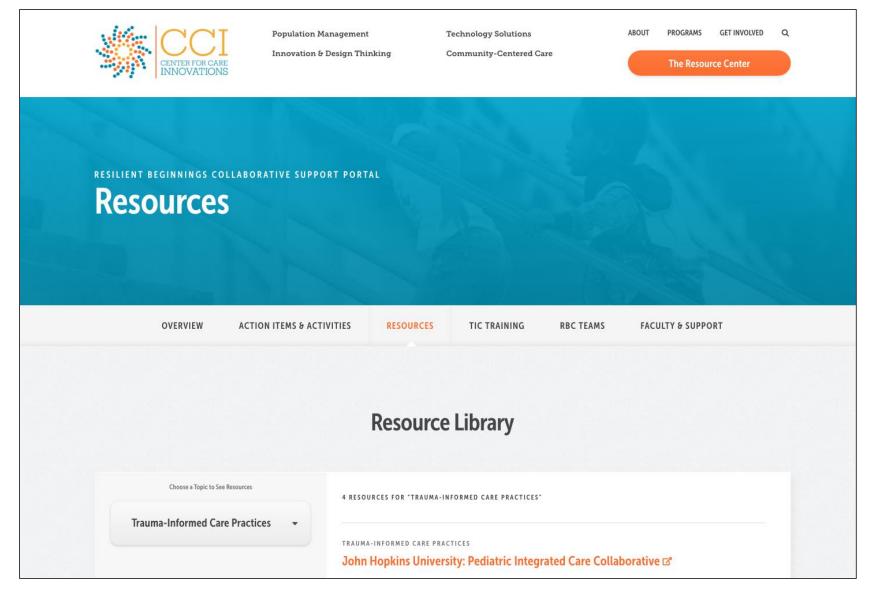


### **CHCS: Key Ingredients for TIC**

https://www.chcs.org/media/ATC-whitepaper-040616-rev.pdf

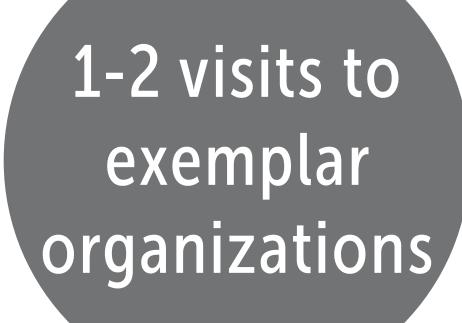






https://www.careinnovations.org/rbc-portal/

### **Site Visits**



- Intended to inspire teams and provide guidance for work in the program
- Location pending; 1 will most likely occur in Southern California & the other on the East Coast
- Expect to send up to 2 team members per site visit
- Will occur in first quarter of 2019









### Office environment



**O**e

#### Office Environment

1. Develop and Foster a Trauma and Resilience-Informed Environment

# **Team Presentations:** What worked, what didn't, and what's next?









### What was your training plan and approach?

- 200 employees
- Initial plan was four 2-hour sessions held on two separate days
   = 50 employees per session
- Sessions occurred on a morning set aside once a month for clinicwide meetings
- Coordinated closely with our Staff Development Director and Trauma Transformed

- After first round of trainings (2 sessions), we changed the logistics for the remaining 2 sessions.
  - Combined remaining groups into one large 100 person session
  - Allowed for a break time half-way through sessions
  - Provided coffee / snacks





### What worked well?

- Staff Development Director was able to quickly schedule sessions and coordinate logistics with Trauma Transformed
- As requested, we separated groups into a diverse mix of employees
- Good attendance
- Some employees voiced appreciation that this topic was considered important enough to be presented to entire clinic





### What could have gone better or differently?

- First round of trainings presenter did not click with employees. New presenter was used for second round of trainings.
- First round of training too much material for length of session. Improved second round.
- Would have liked more emphasis on organizational trauma and it's ultimate impact on patient care.
- Key executives did not attend trainings





# What advice or tips do you have for teams that haven't completed the training?

- Need to emphasize the "why" of the training both at the beginning and the end
- Work closely with Trauma Transformed to reach the message you are hoping to portray
- Allow time for breaks, coffee, nourishment





# What are your plans or next steps now that the training is complete?

- Re-train pediatric and behavioral health teams internally
  - Focus on importance of resiliency
  - Focus on organizational trauma and its ultimate impact on patient care
  - Introduce our pilot project
- Work with RBC/TT to create an executive level training that focuses on organizational trauma







# Petaluma Health Center

Alaina Cantor Tiffany Jimenez Jessicca Moore

### Training Plan

- All-staff 3- hour training
- o 2 large groups 250 people & 150 people
- Halloween celebration after
- Logistics & prep-work
  - Flyer to staff with 3 Talking points
  - Invitations, announcements about what & why

A.C.E.

(Adverse Childhood Experiences)
All Staff Training



### **COSTUMES ENCOURAGED!**



- Recognize toxic stress
- Understand the impact of early trauma
- Learn tools to build resilience
- Make PHC a healing place









### What went well

- Coordination with Presenters
  - Logistics
  - Slides review
  - What we want: Tools, connecting to fires
- All staff trained at the same time
- Videos / vignettes

# What could have gone better/differently?

- More bathrooms, stagger breaks
- Orientation for presenters to our services & culture
- Chance for us to review a few evaluations
- Not enough time to elicit additional input from staff
- More role play / practice with tools

## Advice for other teams

- Coordinate with Presenters
- Think carefully about logistics place, agenda, introductions, food, facilities, travel time, seating arrangement (we mixed it up)
- Combine with something fun!

## Next Steps

- More practice with skills, Role Play
- Outreach to each department how can leadership support making this a reality?
- Elicit feedback from staff / reminders about PEARLS in the team room, common work areas
- EAP find out more info, can we bring some services on site?
- Pair check ins
  - how do you feel (one word)?
  - One success this week?
- ACE Screening how & timeline



# Team Presentations: What worked, what didn't, and what's next?





#### Pre-Trauma Informed Care All-Staff Training RB 101

Dear LifeLong employee,

Over the next several months, we are asking all staff to attend and participate in a Resilient Beginnings 101 training to support our involvement in the Resilient Beginnings Collaborative. You will soon receive announcements from your direct supervisors and/or Angie Adams from LMC HR Department on Health Stream registration logistics.

#### What is the Resilient Beginnings Collaborative?

Our organization is excited to partner with the Resilient Beginnings Collaborative, which was derived from a partnership with Genentech Charitable Giving and the Center for Care Innovations (CCI). The Resilient Beginnings Collaborative is a learning program dedicated to addressing childhood adversity in pediatric safety net care settings. It has been created in order to strengthen organizational capacity and to prevent and mitigate the effects of trauma in young children and the workforce that interact with these young children.

#### What is the Resilient Beginnings 101 training?

The 2-hour Resilient Beginnings 101 is a foundational training on how trauma and stress impact individuals and the organizations that we work within, and how we can heal from the impact of trauma and build resilience on individual and organizational levels. This training will be part didactic, part inter-active and every participant will walk away with tools and takeaways.

All staff throughout our organization will attend this training over the next 2 months. Though the project focusses on families of children 0-5 years of age, all are invited to participate in the larger organizational change process through the Resilient Beginnings Collaborative. After the training, we will partner with Johns Hopkins University and pediatric safety net clinic coaches toward building more organizational resilience and trauma-informed practices. We are appreciative of your partnership in this collective transformation.

If you have questions about this training or would like more information about the Resilient Beginnings Collaborative, we encourage you to speak with your supervisor or a member of the RBC Core Team (Dr. Omoniyi Omotoso, LCSW Gillian Fynn and LCSW Anne Rockwood).

Thank you for all you do,

[Director's name and/or names of executive leadership staff e.g. Marty Lynch]

## RESILIENT BEGINNINGS

SAVE THE DATE OCTOBER 29, 2018



#### **GOALS FOR RESILIENT BEGINNINGS TRAINING:**

- · Build on existing LifeLong initiatives to build resiliency, and embed traumainformed and healing-centered practices that will support and strengthen families, communities, and ourselves.
- · To develop a shared understanding and language about early adversity, stress, and trauma.
- · To learn guiding principles and practical tools to support building cultures of resilience in our organizations and communities.

CHCN: 101 Callan Avenue, San Leandro, CA 4th floor Location:

Time/Date: October 29, 2018, 8:30am - 11:00am

#### Parking:

No longer free 2-hour parking on the first floor. You must pay for parking. Park on the 4th floor & use credit/debit to pay for your spot: \$2.50 You'll need to know your license plate for the machine.







# Trauma-Informed Care Workforce Development

Elisa Nicholas, MD, MSPH, FAAAP

Chief Executive Officer

**Resilient Beginnings Collaborative Convening** 

November 01, 2018

## Everychild Bright Beginnings Program

#### Step One

Capacity Building & Training in Trauma Informed Care

- EBBI Advisory Council
- EBBI Staff
- Clinic Leadership
- All Clinic Staff
- All Staff with Patient Contact

#### Step Two

Identify Target Population

- Prenatal Patients
- New Moms, Dads and Caregivers
- Children zero to four (0-4) years of age
- Caregivers of zero to four (0-4) years of age

### Step Three

Screening

#### For the Child

- PEDS
- MCHAT
- Sensitive and Probing Questions

#### For Parents/Prenatal

- Family/Pregnancy Wellbeing Survey
- Sensitive and Probing Questions
- Edinburg Postnatal Depression Scale

#### **Step Four**

Assessment and Stratification

#### **High Risk**

- Intake Interview & Assessment which includes Patient Health Questionnaire (PHQ9) for depression, and the Generalized Anxiety Disorder Assessment (GAD7)
- Referrals & Linkage

#### **Medium Risk**

- Intake Interview & Assessment
- Referrals & Linkage

#### **Low Risk**

- Resources
- Referrals & Linkage

#### **Step Five**

Patient Care Plan Interventions

#### Based on Intervention Level

- Multidisciplinary Case Consultation
- Case Management,
- Medical Legal Partnership
- Home Visits
- Advocacy
- Resources

#### Classes

- Breastfeeding
- Cooking classes
- IPV Support Group
- Individual Therapy
- Infant Massage
- Parenting & Attachment
- Postpartum Depression
- · Project Fatherhood
- Storytime
- Walking groups





- National Council for Behavioral Health (NCBH) Learning Collaborative Participation
- Two-day NCBH Training—Cheryl Sharp, MSW, ALWF and Karen Johnson, MSW, LCSW
  - Training with leadership
  - Training with all staff
  - Meeting with Everychild Bright Beginnings Initiative (EBBI) Advisory Group
  - Post training check-in with all sites
- Ongoing training to new staff
  - Integration of 2-hour training into new hire orientation
  - Motivational interviewing and peri-partum depression training for MD/NP



# Workfo

## **Workforce Development and Best Practices**

- Clinical Provider Training
  - Recognition of signs and symptoms of trauma

Child's Response to Trauma: Misunderstood Causes in Young Children				
Response	More Common in	Misunderstood Cause		
<ul><li>Detachment</li><li>Numbing</li><li>Compliance</li><li>Fantasy</li></ul>	<ul> <li>Females</li> <li>Children with ongoing trauma/pain</li> <li>Children unable to defend themselves</li> </ul>	<ul><li>Depression</li><li>ADHD inattentive type</li><li>Developmental Delay</li></ul>		

Content source: The American Academy of Pediatrics Trauma Toolkit: The Medical Home Approach to Identifying and Responding to Exposure to Trauma



- Clinical Provider Training
  - Recognition of signs and symptoms of trauma

Child's Response to Trauma: Misunderstood Causes in Older Children				
Response	More Common in	Misunderstood Cause		
<ul><li>Hypervigilance</li><li>Aggression</li><li>Anxiety</li><li>Exaggerated Response</li></ul>	<ul> <li>Males</li> <li>Witness to Violence</li> <li>People able to fight or flee</li> </ul>	<ul> <li>ADHD</li> <li>ODD</li> <li>Conduct disorder</li> <li>Bipolar disorder</li> <li>Anger management difficulties</li> </ul>		

Content source: The American Academy of Pediatrics Trauma Toolkit: The Medical Home Approach to Identifying and Responding to Exposure to Trauma



- Clinical Provider Training
  - Recognition of signs and symptoms of trauma

Child's Response to Trauma: Bodily Functions			
Symptom(s)	Function	Central Cause	
<ul><li>Difficulty falling asleep</li><li>Difficulty staying asleep</li><li>Nightmares</li></ul>	Sleeping	Stimulation of reticular activating system	
<ul> <li>Rapid eating</li> <li>Lack of satiety</li> <li>Food hoarding</li> <li>Loss of appetite</li> <li>Other eating disorders</li> </ul>	Eating	Inhibition of satiety center, anxiety	
<ul><li>Constipation</li><li>Encopresis</li><li>Enuresis</li></ul>	Toileting	Increased sympathetic tone, increased catecholamines	

Content source: The American Academy of Pediatrics Trauma Toolkit: The Medical Home Approach to Identifying and Responding to Exposure to Trauma



- American Academy of Pediatrics (AAP) Toolkit
  - Paid provider staff for time to review
- Topics Include
  - Adverse Childhood Experiences and the Lifelong Consequences of Trauma
  - Addressing Adverse Childhood Experiences and Other Types of Trauma in the Primary Care Setting
  - The Medical Home Approach to Identifying and Responding to Exposure to Trauma
  - Bring Out the Best in Your Children
  - When Things Aren't Perfect: Caring for Yourself and Your Children
  - Protecting Physician Wellness: Working With Children Affected by Traumatic Events
  - Continuing Medical Education (CME) (i.e. psychiatrists)
    - "The Healing Fields" Symposium on Trauma, Healing and Resiliency featuring psychiatrist Dr. Richard Mollica, Director of the Harvard Program in Refugee Trauma



# Safe and Secure Environments • Physical Safety

- Implemented friendly, engaged security staff
- Personal and Emotional Safety
  - Ongoing training with staff regarding interactions that promote personal and emotional safety
- Environmental Setting
  - Tea & coffee
  - Renovations at acquired & existing sites



## Patient Voice, Choice and Collaboration

- Recognition of relationship between staff morale/satisfaction and patient satisfaction
  - Employee Satisfaction Advocacy Team (ESAT)
  - Staff and patient satisfaction surveys that have integrated assessment of a trauma informed approach
  - Patient voice through consumer board member and EBBI advisory board members
- Recognition that screening of patients sometimes triggers secondary or vicarious trauma in staff
- Addressing issues through an equity and cultural lens in both patients and workforce
  - Special Populations in Long Beach
- Policy & procedures respect patient voice, choice, and collaboration





## **Early Screening and Comprehensive**

### **Assessment**

- What Screening Tools & How to Implement
- SCREENING IS NOT THE END ALL, BUT IS A MEANS TO OPEN THE CONVERSATION
- How to help staff engage & open that conversation
- Role of trust & relationship



## **Early Screening and Comprehensive**

#### **Assessment**

- Challenges Faced Implementing a Trauma-Informed Approach
  - System—who, what, when, where?
  - Vicarious trauma
  - Staff discomfort with answers
  - Different personality types or styles of staff
  - Patient discomfort with surveys and questions
  - Potential triggering of staff and/or patients by questioning and/or questionnaire



## Continuing the Journey: A Trauma-Informed Workforce

- Onboarding: 2-hour training
- All staff ongoing training at bimonthly meetings and e-learning
- Role of videos/presentation
- Stress reduction education/classes/books (Stress Free for Good)
- Supervision/Management Training
- Physician/Resident Education
- Policy & Procedure Revision
- Confirmed that EAP uses Trauma-Informed therapists
- Employee Health Insurance covers mental health

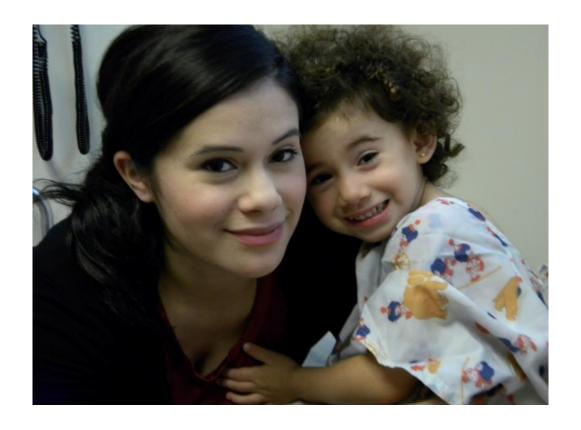


# Taking the Trauma-Informed Approach to Workforce Beyond our Doors

- Changing the lens of the community
  - Instead of asking "What's wrong with you?" ask "What happened to you?"
- Touching those who work with children and families
  - City Agencies
  - School District
  - Law Enforcement
  - Department of Child & Family Services
  - Health Department
  - Community Physicians
  - Community-Based Organizations
  - Faith-Based Organizations
- MHSA LACDMH Innovation 2 Grant
- Goal: Trauma-Informed and Resilient City and Beyond







**Adversity is not destiny** 

Love over violence



## Acknowledgements













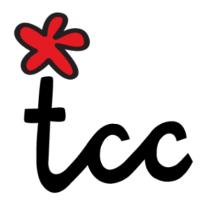
American Academy of Pediatrics



DEDICATED TO THE HEALTH OF ALL CHILDREN™







## The Children's Clinic

"Serving Children & Their Families"

Elisa Nicholas, MD, MSPH
Chief Executive Officer
(562) 264-3551
enicholas@thechildrensclinic.org





Tools for Assessing & Identifying Trauma & Resilience





## Assessing and Identifying Trauma and Resilience:

Tools and Strategies from the PICC Collaborative

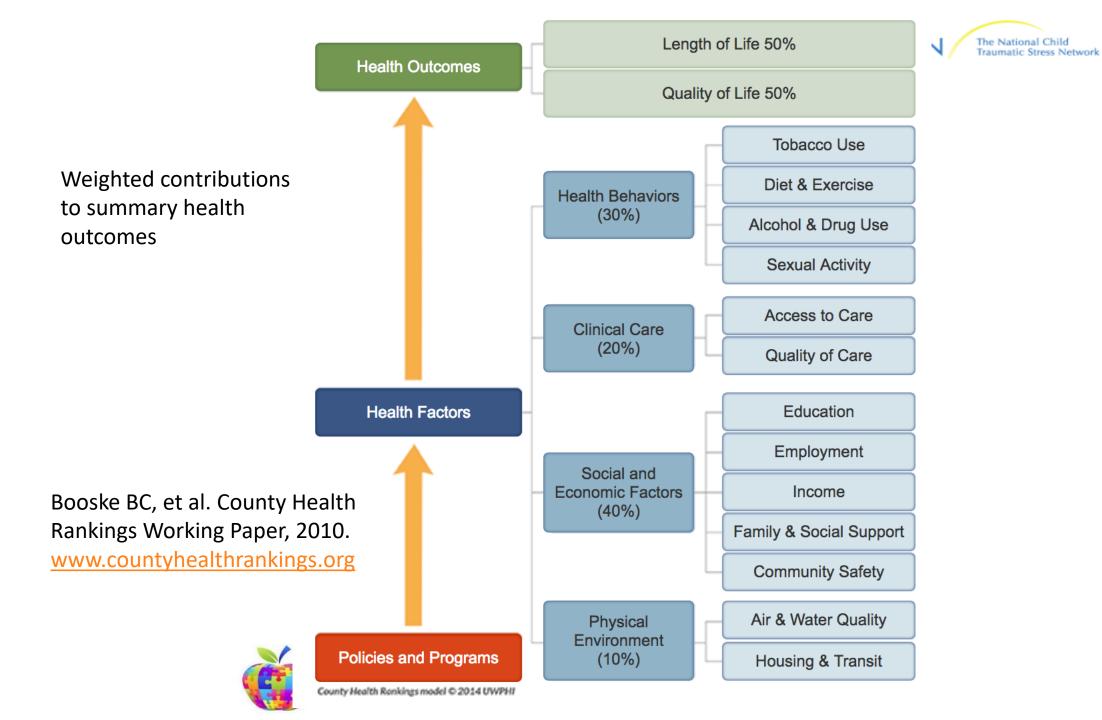




## Trauma-Informed Integrated Care











## No ideal "screener"

- Integrates range of primary care concerns
- High enough positive predictive value
- Helps differentiate possible conditions
- Accounts for disagreement among observers
- Valid across cultures/languages/literacy issues





## But screening is helpful

- Systematizes process
- May create a value that can be tracked over time
- May be of use in assessing coverage of population
- Signposts site's openness to discuss subject
- Give people time to prepare, process, before visit





	A. Partner with families to understand their family and community context	
Goal 1. Understand Families' Assets and Risks	B. Use appropriate and effective tools that examine risks, needs, and protective factors	
Goal 2. Engage Families Using Information Learned	A. Use results to engage and partner with all families	





## Thoughts?

- While trauma informed care offers an important lens to support young people who have been harmed and emotionally injured, it also has its limitations. I first became aware of the limitations of the term "trauma informed care" during a healing circle I was leading with a group of African American young men. All of them had experienced some form of trauma ranging from sexual abuse, violence, homelessness, abandonment or all the above. During one of our sessions, I explained the impact of stress and trauma on brain development and how trauma can influence emotional health. As I was explaining, one of the young men in the group named Marcus abruptly stopped me and said, "I am more than what happened to me, I'm not just my trauma". I was puzzled at first, but it didn't take me long to really contemplate what he was saying.
- The term "trauma informed care" didn't encompass the totality of his experience and focused only on his harm, injury and trauma. For Marcus, the term "trauma informed care" was akin to saying, you are the worst thing that ever happened to you. For me, I realized the term slipped into the murky water of deficit based, rather than asset driven strategies to support young people who have been harmed. Without careful consideration of the terms we use, we can create blind spots in our efforts to support young people.
- https://medium.com/@ginwright/the-future-of-healing-shifting-from-trauma-informed-care-to-healing-centered-engagement-634f557ce69c





## Examples from PICC

## Element 4. Assess Whole Family Health and Resilience

- Prepare families for screening questions ahead of time (must be more than handing families a checklist with "loaded" questions)
- Identify and screen for <u>social determinants of health</u> in primary care
- Develop <u>universal</u> trauma-informed screening processes (e.g., questions asked by nurse when rooming; completing questionnaire in waiting room, etc.)
- Be prepared for reactions and responses (consider what and when questions might be triggering)
- Use the conversations around screens as an in-office intervention
- Use warm, real-time "hand-offs" and processes to respond to what families identify (e.g., social workers, Health Leads, food security access)
- Think broadly about the intersections between trauma-informed care, social determinants of health, racial justice, and equity







### Interacting Layers of Trauma and Healing

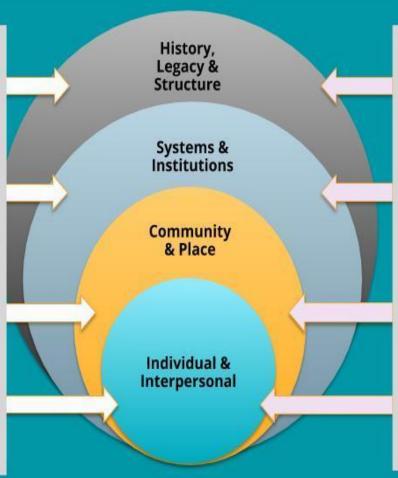
#### Dehumanization and Distress

Nation Building by Enslavement, Genocide, Colonization, Economic Exploitation, Displacement, Cultural Hegemony, White Supremacy

Systemic Subjugation of POC by Interacting Policies & Systems: War on Drugs, Mass Incarceration, Segregation (de jure and de facto), Anti-Immigrant Policies, Climate Violence, Media Assaults, Displacement & Redlining

Atmospheric Distress that includes Interpersonal, Family, Community Violence & Exposure; Sexual Exploitation, Lack of Safe Passage & Safe Spaces, Underinvestment, Oversurveillance

Embodiment and Expression of Distress through Personal Traumatic Experiences; Bullying, Family Systems Stressors, ACEs, Shame and Blame, Generational Transmission



#### Liberation and Healing

Collective Liberation by Truth & Reconciliation, Reparations, Redistribution, Open Borders/No Borders, Multi-racial Solidarity, (Re)imagined Social Compact

Lead with Love and Justice by Healing-Centered & Restorative Practices, Listening Campaigns, Collective Care, Adaptive, Responsive, and Proximate, Power-sharing (Nothing about us without us)

**Build Beloved Community** by Radical Inquiry, Popular Education and Culture Building, Celebration and Affirmation; Healing Spaces, Arts & Expression, Base & Power-Building

Honor Resilience and Fortitude by Listening & Validating, Processing/Integrating Personal Traumatic Experiences, Family Healing, Tailored Supports & Opportunities, Loving Connections & Structure







## An Example of a Tool: Adapted SEEK



## Menominee Tribal Clinic Parent Screening Questionnaire



Dear Parent or Caregiver: Being a parent is not always easy. We want to help families keep their kids safe. The questions below are about problems that affect many families. If there is a problem we'll try to help. We want to help you be the best parent you can be. Attached is some information you may find helpful.

Please answer the questions about your child being seen today for a check up. This is voluntary. You don't have to answer any questions you prefer not to.

Do you need the number for Poison Control? Do you need a smoke detector in your home? Does anyone smoke tobacco in the home or the car? In the last year, did you worry that your food would run out before you got money or Food Share to buy more? Do you often feel your child is difficult to take care of? Do you sometimes feel frustrated with your child? Do you wish you had more help with your child?
Do you need a smoke detector in your home?  Does anyone smoke tobacco in the home or the car?  In the last year, did you worry that your food would run out before you got money or Food Share to buy more?  Do you often feel your child is difficult to take care of?  Do you sometimes feel frustrated with your child?
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Do you often feel your child is difficult to take care of? Do you sometimes feel frustrated with your child?
Do you sometimes feel frustrated with your child?
Do you wish you had more help with your child?
Do you often feel under extreme stress?
In the past month, have you felt down, depressed or hopeless
In the past month, have you felt little interest or pleasure in things you used to enjoy?
In the past year, have you been afraid of your partner?
In the past year, have you or anyone in the home had a problem with drugs or alcohol?
In the past year, have you felt the need to cut back on drinking or drug use?
In the past year, has your child lost someone close to them?
In the past year, did anyone close to you have a serious injury, illness, or accident?
Are there any other problems you'd like help with today?
<

Preamble
may be the
most
important
part!!!



Adapted from: University of Maryland School of Medicine





## Screening Related to Health Leads

He	alth Leads connects Harriet Lane Clinic patients to available resources in the clinic $\epsilon$	or communi	ty
iuardian i	name;Phone;		
hild's nai	me: Child's DOB:		
ddress:	City: Zip:	p:	
	Would you like help with any of the following?		
	Finding food (Food pantries)	Yes	N
	Finding housing search resources and emergency shelters		N
8	Paying utility bills (gas, electric, water, phone)		N
	Finding job resources or job training programs		N
3/2	Finding health insurance or healthcare providers		N
•	Finding adult education classes (GED, ESL, vocational schools)		N
9	Applying for public benefits (Food stamps, TCA, WIC, SSI/SSDI)		N
	Finding childcare or daycare programs		N
7	Finding safety information or other supplies (childproofing, clothing, diapers)		N
-	Finding legal resources		N
	Finding transportation to clinic appointments	Yes	N
	Clinic:ContinuityAcuteIPCAdolescentSpecialty	,	
	ing provider: Patient Sticker o	4	













Pediatric Integrated Care Collaborative (PICC)
Improving Primary Care's Capacity to Provide Whole Family Care in the Context of Community



# ACEs Screening in Pediatrics – Tips & Lessons Learned



# Challenges to Universal ACEs Screening

- Lack of time
- Lack of provider comfort and fear of incorrect information
- Perceived negative patient reaction
- Concerns regarding strength of referral system
- Fear of clinic liability and increases in cases of mandated reporting
- Questions about tools and scientific foundation
- Perception that ACEs pertain to only certain populations
- Perception that ACEs are outside physician core function

# Easing Physician Anxiety

- ACE Screening is one tool to gauge risk and determine follow-up
  - Not all problems are going to be solved at one appointment!
- Often, the resources for intervention already exist at the clinic, they may just need to be re-organized
  - Look outside traditional behavioral/mental health for resources
- ACEs Screening enhances standard care by providing physicians with additional information, a tool for patient education and a way to identify and assist children who may have otherwise been missed

# Making screening a reality in your practice

- Implement a Performance Improvement Project
- Get buy-in at all levels of the practice
- Incorporate into annual well-child visits
- Start with a pilot population
  - Starting with a smaller targeted population can help to get buy-in
- Bring EHR/IT team into the discussion early



### Documentation in Patient Record

- Needs methodical planning of documentation with reporting and data analysis in mind
- Bring IT build representatives and report builders to the table during planning discussions
- Consider target population in discussions for report planning (visit type, age)



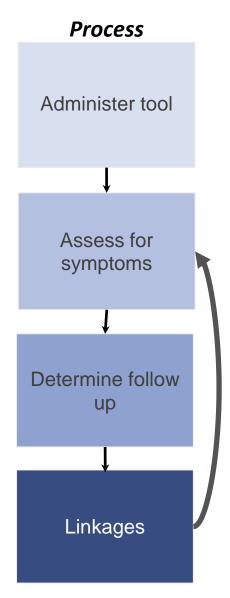
## Outcome and Performance Measures

(1) % of patients screened						
Numerator	The number of patients in a given month that were screened using an ACE questionnaire					
Denominator	The number of patients in a given month that were eligible* for the ACE questionnaire (write out what definitions for eligible patients)					
(2) % patients with positive ACE score						
Numerator	The number of patients screened in a given month with a positive* ACE questionnaire score (write out definition for positive)					
Denominator	The number of patients in a given month that were screened using an ACE questionnaire					
(3) % patients positive ACE score patients that have appropriate referral						
Numerator	The number of patients referred to additional services/resources related to positive ACE screen					
Denominator	The number of patients screened in a given month with a positive ACE questionnaire					

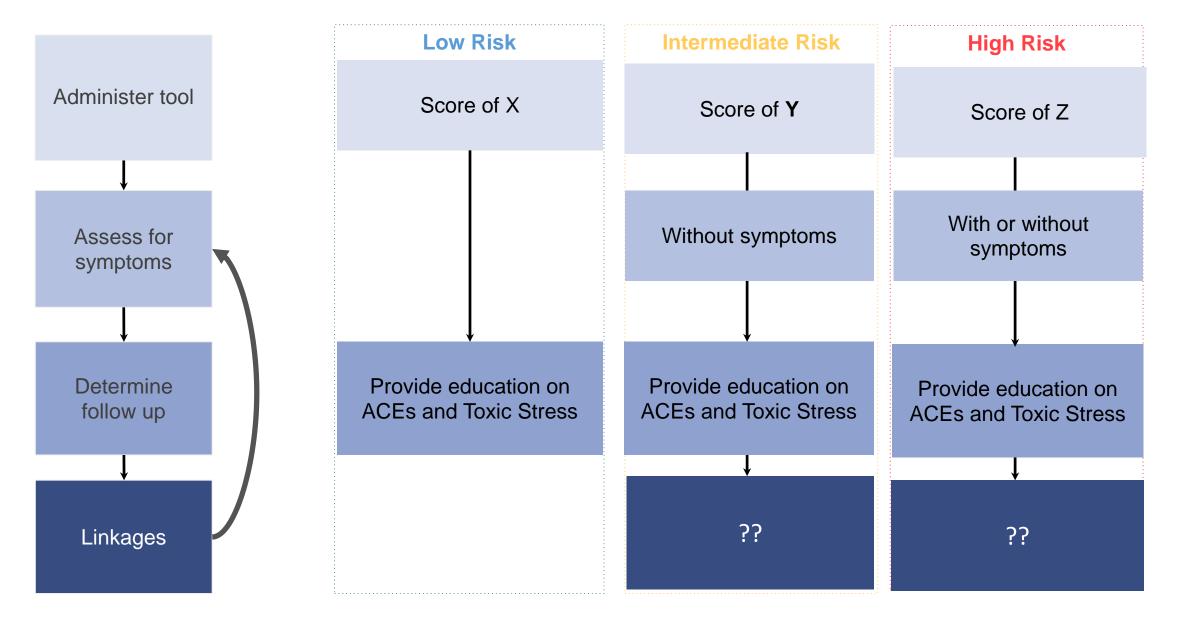
# ACEs Screening Protocol Development

- Clear rationale for ACEs screening
- Population and screening intervals selected
- Identify screening tool to be utilized
- Outline scoring algorithm
- Develop education and intervention plan

# Ex: Screening workflow



# Ex: Scoring Algorithm



# **Clinical Symptoms**

### **Inflammatory Responses**

- Frequent asthma exacerbations
- Frequent eczema flaring
- Frequent colds
- Frequent infections such as ear infections or pneumonia

### **Endocrine System Responses**

- Diabetes
- Difficulty keeping weight on
- Frequent abdominal pain
- Obesity
- Poor growth
- Constipation
- Weight gain or loss
- Difficult/irregular menses
- Early or late onset of menses/puberty

### **Neurological System Responses**

- New onset, or recent increase in anxiety
- New onset, or recent increase in depression
- Enuresis/Encopresis
- Behavior problems- impulsivity, oppositional defiance
- Frequent headaches/migraines
- Inconsolable crying
- Difficulty sleeping or nightmares
- Disassociation/apathy
- Regular Drug, alcohol, tobacco use
- Risky sexual behavior- frequent sexual activity, multiple partners, lack of use of condoms/contraception
- Self-Harm –cutting, suicidal Ideation/attempt
- School problems- school avoidance, frequent absence, poor/failing grades
- Learning problems- increase in ADD, ADHD symptoms

### Referrals & Interventions – 3 Tiers

- Clinical Response
  - Early detection through screening
  - Patient Education
  - Anticipatory Guidance
  - Screen = intervention = increased rapport
  - Clinical management & considerations using an ACEs lens
- 6 Domains of Intervention (sleep, nutrition, exercise, mindfulness, mental health, and healthy relationships)
  - Prompt therapeutic interventions & enhancing protective family factors
- Additional intervention supports
  - Modifiable factors (housing, food, etc)
  - Parenting support

# Anticipatory Guidance & Patient Education

- Anticipatory guidance, specific to the age of the patient, includes information about the benefits of healthy lifestyles and practices that promote wellness, coping with a chronic disease, or prevention
  - Anticipatory guidance topics can be used as prompts to ask open-ended questions so that the parent and physician can have a timely, relevant, and appropriate discussion that meets everyone's needs. The following Anticipatory Guidance handouts are available on the NPPC website:
    - Building Resilience
    - Nutrition and Exercise
    - What is ACEs Screening?
    - Toxic Stress
    - Self-Regulation





### Did you know that Adverse Childhood Experiences can be harmful to your child's health?:

- Adverse Childhood Experiences (ACEs) can cause harm to a child's developing brain and body, influence behavior and learning, and lead to overall health problems.
- These long term changes, in the absence of a supportive caregiver, are called toxic stress.
- Everyone is built differently. Some need more support than others.

### Adverse Childhood Experiences as Identified in the ACEs study are listed below:

- Parental separation or divorce
- Incarcerated household member
- Domestic violence
- Living with someone who is chronically depressed, institutionalized, or suicidal
- Alcohol/drug abuser in the home
- In addition we believe these things can lead to toxic stress:
- Life threatening illness/injury
- Guardian death
- Community violence
- Homelessness, foster care/CPS involvement

### Health begins with hope!

· Emotional abuse

Physical abuse

Physical neglect

· Emotional neglect

People can cope with challenging events in their lives by creating a circle of wellness that includes caring support systems, exercise, good nutrition and regular medical care.

### CENTER FOR YOUTH WELLNESS

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centerforyouthwellness.org rippcaces.org







rate, mild elevations in responses, buffered by stress hormone levels. supportive relationships

### 0

Prolonged activation of stress response systems in the absence of protective relationships Serious, temporary stress responses, buffered by supportive relationships.

### Intense, prolonged, repeated & unaddressed

Social-emotional buffering, caregiver resilience, early detection, and effective intervention

### How stress affects the human body

- Headaches, feelings of despair, lack of energy, sadness, nervousness, anger, irritability, trouble sleeping, mental health problems (such as panic attacks, anxiety disorders and depression), behavior younger than age
- · Acne and other skin problems
- Faster heartbeat, rise in blood pressure, heart attack and heart disease
- Blood sugar increases, higher cholesterol, increased risk of diabetes
- Muscle aches and tension, increased risk of reduced bone density



- · Grinding teeth, tension in jaw, increased or decreased eating
- · Stress hormones increase, increased inflammation, lowered ability to fight or recover from illness frequent colds
- Increased risk of asthma and flare ups
- · Diarrhea, constipation, nausea, stomach pain, heart burn, other digestive problems
- Irregular or more painful periods. reduced or increased sexual desire, bedwetting
- · Weight gain & obesity

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### Clinical Office:

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centerforyouthwellness.org





# What's Toxic Stress?





# Questions?

# Thank you!

Rachel Gilgoff, MD, CCTP, FAAP rgilgoff@centerforyouthwellness.org

### **Team Presentations:**

How are you identifying trauma and resilience, including tools used, challenges encountered, and recommendations for others?









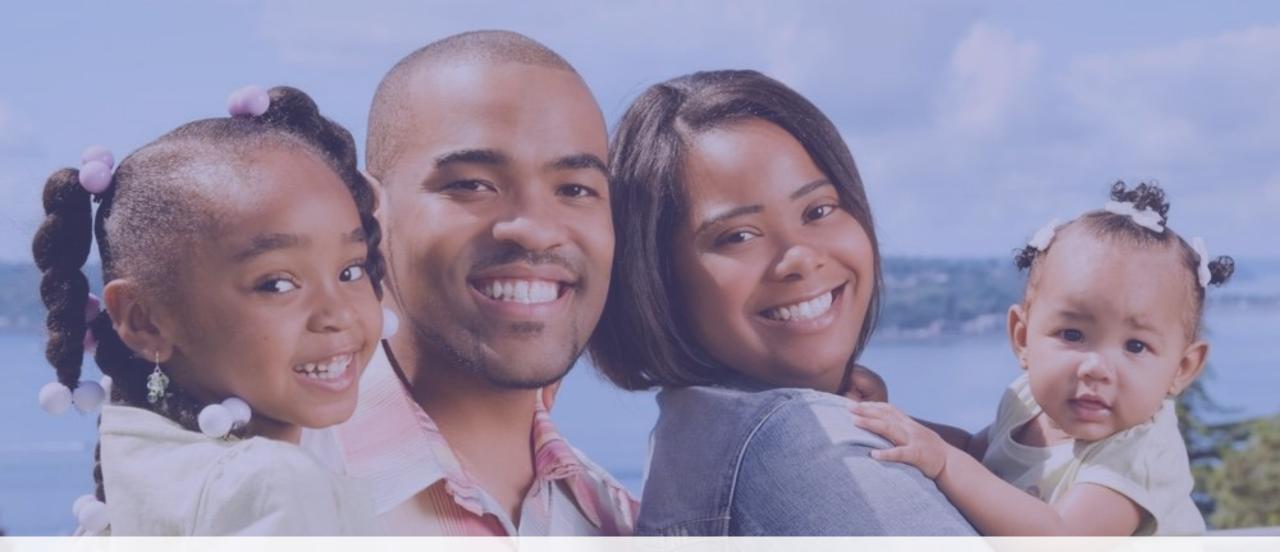
# Resilient Beginnings and Collaborative: Identifying and assessing for trauma resilience

Dayna Long, MD and Larissa J. Estes, DrPH
UCSF Benioff Children's Hospital Oakland
Department of Community Health and Engagement

Resilient Beginnings Collaborative Convening November 1<sup>st</sup>, 2018



Center for Community
Health and Engagement

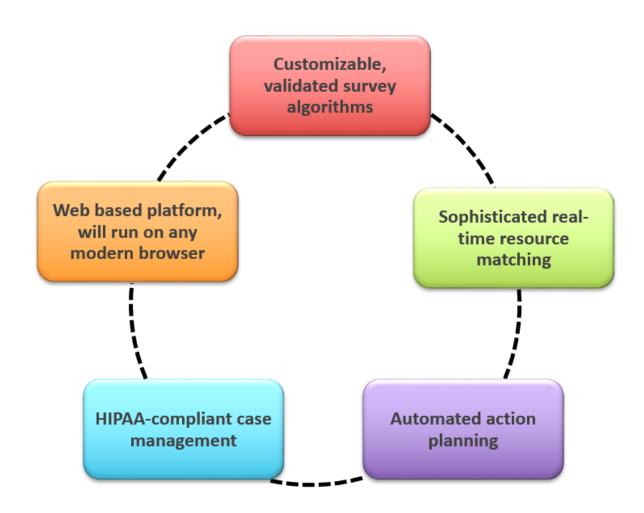




A cloud based innovative solution that empowers patients, care teams and their communities to collaboratively address social determinants of health



# FINDconnect FEATURES





# **FIND**connect **GOALS**

To make connecting with resources for social and environmental determinants of health incredibly easy and effective for all

### **Suite of Tools**

- Opportunity Assessment
- Action Plan creation and delivery
- Knowledge Base
- Case Management

### **Automation provides**

- Scalability
- Outcome tracking
- Program quality and evaluation

### **Training & Education**

- Integrating into clinic flow
- User guide
- Cultural humility when addressing SDOH



# FINDconnect Screening

### **Opportunities Assessment**

**Research Enrollment** 

**Resiliency Screening** 

Issues that concern parent and family – housing, food, med-legal, activities, etc.

Child Development (ASQ, MCHAT)

**Adult Mental Health** 

PHQ2 and PHQ9

GAD7

**ACE Screen** 

**Child Mental Health** 

**Pediatric Symptom Check List (by age groups)** 

**ACE Screen** 



### **Action Plan**

After completing the needs assessment survey, the caregiver is presented with a custom tailored action plan that lists resource recommendations based on their three priority needs identified. The detailed information provides an easy to follow guide for caregivers to immediately act upon once leaving the FIND desk.

### **Action Plan**

### Food

### HEAD START/EARLY HEAD START ₽

WHO TO CONTACT NOTES FROM THE NAVIGATOR

N/A

TELEPHONE INSTRUCTIONS FOR YOU REGARDING THIS REFERRAL

510-629-6300

info@alamedafs.org

E-MAIL

When you have visited this referral, please let us know. Text D59715 to (510) 250-3240

### FARMER'S MARKETS - CONTRA COSTA COUNTY

WHO TO CONTACT NOTES FROM THE NAVIGATOR

Matthew Slattengren

TELEPHONE INSTRUCTIONS FOR YOU REGARDING THIS REFERRAL

925-646-5250

E-MAIL

matt.slattengren@ag.cccounty.us



When you have visited this referral, please let us know. Text N64815 to (510) 250-3240

### ACTIVE AND HEALTHY FAMILIES CLINIC'S KIDS SUMMER PROGRAM 🔒

WHO TO CONTACT NOTES FROM THE NAVIGATOR

Lourdes Juarez, CPNP

TELEPHONE INSTRUCTIONS FOR YOU REGARDING THIS REFERRAL

510-428-3885 ext. 2052

E-MAIL

ljuarez@mail.cho.org

Active & Healthy Families Summer Program 20 16.PDF

Whe

When you have visited this referral, please let us know. Text V62246 to (510) 250-3240



# What's Working?

- Standard of care in primary care clinic
- Support enrollment into research studies associated with ACEs, SDoH
- Regular updates to resource database
- Data collection and geo-mapping
- Care coordination
- Increased patient satisfaction
- Reduced stress and burden among clinic staff



# Opportunities for Growth

- Available resource across BCHO
- EHR Integration in progress
- Conversations with other clinics (local/national) for expansion outside BCHO
- Expanding to shared knowledge base
- Community facing portal is under-utilized → Orgs can access resources in system, maintain, and get utilization data on referrals
- Patient facing portal (Caregiver) is under-utilized



# Lessons Learned

- Know your contracts
- Utilize internal IT support
- Cultural shift takes time



# RBC BCHO TEAM

- Maoya Alqassari
- Mindy Benson
- Karen Daley
- Larissa Estes

- Lourdes Juarez
- Dayna Long
- Shelly Nakaishi
- Saun-Toy Trotter



## **Team Presentations:**

How are you identifying trauma and resilience, including tools used, challenges encountered, and recommendations for others?







# Assessing for Trauma in our Early Childhood Population





Marin Community Clinics
Pilot Site

National Pediatric Practice
Community on Adverse
Childhood Experiences (NPPC)

An initiative o CENTER FOR



# Vision for the Project

- To identify patients at-risk as early as possible, including in utero, in order to intervene early and prevent additional ACEs
- Our goal is to prevent ACE's from occurring before the child is born, and be able to follow families from prenatal care through early childhood to ensure they have the resources they need

# Development of ACES Screen

- Pilot project in conjunction with Center for Youth Wellness
- 6 month pilot, April October 2018
- Developed Screen based on CYW prototype, with modifications to better fit our population
- De-identified, but with clear demarcations to increase clarity while maintaining confidentiality

### **Marin Community Clinics Pediatric ACES Screen**

Many children experience stressful life events that can affect their health and wellbeing. The results from this questionnaire will assist your child's doctor in assessing their health and determining guidance.

Please read the questions below. **COUNT** the number of questions you would answer "YES" to and write the **TOTAL NUMBER** in the box

Please DO NOT mark or indicate which specific questions apply to your child.

- \*Has your child ever seen or heard adults in the home pushing, hitting, or threatening to hurt each other?
- \*Has anyone ever touched your child's private parts in an inappropriate way or hurt your child physically?
- \*Has anyone insulted, swore at, threatened or otherwise acted in a way that significantly scared or upset your child?
- \*Does your child have any family members with anxiety, depression, PTSD or other mental health concerns?
- \*Does your child have any family members who have or have had a problem with alcohol or other drugs?
- \*Has your child ever been separated from either parent due to parental illness, divorce, incarceration, immigration problems, foster care or other issues?
- \*Has your child ever went without food, clothing, a place to live, or had no one to protect her/him?

What are ACES? Adverse Childhood Events (ACEs) are stressful or frightening things that happen during childhood, such as abuse, neglect, or severe dysfunctions in the household. We know that people who experience a lot of ACEs may have more problems with their health.

What is resilience? Resilience is the ability to bounce back from stressful situations. Children inherently have some degree of resilience and resilience can also be learned, practiced and improved upon. Some studies have shown that good resilience skills can help people avoid the health problems that come from ACEs exposure.

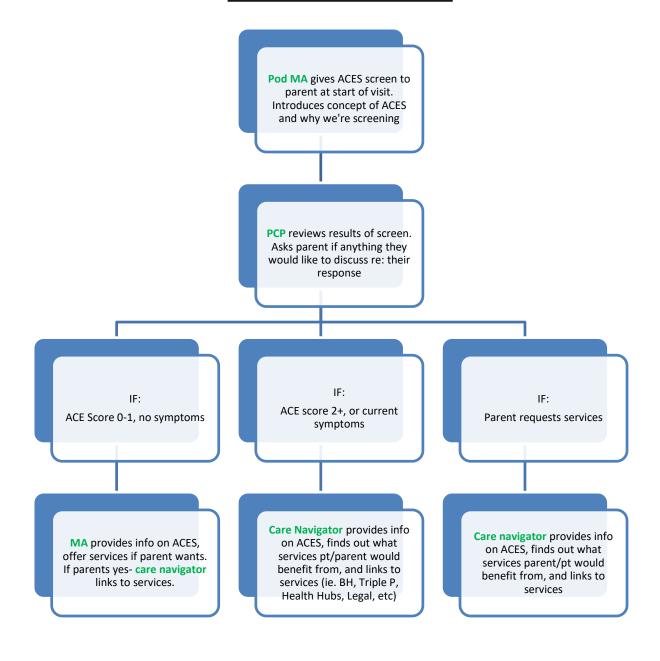
Why does my pediatrician want to know this information? Knowing what sorts of experiences your child may have been through will help us to know how to support and guide you through your parenting journey.

Reviewed By:		
Date:		

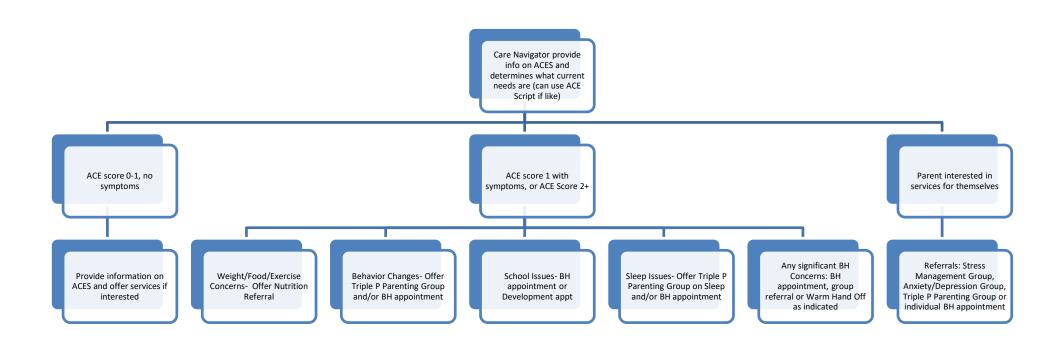
### **Pilot Focus-Pediatrics**

- 9 mos. Well Baby Visit
- 30 mos. Well Child Visit
- All new patient visits under 12 yrs.
- MA administers the screen, PCP reviews screen and discusses with patient/caregiver
- 3 clinics, 9 providers for pediatric screens

#### **ACES Screen Workflow**



#### **Care Navigation Referral Flow Chart for ACES Screening**



### Pilot Focus-OBGYN

- All High Risk OB patients
- Incorporated into our psychosocial assessment of High Risk OB patients through the CPSP Program
- CPSP Administers screen and discusses results with patient
- 1 clinic, 3 CPSP providers for OB screens

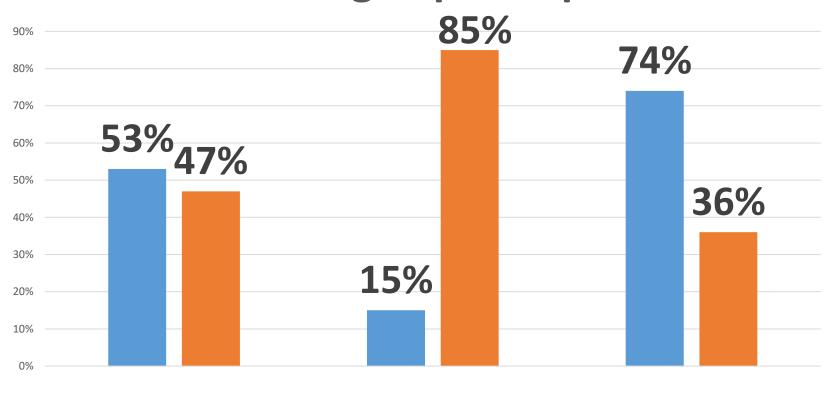
### Results

- 149 Pediatric Patients Screened
- 50 Obstetrics Patients Screened

• 19 positive ACES Screens (2+) in pediatrics

# MCC ACEs Screening

### **Pilot Findings April-September**

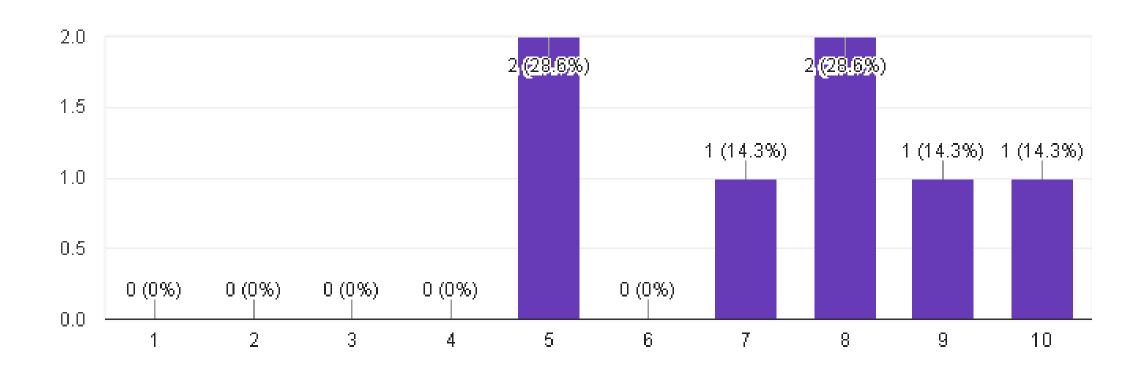


% Screened % Positiive % Referred



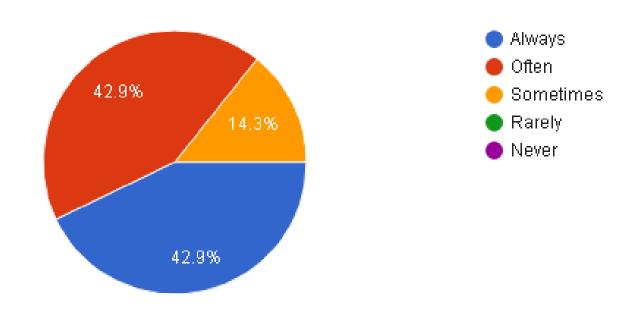
In your opinion, on a scale of 1-10 how USEFUL did you find the ACEs screener? (For example: did you get answers that were surprising or unexpected?)

7 responses



In your opinion, how often were you able to get or find the resources for your patient that you felt you needed after reviewing the ACEs screener? (ex: you were able to contact a patient care navigator for a warm hand-off)

7 responses

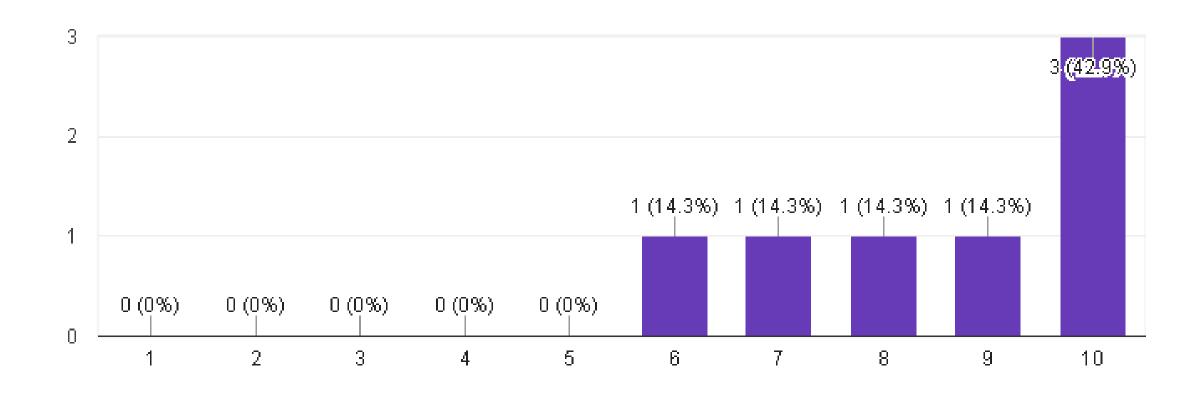


### Lessons Learned

- In process of collecting data- preliminary results
- Overall very positive feedback
- Used as a tool to help identify needs of more patients, not a validated measure

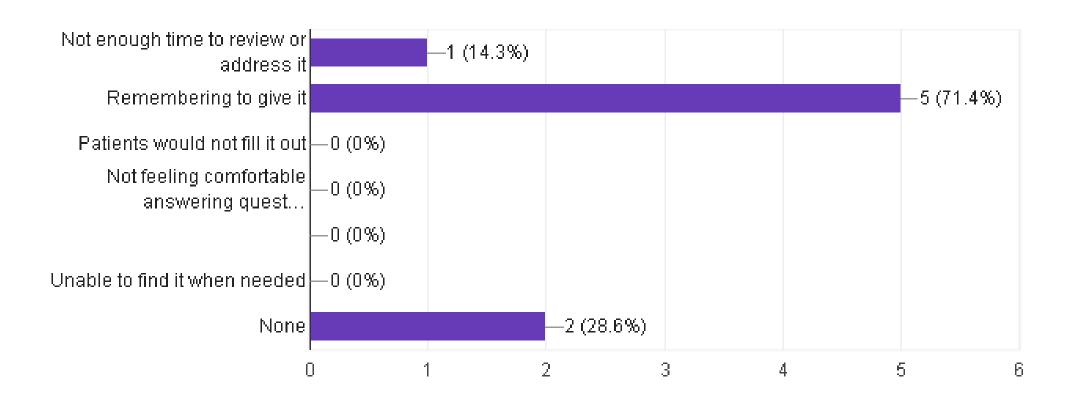
# In your opinion, on a scale of 1-10, how EASY was it to screen for ACEs using the current paper screener?

7 responses



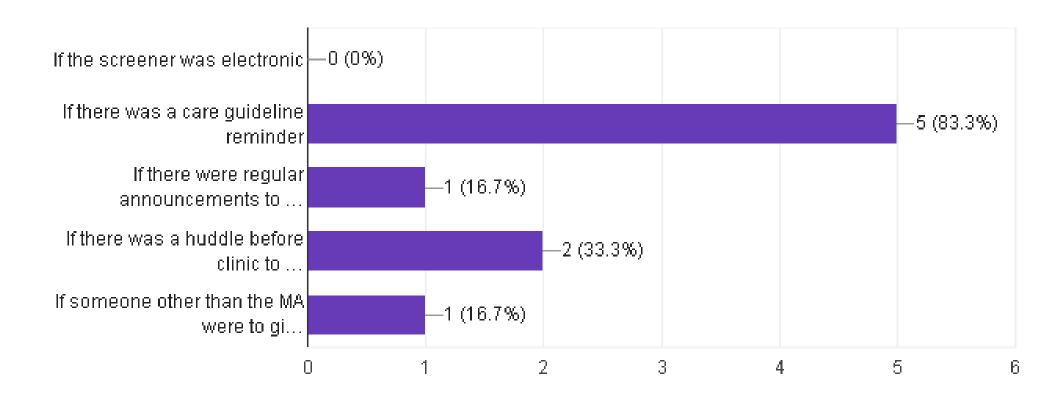
### What were the BARRIERS to using the ACEs screener?

7 responses



# Which of the following options would make it EASIER to use the ACEs screener?

6 responses.



## **Next Steps**

- Plan to bring to scale clinics-wide
- Incorporating into EHR, ideally into a more comprehensive screen of social determinants of health
- Identified need of systemized way of tracking referrals



# Potential Topic Areas

What comes next after a positive screen?

4 ????

Getting buy-in from frontline staff and providers

5 ????

Working to engage families in the assessment process

6 ????





# Potential Topic Areas

What comes next after a positive screen?

4 ????

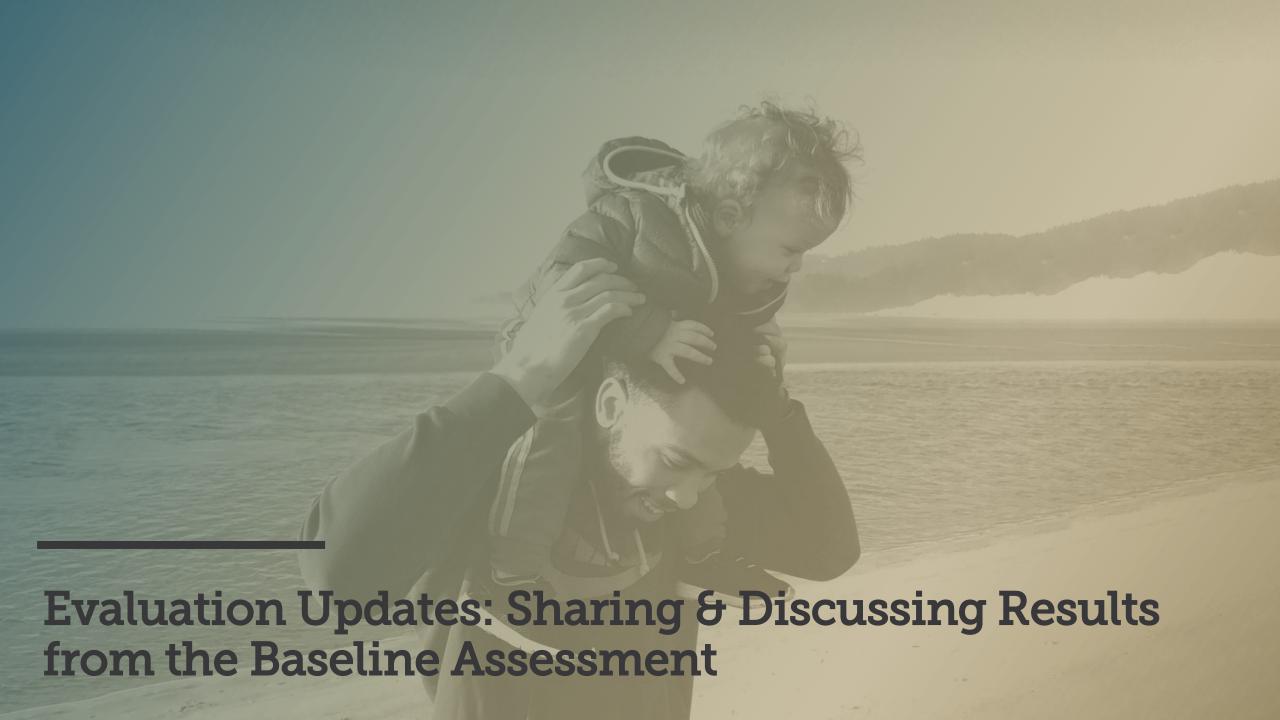
Getting buy-in from frontline staff and providers

5 ????

Working to engage families in the assessment process

6 ????





# Reminder: Evaluation goals

**Assess impact** of the initiative Provide real-time feedback to inform technical assistance & program support **Identify lessons learned** to ensure better care & support for kids and families experiencing trauma

## Reminder: Data collection

		Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020
	Baseline & Follow-Up Assessment	*							*
	Phone Interviews	*			*				
	Organizational Data Reporting Progress Reporting		*		*		*		
900 900 900	Web Survey			7				7	
	Post-Event Survey	$\Rightarrow$	*	*	*	*	*	*	*

# RBC Organizational Assessment

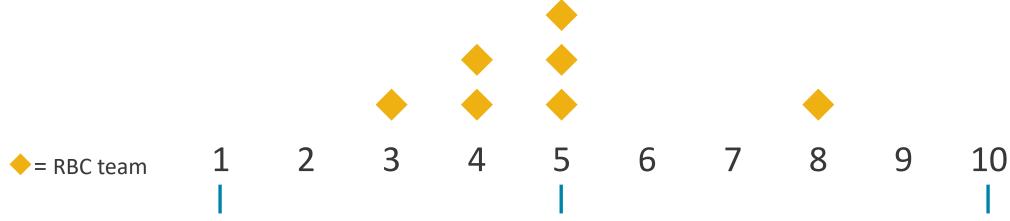
#### **Assessment Domains**

- Understanding and confidence in trauma and resilience informed care
- Buy-in and commitment for trauma and resilience-informed care
- **Support for staff and providers**
- Trauma and resilience-informed office environment
- Clinical practices that assess childhood adversity
- Clinical practices that address childhood adversity
- \*\* Patient and family engagement
- Systems, practices & partnerships to create coordinated systems of care
- **Learning and improvement** regarding trauma and resilience-informed care

**PICC Elements** Office environment Assess health Address health Family engagement

Community relationships & Coordinate

# Assessment Results: Journey to becoming a healing organization



**Trauma organized organization** 

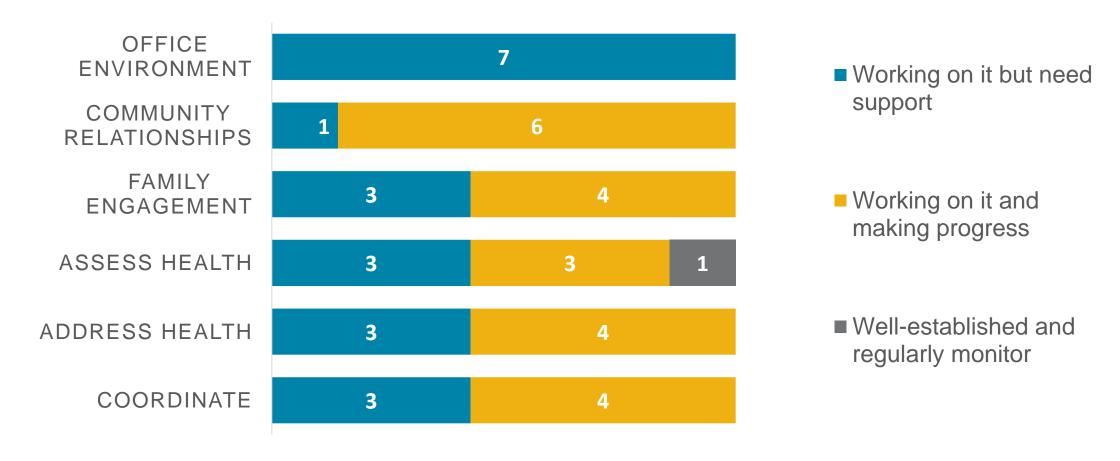
induces trauma by being reactive, is fragmented, avoids and numbs, has authoritarian leadership, and perpetuates inequity and an usversus- them mentality

**Trauma informed organization** 

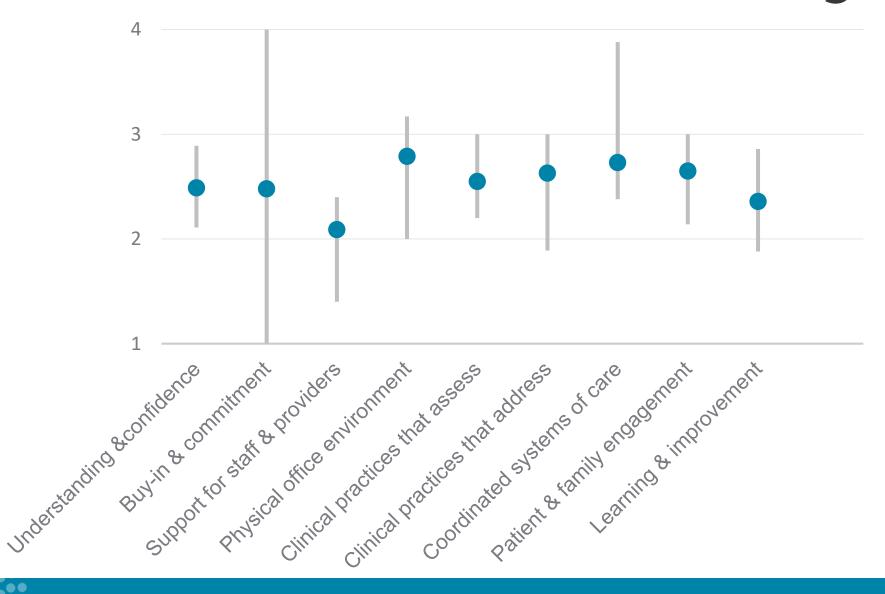
understands the nature and impact of trauma and recovery, has shared language, and recognizes sociocultural trauma and structural oppression Healing organization reduces trauma by being reflective, makes meaning out of the past, is growth and prevention oriented, is collaborative, values equity and accountability, and has relationship leadership

RBC average = 4.86

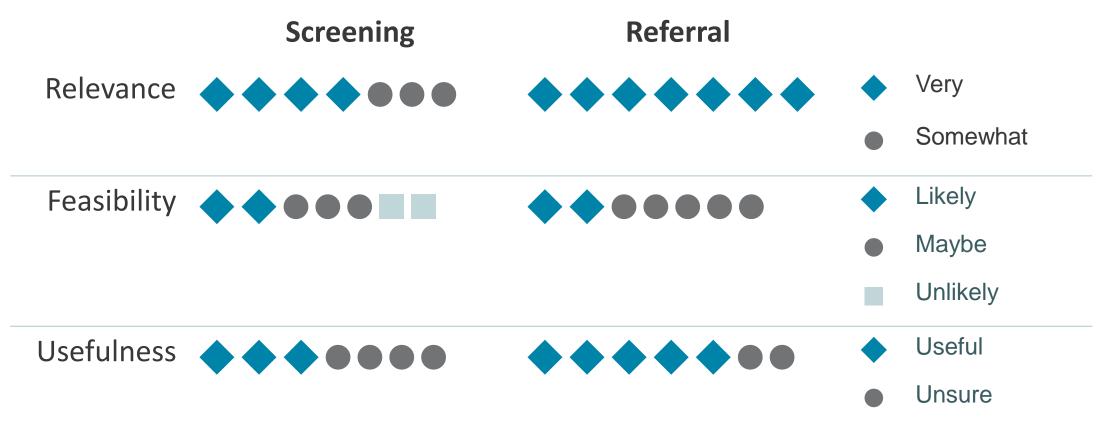
### Assessment Results: PICC framework



# Assessment Results: Domain ratings



### Potential common metrics



Other areas teams are interested in evaluating: Changes in staff knowledge, confidence, involvement; Assessing patient impact & experience; Understanding, familiarity with community resources

# Data placemat activity

**Goal:** Discuss the assessment results as a team to understand current state and identify opportunities

Buy in and commitment
Support for staff and providers
Clinical practices that assess (i.e., screening)

#### **Discussion questions:**

- What insights does this provide about your organization?
- What surprised you? What questions does this raise?
- Where do you hope to make progress during RBC?
- What are potential actions or next steps?

FINANCE REPORT DASHBOARD > INCOME



# Data placemat report out

Spokesperson for each team shares one reflection from the discussion of the assessment results









## **Team Time**

Using the results of your baseline assessment & driver diagram, reflect on your team's next steps:

- 1. What two PICC elements do you want to focus through the end of Q1?
- 2. What are your top 3-5 ideas for action? \*\*See the PICC framework for inspiration\*\*

#### TIPS:

- Start small. Don't feel like you need to accomplish everything all at once.
- Prioritize your ideas & be realistic about what is possible. Build on what you are already doing.
- Utilize the faculty in the room when you get stuck.



Team	Tim	~ 117~	rlzch	a
1 Ealli	11111		11271	ここし

<b>ORGANIZATION NAME:</b>	

Use this worksheet to help plan your next steps. Please write legibly; CCI will be collecting this and emailing your team a scanned copy to you.

#### TWO CORE ELEMENTS

Circle which two elements you'd like to prioritize your efforts through the end of Q1 2019.

Oe Office Environment

Cr Community Relationships

Fe Family Engagement

As **Assess Health** 

Ad **Address Health** 

Co Coordinate

ELEMENT #1: \_\_\_\_\_

Ideas for Action	What's your first step?	Completion Date	Who Needs to be Involved?
1.			
2.			
3.			
4.			
5.			

<b>ELEMENT</b> #	₽ <b>つ</b> •		
CLCMCINI +	· C .		

Ideas for Action	What's your first step?	Completion Date	Who Needs to be Involved?
1.			
2.			
3.			
4.			
5.			

What support do you need from CCI or your organization to be successful in making progress on the two elements you've identified by the end of Q1 (March 2019)?

1.

2.

3.

Resilience Beginnings Collaborative | Convening 2



# Community partnerships to address social determinants of health



### Cr

Community Relationships

 Build Relationships with Communities to Support Families

# Team Presentation: What are you doing & lessons learned?











### Our Unique Partnership

- 10 years of collaboration through Health Action and Cradle to Career Committee
- Communication based school boards, relationship with board members
- Employees who have either graduated from or have children at Guerneville School
- Strong sense of community fostered through 40 years of working together
- WCHC is the only healthcare organization out and Guerneville School is the only School District in the lower Russian River Area.













### **ROOTS Program**

#### Addressing Absenteeism

- GSD has the highest Absenteeism Rates in Sonoma County
- School success has a strong correlation with healthy development.
- Students who miss more than 10% of school for any reason (chronic absenteeism)
  have less success in school

#### Our approach

- Create successful data sharing and;
- Use Human Centered Design & Systems Thinking to understand the factors that influence absenteeism and;
- Create successful solutions together.









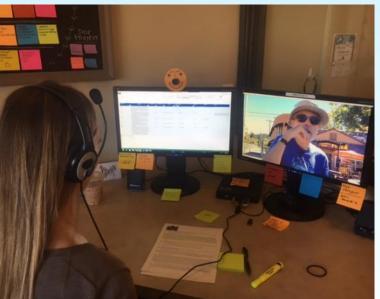


### Discovery Kit | Human Centered Design Method

- The Discovery Kit helps us **uncover the narrative** by moving beyond the obvious and helps us understand the underlying needs and causes.
  - Uncover the narrative by coding each interview
  - Use Human Centered Design to translate coded quotes into insights.

















### What we learned

























### What we learned – **Quotes**

"I see panicky kids that sometimes are hording food. When we have a party at school some of these kids make an extra plate for their sibling that's in another class because they know they might not have food that evening." ~ Teacher

"In my 30 years of teaching the thing that makes me the saddest because I am coming up on the end of my career, is, while I've seen improvements in some materials and programs the bottom line is that we still don't have money for things that **really matter**. We don't have the money for counseling and nursing and health programs. I've got a kids that walk in the door in the morning who I'm expecting to learn but the reality is that they might have had a rough morning, they may be homeless or with a foster family and this is their 4<sup>th</sup> school this year, they probably haven't had breakfast and is too late for our school breakfast, there is substance abuse in their home and they have so much emotional stuff going on that for me to expect these children to learn is really difficult." ~ **Teacher** 



"For our entire K – 8<sup>th</sup> grade school we have one counselor that is shared between two other schools. And I just heard that her position will be cut back by 10% this upcoming school year." ~ School Administrative Assistant







### **RBC Program**

# \*

#### Discovery Kit Findings

- Trauma and;
- The need for more behavioral / mental health resources for students and parents.

#### RBC Program

- As we gained these insights we had just been awarded the RBC grant
- This partnership once again *just made sense*

#### • TIC Training for RBC Program

- We invited Guerneville School Teachers & the Principle to participate in our TIC All Staff Training.
  - We knew from our insights that as a community we needed to build capacity and share a common language around trauma informed care so we can **together**, better serve our patients / students and their families.









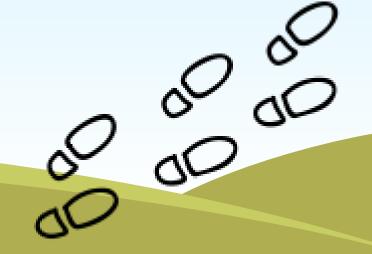
### Next Steps



- Student Success Collaborative Workgroup
  - As a part of this program we have established a monthly meeting with a subset of our core team, CMO and Guerneville School's Superintendent
    - Goal
      - Use human centered design to create and implement strategies and interventions that will support parents and address childhood adversity. (EXPLORATION PHASE)









# \*\*\*

### Lessons Learned

- It takes time Working with another partners timeline can be challenging
- Develop a strategy & vision together early on
- Systemic change is hard work
- Communication and monthly check in meetings are necessary
- Building relationships & trust is important Discovery Kit gave us this opportunity
- Being part of the community matters employees graduated GSD and/or have children currently attending GSD







# Partnership Inventory Activity

### Activity

Get a flip chart paper. With your team, identify:

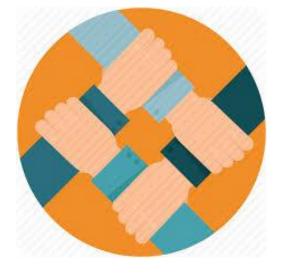
- 1. Top 3 partners in this work
- 2. One partnership you'd like to strengthen or develop
- 3. One area where there is a gap

You have 10 minutes.

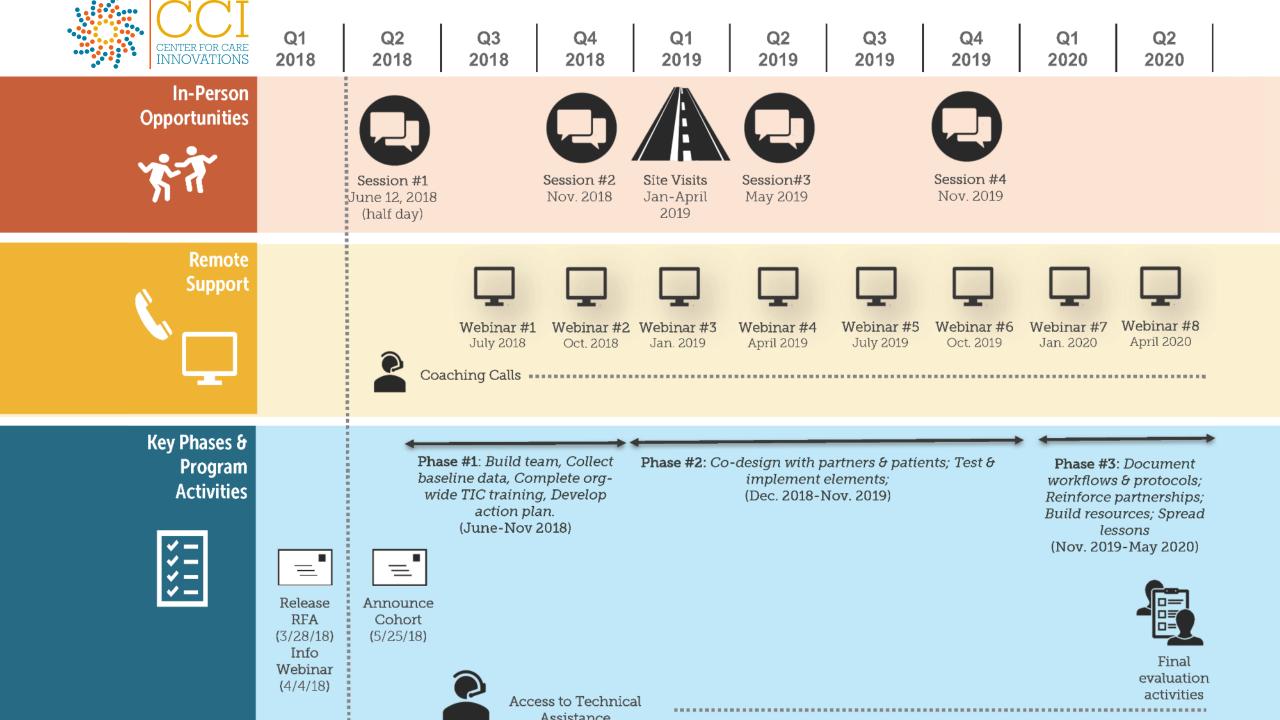
### Report Out

Each team shares:

- 1. 1 top/strong partner
- 2. 1 gap







### **Communication Tools**



# Monthly Newsletter



# Calendar invites for big events



# **CCI Program Portal Page**

https://www.careinnovations.org/rbc-portal/

## To-Do's

### CCI

- •All materials will be posted to network portal
- We will share information about the site visits in late December or early January.

## **RBC Teams**

- Continue to work on your team's action plan. Use it in your November & December coaching calls.
- Send a final copy to Angela by December 15.
- Work with CCHE to start collecting metrics.



# **Evaluation**

	Resilient Beginnings Collaborative (RBC)  Convening  Thursday, November 1, 2018
col	onk you for completing the following survey. Your responses are confidential and will be analyzed lectively with other participant responses. Aggregate data are used to provide the RBC support team h feedback regarding the quality of the meeting and collective benefit to the participants.
1.	On a scale of 1-5, please select the number below that best represents your overall experience with today's meeting.
	☐ 1= Poor ☐ 2= Fair ☐ 3= Good ☐ 4= Very Good ☐ 5= Excellent
3.	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree  The meeting was well organized: Agree Strongly Disagree Disagree Strongly Agree
4.	The level of participant interaction/engagement in the meeting was:
	☐ Not enough ☐ About right ☐ Too much
	I made connections today with other teams that will strengthen my organization's RBC efforts:

		Not useful	Somewhat useful	Useful	Very useful	N/A – Did not attend
Before Lunch	PICC Element: Creating & Sustaining Trauma and Resilience Informed Work Environments				_	0
	Key Perspectives, Strategies, & Tools for Assessing & Identifying Trauma & Resilience				0	_
After Lunch	Assessing & Identifying Trauma & Resilience: Break Out Groups					
	Evaluation Updates: Sharing & Discussing Results from the Baseline Assessment			п	_	_
Afte	Team Time					
7. WI	Looking Forward: Early Partnership Success Stories hat was the most <b>valuable</b> part of the me	eeting?				
7. WI	Success Stories	_				
	Success Stories	eeting?				
	Success Stories  hat was the most <b>valuable</b> part of the me	eeting?				

# Thank you!

#### For questions contact:

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