



Transitions – Mental Health Association
Trauma-Informed Care
Implementation Plan Summary – April 2026

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, hers), Executive Director

Tom Quintana (he, him, his), Program Administrator, Adult Transitional 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

Lea Rodney (she, her, hers), Admin Assistant, BHN and Family Services

Elana Davidson (she, her, hers), Adult Residential Counselor, Adult Transitional Program

Arlen Fierro, (she, her, hers) Assistant Manager, Behavioral Health Navigation

Aria Thieleman (she, her, hers), Retail Sales Associate, Growing Grounds Downtown

Prioritized TIC Steering Committee Activities --- 4/2026 through 4/2027

1. Finalize Critical Incident Support Protocol and get to Training Committee.
 2. Use newsletter articles / Managers' Meetings / Managers' Cohort to make TIC SC resources available, such as Chronic Exposure to Adversity training and Team Support, utilizing a standard statement each month.
 3. Guidelines to Collaborative Conversation – explore the creation of a supplementary document that offers strategies on how to apply the guidelines, using feedback from surveys.
 4. Look at Trista's new employee form and see how it might be helpful.
 5. Explore client intake forms and processes, elevating safety with the clients and sharing the “why” we need certain information.
 6. Article on ACES Aware training.
- Employee handbook – assist with introductory statement on new standardized handbook, if adopted from CA Chamber of Commerce.
 - Actively recruit Santa Barbara representative.
 - Explore the creation of a Team assessment: for teams to reflect on how they are meeting their goals, and to provide an overall environmental scan of team cohesion.
 - Explore creation of “roadmap” document that lists the contents of the T: drive Managers folder.
 - Explore resources and training that assists with handling conflict between clients, such as mediation skills and training (see committee discussion, Sept 17., 2025).
 - Increase TIC training opportunities for employees, including the following topics:
 - resilience in an un-resilient world (self-advocacy, self-resiliency, empowerment)
 - CRM
 - grief responses to illness, death and dying
 - self-compassion/empathy fatigue

Ongoing Steering Committee Activities – as of 4/2026

- Ongoing development of TIC webpage and TMHA website content.
- Ongoing work with HR to review and analyze agency data.
- Continue linkage and support of Trauma-Informed SLO.
- Increased TIC training for employees, based on survey feedback.

- 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.
- Continue on-going work with PAAT, including video project
- Bi-annual TMHA TIC Survey – Fall 2026

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. Updated Guidelines for Collaborative Conversation in 2025, to include “Professionalism.”

- 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 2024,2025.
- 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. Assisted with Handbook revision in 2023, 2024, and Code of Conduct in 2025.
- 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
 - 2025-26: Continues to provide TIC Team Support to TMHA programs
 - 2025: Chronic Exposure to Adversity trainings provided
 - 2025-26: TI-SLO moved forward as a community-wide training platform for TIC; robust TMHA employee participation.
 - 2025-26: Added monthly TIC newsletter article with focus on training, support, best practices, and committee recruitment
- **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. Reviewed again in 2025-26 with TIC lens and recommendations for Training Committee.
 - 2026: Family Preparedness Plan and Kit review

- **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.