



2018 Leadership Summit

hosted at Sojourner Family Peace Center in Milwaukee, Wisconsin

HIGHLIGHTS

“Hope is a tool
of empowerment

so survivors can set
their goals in ways
that are meaningful.”

- Susan Williams



Family Justice Center Alliance is a program of **Alliance for HOPE International**

101 West Broadway, Suite 1770, San Diego, CA 92101

www.familyjusticecenteralliance.com | www.allianceforhope.com | (888) 511-3522

Table of Contents

Day 1 Hope Centered Organizations

The Science of Hope.....	3
Applying Hope Theory.....	3
Report-Outs on Hope-Centered Organizations.....	4

Day 2 Trauma-Informed Organizations

Culture of Hope in Trauma-Response Systems.....	5
Lightning Talks.....	6
Working at the Intersections of Trauma.....	7
Creating an Empowered Community.....	7

Day 3 S.W.O.T. Analysis about the Family Justice Center Movement

Strengths of the FJC Movement.....	8
Weaknesses and Mitigation Measures of the FJC Movemen.....	8
Opportunities.....	9
Threats and Mitigation Measures.....	10
Lightning Talks.....	11
Director Driven Discussion.....	12



*Give Hope,
Always Hope.*

- Mother Teresa

Day 1 Hope Centered Organizations

THE SCIENCE OF HOPE

HOPE

is a strength that **can be learned**
the knowledge that your future can be better than your past and **you have the ability** to make it so
the **mindset** that **drives resilient behavior**

Higher hope individuals perform better in all areas of their life. In fact, high-hope employees have higher performance and lower burnout rates. When the leadership of an organization scores high on the hope scale, their employees see them as transformational.

HIGHLIGHTS ON HOPE FROM CENTERS ACROSS THE COUNTRY



THURSTON COUNTY
FAMILY JUSTICE CENTER

Utilizing the Hope survey with survivors at intake to drive how they are handling services (hope surveys are conducted every 45 days). Hope surveys are also done with staff.



OneSafePlace

Discussing in staff meetings that staff are the pathway to hope for clients – Do people feel hope when they walk in your doors?



SOJOURNER
FAMILY PEACE CENTER

Intentionally utilizing strengths-based and resilience focused strategies for clients, by focusing on family systems that provide support for clients as well as looking at client defined goals, hope, empowerment, and employee wellness.

APPLYING HOPE THEORY



Higher hope people tend to have goals that are pro-social and are **REACH GOALS** rather than **AVOIDANCE GOALS**.

“We had some revelations and metamorphosis happen, going from frustration to **WOW! THE HOPE IS THERE AND WE CAN DO IT.**”

“**WE NEED TO HOLD SPACE IN THE RIGHT WAY**, to create sacred space, if we expect our clients to come in and be vulnerable.”

REPORT-OUTS ON HOPE-CENTERED ORGANIZATIONS



WHERE HAVE YOU SEEN HOPE?

- New and **WELCOMING SPACES** for survivors
- Periods of **EXPANSION IN PROGRAMS** at our Center
- Changes in the families participating in **CAMP HOPE AMERICA**
- In the **FACES OF SURVIVORS**
- **COLLABORATION** with partners
- Advocates providing survivors with **RESOURCES AND INFORMATION**
- Finding **HOUSING** for survivors



WAYS TO IMPLEMENT HOPE

- Create a climate and environment where staff can be **INNOVATIVE**
- Encourage **SELF-CARE** (especially with frontline staff)
- **COLLABORATION AND TEAMWORK**
- Use **HOPE WORKSHEETS** with staff, this can be used during staff trainings
- **TRAINING ON HOPE** to foster understanding and create buy-in
- **SHARE SURVIVOR SUCCESS STORIES** with partners, staff and community members
- **UPDATE ADVOCATES** on resources and services available in your community so they know where to go for support



BARRIERS TO IMPLEMENTING HOPE

- Change is scary and people are **RESISTANT TO THE UNKNOWN**
- **BURNOUT AND FATIGUE** due to adding more work
- **CULTURAL DIFFERENCES** between agencies
- **STAFF TURNOVER** and management changes
- **FUNDING**
- **LACK OF KNOWLEDGE**
- **DOUBTING HOPE THEORY** and not understanding how it works or what it is

Day 2 Trauma-Informed Organizations

HOPE *drives gratitude and gratitude drives hope*

“Take the time to **plan and come together** to provide support.”

- Susan Williams

CULTURE OF HOPE IN TRAUMA-RESPONSE SYSTEMS

- We’ve been living with racism, discrimination, and family violence, but we need to **LISTEN AND EMPOWER** people to talk and share their experience.
- We don’t self-regulate, we co-regulate. We are pulling on the communities that we have internalized. **OUR COMMUNITIES NEED TO BE NOURISHED.**
- We are wired to survive, connect, and seek opportunities – FJCs are responsible for creating these opportunities in safe ways (rather than gangs, etc.) which means **FOCUSING ON CONNECTION.** We should be able to start to imagine again, which we don’t do when we are immobilized.
- Imagination is the highest level of social engagement, and **IMAGINING TOGETHER IS HOPE.**
- We can’t be transformational alone. **WE HAVE TO BE TRANSFORMATIONAL TOGETHER.**



LIGHTNING TALKS

SELF-CARE

Wellness studio to help staff take a break (weight training, Zumba, yoga, cardio)

DEB GREENWOOD

Staff wellness days with happy hours, yoga, book clubs, cupcake decoration days, monthly staff meetings, etc.

AMBER HOAG

Meditation is used before meetings. Zen Machine, a sandbox, coloring books, mental health care for partners, pet therapy (comes to the site), wireless music to feel like a spa, fun committee, game room, “Rock On With Your Bad Self” Award, and an encouragement wall.

KIM GARRETT

Fundraised for staff events like trampolines, pottery, eating together, etc. – the lesson was to let staff create their own program

KIM ROTH

Integrating self-care into the work day by giving staff gift cards twice a month for things like movies and manicures, and then letting staff leave during the workday to do the activity on the card.

PRESTON MANSOUR

Onsite massage therapist, belly dancing, singing group, art group, acupuncture, etc. – supports staff by taking work time to encourage them to take care of themselves.

MARY CLAIRE LANDRY

Contact us
to share your self-care
or your staff’s
self-care activities!

WORKING AT THE INTERSECTIONS OF TRAUMA

To learn more about our
POLYVICTIMIZATION INITIATIVE
[click here!](#)



CREATING AN EMPOWERED COMMUNITY

“Before VOICES, I felt stuck and the same disc was happening over and over again. When you ask me, I am neither a victim nor a survivor, I am just me.”

MONICA

“I do believe that transparency is healing. I do tell my story and every broken part of me gets healing. I am not my story. VOICES continues to build me up, to build each other up.”

LAVERNE



Survivors did not want to be silent anymore. They wanted to tell their stories.

VOICES committee provides edits to the resources that the Alliance provides.

We have one connecting bond — we lost who we were.

Day 3

S.W.O.T. Analysis about the Family Justice Center Movement

STRENGTHS OF THE FJC MOVEMENT

- **COLLABORATION**
 - Strong **LEADERSHIP**
 - **HOPE**
 - Promising **BEST PRACTICES**
 - Willingness to **CHANGE**
 - Dedicated **SPECIALIZED STAFF**
- **OFFICE FOR VICTIMS OF CRIME**
- **PUBLIC HEALTH Model**
- **SURVIVOR-CENTERED Approaches**
- **GROWING SERVICES FOR CHILDREN** (e.g. Camp HOPE America)
- **SPECIALIZED FOCUS ON STRANGULATION**

WEAKNESSES AND MITIGATION MEASURES OF THE FJC MOVEMENT

- **BURNOUT — How to mitigate**
 - Prevention, even with \$100 a month
 - Have daily debriefs
 - Set goals and do the Hope worksheet with staff and partners
 - Have lunch together and don't talk about work during lunch
 - Community building activities
 - Celebrate your success and include your partners
 - **COMMUNICATION CHALLENGES — How to mitigate**
 - Formalized Plan: What works best for all staff and different communication styles?
 - Daily Meetings (short 15 minutes):
 - Focused on relationships
 - Asking Staff: "What do you need?"
 - Utilize technology
 - Emphasize dialogue and inclusion
 - **ORGANIZATIONAL LEADERSHIP CHANGE — How to mitigate**
 - Well established MOUs
 - Succession planning
 - Institutionalize core values and beliefs
 - **AGENCIES STILL SILO — How to mitigate**
 - Build greater teamwork among agencies
- Participants voted to focus on the following for 2019*
- **NEED MORE STATEWIDE INITIATIVES — How to mitigate**
 - Develop from statewide FJC networks
 - Information sharing
 - Collective legislative advocacy
 - Branding and marketing
 - Funding: opportunities and insights
 - Training and technical support
 - Goal: collective voice
 - **LACK OF RESEARCH AND DATA — How to mitigate**
 - Partnering with universities (interns, research, endowed professorship)
 - Demographics, trends, treatment outcomes
 - Find local researchers in community
 - Look for funding for research
 - Identify the story to be told, both internal and community needs
 - **Goals:** inform and guide best practices, answer presently unknown questions, identify gaps, address social issues, and relevance for funding

• **COMPETITION**

- Co-write grants to benefit everyone
- Re-frame competition as something positive, provide reassurance to our collective partners
- Look at what each partner agency brings to the table
- Ensure that we participate in events with partners



• **IMMIGRANTS AND REFUGEES**

- Representation in staff
- Increase immigration legal services and competency of lawyers serving immigrants
- Increase community-based services that feel safe and more accessible
- More representation on VOICES
- Increase language capacity



• **EDUCATION**

- Training in law school
- Community awareness
- Accreditation for training judges



• **WORKING WITH PARTNERS**

- Training and expectations
- Opportunities for feedback and influence how things are done
- Opportunities to hear success stories from partners and survivors

• **HOUSING**

- Collaborate with agencies and resources
- Join local continuum of care (HUD)
- Seek funding intentionally for housing
- Recognize differences between shelter and housing
- Build relationships and engage with landlords



THREATS AND MITIGATION MEASURES

1. - Community Buy-in
- Successful collaborative outcomes

• **POORLY TRAINED JUDGES** — How to mitigate

- Host trainings on trauma-informed care
- Hold accredited training for judges
- Start when they take the bench, not after they've been there for a while

• **MEDIA BIAS/IGNORANCE** — How to mitigate

- Be prepared to speak out through Op-Eds
- Build relationships with journalists
- Develop strategies and policies to respond to negative events
- Be proactive on social media

• **FEAR OF LOSING POWER** — How to mitigate

- Continuous trainings
- Reinforce the "WE"
- Build relationships

• **OUTSIDE AGENCIES WHO COMPETE OR FEEL THREATENED** — How to mitigate

- Decide which ones to put on the back burner and let go of for now
- Figure out fears and address honestly
- Find shared ally to approach
- Collaborative grant-making and shared funding

• **CHANGES IN LOCAL POLITICAL LEADERSHIP**

— How to mitigate

- Consistency in building relationships and conversations
- Institutionalizing and hard wiring the FJC model
- Bridging the gap by having politicians hear from survivors and being accountable to survivors

• **LOSS OF FUNDING** — How to mitigate

- Establish a vibrant strategic plan
- Develop social enterprise through diverse funding streams and non-traditional resources
- Annual Reports
- VOICES

• **COMPETITIVE FUNDING PROGRAMS**

— How to mitigate

- Develop relationships with all partners
- Collaborative grant writing
- Reinforce that we serve survivors (shared goals and vision)
- Show that the collaborative model increases access to money and decreases costs

• **EXTERNAL LEADERSHIP AND CHAMPION CHANGES** — How to mitigate

- Divide and conquer
- Economic mobility
- Anticipate, survive, THRIVE!
- Nurture those coming up through the ranks

• **LACK OF RESEARCH AGENDA**

— How to mitigate

- Establish research advisory committee for FJCs
- Identify research priorities within each Alliance program
- Develop data collection protocols
- Identify local, regional and national funding

Participants voted to focus on the following for 2019

• **BURNOUT** — How to mitigate

- Regularly celebrate successes
- Host community building activities (i.e. potlucks, birthdays, etc.)
- Daily debriefs of challenges and successes
- Goal setting
- Hope worksheet!

LIGHTNING TALKS

A CONVERSATION WITH LEADERS IN OUR MOVEMENT

“We need more love, more conversation about love, and less programming for ‘those people.’ I see an epic problem with addiction and suicide. We’re the antidote to that, the little light.”

CARMEN PITRE

“We have to be the creators of community.”

CASEY GWINN

“We listen to their needs and continue adding new partners and services [...] My goal is not to totally reform the system but to make it respond to victims.”

MARY CLAIRE LANDRY

“What does a woman need to be made whole again?”

CHERRI ALLISON

“We have to start with the kids. That is where we make our investment. When we are looking at kids, they are all kids, and every child deserves the right to be a child. If we could think of something, we should do some innovations to save the kids so that they do not become victims or perpetrators and just be humans.”

CHERRI ALLISON



DIRECTOR DRIVEN DISCUSSION

“I began my working with offenders, and I have seen we have a bias towards working with victims. But half of the offenders that I have worked with were also victims.”

KAYE, ALABAMA

“We want to start civilly suing perpetrators who are causing brain damage to survivors, because if we hit their pocketbooks they will be more affected than when we only pursue in the criminal justice system.”

MARY CLAIRE, NOLA

“In Belgium, they provide wraparound services for offenders. They receive services in the Center. Increase hope in offenders, work on self-esteem. Not about us to tell people to stay or not, we want to show them all of their options and how they can be strong regardless. It’s quite successful, low recidivism. The justice system can’t do it all.”

PASCALE, EUROPE

“We as service providers can be more biased than even survivors because of how much secondary trauma we carry. We are the first step to see the humanity on the other side of things. A lot of people want services for their partners.”

EVA, NOLA

“When we talk about polyvictimization, the largest ACE study happened in the Florida juvenile justice system in 2014. What makes a child a criminal? You’re not born into it, it’s not a born behavior. We have to change the social norms. Being scared straight doesn’t work. We need to do prevention work in the homes and let families collaborate in the homes. Use that restorative justice model.”

STACY, OVC

“At least %60 of the victims seeking help at family justice centers are at high risk of being killed. Most of these victims have been strangled. FJC directors can play a key role in enhancing victim safety by using risk assessment tools. They can also help mitigate the devastating health consequences of anoxia or other internal injuries by ensuring proper clinical assessments, radiological imaging and screening for traumatic brain injury.”

GAEL, FJCA