



Trauma-Informed Organisations

Human Rights and
Human Resources

September 2026

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What is Ethical Leadership?



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Anti-Opressive Care and Culturally Responsive Practice for All



- 1 Respect all cultures, beliefs, identities, and experiences.
- 2 Recognise the broad factors influencing health and wellbeing.
- 3 Avoid bias and discrimination; challenge assumptions.
- 4 Advocate and promote inclusive, safe environments for all individuals.
- 5 Model respectful behaviour, activism/advocacy and support a culturally responsive workplace.

Adapted from Principle 3.1 respectful and culturally reflective practice for all.
Psychology Board of Australia, Code of Conduct (December 2025)

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Trauma-Informed Care Principles



Safety – emotional as well as physical e.g. is the environment welcoming?	Trust – is the service sensitive to people's needs?	Choice – do you provide opportunity for choice?
Collaboration – do you communicate a sense of 'doing with' rather than 'doing to'?	Empowerment – is empowering people a key focus?	Cultural, Historical & Gender Responsiveness – do you respect diversity?

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What Makes Health Leadership Ethically Complex?



Role Stacking	Power Imbalances	Systems Harm	Defensibility
Consider all the different roles you have at work • Clinician, colleague, supervisor/ team leader, employer/ practice owner could all be activated in the same situation	• Employment, supervision, pay progression, career progression, caseload expectations, roster control etc may all create dependency	• Poor work design can turn individual stress into foreseeable team-level risk	• Good intention are not the same as ethical, documented, and reasonable decisions

"Is this an individual problem, or evidence of a psychosocial hazard created by how work is designed, managed or supervised?" Review systems before placing blame on an individual.

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Ethical and Equitable Frameworks and Models



HR Without Harm™ is the Decision Pathway

1. Name Your Role
2. Identify the Psychosocial Issue/ Hazard Ethically*
3. Map Duties and Power*
4. Control the Risks*
5. Generate Ethical and Defensible Options
6. Decide, Document and Review Regularly*
7. Reflect on the Pattern

HAVEN Hearts™ is the Deliberate Practice and Reflective Process



HAVEN PNN Leadership Lens™ brings Readjust, redesign, refocus and realign



HR Without Harm tells us where to go next on the pathway. HAVEN Hearts tells us who and what we must not overlook. PNN Leadership Lens helps us review and reflect.

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HR Without Harm™ Framework



1. Name Your Role
Which role am I acting in? Is the other person/parties aware?
2. Identify the Psychosocial Issue/Hazard Ethically*
What harm, risk or boundary issue is present? Consider design management, work environment, equipment, interactions/behaviour. All psychosocial risks are considered together as accumulative, rather than individually
3. Map Duties and Power*
Assess who is affected and where does power sit? Consider duration, frequency and severity
4. Control the Risks*
If I delay, minimise or mishandle this, what risks are likely to increase? Eliminate where reasonably practicable, if not, minimise risks as far as possible
5. Generate Ethical and Defensible Options
What is reasonable, equitable and explainable?
6. Decide, Document and Review Regularly*
What is recorded, and when is it reviewed? Consider legislation, workplace changes, are measures working?
7. Reflect on the Pattern
To prevent repeat harm consider what else needs redesign, who needs upskilling, team/organisation culture etc

Role clarity →
Consultation →
Psychosocial Risk Identification →
Control Review →
Risk containment →
Ethical Defensible Action →
Leadership Learning

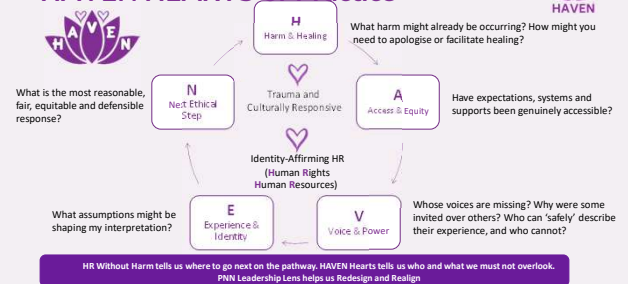
Use for leadership, supervision, HR, systems and governance decisions. Complements clinical ethics, however DOES NOT replace legal, employment or regulatory advice.

*SafeWork/FairWork Actions required

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HAVEN HEARTS of Practice



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Professionalism is Not Neutral Leadership Lens



Readjust
The organisation's systems are the client. What are the gaps in service provision to the team being highlighted?

Redesign
Redesign the area or section that was highlighted in collaboration with the team

Refocus
Monitor the efficacy of the redesign, reflect on impact to team culture, check in with the team to hear their perspectives

Realign
Tweak changes as required, realign with organization values and team culture

HR Without Harm tells us where to go next on the pathway. HAVEN Hearts tells us who and what we must not overlook. PNN Leadership Lens helps us Redesign and Realign.

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Professionalism as a Design Problem

"If your systems only work for people who can tolerate ambiguity, urgency, meetings, and tone policing, you don't have a people or culture problem. You have a design problem."

Den Abreu



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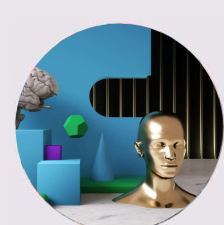
Professionalism as a Design Problem

Reframing Professionalism
Redefines professionalism problems as systemic design issues, not individual failings.

Specific Workplace Stressors
Ambiguity, urgency, meetings, and tone policing create exclusionary workplace environments.

Shift from Blame to Analysis
Encourages shifting focus from blaming individuals to analyzing systemic causes and solutions.

Ethical Framing
Designed to sit within AHPRA Standards, as well as the QLD Office of the Health Ombudsman Standards for health workers and healthcare organisations.



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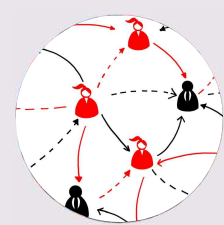
The System Is the Client

System as Client Concept
This approach shifts focus from individual faults to interactions between people, structures, and workplace demands.

Job Demands-Resources Model
Burnout occurs when workplace demands exceed resources, highlighting the need to assess structural factors.

Design Before Discipline
Leaders should evaluate if expectations are clear, realistic, and supported before performance management.

Identity, Intersectionality and System Assumptions
Recognizing diverse processing, communication styles, life transitions etc that reveal hidden systemic assumptions affecting team dynamics.



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Shameless Plugs



Introduction to Working with Trans, Nonbinary, and Gender Diverse Clients
Course

After completing this course, you will have an understanding of gender affirming care and inclusi...

Free



Trauma Informed & Trauma Focused: The Battle of the Buzzwords
Course

After this webinar, you'll be able to differentiate between trauma-informed vs trauma-focused...





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