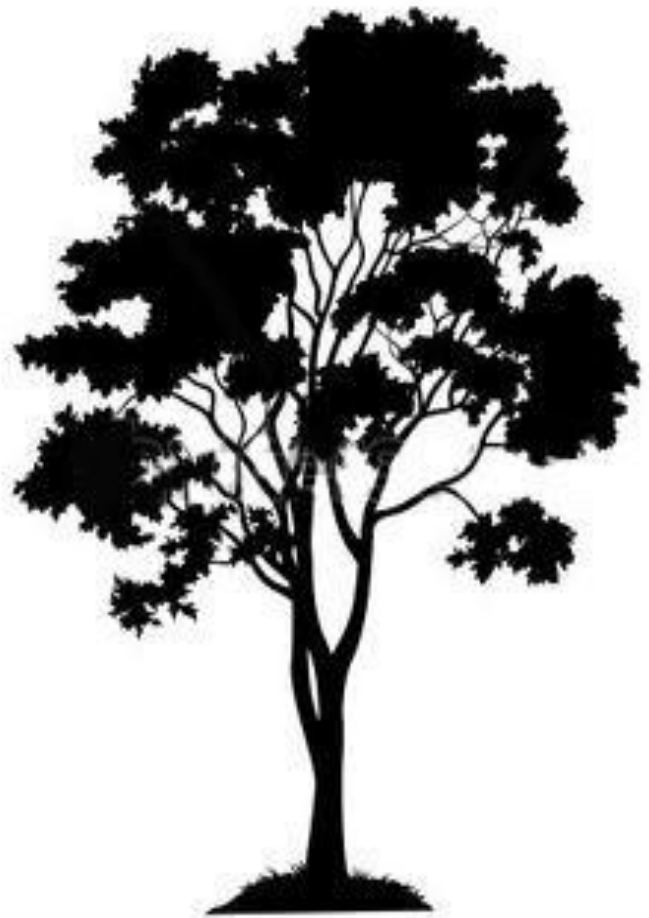




Yorganop Therapeutic Model

The Sanctuary Model

We believe the Sanctuary Model will help us to build safe communities and to become a leader in the provision of trauma informed care for Aboriginal children in foster care in Western Australia



Acknowledgment of Country and Peoples

We acknowledge the Whadjuk people as the original custodians of the land on which we work. We pay our respects to our Elders, past, present and emerging.

In particular we pay our respects to the emerging leaders. Our children and young people who are going to be a part of this country's future. We know that kids have healthy, happy childhoods when they live in loving and nurturing communities. It is really our children's connections with family, community and Country that allows them to flourish, and sets them up for positive lives.



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Yorganop Therapeutic Model—The Sanctuary Model

What is Sanctuary?

The Sanctuary Model is a blueprint for clinical and organisational change which, at its core, promotes safety and recovery from adversity through the active creation of a trauma informed community. A recognition that trauma is pervasive in the experience of human beings forms the basis for the Sanctuary Model's focus not only on the people who seek services, but equally on the people and systems who provide those services. (Sanctuary Institute)

Why Sanctuary?

Yorganop has commenced the journey to become an accredited Sanctuary organisation. We believe the Sanctuary Model will help us to build safe communities and to become a leader in the provision of trauma informed care for Aboriginal children in foster care in Western Australia. It will enable us to create a safe organisation that will teach people to cope effectively with stress and trauma, and to heal emotional and behavioural health issues. This is not only for our staff, but for our carers and children too.

Dawn Wallam Yorganop CEO

Sanctuary supports us to understand that we all have some experience of loss, grief and trauma and that our actions and behaviours are influenced by our emotions. Being aware of how emotions impact on behaviour enables us to adapt our behaviour to be respectful of others. Sanctuary is about being kind to one another, asking not 'what is wrong with you?' but 'what happened to you?'

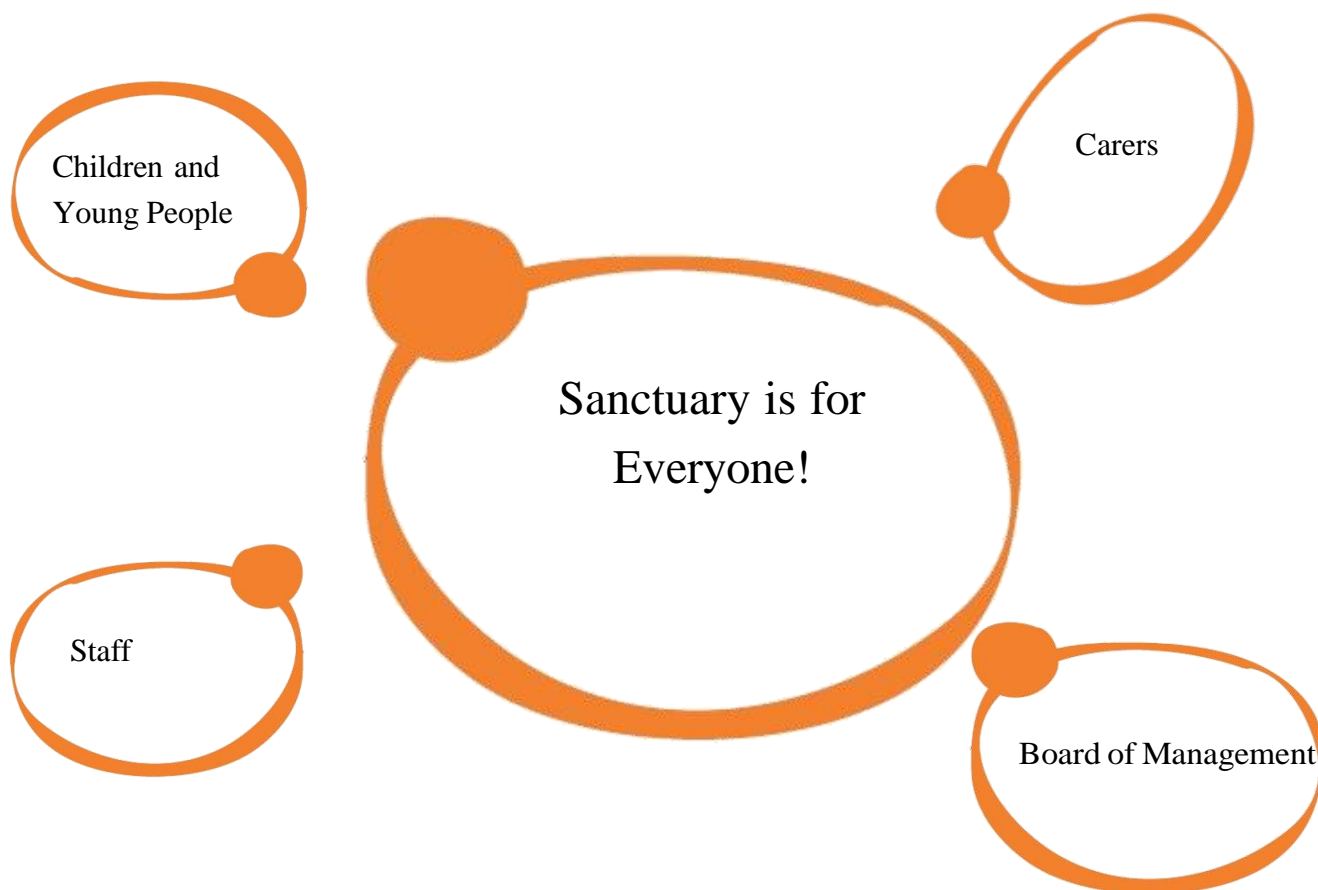
Where did Sanctuary come from?

The Sanctuary Model comes from the work of Dr Sandra Bloom and her colleagues, working in Philadelphia in the 1980's. In Australia, the Sanctuary Model is provided through the Sanctuary Institute Australia as a division of Mackillop Family Services under licence to the Andrus Centre in New York. In April 2016, the Department for Child Protection and Family Services' Building a Better Future Out of Home Care Reform Report flagged that funded service providers would be expected to demonstrate that they are using an evidence based, trauma informed, therapeutic model to underpin their service delivery. The Sanctuary Model is one such model. In October 2017, Yorganop registered with Mackillop Family

Services to work towards becoming a fully accredited Sanctuary organisation.

Who is Sanctuary for?

Sanctuary involves everyone at Yorganop: children, carers, staff and management. It is a whole-of-organisation approach that recognises that being Trauma-Informed requires our shared, ongoing commitment to all aspects of our learning, service delivery and practice.



How does Sanctuary work?

Implementing Sanctuary changes thinking



Changing thinking changes behaviour



Changing behaviour changes the organisation



Changing the organisation changes outcomes for children

What does the Sanctuary Model at Yorganop look like?



At Yorganop we use the image of a tree to represent our Sanctuary Model. Our Sanctuary Tree stands tall, proud and strong, firmly embedded in the culture of the land on which it stands. The elements of the tree represent the four components of the Sanctuary Model:

- 1 **Roots** Our shared knowledge of trauma and healing
- 2 **Trunk** Our shared values
- 3 **Branches** Our shared language of Safety Emotion Loss and Future
- 4 **Leaves** Our shared tools

Like the tree, all these parts of the Sanctuary model are interconnected. Each element informs and gives strength to the others.

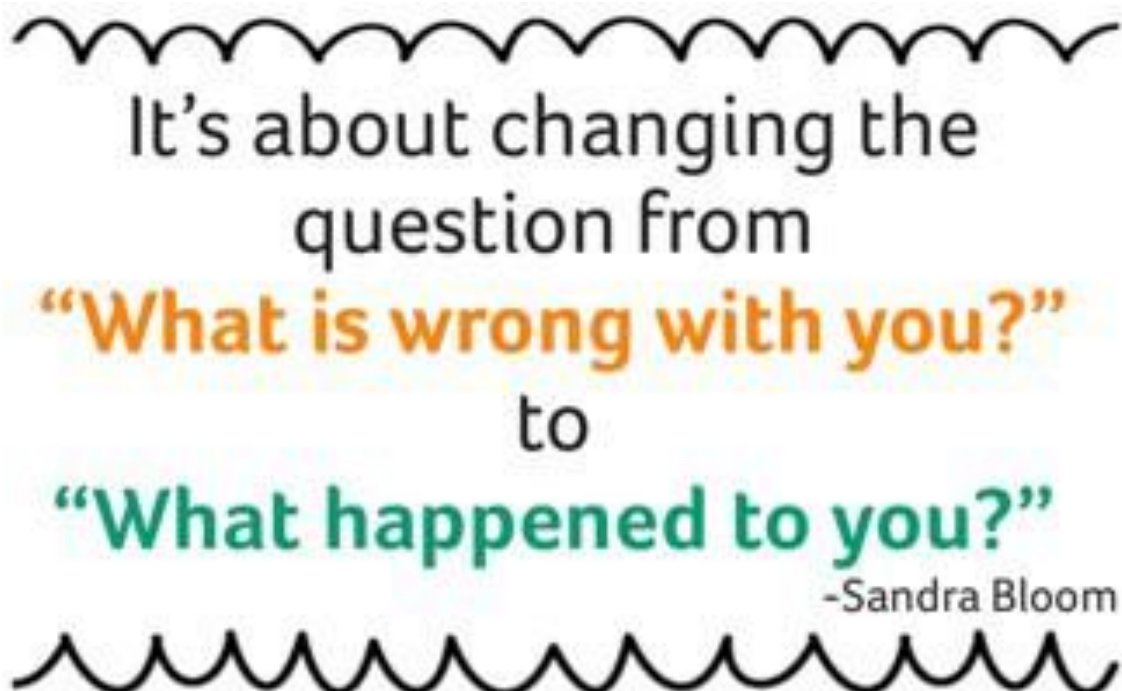
1. The Roots of Sanctuary—Our Shared Knowledge

The Roots of the Yorganop Sanctuary Tree hold the tree securely in the ground of Culture. They provide stability and nourishment for the tree. The Yorganop Sanctuary roots are the shared knowledge of trauma, its impact and its healing.

We understand that trauma, (which may be individual, group, complex and/or intergenerational), impacts on our beliefs, attitudes and behaviours. In order to develop healthy and therapeutic relationships with children in out of home care, we recognise that as adults, we need to address our own personal trauma history. Children entering foster care will have developed their own strategies for managing the trauma that they have experienced, (which will often including in utero and intergenerational trauma). When we fail to acknowledge trauma history (our own and others) we risk provoking and re-enacting the often unconsciously learned, adaptive behaviours of the past.

We know that the wounds of trauma need love, compassion and understanding to heal. We are on a journey to become more aware of the impact of trauma, and to recognise and respond to others with empathy. We support children to move past their past hurts by helping them to identify their feelings, manage their emotions and change their behaviours.

We understand that Trauma theory is an emerging field of study with a growing research and evidence base. We committed to engaging with this work through ongoing reading and learning, professional conversations, and reflection. We are also committed to contributing to the body of research where possible.



2. The Trunk of the Sanctuary Tree—Our Shared Values

While the roots hold the tree firmly in its ground, the trunk is the strength and support of the tree, holding it up towards the light. The trunk of the Yorganop Sanctuary Tree represents the seven shared Sanctuary Commitments. These 7 commitments apply to everyone in the organisation. These commitments (or shared values) guide our practice, and serve to promote healing and build resilience. We acknowledge that there will be times when we fail to meet the standard that these commitments ask of us. We will continue to hold the vision, and acknowledge that we are on a journey of continuous improvement.

We commit ourselves to:

Nonviolence - In our physical actions, our words and expressions, our organisational practices and our policies we commit to do no harm. We acknowledge that cultural safety is of fundamental importance to our practice. Within the context of cultural safety, we strive to maintain physical, social, moral and psychological safety for everyone in our organisation.

Emotional Intelligence - The commitment to Emotional Intelligence requires us to be involved in continuous ongoing learning about our feelings and how to manage them so as to not hurt ourselves or each other. Cultural Competency also requires us to acknowledge that there are culturally diverse ways of understanding and expressing emotions.

Social Learning – We acknowledge that we all have something to learn from and something to teach each other and we commit ourselves to finding ways to share learning. Our aim is to build a sense of curiosity and exploring together. Our commitment to social learning includes recognition of the need to learn more about Aboriginal history, knowledges and learning styles, and the experience of intergenerational trauma.

Democracy - We are committed to ensuring that everyone has access to the information that they need and that, wherever possible, they will get to have a say in the decisions that directly affect them. It does not mean that everyone will agree with all decisions made, or that majority will necessarily rule, but it does mean that we will aim to find the best way to connect and to hear the voices of all involved and explain the decision-making process.

Open Communication - Creating an environment that supports Open Communication is a commitment to ‘say what we mean without being mean when we say it.’ We acknowledge that speaking up and having difficult conversations in safe and emotionally intelligent ways is often scary and uncomfortable and something that we all need to practice. We endeavour to create an organisational culture where everyone is safe to share their thoughts and opinions without feeling judged, attacked or silenced.

Social Responsibility - We acknowledge that we are stronger together, that together we accomplish more, that each person in the organisation has an impact on the outcomes of the organisation, and most importantly, on the lives of the children in out of home care. We commit to building a strong community together, challenging injustice through our policies and practices, actions and everyday conversations. This commitment also involves maintaining a shared awareness and recognition of past wrongs, injustice and oppression of Aboriginal peoples, following colonisation and continuing to the present day.

Growth and Change – The commitment to growth and change is a commitment to address trauma and its impact, to acknowledge loss, to promote healing, and to create hope for a better future. We know that Aboriginal peoples belong to the longest surviving human culture/s. The ability to grow, adapt and change is implicit in this survival and is a testament to enduring hope.

3. The Branches of the Sanctuary Tree—Our Shared Language of the S.E.L.F. Framework

The branches of the tree are the frame of tree, giving the tree shape and purpose. For the Yorganop Sanctuary Tree, the branches are the elements of the S.E.L.F. framework. The S.E.L.F. framework provides us with a trauma informed strategy for organising our conversations, in organisational, individual and therapeutic situations. We use the language of Safety, Emotion, Loss and Future (S.E.L.F. Framework) to help us understand and plan together. Our S.E.L.F. Framework is embedded in the context of Culture. Using the S.E.L.F. framework for our meetings and planning, supervision and meetings ensures that we do not lose focus on key elements of understanding trauma and mapping our action towards healing and growth. The framework is a simple and standardised format, and yet is flexible and can deal with complexities.



The **S.E.L.F.** Framework

Culture

Our S.E.L.F. Framework of Safety, Future, Emotion and Loss is always viewed through the lens of Culture. This Cultural Lens ensures that cultural history, pride, trauma, wisdom, struggle, resilience and hope are all acknowledged in the process of documenting, reviewing and planning our service delivery for all children in Yorganop placements.

S is for Safety

The experience of trauma destroys the sense of safety, and consequently establishing and monitoring safety is an essential element in a trauma informed approach to our service delivery. It means finding ways to ensure our own safety, as well as actively working to ensure the safety of others in our community.

In the Yorganop S.E.L.F. Framework Safety has 5 aspects. These aspects are applied according to each specific situation.

Physical Safety - consideration may include factors such as:

- ✦ consideration of the physical environment
- ✦ absence of any form of violence
- ✦ awareness of healthy lifestyle choices

Psychological Safety – consideration may include factors such as:

- ✦ developing positive strategies for self-protection
- ✦ facilitating self-knowledge, self-esteem, self-empowerment and self-regulation

Social Safety - consideration may include factors such as:

- ✦ feeling safe with others
- ✦ building safe attachments
- ✦ observing socially appropriate/healthy forms of emotional expression
- ✦ recognising authority and responsibility to the community

Moral/Spiritual Safety - consideration may include factors such as:

- ✦ reflecting on own behaviours and attitudes
- ✦ do the ends justify the means?
- ✦ promoting autonomy, connectedness, self-determination
- ✦ acknowledging mistakes

Cultural Safety - consideration may include factors such as:

- ✦ being culturally competent and engaged in ongoing learning about culture
- ✦ acknowledging the place of family in culture
- ✦ ensuring children have information and connection
- ✦ knowing who to ask

E is for Emotion

Sanctuary recognises that the experience of trauma can disrupt emotional development, and memories of past traumatic events can be triggered by present events. The ability to identify, name, and recognise triggers and manage feelings is an important part of healing from trauma.

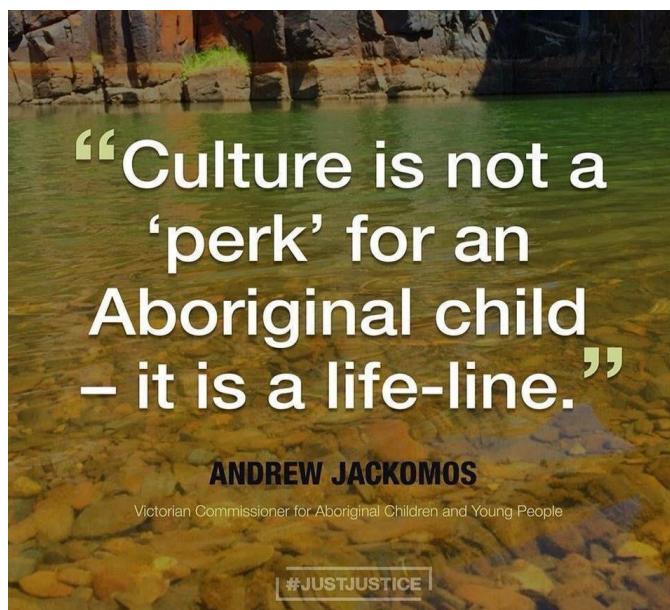
By including Emotion as part of the S.E.L.F. framework we are encouraged to reflect on the role that emotions are playing in each situation, enabling feelings to be talked about rather than acted out. This element also allows us to acknowledge the 'emotional load' that is carried by staff and carers, who are required act as positive role models, often demanding 'an extraordinary level of self-control and emotional management.'

L is for Loss

Trauma involves loss, and being Trauma informed means taking account of this loss. Children and young people in out of home care have experienced many losses and experienced much grief. This loss and grief can be unresolved, unacknowledged and minimised. Losses, grief and trauma also takes a toll in the lives of adult carers and staff. When we include Loss as an element in our S.E.L.F. framework we are prompted to identify losses that may arise from a particular event or situation, and take steps accept and manage those losses. The opportunity to document Loss also keeps us mindful of our need to be familiar with the trauma history not only of our organisation, staff, carers, children and young people but also the broader Aboriginal communities.

F is for Future

Sanctuary is about building futures that are stronger, brighter, healthier and hope-filled. It is the purpose behind our work every day. Being future-focussed, imagining and planning for things to be different can be difficult for trauma survivors. Looking towards this future every time we complete a document or a process using the S.E.L.F. framework helps us to keep the future on the agenda. The future may be 10 years away or it may be tomorrow.



4. The Leaves of the Sanctuary Tree—Our Shared Tools

The leaves are the powerhouse of the tree, The Sanctuary Model gives us 10 strategies that we can use to bring Sanctuary to our everyday work.

- ✦ Community/Family Meetings
- ✦ Safety Plans/Calm Down Plans
- ✦ Team Meetings
- ✦ Red Flag Meetings
- ✦ S.E.L.F. Psychoeducation
- ✦ Self-Care Plans (Health and Wellbeing Plans)
- ✦ Sanctuary Planning and Documentation
- ✦ Sanctuary Supervision
- ✦ Sanctuary Core Team
- ✦ Sanctuary Training

Community/Family Meetings

Community Meetings or Family Meetings are designed to be held regularly, ideally daily, at meetings, in the office, in homes. They are quick and easy ‘touching-base’ that can be held anywhere at any time, and can include children from a very young age. The meetings involved 3 simple, but trauma informed questions.

How are you feeling? Becoming more practiced at putting a name to our feelings helps us to develop greater self-awareness which in turn heightens the ability to identify triggers and self-regulate. Sharing feelings is an important component for building relationships.

What is your goal? This question keeps the focus towards the future. Learning to set achievable goals is a valuable strategy for building self-confidence and establishing a willingness to plan for the future.

Who will you ask for help? In asking this question, we are acknowledging that we will ALL need help from someone at some time to achieve our goals. Learning to identify who is safe to ask for help and practicing how to ask are important steps to healing from past trauma.

Safety Plans/Calm Down Plans

‘Keep Calm’ is useless advice unless you have a trained method for self-regulation and have addressed your own trauma history.’ Safety Plans/Calm Down Plans are for staff, carers, children, and young people. They can be worn on a lanyard, attached to a school bag, placed on a fridge or wall. They provide a constant reminder of strategies that the person has identified as their own particular ways of self-regulating. They are talked about and shared.

Sanctuary Team Meetings

Sanctuary Team Meetings are scheduled and held regularly. Sanctuary team meetings include time to reflect on the group's shared work as well as group dynamics and communication, using the S.E.L.F. framework. Expectations of the meetings are clear and in line with the Seven Commitments of Sanctuary.

Red Flag Meetings

Red Flag meetings can be called by anyone in response to a matter that is of concern. Everyone who has an involvement with the situation should attend the meeting. The Red Flag meeting is Solution Focused. Using the S.E.L.F. framework as a guide, 30% of the meeting time is devoted to hearing each person's understanding of the situation. The remaining 70% of time is focussed on finding possible solutions, deciding on actions and creating a plan.

S.E.L.F. Psychoeducation

Sanctuary encourages management, staff, carers, and children to engage in ongoing learning about trauma and other aspects of Sanctuary. Psychoeducation strategies are provided and used in a range of modes and settings and presented in ways that are relevant and accessible to the people in each situation.

Self-Care Plans (Health and Wellbeing Plan)

Sanctuary acknowledges that staff and carers working with children and young people who have experienced trauma can themselves experience impact of accumulated stress leading to burnout, vicarious trauma, and secondary trauma. Developing a Self-Care Plan or Health and Wellbeing Plan enables staff and carers to manage the stresses implicit in their work. The Plan addresses Personal, Professional, Organisational and Societal/Political dimensions of wellbeing.



**Sanctuary gives all of us words
to use to say how we are feeling
and to say what we do.**



Sanctuary Planning and Documentation

The S.E.L.F. framework is able to be used as a tool for sharing information and recording the progress of children and young people in Yorganop out of home care placements.

Sanctuary Supervision

Yorganop staff and carers participate in Supervision sessions that are planned and structured and held regularly. The S.E.L.F. framework provides the basic format for supervision sessions. Supervision provides staff and carers with the opportunity for ongoing reflection, personal growth, and skills development.

Sanctuary Core Team

Yorganop has a 13-member Sanctuary Core Team including staff, management, and carer representatives. The Core Team meets regularly (currently every two months). The Core Team guides the implementation of Sanctuary, and monitors and sustains its ongoing use in the organisation.

Sanctuary Training

Sanctuary Training is available to staff, carers, and children in a number of formats including: 2-3 full day training courses, informal sessional learning, one-to-one learning, newsletter features, weekly Learning Lines emails, Sanctuary Implementation books, Yearly Sanctuary 'Kick Off' events and scheduled training days.



Implementing Sanctuary at Yorganop:

Sanctuary is not a quick fix, nor is it a 'soft option.' Responsible management is not undermined nor replaced by the Sanctuary model. Sanctuary becomes the way we work, guiding how we are expected to interact with each other and deliver our service. Sanctuary is compatible with best practice and sits comfortably alongside the many theories, models, and tools that we already use, such as Attachment Theory, Trauma Theory, Signs of Safety, Better Care Better Services and others.

Yorganop's journey towards being a Certified Sanctuary Organisation commenced in 2017 and will take at least three years. During this time we have support from The Sanctuary Institute of Australia, and our designated Sanctuary Consultant. The Certification process requires that we work through the Implementation Timeline, deepening our understanding and application of Sanctuary theory, commitments, practices, and tools as we go. Our progress is documented, and evidence is collected for each of the 28 Sanctuary Standards that are required to be met before certification is awarded.

Yorganop has adopted the Sanctuary Model as its therapeutic model of care because we believe that it provides a focussed and structured methodology for addressing the trauma that is inherent in the lives of the children and young people we care for. By ensuring that the Sanctuary Model remains culturally relevant to the Aboriginal community, and responsive to the experience of intergenerational and cultural trauma, we can play our part in promoting healing and building cultural strength.

FROM CULTURAL TRAUMA: knowing and understanding the impact of trauma on Aboriginal peoples

THROUGH SANCTUARY: transitioning children and young people (and carers, staff, and organisations)

TO CULTURAL STRENGTH: building positive cultural experiences, understanding, and reaffirming culture.

(Tammy Wallace, Sanctuary Conference, Melbourne, 2018)

