The LINC® Model to Enhance Community Resilience

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LINC® Community Resilience: An overview of the method, exercises and tools as they are used through the process.
In certain regions of South Africa, when someone does something wrong, he is taken to the center of the village and surrounded by his tribe for two days while they speak of all the good he has done. They believe each person is good, yet sometimes we make mistakes, which is really a cry for help. They unite in this ritual to encourage the person to reconnect with his true nature. The belief is that unity and affirmation have more power to change behavior than shame and punishment. This is known as Ubuntu - humanity towards others.
LINC® Community Resilience is used when a community is facing major or multiple challenges to help them access their inherent resilience.
• Provide the process – let the community generate content and goals related directly to what they want to achieve

• Turn goals into realistic tasks and practical projects, building on existing resources

• The less the professionals do, the more successful the program and community

• We tread lightly leaving no footprints while the community takes credit for change
OUR DEFINITION OF COMMUNITY RESILIENCE

Resilience can be seen as the capacity, hope and faith to withstand major trauma and loss, overcome adversity, and to prevail, usually with increased resources, competence and connectedness.

The individual is the integral unit of the family.

The family is the integral unit of community change and healing.

Therefore, resilience is dependent upon the health and resilience of the individuals and families in the community.

Landau, 1982
BUILD ON THE STRENGTH OF THE COMMUNITY TO SUPPORT RESILIENCE

Based on the philosophy of Ubuntu:

Build on the intrinsic resilience, strengths and resources of individual, family and extended natural support system to solve their own problems

Draw on members of natural support system to form a network committed to helping the Community with its problems

Professionals coach LINC® Community Facilitators who work with Community Links to achieve Community goals

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LINC® COMMUNITY RESILIENCE

uses a 3-stage process to empower the community and reduce long-term professional involvement:

The community comes together to share their history, traditions, and current situation (typically traumatic event, increase in problems, or mass disaster, etc.)

The community selects Community Links who lead them to establish clear goals and turn these into small workable tasks with committed work groups

The community takes over and sustains the process when the outside professionals withdraw. Landau, 2004, 2007, 2011

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Every event, whether celebratory or traumatic, can be a stressor.
EXERCISE

Transitional Exercise: Stressors

Please add up the number of the transitions you and your close circle of family and friends have experienced in recent time—approximately 3-6 months.

Please put your number in the chat.
Now, think about how many more are happening in your community.
Transition Graph – No Community Crisis
Community Transitions during or immediately after Community Crisis
EXERCISE

Transitional Tasks Exercise:

Please select one of the transitions you included in your count and add up the number of tasks that you had to add to your responsibilities as a result of this transition.

Please put the number in the chat.
Now, multiply your task number by the number of your transitions and imagine what the community is dealing with!
Every trauma currently facing us results in an increase of personal & family trauma.

This multiplies exponentially when one is dealing with a community.

The availability of resources is critical to maintain balance in the presence of stressors.

On average, 30% increase in onset or relapse of:

- Suicide and Depression
- Substance use disorder
- Cardiac arrhythmias
- Pulmonary disease
- Behavioral compulsions (process addictions)
- Serious mental health issues
- Other chronic life-threatening relapsing diseases

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Coping mechanisms are challenged when resources do not balance with the stressors

Like a low-grade temp, stress can be measured

The greater the stress the higher the percentage of behavioral and physical health issues
All of these factors threaten the fabric of families.

If families are at risk, communities are at risk.

LINC® Community Resilience is one way to help as are the other methods taught in these seminars.
RESILIENCE PAUSE

you create your own calm.
LINC® COMMUNITY RESILIENCE: THE PROCESS
APARICIÓN CON VIDA DE LOS DETENIDOS
MADRES DE PLAZA DE
FERRÁ

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STAGE ONE:
The community comes together
STAGE ONE: PART I
FIRST CONTACT FORMING PLANNING GROUP

- First contact
- Gain entry and access to the community through initial contact and representation of key community members and stakeholders forming a planning group who will sunset once the process is under way
- Set up planning group meeting
PYRAMID OF PREVENTION & INTERVENTION PLANNING

Planning Group
- Ministers of Economy, Social Services, Health and Education
- 2 School principals
- 3 Religious leaders
- 4 teachers
- 3 University faculty members
- An airline pilot
- The director of a social work service
- A primary care doctor
- An attorney
- 1 Indigenous healer

Knowledge Authority Mission
Change Makers

Special Skills Leadership
Context Neighborhood

Motivation Support Invitation Permission
STAGE ONE: PART II: LINC® PLANNING GROUP MEETING

• The planning group identifies and selects potential LINC® Community Resilience Facilitators with the assistance of the outside professionals.

• They are typically paid by the various community organizations for whom they work. They will receive training and the beginning of a new career path.

• Planning group designs collaborative process of invitation to community members to attend a community meeting of 1-3 days
PYRAMID OF PREVENTION & INTERVENTION PLANNING

Knowledge
Authority
Mission

Change Makers

Special Skills
Leadership

Context
Neighborhood

Motivation
Support
Invitation
Permission

Landau, 1990
STAGE ONE: PART III
LINC® Community Resilience Lecture
LINC® Community Resilience Facilitators, Planning Group and Community members attend the meeting to learn about LINC® Community Resilience and to begin applying it in their own communities.

This is a key component of the training of the Facilitators. They learn the model in parallel with the community process.

The first part is didactic and experiential and includes some background theory about LINC® Community Resilience and a number of exercises and tools.

The second part is the community’s breaking into small experiential groups each with a LINC® Facilitator.

The third part is the return to the larger group for a summary of their action plans.
The belief that all individuals, families, and communities are perpetually in transition, and are inherently resilient and competent.

Family resilience occurs when support systems & resources match levels of stress.

Family and Community Links can be coached to serve as natural change agents to their own families and communities.

Connectedness to family and culture of origin enables people to identify and utilize intergenerational competence.

Landau, et al., 2000; Tuttle, et al., 2004
Assess the multiple factors and challenges facing families and communities

Explore each level of bio-psycho-social-spiritual-cultural environmental factors

- History of community
- History of previous trauma and successes
- History of community physical and mental health
- Relational history across community (intergenerational, tribal, and regional conflict)
- Resources including nutrition, education, housing, safety, health, emergency services, etc.
- Spiritual history and current beliefs
- Culture (or multiple cultures of the community)
- Influence of transitions including displacement, loss and trauma
- Attitudes towards difference: positive or negative predictors
Transitional Genogram – culture, place, vocation, spirituality, religion, meaning
Family Life Spiral
Transitional Field Map
Transitional Checkerboard
Positive and Negative Timelines
Historical and Geographic Maps and Stories
Pyramid of Prevention, Intervention Planning
Themes, strengths, resources, hierarchies
THE TRANSITIONAL PATHWAY

Past

Present

Future

Transitional Pathway

Despair

Understanding

Resilience and Hope

Our community has been through very challenging times across many generations. We have survived a great deal and developed amazing strengths to apply to our current situation. It is time for all of us to heal and recover so that future generations do not have to suffer as we and our ancestors have. There is hope for the future.
SMALL GROUP EXERCISE (7 mins)

Community Recovery Message

Discuss LINC® Community Resilience and Develop a Community Recovery Message in your small group
STAGE ONE: PART III
LINC® Community Resilience Groups

After the didactic component, the community breaks into small work groups each with their own LINC® Community Resilience Facilitator to:

- Share their history, traditions, and current situation (typically traumatic event, increase in problems, or mass disaster, etc.)
- Develop goals
- Identify work groups
- Select one of their members as a natural change agent to serve as their Community Link
- Identify their primary goals and select one of the simplest to start working on

Afterwards, they return to main group where Community Links assisted by LINC® Community Resilience Facilitators, present their members, goals and plans
STAGE TWO: Selecting Community Links to establish goals and work groups
STAGE TWO: Local LINC® Community Resilience Group Meetings

- LINC® Community Resilience Groups begin their process of meetings, separate from the large group and in their own communities.
- Meetings are typically held weekly in a community setting.
- LINC® Community Resilience Facilitators supervised by the outside professionals/consultants continue to attend the meetings until the Community Link has shown the capability of taking over coordinating and facilitating the group.
- Typically, Community Links receive small stipends and an allowance to cover snacks, drinks, bus fare, and babysitting costs for the group.
STAGE THREE:
The community takes over
STAGE THREE: COMMUNITY TAKES OVER

• Once the LINC® Community Resilience meetings are functioning well under the guidance of the LINC Community Resilience Facilitator, the outside professionals withdraw, but remain available as needed, and may return if needed for one or two community meetings.

• When the LINC® Community Facilitator sees that the meetings are continuing effectively and that the Community Link is comfortable, they withdraw (typically after 3-6 months) but remain available as needed and, if necessary, continue to provide materials and financial support for a few more months.

• Typically, community resources take over and the endeavor continues on a volunteer basis.

• The involvement of outside professionals, with or without intermittent follow up, may be:
  • Just Stage I and one Community Resilience Meeting of Stage I, or
  • As long as several months.

LINC® Example 1:

COMMUNITY RESILIENCE: 10,000 LIDERES PARA EL CAMBIO (BUENOS AIRES PROVINCE, ARGENTINA – POPULATION 12 MILLION)

- **FOCUS:** Violence, HIV/AIDS and substance use disorder for the entire community
- **FAMILY/COMMUNITY LINKS:** Concerned community members working collaboratively across all levels of the community as Natural Change Agents
- **RESULT:** Within 2 years, 400% increase in young people with substance use disorder being brought into treatment by their families
- Follow up 15 years later: In one city of two million people, 37 of 43 projects were still functioning. A 25-year follow up is under way

RESILIENCE PAUSE

you create your own calm.
NEW YORK BEFORE & AFTER SEPTEMBER 11, 2001
LINC® Example 2:
LOWER MANHATTAN, NEW YORK
COMMUNITY RESILIENCE: POST-WAR KOSOVO

- **FOCUS: FAMILY/COMMUNITY LINKS:** Professional improving services and treatment compliance of chronic mentally ill; reducing rates of addiction; developing health and mental health services and lay members of community

  - **RESULT:** Established regional decentralized home health houses and treatment clinics
  - Mobilized Family and Community Links to reach out to families in each region
  - Ensured collaboration between health, mental health and new addiction services
  - Compliance rate of individuals with schizophrenia and their families: 98%

*Agani, Landau, & Agani, 2010; Weine, et al., 2005*
COMMUNITY RESILIENCE:

AURORA, CO: Culturally a microcosm of the United States with long term citizens and immigrants of 29 countries

• **FOCUS:** Gun violence

• **RESULT:** Established active community resilience center that grew from traumatic gun violence. It serves as an ongoing resource to the community
Current Projects:

APPALACHIA
• **FOCUS:** Substance use disorder, behavioral and mental health needs with very little resources.

ALASKA
• **FOCUS:** Substance use disorder, behavioral and mental health needs stemming from climate change, COVID, opioid epidemic
There is a gap between need & workforce

LINC® is the bridge
Building a workforce with career paths
If trauma can be passed down through generations, then so can healing and resilience.
It’s inherent in our human condition to move from trauma to resilience. Bringing connection and hope is the only pathway to survival.