

<p><b>Field</b></p>	<p><i>May include requirements, recommendations, minimum standards, variations, ratios &amp; other considerations</i></p>
<p><b>Treatment Description</b></p>	<p><b>Description:</b> The Sanctuary Model® is a trauma-responsive, evidence-supported organizational intervention that builds knowledge of neurobiology, operationalizes a set of trauma-informed values, employs a problem-solving framework, and supports adoption of tools at the leadership, staff, and client/family levels to improve both organizational culture and client level outcomes.</p> <p><b>NCTSN Fact Sheet Available:</b>  <a href="http://www.nctsn.org/sites/all/modules/pubdnt/pubdnt.php?file=/sites/default/files/assets/pdfs/sanctuary_general.pdf&amp;nid=1718">http://www.nctsn.org/sites/all/modules/pubdnt/pubdnt.php?file=/sites/default/files/assets/pdfs/sanctuary_general.pdf&amp;nid=1718</a></p> <p><b>Culturally-Specific Information Available:</b>  <a href="http://www.nctsn.org/sites/all/modules/pubdnt/pubdnt.php?file=/sites/default/files/assets/pdfs/sanctuary_cultural.pdf&amp;nid=1718">http://www.nctsn.org/sites/all/modules/pubdnt/pubdnt.php?file=/sites/default/files/assets/pdfs/sanctuary_cultural.pdf&amp;nid=1718</a></p> <p>The <u>Teaching Families about Sanctuary Curriculum</u>, the <u>Sanctuary Multi-Family Group Curriculum</u> and the <u>Learning Through Film Curriculum</u> are available in English and in Spanish. Cultural adaptations have been made for work with Aboriginal people and First Nations people in Australia, Canada, and the United States.</p> <p><b>Goals:</b> To guide an organization in the development of a trauma-informed culture that is evaluated through a peer review process using a set of standards that align with Sanctuary’s four pillars of practice:</p> <ol style="list-style-type: none"> <li>1. Integration of Trauma Knowledge into programming</li> <li>2. Alignment of organizational culture with the 7 Commitments</li> <li>3. Application of the SELF Problem-Solving Framework</li> <li>4. Adoption of the 10 tools in the Sanctuary Tool Kit</li> </ol> <p>Organizational goals of meeting these standards include improved staff retention, decreased burnout, and lower rates of violence and injury.</p> <p>Client goals include shorter length of stay, lower rates of readmission, improved compliance after discharge from residential care, improved locus of control, and improved coping.</p> <p><b>Target Population:</b> Agencies providing services to children and adults with histories of trauma</p> <p><b>Essential Components:</b></p> <ol style="list-style-type: none"> <li>1. Integration of Trauma Knowledge into programming: Assessment, treatment, and organizational application of neuroscience through program structure, individual, family, and group treatment protocols</li> <li>2. Alignment of organizational practice with the 7 Commitments:             <ul style="list-style-type: none"> <li>• Nonviolence—fostering physical, social, psychological and moral safety</li> <li>• Emotional Intelligence—repairing injury to one’s sense of value</li> </ul> </li> </ol>

<p><b>Treatment Description cont'd</b></p>	<ul style="list-style-type: none"> <li>• Social Learning—building cognitive skills and judgement</li> <li>• Democracy—establishing healthy authority and opportunities for choice</li> <li>• Open Communication—disrupting toxic secrecy, reducing acting out</li> <li>• Social Responsibility—rebuilding social connections and attachments</li> <li>• Growth and Change—restoring hope, meaning, and purpose</li> </ul> <p>3. Application of SELF Problem-Solving Framework: Use of the categories of safety, emotions, loss, and future for assessment, intervention, and evaluation of progress</p> <p>4. Adoption of Sanctuary Tool Kit: Use of 10 staff and client directed practices to reinforce the integration of Trauma Knowledge, 7 Commitments, and SELF into organizational operations and client service</p> <p><b>Other considerations:</b> Typical implementation takes 30 to 36 months, using a core team of representatives as the vehicle for model dissemination and consultation from Sanctuary licensed faculty. Key indicators of implementation success include leadership buy-in and readiness for change.</p>
<p><b>Training</b></p>	<p style="text-align: center;"><b><u>MINIMALLY ACCEPTABLE TRAINING</u></b></p> <p><b>Mode of Training:</b> Full implementation requires face-to-face training with post-training phone/video technical assistance.</p> <p><b>Content:</b> Initial training consists of an intensive five-day immersion experience for selected agency staff in the essential elements of the Sanctuary Model practice as well as explanation of the implementation process. All trainings include didactic, practice, and experiential components.</p> <p>A faculty consultant from the Sanctuary Institute supports the Core Team—a representative group of client agency staff—through guiding work on tasks and measuring milestones described in the Sanctuary Implementation Guide over a 30 to 36-month period.</p> <p><b>Number of Days/Hours Total/Minimum:</b></p> <ul style="list-style-type: none"> <li>• Five-day training (35 hours) for client agency Senior Leadership</li> <li>• Three-Day Train-the-Trainer (21 hours) provided by Faculty Consultant to Core Team</li> <li>• Module Training on the Sanctuary Model provided by Core Team members to agency colleagues (18 hours for direct care staff and 18 hours for indirect care staff)</li> <li>• Sixty hours over 30 to 36 months (15 faculty visits, 15 faculty phone calls total over 30 to 36 months) for Core Team</li> </ul> <p><b>Options for Make-up:</b> Flexible</p> <p><b>Training Cost:</b> Agency wide implementation costs approximately \$120,000 over 30 to 36 months, plus travel time @\$50/hour per faculty plus travel expenses. Per person costs are not provided here, as prices reflect agency-wide implementation for up to 500 staff.</p>

<p><b>Training cont'd</b></p>	<p align="center"><b><u>MOST COMPREHENSIVE/HIGHEST RECOMMENDED TRAINING</u></b></p> <p><b>Mode of Training:</b> Same as above</p> <p><b>Content:</b> Same as above</p> <p><b>Number of Days/Hours Total/Minimum:</b> Based on the needs of the agency, additional sessions of all activities can be scheduled to increase dosage.</p> <p><b>Options for Make-up:</b> Flexible</p> <p><b>Training Cost:</b>            Five-Day Training \$45,000            Three-Day Train the Trainer \$7,500            Each On-site Consult \$2,500            Each one-hour Phone Consult \$360</p> <p><b>Training Contact Information:</b>            Cate Montuoro            Director of Operations, Sanctuary Institute  <a href="mailto:CMontuoro@jdam.org">CMontuoro@jdam.org</a>            Phone: 914.965.3700 ext. 1120</p>
<p><b>Selection</b></p>	<p><b>Describe the typical trainees for this Treatment/Product:</b> All staff</p> <p><b>Minimum Education Level:</b> All levels—material is adapted through discussion and breakout sessions to have practice applicability and accessibility to a varied audience.</p> <p><b>Licensure/Certification:</b> None</p> <p><b>Experience:</b> None</p> <p><b>Match/Fit:</b> Sanctuary is for agencies that provide services to children and adults with histories of trauma. The model has been used successfully in psychiatric hospitals; residential and juvenile justice settings; school and community-based programs; and adult and family homeless, substance use recovery, and domestic violence programs.</p>
<p><b>Preparation for Training and Implementation</b></p>	<p><b>Clinician Readiness Assessment Available?</b> N/A</p> <p><b>Agency Readiness Assessment Available?</b> There is an organizational readiness assessment used for client agencies requesting this service that reviews factors such as the level that trauma-theory is incorporated into clinical practice and the alignment of organizational culture with trauma-informed philosophy and values.</p> <p><b>Typical Prerequisites for Training:</b> None</p>

# TRAINING GUIDELINES

## Sanctuary Model

<p><b>Preparation for Training and Implementation continued</b></p>	<p><b>Pre-reading/Other:</b> Implementation Guide, Direct care and Indirect care training manuals, Psychoeducation curriculum, and Family Training manuals are provided to agencies for use in implementation across the 30 to 36-month process.</p>
<p><b>Consultation</b></p>	<p><b>Type/Mode/Ratio:</b> One Sanctuary Faculty for every agency expected to meet with a cross sectional team of up to 25 staff and leaders</p> <p><b>Frequency:</b> Faculty consultation approximately once a month for 30 to 36 months</p> <p><b>Participation:</b> In-person and phone/video</p> <p><b>General/Expected Duration of Consultation:</b> 30 to 36 months</p> <p><b>Demonstrated Proficiency/Mastery/Competence:</b> The Sanctuary Institute has a formal peer review certification process. Two reviewers appraise fidelity in both observable properties (i.e., safety plans are visible, community meetings are documented in an agency) and more intangible properties (i.e., warmth of interactions, compassion in responses to clients). The certification evaluation effort is aimed at capturing both the process of implementing Sanctuary and the successful application of the Sanctuary tools and concepts.</p> <p><b>Other Parameters of Consultation:</b> None</p>
<p><b>Case Completion Requirements</b></p>	<p><b>Case Selection Criteria:</b> N/A</p> <p><b>Case Completion:</b> N/A</p> <p><b>Fidelity:</b> There are fidelity checklists to measure adherence to the Tools and also Sanctuary Certification Standards that detail the manner and frequency of practice of the Sanctuary Tools and Commitments.</p> <p><b>Mode of Review (e.g., Video/Audio/Test):</b> RLH content quizzes are available for workshop modules. Reviews of fidelity are conducted as part of supervision or consultation.</p>
<p><b>Maintenance</b></p>	<p><b>Booster:</b> Module Training—Training on the Sanctuary Model by trainers within the agency delivered to colleagues—18 hours for direct care, 18 hours for indirect care staff</p> <p><b>Advanced:</b> N/A</p> <p><b>Maintenance Plan/Continuing Education:</b> Faculty can provide additional trainings to client agencies based on agency needs</p>
<p><b>To Supervise Providers of the Treatment/Product</b></p>	<p><b># of Cases Completed in Treatment/Product:</b> Completion of Supervision and Leadership Retreat delivered to managers, supervisors, and leaders as part of agency implementation</p> <p><b># of Years Practiced:</b> N/A</p>

<p><b>To Supervise Providers of the Treatment/Product continued</b></p>	<p><b># of Years Providing Supervision:</b> N/A</p> <p><b># of Supervisees:</b> N/A</p>
<p><b>To Train Providers in the Treatment</b></p>	<p><b>Levels:</b> None</p> <p><b># of Cases Completed in Treatment/Product:</b> N/A</p> <p><b># of Years Practiced:</b> None</p>
<p><b>Endorsement or Certification Options</b></p>	<p><b>For Clinician:</b> N/A</p> <p><b>For Supervisor:</b> N/A</p> <p><b>For Trainer:</b> N/A</p> <p><b>Decision-making process/body:</b> Peer-certifiers and Sanctuary Institute (see consultation section above)</p> <p><b>Roster of Trainers:</b> ANDRUS is the only entity licensed to deliver training and consultation in the model in the United States, and MacKillop Family Services is the only subcontracted licensed agency in Australia to do so. The ANDRUS roster is available at the following URL: <a href="http://thesanctuaryinstitute.org/about-us/faculty/katherine-bailey">http://thesanctuaryinstitute.org/about-us/faculty/katherine-bailey</a></p>
<p><b>Additional Resources</b></p>	<p>Rivard, J. C., Bloom, S. L., Abramovitz, R., Pasquale, L. E., Duncan, M. E., McCorkle, D., &amp; Gelman, A. (2003). Assessing the Implementation and Effects of a Trauma-focused Intervention for Youths in Residential Treatment. <i>Psychiatric Quarterly</i>, 74(2), 137-154.</p> <p>Elwyn, L. J., Esaki, N., &amp; Smith, C. A. (2015). Safety at a girls secure juvenile justice facility. <i>Therapeutic Communities: The International Journal of Therapeutic Communities</i>, 36(4), 209-218. doi:10.1108/TC-11-2014-0038</p> <p><b>Websites:</b>  <a href="http://thesanctuaryinstitute.org/">http://thesanctuaryinstitute.org/</a>  <a href="http://www.sanctuaryweb.com/Home.aspx">http://www.sanctuaryweb.com/Home.aspx</a></p> <p><b>List of Publications:</b>  <a href="http://www.sanctuaryweb.com/Publications/ListofPublications.aspx">http://www.sanctuaryweb.com/Publications/ListofPublications.aspx</a></p>