

**THE SANCTUARY MODEL**  
**1 YEAR CELEBRATION**  
Information booklet

# WHAT IS SANCTUARY?

The Sanctuary Model is an organisational change approach to providing sensitive and safe care for people who are vulnerable, and those who have suffered adversity, trauma and loss.

It is a trauma-informed care approach developed over twenty years ago by Dr Sandra Bloom, based on extensive research and theory. The Sanctuary Model provides tools and training to all staff to support us to better manage the stress and complexity inherent in human services work.

## How will sanctuary impact me?

Everyone in the organisation is expected to participate in the Sanctuary Model implementation so that our teams and clients get the most benefit.

Even foster carers, volunteers and our service staff in administration, maintenance and support roles, can participate.

Sanctuary will have many subtle changes but some of the more noticeable changes you will see in staff and clients will be using parts of the Sanctuary Tool Kit, like Community Meetings, Safety Plans and Self-Care Plans.

## How long will it take to be rolled out?

The implementation process for the model will take approximately three years, and during this time policy and processes will be changed to reflect the Sanctuary Model.

We hope to achieve Certification in 2020.

## Where is the sanctuary model being used?

The Sanctuary Model was developed over 20 years ago by renowned psychiatrist Dr Sandra Bloom, and has been adapted to a range of environments; from acute psychiatric inpatient settings to residential care services and schools. It is now embedded in more than 300 organisations world-wide.

## Why are we doing this?

Some of the benefits seen in organisations that have achieved Certification in the Sanctuary Model approach, include:

- Creation of environments where staff feel valued, teams trust one another and clients feel safe and supported to heal
- Increased staff satisfaction and innovative problem-solving
- Decreased staff turn-over and increased morale
- Improved sense of safety; decreased staff and client injury and reduction in critical incidents (physical and emotional)
- More honest and open communication and better decision making about complex issues

If you don't have a local Core Team Member, and you are interested in participating directly in Implementation in your area, please contact Tenille Abell;

**e: [Tenille.Abell@anglicare.com.au](mailto:Tenille.Abell@anglicare.com.au)**

## What is the core team?

To implement the Sanctuary Model the Sanctuary Core Team has been appointed by the Steering Committee as the leadership team who are responsible for guiding the implementation process.

They provide important feedback from across all levels and areas of the organisation to ensure 'every voice is heard' in the change process. Consequently the Core Team is multi-disciplinary, multi-level and diverse.

# SANCTUARY ACHIEVEMENTS TIMELINE:

- **December 2016:** The Board of Anglicare NSW South, NSW West and ACT agrees to introduce the Sanctuary Model.
- **May 2017:** Diagnostic Assessment conducted by Kate Martin and Matthew Spicer from the Sanctuary Institute.
- ★ **21-23 August 2017:** The Steering Committee and Core Team trained by The Sanctuary Institute in Canberra.
- **29-30 August 2017:** Core Team meets for the first time to discuss strategies for training and implementation with support from the Sanctuary Institute.
- **September 2017:** Core Team begins delivering a communication strategy for staff in their local offices, to help them understand the Sanctuary Model and begin some of the early aspects of implementation, such as Community Meetings.
- **September 2017:** Core Team develops a narrative about how the Sanctuary Model came to be selected for implementation in Anglicare.
- **October 2017:** Reverend Dr Ian Coutts and Therapeutic Services Manager Tenille Abell being to align Anglicare Values and Sanctuary Pillars. They present their work to the Board and to the Leadership Team at the Anglicare Leadership Forum on 8-9 November 2017.
- **8 & 9 November 2017:** At the Anglicare Leadership Forum Kate Martin and Matthew Spicer from the Sanctuary Institute, complete a number of presentations about the Sanctuary Model.
- **December 2017 – January 2018:** Anglicare College and the Therapeutic Services Manager begin developing a Pilot three-day training workshop called Introduction to the Sanctuary Model”
- **16 – 18 January 2018:** Pilot Training is conducted with “Critical Friends” in Canberra. The Training Products are then further refined.
- **February 2018:** Local Implementation Teams begin to be constructed by Core Team
- **March 2018:** The three-day Sanctuary Workshop roll-out begins across Anglicare’s main centres.
- **22 March 2018:** Alec Salopek, Sharon Tooney, Barry Porter and Tenille Abell present to the Sanctuary Institute Australasian Network in Melbourne.
- **May 2018:** Board Member Dr Bill Anscombe and Reverend Dr Ian Coutts develop Sanctuary Values and Pillars tree.
- **28 May 2018:** Therapeutic Services Manager provides an overview training session to SAL Consulting Clinicians regarding introduction of the Sanctuary Model.

—————  
**The official start of  
Sanctuary rollout!**

# WHAT IS A COMMUNITY MEETING?

Community Meetings are a tool used to bring groups of people together; they are a short check-in with others and provide an opportunity before beginning the day or beginning a meeting to connect with others. There are three questions that each person should respond to in a Sanctuary Community Meeting;



## Start of the day

The first question is:

**"How are you feeling?"**

The second question is

**"What is your goal for the day?"**

The third question is

**"Who can you ask for help?"**

## End of the day

The first question is:

**"How are you feeling?"**

The second question is

**"What was your highlight of the day?"**

The third question is

**"What will you do for self-care?"**

## Sanctuary Toolkit



### The Sanctuary Model Toolkit

- These are the practical tools used to enable individuals and organisations to build community, develop common practice and deal effectively with adversity and trauma.

- The ten tools in the Tool Kit are: Community Meetings, Core Team, Training, Safety Plans, Psychoeducation, Team Meetings, Red Flag Meetings, Self-Care Plans and Supervision, Mentoring & Coaching.

## Sanctuary Commitments



### The Seven Commitments

The seven Commitments are designed to create safe work environments, to support staff and clients alike to build resilience, connection and meaning. The seven commitments are:

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

# THE FOUR PILLARS OF THE SANCTUARY MODEL

## S.E.L.F.



### S.E.L.F. - Safety, Emotion Management, Loss and Future

If the Sanctuary Commitments are the shared philosophy that create Sanctuary, then the S.E.L.F. acronym is the simple organising structure we use to ensure a shared language and focus throughout the community.

## Trauma Theory



### The Theory Pillar

The theory pillar helps us to have a shared language and understanding about the impact of stress, adversity, trauma, abuse and loss on our clients and on our organisation.

# CEO'S PERSPECTIVE

## Sanctuary: protection against burn-out

In the final weeks of August 2017, I had the privilege to attend Anglicare's first three-day Sanctuary introductory training along with my fellow members of the Steering Committee together with our new Sanctuary Core Team. It is rare to be in a space where Youth Workers and Executives have equal voice. It was amazing to see key Sanctuary Commitments like Social Learning come to life in our discussions as hierarchies dissolved and passion and wisdom was shared generously by all participants.

The Executive hope that by introducing Sanctuary we can ensure that staff are safe and have the capacity to create a safe environment in which to care for our clients, participants, residents and families. Evidence from America suggests that we should see a reduction in staff turn-over and burnout from introducing the Sanctuary model, which in turn will lead to better outcomes for clients.

One of the strengths of Sanctuary is that it can be customised to local circumstances. It provides a flexible framework rather than a rigid program. From this week the Core Team, which is largely made up of front-line staff broadly representing all our offices and regions, will be making decisions on how to implement Sanctuary within Anglicare.

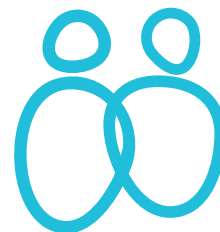
Sanctuary describes itself as "a blueprint for clinical and organisational change... through the active creation of a trauma-informed community". It provides us with a range of tools to improve our awareness of trauma, including a common language to describe adverse events regardless of our role or professional training.

In essence Sanctuary is about creating a culture of safety across the whole organisation. We recognise that staff that work in a community services organisation like Anglicare are vulnerable to stress and burn-out, especially through the dynamics of vicarious trauma. Our work can be very emotionally draining. Indeed vicarious trauma is sometimes called "compassion fatigue" and in the most severe examples, if unresolved, can lead to disconnection, nightmares and despair. Sanctuary aims to protect staff against vicarious trauma by ensuring collegial support is structured into the workplace and supplemented by strong supervision and coaching from management.

Jeremy Halcrow

CEO, Anglicare NSW South, NSW West & ACT

30/8/2017



## YOUR LOCAL TEAM MEMBERS ARE:

### ACT

Ann Ponsonby  
Peta Gardiner  
Tenille Abell  
Vivienne Gould

### South Coast

Danea Cowell  
Heidi Freeland  
Catherine Gibson  
Kate Gentle

### Orange

Barry Porter  
Katie Houghton (leave)

### Riverina

Rhys Bailey-Brown  
Brad Addison  
Toyah Headridge  
Sharon Tooney  
Kelli Daniels  
Kristy Daley  
Jenny Morris  
Mitch Dunn

### Sydney

Alec Salopek  
Julian Tuigamala  
Shannon Doherty (leave)

### Goulburn

Toni Reay  
Allison Jones  
Kira Moorby  
Sallyann Allport  
Brad Edlington

### Sanctuary Champions

Serena Griggs  
Shirley Lin  
Robert Jackson  
Sam May  
Sandra Michie  
Umair Quereshi  
Roanna Rosetta  
Carmel Swan  
Peter Tautaiolefue  
Shyanne Watson  
Charles Wood  
Sebastian Cottam



# HOW CAN I GET MORE INVOLVED?

## Local Implementation Teams

The Core Team works directly with Local Implementation Teams and Sanctuary Champions to embed the Four Pillars of the Model at a local level. Anyone can participate in their Local Implementation Team.



### The role of Local Implementation Team Representatives is essentially to be:

- involved in integrating the Sanctuary Commitments and Toolkit into day-to-day operations;
- involved with identifying strengths, vulnerabilities and major conflicts in the region/program;
- role-modelling Sanctuary Commitments, educating staff in the four Pillars and developing resources for use at a local level

### What is the S.E.L.F. Model?

S.E.L.F. stands for Safety (Physical, Psychological, Social, Moral and Cultural), Emotion, Loss and Future. S.E.L.F. is a non-linear, dynamic problem-solving framework to organise conversations and documentation.

S.E.L.F. supports us to solve complex problems faced in human services work and the focus on future helps us to maintain a hope focus for clients experiencing distress and trauma.

## THE DIFFERENCE IT MAKES

### Testimonial from Sharon Tooney, OOHC Coordinator Albury

"We were struggling to effectively communicate with a Mental Health Service about what was happening for a young person we were working with. The young person was also having difficulty articulating this for herself. So we used the S.E.L.F (Safety, Emotion, Loss and Future) Framework.

Using S.E.L.F, we were able to not only provide a safe platform for her to express what was happening for her, but also to illicit more information than we had been able to in any previous discussions. This in turn allowed us to develop an action plan moving forward that had a 'big picture' approach for this young person that both the Mental Health Service and Anglicare were on board with."

### Testimonial from Kira Moorby, Case Worker Adolescent Program, Goulburn

"We recently decided to start introducing the Sanctuary Model of care to our clients, so when I started a new Parenting Group, I decided to begin with a Community Meeting. The room full of strangers participated in the first three questions and it became evident that they were feeling nervous, anxious and worried.

But by the end of our group session we finished up with another community meeting and their feeling words had changed to "great", "relieved", "pleased", "optimistic", "positive" and "looking forward to next week's class". As a facilitator, I would not have known how my participants were feeling at the beginning and end of the group sessions without inviting them to participate in community meetings."

## WHERE CAN I GET MORE INFORMATION?

For more information see our website:  
[www.anglicare.com.au/sanctuary](http://www.anglicare.com.au/sanctuary)

For more information about the model please see:  
[www.thesanctuaryinstitute.org](http://www.thesanctuaryinstitute.org)  
[www.mackillop.org.au/sanctuary](http://www.mackillop.org.au/sanctuary)  
[www.sanctuaryweb.com](http://www.sanctuaryweb.com)

# WHAT PEOPLE HAVE SAID ABOUT THE TRAINING SO FAR:

"I like that it encouraged self-care"

"I will use more open communication and share ideas with my team...I feel more comfortable to express my emotions..."

"It was a lot to cover in the time frame"

"The visual aids helped a lot for someone who gets agitated and bored easily..."

"I enjoyed bringing it all together and knowing how it will potentially impact on the culture in our office"

"As a result of this training I realised to keep my own negative emotions in check – remembering how they can impact on others in the workplace"

"Great job – this model seems like a fantastic way forward"

"The training was interactive, and enabled group discussion to better consolidate the information that was being presented"

"A lot of information but I feel confident in being able to use it as it was embedded well..."

"Big job ahead to implement it – but worth it"

"I thoroughly enjoyed the training, atmosphere, group interaction, mindfulness and the confidence and experience of the trainers"

"I noticed that our workplace is 'not so Sanctuary' at present"

"It was long and pretty intense"

"I enjoyed learning about how trauma impacts children and adults and how the brain can be re-trained to think differently"

"10/10 great work to all the trainers"



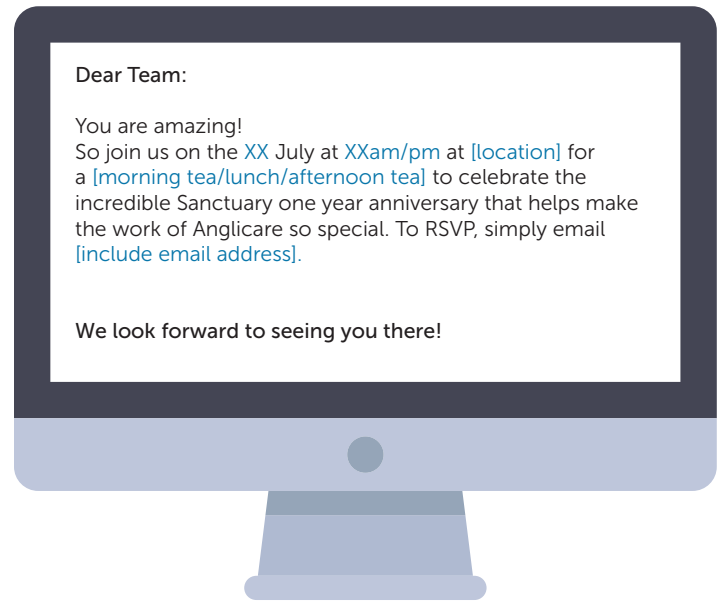
# STEP-BY-S

Check out the materials in the Anglicare Sanctuary Guide



- Note: Check to see all of your materials are in the toolkit!

Start hanging up your Sanctuary "Heroes" posters in your workplace a week or two before the launch date



Send out an invitation email to your teams in preparation for the week. Example above ^



- Note: If the date does not suit, the event could be made outside volunteer week

Choose a date in the week to host a "celebration" morning tea, lunch or afternoon tea.

Plan your celebration morning tea (or lunch, or afternoon tea)



## ANGLICARE'S SANCTUARY HEROES

Anglicare is delighted to mark the one year anniversary of Sanctuary! While it is important to honour the incredible work our team does every day, it's wonderful to acknowledge their contributions at a specific time of year.

Hundreds of people are connected to our services across 50 locations in regional NSW and the ACT.

They work in areas ranging from Disaster Recovery support teams to mentoring, emergency relief and assisting in our retail stores.

Enjoy this step-by-step guide and be inspired to celebrate Sanctuary in your team!



# STEP GUIDE



## Honouring the people in your team

- Share one or two meaningful stories from the last year where Sanctuary has made a real impact. You could even invite a client along to talk about how Sanctuary made a difference for them.



## Work out a date and venue

- Check your work calendar to work out an appropriate time and venue well in advance.

- If having an event during work hours at your workplace is difficult, an after-work event could be an option.

- Blank certificates are also included in your pack. You may also want to create specific awards for each volunteer like: Friendliness, Trouble Shooter and Kindness Award.



- **Note:** (If you need more cards or certificates, simply contact Tenille Abell)

**ENJOY!**  
Make it a great day celebrating your team and Sanctuary!



## Remembering the event

- Take photos at your event that you can email through to the team as an encouragement later on.

## Catering

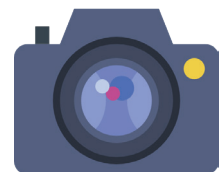
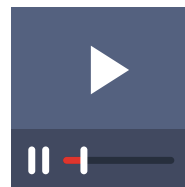
- You can encourage staff to bring along a share plate of food or set aside some budget.

- If you are hosting a morning or afternoon tea, you could even hold a competition such as a cupcake making comp, or scones comp and have keen cooks in your team put their culinary skills to the test.

- You may also want to send photos to the media team at Anglicare so pictures can be posted on social media.

Email pictures to [design@anglicare.com.au](mailto:design@anglicare.com.au) with some details about your event and who is in the photos.

- Make sure you get permission from people in the photos, especially if they aren't staff members. For non-staff members, a media consent form is included in your pack.

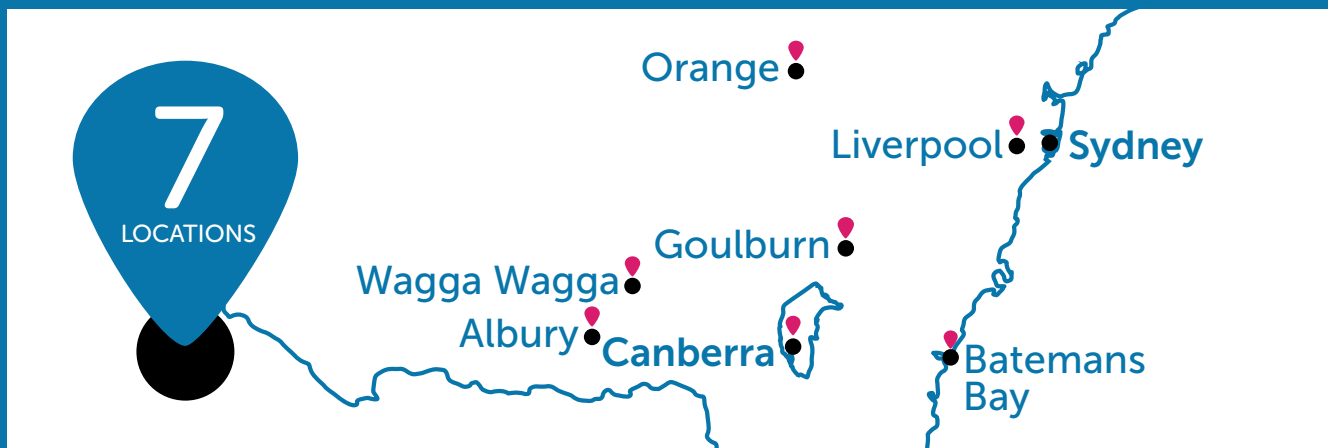


# ACHIEVEMENTS

148 → 235

Completed training

By August 2018



## WHERE HAVE WE TRAINED?

- |                                 |                                |
|---------------------------------|--------------------------------|
| 16 – 18 January 2018, Canberra  | 22 – 24 May 2018, Liverpool    |
| 6 – 8 March 2018, Canberra      | 29 – 31 May 2018, Goulburn     |
| 13-15 March 2018, Batemans Bay  | 5 – 7 June 2018, Canberra      |
| 4 – 6 April 2018, Orange        | 26 – 28 June 2018, Wagga Wagga |
| 17 – 19 April 2018, Wagga Wagga | 3 – 5 July 2018, Liverpool     |
| 8 – 10 May 2018, Albury         | 17 – 19 July 2018, Canberra    |
| 15 – 17 May 2018, Orange        |                                |

## THANK YOU!

For more information visit [anglicare.com.au/sanctuary](http://anglicare.com.au/sanctuary)