



Trauma-Informed Delaware

State Progress Report and Action Plan 2019-2020

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Family Services
Cabinet Council

A Note from Governor Carney



On February 28, 2017, I signed Executive Order 5, which reestablished the Family Services Cabinet Council to help coordinate public and private services for Delaware families. The Council has been working hard to improve the delivery of state services through innovation and partnerships to better focus on those most in need across our state. The way we support families is perhaps the most important element in the delivery of critical services. We must ensure that we treat every encounter with our neighbors in need with compassion and thoughtful care. As a state, we must learn more about the effects of trauma and help individuals—especially children—cope with the effects of trauma. Trauma-informed care is a cultural shift that empowers our state workers, community partners, and state leaders to embody the compassion required to truly serve Delaware families.

In order to ensure we serve Delawareans through a trauma-focused lens, I signed Executive Order 24 in October 2018. Our goal is to help mitigate the impact of adverse childhood experiences and build resilience in children, adults and communities. However, long before the signing of this Order, Delawareans across our state have been hard at work sharing the impact of Adverse Childhood Experiences on individuals, families and communities. Through their visionary leadership, and through the commitment of the Family Service Cabinet Council, my administration is working to facilitate improvements in service delivery to those who need it most. Everyone is impacted by the experiences in their lives, and some of those experiences need more attention than others. Over the last year, the State of Delaware has focused on training our state workers and collaborating with partners to promote and share the importance of trauma-informed care. We know that there is more work to be done, and this plan serves as a critical benchmark for the work ahead.

Governor John Carney
State of Delaware



Our Successes

- Hosted the first annual Compassionate Champions Awards with winners from across Delaware, representing a variety of sectors including education, behavioral health, law enforcement and first responders, as well as state agencies
- Held the first annual Trauma Awareness Month in May 2019, which hosted and partnered on events statewide, held a Kickoff Symposium at Delaware State University, which was co-sponsored by public and private partners from across the state, and educated over 300 Delawareans on the impact of Trauma
- Trained every Family Service Cabinet Council secretary, and their leadership teams on the impact of childhood trauma, and the foundational Trauma-Informed Care principles
- Completed the Delaware Developmental Framework for Trauma-Informed Care to help guide organizational reform efforts across the state and among state agencies
- The First Lady partnered with private and non-profit leaders to launch Trauma Informed Delaware (TID), a statewide public-private, nonprofit coalition. TID's goal is to coordinate a sustainable community-based awareness, trauma prevention and early intervention system that advances resilience through:
 - Access to quality behavioral and integrated health care
 - Strength-based services for youth and adults
 - Education for providers and the community

Acknowledgements

The FSCC ACEs Subcommittee, under the leadership of Secretary Josette Manning, and through the dedication of cross-agency representatives, worked to organize, create and launch the aforementioned efforts, and helped to draft and produced Executive Order 24. Thank you to each and every one of the committed and thoughtful state leaders who worked to successfully initiate and execute these efforts, and for their continued leadership on the execution of Executive Order 24.

Sec. Josette Manning

Department of Services for Children, Youth and Their Families

Meredith Seitz

Department of Services for Children, Youth and Their Families

Heather Alford

Department of Services for Children, Youth and Their Families

Daphne Warner

Department of Services for Children, Youth and Their Families

Leslie Brower

Department of Health and Social Services (Retired)

Gabriella Kejner

Department of Health and Social Services

Kathryn Evinger

Department of Health and Social Services

Renee Beaman

Department of Health and Social Services

Leah Woodall

Department of Health and Social Services

Aileen Fink

Department of Correction

Vanessa Bennifield

Department of Correction

Trudy Mifflin

Department of Human Resources

Teri Lawler

Department of Education

Susan Haberstroh

Department of Education

Dorrell Green

Department of Education

Ashley Kavanagh

Department of Human Resources

David Frye

Department of Labor

Karryl McManus

Department of Labor

Marlena Gibson

Delaware State Housing Authority

Christopher Klein

Department of Safety and Homeland Security

Jackie Mette

Office of the Governor

DEPARTMENT OF SAFETY AND HOMELAND SECURITY



A Note from the Secretary

The Department of Safety and Homeland Security (DSHS) is committed to fostering a trauma-informed care work environment whereby our employees are mindful of the impacts of trauma on clientele, our staff and themselves. This spring, we started our journey to ensure that our staff was trauma-aware by seeking the assistance of local mental health professionals to create and implement an online training program for our employees. Providing this resource through the Delaware Learning Center allowed our employees to explore the topic of trauma-informed care in a convenient and relaxed environment.

As members of the public safety community, we look forward to applying the concepts and values of trauma-informed care in our daily work. Through training and learning opportunities we will ensure that our staff has an understanding of the impact of trauma on those we serve, an opportunity to learn new trauma skills and the ability to identify and address trauma impacts on our employees.

*Sincerely,
Robert M. Coupe
Cabinet Secretary
Department of Safety and Homeland Security*

About the Department

The Office of the Secretary promotes public safety by coordinating and advocating for related policy and resources as well as serving as a liaison with the Governor's Office, other state and non-state agencies and the community at large.

- Office of the Secretary, the Delaware State Police
- The Office of Highway Safety
- The Division of Communications
- The Delaware Emergency Management Agency
- The Capitol Police
- The Division of Forensic Science
- The Division of Gaming Enforcement
- The Division of Alcohol and Tobacco Enforcement
- The Developmental Disabilities Council
- The State Council for Persons with Disabilities
- Delaware State Police
- Capitol Police
- Office of Highway Safety.



DEPARTMENT OF SAFETY AND HOMELAND SECURITY

Our mission is to promote and protect the safety of people and property in Delaware.



Objectives for December 2019

1. Create a trauma-informed care steering committee to set vision and direction for our department.
2. Adopt a trauma-informed vision, mission and value statement.
3. Create and ensure that all new employees enter the organization trauma-aware through trauma-informed onboarding policies and interview practices.
4. Conduct trauma-sensitivity (Level II) training for 100% of agency staff.

Objectives for June 2020

1. Basic information on trauma is available and visible to both families and staff, through flyers, handouts, websites and other external facing documents.
2. Create a department wide trauma-informed resource list with professional learning opportunities.
3. Language is introduced throughout the organization that supports safety, choice, collaboration, trustworthiness and empowerment.
4. Integrate trauma-informed principles into staff behaviors and practices, including but not limited to, staff performance evaluations, addressing staff trauma, supportive supervision models, and operational or personnel policies.

Our Successes

- 100% of agency staff trained in trauma-awareness (Level I).
- Agency leadership team trained in trauma-sensitivity (Level II).
- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change.
- Agency created trauma-informed strategic plan.
- Agency leadership engaged in state-wide trauma awareness training.

“The people we serve always show up with assets, it is our job to meet them where they are and help get what they need.”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES



A Note from the Secretary

Over the last several years, we at the Department of Services for Children, Youth and Their Families, have strengthened our efforts to build a trauma-informed, resilience-oriented organization. We know the impact of traumatic experiences on the individuals we serve and we recognize that we come to this work with our own traumatic experiences which can impact how we do our jobs. We also know that doing this work can be a traumatic experience, in and of itself. Therefore, in order to best serve our community and ourselves, we must build a culture of caring so that every person who works here and every person we touch knows they are safe and supported.

As the first step in creating our culture of care, we commit to integrating trauma-informed practices into our daily work. We pledge to treat everyone - our families, stakeholders and each other - with dignity and respect. We acknowledge that to build resiliency, we must empower and support others and to do that, we must ensure that every interaction is collaborative and empathetic, even in the face of discord. In the words of Brené Brown, renowned author and professor, "...empathy is about shifting perspective. You don't necessarily need to see eye to eye to walk hand in hand." We strive to make empathy our first instinct, rather than judgement. We will embrace our differences as we walk hand in hand to improve outcomes for our children and families by creating a culture of caring.

*Josette Manning
Cabinet Secretary
Department of Services for Children, Youth
and Their Families*

About the Department

- There are over 1,500 dedicated Children's Department employees who serve more than 8,000 children and their families throughout Delaware on any given day.
- Our system of care framework brings together several child and family serving disciplines in the divisions of Family Services, Management Support Services, Prevention & Behavioral Health Services, and Youth Rehabilitative Services.
- We utilize an array of community-based and contracted services to build on strengths and promote child and family well-being.



DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

Our mission is to engage families and communities to promote the safety and well-being of children through prevention, intervention, treatment and rehabilitative services



Objectives for December 2019

1. Adopt a Culture of Caring model department-wide that focuses on staff well-being, growth, healing, capacity building, resilience, hope, empowerment, trust and a belief in the power of relationships
2. The trauma informed care committee will serve as the Culture of Caring steering committee to chart the course to realize our vision
3. Language is introduced throughout the organization in alignment with the Culture of Caring model
4. Create a department wide Culture of Caring resource list and communicate professional learning opportunities

Objectives for June 2020

1. Integrate trauma-informed principles into staff behaviors and practices, including but not limited to, staff performance evaluations, responding to vicarious trauma, supportive supervision models, and operational or personnel policies
2. Agency creates and ensures that all new employees enter the organization trauma aware through trauma-informed onboarding policies and interview practices
3. Leadership enhances systems to identify and respond to compassion fatigue and vicarious trauma and support staff
4. Basic information on trauma is available and visible to both families and staff, through flyers, handouts, web sites and other external facing documents

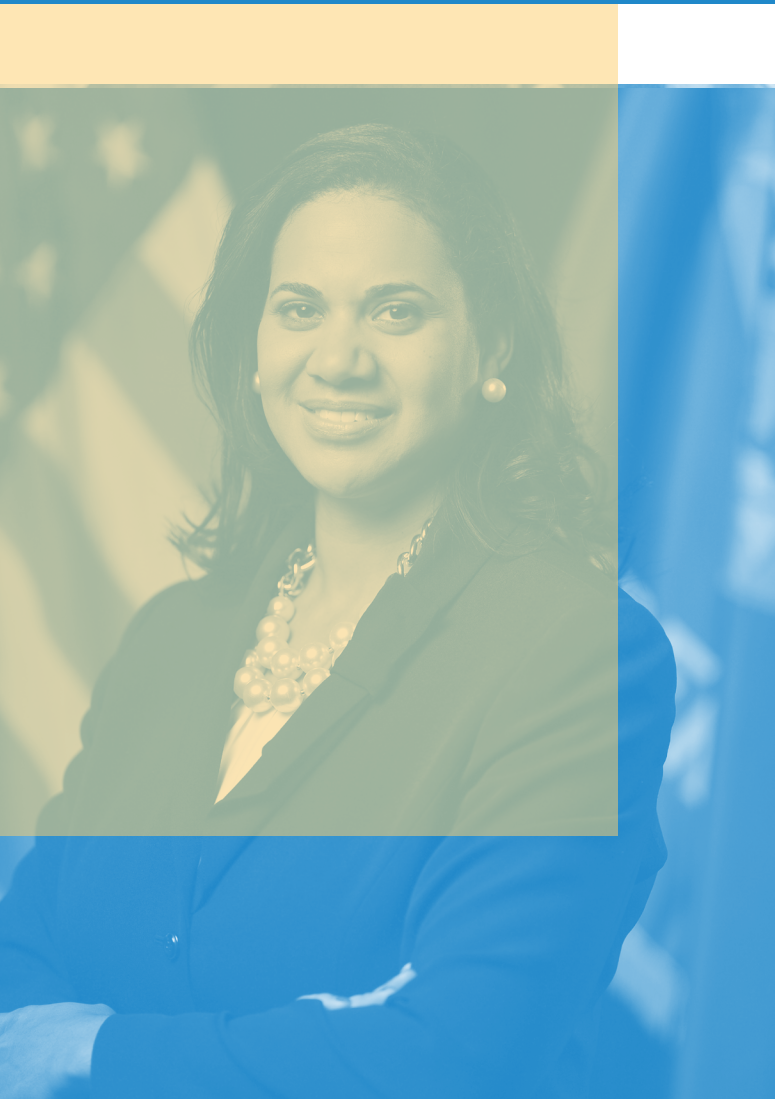
Our Efforts

- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change
- Agency created trauma-informed strategic plan
- Agency leadership engaged in state-wide trauma awareness training
- Our agency has a Trauma Informed Care Committee that is paving the way as we continue our journey to become trauma informed
- Hiring panels incorporate interview questions that seek to identify prospective employee knowledge and skills that will support a trauma-informed system of care
- Employee performance plans include trauma-informed care competencies
- All new employees are provided an introductory training in TIC
- Training curriculums for frontline staff and supervisors have been developed to enhance knowledge and skill
- Screenings of the film Resilience have been held in various office locations for staff
- State wide training sessions on trauma and attachment were conducted in May 2019

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

—MARGARET MEAD

DEPARTMENT OF HEALTH AND SOCIAL SERVICES



A Note from the Secretary

At the Department of Health and Social Services, we routinely see the prevalence of trauma and the impact it has on the people we serve. This daily witness led us in 2018 to partner with Wilmington University on a yearlong initiative that has so far led to more than 1,000 front-line staff being trained in taking a trauma-informed approach.

Our goal is simple: to create a workforce that understands what trauma is, how it affects people across their lifespans, and can use methods to assess and meet our clients' needs. Trauma awareness will help our staff increase effectiveness in our service delivery, which can produce improved engagement, partnership and outcomes for the individuals and families we serve. Using empathy and other skills learned during training, our staff can help clients build resilience and learn to thrive in their communities.

This initial training is the first step in making our entire Department of Health and Social Services trauma-informed. Embracing trauma awareness will allow us to better carry out our mission to improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.

*Respectfully,
Kara Odom Walker, MD, MPH, MSHS
Cabinet Secretary
Department of Health and Social Services*

About the Department

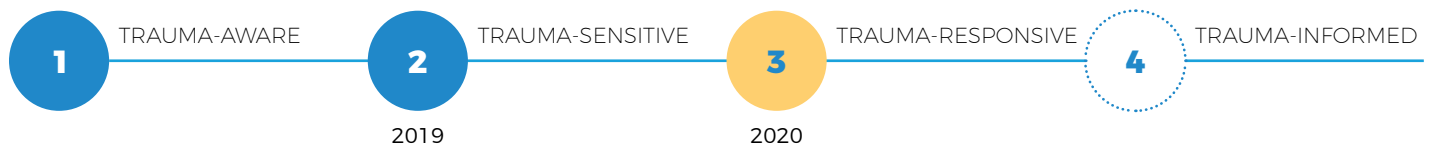
- The Department has a budget of over \$1.2 billion spread across its 11 divisions. Our divisions provide services in the areas of public health, social services, substance abuse and mental health, child support, developmental disabilities, long-term care, visual impairment, aging and adults with physical disabilities, state service centers, management services, financial coaching, and Medicaid and medical assistance.
- There are nearly 4,000 employees in DHSS, making it the largest department in Delaware.
- The Department includes three long-term care facilities and the state's only public psychiatric hospital, the Delaware Psychiatric Center.



**DELAWARE HEALTH
AND SOCIAL SERVICES**
Division of Public Health

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

Our mission is to improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.



Objectives for December 2019

1. Create a department wide trauma-informed resource list with professional learning opportunities.
2. Adopt a trauma-informed vision, mission and value statement
3. Train 85% of agency staff in trauma awareness.
4. Basic information on trauma is available and visible to both families and staff, through flyers, handouts, web sites and/or other external facing documents.

Objectives for June 2020

1. Leadership begins to create systems to identify and respond to compassion fatigue and vicarious trauma.
2. Agency ensures that all new employees enter the organization trauma aware through trauma-informed onboarding policies and interview practices.
3. Integrate trauma informed principles into staff behaviors and practices, including but not limited to, staff performance evaluations, addressing staff trauma, supportive supervision models, and operational or personnel policies.
4. Language is introduced throughout the organization that supports safety, choice, collaboration, trustworthiness and empowerment.

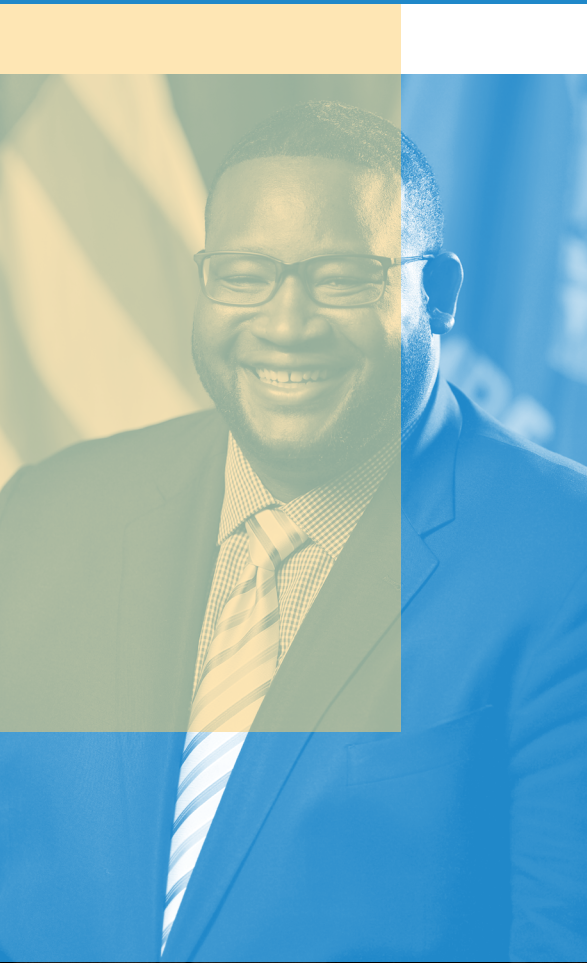
Our Successes

- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change.
- Agency created a steering committee on trauma-informed care in 2018.
- Through a partnership with Wilmington University, the agency engaged over 1,000 employees across three divisions in trauma-informed care.
- Agency developed a trauma-informed curriculum focused on trauma, toxic stress, adverse childhood experiences (ACES), and self-care.
- Agency leadership engaged in state-wide trauma awareness training.

“We must infuse hope, healing, civility, and dignity into our work.”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019

DEPARTMENT OF LABOR



A Note from the Secretary

I am pleased to present the Department of Labor's preliminary Strategic Plan for implementing a trauma informed strategy. This plan is designed to integrate trauma-informed care into the related employment services provided by DOL.

This plan represents our desire to transform our current service delivery system into one that is responsive to the needs of our clients. One that, as outlined by the Substance Abuse and Mental Health Services Administration (SAMHSA):

- *Realizes the widespread impact of trauma and understands potential paths for recovery;*
- *Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system;*
- *Responds by fully integrating knowledge about trauma into policies, procedures and practices;*
- *Seeks to resist re-traumatization.*

While not traditionally thought of as a social service agency, the Department of Labor serves a diverse clientele facing many challenges. Most of our clients have experienced some employment-related trauma.

A sudden job loss, hostile work environments, pervasive discrimination, or hidden, and commonly overlooked causes such as a disability can all cause stress-related trauma.

DOL works with individuals facing some or several of these stressors. Our ability to successfully serve our clients means enhancing our ability to meet their needs.

Our goal is to provide trauma-informed employment support. We accomplish this by discussing common responses to trauma, its impact on health and well-being, identification of triggers in the workplace, promoting the development of skills for dealing with negative feelings, creating partnerships with community providers specializing in the treatment of trauma and finally examining our own service delivery system to ensure that it does not further traumatize those who engage with it.

DOL is just beginning this journey but in working with staff, sister state agencies and community partners we will obtain better more sustained outcomes for those we serve.

*Sincerely,
Cerron Cade
Cabinet Secretary
Department of Labor*

About the Department

- The Department of Labor support the employment-related needs of nearly 400,000 Delaware workers.
- Our agency supports more than 20,000 businesses throughout the state.



DEPARTMENT OF LABOR

Our mission is to connect people to jobs, resources, monetary benefits, workplace protections and labor market information to promote financial independence, workplace justice and a strong economy



Objectives for December 2019

1. Adopt a trauma-informed vision, mission and value statement.
2. Create a trauma-informed care steering committee to set vision and direction for our agency.

Objectives for June 2020

1. Provide in class training for 100% of agency staff on the ACES study and Trauma Informed Care.
2. Integrate TIC in our onboarding processes for all new DOL staff through online training.
3. Basic information on trauma is available and visible to both families and staff, through flyers, handouts, web sites and other external facing documents.
4. Create a department wide trauma-informed resource list and professional learning opportunities.
5. Language is introduced throughout the organization that supports safety, choice, collaboration, trustworthiness and empowerment.
6. Integrate trauma informed principles into staff behaviors and practices, including but not limited to, staff performance evaluations, addressing staff trauma, supportive supervision models, and operational or personnel policies.

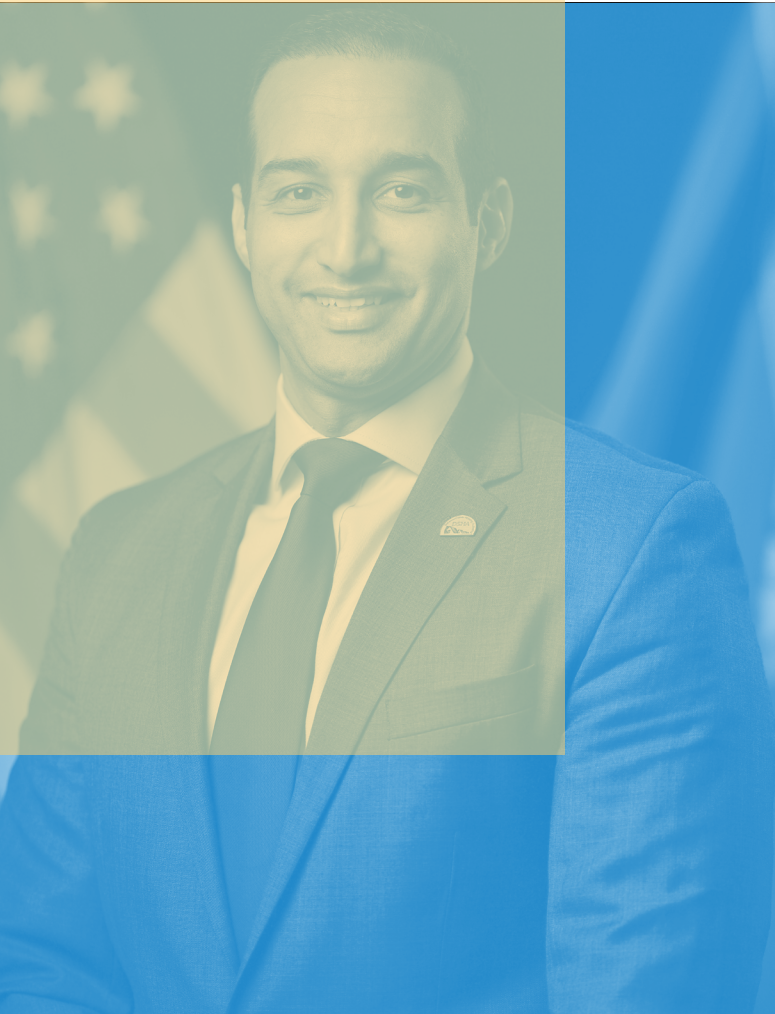
Our Successes

- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change.
- Agency created trauma-informed strategic plan.
- Agency leadership engaged in state-wide trauma awareness training.

“One size does not fit all.”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019

DELAWARE STATE HOUSING AUTHORITY



A Note from the Director

The Delaware State Housing Authority (DSHA) is committed to creating a Trauma-Informed environment for our customers and employees, where we can all be aware, sensitive, and responsive to the impacts of trauma on the people we work with, our employees and coworkers, and ourselves. We will implement this within our own programs and services and bring awareness of trauma impacts and responsiveness to our interactions with our community and business partners. We know housing is critical to individual, family and community health, housing issues can contribute to both adverse community environments and Adverse Childhood Experiences (ACEs) that lead to trauma.

We look forward to applying the values and perspective of trauma-informed care in our work across DSHA. We will incorporate ongoing training and learning opportunities into our regular practice, ensuring our staff are equipped and integrating understanding of trauma into their daily work with customers, interaction with coworkers and others, and planning our programs and services.

Sincerely,
Anas Ben Addi
Director
Delaware State Housing Authority

About the Department

- DSHA's core services are supporting homeownership, affordable rental housing, and community development. The agency provides or supports services addressing Delaware's housing needs ranging from homelessness assistance to home repair and foreclosure prevention.
- In 2019, 1,455 Delaware families purchased a home with DSHA's programs – totaling \$253 million in DSHA mortgages and financial assistance.
- DSHA administers rental assistance to over 2,000 Delaware households and provides asset management and compliance oversight to over 12,000 units of affordable rental housing in the state.



DELAWARE STATE HOUSING AUTHORITY

The mission of the Delaware State Housing Authority is to efficiently provide, and assist others to provide, quality, affordable housing opportunities and appropriate supportive services to low- and moderate-income Delawareans.



Objectives for December 2019

1. Create a trauma-informed care steering committee to set vision and direction for our agency.
2. Adopt a trauma-informed vision, mission and value statement.
3. Train 100% of agency staff in trauma awareness.
4. Create a department wide trauma-informed resource list with professional learning opportunities.

Objectives for June 2020

1. Language is introduced throughout the organization that supports safety, choice, collaboration, trustworthiness and empowerment.
2. Create a department wide trauma-informed resource list and professional learning opportunities.
3. Leadership begins to create systems to identify and respond to compassion fatigue and vicarious trauma.
4. Create a trauma-informed care steering committee to set vision and direction for our agency.

Our Successes

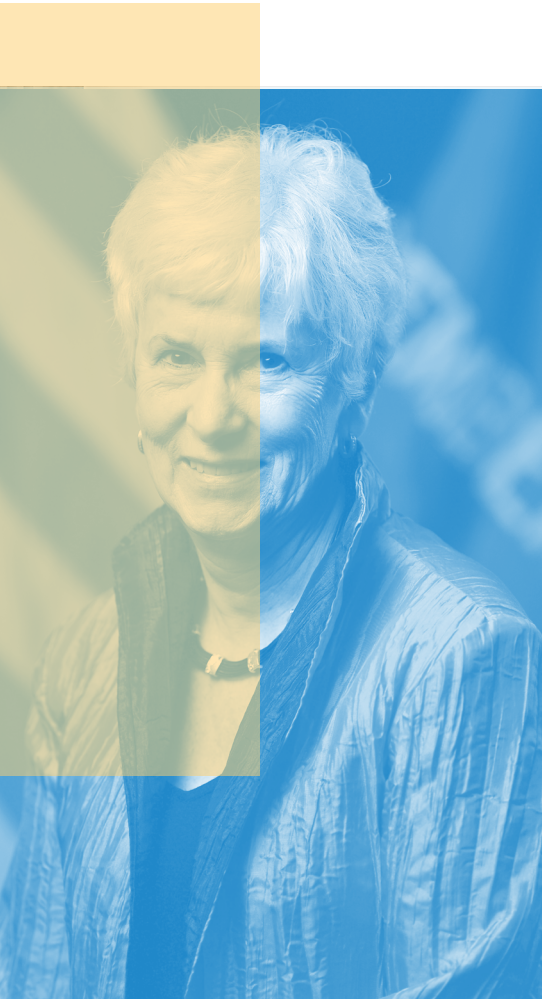
- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change.
- Agency created trauma-informed strategic plan.
- Agency leadership engaged in state-wide trauma awareness training.

“We’ve been dealing with trauma every day, but until now we didn’t have a word for it, thank you!”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019

DEPARTMENT OF EDUCATION

A Note from the Secretary



The Delaware Department of Education (DDOE) is committed to fostering a work environment reflective of trauma-informed care (TIC). Our employees demonstrate an awareness of and sensitivity to the impact of trauma on Delaware's students and staff as well as the DDOE team members who support what happens in schools across the state. Dedicated to providing safe, supportive learning environments, we embarked on our trauma-connected journey in August 2017 by introducing the entire DDOE team to the adverse childhood experiences that impact the lives of both students and adults with whom we routinely interact. Subsequent whole-staff professional development sessions have been devoted to mindfulness and self-care. To assure that trauma-informed care remains an integral focus of our work with schools, the department devoted an Office of Innovation and Improvement position to promoting social-emotional learning (SEL) work. As a result, hundreds of teachers, administrators, early childhood educators and community members have participated in SEL trainings. DDOE hosts quarterly awareness trainings to onboard new staff. In addition, "Delaware's Trauma-Informed Practices and Social and Emotional Learning Strategic Plan" has been developed for use throughout the state.

During the upcoming year, DDOE is eagerly anticipating the opportunity to further advance its trauma-informed care initiatives. One goal is to move the department from trauma-sensitive to trauma-responsive status. Another is to implement strategies for whole-child wellness through the state's above mentioned strategic plan. Both our winter and summer full-staff convenings will again include trauma-related, mindfulness and self-care topics as we strive to understand and address how adverse experiences can shape the lives of both our team members and those whom we serve. Our efforts are changing trajectories for students, creating positive school climates and retaining strong, high-quality teachers. We are changing Delaware communities, one child and one school at a time.

Sincerely,

Susan S. Bunting,
Cabinet Secretary
Department of Education

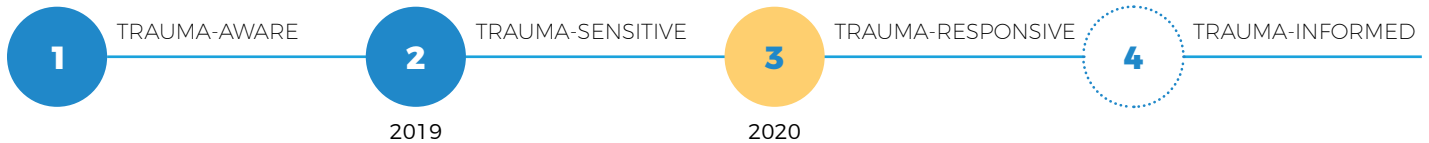


About the Department

- Delaware public schools serve more than 139,000 students in 19 districts and 22 charter schools.
- Capacity building has focused on shifting school communities on the developmental framework through deep professional learning that engages the mind and heart to motivate application.
- Our work is collaborative and aligned to facilitate healing-centered engagement across youth-serving sectors.

DEPARTMENT OF EDUCATION

*Our mission is to empower every learner
with the highest quality education
through shared leadership, innovative
practices and exemplary services.*



Objectives for December 2019

1. Make basic information on trauma available and visible to both families and staff through fliers, handouts, web sites and other external-facing documents.
2. Create a department-wide trauma-informed resource list with professional learning opportunities.
3. Introduce language throughout the organization that supports safety, choice, collaboration, trustworthiness and empowerment.
4. Conduct trauma-sensitive training for 100% of agency staff.

Objectives for June 2020

1. Conduct a complete policies and procedures review to support alignment with the trauma-informed care model.
2. Create systems to identify and respond to compassion fatigue and vicarious trauma.
3. Provide all new employees with trauma-informed onboarding policies and interview practices so they are trauma aware.
4. Begin integrating trauma-informed principles into staff behaviors and practices including, but not limited to, staff performance evaluations, addressing staff trauma, supportive supervision models, and operational or personnel policies.

Our Successes

- 100% of agency staff is trained in trauma-awareness.
- Agency leadership team engaged in a state-wide trauma awareness training and conducted a self-assessment to identify existing strengths, resources and barriers to change.
- Agency creating a trauma-informed strategic plan
- Agency trained over 145 after-school and community partners representing 11 promise communities and trained 826 community partners, including Delaware State University student teachers and Christiana Hospital Wellness Center staff, at various conferences and events.
- As of October 2019, agency has provided training sessions for 1,836 educators since November 2018.

“Together, we are building stronger brains, stronger students, and stronger communities.”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019

DEPARTMENT OF CORRECTION



A Note from the Commissioner

On behalf of the men and women of the Delaware Department of Correction (DDOC), I am proud to share our commitment to implement trauma-informed practices throughout our Department. As Delaware's largest law enforcement agency, we recognize the importance of enhancing the ability of our officers, counselors, supervisors, healthcare team and administrative staff to **realize** the widespread impact of trauma, **recognize** signs and symptoms and **resist** re-traumatization as they perform their jobs 24/7. We also understand the importance to **respond** by educating inmates and probationers whom we serve about exposure to trauma and help them build skills that promote healing and resilience.

As an initial step, we will incorporate trauma-informed principles into policies, procedures and ongoing trainings within the DDOC. We have engaged nationally-recognized behavioral health experts, with specific expertise in correctional trauma practices, to help us enhance responses for correctional officers and probation and parole officers - across all ranks. The DDOC recognizes that such trauma-informed approaches will help us better carry out our dual mission of public safety and the rehabilitation of those we serve.

Sincerely,

Claire M. DeMatteis
Commissioner
Department of Correction

About the Department



- The DE Department of Correction is the second-largest Executive branch agency in the State and the largest law enforcement agency in the State with over 2,500 employees.
- The Department's mission is to protect the public by supervising adult offenders through safe and humane services, programs and facilities.
- The DE Department of Correction is a unified system (all facilities under the jurisdiction of the state) with five levels of supervision including four Level 5 facilities providing 24-hour incarceration, six Level 4 facilities providing Work Release, Violation of Probation Centers and Home Confinement and six probation office locations.

DEPARTMENT OF CORRECTION

Our mission is to protect the public by supervising adult offenders through safe and humane services, programs and facilities.



Objectives for December 2019

1. Initiate trauma-informed awareness into trainings for officers and staff.
2. Adopt a trauma-informed vision, mission and value statement.
3. Basic information on trauma is available and visible to both families and staff, through flyers, handouts, web sites, and other external-facing documents.
4. Create a department-wide trauma-informed resource list with professional learning opportunities.

Objectives for June 2020

1. Language is introduced throughout the organization that supports safety, choice, collaboration, trustworthiness, and empowerment.
2. Conduct complete policies and procedures review to ensure alignment with the trauma-informed care model.
3. Create systems to identify and respond to compassion fatigue and vicarious trauma.
4. Create a trauma-informed care steering committee to set vision and direction for our agency.

Our Efforts

- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change.
- Agency created a trauma-informed strategic plan.
- Agency leadership engaged in state-wide trauma awareness training.

“Trauma-informed care is a 24-hour business.”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019

DEPARTMENT OF HUMAN RESOURCES



A Note from the Secretary

The Department of Human Resources (DHR) is committed to a culture that promotes awareness, advocates for sensitivity, and supports a trauma-informed workplace. DHR realizes the impact of trauma is widespread. We recognize that those we serve, current and future employees, are affected by trauma. DHR must respond by providing appropriate human resources services in a trauma-informed manner.

We will incorporate values and training central to trauma-informed care not only into the State of Delaware's policies, practices, and procedures but also with all contacts. We look forward to actively participating in the transformation of the State's approach to trauma informed care.

Sincerely,
Saundra Ross Johnson
Cabinet Secretary
Department of Human Resources

About the Department



- The Department of Human Resources (DHR) provides centralized human resources services to all state employees, retirees, and those seeking employment. by implementing best practices for talent acquisition, development and retention of a quality workforce while creating an inclusive environment of talented, diverse and well-trained employees.
- DHR's divisions include Talent Management, Training and Organizational Development, Diversity and Inclusion, Labor Relations and Employment Practices, Statewide Benefits Office, Insurance Coverage Office, and the Office of Women's Advancement and Advocacy.
- DHR is responsible for providing services for over 16,000 state employees, health care benefits to 128,000 employees, retirees, and dependents, and workers' compensation and insurance coverage to over 56,000 participants.

DEPARTMENT OF HUMAN RESOURCES

Our mission is to attract, develop, and retain and engaged and diverse workforce while fostering a health, respectful, safe and productive work environment for those whom we serve.



Objectives for December 2019

1. Train 100% of agency staff in trauma awareness
2. Adopt a trauma-informed vision, mission and value statement
3. Create a statewide trauma-informed resource list with professional learning opportunities
4. Language is introduced throughout the organization that supports safety, choice, collaboration, trustworthiness, and empowerment

Objectives for June 2020

1. Basic information on trauma is available and visible to both families and staff, through flyers, handouts, web sites, and other external-facing documents
2. Conduct complete policies and procedures review to ensure alignment with the trauma-informed care model
3. Create systems to identify and respond to compassion fatigue and vicarious trauma
4. Create a trauma-informed care steering committee to set vision and direction for our agency

Our Efforts

- Agency leadership team conducted a self-assessment to identify existing strengths, resources and barriers to change
- Agency created a trauma-informed strategic plan
- Agency leadership engaged in state-wide trauma awareness training

“A global best practice in the delivery of human resources services.”

-PARTICIPANT, TRAUMA-INFORMED CARE RETREAT, 2019