✏️ **REFLECTION & ACTIVITY WORKBOOK**

TRAUMA-INFORMED LEADERSHIP FOR
THE ANIMAL SERVICES SECTOR

💬 **REFLECTION 1**   What types of traumas might you and your staff be exposed to at work? What about the people utilizing your services?

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💬 **REFLECTION 2**   Think about your own experiences and skills as a leader, in any context. Think about a time when you demonstrated leadership that others expressed gratitude for. Remember the details. What was happening? What were you doing? Who was involved? Consider the following questions:

What strengths and competencies did you display in this situation?

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How did your leadership make a difference to yourself or others?

> 🖊️

✏ ACTIVITY 1   **Creating a Trauma-Informed Action Plan**

💡 Choose one of the trauma-informed leadership competencies that resonates with you, and let's create a brief action plan that will help you to continue to develop and implement this competency.

Consider the following questions:

What competency would you like to develop?

✏

What is your goal with developing this competency?

✏

What steps need to be followed in order to develop this competency? What resources are needed?

✏

Who else is involved? Who can we seek input from?

✏

How will you measure the outcomes of implementing this competency?

✏

💬 REFLECTION 3

Consider the characteristics of 'trauma-organized, trauma-informed, and healing' organizations from the previous graphic. Where would you generally place yours? Where do you think your colleagues would place your team or organization?

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✏️ **ACTIVITY 2**

SELF & ORGANIZATIONAL ASSESSMENT

✓ We invite you to participate in this quick activity, where you rate yourself or your organization on a scale of 1-5, 1 being you are not currently addressing this criteria, and 5 being your organization is a model example of meeting this criteria. You can keep your response in mind, or write it down here.

Criteria

Not currently addressing this criteria ●——●——● **Model example of meeting this criteria**

Using a strengths-based approach

Refresher: A strengths-based approach means that we are focusing on a person's positive attributes instead of the negatives.

Having healthy mental wellness policies

For example: Wellness days in addition to sick days, open dialogue about mental health in the workplace, debriefing practices after difficult scenarios, access to counselling.

Meeting people where they are at

Refresher: Meeting a person where they are at means understanding their values, needs, and emotions, and connecting with them in a way that is both effective and appropriate for them.

Building trusting relationships

You can think about this in relation to people accessing services, the communities you serve, and staff.

Now, please take a moment to reflect on the following questions. Again, you may want to write down your responses here, or save these questions to discuss with your team later on.

1 **What are the strengths in your leadership or your organization? What is going well?**

2 **What are the biggest gaps, barriers or weaknesses you see?**

3 **What did you notice as you thought about the different levels involved (from individual to broader community)?**

4   Where is there a need or opportunity to partner and build better relationships within your community? (i.e. Chiefs and Councils, partner agencies, social services, other local people or agencies)

5   Who are the 'champions' on your team who you could enlist to help transform your team or organization or services? (i.e. how can goals/objectives be divided/assigned?)

6   What are the opportunities for "quick wins" that you are willing to commit to doing fairly immediately?

✏ ACTIVITY 3

FORMALIZING NETWORKS AND
FACILITATING CONNECTIONS

	What informal networks and connections is our organization a part of?	What services do these connections provide?	What opportunities exist for collaboration and partnerships with these connections?	What person or role can be responsible for maintaining this connection or network?
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

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ACTIVITY 4

AVAILABLE RESOURCES FROM COMMUNITY AND SOCIAL SERVICES

	Name of community/ social service organization	What resource or service do they provide?	Phone number	Email address	Address
EXAMPLE	The Vancouver Humane Society	McVitie Fund: Financial assistance for veterinary costs for low-income pet owners	604-336-1390	mcvitie@vancouverhu-manesociety.bc.ca	N/A
1					
2					
3					
4					
5					
6					
7					
8					
9					

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REFLECTION 4

Consider the communities you may work with in your local context. Depending on where your organization is located, you may work with diverse populations, which may include newcomers to Canada, multigenerational communities, and Indigenous peoples, for example. Please take a moment to consider:

Who are the cultural communities you serve?

What do you know about the history of these communities, as well as their current contexts? For example, the barriers that they might face.

In what ways are you involved with the cultural communities in your local context?

In what ways are you addressing any distrust of services that may exist because of historical, cultural, and intergenerational trauma?

ACTIVITY 5   **Brainstorming About Mental Health Policy Changes**

Start by considering your current organizational policies around mental health. Then, think about and note down some areas for improvements.

Consider the following questions:

Are there any 'simpler' changes that can be implemented right away?

What changes do you see taking longer, and why?

Are there any barriers you think you/the organization may encounter in making these changes?

Who on your team who you could enlist to help transform your organizational policies (i.e., how can goals/objectives be divided/assigned?)

💬 **REFLECTION 5**   Take a moment now to think about your key takeaways, and make a commitment or two that will help you apply these in the workplace.

What are the most important things you learned in this experience?

✎

What is one thing you intend to carry back with you?

✎

What are one or two things you can commit to doing differently immediately?

✎

What one or two areas will you commit to learning more about?

✎

 ADDITIONAL RESOURCES

Canadian National Standard for Psychological Health and Safety

https://mentalhealthcommission.ca/national-standard/

Toolkits & Resources to Support Mental Health

https://mentalhealthcommission.ca/resources/

Organizational Assessment Tools

Agency Self-Assessment Tool for Trauma-Informed Care

The Agency Self-Assessment Tool will help you assess your organization's readiness to implement a trauma-informed approach. It is encouraged that staff provide honest and candid responses, as this will benefit your agency by helping to identify opportunities for program and environmental change, will assist in professional development planning, and can be used to inform organizational policy change.

http://www.traumainformedcareproject.org/resources/Trauam%20Informed%20Organizational%20Survey_9_13.pdf

Trauma-Informed Policy Audit Tool

The Policy Audit Tool is designed to assess organizational policy, and its purpose is to provide a roadmap to gauge the potential impacts of policy on organization stakeholders. The Policy Audit Tool is a great resource that organizations can use to assess current policies and plan future ones, and to aid in program design.

https://traumatransformed.org/documents/Trauma-Informed-Policy-Audit-Tool-Final-3.25.19.pdf