

Supporting Organizational Well-Being and Leader Success Through Mentorship: A Guide to Sustainability

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Supporting Organizational Well-Being and Leader Success Through Mentorship: A Guide to Sustainability

[The National Family Support Technical Assistance Center's](#) 2022-2023 Office Hours Series, *Supporting Organizational Well-Being and Leader Success Through Mentorship*, was an eight-part training series where executive directors and emerging leaders of family-run organizations and other nonprofits in behavioral health met with subject matter experts for conversations about organizational sustainability and the use of cutting-edge leadership and management skills.

We created this facilitation guide for established and emerging leaders to use with their mentors and mentees to build the strategies to achieve organizational sustainability and improve their leadership skills. The first step to using this guide effectively is to identify a mentor or mentee to go on this 8-month journey with you!

NFSTAC's Goals for this Program:

- Offer a framework to facilitate peer support between leaders and emerging leaders in family-run organizations and behavioral health nonprofits
- Increase knowledge of leadership, management, and mentorship skills
- Offer a road map towards organizational well-being to enhance staff satisfaction, family engagement, and organizational sustainability

What are the expectations to achieve success from this program?

1. **Identify a mentor or mentee.** If you are a leader with established leadership experience, identify an emerging leader at your organization or within the nonprofit, behavioral health, or related fields to mentor for the next 8 months. If you are an emerging leader, partner with an established leader in your organization, in another organization or field, or [reach out to us](#) to get partnered with a mentor.
2. **Watch all the recordings!** You will get the most out of this program if you watch all eight session recordings—one each month. You and your mentor/mentee can choose to watch these together, or you can watch them on your own before you meet.

3. **Meet once a month with your mentor/mentee.** Spend at least an hour one-on-one in mentorship pairs to discuss your personal experiences around that month's topic. Established leaders can share success stories to help inspire emerging leaders and help them overcome challenges. Emerging leaders can share innovative ways they have overcome barriers that can give established leaders new ideas.
4. **Use your Action Plan to hold yourself and your organization accountable.** Take the 1-3 small action steps we give you each month to make a difference in your organization's well-being and sustainable success. Spend a couple of minutes writing down your plan shortly after each monthly meeting and another couple of minutes reflecting on how that action step affected you, your organization, and your staff.

For **tips on mentorship**, please review these articles before beginning the program: [Science's Top 10 Tips for Mentors](#) and [The Review's How to Be a Career-Changing Mentor — 25 Tips From The Best Mentors We Know](#). See the first month's resource section for more!

Action Steps

Each month, we'll give you three Action Steps designed to be quick and easy to implement. Try your best to take action soon after watching each Office Hour video, so you can discuss them in your mentorship call. Set aside 5-10 minutes just after watching each video to make a plan for when/where/with whom/how you will implement each Action Step if it involves organizational change, or complete it in the moment if it is related to your leadership goal development and reflection. Take another 5-10 minutes just before watching the next month's video to reflect on any changes you saw in yourself, your staff, or organization; challenges that arose; and questions you might have for your mentor/mentee at your next meeting.

Discussion Guides

Each mentorship will be unique, as each pair is at a different point in their journey to becoming established leaders with organizations that have sustainable practices and a culture of well-being. We expect that mentees will learn a lot from mentors *and* that mentors will learn from mentees. Specific mentorship activities will depend on the interests, challenges, and strengths of the pair. We do have some suggestions for your monthly



discussions, but please adapt them to fit your mentorship. If an 8-month commitment doesn't feel right for you and your mentor/mentee, feel free to meet twice a month to get through the program in 4 months, meet every other month to complete it in 16 months, or find another timeframe that works for you. If you and your mentor/mentee agree that a specific topic might be more important at a certain time than the one we introduce that month, feel free to skip ahead and/or circle back. This is your program, so adapt it to meet your unique goals! Use the space below each discussion guide question to take notes during conversations with your mentor/mentee, jot down questions you'd like to ask during your calls, or record information you want to share.

Resources

Each month, there will be resources specific to that month's topic you can explore to help you follow your action plan and reach your goals.

Month One: Mentorship to Support Leadership and Organizational Success with Dr. Lynda Gargan and Gail Cormier

[Office Hour: Mentorship to Support Leadership & Organizational Success](#)

Click the link above to play the Month One video recording.

Month One Action Steps

This month, your Action Steps are designed to set you up for a successful mentorship.

1. Determine your goals for leadership and/or organizational growth.

SOON AFTER VIEWING MONTH ONE VIDEO: *List out 3-5 goals related to what leadership skills you would like to develop, what practices or elements of organizational culture you'd like to improve, or in what ways you would like to better support families. (Hint: Look back at the table of contents for monthly topics for possible ideas!)*

My personal leadership goals are:

My goals for my organization are:

ONE MONTH AFTER VIEWING MONTH ONE VIDEO: *Reflect on each of your goals. What would support you in reaching this goal? Think about the skills, tools, people, and organizational changes required to make sustainable change towards this goal. Break big goals down into smaller sub-goals.*

2. Identify a mentor or mentee.

SOON AFTER VIEWING MONTH ONE VIDEO: *If you already know who you would like as a mentor or mentee, reach out to them and ask about their capacity for a mentorship. If you're not sure, make a list of potential mentors/mentees, think about the qualities you'd like in a mentor/mentee, and begin reaching out. If you don't know where to start, contact our staff for assistance.*

The qualities I'm looking for in a mentor are...

My mentor is...

ONE MONTH AFTER VIEWING MONTH ONE VIDEO: *Were you able to connect with a mentor/mentee? If so, do they have the skills and experience you would like to support you in reaching your goals or the drive and innovation you are looking for in an emerging leader? If not, what are the barriers to finding a mentor/mentee with the qualities you are looking for?*

3. Meet with your mentor/mentee.

SOON AFTER VIEWING MONTH ONE VIDEO: *Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.*

I met with my mentor/mentee on...

During our first meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH ONE VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month One Discussion Guide

- **Get to Know Each Other:** If you haven't already, spend some time introducing yourselves, particularly if you don't know each other, or are getting to know each other in a new way. Let each other know about your backgrounds and current positions, how you became a family leader, and what your goals are—in your career, for your organization, and in this mentorship.

- **Share Your Experience in Family Peer Support:** This is a good opportunity to review why you entered this field, what you have gotten out of your experience supporting families, challenges around this work, and successes you've had.

- **Discuss Logistics:** Decide how often you want to meet and the structure of your conversations moving forward. Remember that each month, we'll offer you some discussion suggestions/questions and you'll have some Action Steps to take and reflect on. You might choose to meet to view the videos together and motivate each other to take those Action Steps right afterwards, meet after viewing that month's video, OR to meet the week or day before viewing the next month's video to discuss how your efforts were received... or to meet multiple times!

Month One Resources

- Science's [Top 10 Tips for Mentors](#)
- The Review's [How to Be a Career-Changing Mentor — 25 Tips From The Best Mentors We Know](#)
- ADP's [Developing a Culture of Mentoring Success: How Different Styles Can Benefit Your Business](#)
- Center for Creative Leadership's [Mentoring at Work: How \(and Why\) to Implement It in Your Organization](#)

Month Two: Organizational Well-Being with Dr. Martha Staeheli

[Organizational Well-Being with Dr Martha Staeheli](#)

Click the link above to play the Month Two video recording.

Month Two Action Steps

This month, your Action Steps are designed to help you think about your role as a leader in maintaining organizational well-being.

1. Assess your organization's well-being.

SOON AFTER VIEWING MONTH TWO VIDEO: *Take some time to think about your organization's strengths and areas that would benefit from growth in terms of organizational well-being. You might want to explore some of the resources for this month before doing this assessment. This can be an informal listing of strengths and areas of growth as a bullet list below, or you might choose to complete a formal assessment like the [NIOSH WellBQ](#), which you could take as an individual or ask several staff to complete. If you're doing an informal assessment, think about how many hours per day and week staff average, whether staff are supportive of each other or frequently engage in gossip, what kind of wellness initiatives your organization has, and how your organization addresses the emotional challenges that family peer work includes.*

In terms of organizational well-being, my organization's strengths are:

In terms of organizational well-being, my organization could improve:

ONE MONTH AFTER VIEWING MONTH TWO VIDEO: *Reflect on your assessment. How can you celebrate your organization's strengths and encourage more staff to participate in initiatives that are reducing burnout? How can you leverage one of your strengths to improve your organization's well-being?*

- 2. Identify one area in which you can make an improvement and 1–3 strategies that might support this improvement.**

SOON AFTER VIEWING MONTH TWO VIDEO: *Looking at the results of your organizational well-being assessment, which area of improvement do you think would be the most achievable to make some change? What small step(s) can you take this month that will set the stage for larger growth over time? (Hint: Check out the resources section for ideas!)*

I want to focus on improving...

One small change I can make to impact that area is...

ONE MONTH AFTER VIEWING MONTH TWO VIDEO: *Have you gotten a chance to implement that small change? If so, have you seen any impact, however small? If not, what was the challenge that prevented you from implementing that change?*

3. **Meet with your mentor/mentee.**

SOON AFTER VIEWING MONTH TWO VIDEO: *Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.*

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH TWO VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month Two Discussion Guide

- **Discuss How Your Organizations Support Staff Well-Being:** Start with the strengths you see in scheduling and staffing practices, genuine support of self-care and community care (*not* only offering yoga classes at the end of a grueling day, but truly offering staff well-being practices that combat burnout), and other ways your organizations promote organizational well-being.

- **Share Your Challenges to Maintain Organizational Well-Being:** Depending on the size of the organization, it can be a puzzle to hire the ideal number of staff to offer peer services for families with whom you work within your budget. There may also be certain cultural norms or organizational practices that contribute to a shared sense of burnout.

- **Dream Up the Healthiest Workplace:** Talk about what you would like your workplace to look like if you had a bazillion dollar grant and all the decision-making power. Discuss whether any of your past workplaces have had any of these qualities. Look carefully through these dreams and pick out some things you could implement now, perhaps at a smaller scale or as a pilot project for a single location, one department, or group of staff.

Month Two Resources

- [National Institute for Occupational Safety and Health Worker Well-Being Questionnaire](#)
 - [NIOSH WellBQ Instructions](#)
- Selected resources from the [MHTTC Provider Well-Being Initiative](#) and [Organizational Well-Being Initiative](#)
 - [Addressing Burnout in the Behavioral Health Workforce Through Organizational Strategies](#)
 - [Beyond Self-Care: Organizational Strategies and Practices for Supporting Employee Well-Being - A List of Practical Resources](#)
 - [Organizational Restructure to Promote BIPOC Employees' Well-Being](#)
 - [Workplace Wellness: Improving the Quality of Providing Care](#)
 - [Online Course – Wellness Matters: Self-Care for Health Providers](#)
 - [Supporting Physical Activity: A Guide for Peer Support Specialists](#)
- HHS's [Workplace Well-Being Resources](#), including reflection questions and tips
- *Harvard Business Review's* [7 Strategies to Improve Your Employees' Health and Well-Being](#)
- In [University of Minnesota's Mental Health and Well-being Ecological Model](#), key into the "Organizations" and "Communities" tiers to think about potential supports and changes

Month Three: Coaching and Training the Family Peer Workforce with Amanda Hawkins and Sean Perry

[Coaching and Training the Family Peer Workforce](#)

Click the link above to play the Month Three video recording.

Month Three Action Steps

This month, your Action Steps are designed to help you think about how your decisions around training and coaching impact your staff's effectiveness in supporting families.

1. Evaluate your organization's training opportunities and determine where there is room for growth.

SOON AFTER VIEWING MONTH THREE VIDEO: *Reflect on the current training offerings/suggestions for your organization. Are there any topics that are missing or could be better covered? Are there any ways you could strengthen the process to improve retention of information and the translation of knowledge into practice? (Hint: See the resource section for training options.)*

For new hires, my organization requires the following trainings:

All staff are required to complete the following trainings on a regular basis:

My organization could improve our training offerings by adding required trainings on the following topics and/or making the following logistical changes:

ONE MONTH AFTER VIEWING MONTH THREE VIDEO: *Are there any changes you can make now? Think about one topic and seek out trainings your staff could take for free or a low cost. Or choose one logistical practice that might better support your staff in gaining the tools to best support families.*

2. Reflect on how your organization could utilize coaching to better support staff.

SOON AFTER VIEWING MONTH THREE VIDEO: *Be honest with yourself about what is and is not working in the way you supervise. Are you checking boxes or coaching? What kind of documentation is supporting this work? Is it person-centered and collaborative or written in administrative language? Are your coaching sessions tied directly to trainings and implementing the practices staff are learning about? Is the coaching schedule meeting staff's goals? If it is not, what is required to bridge that gap? Are you checking your staff for job drift (for example, doing tasks that are more clinical and not family peer-specific)?*

I want to focus on improving...

One small change I can make to impact that area is...

ONE MONTH AFTER VIEWING MONTH THREE VIDEO: *Reflect on the small change you chose to make. If you implemented it, have you seen any positive growth, however small? If you have not, what barriers stopped you and how can you overcome them?*

3. **Meet with your mentor/mentee.**

SOON AFTER VIEWING MONTH THREE VIDEO: *Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.*

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH THREE VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month Three Discussion Guide

- **Discuss Your Organization's Training Opportunities:** Have a conversation about your organization's required trainings, including: 1) topics, 2) delivery (virtual, in-person, onsite, etc.), 3) length, 4) schedule, and 5) recurrence. Compare documents given to new hires and current staff to keep them up-to-date on professional development.

- **Share Your Experiences Being Coached or Being a Coach:** Talk about any time in your life you have been coached—maybe that’s an excellent high school volleyball coach or a job supervisor who missed the mark with their coaching. What worked for you as someone being coached and what would have been more supportive? If you’ve ever coached someone else, what strategies and tools supported you in meeting that person’s desires and furthering their learning?

- **Design a System of Training and Coaching that Best Supports Your Staff:** Think about how you would set up training and coaching processes if you had enough money, time, and staff to do what you think would best support your staff. Discuss staff responsibilities to maintain their trainings and how leadership could support them. What steps can you take to make this a reality?

Month Three Resources

Options for Trainings

Note that the National Federation of Families does not endorse any specific training offered by any of the following organizations.

- Find local, in-person trainings by contacting your nearest [NFF Affiliate](#)
- [NFF Trainings](#): *Family Engagement in Evaluation of Mental Health Services and Self-Care for Parents, Caregivers, and Family Members*
- National Family Peer Support Technical Assistance Center [recorded, on-demand trainings](#) and [live trainings](#)
- Selections from [SAMHSA’s HealthKnowledge](#) platform for self-paced courses and training programs
- Select trainings from these SAMHSA-funded training and technical assistance centers:
 - National Training & Technical Assistance Center for Child, Youth, & Family Mental Health [recorded, on-demand](#) and [live](#) trainings
 - National Center on Substance Abuse and Child Welfare [videos and webinars](#) and [Child Welfare Training Toolkit](#)
 - Peer Recovery Center of Excellence [recorded, on-demand](#) and [live](#) trainings

- Mental Health Technology Transfer Center [recorded, on-demand](#) and [live](#) trainings
- Prevention Technology Transfer Center [recorded, on-demand](#) and [live](#) trainings
- Addiction Technology Transfer Center [recorded, on-demand](#) and [live](#) trainings
- Suicide Prevention Resource Center [trainings](#)
- Center of Excellence for LGBTQ+ Behavioral Health Equity [recorded, on-demand](#) and [live](#) trainings
- African American Behavioral Health [recorded, on-demand](#) and [live](#) trainings
- Service Members, Veterans, and Their Families Technical Assistance Center [trainings](#)

Designing a Training and Coaching System

- NFF's [Agency Readiness to Employ Parent Support Providers](#), specifically "Getting Started with a Plan" on p. 1 and "Implementation of Plan" on p. 6
- NFF's [Best Personnel Practices in Parent Support Provider Programs](#), specifically "Effective Supervision Models," "Outcome Based Supervision," "Coaching Based Supervision," "Peer-to-Peer Supervision," "Combined or Sequential Clinician-to-Peer and Peer-to-Peer Supervision," "Coaching," and "Summary of Supervision" on pp. 5-9
- BRSS TACS's [Supervision of Peer Workers](#)

Month Four: Social Justice for Family-Run Organizations with Ann Smith

[Social Justice for Family-Run Organizations](#)

Click the link above to play the Month Four video recording.

Month Four Action Steps

This month, your Action Steps are designed to help you think about how your organization can commit to social justice work.

1. Evaluate how authentically your organization centers social justice.

SOON AFTER VIEWING MONTH FOUR VIDEO: *Reflect on your organization's mission, programming, and practices. Are they centering social justice? If so, how is that message clearly delivered to staff, families, and the community? If not, what adjustments can be made to align your organization's daily work with social justice?*

My organization's mission's relationship to social justice is...

My organization's programming and practices relate to social justice, because...

To clearly deliver the message that social justice is important to my organization's work, we do/can...

ONE MONTH AFTER VIEWING MONTH FOUR VIDEO: *Where can you to start to authentically center social justice in your organization’s work? Can you draft a new mission statement and bring it to your next staff meeting? Can you propose some new messaging on social media or in your newsletter? What small step can you take to bring this topic back to your staff?*

2. Identify ways to promote equity for families of children with mental health and/or substance use challenges.

SOON AFTER VIEWING MONTH FOUR VIDEO: *What are specific changes you can make to the way your organization decides on its priorities related to services, collaborations, and family supports to promote equity? Are the programs you’re offering the ones that families want? Are you working with organizations that serve families with diverse incomes, cultures, and goals? Are the strategies you are teaching families giving them the tools to become advocates to fight for policy change at the local, state, and federal level?*

I want to focus on improving...

One small change I can make to impact that area is...

ONE MONTH AFTER VIEWING MONTH FOUR VIDEO: *Reflect on the small change you chose to make. If you implemented it, have you seen any positive growth, however small? If you have not, what barriers stopped you and how can you overcome them?*

3. Meet with your mentor/mentee.

SOON AFTER VIEWING MONTH FOUR VIDEO: *Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.*

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH FOUR VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month Four Discussion Guide

- **Discuss What Social Justice Means to You:** Have a conversation about what comes to mind when you hear the term “social justice.” What systems have you encountered that would benefit from social justice intervention? What is your personal experience engaging with social justice as an individual or as part of a group?

- **Share How Family-Run Organizations You've Worked at or Led Engaged with Social Justice:** Share your experiences of how social justice has been centered or missing from the practices, policies, and culture of family-run organizations you've been a part of. Discuss your role in this from a leadership position, if applicable.

- **Reflect on How Your Family-Run Organization Could Engage with Social Justice:** Learn from each other and brainstorm together about opportunities for your organizations to get more involved in social justice work as a staff and in partnership with other organizations and families in the community.

Month Four Resources

- NFF's [Advocacy Page](#)
- [Family Voices](#), an organization devoted to family social justice
- [Family Advocacy Organizations](#) from Children's Mental Health and Emotional or Behavioral Disorders Project
- [Social Justice Resources](#) from Family Centered Treatment
- [A Guide to Engaging Your Family in Social Justice Advocacy](#) by Girl Scouts of Colorado
- [Family Resources Centering Race, Justice, and Equity](#) from The Children's School
- [Social Justice Resources](#) from the Ann Arbor Center for the Family

You're halfway through the program! Go back to your Month One Action Steps and review your goals. How are you doing?

Month Five: Cultural Mindfulness for Family-Run Organizations with Myriam Monsalve-Serna

[Cultural Mindfulness for Family-Run Organizations](#)

Click the link above to play the Month Five video recording.

Month Five Action Steps

This month, your Action Steps are designed to help you think about how your organization can enhance cultural mindfulness for staff and families.

1. Evaluate how authentically your organization fosters cultural mindfulness.

SOON AFTER VIEWING MONTH FIVE VIDEO: *Reflect on your organization's mission, programming, and practices. Are they considering cultural mindfulness? If so, how is that message clearly delivered to staff, families, and the community? If not, what adjustments can be made to become more culturally mindful?*

My organization's mission's relationship to cultural mindfulness is...

My organization's programming and practices consider cultural mindfulness in these ways...

To clearly deliver the message that cultural mindfulness is important to my organization's work, we do/can...

ONE MONTH AFTER VIEWING MONTH FIVE VIDEO: *Where can you start to authentically foster cultural mindfulness in your organization's work? Can you draft a new mission statement and bring it to your next staff meeting? Can you propose some new messaging on social media or in your newsletter? What small step can you take to bring this topic back to your staff?*

2. Identify ways to promote cultural mindfulness for families of children with mental health and/or substance use challenges.

SOON AFTER VIEWING MONTH FIVE VIDEO: *What are specific changes you can make to the way that your organization decides on its priorities related to services, collaborations, and family supports to promote cultural mindfulness? Are the programs you're offering the ones that families want? Are you working with organizations that have resources for families with diverse incomes, cultures, and goals? Do you offer resources in the home languages of your families?*

I want to focus on improving...

One small change I can make to impact that area is...

ONE MONTH AFTER VIEWING MONTH FIVE VIDEO: *Reflect on the small change you chose to make. If you implemented it, have you seen any positive growth, however small? If you have not, what barriers stopped you and how can you overcome them?*

3. Meet with your mentor/mentee.

SOON AFTER VIEWING MONTH FIVE VIDEO: *Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.*

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH FIVE VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month Five Discussion Guide

- **Discuss What Cultural Mindfulness Means to You:** Have a conversation about what comes to mind when you hear the term “cultural mindfulness.” What does this mean to you as an individual? How have you practiced cultural mindfulness?

- **Share How Family-Run Organizations You’ve Worked at or Led Considered Cultural Mindfulness:** Share your experiences of how cultural mindfulness has been centered or missing from the practices, policies, and culture of family-run organizations you’ve been a part of. Discuss your role in this from a leadership position, if applicable.

- **Reflect on How Your Family-Run Organization Could Enhance Cultural Mindfulness:** Learn from each other and brainstorm together about opportunities for your organizations to improve cultural mindfulness as a staff and in partnership with other organizations and families in the community.

Month Five Resources

Resources from [Center for Community Learning, Inc. \(CCL\)](#)

- [Behavioral Health Equity Toolkit](#)
- [Behavioral Health Equity Toolkit Slideshow](#)
- [Basics of Cultural Linguistic Competence](#)
- [What is a Natural Helper?](#)
- [Implementing the CLAS Standards](#)
- [Cultural Adaptation](#)
- Innovation Institute TA Network's [Tools to Help You Implement Culturally and Linguistically Competent Service Delivery](#)

Other Resources to Foster Cultural Mindfulness

- GLOBIS Insight's [Avoiding Mindlessness with Cultural Mindfulness](#)
- Palo Alto University's [How to Maintain Cultural Mindfulness in Your Psychotherapy Career](#) (relevant to Family Peers!)
- Red Thread Brand's [Developing Cultural Intelligence at Work & Why it Matters](#)
- Love & Healing Work's [Cultural Mindfulness Training](#)
- Mindlight's [Cultural Mindfulness Training](#)

Month Six: Trauma-Skilled Practices for Family-Run Organizations with Dr. Sandy Addis

[Trauma-Skilled Practices for Family-Run Organizations](#)

Click the link above to play the Month Six video recording.

Month Six Action Steps

This month, your Action Steps are designed to help you think about how your organization can use trauma-skilled practices for staff and families.

1. Evaluate how holistically your organization uses trauma-skilled practices.

SOON AFTER VIEWING MONTH SIX VIDEO: *Reflect on your organization's mission, programming, and practices. Are they trauma-skilled? If so, how is that message clearly delivered to staff, families, and the community? If not, what adjustments can be made to become more trauma-skilled?*

My organization's mission is/is not trauma-skilled, because...

My organization's programming and practices are/could be trauma-skilled in these ways...

To clearly deliver the message that being trauma-skilled is important to my organization's work, we do/can...

ONE MONTH AFTER VIEWING MONTH SIX VIDEO: *Where can you start to effectively implement trauma-skilled practices in your organization's work? Can you draft a new mission statement and bring it to your next staff meeting? Can you propose some new messaging on social media or in your newsletter? What small step can you take to bring this topic back to your staff?*

2. Identify ways to use trauma-skilled practices with families of children with mental health and/or substance use challenges.

SOON AFTER VIEWING MONTH SIX VIDEO: *What are specific changes you can make to the way your organization decides on its priorities related to services, collaborations, and family supports to be more trauma-skilled? What messages do the language, environments, and resources used in family support send?*

I want to focus on improving...

One small change I can make to impact that area is...

ONE MONTH AFTER VIEWING MONTH SIX VIDEO: *Reflect on the small change you chose to make. If you implemented it, have you seen any positive growth, however small? If you have not, what barriers stopped you and how can you overcome them?*

3. Meet with your mentor/mentee.

SOON AFTER VIEWING MONTH SIX VIDEO: Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH SIX VIDEO: How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?

Month Six Discussion Guide

- **Discuss the Difference Between Trauma-Informed, Trauma-Responsive, and Trauma-Skilled:** Have a conversation about your knowledge and past training about the concept of trauma and how it impacts the families you support, the staff you lead, and your own leadership abilities—and what each of these philosophies asks you to consider.

- **Share How Family-Run Organizations You've Worked at or Led Considered Trauma-Skilled Practices:** Share your experiences of how the trauma-skilled philosophy has been centered or missing from the practices, policies, and culture of family-run organizations you've been a part of. Discuss your role in this from a leadership position, if applicable.
- **Reflect on How Your Family-Run Organization Could Implement Trauma-Skilled Practices:** Learn from each other and brainstorm together about opportunities for your organizations to implement trauma-skilled practices as a staff and in partnership with other organizations and families in the community.

Month Six Resources

Resources from the [National Dropout Prevention Center](#):

- [Purposeful Trauma-Skilled Practices](#) from the [Trauma-Skilled Schools Model](#)
- [Presentation to SC House Education Committee on School Climate and Safety](#)
- [Trauma-Skilled Schools Resources](#), including [Improving School Outcomes for Trauma-Impacted Students](#)

Other Resources to Improve Trauma-Skilled Practices

Note: "Trauma-skilled" is a term coined by the National Dropout Prevention Center that exemplifies where organizations, schools, and communities can shift so they can holistically support individuals impacted by trauma through relationship- and resilience-building; whole staff buy-in; and changes to policies, practices, and physical space. Because this is an innovative and emerging practice, resources below echo the sentiment of being "trauma-skilled" but may use the terms "trauma-responsive," "trauma-informed," etc. Please review them with this in mind and consider which specific suggestions fit into the "trauma-skilled" category.

- Institute for Child and Family Well-Being's [Issue Brief: Translating Trauma-Informed Principles into Trauma-Responsive Practices](#)
- The National Child Traumatic Stress Network's Resources
 - [Families and Trauma](#)
 - [Family-Youth-Provider Partnerships](#)
 - [Creating Trauma-Informed Systems](#)
- Hazelden Betty Ford Foundation's [Moving to Trauma-Responsive Care](#)
- NIH Book Chapter: [Trauma-Informed Care in Behavioral Health Services](#)
- SAMHSA's [Practical Guide for Implementing a Trauma-Informed Approach](#)

Month Seven: Moving from Awareness to Acceptance Through Storytelling with Steven Jackson and Dr. Jo Tyler

[Moving from Awareness to Acceptance Through Storytelling](#)

Click the link above to play the Month Seven video recording.

Month Seven Action Steps

This month, your Action Steps are designed to help you think about how your organization can use storytelling to promote mental health acceptance.

1. Evaluate how effectively your organization uses storytelling to advocate for mental health acceptance.

SOON AFTER VIEWING MONTH SEVEN VIDEO: *Reflect on your organization's mission, programming, and practices. Do they promote mental health acceptance? How can the use of storytelling further your organization's mission and vision? How can programming support that goal?*

My organization's mission does/does not promote mental health acceptance, because...

My organization has used storytelling to further our mission and vision in these ways...

To reach our goals using storytelling, we do/can...

ONE MONTH AFTER VIEWING MONTH SEVEN VIDEO: *Where can you start to center mental health acceptance in your organization's work using storytelling? Can you draft a new mission statement and bring it to your next staff meeting? Can you propose some new messaging on social media or in your newsletter? What small step can you take to bring this topic back to your staff?*

2. Identify ways to support staff and families in sharing their stories in an authentic way.

SOON AFTER VIEWING MONTH SEVEN VIDEO: *What training can you offer or require? How can you facilitate opportunities for storytelling?*

Some storytelling trainings we could offer include...

Some opportunities to facilitate storytelling include...

ONE MONTH AFTER VIEWING MONTH SEVEN VIDEO: *Reflect on potential trainings and opportunities to support storytelling. What is achievable in the next 6 months? What is achievable in the next year?*

3. Meet with your mentor/mentee.

SOON AFTER VIEWING MONTH SEVEN VIDEO: *Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.*

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH SEVEN VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month Seven Discussion Guide

- **Discuss How Your Organization Uses Storytelling to Promote Mental Health**
Acceptance: Have a conversation about the various ways your organization has used storytelling—at the staff, family, and organizational level.

- **Share How Family-Run Organizations You've Worked at or Led Supported Families and Staff to Use Storytelling:** Share methods that organizations you've been associated with have employed to help staff and families feel more confident sharing their stories.

- **Reflect on How Your Family-Run Organization Could Use Storytelling to Promote Mental Health Acceptance:** Learn from each other and brainstorm together about opportunities for your organizations to implement effective storytelling practices as a staff and in partnership with other organizations and families in the community.

Month Seven Resources

Acceptance Resources from the [National Federation of Families](#):

- [Children's Mental Health Acceptance Week Video](#)
- [CMHAW history and campaign homepage](#)
- [CMHAW Infographics](#), including [one centered on the voices of youth](#), [another centering the stories of youth and their families](#), and [one explaining the difference between awareness and acceptance](#)
- [Acceptance Week Tool Kit](#) to celebrate acceptance now and all year long
- [Using Infographics in Family Engagement](#) can help you translate stories into practical tools to advocate for acceptance
- [NFF's Legislation and Advocacy page](#) has a number of resources to guide you in turning the stories you gather into action

Storytelling Resources

- Jackson-Cor's NAMI video [Latinx Families and Mental Wellness: 'La Mesa'/'The Table'](#)
- Jo Tyler's [TEDx Talk: Stories and Lions](#)
- SAMHSA's BRSS TACS' [Share Your Story Resources](#), including a [Digital Storytelling Guide](#), [video trainings](#), and more
- National Library of Medicine's [Strategic Storytelling: An Exploration of the Professional Practices of Mental Health Peer Providers](#)
- National Empowerment Center's [Recovery Stories](#)
- New England MIRECC Peer Education Center's [Making Effective Use of Your Recovery Story in Peer Support Relationships](#)
- TN Department of Mental Health and Substance Abuse Services' [Certified Peer Recovery Specialist Stories](#)
- *Harvard Business Review's* [Storytelling That Moves People](#)
- Master Class's [How to Tell a Story Effectively: 7 Storytelling Tips](#)
- Community Psychology's [Re-Writing Our Stories through Digital Storytelling](#)

Month Eight: Celebrating Success: The Importance of Messaging with John Ferrone

[Celebrating Success: The Importance of Messaging](#)

Click the link above to play the Month Eight video recording.

Month Eight Action Steps

This month, your Action Steps are designed to help you think about how your organization can effectively message various audiences about your organization's successes to lead to sustainability.

1. Evaluate how effectively your organization uses messaging to convey your successes to different audiences.

SOON AFTER VIEWING MONTH EIGHT VIDEO: *Reflect on your organization's messaging. Are you reaching the stakeholders who want to hear about your successes, including the families with whom you work, funders, government agencies, partners, and others? How well are you reaching them? What methods of messaging tend to be most successful for each audience?*

My organization shares our success with the following stakeholders...

My organization uses the following methods to share success...

The most effective methods for reaching each audience have been...

ONE MONTH AFTER VIEWING MONTH EIGHT VIDEO: *Look into the metrics of your messaging to see how many people open your newsletters, view your social media posts, or click on the links you send via e-mail. Does it match what you wrote above?*

2. Identify ways to better reach the audiences you haven't spent a lot of time reaching or those that will help your organization maintain sustainability.

SOON AFTER VIEWING MONTH EIGHT VIDEO: Which audience(s) could you improve outreach to? What method might be most effective?

An/Some audience(s) that we could improve outreach to include...

The best methods to reach them are...

Our organization can start this outreach next month by...

ONE MONTH AFTER VIEWING MONTH EIGHT VIDEO: Choose one audience to share a success with. Can you try reaching them at least once to share one success your organization has achieved this year?

3. Meet with your mentor/mentee.

SOON AFTER VIEWING MONTH EIGHT VIDEO: Determine a time to meet and use the Discussion Guide to have a focused conversation about your mentorship.

I met with my mentor/mentee on...

During this meeting, we discussed...

Our next meeting is scheduled for...

ONE MONTH AFTER VIEWING MONTH EIGHT VIDEO: *How productive was your meeting with your mentor/mentee? What would you change for your next meeting? What else do you want from this mentorship to reach your goals?*

Month Eight Discussion Guide

- **Discuss How Your Organization Celebrates Success:** Have a conversation about whether or not your organization shares the successes you've accomplished with the families with whom you work, your funders, partners, and other stakeholders. What have been the most effective ways of sharing successes?
- **Share Which Messaging Methods Have Been Most Effective:** Trade experiences about using e-mail, newsletters, annual reports, social media, and other methods of reaching your audiences. Which methods work best for different audiences?
- **Reflect on How Your Family-Run Organization Could Enhance Your Messaging Practices to Sustain Funding:** Learn from each other and brainstorm together about ways enhanced messaging can lead to more sustainable funding options.

Month Eight Resources

Resources from Ferrone Associates

- [Elements of Organizational Effectiveness \(EOE\) Model](#)
- [Audiences, Themes, and Channels Framework](#)
- [SWOT Approach Handout](#)

Other Resources for Using Messaging to Achieve Sustainability

- Network for Good's [9 Tips to Write a Winning Nonprofit Message](#)
- Indeed's [10 Types of Marketing for a Nonprofit](#)
- Prosper Strategies' [Writing Effective Key Messages for Your Nonprofit](#)
- Nonprofit Tech for Good's [What Are Key Messages and How Can Nonprofits Use Them Effectively?](#)
- Constructive's [How to Create Effective Nonprofit Branding & Messaging Architecture](#)
- NonProfitPro's [The Importance of Social Media to Nonprofits](#)
- Bloomerang + Kindful's [9 Automated Email Examples to Help You Cultivate Nonprofit Relationships](#)
- Giving USA's [Strength-Based Messaging: What Is It and How to Use It?](#)
- FundraisingIP.com's [3 Tips to Use Nonprofit Data Analytics to Thank Donors](#)
- Donorbox Blog's [Ultimate Guide to Nonprofit Annual Report](#)
- National Council of Nonprofits' [Nonprofit Annual Reports](#) (reflections, tools, and examples)

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Thank you for your generosity in sharing your time and expertise with each other. We know that one of the healthiest ways to thrive during stressful times is to find connection and support with others. We hope this mentoring will help you navigate through the new skills, strategies, and tools you've received during this program to create sustainable organizations with a culture of well-being. We also hope that the time you spent together offered a chance for you to connect with your peers around the challenges and successes you are facing. We are available to assist you with any questions or concerns during this process!