



SANCTUARY

THE ESSENTIALS

WHAT IS SANCTUARY?

The Sanctuary Model is an organisational 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.



Growth and Change	Creating hope for our clients and ourselves
Open Communication	Saying what you mean but not being mean when you say it
Democracy	We are committed to everyone having a voice and contributing to decision-making
Non-violence	Safety. Boundaries. Treating others with respect
Emotional Intelligence	Managing our feelings so we don't hurt ourselves and others
Social Responsibility	We care for and support each other, and take responsibility for our actions
Social Learning	Learning from each other through action and communication

THE FOUR PILLARS OF THE SANCTUARY MODEL

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 nine tools in the Tool Kit are:

- Community Meetings
- Core Team
- Training
- Safety Plans
- Psychoeducation
- Team Meetings
- Red Flag Meetings
- Self-Care Plans
- Reflective Supervision and 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
- Social Responsibility

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.

MODEL

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.

FIVE KINDS OF SAFETY:

Physical safety	You are able to protect yourself from physical harm or injury. Practicing non-violence in the workplace, including physically, sexually and psychologically (e.g. intimidation, body space). The absence of self-abusive and destructive behaviours like risk-taking and self-harm.
Psychological safety	Your thoughts and feelings are safe. You are able to foster self-esteem, self-control, self-awareness and self-respect. You are able to create and maintain boundaries. Psychologically safe environments promote development of executive functioning to achieve goals and for self-empowerment. Reciprocity.
Cultural safety	An environment that is spiritually, socially and emotionally safe, as well as physically safe for people; where there is no assault challenge or denial of their identity, of who they are, or of what they need.
Social safety	You feel secure in your relationships with other people. Abusive behaviours are defined (e.g. racism, intimidation, bullying, isolation and exclusion) and a system of authority and mutual responsibility holds people accountable. Conflicts are recognised and addressed with mutual respect. Repair.
Moral or ethical safety	You are safe to 'do the right thing' and act with integrity (e.g. not bullied into complicity or collusion with things you know are wrong).

For any of us to thrive and grow, we must feel safe.

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) and in the afternoon 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?"

SAFETY PLANS

**help us to respond rather than react;
and to stay emotionally regulated.**

A safety plan is a visual reminder of activities that workers, carers and clients can do 'in the moment' to return to a calm state or 'remain regulated' when we are feeling overwhelmed or stressed out. The reason we have a safety plan is so we don't engage in behaviours that hurt ourselves or anyone else.

A good way to start making safety or regulation plans with clients is to identify with them strong emotions they find it difficult to handle and to write a list of their preferred ways to calm down. We should keep our safety plans on us at all times - **remember you can keep it on your phone!**

The process of yarning is an alternative means of checking in with each other and is often used by First Nations people. Unlike the community questions, yarning emphasises listening and allows the individual to say as much or as little as they wish.



THE SANCTUARY TOOLKIT HAS NINE TOOLS TO HELP US EMBED TRAUMA-AWARE PRACTICES AND CREATE SAFE WORKPLACE CULTURES. IT HELPS US TO DEVELOP NEW HABITS TO DEAL WITH CHALLENGES AND BUILD A STRONGER COMMUNITY AND ORGANISATION.

Training – To learn about Sanctuary every employee needs to complete compulsory the 2-day Sanctuary Introduction Workshop. These workshops occur throughout the year and across worksites. For casual staff members (working 2 or less days per week) and foster carers, alternate training packages are being developed. Sanctuary 'Booster' or refresher training is also held across our regions, and offered through the Anglicare Leadership Forum and Regional Leadership Forums.

Community Meetings – These meetings are a way to check in and connect each morning and afternoon. They are meant to be a quick 'temperature test' and not a therapy session. They help us and our clients to recognise feelings, share goals, understand workload and other pressures. Community Meetings help us to create stronger, supportive and more cohesive team environments.

Core Team – Core Team meets on a monthly basis - it's their job to drive the implementation of the Sanctuary Model. Core Team members come from all parts of the agency – from different services and all levels of the hierarchy - to ensure the perspectives and needs of staff and clients are represented. The Core Team provides an important communication role and guides adaptation of the model to meet the needs of different clients and services.

Safety Plans – An individualised visual plan carried by each staff member (and developed with clients) as a reminder of what to do when feeling emotionally triggered. Carrying your Safety Plan can be as simple as taking a picture of the plan on your phone.

Psychoeducation – This practice means providing educational material for our clients about the effects of stress, adversity, loss and trauma on our mental and physical health. The core goal of psychoeducation is to empower clients and support their healing. We do this by supporting them to understand the impacts of their past experiences on their current lives, and by helping them develop coping skills and resilience following adversity.

Red Flag Meetings – A Red-Flag meeting can be called by anyone in the organisation (even clients) in response to a safety issue, critical incident or imminent crisis. The meeting is used to prevent collective disturbances, entrenched conflict or to problem-solve safety issues. The meeting follows a prescriptive protocol (initiated in ISOPRO) and 70% of the meeting time is spent on the Future; generating solutions, solving problems, innovating, finding opportunities to shift trajectories and for change.

Reflective Supervision and Coaching – Anglicare has developed a Reflective Supervision model; it is a strengths-based and person-centred process that supports staff in avoiding 'crisis-mode' functioning. Reflective practices help people understand their emotional reactions to their work and clients, develop analytical thinking, identify solutions and to focus on safety, support and self-care needs.

Team Meetings with S.E.L.F. – Regular Team Meetings are essential to safety (workplace health and safety) and to creating psychologically safe workplaces. In Team Meetings we practice Sanctuary Commitments. Team Meetings are a good place to use the S.E.L.F. Framework to enable all levels of staff to participate, learn, discuss team issues, generate new ideas for clients, collectively problem-solve and get 'on the same page'.

What is S.E.L.F.? Safety, Emotion, Loss and Future
S.E.L.F. is a non-linear problem solving tool designed to promote reflection, support creativity and innovation, to generate new ideas, identify opportunities for change, to shift trajectories, and to create a hopeful future for clients and ourselves. It is also a dynamic problem-solving framework that we can use to organise discussions, meetings and documentation.

Self-Care Plans – Are a written plan where we identify daily practices and activities that we use to increase our coping in the face of stress, as well as to prevent burnout and vicarious trauma. Self-care practices should include exercise, healthy diet, adequate sleep, time connecting with others, and 'mindful' and relaxing activities such as hobbies, creative arts, community events, etc.

For First Nations people - Maintaining connections with family, community and Country contributes to cultural and spiritual wellbeing. It might include activities such as talking to an Elder; going barefoot for a while; or going to that special place on Country that makes you feel strong.

IF TRAUMATIC STRESS HAS ADVERSE IMPACTS ON THE PEOPLE WE SERVE... WHAT'S IT DOING TO ME AND THE PLACE I WORK?

Collective Disturbance	Where an unresolved conflict occurs and is re-enacted somewhere else.
Parallel Process	This happens when individuals or groups of people unconsciously pick up on others' thoughts and feelings and act them out. It is similar to 'emotional contagion'. An example of a negative parallel process is 'panic-buying' toilet paper! An example of a positive parallel process is the financial generosity and acts of giving following the Bushfires.
Organisations and Trauma	Organisations, like individuals, are living, complex, adaptive systems and being alive, they are vulnerable to stress, particularly chronic and repetitive stress. Organisations can be traumatised and the result of traumatic experience can be as devastating for organisations as it is for individuals. These stressors and pressures can become magnified when they start to affect whole groups of people.
Trauma Re-enactment	Under the stress of working with traumatised clients, a typical unconscious re-enactment can occur called 'the Trauma Re-enactment Triangle'. This is where people take on three roles unconsciously – Rescuer, Victim and Persecutor. It leads to unhelpful conflict and disempowerment. Instead, Sanctuary teaches us to use the alternative roles of Coach, Creator and Challenger as a more helpful approach.
Group Think	Group Think occurs when a group reaches a consensus decision and doesn't think through alternate view points because of a desire to avoid conflict or upset the status quo.
Vicarious Trauma	Vicarious Trauma is a psychological term used to refer to changes in a person (physical, psychological, spiritual) that can occur when they are repeatedly exposed to traumatic material.



CHECKLISTS INDIVIDUAL, TEAM, CLIENTS

DO YOU AND YOUR TEAM:

- Carry your Safety Plan with you at all times – on your phone or on a tag?
- Have a Self-Care Plan and practice Self-Care, mindfulness and relaxation daily?
- Know what a collective disturbance, parallel process and trauma-re-enactment is? Can you provide examples of each and how you can prevent/address them?
- Know what organisational trauma, vicarious trauma and burn-out are and how to prevent them?
- Conduct/Participate in Reflective Sanctuary Supervision every month?
- Know what SELF stands for? And use the framework to problem-solve when you get stuck or need to make changes?
- Have regular Team Meetings to focus on Safety using the SELF framework?
- Know what the five kinds of safety are? And apply them to create a safe workplace?
- Recognise how emotions influence thinking and behaviour in clients, yourself and your team?
- Actively address issues of loss in the workplace?
- Support your clients and teams to participate in planning for a hopeful future?
- Demonstrate trauma-informed thinking e.g. “What has happened to?” rather than “What is wrong with?”
- Participate in Community Meetings daily (twice a day in Care Homes)?
- Know what a Red-Flag Meeting is for and how to call one?
- Demonstrate awareness of how your client’s history impacts their behaviour?
- Participate in Sanctuary Training (including the 2-day Workshop and regular refreshers)?
- Regularly connect with family community and Elders
- Spend time on Country
- Have a yarn and share a laugh

FOR OUR CLIENTS AND FAMILIES; DO YOU AND YOUR TEAM:

- Talk about Sanctuary with clients and families so they know how it can help them?
- Hold Community Meetings with clients and families?
- Create Safety and Self-Care Plans with them?
- Support clients and families to understand the impacts of trauma and loss (Psycho-education) and empower them by teaching coping skills and resilience?
- Support clients and families to participate in SELF planning meetings and conferences?
- Let them know they can hold a Red-Flag Meeting and, where appropriate, support them to do this?
- Hold community meetings and/or have a yarn with First Nation clients and families
- Support First Nation clients and families to understand the impact of inter-generational trauma while exploring behaviours that make them feel strong

THE COMMITMENTS:

- Do you treat others with respect and use non-violent means to resolve conflicts?
- Are you emotionally intelligent, self-regulated, self-aware, empathic and motivated?
- Do you seek input and create ways for others to participate in decision-making that impacts them?
- Are you transparent in your conduct? Do you use open communication with sensitivity?
- Do you take care of others in your workplace, sharing responsibilities and problem-solving?
- Do you create space for growth and change? Do you maintain a hopeful outlook and empower others?
- Have you explored the 7 Commitments with your clients and families?



SANCTUARY IN ACTION



SANCTUARY INSTITUTE AUSTRALIA



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Anglicare acknowledges Aboriginal and Torres Strait Islander people as the Traditional Owners and Custodians of our land and seas. We acknowledge the history of this land and the stories of resilience and survival which make up Indigenous Australia. We give thanks to Aboriginal Elders and Knowledge Keepers of every generation, including the many Aboriginal families and communities which contribute to the life of our regions.