



Transitions – Mental Health Association

Trauma-Informed Care

Implementation Plan Summary – April 2025

The mission of the TMHA Steering Committee is to advise on the formulation and implementation of practices, policies and procedures to ensure that TMHA utilizes a trauma aware and hope informed lens when addressing the needs of all within the organization.

TIC Steering Committee Members:

Michele Simone (she, they), Consultant

Barry Johnson (he, his, him), Deputy Director

Monica McLeod (she, her, hers), Registered Nurse/ Case Manager, Housing Now

Jill Bolster-White (she, her), Executive Director

Tom Quintana (he, him, his), Program Administrator, Adult Treatment Programs

Cody LaMacchia-Meeks (he, him, his), Manager, Community Residential Programs

Meg Madsen (she, her, hers), Human Resources Manager

Shawn Ison (she, her, hers), Education and Advocacy Director

Heather Hiramatsu (she, her, hers), Office Coordinator II

Chris Pate, Assistant Manager, ATP 1

Prioritized TIC Steering Committee Activities --- 4/2025 through 4/2026

- Increase TIC Training and TIC conversations on teams:
 - Guidelines for Collaborative Conversation: how to use and not misuse
 - Chronic Exposure to Adversity
- Create TI poster with short phrases or mantras for core TIC principles:
 - It's not what's wrong with you; its what's strong with you.
- Annual review of Employee Handbook. Identify and prioritize most relevant area(s) to review and revise.
- Establish regular steering committee article in the newsletter to update agency on TI-SC committee activities, accomplishments; and, to encourage membership.
- Partner with Safety Committee regarding environmental safety scan at TMHA sites.
- Use TI assessment developed in 2024 to customize training with teams with intent of creating Increase safety in teams through enhanced team communication skills; develop and provide related training or group work to all managers and teams, in collaboration with DEI committee and HR.
- Explore collaboration with PAAT; invite clients to attend quarterly; explore definition of peer and revised agency lived experience survey.
- Explore development of a TMHA manager/supervisor Resource Guide with Human Resources and Manager input.
- Collaboration with Training Committee, HR, & Safety Committee on enhanced Critical Incident Support Protocol training, understanding, and clarity on roles with an eye towards increased and more effective agency implementation,

including more specific guidelines/training on facilitating staff exposure and anticipatory grief responses to illness, death and dying.

Ongoing Steering Committee Activities – as of 4/2025

- Ongoing development of TIC webpage and TMHA website content.
- Ongoing work with HR to review and analyze agency data.
- Increased TIC training for employees, based on survey feedback, including Self-Compassion/Empathy Fatigue focus.
- Establish TMHA newsletter blurb to update agency on TI-SC committee activities and accomplishments; also, to encourage membership
- On-going TMHA Board and Admin engagement and training.
- Continue ongoing conversation with tribal representatives towards increased education, understanding and connection; explore “land acknowledgement” development and implementation, if deemed appropriate.

Trauma-Informed Care Implementation Plan Activities 2017-2025

(Core strategies based on SAMHSA’s TIP 57)

- **Workforce development strategies for recruiting, hiring, retaining, training, supervising, and promoting wellness of staff members to support TIC:**
 - Included TIC training on list of TMHA mandatory training, including all day “Champions of Change” TIC overview and 2 hours of TIC continuing education annually
 - Implemented “Empathy Effect” training, targeting all TMHA staff to be trained within last year. 159 TMHA employees participated in the training. “Empathy Effect” training discontinued in 2020 due to lack of funding and key staff leaving the agency.
 - Added TIC overview and training to agency New Employee Orientation
 - Providing on-going support to “Champions of Change” with agency representation and financial support for trainings.
 - Provided all-staff trainings on TIC, microaggressions, and implicit bias in the workplace.
 - Initiated a monthly TIC “Collaborative,” providing an open forum for TMHA employees to learn about TIC related topics and discuss program/agency issues and concerns.

- Developed and facilitated a TIC survey for TMHA staff, assessing psychological safety, cultural competency, transparency, etc. Completed in 2017, 2019, 2021 and 2024.
- Reviewed and promoted TMHA wellness program (MVME)
- Reviewed and provided input and recommendations on employee evaluation process; assisted HR in updating evaluation format and language. Added evaluation section on self-care.
- Reviewed hiring practices and provided recommendations regarding interview questions, hiring preparation, self-care for applicants.
- Reviewed job descriptions and provided recommendations on language including TIC boiler-plate language to be included on all descriptions.
- Promoted and helped update “Collaborative Conversation Guidelines” document. Recommended CCG be addressed in evaluation, included in job description, and provided upon hire and in New Employee Orientation.
- Seeking Safety training and groups promoted and implemented in both counties.
- Updated TMHA employee applicant email responses from Human Resources, including initial email acknowledging application, email sent to candidates who are not being considered for interview, and email sent when candidate is no longer in consideration for the position.
- Collaborative Conversation Guidelines follow-up training for managers provided at 2020 Managers’ meeting by Michele Simone.
- TIC page added to TMHA Website in 2020. Webpage overhauled with added videos, links and narrative in 2024,25.
- Assisted with initial development and planning of DEI (Cultural Competency) Committee; implemented on-going integration and collaboration between two committees (shared members, DEI report-out on agenda).
- Promoted and supported “Rumble” training, based on Brene Brown’s work, developed by Michele Simone and delivered to all management and directors. Working with HR to develop ways of providing TIC essentials and support to teams, in collaboration with HR consultant Shared Agreement work.
- Assisted Human Resources with update of Employee Handbook, specifically: Handbook Introduction, Changes to Policies, Problem Resolution, Employment of Relatives and Personal Relationships.
- Addressed need for internal support for staff through development of Employee Resource Groups (ERGs).
- Provided feedback on employee 360 review document and process; submitted suggestions to TMHA admin and HR
- Led a “Building Safety” conversation and presentation at TMHA Managers’ Meeting, August 2022
- Drafted “Shared Agreements” to align and support “Guidelines to Collaborative Conversations,” in group or team settings; shared draft with admin and DEI Committee. Launched “Trauma Informed Team Support”

in 2024-2025; included development and implementation of team assessment form.

- Explored “Land Acknowledgements” in regards to native people, prioritizing ongoing conversation with tribal representatives towards increased education, understanding and connection.
- Developed interview questions for TMHA hiring process and worked with HR to mandate use of at least 1 TIC based interview question in each interview; worked with DEI committee to provide a complimentary list of DEI based interview questions, mandating 1 per interview.
- Reviewed TMHA “Steps for Recruitment” policy and provided feedback for HR.
- TIC members explored the process of giving interview questions to candidates beforehand and dialed in preferred practice with HR.
- Reviewed TIC trainings on Relias e-learning platform and working on best ways of promoting those trainings within the agency.
- Worked with HR to develop Exit interview questionnaire (4/2025).
- Provided L&L training on TI Survey (and all surveys) to agency to provide increased transparency and relevancy for employees(1/2025).
- 2025: Reviewed and made recommendations regarding employee exit and stay interviews

- **Specific evidence-based or best practice adoptions to support TIC:**

- Acknowledged agency efforts in supporting WRAP, Empathy Effect, Peer Specialist Training, Triple P, Reaching Teens, and Mental Health First Aid.
- Steering Committee members attended Trauma-Informed Organizations training and follow up learning sessions in May 2022
- Provided feedback in development of “Restorative Practices” Lunch and Learn.
- TIC Steering Committee connected with Trauma-Informed SLO, PACES, and the Bridges to Resilience annual conference, including work by Dr. Robert Sege and HOPE; information on these Trauma-Informed activities disseminated to agency.
- HOPE and resilience research and messaging added to NEO training
- TIC SC members presented TMHA TIC organizational development and practices at SHARE! Peer Conference.
- DEI and TIC intersection enhanced through joint DEI/TIC training via lunch and learn; exploring eventual training for TMHA Board.
- 2024: Co-sponsored DEI Cultural Humility training with SLO Behavioral Health
- 2025: Reviewed and provided recommendations to DEI Incident Reporting form and process
- 2024-2025: Added enhanced Relias library with many TIC related trainings

- **Strategies to amend facility design or environment operations to reinforce safety:**
 - Safety review of office configuration and physical environment – including preparation for active shooter
 - Safety committee monthly training
 - CARF certification – review of sites; tracking of access barriers, remedies
 - Provided assistance and support for enhancement of TMHA crisis response plan, including annual training for all staff through TMHA's monthly safety trainings.
 - Developed a TMHA inclusion statement, in both Spanish and English, that has been printed on a variety of medium for posting at TMHA sites and office spaces.
 - Non-binary, all gender, handicap placards have been placed on all TMHA restrooms based on our Steering Committee recommendations.
 - Reviewed TMHA Critical Incident Support Protocol, provided feedback for better implementation and training; added support of this protocol as a priority for TIC SC. Reviewed again in 2024 including integration with TMHA's Workplace Violence protocol.

- **Strategic Planning, including fiscal, organizational, programmatic planning to ensure sustainability of the steps initiated in the organization:**
 - TIC inclusion in agency Strategic Planning, 2018
 - TIC leadership formalized in Director job description
 - TIC Steering Committee implemented and linked with Executive Team, Clinical Committee, and Strategic Planning
 - Presented TIC Steering Committee activities to TMHA Board, November 2022, including overview of Trauma-Informed Care; invited board members to participate in the TIC-SC in the future.