## Fostering Hope: Putting the Science into Action

Casey Gwinn, President of Alliance for HOPE International Dr. Chan Hellman, Director, The Hope Research Center Tracie Neal, Chief Probation Officer, Shasta County

CREATING A HOPE CENTERED FRAMEWORK IN YOUR ORGANIZATION



Dr. Chan Hellman

Hope Centered And Trauma Informed®

## What does it mean to be Hope Centered?

#### **BECOMING HOPE CENTERED**

Recognize that Hope theory provides the foundation for understanding human behavior in the social environment.

The science of Hope provides the framework taken by advocates, case managers, leaders, and policy makers to engage, assess, intervene, and evaluate action toward goals.

#### BECOMING HOPE CENTERED

A hope centered organization seeks to infuse values, policy, practices, and structure with the science of hope creating an environment where both customers and staff thrive.

In A Hope Centered Organization, The Outcome is Well-Being.

#### BECOMING HOPE CENTERED

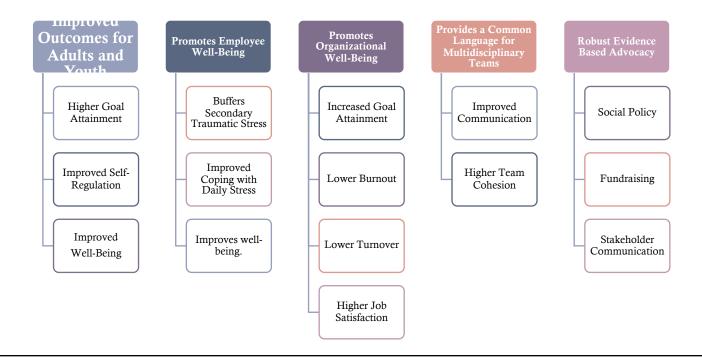
Hope provides a unifying language across multidisciplinary teams to create a positive culture grounded in setting goals, finding and navigating pathways, and supporting the willpower necessary to pursue those goals.

#### WHY CONSIDER THE IDEA OF BECOMING A HOPE CENTERED ORGANIZATION?

#### The Science of Hope is Clear:

- Hope Is One Of The Best Predictors Of Well-being.
- Nurturing Hope Among Staff Is A Significant Buffer to Secondary Traumatic Stress, Burnout, and Turnover.
- Your Program Services Are Pathways of Hope.

#### BENEFITS OF A HOPE CENTERED ORGANIZATION



#### Organizations Are Pathways To Hope

- Common Goal of Well-Being.
- Program Services and Partner Agencies Offer Best Practice Pathways.
- Policies and Procedures Formal and Informal Standard Operating Procedures Can Nurture or Diminish Hope.



GUIDING
PRINCIPLES IN
HOPE
CENTERED
WORK



Hope is a cognition not an emotion.

Imagination is the instrument of Hope.

Hope is not wishful thinking.

Hope begets Hope.

Hope is a social gift.

Hope can be taught.



#### CREATING A CULTURE OF HOPE









Create an awareness of hope among stakeholders.

Hope becomes a valued character strength.

Staff meetings incorporate a hope agenda.



Develop hope orientation program.

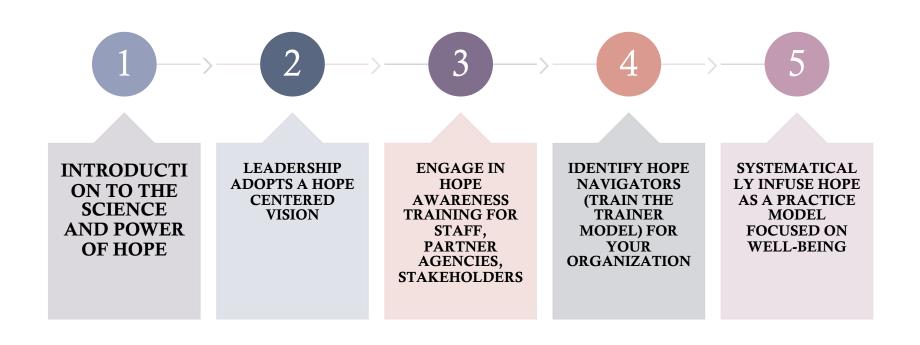


Hope Finding, Hope Building, Hope Modeling



Readings, book clubs, Continuing Education.

#### STEPS TO BECOMING A HOPE CENTERED ORGANIZATION





#### THE SCIENCE AND POWER OF HOPE



## **Chief Probation Officer Tracie Neal Shasta County Probation Department**

**Applying the Science of HOPE** 





## Developing a Hope-Centered Organization

Casey Gwinn, Yesenia Aceves, and Fernanda España

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#### A Pathway to Hope and Healing









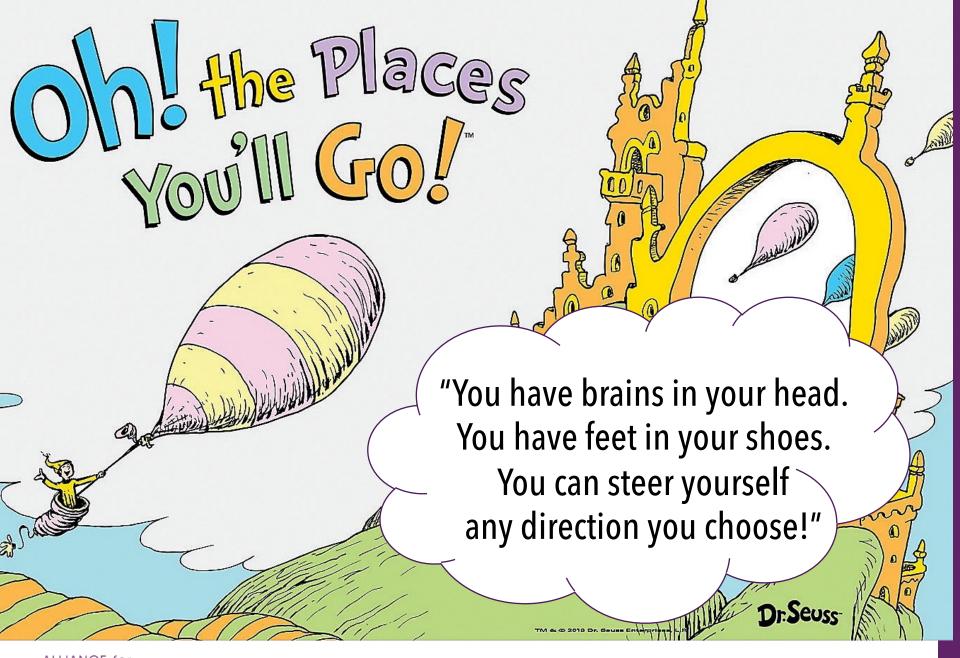
#### Hope and Education



Hope

Hope-Guidance-Social and Emotional Learning









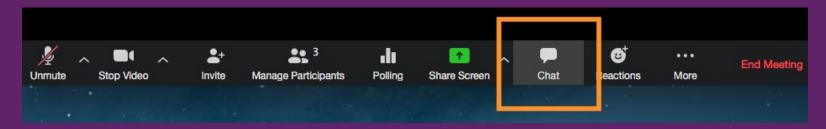
# Hope is the belief that your future can be brighter than your past and that you play a role in making it happen.

Casey Gwinn & Chan Hellman in Hope Rising: How the Science of HOPE Can Change Your Life (2018)



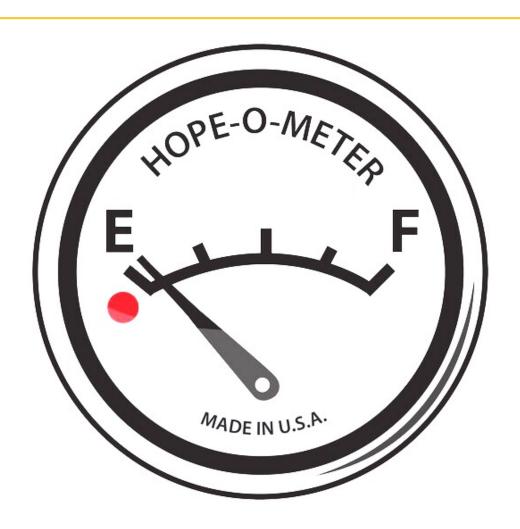
## Teach Back! WHAT IS YOUR DEFINITION OF HOPE?

#### Use the CHAT Function





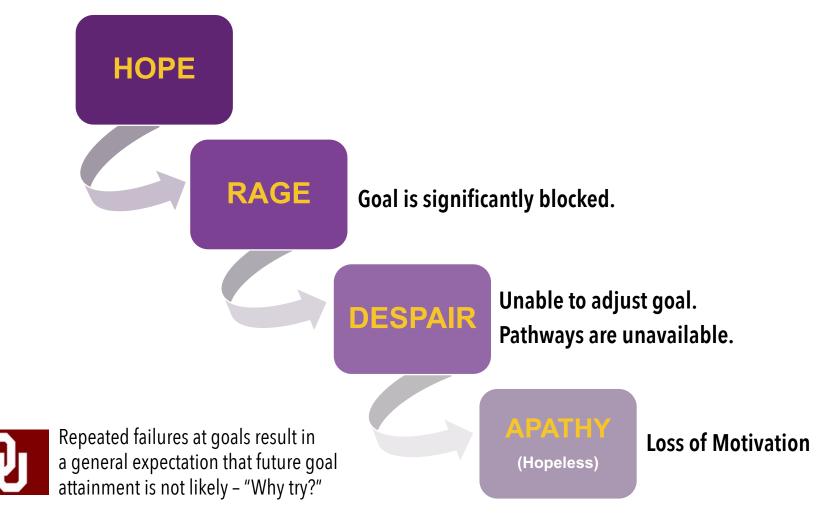
#### We all get robbed of hope!



- Direct Trauma
- Childhood/Adult
- Vicarious Trauma
- Historic Oppression/ Racism/Injustice
- Burnout
- Illness
- Disease
- Heartbreak
- COVID-19

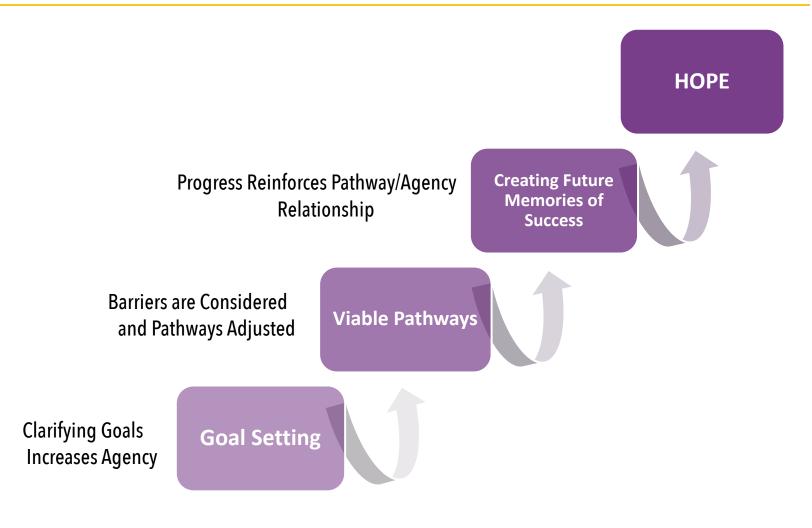


#### The Hope Continuum





## Nurturing Hope in Children and Adults





#### Staff Surveys

#### Measuring Hope in the Workplace

#### **ALLIANCE FOR HOPE TEAM**

**2016** Hope Score Average **54.06** 

**2017** Hope Score Average **57.25** 

**2018** Hope Score Average **56.18** 

**2020** Hope Score Average **56.41** 

Our average ACE Score is **4.0.** 

Hope Scores **ABOVE 40** put you in the **HOPEFUL** category.

Scores **ABOVE 48** bump you to a **HIGHER LEVEL OF HOPE**.

Scores of **56 OR HIGHER** make you a **HIGH HOPE PERSON**.

Everyone on our team was **41+ 59.1%** was above 56.





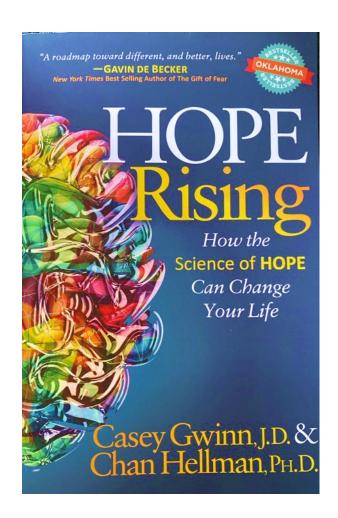
At the heart of change is our ability to understand the way things are right now in our lives... and that we can begin to imagine the way things could be.

This is where hope is born.

Dr. Chan Hellman, Director of Research Alliance for HOPE International



#### Hope Rising Book Club for Staff



"I've been buying up "Hope Rising" since hearing you at Brooklyn law school in late 2018. We give them to clients, partners, board members, everybody. Last week, we sent them to the homes of all our staff members working remotely (many of them new hires) and we're orchestrating a book club to discuss hope regularly."

Mary Murphy



### Being Hope Centered

What does it mean?



#### Being Hope Centered (Personally)

- Committing to be a lifelong learner about the science of hope
- Hope is personally pursuing goals you are motivated to achieve and goals that are within your control
- Nurturing hope in every domain of your life
- Goals, Willpower, Waypower
- Willingness to invest the time to find way to overcome barriers to your goals
- Regularly measuring hope in your life



#### Being Hope Centered (Professionally)

- An organization focused on nurturing hope in staff and clients
- Regularly measuring hope in staff and clients (pre/post)
- Cultivating values-based high hope leaders/supervisors
- Regularly evaluating alignment between personal goals and organizational goals
- Intentionally cultivating Collective Hope



The science of hope provides the foundation for understanding human behavior in the social environment and provides the framework taken by practitioners, community leaders, and policy makers to engage, assess, intervene, and evaluate action.



## HOPE provides a unifying framework to create a positive culture grounded in setting GOALS, finding and navigating PATHWAYS, and supporting the WILLPOWER necessary to pursue those goals.



## Guiding Principles in Hope-Centered Work

Hope is a cognition not an emotion.

Imagination is the instrument of Hope.

Hope is not wishful thinking.

Hope begets Hope.

Hope is a social gift.

Hope can be taught.



A hope centered organization seeks to infuse values, policies, practices, and structure with the science of hope creating an environment where both Core Values clients and staff thrive. **HOPE** Policies & **Structures Procedures** 



#### Core Values

Supporting the Vision and Shaping the Culture





Core values need to be integrated into every employee-related process—hiring, performance reviews, criteria for promotions, and even dismissal policies. From the first interview to the last day of work, employees should be constantly reminded that core values form the basis for every decision the organization makes.

Patrick M. Lencioni, Founder and President Table Group Harvard Business Review



#### Core Values

Core values are deeply ingrained principles that guide decisions and actions within an organization.

They are the cultural cornerstones that unite staff and leaders with a set of enduring, passionately-held beliefs.



## Our Core Values: Hope TEAM

#### **HOPE**

The belief that your future can be brighter and better than your past

#### **TRUST**

Authenticity in daily interactions, composed of vulnerability and honesty without righteousness.

#### **ADAPTABILITY**

Ability to change and maintain effectiveness in a changing environment.

#### **EXCELLENCE**

Surpassing ordinary standards. Models a commitment to delivering the best.

#### **MOXIE**

Strength of mind that enables endurance to adversity with courage and determination.



## Hope TEAM in Action

Creating a Culture of Hope



## Creating a Culture of Hope



An awareness of Hope among stakeholders.



Hope is a valued character strength.



Staff meetings incorporate Hope.



Hope Orientation Program



Hope Finding, Hope Building, Hope Modeling.



Assigned readings, book clubs, continuous learning.



## Strategic Planning



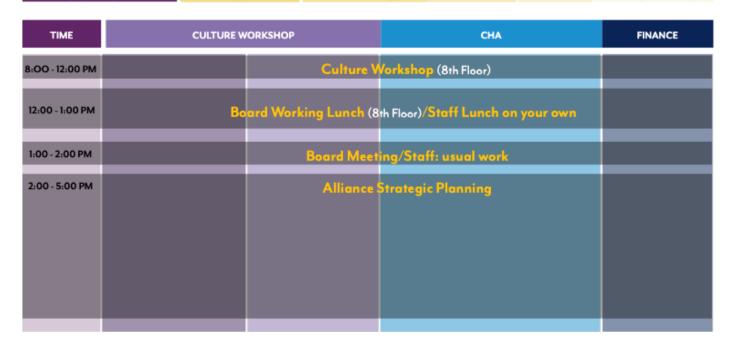
Alliance for HOPE International Team-Building/Strategic Planning January 15, 2020

Agenda

2019 ACTIONS from Alliance-Wide Strategic planning on 1.11.19  Create a HOPE-Centered and Trauma-Informed Workplace 2. Create Future Home Plan
- On a campus
- Own building

3. Have a Funding Plan & Process

4. Have Strategic Partnerships  Clear Goals for Each Program with Integrated Branding & Technology





## Using our Children's Definition

- Hope is...
- Believing in Yourself
- Believing in Others
- Believing in Your Dreams



## Sharing Hope Stories



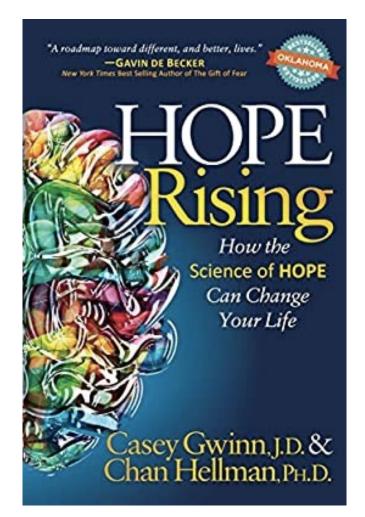


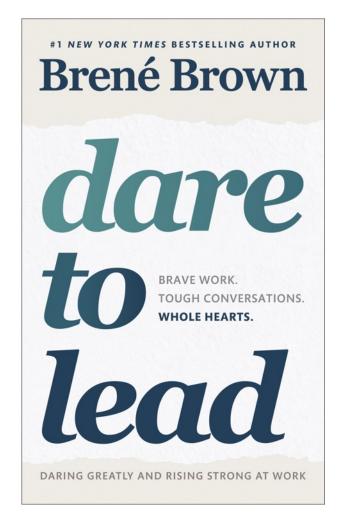


# Staff Meeting Question Regularly...Where did you see hope this week?

allianceforhope.com

#### **Book Clubs**







## Hopesgiving Potluck





## Annual Holiday Party





## Leadership Team Workshops

Socially-Distanced





## Hope Award



#### HOPE AWARD NOMINATION v2019

The Hope Award is a recognition given to Alliance for HOPE International staff who exemplify all of our core values: HOPE, Trust, Excellence, Adaptability and Moxie. Nominations must originate from a staff member and be accompanied by a completed form by the nominator.

A separate form must be submitted for each nominee.

Nominee:
Describe how the nominee has demonstrated each of the Alliance Core Values:
HOPE: The belief that your future can be brighter and better than your past and that you actually have a role to play in making it better.
<b>Trust</b> : Demonstrates authenticity in daily interactions, composed of honesty, vulnerability without righteousness and also consistently shows appreciation for others' character.
Excellence: Surpassing ordinary standards. Models a commitment to delivering the best.
Adaptability: Ability to change and maintain effectiveness in a changing envirorment.
<b>Moxie</b> : Strength of mind that enables them to endure adversity with courage and determination.
Nominator: Date:



Alliance for HOPE International recognizes

Yolanda Ruiz

as the first recipient of the Alliance's HOPE Award for embodying our core organizational values of

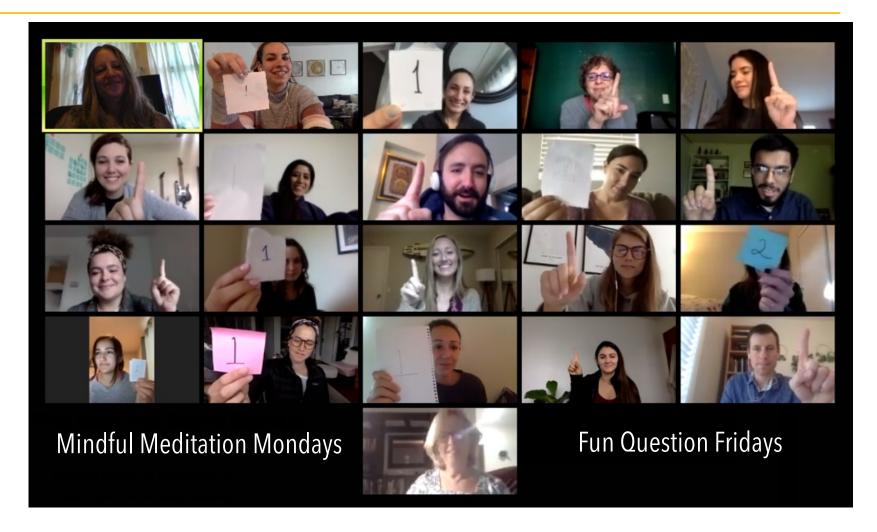
HOPE, TRUST, EXCELLENCE, ADAPTABILITY, AND MOXIE

Thank you for helping the Alliance develop a Hope-centered culture

Casey Gwinn, President Gael Strack, Chief Executive Officer

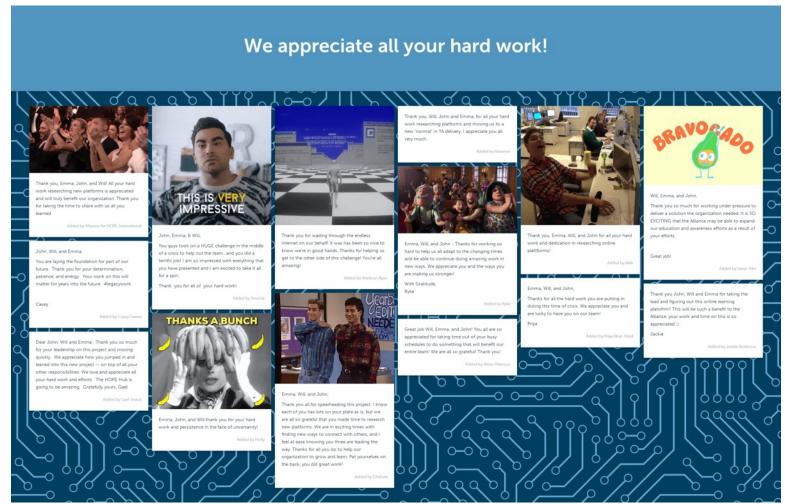


## Hope Huddles



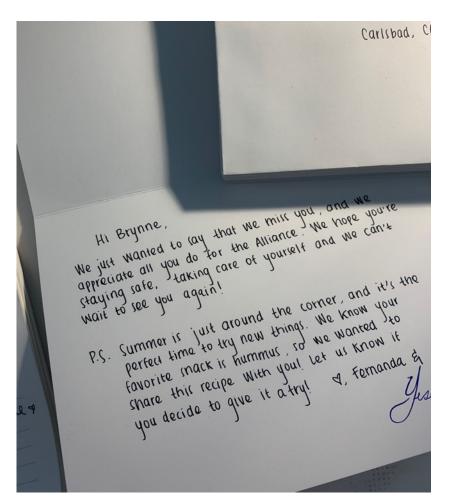


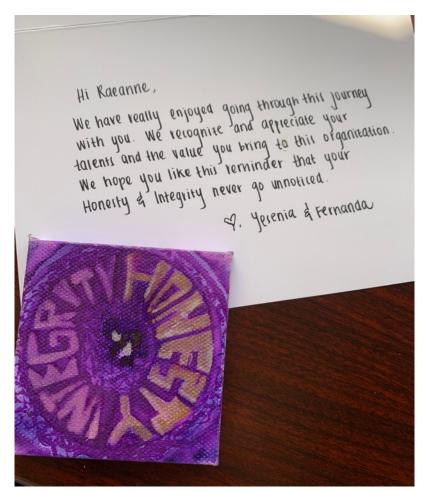
### Group Cards & Kudos Boards





## Team Affirmations







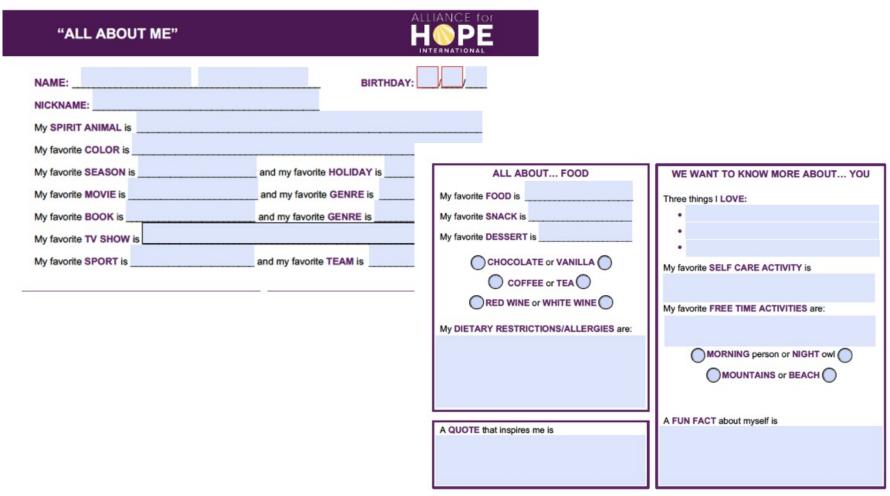
## Showing Appreciation

- Birthdays
- Anniversaries
- New Babies
- Get-Well
   Wishes
- Bereavement
- Farewells
- Graduations
- Weddings
- Character
   Traits





## Gathering Information





### Onboarding

WELCOME PACKET FOR NEW STAFF
Table of Contents



#### Welcome to the Hope TEAM!

v 1.13.21

ITEMS TO FILL OUT AND SUBMIT TO THE ALLIANCE

The following forms (attached to this welcome packet) must be filled out and submitted to Jackie Anderson at jackie@allianceforhope.com by the end of your third day of employment:

- 1) W-4 Form
- 2) CA Form DE-4
- 3) USCIS Form I-9
- 4) ADP Direct Deposit Enrollment Form
- 5) Two forms of ID (usually social security card and photo identification) in PDF

There is a meeting scheduled for you to meet with Jackie on your first day to review these together prior to filling them out to avoid any confusion and answer any questions.

The following forms can be emailed to Yesenia Aceves at yesenia@allianceforhope.com

Disclosure and Authorization Form	2
Alliance Confidentiality Agreement	7
Emergency Contact Form	8
"All About Me" Form	9
Receipt of Personnel Policy Form	3.

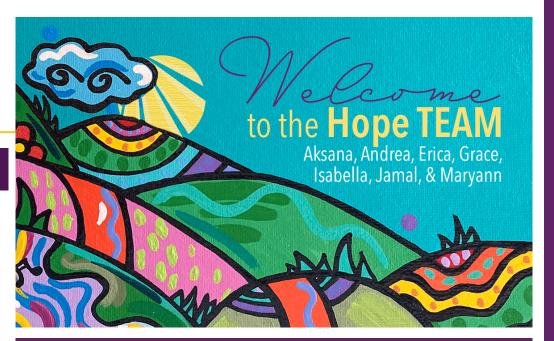
The following documents are included for your review:

Alliance Organizational Chart	10
iveScan Instructions	13
Alliance Personnel Manual	14 – 23
Attire and Grooming Policy	38

NOTE: The results of your background check will be sent directly from the agency to the Alliance (LiveScan Form is attached to this email and link to instructions below. Each staff member is responsible for submitting a reimbursement form and receipt, if needed.

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#### STAFF ON-BOARDING SCHEDULE ALL TIMES LISTED IN PACIFIC STANDARD TIME

DAY 1	1/13/21		
8:00 am	0.50 hrs	rep for the day	
8:30 am	0.50 hrs	leet w CULTURE Team: Check in for quick preview and technology check	
9:00 am	1.00 hrs	Weekly Staff Meeting	
10:00 am	2.00 hrs	eet w CULTURE Team: Review personnel manual, general policies, procedures, swer questions. Review Technology/software process for remote work	
12:00 pm	1.00 hrs	Lunch: virtual lunch together to get to know your cohort	
1:00 pm	1.75 hrs	Meet with FINANCE Team: Review and fill out new hire payroll forms included in your Welcome Packet. Review time sheet and reimbursement forms and processes.  The forms you need to complete by the end of today are: W-4 Form, EDD Employee's Withholding Allowance Certificate, USCIS Form I-9, ADP Direct Deposit Form, PDFs of your 2-Forms of ID	
2:45 pm	0.25 hrs	Break	
3:00 pm	2.00 hrs	Welcome with CASEY AND GAEL: General Overview of Alliance programs (to be dived deeper within your teams), History and Future of the FJC Movement Part I	

## GPS Goals and Pathways Setting Session

HOPE-CENTERED GOAL SETTING Session process that incorporates Core VALUES and replaces the conventional annual Performance Evaluation







#### **INDIVIDUAL GOALS** (WORKSHEET 1 OF 3)

This worksheet will be completed with your supervisor during your Goals & Pathways Setting Session. Using your Vision Board as a starting point, you will set four Individual Goals that support the goals set by your program/department which in turn support the Alliance's Strategic Goals.

Name	Signature	Supervisor Signature	Date
GOAL 4:			
GOAL 3:			
GOAL 2:			
GOAL 1:			

#### ADDING DETAILS TO YOUR GOALS

SPECIFICS		GOAL 1			GOAL 2	
Achievement vs. Avoidance <sup>1</sup>						
Degree of Difficulty	Low	Moderate	High	Low	Moderate	High
Stretch vs Mastery <sup>2</sup>						
Time to Completion						
Degree of Change Involved <sup>3</sup>						
Support Networks <sup>4</sup>						
Potential Detractors <sup>5</sup>						
Beneficiaries						
Other Details						

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#### **HOPE** (WORKSHEET 2 OF 3)



The purpose of this worksheet is to assist you in establishing and pursuing Individual Goals.

By describing your desirable goal in as much detail as possible, you are likely to experience an increase in your motivation and interest. When you have described one or more possible strategies to your goal, you are now on the pathway to rising and sustained hope.

_	9	Staff Na	me			Date	
1. Describe your goal in as much detail as possible (See Goals V	Worksheet 1)						
2. How much do you desire this goal? Selectione (0=Not At All = 6=A Grea	t Amount) C	)	1 2	3	4	5	6
3. Why you want to achieve this goal? That is, describe what is	motivating yo	u.					
4. Imagine you have just achieved your current goal. How you How will others be impacted by your achievement?	will feel? Wh	at will	change ii	n your life	?		
5. List the pathways (actions/strategies) you can use to achieve							
For example, if your goal is to get a better job, pathways might in	clude: Educatio	on, Trair	ing, etc.				
Pathway 1: Pathway 2:							
Pathway 3:							
6. Describe potential barriers for each pathway you listed.							
Pathway 1 Potential Barrier:							
Pathway 2 Potential Barrier:							
Pathway 3 Potential Barrier:							
7. From points 5 & 6 above, choose the best pathway and descr	ribe how you v	will ove	rcome th	e barriers	to that	pathwa	<i>j</i> .

HOPE WORKSHEET PAGE 2

8. Describe a time when you achieved a difficult goal by overcoming barriers. That is, what were the barriers and how did you overcome them and how did you feel?

9. Describe the steps (subgoals) that you need to achieve to attain the goal. For example, what are steps that must be accomplished for you to attain your goal? Add more benchmarks if needed in the space provided below the graphic.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	GOAL

Add any additional steps in this space:

10. Identify people and/or resources you can count on for support in pursuing your goal.

11. Describe something that motivates you (e.g., music, movie, person). Think of how you can use this inspiration to help you stay motivated as you pursue your goal.

#### Overall, how successful do you think you will be in pursuing this goal?

1	2	3	4	5	6
Not at all successful	A little successful	Somewhat successful	Moderately successful	Mostly successful	Very successful

PREDICTED GOAL SUCCESS: 6

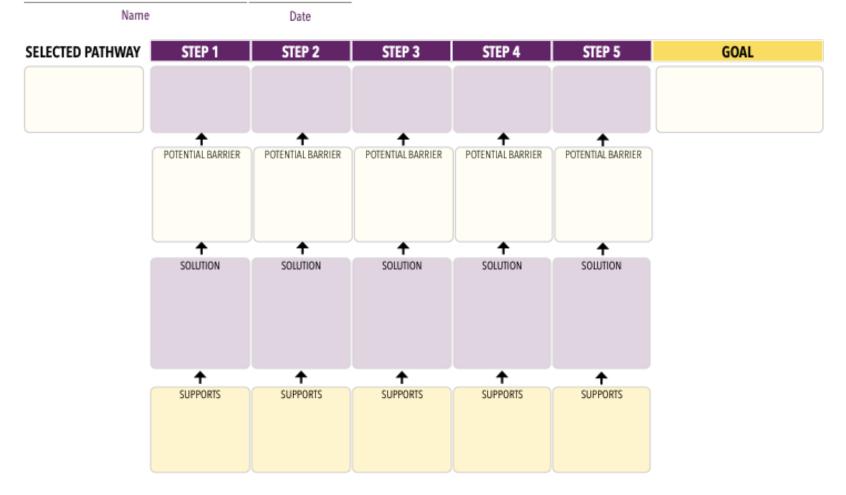
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INTERN	NATION	IAL		

#### PATHWAYS TO GOAL PLANNING (WORKSHEET 3 OF 3)

- 1. List your goal and select a pathway. You may explore the other pathways using this worksheet at a later time.
- For each step, identify a potential barrier that may block success.
   Describe solutions to barriers and the supports that will help you stay on track to success.



				SMARI
	ONE-ON-ONE MONT	HLY HUDDLE		F
Name	Signature	Supervisor Signature	Date	G O A L D

-ocus Area	Steps Taken/ Obstacles Encountered / Concerns	Efforts Made / Help or Training Needed	Next Step
Areas of Success			
Areas of Growth			
Career Growth 1 year			
Career Growth 5 years			
How is the Alliance doing as an organization to work for?			
BIG PICTURE- Have you learned something new or are curious about another program or ocus area at the Alliance?			
ADDITIONAL TOPICS/NOTES	1		

# How Do We Nurture Hope in Family Justice Centers?



#### Adult Hope Scale

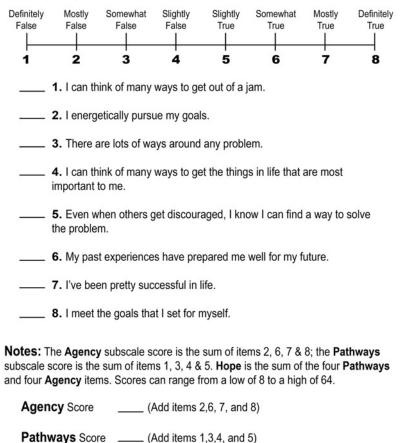
Scores can be added for a total hope score low of 8 to a high of 64.

#### Grouping scores:

Low hope (8-16) Slight hope (17-39) Moderate hope (40-55) High hope (56-64)

#### THE ADULT HOPE SCALE

**Directions:** Read each sentence carefully. For each sentence, please think about how you are in most situations. Using the scale shown below, please select the number that best describes **YOU** and put that number in the blank provided. There are no right or wrong answers.



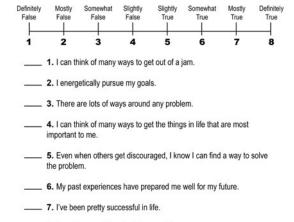
**Total Hope** Score \_\_\_\_\_ (Agency Score + Pathways Score)



## HOPE is measurable, malleable, and cultivatable...

#### THE ADULT HOPE SCALE

**Directions:** Read each sentence carefully. For each sentence, please think about how you are in most situations. Using the scale shown below, please select the number that best describes **YOU** and put that number in the blank provided. There are no right or wrong answers.



**Notes:** The **Agency** subscale score is the sum of items 2, 6, 7 & 8; the **Pathways** subscale score is the sum of items 1, 3, 4 & 5. **Hope** is the sum of the four **Pathways** and four **Agency** items. Scores can range from a low of 8 to a high of 64.

Agency Score (Add items 2,6, 7, and 8)

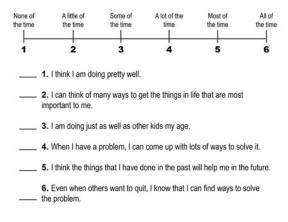
Pathways Score (Add items 1,3,4, and 5)

Total Hope Score (Agency Score + Pathways Score)

8. I meet the goals that I set for myself.

#### THE CHILDREN'S HOPE SCALE

**Directions:** Read each sentence carefully. For each sentence, please think about how you are in most situations. Using the scale shown below, please select the number that best describes YOU and put that number in the blank provided. There are no right or wrong answers.



**Notes:** The **Agency** subscale score is the sum of items 1, 3 & 5; the **Pathways** subscale score is the sum of items 2, 4 & 6. **Hope** is the sum of the three **Pathways** and three **Agency** items. Scores can range from a low of 6 to a high of 36.

Agency Score	(Add items 1,3 and 5)
Pathways Score	(Add items 2,4, and 6)
Total Hope Score	(Agency Score + Pathways Score)



## Strategies to Nurture Hope

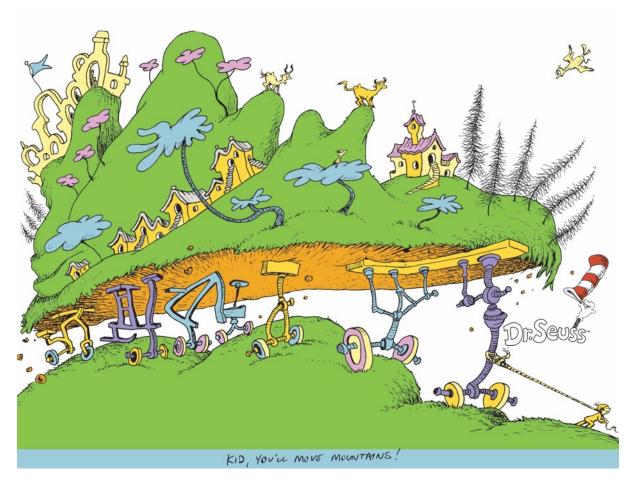
Introduce Hope	Introduce hope and discuss its core components (NOT wishful thinking)
Goal Setting	Help survivors and staff to develop personally relevant goals
Pathways	List and discuss potential pathways the survivors/staff can identify
Willpower	Have survivors and staff to identify/describe sources of motivation
Problem Solve	ıdentify obstacles - look for high hope role models
Create Hope Visual	Create a Visual Map/Dream Board accessible for the reference
Re-Goaling	Remember – We have the ability to re-goal



# Force Multipliers with Hope and Healing

- Community support for survivors and accountability and pathways to redemption for aggressors
- Mentors, Advocates, and Cheerleaders
- Trauma-Informed Care Practices/Pathways
- Pathways to the Five Domains of Social Wellbeing: Safety, Stability, Mastery, Social Connectedness, and Meaningful Access to Relevant Resources
- Collaborative approaches among those seeking to help survivors and their children like Family Justice Centers and Child Advocacy Centers and specialized courts with community partnerships







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