ELT

SLT

Culture
Club

RSQ Committee

EDI Committe

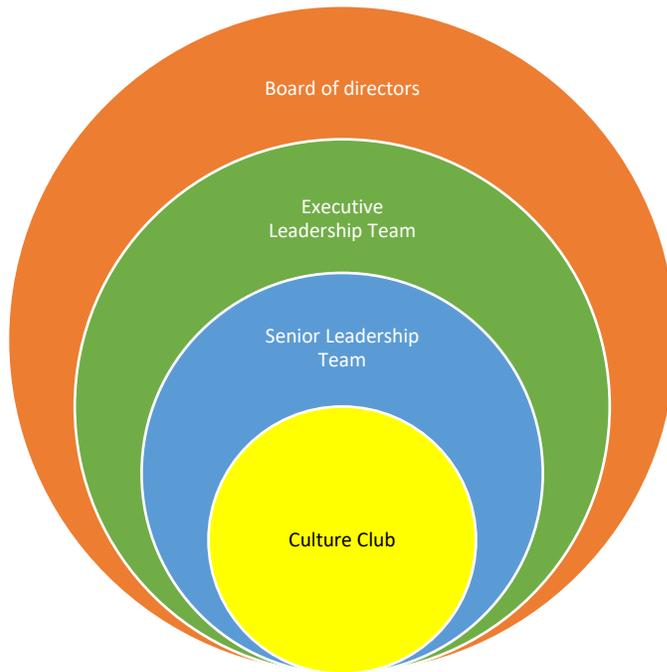Leadership Committee

Culture Club

Wellness

Colloborative Problem Solving Committe

Senior Leadership Team SLT

Committees connected by:
- Core Values
- Trauma Informed Principles
- Wellness

BCC Culture Club

BCC identifies its purpose, or the reason why BCC exists, as "enriching communities one family at a time" and pursues that direction with the following core values: safety, empathy, impact and relationships. The Core values help to guide us in decision making and provides us with a sense of what's important and what's right at

the Agency. We've been working on defining, highlighting and practicing these core values during the last several years. We celebrate our colleagues who exemplify these values with Core Value awards, and we celebrate purpose moments at a variety of meetings like Senior Leadership Team (SLT), guidances and Executive Leadership Team (ELT). While we strengthen our Core Value muscles we are simultaneously working on our BCC culture.   BCC's culture is the collection of our practices, processes and the many interactions that make up our work environment. With the exponential growth and other changes at the agency It's time to intentionally focus, on our culture so that we steer BCC to a place where we strive to exist as a Trauma Informed Organization and thrive with joy and purpose doing our special work.

In 2019, the Executive Leadership Team (ELT) reflected and made some changes to the purpose statement, the core values of BCC and reimagined the strategic plan. The biggest change was modifying one core value and calling it the relationship core value – bringing forward that healing happens through relationships. A strategic plan helps BCC make decisions about where and how to focus time and energy. ELT came up with 3 centralizing goals to give form to the strategic plan.   Each of the Agency's central goals focus on improving our culture. The agency's centralizing goals are:

1. Unite together to magnify our impact
2. Foster a healthy culture where we engage with joy and purpose
3. Remove Barriers. Build Momentum.

We're ready to "Dig deep" into our shared culture and understand its current state and to work to identify how we would like it to change. In order to pursue a culture where we can engage with joy and purpose the Culture Club is forming The Culture Club is a collection of committees that stand for and drive the personality and character of BCC – BCC's workplace culture. Each of the committees represent the elements of a trauma informed organization. The underpinnings of a trauma informed organization include the following:

- Safety (Risk, Safety and Quality) – RSQ)
- Trustworthiness and transparency (All committees)
- Peer support (Leadership)
- Collaboration and mutuality (All committees)
- Empowerment and choice (All Committees)
- Cultural, historical and gender issues (Equity, Diversity and Inclusion – EDI)

The 5 committees of the Culture Club and their members at BCC's will:

- Be an ambassador of a Trauma Responsive Organization by modeling, reinforcing, encouraging and nourishing supportive behaviors we want to see at BCC – behaviors that accentuate the purpose statement, hold the core values dear and the activities between people demonstrate what we believe in.   As the President and CEO of BCC, I believe firmly that one of the most important parts of my job is to do just this!
- Be looking for opportunities to enhance the agency's culture; be a cheerleader; a manager; a planner, a doer and a communicator, all at the same time
- Consist of talent from BCC locations that represents the different roles, experiences, race, ethnicity, gender, religion, sexual orientation, age, and cognitive approaches to problem solving
- learn about becoming a trauma responsive organization and help to drive change that supports a TRO

- guide the administration, analysis and planning of an agency wide survey regarding the agency's trauma informed conditions (https://www.air.org/sites/default/files/downloads/report/Trauma-Informed_Organizational_Toolkit_0.pdf),
- Analyze, recommend and develop plans that make trauma responsive changes based upon the trauma informed organizational assessment survey
- consider the findings of the BCC employee survey and make recommendations and support change

Structure of the Culture Club

The Culture Club of five committees that consist of no less than 25 and no more than 35 members which is approximately 3-5% of BCC's workforce. As the size of the agency changes, the number of Culture Club members will change to accommodate growth and contraction. Please see table below for regionally populating the team:

Total Employees at BCC	Baltimore	Charlotte Hall	Denton	Colesville/ Hagerstown	Pasadena	Pennsylvania	DC	WV
742	421	3	22	7	7	98	33	151
100.00%	56.74%	0.40%	2.96%	0.94%	0.94%	13.21%	4.45%	20.35%
30 Members	10	1	2	1	1	6	2	7

The First cohort of the Culture Club will be nominated by SLTs and ELTs. The nominee will be invited by the President and CEO via personal message that includes the responsibilities and purpose of the Culture Club's Committees. To accept the invitation, the nominee must agree to the Culture Club Proclamation declaring their investment and support of the evolving concept. In the future, a process where peers may nominate people to this prestigious team will be developed by the members of the CULTURE CLUB. Characteristics and qualifications of a potential Cultural Core Team member that might inspire an ELT nomination include a person who:

- Is a Team builder
- Embraces the Agency's purpose: "Enriching Communities, one family at a time."
- Demonstrates the 4 Core values of safety, empathy relationships and impact
- Has Excellent communication and interpersonal skills
- can share a clear vision and/or inspire others in positive ways
- Possesses a positive attitude
- Has accountability and follow through
- Is Competent and not experiencing progressive discipline
- Advocates for the problem-solving process

A committee member will have one three-year term. As the first Culture Club is populated the initial members will have staggered terms to spread out the end of the members term and not have everyone retiring at the same time. A Culture Club member will be assigned to and active in one of five potential committees:

- Risk, Safety and Quality (RSQ) Committee (Core Value: safety, empathy relationships and impact)
- Equity Diversity and Inclusion (EDI) Committee previously known as the LGBTQIA committee (Core Value: safety, empathy relationships and impact)

- Leadership Committee (this will hold internships, mentorships, leadership and management development) (Core Value: safety, empathy relationships and impact)
- Senior Leadership Team (SLT) consists of the senior leaders of the organization. This group of people emulate and model a trauma informed organization that sets the cultural standard at BCC. (Core values: Relationships and Impact)
- Collaborative Problem-Solving Committee (Core Value: safety, empathy relationships and impact)

Culture Club committees will establish individual meeting rhythms that are regular and predictable that allows adequate time to complete the tasks of the committee. Employees who are selected Culture Club Team Members will be paid for their regular pay for time in this meeting. The respective workloads will be adjusted to accommodate for 3 hours of time.

The Executive Leadership Team and the Board of Directors will support the leadership of the Culture Club's committees. In addition, will affirm and support the work of the Culture Club by modeling the core values of BCC. ELT, and culture club committee members, and the Board of Directors will sign a commitment to the Culture Club "Proclamation" in support of this important work. Representatives of the Culture Club will provide ongoing updates to keep each of these leadership teams up-to-date and supportive of the celebrations and challenges of the Culture Club. The

The work of the Culture Club will be reported to the Agency by the leadership of the Culture Club through ALLSTAFF meetings and the Board of Director's via the Risk/Compensation and Outcomes committee (RCO).

Committees of the Culture Club

Committee Structure

The Committees and The Culture Club will be the place where members engage around a focused area of concern that becomes a small number (less than 3) of goals that originate from the employee survey, the trauma informed care organizational survey, from leadership that connects to the BCC's strategic plan and other related concerns that emerge – with intention and purpose. The specific committees will decide their need for such support and services and consult with the CEO or designee to procure services.

Each committee will have co-chairs that provide leadership, consistency, direction and encouragement to actualize goals created and/or assigned as projects. The Co-Chairs will develop an agenda to guide the meeting that is focused on dialogue and task completion. The committee meetings will be the second half of the Culture Club meeting times and will last approximately 1.5 hours.

Committees may be permeable and add people as needed utilizing Subject Matter Experts (SME), Cameo appearances and consultants to help with complex topics and subjects. Each committee will be focused primarily on critical thinking, problems solving, modeling, self-management and self-empowerment among themselves and their peers.

Risk Management, Safety and Quality Improvement (RSQ) (Core Value: safety, empathy relationships and impact)

The purpose of the Risk Management, Safety and Quality Improvement Committee (RSQ) is to identify, address, and improve upon the components of services, i.e., Admission, Assessment, Service Planning; Ethical Practice, Rights and Responsibilities; Case Record Review, and Behavior Management. The committee, a multidisciplinary representation of the agency, evaluates the effectiveness of the Board of Child Care's services and operations

based upon outcome goals and other indicators, such as client satisfaction surveys and serious incident reports, to measure program effectiveness. The Risk Management, Safety and Quality Improvement Committee also ensures the condition of the environment meets or exceeds the health and safety codes and regulations established by the federal, state, and local governments. It further assesses the nature, severity and frequency of identified risks by reviewing client and staff injury reports related to client care and environment to make recommendations to:

- Reduce the Board of Child Care's exposure to risks in the physical plant, supplies, equipment, medications, and insurance coverage;
- Creates, reviews and maintains policies for emergency responsiveness and disaster preparedness;
- Increase child and employee safety and use of restrictive techniques and;
- Comply with all applicable federal, state and local laws and regulations associated with service delivery, security of information, media relations, service agreements, contractual relationships, and evaluation of purchased services.
- Additionally, the Committee uses this information to identify professional development needs to assure the quality of employees and the provision of services. It ensures the quality and quantity of on-site trainings meet the needs of all staff. Through its thorough review, the committee identifies areas to be addressed by the Senior and Executive Leadership Teams and makes recommendations to the President and CEO.

Equity, Diversity and Inclusion (EDI) (Core Value: safety, empathy relationships and impact)

The EDI Committee will facilitate an informed conversation and thoughtful strategy around diversity and inclusion. The strategy to be developed should include considerations and plans such as:

- Develop an Equality, Diversity and Inclusion pledge that declares the vision of BCC related to progress in this area of focus
- Develop a cohesive EDI strategy and establish workable goals that may include things like:
    o Working with Human Resources to review and updating the policies and procedures of BCC so that all diversities are included
    o Establish, in conjunction with the Human Resource team, days to celebrate and learn about our differences and similarities
    o Provide helpful consultation to Senior Leaders when managing the challenges of a diverse workforce
    o Influence and/or deliver training topics and content across to improve BCC's cultural competence that improve agency staff ability to interact with different cultures, becoming and being aware of one's own cultural views and biases, develop tolerance for cultural differences and building cross-cultural skills across the workplace (orientation, ongoing education, Leadership and management academy, training requirements)
    o Influence the themes of the Wellness calendar to focus on diversity

Leadership Committee (Core Value: safety, empathy relationships and impact)

The Leadership committee will be focused on providing platforms to help BCC staff learn and grow. This committee will be focused on influencing and developing ideas and strategies that help the agency engage and retain staff by developing staff's potential. Activities that this committee may include such things as:

- Review and suggest changes to the developing mentorship program at BCC
- Participate in peer mentoring to provide career development support, guidance and coaching to mentees
- Review and suggest changes to the evolving student intern program at BCC
- Review and influence the developing leadership and management academy curriculum to enhance its effectiveness
- Review and influence learning to practice from orientation to the "units"
- Consider additional different strategies to retain staff and create a culture of growth and development for leadership and management at BCC
- As appropriate, assist with the implementation of alternative strategies to help grow staff at BCC
- Is trauma informed care training delivered to everyone in meaningful content
- Might they help shadow shifts/cross training happen?

Senior Leadership Team (Core Value: relationships and impact)

The Senior Leadership Team is consists of the senior leaders of the organization. This group of people emulate and model a trauma informed organization that sets the cultural standard at BCC. (Core values: Relationships and Impact). Tasks that this group does may include:

- Share information and help to optimize the morale of the organization
- Learn, grow and change to achieve Trauma Informed leadership
- Utilizing the core values of the organization cascade information in efficient and intentional ways
- Develop a micro culture that sets the cultural standard at BCC
- Provide input and feedback to the Executive Leadership Team (ELT)

The Wellness Committee will strive to increase the well-being and productivity of all employees by enhancing all aspects of health, spirit, mind and body. The program seeks to increase awareness of positive health behaviors, to motivate employees to voluntarily adopt healthier behaviors, and to provide opportunities and a supportive environment to foster positive lifestyle changes. This committee will support and assist with brining BCC's faith tradition forward. Some tasks of this committee may include things like:

- Analyze the results of the Employee Survey as they pertain to well-being of BCC staff
- Review and influence BCC's Wellness Roadmap providing suggestions that help to further develop professional resilience and self-care that help BCC staff engage with joy and purpose at work and at home.
- Influence and/or develop training topics and content across BCC's footprint
  - Specifically deliver 15 minutes training content at the quarterly all-staff on the themes of Wellness, professional resilience, secondary trauma and self -care
- Organize and deliver centering moments at ALLSTAFF and at other appropriate times

Collaborative Problem Solving (CPS) Committee (Core Value: safety, empathy relationships and impact)

The key purpose of the Collaborative Problem-Solving Committee is to implement, with fidelity, the model and practice of CPS throughout BCC. Entire states, agencies and public sector systems use CPS http://www.thinkkids.org/train/training-for-systems-schools/ to provide a common philosophy and language and a structured, relational process for understanding and helping challenging kids and a trauma informed culture for organizations. CPS is a strengths-based, neurobiologically-grounded approach that provides concrete

guideposts to operationalize trauma-informed care and empower youth, family voice and employee problem solving process.

The Collaborative Problem- Solving approach is applicable to diverse human interactions, but especially those that can result in conflict. Our CPS model can be applied to interactions between classmates, siblings, couples, parents and teachers, and employees and supervisors. All people benefit from learning how to identify and articulate their concerns, hear the concerns of others, and take each other's' concerns into account in working toward mutually satisfactory solutions.

Shifting the culture of an entire system while implementing a highly individualized model of care challenges the system and puts all aspects of it under a microscope. As a result, a comprehensive training and consultation plan is necessary to achieve successful and sustainable implementation. This process typically involves a combination of entire staff training, ongoing consultation / supervision, and more intensive Certification training for leaders of the change process in the system. Time, patience and commitment from leadership are pre-requisites to successful change in the system.

BCC has selected a consultant to guide the implementation and certification of this Evidenced Based model. The consultant is UMFS in Richmond, VA: https://www.umfs.org/locations/richmond/?utm_source=local&utm_medium=organic&utm_campaign=gmb

The CPS Committee may be involved in these kinds of activities:

- Understand what the CPS Model is and how this trauma informed model creates a cultural language and model for BCC to solve problems
- Be actively involved in the needs assessment that will help this Evidenced Based Model develop a strategy for training, supervision and evaluation of the implementation
- Considers themselves the ambassadors of CPS at BCC
- Develops the plan for CPS implementation
- Helps to sustain CPS implementation with fidelity

How will we know that the Culture Club's committees are making the difference we want to see:

Metrics:

NPS, Turnover and Retention (KPIs)
Level of engagement in health-related opportunities for wellness
Response rate to employee survey – specific to each committee (EDI with the do I work in a biased environment)

Desired Trainings for a successful Culture Club:

How to build agendas that facilitate and participate in meaningful meetings

Human - User Centered Design (compression planning)

What is the Culture Club?

What is Collaborative Problem Solving (CPS)?

Implementation Science

Trauma informed Care and Leadership

Adaptive Leadership

Ambassadors and leaders learning plans