

The Sanctuary Model

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Sanctuary

Once upon a time...
Therapeutic
Communities



The Friends Retreat, York, England, 1796.

G L O B A L O A S E S O F I N N O C E N C E

SANCTUARY



M I C H A E L T O B I A S & J A N E G R A Y M O R R I S O N

With a Foreword by Her Majesty Ashi Dorji Wangmo Wangchuck, Queen of His Majesty the Fourth King of Bhutan

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

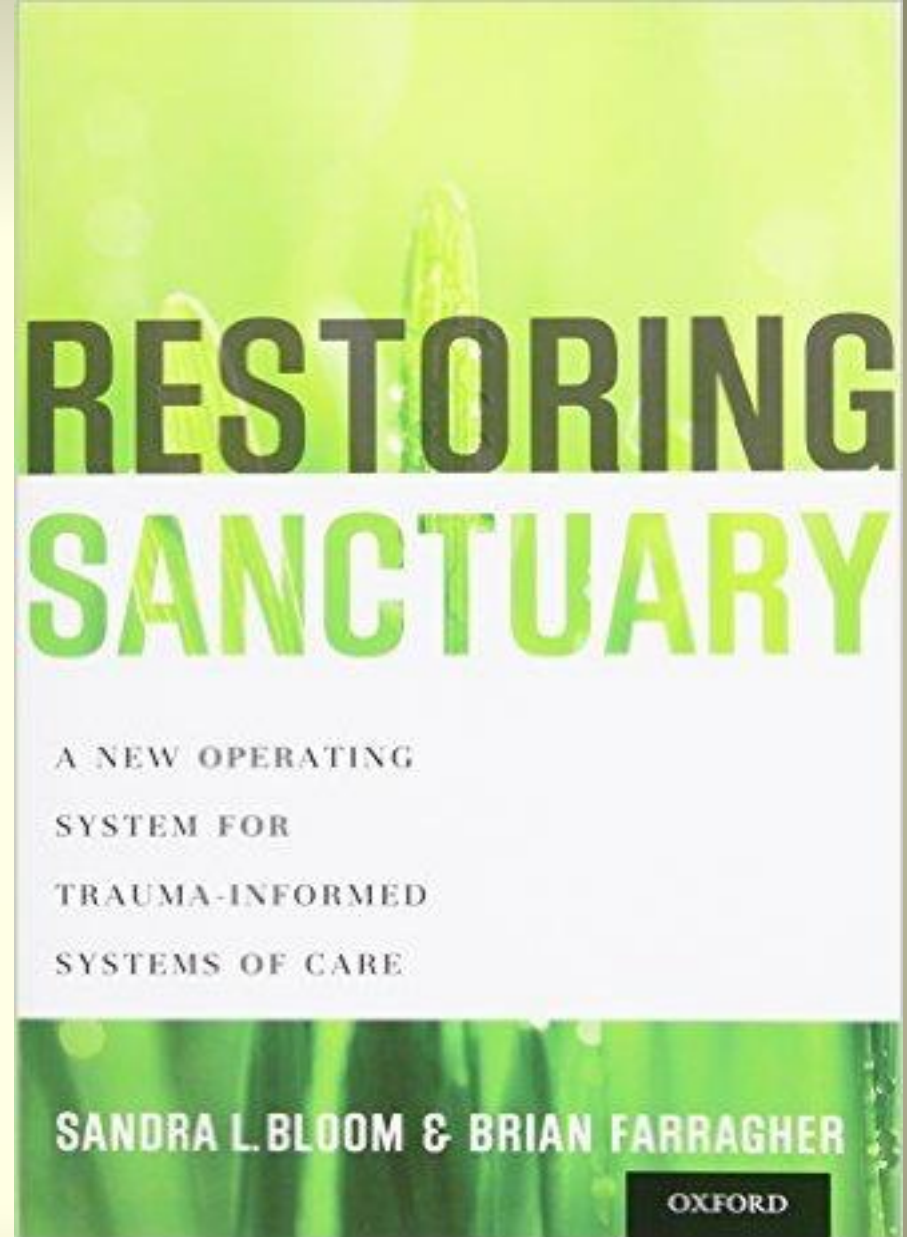
“There is no perfect organization. Few of us have experienced emotionally intelligent environments of perfect safety, where honesty and openness prevail and there are no secrets, where continuous learning from conflict is the norm, where decisions are routinely made by democratic consensus balancing 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.”

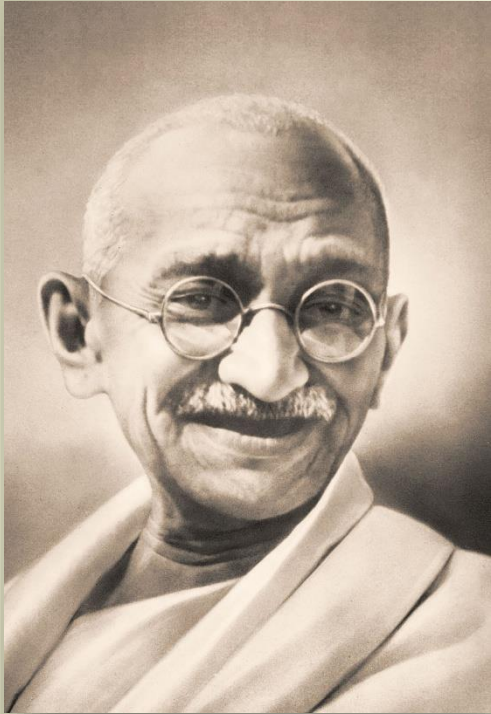


Books by Sandra Bloom and Brian Farragher

- ***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*

THE SANCTUARY MODEL



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**

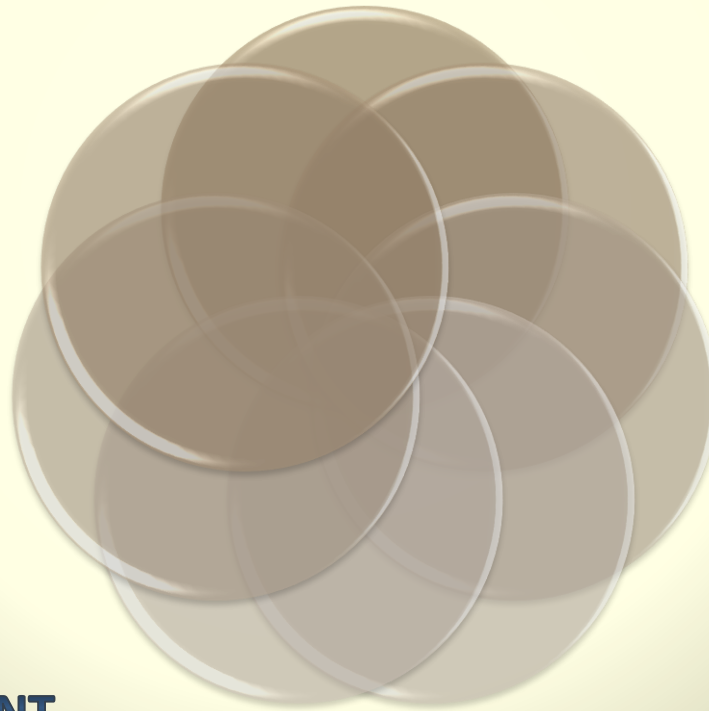
MORE PAPERWORK

**INCREASED
COMPLEXITY OF
MENTAL HEALTH
NEEDS**

**FEWER STAFF
AND/OR
TURNOVER**

**INSUFFICIENT
AVAILABILITY OF
COMMUNITY
RESOURCES**

**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!**

PARALLEL

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.

PROCESS

Parallel Process

Clients	Staff	Organization
Feel unsafe	Feel unsafe	Is unsafe
Angry/aggressive	Angry/aggressive	Punitive
Helpless	Helpless	Stuck
Hopeless	Hopeless	Missionless
Hyperaroused	Hyperaroused	Crisis Driven
Fragmented	Fragmented	Fragmented
Overwhelmed	Overwhelmed	Overwhelmed
Confused	Confused	Valueless
Depressed	Demoralized	Directionless

THE SANCTUARY MODEL



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

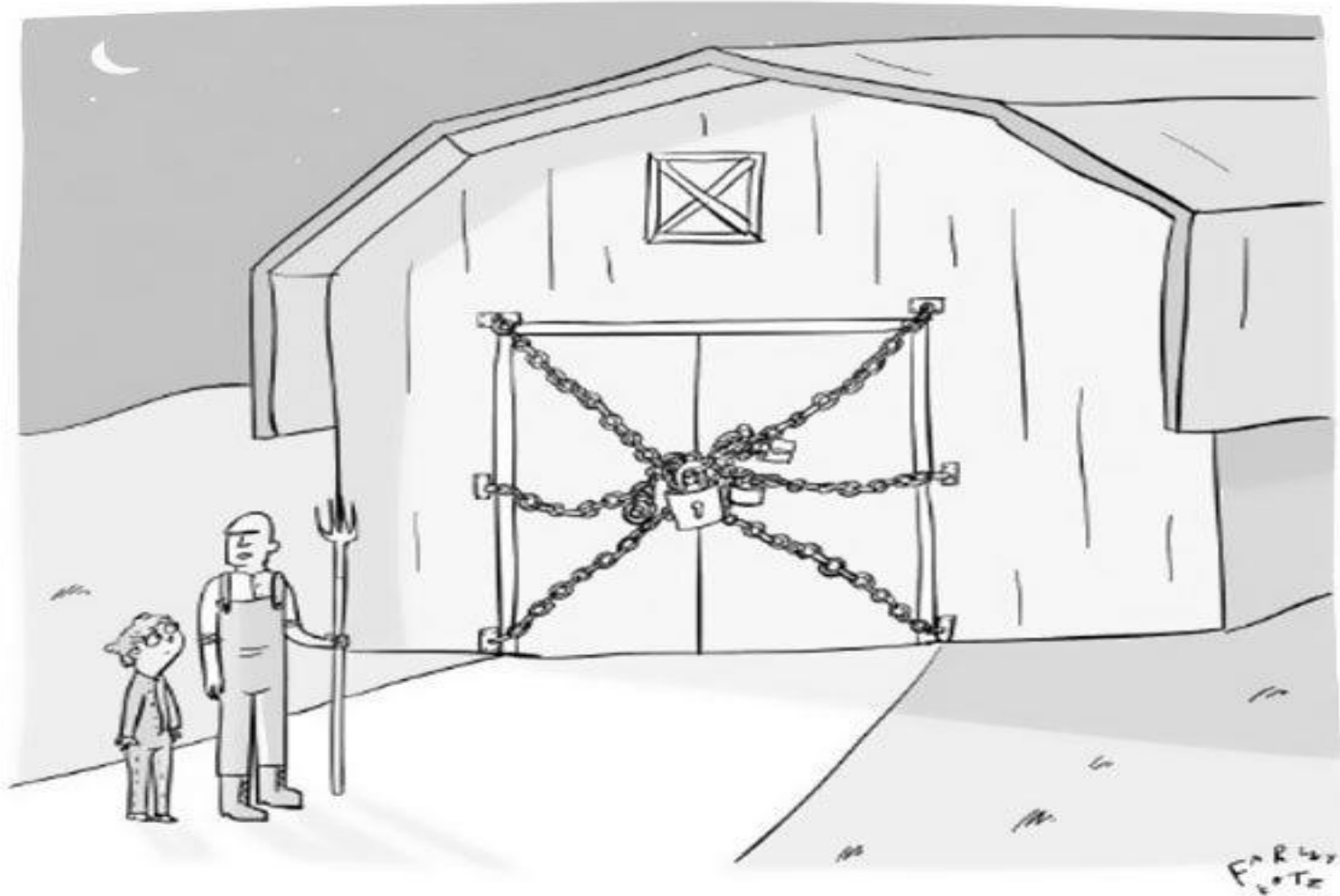
(Jennings, 2004)

Reenactment

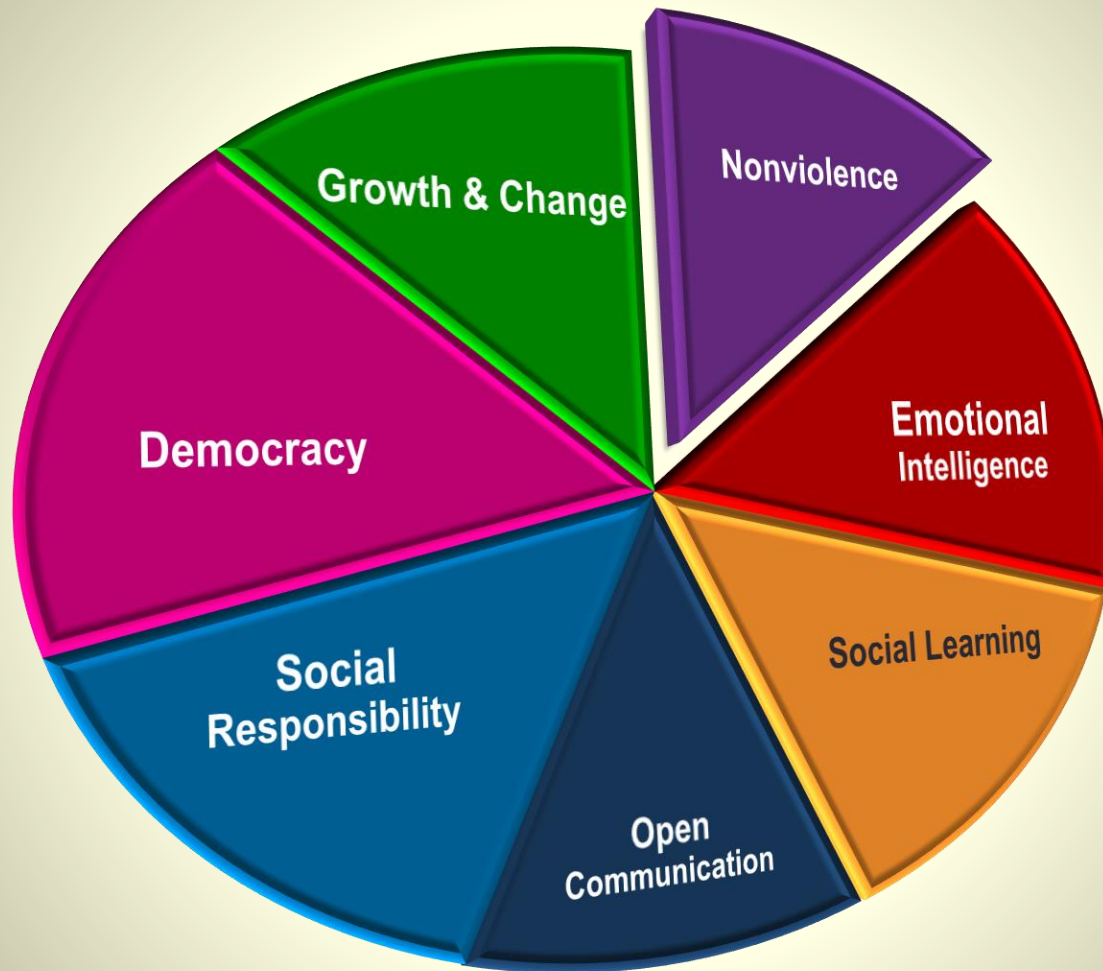
“In my distrust,
I am preparing
for some kind
of tragic,
horrible
betrayal that
has already
happened”



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

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

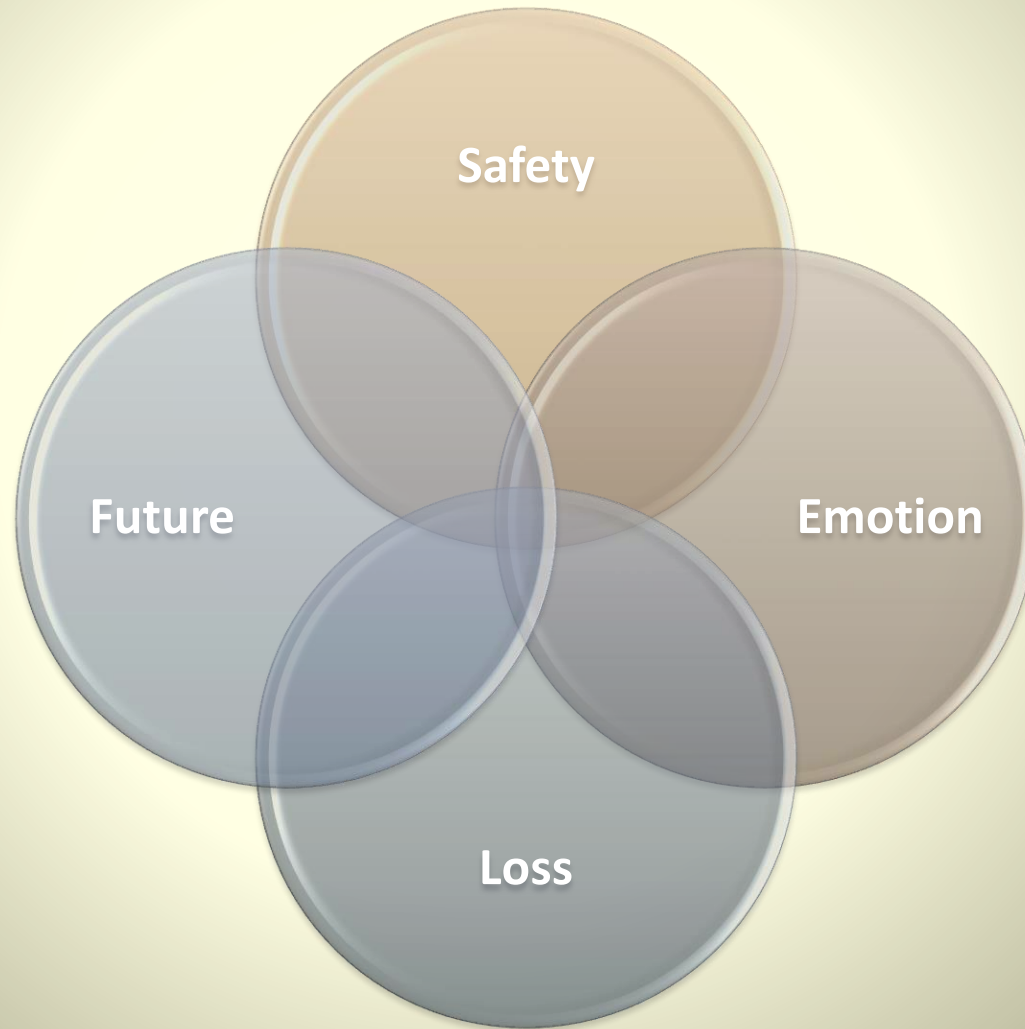
Commitment to Open Communication

- 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.



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



EMOTIONS

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



LOSS

Grieving

Saying goodbye

Refraining from
Reenactment

Moving on



FUTURE

Changing trajectories

New attractors

Different choices

Imagination

Vision

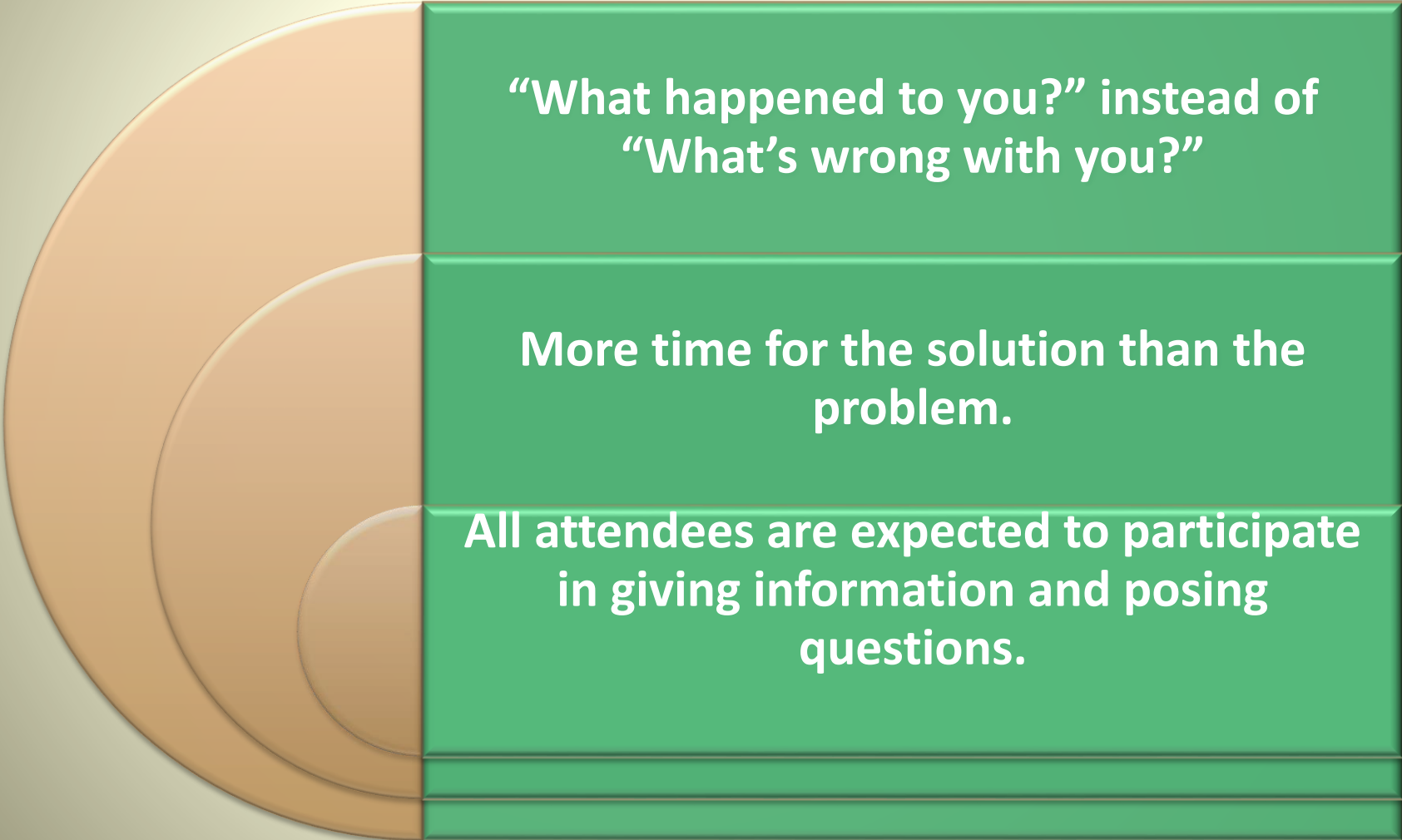


THE SANCTUARY TOOLKIT



S.E.L.F. TREATMENT PLANNING CONFERENCE

HOW DO YOU RUN ONE?



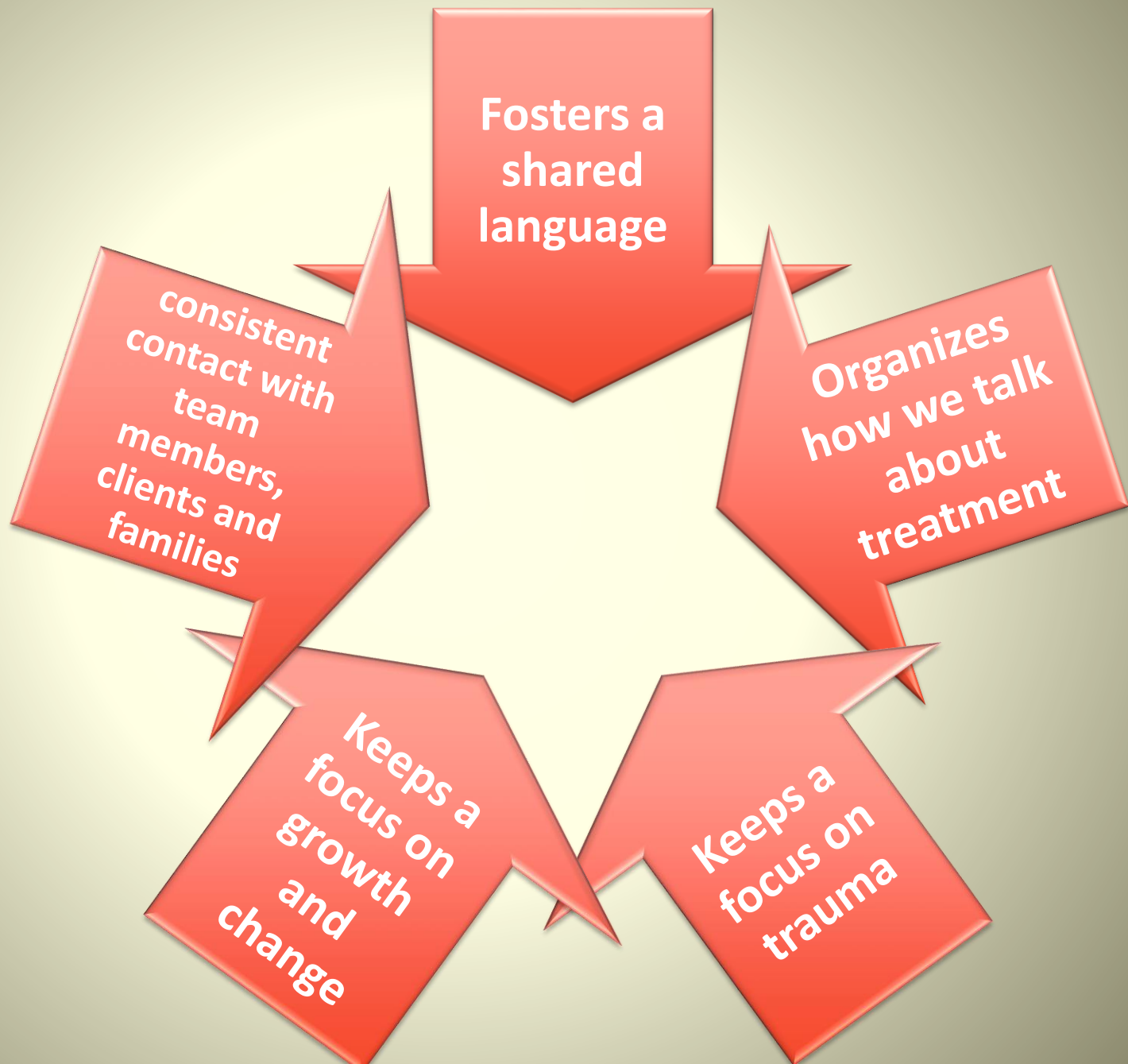
The diagram illustrates the structure of a SELF Treatment Planning Conference. On the left, there are three concentric orange semi-circles of decreasing size from top to bottom. To the right of these circles is a large green rectangle divided into five horizontal sections. The top three sections contain text, while the bottom two are empty. The text in the sections is as follows:

**“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.**

SELF TREATMENT PLANNING



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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