

# **City of Cleveland's Toxic Stress Trauma Management Program**



Addressing Youth Violence as  
Public Health Issue

# Groundbreaking Program

The City of Cleveland's program will be the  
**nation's first** system  
of trauma-informed recreation centers.

The National Child Traumatic Stress Network reports that unresolved posttraumatic stress symptoms can lead to serious long-term consequences across the entire lifespan, such as problems with interpersonal relationships; cognitive functioning; PTSD, substance abuse, anxiety, disordered eating, depression, self-injury, and conduct problems—**all of which can increase the likelihood of involvement in delinquency, crime, and the justice system**

# Program Goals

This Program Will:

- **Prevent and reduce** the adverse consequences of trauma and toxic stress on children/youth.
- Develop **trauma-informed recreation centers** that promote staff's recognition of and appropriate responses to symptoms of toxic stress and/or trauma.
- Support recreation **staff resiliency** to assist staff in developing healthy coping strategies to promote employee wellbeing.
- Promote Recreation Centers as a **community resource** linking children/youth, exposed to trauma or toxic stress, and their families to the appropriate services and support agencies.

# Toxic Stress Trauma Management Program Overview

The City of Cleveland proposes to contract with **FrontLine Service** to provide the following services:

1. **Train** all Division of Recreation staff in trauma-informed care to provide a safe environment which will promote resiliency, strengthen protective factors and wellness for children and youth.
  - Provide training on the effects of trauma on childhood development
  - Teach staff on how to identify symptoms of trauma in children
  - Create learning communities that promote staff resiliency and provide continued education on trauma informed approaches to help staff effectively interact and engage children and protect children from being re-traumatized.

# Toxic Stress Trauma Management Program Overview

2. **Hire** social work trained Trauma Informed Coaches to support recreation staff and connect families to community resources
  - Provide trauma-informed modeling
  - Screen children that staff and Trauma Informed Coaches have identified as exhibiting trauma symptoms
  - Connect children and families with community resources including counseling when appropriate.

# Selection process

- A request for qualifications (RFQ) was issued March 27, 2018 with a deadline of April 10, 2018.
- Two applications were received.
- A review committee was convened by the Finance Department and applications were scored.
- Applications were discussed by the review committee.
- FrontLine Service received the highest score and was selected as the vendor for this project.

# FrontLine Service

**We thank the City of Cleveland for the opportunity to expand our long and successful partnership.**

**Together, FrontLine and the Cleveland Division of Police have been partnering to address child and family exposure to violence and toxic stress in the City of Cleveland.**

We are **recognized nationally** for innovative and effective programs in the area of trauma services and trauma-informed care.

- In 2007, FrontLine developed the **first program in the country** to screen, access, and treat children in the Child Welfare System.
- In 1999, in collaboration with Cleveland Division of Police, we launched the Children Who Witness Violence Program. **The 1st of 4 such programs in the country.**
- FrontLine developed and implemented **one of the first intensive case management programs to address the needs of co-victims of homicide.**
- We are an affiliate agency of the **National Child Traumatic Stress Network.** The Co-Director, Dr. Robert Pynoos, of NCTSN, has agreed to continue to provide on-going consultation of this program.

# Step 1: Training Recreation Staff

All recreation staff and partners will receive trauma-informed care trainings.

## Overview of Proposed Staff/Partner Training Schedule and Structure

- May 2018: Initial Training (Recreation Staff by region)
- June 2018: Follow-Up Session (Recreation Staff by region)
- Monthly (Year Long): Learning Communities (Recreation Centers will be geographically paired by Division of Recreation)



# Step 2: Referrals and connection to community resources

- 11 - Trauma Informed Coaches(social workers) will be hired and assigned to staff the 22 recreation centers.
  - ✓ 1 - Trauma Coach will support 2 recreation centers- 4 hours per day.
- Recreation staff and Trauma Coaches will identify children exhibiting trauma reactions.
- Trauma Coaches will administer a brief and validated trauma screening tool with the identified children and youth to determine if additional intervention may be needed.
- Trauma Coaches will reach out to engage the family and provide linkage to resources in the community including counseling. Coaches will follow up with family to confirm successful linkage with the community resources.

# Step 3: Resiliency Training

- Recreation staff are exposed to secondary trauma through their work with youth at the recreation centers. Developing healthy coping skills and resiliency is critical for their health and ability to effectively interact with these youth.
- During monthly learning communities recreation staff will receive training and participate in activities which address their resiliency.
- Recreation staff will complete a validated resiliency scale to heighten awareness around the need for self care.

# Evaluation/Progress Reporting

The City of Cleveland, FrontLine Service and the Case Western Reserve Research Team will be creating measurable goals and outcomes for this project which will evaluate the effectiveness of the program, improve the program's efficacy, and/or to make decisions pertaining to the future of the program.

Performance and process expectations will be established as a part of the structure for monitoring and assessing:

- **Program Implementation:** How were the program activities implemented? Were the activities executed in the manner originally designed? If not, why?
- **Program Effectiveness:** Is the program achieving the desired goals, objectives and outcomes? Why or why not?
- **Staff Effectiveness:** Are the hired FrontLine Staff (Trauma Informed Coaches and Program Managers) meeting performance expectations? Are they performing their duties in a manner that supports the achievement of the program's goals, objectives and outcomes?

# Evaluation/Progress Reporting

- **Progress Reporting-** FrontLine Service, in collaboration with Case Western Reserve University, will submit a monthly report to the City providing progress updates relative to the defined performance and process expectations. The City will meet with FrontLine to review the report, discuss findings and discuss any corrective measures that must be taken.
- An **Advisory Committee** will be established to review quarterly and mid-year reports and provide program recommendations.
- **End of the Year Evaluation** of overall services

# Evaluation—next steps

- City of Cleveland, FrontLine Service and Case Western Reserve University will be meeting to discuss metrics and measurement tools.
- We will also discuss how the data collected can be analyzed with other data (e.g. crime, education) to measure impact of the project.

