The Sanctuary Model

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Once upon a time...

Therapeutic Communities

“...the idea of Sanctuary is make-believe”

“There is no perfect organization. Few of us have experienced emotionally intelligent environments of perfect safety, where honesty and openness prevail and there are no secrets, where continuous learning from conflict is the norm, where decisions are routinely made by democratic consensus balancing individual needs with the common good, where justice is accorded to everyone, or where loss is compassionately understood and honored as a key factor in change and everyone shares in a drive toward a better future.” Sandy Bloom
“And yet, we can imagine such an organization, such a society, such a world.”
Books by Sandra Bloom and Brian Farragher

• *Creating Sanctuary:* Toward the Evolution of Sane Societies (1997)

• *Destroying Sanctuary:* The Crisis is Human Service Organizations (2011)

• *Restoring Sanctuary:* A New Operating System for Trauma Informed Systems of Care (2014)

“It starts with a dream.”
BE THE CHANGE
YOU WANT TO SEE

• Mohandas Gandhi
“Sanctuary is...

...a place of refuge from danger, threat, injury, and fear. It has been recognized since ancient times—and scientific research has validated—that for physical and emotional healing to occur, people need such a protected space in order to allow time, healers, and the natural powers of recovery to work their magic.”

From, *Destroying Sanctuary*
In a nutshell.....Sanctuary is a treatment and organizational change model that integrates trauma theory with the creation of therapeutic communities which provide safety for both clients and the staff who work with them.
ORGANIZATIONAL STRESS

CHALLENGES WITH FUNDING

ORGANIZATIONAL DYSFUNCTION OR TRAUMA

INCREASED COMPLEXITY OF MENTAL HEALTH NEEDS

INSUFFICIENT AVAILABILITY OF COMMUNITY RESOURCES

MORE PAPERWORK

FEWER STAFF AND/OR TURNOVER

MANAGED CARE AND INCREASED REGULATION
When organizations don’t “change” well

• Without a clear and healthy change model:
  – Communication breaks down
  – Issues go unresolved
  – Staff experience chronic stress and hyperarousal
  – Leadership can become authoritarian, or worse, dictatorial
  – Staff don’t feel safe in the organization
  – Staff pull into themselves, their offices, or small circles of coworkers to protect their jobs and feel safe
Compassion Fatigue, Vicarious Traumatization, Burnout

- Numbing, loss of feeling, feeling detached
- Exaggerated sense of arousal, irritability
- Concentration problems
- Loss of meaning
- Social withdrawal, disconnection from important people
- Encapsulation
BEHIND ALL THIS INCREDIBLE WHACKINESS IS THE BIZARRO CODE...

BIZARRO CODE

US DO OPPOSITE OF ALL EARTHLY THINGS!
US HATE BEAUTY!
US LOVE UGLINESS!
IS BIG CRIME TO MAKE ANYTHING PERFECT ON BIZARRO WORLD!
The organization is a living, growing, changing system with its own unique biology.

It is therefore every bit as susceptible to stress, strain & trauma as the individuals who live and work in the organization.

Complex interaction between traumatized clients, stressed staff, pressured organizations, and oppressive social and economic environment.
<table>
<thead>
<tr>
<th>Clients</th>
<th>Staff</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Feel unsafe</td>
<td>Feel unsafe</td>
<td>Is unsafe</td>
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<tr>
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<td>Angry/aggressive</td>
<td>Punitive</td>
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<td>Helpless</td>
<td>Helpless</td>
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<td>Crisis Driven</td>
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<td>Overwhelmed</td>
<td>Overwhelmed</td>
<td>Overwhelmed</td>
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<tr>
<td>Confused</td>
<td>Confused</td>
<td>Valueless</td>
</tr>
<tr>
<td>Depressed</td>
<td>Demoralized</td>
<td>Directionless</td>
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</tbody>
</table>
In a nutshell.....Sanctuary is a treatment and organizational change model that integrates trauma theory with the creation of therapeutic communities which provide safety for both clients and the staff who work with them.
The Four Pillars of Sanctuary

• Trauma Theory
• Sanctuary Commitments
• S.E.L.F.
• Sanctuary Toolkit
What is Trauma Informed Care?

- An appreciation for the high prevalence of traumatic experiences in persons who receive human services
- ACES study (Adverse Childhood Experiences)
- A thorough understanding of the profound neurological, biological, psychological and social effects of trauma and violence on the individual
- Changing the culture of an organization

(Jennings, 2004)
Reenactment

“In my distrust, I am preparing for some kind of tragic, horrible betrayal that has already happened”

AKA Repetition compulsion
“This is the barn where we keep our feelings. If a feeling comes to you, bring it out here and lock it up.”
Sanctuary Commitments

- Growth & Change
- Nonviolence
- Democracy
- Emotional Intelligence
- Social Responsibility
- Social Learning
- Open Communication
Commitment to Growth and Change

• From reenactment (organizational & individual stuckness) to personal growth and change
• All of us easily fall into habit patterns (helpful or not) that over time become unconscious to us
• Habits, once formed, are very hard to change and then stress makes changing habits even more difficult
• Living out within our work a recovery orientation
Commitment to Democracy

• From oppressive environments to everyone’s participation as a personal responsibility
• This is NOT representative democracy used in running a government
• Everyday processes of hearing from everyone who will be involved in the decisions that affect their lives
• Tools needed for democratic participation
  – Expressing oneself
  – Deeply listening to others
  – Conflict management
  – Compromise
  – Self-control, self-discipline, self-respect
  – Respect for others – are taught and modeled in the organization
Commitment to Nonviolence

• From hostile environments (including micro-aggressions) to hospitality (physical, social, moral, and psychological safety)
• Commitment to Satyagraha nonviolence – refusal to retaliate with physical or psychological violence
• Bullying behavior is addressed whenever it emerges in the organization, regardless of who is engaging in this behavior
• Since safety is valued, violence in all its forms, is seen as stupid, even boring, and everyone learns to manage conflict productively
Commitment to Emotional Intelligence

• From disregulation/flooding (chronic organizational hyperarousal) and *reactivity* to emotionally intelligent *responses*
  – “Emotions are among the primary determinants of behavior at work...and profoundly influence both the social climate and the productivity of companies and organizations” R. Pekrun and M. Frese *
  – William Blake referred to emotions as, “Divine Influxes”.
• Leaders understand that a key part of their job is to recognize, contain, and manage emotions in their organization
Commitment to Social Learning

• From top-down directing to a “living-learning” environment
• Everyone – clients, staff, leaders – is expected to learn and contribute to the learning of others all the time
• Before we can learn from new experiences, we have to become aware of, articulate, and unlearn established patterns and routines
• A learning organization is one that adapts to changing conditions, that expects all employees to be learning all the time, and that values all staff members and includes everyone in the learning environment
Commitment to Open Communication

• From secrecy to organizational & interpersonal transparency
• Everyone communicates directly and, as much as possible, uses words to convey what they mean
• Leaders not only practice the ability to handle dissent when it occurs but to actually search for it.
• What are the organizational “undiscussables”?
Commitment to Social Responsibility

• From the “reciprocity rule” (react as the other did, and expect the other to do as you did) to a commitment to balancing individual rights and responsibilities with the rights and responsibilities of the community

• Includes
  – *Distributive justice* (how resources are allocated)
  – *Procedural justice* (principles that govern decision making processes, rewards and punishments)
  – *Interactional justice* (how one person treats another).

• Shared ethical principles are the basis for our families, our institutions, and our society – in word and deed
S.E.L.F.

- Safety
- Future
- Emotion
- Loss
S.E.L.F

A way of organizing complexity

Dynamic and nonlinear

Phases you move in and out of, not stages you climb

An accessible language

Gets everyone on the same page

Applicable to children, adults, families, staff and organization
There are four kinds of safety:

**Physical safety:**
- Your body is safe from physical harm

**Psychological safety:**
- You are safe with yourself

**Social safety:**
- You are safe with other people

**Moral /ethical safety:**
- You and other people in your community are safe and consistent with your conscience, beliefs, values
PSYCHOLOGICAL SAFETY

- Self-protection
- Self-knowledge
- Self-efficacy
- Self-esteem
- Self-empowerment
- Self-control
- Self-discipline
Giving words for feelings: Mad, Sad, Scared, Glad, Shamed

Neither expressing nor suppressing, but managing

Trading in actions for words
Managing Losses

“When you live next to the cemetery, you can’t cry for everyone who dies.”

~ Russian Proverb
Grieving
Saying goodbye
Refraining from Reenactment
Moving on
Changing trajectories
New attractors
Different choices
Imagination
Vision
THE SANCTUARY TOOLKIT

Community Meetings
Safety Plans
S.E.L.F. Psychoeducation
Red Flag Reviews
S.E.L.F. Treatment Planning
Team Meetings
S.E.L.F. TREATMENT PLANNING CONFERENCE
HOW DO YOU RUN ONE?

“What happened to you?” instead of “What’s wrong with you?”

More time for the solution than the problem.

All attendees are expected to participate in giving information and posing questions.
Fosters a shared language

Organizes how we talk about treatment

Consistent contact with team members, clients and families

Keeps a focus on growth and change

Keeps a focus on trauma
THE SANCTUARY MODEL TOOLKIT

- Community meetings
- Psychoeducation Groups
- Red Flag Meetings
- Self Care Plans
- Team Meetings
- Treatment Planning Conference
- Safety Plans
Safety Plans
Self-care begins with self-compassion

• What do you do for self-care? At work care?
  – Talk with a trusted friend
  – Quiet walks by yourself
  – Time and space for meditation
  – Some light exercise
  – Opportunities to laugh offered by movies, cheerful friends & colleagues, etc
  – A hobby such as gardening or knitting
  – Spiritual and recreational reading
  – Listening to music you enjoy
If you want deeply rooted change, you need to apply deeply rooted methods.

J. Goldstein, 1994
The Unshackled Organization
Thank you!

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