

TRANSFORMING TRAUMA

2017|2018 ANNUAL REPORT



east bay agency for children

Dear EBAC Friends:



EBAC received the Top Workplaces award for the 5th year.

The critical need for East Bay Agency for Children's (EBAC) behavioral health and family support services remains palpable as families struggle to thrive given the Bay Area's growing economic disparities.

We are proud to share that EBAC increased our investment in the most vulnerable members of our community to \$12.9 million during Fiscal Year 2017-2018 as we urgently pursued our mission ***to improve the well – being of children, youth and families by reducing the impact of trauma and social inequities.***

We recognize clearly the imperative to continue not only EBAC's direct service work to mitigate the impact of trauma but also the systems change work we've begun through our Trauma Transformed



initiative – as we believe that no amount of direct service *alone* can create racial and economic equity.

“Systems” or the functioning and interaction of public agencies such as juvenile justice, social services, behavioral health, education, etc., must also be re-imagined so these organizations optimally contribute to healing trauma without unintentionally perpetuating it and also reduce barriers to equity for marginalized families. The success of Trauma Transformed to disrupt the status quo as described in this Annual Report demonstrates the vast potential of EBAC’s system change work to heal children and families impacted by trauma.

We appreciate the important role our community plays in the effort to build resilience and achieve equity for vulnerable families. We are grateful for your partnership and passion. We invite you to review our new 2018-2021 Strategic Plan at www.EBAC.org/StrategicPlan.



A handwritten signature in black ink, appearing to read "Josh Leonard".

Josh Leonard, CEO



A handwritten signature in black ink, appearing to read "Gary Cox".

Gary Cox, Board President



EBAC's Trauma Transformed

Building a culture of healing within institutions that provide support to the most vulnerable among us.

Schools. Probation departments. Foster care agencies. Healthcare providers. Social services agencies. Non-profit community based organizations and more.

These organizations all function with the intent to support children and families in need. But what happens when these organizations operate in ways that create barriers to healing and re-traumatize the children and families they aim to help?

The landmark CDC/Kaiser study showed that Adverse Childhood Experiences (ACEs) such as abuse, neglect, separation from parent, parent with mental health or addiction issues, increase the risk of negative mental and physical health outcomes in adults. Trauma, the psychological and physiological response to such events,

TRAUMA TRANSFORMED TIS TRAINING PROGRAM

17,057

People trained

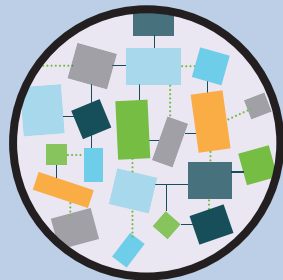
106

Trainers trained and certified

"If we are able to reduce the amount of trauma that our coworkers feel on a daily basis, it's going to be easier to reach out and serve the communities that we are trying to reach."

- TIS 101 Training Participant

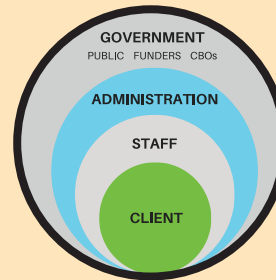
FROM TRAUMA INDUCING



TRAUMA ORGANIZED

- Reactive
- Reliving/Retelling
- Avoiding/Numbing
- Fragmented
- Us Vs. Them
- Inequity
- Authoritarian Leadership

TO



TRAUMA-INFORMED

- Understanding of the Nature and Impact of Trauma and Recovery
- Shared Language
- Recognizing Socio-Cultural Trauma and Structural Oppression

TRAUMA REDUCING



HEALING ORGANIZATION

- Reflective
- Making Meaning Out of the Past
- Growth and Prevention-Oriented
- Collaborative
- Equity and Accountability
- Relational Leadership

Trauma Transformed began and continues the arduous work to shift organizations from being "trauma-organized" to eventually being "healing organizations."

is incredibly prevalent. 48% of children have experienced at least one Adverse Childhood Experience, and an estimated 18% of adults in Alameda County were exposed to 4 or more as children.

Research also shows that organizations, as well as individuals, can experience and perpetuate trauma. Organizations can operate under policies and practices that exacerbate stress on their workforce which can ultimately obstruct delivery of effective service. For “helping” organizations like schools, child welfare programs, and mental and physical healthcare providers the consequence of this organizational trauma can be to actually induce further trauma rather than heal past trauma for the children and families being served.

Consequently, to effectively heal children exposed to trauma, we must also address the impact of stress and secondary trauma on organizations and their staffs.

In 2015, EBAC led a collaborative regional effort to launch the groundbreaking and innovative Trauma Transformed initiative to do just that – disrupt the status quo and re-imagine a Bay Area regional system of care for children and families that improves the ways we understand, respond to, and truly heal trauma.

Sharing a Common Language to Heal Trauma

One of the several strategies Trauma Transformed deployed to begin this critical organizational culture shift was to establish a common language for the regional workforce for talking about trauma and what it means to be trauma-informed. This common language enhances the awareness and understanding of trauma and its impact on behavior – behavior of not only clients but of oneself, one’s colleagues and one’s organization itself.

To develop this shared language, Trauma Transformed built a sustainable, regional training infrastructure to disseminate a standardized 3-hour Trauma Informed Systems (TIS) 101 training for the employees in 7 Bay Area county governments, across all departments and all employment levels (from janitors to judges). Through August 2018, EBAC’s Trauma Transformed TIS training program had trained 17,057 people and certified 106 trainers across the region in various county departments as well as in some family-serving community-based non-profits.



“It’s not just about the direct service of a client. It’s about how the system treats a client from the parking lot to the last door they exit. Our administration, our waiting room set up, how we communicate with our collaborators, how are we interfacing with our clients on a day to day basis. But it’s also about reminding ourselves that our clients more than likely have been impacted by some sort of trauma and keep that in mind and not make assumptions.”

- County Leader



TRAUMA-INFORMED PRINCIPLES

The key to becoming a healing organization: having a workforce, policies and practices that embody the 6 core principles of being trauma-informed.

- Safety and Stability
- Compassion and Dependability
- Cultural Humility and Responsiveness
- Understanding Trauma and Stress
- Resilience and Recovery
- Collaboration and Empowerment

“What happens is we humanize each other again. For example, the next time somebody in Social Services says ‘Probation doesn’t care,’ we have embedded people who say ‘actually I know people in Probation. They were in my TIS training cohort. And they care a lot. You can call them if you’re having trouble.’”

-Trauma Transformed Leader

Practice and Relationship Changes Are Happening

As a result of these trainings and the learning communities Trauma Transformed facilitates within and between counties, policy and practice changes are taking place to ensure that the language, values and principles of Trauma Informed Systems (TIS) are incorporated into the very fabric of organizations.

Examples of changes to practices that county staff are implementing based upon the Trauma Informed Systems (TIS) principles learned through the training include:

- Santa Cruz County has established a new formal agreement between the Probation and Mental Health Departments to provide a mental health worker to ride along with police when responding to mental health calls dealing with youth.
- Alameda County established a new partnership in which psychiatrists provide monitoring and oversight of psychotropic medications prescribed to youth involved in foster care and juvenile justice.
- Coordinators from 5 Bay Area counties and a representative from Children’s Hospital Oakland met at the Trauma Transformed Center to discuss and coordinate services for youth placed for service out of their home county and to share facilitation training resources.

Building and healing relationships with people in and between various departments is fundamental to becoming a healing organization and is thus a critical outcome of Trauma Transformed’s model.

Asking “What happened to you?” instead of “What is wrong with you?”

Also fundamental to healing and relationship building is learning to see the behavior of others (clients and co-workers) through the lens of “What happened to you” rather than “What is wrong with you”. As an example, county social workers are using this concept to help foster parents look at a child’s challenging behavior in a different way. Instead of thinking of a child as “bad or defiant”, families are encouraged to identify what may be causing these behaviors and learn to support the children differently and accordingly.

Learn more about EBAC’s groundbreaking “systems change” work at www.TraumaTransformed.org.

With appreciation, some content was derived from “Healing Systems: Reflections on the first four years of Trauma Transformed Trauma” authored by Learning for Action, September 2018.

EBAC Program Highlights

In addition to our regional Trauma Transformed system change initiative, EBAC continues to be a leader in impactful direct service for children and families throughout Alameda County.

Behavioral Health Counseling

932 students at 40 schools throughout Alameda County received individual counseling for emotional and behavioral challenges often stemming from exposure to trauma. An additional 58 children in 5 special education classrooms in Oakland and San Leandro received intensive counseling to advance their social-emotional and academic development so they can successfully transition to traditional classrooms.

Therapeutic Nursery School

Parents and guardians of preschoolers have a new space in our Therapeutic Nursery School dedicated for their use. The Family Center offers caregivers a place to relax after dropping off their child at school, utilize a computer to search for housing or employment, or meet with our family coordinator.

Youth Empowerment Services

EBAC Case Managers helped 48 youth transition from the Juvenile Justice Center back into their homes and schools while working together to set goals for their future and identify strategies to attain them.

Childhood Grief

EBAC's Circle of Care offers children a safe place to navigate their grief. The impact of EBAC's grief support services is significant as more than 97% of children agreed with the following statements after having participated in Circle of Care:

- Circle of Care helped me learn how to express my feelings and share my story
- I feel like I can deal better with hard times, and I feel like I am not alone

Afterschool

EBAC's 4 afterschool programs at Oakland elementary schools gave 593 students safe and enriching places to thrive during the critical afterschool time.

Family Resource Centers

In addition to helping thousands of families understand and enroll in Medi-Cal, EBAC connected 192 children and youth to dentists, making first-time dental appointments for many. EBAC also enrolled eligible families in the Cal Fresh food program and distributed 261 tons (yes tons!) of food to families in need.

Frick Health and Wellness Center

The middle school students at Frick Impact Academy utilized medical, dental, and mental health services as well as participated in leadership and support groups at the health and wellness center on campus run by EBAC.

Early Childhood & Parent Education

Parents and their children ages birth to 5 attended 10 or 12 week sessions of EBAC's early childhood education programs in Oakland's Fruitvale neighborhood where parents built bonds with their children and learned skills to support their education.

Child Assault Prevention

EBAC held 413 Child Assault Prevention workshops at 36 schools to teach students skills to advocate for their own safety against physical and emotional abuse.



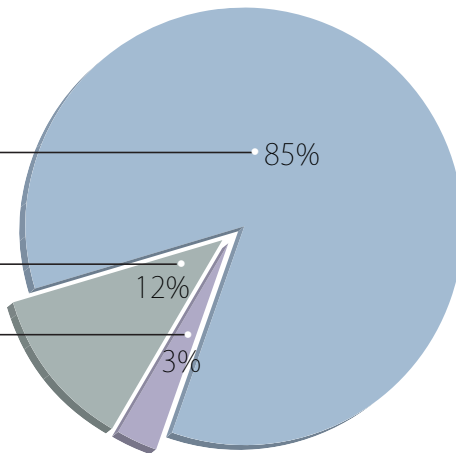
"TIS 101 has created a sense of hopefulness and optimism in the staff, a sense that we can help, that every interaction matters. A sense that we are all connected and that we can and should work together on behalf of clients."

– County Leader

Fiscal Year 2017-2018 Financials

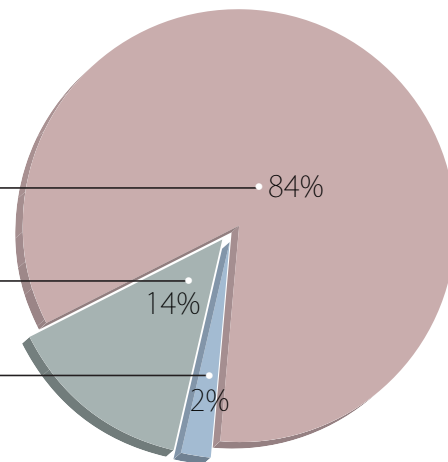
REVENUE \$13,731,923

Government	\$11,706,633
Foundations, Contributions & Events	\$1,547,630
Program Fees	\$450,660



EXPENSES \$12,952,698

Program Services	\$10,928,835
Supporting Services	\$1,822,521
Fundraising	\$201,352



5 YEAR REVENUE TREND

Fiscal Year 2013-2014	\$ 9,767,918
Fiscal Year 2014-2015	\$ 10,589,585
Fiscal Year 2015-2016	\$ 11,279,368
Fiscal Year 2016-2017	\$ 12,731,549
Fiscal Year 2017-2018	\$ 13,731,923

Management and Volunteer Leadership

(As of June 30, 2018)

STRATEGIC LEADERSHIP TEAM

- Josh Leonard, *Chief Executive Officer*
- Roger Ailshie, *Chief Financial Officer*
- Tammy Jones, *Chief Operating Officer*
- Vamsey Palagummi, *Acting Chief Program Officer*
- Julie West, *Chief Development Officer*
- Nang Cao, *Director of Intensive Behavioral Health*
- Meg Howard, *Director of School based Behavioral Health – South Region*
- Jen Leland, *Director of Trauma Transformed*
- Kristin Wagner, *Director of School and Community Wellness*
- Melanie Wartenberg, *Director of School based Behavioral Health – North Region*

BOARD OF DIRECTORS

- Gary Cox, *President*
- Mimi Park, *Finance Chair*
- Tess Singha, *Secretary*
- Tim Sommer, *Quality and Impact Chair*
- Matthew Nelson, *Governance Chair*
- Mary Colby
- Leah Hughes
- Joanne Karchmer
- Rhonda Morris
- Nate Oubre
- Pat Piette
- Jackie Lynn Ray
- Marguerite Stricklin

AUXILIARY

- Sharon O'Neil, *President*
- Becky Andersen
- Erica Bachman
- Tamara Bradley
- Reagan Brooks-Jimenez
- Jan Busch
- Lisa Cartolano
- Lin Cheyer
- Debbi DiMaggio
- Claire Faughnan
- Sally Fitzhugh
- Katy Ford
- Diane Goetz
- Natalie Henrich
- Sarah Holliman
- Sandi Hutchinson
- Stacie Jessee
- Nadine Kalmes
- Joanne Karchmer
- Leila Kasrovi
- Candes Lecocq
- Monica Marcone
- Christine Mattsson
- Flori McCaffery
- Jamie Miller
- Jackie Noyes
- Vicky O'Bresly
- Sherry Paterra
- Sarah Ramsey
- Karma Roberts
- Marilyn Sandifur
- Natalie Williamson
- Lisa Wolfe



east bay agency for children

ADMINISTRATIVE OFFICE: 303 Van Buren Ave, Oakland, CA 94610 ■ 510.268.3770

LEARN MORE: EBAC.org CONTACT US: info@EBAC.org

VISIT: EBAC.org/CommunityPartners for a list of EBAC's valued funders and donors

