Trauma-Informed Care for Children & Youth

Assessment & Design of Actionable Systems & Practices
Mental Health Association of Orange County
Meeting of the Minds Conference ~ April, 26 2023

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Bowman Consulting Group

Newberg, OR. • Orange County, CA • Charlotte, NC www.bowmanconsultgroup.com team@bowmanconsultgroup.com

Rick Bowman, M.A. Clinical Psychol., Certified Trauma & Resilience Practitioner – Clinical (CTRP-C®) Doris Bowman, M.S. Ed/Spec Ed, Adv Certified Trauma & Resilience Practit – Educ. & Clin. (ACTRP-E®)

L

What does it mean when we say "My School [Agency] is Trauma-Informed"...?

"I'm getting a bit fed up with hearing schools [agencies] talk a big game about being "trauma-informed" and "trauma-sensitive" and we have done all these trauma trainings... and then they roll out their behavior contracts, and their motivational procedures, and I hate to say it but I call Bullshit on that!

The fact of the matter is nowhere in any of the literature about being "trauma-sensitive" or "trauma-informed" do people say that the way that you should try to work with kids exposed to developmental trauma is to use power and control to try to manipulate their behavior. No, in fact, that is the antithesis of what we should be doing with kids exposed to chronic toxic stress and trauma."

 COSA Special Education Conference Keynote, 2018, Dr. J. Stuart Ablon, Director, Think: Kids, Mass General Hospital, Assoc. Professor, Child & Adolescent Psychiatry, Harvard Medical School

Presenter Bios

Rick Bowman's qualifications include the following:

- M.A. in Clinical Psychology
- Certified Trauma & Resilience Practitioner Clinical (CTRP-C®)
- Certified Professional of "The Resilient Heart: Trauma-Informed Practices"

 ®HeartMath Institute
- · Certified HeartMath® and "The Resilience Advantage" Trainer
- Certified Trainer in Collaborative Problem Solving ®MGH (Think:Kids, Mass Gen)
- K-12 licensed school administrator in the state of Oregon

Rick's background includes leadership positions in the U.S. Military, business, mental health and education. He's functioned as a clinical consultant for mental health clinics and human service agencies, and has also provided speaking/consultation internationally in Russia, Cuba & Jamaica. He's held positions of Clinical Psychologist, Community College Professor, Assistant Principal, Alternative Education Coordinator, Student Services Director, and Assistant Executive Director of a non-profit organization providing educational services to students with severe behavioral and emotional challenges.

Doris Bowman's qualifications include the following:

- M.S., Education / Special Education
- · Advanced Certified Trauma & Resilience Practitioner Education® (ACTRP-E)
- Advanced Certified Trauma & Resilience Practitioner Clinical (ACTRP-C®)
- · Certified HeartMath® and "The Resilience Advantage" Trainer
- Certified Professional of "The Resilient Heart: Trauma-Informed Practices" ®HeartMath Institute
- · PCI Certified Parent Coach® & Appreciative Inquiry Coach
- Certified "Stress & Well-Being Assessment" Provider®HMI
- · Certified special educator & administrator in the state of Oregon
- Certified Trainer in Collaborative Problem Solving @MGH (Think:Kids, Mass Gen)
 Doris has co-authored "Going to Bed is Easy Now", and "Going to School is Easy Now", the first two in

a series of children's books designed to support children with challenging behavior (www.easynowbooks.com). She has over 20 years' experience working with and supporting children/youth with challenging behaviors and their families.



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How we define trauma matters...

Individual trauma results from an <u>event</u>, series of events, or set of circumstances that is <u>experienced</u> by an individual as physically or emotionally harmful or life threatening, and that has lasting adverse <u>effects</u> on the individual's functioning and mental, physical, social, emotional or spiritual well-being.

The experience can be REAL or PERCEIVED.

Source: National Association of State Mental Health Program Directors, Inc.; All rights reserved.



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When needs are unpredictably met, the STRESS RESPONSE SYSTEM: When needs are predictably met by the SRS remains elevated for far too long, caregiver, the SRS is patterned to becoming more vulnerable & sensitized return back to baseline. System (SRS)/ Attachment Cycle ATTACHMENT: When healthy attachment occurs, The ability to experience feelings the child associates relationships with of safety & connection is built safety, developing a template for upon ongoing experiences of cohow they approach all relationships regulation with a regulated adult

Dosing = Repatterning the Stress Response

Positive doses of "relational stress"

Supportive

Non-judgmental

Often involves a question to engage them

Infused with empathy/curiosity

When we use traditional reward/consequence systems, and plans aimed solely at the cortex we neglect to take into account the fact that:



- Even in the use of rewards, we are activating the "stress response system" (SRS) in a youth whose SRS is already overactive and vulnerable to stress
- We're causing them to move up the arousal continuum into a higher state of alarm
- We're causing their brain to shut down in the <u>exact areas</u> that we want them to access at those times – reflective, flexible, problem-solving types of thinking

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The Power of Understanding Private Logic

If we don't know what their private logic is, we don't know how we can help them... It's their narrative ("trauma story" and associations) about themselves and everyone/everything around them based upon past experiences:

- How they see themselves
- How they see others
- How they see the world around them

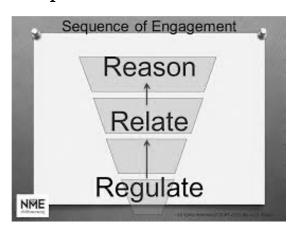
What does private logic look like?

- They don't know why they do the things they do
- They can often do things simply because those things are congruent with their private logic

Source: STARR Commonwealth

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Everything we experience has to go through the dumbest part of the brain! – Dr. Bruce Perry



From Dr. Bruce Perry, The Child Trauma Academy

J

Core Principle / Attribute of Being "Trauma-Informed"

Safety

☐ Sense of emotional and physical safety (avoids creating feelings of threat/activating the stress response system)

Traditional Systems	Trauma-Informed Systems		
X	✓		
Rarely decrease sense of threat in a client's day	✓ Purposefully avoid creating a sense of threat		
Often likely to trigger the "stress response system"	√ Focus on proactively creating a sense of safety		

Core Principles/ Attributes of being "Trauma-Informed":	Conventional Treatment & Client- Serving (Residential) Programs	Trauma-Informed Treatment & Client-Serving (Res.) Programs	
Safety	X	✓	
Sense of emotional and physical safety (avoids creating feelings of threat/activating the stress response system)	Rarely decrease the sense of threat in a client's day/experience Often likely to trigger the stress response system	Purposefully avoid creating a sense of threat Focus on proactively creating a sense of safety	
Trustworthiness (Predictability)	√	✓	
Convey clear boundaries & expectations Convey clearly what kids can expect from their day and from adults	When well-constructed and implemented, do convey clear boundaries and expectations	Provide whatever level of support is needed for a client to be clear out boundaries & expectation supported in meeting "	
Choice (Control)	X	6/2.	
□ Use of methods of power and control are minimized/avoided (there is a recognition that use of power and control can be re- traumatizing and/or triggering) □ Opportunities for choice and control are given high value	Staff/clinicians are most often making the decisions / plans / solutions; client has little choice or control Rely heavily on mechanisms of power and control (both + and - consequences designed to gain compliance) Staff/Clinicians are most often the making most/all decisions Methods are done "to" / "with clients Put little for Often - Pit" Handout Agg skills in brain- ing compliance	v Involve the cr s/solutions' same ut control Mec' possible Mec'	
Collaboration & Mutuality	X	langille	
Shared decision-making is valued Recognition that healing happens through relationship	Staff/Clinicians are most often the making most/all decisions Methods are done "to" "with" clients	osolve process is used to determine how osolve problems Relational approach is at the core of these systems and plans	
Empowerment	4014. 4110	V	
Focus on individual's strengths Focus on building self-regulation Focus on building skills	Put little for Often Pr" Handout page as skills in brain- "Handout page skills in brain- "ing compliance	Focus on strengths Focus on proactively re-patterning the stress response system Focus on building skills in ways that are compatible with neuroscience	
Cultural, Historical & Gender Issues	X	√	
□ Actively moves past cultural and gender stereotypes and biases □ Offers culturally/gender responsive services □ Leverages healing value of traditional cultural connections □ Recognizes and addresses historical trauma	Are an unaware of cultural or gender stereotypes and/or implicit biases Often do not offer these services Often do not include healing value of traditional cultural connections Often does not consider or address this	Focus on awareness and explicit valuing of cultural, historical and gender values? Purposeful in ensuring that services are culturally/gender responsive & inclusive Considers how historical trauma may be playing a role in challenaina situations.	

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WHAT THIS CAN LOOK LIKE:

- Consider times and places and situations that may feel unsafe or overwhelming: think sensory vs. cognitive
- □ Create purposeful opportunities (a proactive plan) for an individual to build strong caring connections a "felt sense of safety" with others

WHAT TO AVOID:

- X Avoid downplaying intimidation or private logic, or overlooking the depth of impact this may be having
- X Avoid overuse of punitive practices and/or rewards for compliance even offers of rewards may often activate the stress response system
- X Avoid requiring an explanation from a person for their behavior (when they often don't have cognitive awareness or verbal explanations to go along with the "why" of that behavior)

4.4

Applying the Power of "Felt Safety"

How can you apply the power of "Felt Safety" to your presence / interactions with children/youth?

☐ Consider: Am I working off an emoti	ionally stable platform (self
regulated)?	

		Presence:	Am I	present	with	the	child?
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- ☐ **Tone:** Is my volume and inflection supportive and safe?
- ☐ **Facial Expression**: Reflective of safety? Compassion? Engagement?
- $\hfill \square$ **Pacing & Timing:** Approaching according to the child's immediate

needs?

☐ Posture & Gestures: Relaxed and inviting

Source: Beyond Behaviors - Delahooke

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Core Principle / Attribute of Being "Trauma-Informed"

Trustworthiness (Predictability)

- ☐ Convey clear boundaries & expectations
- Convey clearly what clients can expect from a given situation or process

Traditional Systems	Trauma-Informed Systems
✓	✓
When well-constructed and implemented, do convey clear boundaries and expectations	✓ Provide whatever level of support is needed for the client to be clear about boundaries and expectations and how the client can manage to meet them

Make it actionable...

What is something you might consider DOING in the area of SAFETY in your school/district:	What is something you might consider STOPPING in the area of SAFETY in your school/district:
✓	✓
/	✓

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WHAT THIS CAN LOOK LIKE:

- Having clear, realistic expectations that are taught, and reviewed regularly
- ☐ Using consistent approaches (predictability, rituals, routines)
- Consistent message and demonstration of support; setting a client up to expect support when they need it
- □ Recognizing/accepting that we have to earn their trust: their ability to trust us will come with many "doses" of experience that build their trust
- Following through when you make commitments, statements, etc.

WHAT TO AVOID:

- X Unpredictability
- X Ambiguity
- X Unrealistic expectations (based on the person's level of regulation and skill set)
- X Asking a client to perform tasks that they don't have the skills for (regulatory, organizational, etc.)

The Power of Predictability & Empathy Predictable Empathetic Interactions from Adults



We're consistent in all responses to the client/student – i.e., use of the same, consistent, non-threatening, empathetic statements by all adults in the environment when they see a particular client/student begin to struggle

Solving@(MCH) approach

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Not I get that right?

Provided by: Bowman Consulting Group 503

Www.bowmanconsulting you need?"

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Core Principle / Attribute of Being "Trauma-Informed"

Choice (Control)

☐ Use of methods of power and control are minimized/ avoided (there is a recognition that use of power and control can be re-traumatizing and/or triggering)

Traditional Systems	Trauma-Informed Systems
X	✓
Staff are most often making decisions / plans / solutions, and the child has little choice or control	✓ Involve the client in decisions / plans / solutions to the highest degree possible
Rely heavily on mechanisms of power & control (both + and – consequences with focus on gaining compliance)	✓ Mechanisms of power and control (including + and – reinforcers) are avoided to the greatest extent possible to avoid re-traumatizing

Make it actionable...

What is something you might consider DOING in the area of TRUSTWORTHINESS in your school/district:	What is something you might consider STOPPING in the area of TRUSTWORTHINESS in your school/district:
✓	✓
/	✓

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WHAT THIS CAN LOOK LIKE:

- ☐ Involving the client in making decisions to the areatest extent possible
- ☐ Promoting growth mindset; conveying the belief that the client can make good decisions and solve problems
- ☐ Opportunities to demonstrate expectations in variety of ways
- ☐ Focusing on building a sense of autonomy
- ☐ Focusing on building a sense of competence
- Method to proactively indicate to others where they are "at"

WHAT TO AVOID:

- X Increasing the power differential (re-creates the feeling of being a victim)
- X "Telling" vs. "Asking"
- X Lots of staff-generated plans and solutions
- X Using lots of external motivators
- X Using systems and processes that place all the control in the hands of the staff
- X Rigidly expecting all clients to meet the same expectations in the same ways

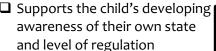
Client-Controlled Level of Expectations



Private Icons:

Youth can **proactively** indicate

- ✓ where they're at and
- how much they can handle (instead of having to show us with escalated behavior):
- ☐ Calming in and of itself to have this control









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Core Principle / Attribute of Being "Trauma-Informed"

Collaboration & Mutuality

- ☐ Shared decision-making is valued
- Recognition that healing happens in the context of relationship

Traditional Systems	Trauma-Informed Systems
X	✓
Staff are most often the ones making most/all decisions	✓ Shared process is used to determine how to solve
Methods are done "to" clients and not "with" clients	problems ✓ Relational approach is at the core of these systems and plans

Make it actionable...

What is something you might consider DOING in the area of CHOICE (CONTROL) in your school/district:	٧	Vhat is something you might consider STOPPING in the area of CHOICE (CONTROL) in your school/district:
✓		✓
✓	✓	

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WHAT THIS CAN LOOK LIKE:

- Responding to challenging behavior in a relational way when it comes to working on a solution
- Doing as much as possible "with" a client and not "to them
- ☐ Promoting the belief that clients can come up with good ideas & solutions
- Promoting the belief that client's ideas, opinions, concerns, perspectives and beliefs are valid and valuable

WHAT TO AVOID:

- X Staff -directed solutions
- X Choosing response to client's challenging behavior without assessment of why they're unable to meet expectations
- X Assessing why a client behaves in a certain way based upon our assumptions, and without input from them
- X Employing methods that are solely for the benefit of staff/ agency rather than the client
- X Applying same (uniform)
 solutions based upon our adult
 logic and assumptions about
 cause and/or motivation
 (over-generalizing and overpersonalizing

Why choose Collaborative Problem Solving?

Because CPS has operationalized the sequence that the brain needs to heat trauma, repattern the stress response system, and build skills in a simple process that can be used by any professional who works with or serves youth:

- Administrators
- Clinicians/Therapists
- Teachers
- Counselors
- · Skills Trainers
- Educational Assistants
- Secretaries
- Parents
- Caregivers
- Even peers will catch on and begin to use it with one another!

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Why choose Collaborative Problem Solving (CPS) Model?

The primary CPS intervention builds skills within the context of a collaborative interaction that activates

the brain with <u>moderate</u>, <u>predictable</u>, <u>controlled</u> doses of stress because it must:

- First REGULATE
- Then **RELATE**
- Then REASON

Dr. Bruce Perry, The Child Trauma

The **Collaborative Problem Solving** approach tells us that chronic challenging behavior is a result of a lack of skill (not will) in **5 areas of neurocognitive skills**:

- ➤ Language and Communication Skills
- ➤ Attention and Working Memory Skills
- ➤ Emotion- and Self-Regulation Skills
- ➤ Cognitive Flexibility Skills
- ➤ Social Thinking Skills

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What's SO special about the CPS intervention? It mirrors the way the brain processes information

The CPS Intervention is an interaction in which the staff:

Collaborates on Solution = Reasons

Shares the adult concern = **Relates**

Empathizes (with the child's concern/perspective) = Regulates

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Make it actionable...

What is something you might consider DOING in the area of COLLABORATION / MUTUALITY in your school/district:	What is something you might consider STOPPING in the area of COLLABORATION/ MUTUALITY in your school/district:
✓	✓
/	✓

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WHAT THIS CAN LOOK LIKE:

- ☐ Finding ways for them to engage in their areas of strenath so that they have some sense of success/ accomplishment
- Approaching regulation from a proactive stance: rather than a plan for "when they have a meltdown", having a plan to help ensure they don't get there
- ☐ Focusing on internal motivation and building a sense of competence
- □ Focusing on increasing numbers of experiences in a day that are brain**compatible** for building regulation and skills (these are VERY short doses)
- ☐ Using goals and objectives in IEP's and Behavior Plans that are skillsbased rather than behavior-based

WHAT TO AVOID:

- X Setting the staff goal or focus as beina "compliance" (rather than takina a view of beina about process, and small incremental bits of growth toward regulation and engagement)
- X Failing to view regulation as a top priority / necessity
- X Focusing primarily on **external motivation** to gain compliance or control
- X Failing to use approaches based in neuroscience to build executive functioning & social engagement skills

Core Principle / Attribute of Being "Trauma-Informed"

Empowerment

- ☐ Focus on individual's strenaths
- ☐ Focus on building self-regulation
- ☐ Focus on building skills

Traditional Systems	Trauma-Informed Systems
X	✓
 Put little focus on strengths (in the face of challenging behavior) 	✓ Focus on strengths (even in face of challenging behavior)
Often cause dysregulation	✓ Focus on proactively re-
Put little focus on building skills in brain compatible ways	patterning stress response system ✓ Focus on building skills in ways
Focus on gaining compliance	that are compatible with neuroscience

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Social-Emotional-Behavioral Goal Bank (CPS-Based)

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Note: The following goals are based upon the list of skill categorie individual neurocognitive skills from the Think:Kids Collaboration in individual neurocognitive skills from the Think:Kids Collaboration in goals are taken directly following the problem Solving Assessment and Planning Tool" following in the purpose of aiding professionals in the use of the purpo Note: The following goals are based upon the list of skill categories

beers in conversation, making relevant contributions, for a minime of _____ exchanges in _____% of (___ out of ____) opportunities measured by the end of one academic (IEP) year.

Emotion- and Self-Regulation Skills

Given instruction, feedback and support, ______ will be able to think rationally, even when frustrated, as demonstrated by using verbal/physical restraint and choosing from a range of appropriate options to self-manage in _____ % of (___ out of _____) opportunities measured by the end of one academic (IEP) year.

Given instruction, feedback and support, ______ will be able to manage irritability in an age-appropriate way as demonstrated by using verbal/physical restraint and choosing from a range of appropriate options to manage irritation in _____% of (__ out of _____) opportunities measured by the end of one academic (IEP) year.

Given instruction, feedback and support, _____ will be able to manage anxiety in an age-appropriate way as demonstrated by using verbal/physical restraint and choosing from a range of appropriate options to manage anxiety in _____% of (___ out of _____) opportunities measured by the end of one academic (IEP) year.

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Core Principle / Attribute of Being "Trauma-Informed"

Cultural, Historical and Gender Issues

- ☐ Actively moves past cultural & gender stereotypes
- ☐ Offers culturally/gender responsive services
- ☐ Leverages healing value of traditional, cultural connections
- ☐ Recognizes and addresses historical trauma

Traditional Systems	Trauma-Informed Systems		
Х	✓		
 Are often unaware of cultural or gender stereotypes and/or implicit bias 	√ Focus on awareness and explicit valuing of cultural, historical and gender values		
Often do not offer these services	✓ Purposeful in ensuring that		
Often do not include healing value of traditional cultural connections	services are culturally/gender responsive and inclusive		
Often doesn't consider/address this	✓ Considers how historical trauma may be playing a role		

Make it actionable...

What is something you might consider DOING in the area of EMPOWERMENT in your school/district:	What is something you might consider STOPPING in the area of EMPOWERMENT in your school/district:
✓	✓
	✓

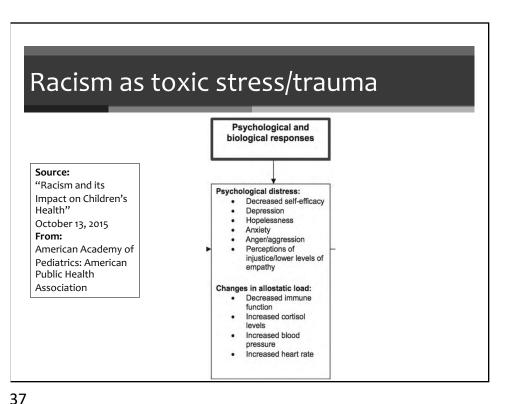
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WHAT THIS CAN LOOK LIKE:

- ☐ Finding ways for clients to recognize and engage in areas of cultural strength
- Create ways for clients to find their unique voice
- ☐ Create a sense of safety around voicing resistance, speaking out, etc.
- ☐ Create inviting opportunities for clients to share experiences they, parents, grandparents, etc have had that relate to their needs being met
- □ Demonstrate humility by asking about a client's experiences (vs. assuming)

WHAT TO AVOID:

- X Making assumptions about a client's experience based on culture, race, gender, etc
- X Showing (overtly or subtly) lower expectations of clients from minority backgrounds/ groups
- X Not examining one's own perspectives for implicit bias
- X Setting expectations for agency norms that may violate cultural norms (i.e., You need to look me in the eye when we speak to one another.")



Interconnection & Strength of Community

Create an agency/school/setting culture that is grounded in the principle of Restorative Justice that all people are interconnected and our strength is dependent upon the wellbeing of all members.

Make checking in on how one another is doing a norm in the setting, and provide lots of opportunity for kids to be the ones to help each other – socially, emotionally, behaviorally, academically



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The Power of Skill-Building

"A key principle of neuroplasticity is 'specificity'; you cannot intentionally change a neural network unless you activate that specific network.

"...This lack of generalizability of skills results from the fact that artificial circumstances do not recruit the <u>specific</u> neural networks involved in developing these skills.

Similarly, you cannot change a relational pattern unless you activate the same neural networks involved in that pattern of interaction."

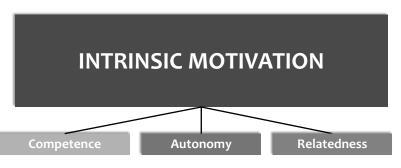
Thus, if one wants to change a child's stress response, one has to activate the stress response in a naturalistic manner."

Dr. Bruce Perry, The Child Trauma Academy

The Power of Small Successes

Small successes create experiences of Competence/Confidence → → Intrinsic Motivation

Intrinsic Motivation = Engaged Client/Learner



Principles of Being Trauma-Informed: Conventional vs. Trauma-Informed Treatment & Residential

From: Think:Kids Collaborative Problem-Solving Tier 1®MGH

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Core Principles/ Attributes of being "Trauma-1.) Rate your current agency systems & practices in Informed": each of these areas on the scale of 1-4. 2.) Then circle two areas you view as high priority. 1 = Have not vet 2 = Have begun 3 = Have made 4 = Have made Date: this a formal part addressed this trying to address this a formal part Team Members: area in our systems this areas in our of our systems and of our systems/ systems / practices practices practices, & have trained staff at a level to support implementation Safety □ Sense of emotional and physical safety (avoids creating feelings 2 of threat/activating the stress response system) Trustworthiness (Predictability) □ Convey clear boundaries & expectations ① ☐ Convey clearly what clients can expect from their day and from adults Choice (Control) ☐ Use of methods of power and control are minimized/avoided (there is a recognition that use of power and control can be retraumatizing and/or triggering) ☐ Opportunities for choice and control are given high value Collaboration & Mutuality □ Shared decision-making is valued Recognition that healing happens through relationship 2 **Empowerment** □ Focus on individual's strengths **2** □ Focus on building self-regulation □ Focus on building skills Cultural, Historical & Gender Issues Actively moves past cultural and gender stereotypes and biases Offers culturally/gender responsive services

Core Principles/ Attributes of being "Trauma- Informed":	each of	these areas o	cy systems & practices in not not not not not not not not not no		
Date:	1 - Have not yet	2 - Have begun	3 - Have made	1 = Have made	
Safety			LE HOYOUN		
☐ Sense of emotional and physical safety (avoids creating feelings of threat/activating the stress response system)			ANCOUSTING -		
Trustworthiness (Predictability)		e str. W	U.g.		
Convey clear boundaries & expectations Convey clearly what clients can expect from their day and from adults		*Say Say Opon			
Choice (Control)	CANK.	-st 10			
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Collaboration & Mutuality					
☐ Shared decision-making is valued ☐ Recognition that healing happens through relationshi	ged				
Empowerment , UPIC					
□ Focus on individual's strengths □ Focus on building self-regulation □ Focus on building skills					
Cultural, Historical & Gender Issues					
Actively moves past cultural and gender ste. , pes and biases Offers culturally/gender responsive services Leverages heldling value of traditional cultural connections					

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Need help or training? Have questions?

Reach us at: team@bowmanconsultgroup.com www.bowmanconsultgroup.com 503-476-1778

California Office: Tustin, CA

N. Carolina Office: Charlotte, NC

Oregon Office: Newberg, OR

Events Coming Up with Public/Open Seats: (Virtual Open Events Highlighted)

- → 3/7/23 Knowledge Ctr at Chaddock "Trauma-Informed Relationship-Focused Schools Conf." Quincy, IL
- → 3/18/24 Your FBA is a Fantasy: Creating Trauma-Informed FBAs & Behavior Plans Virtual
- → 4/19/24 Truly Trauma-Informed? Assessment & Design of Actionable Systems & Practices Eddyville, OR
- → 4/20/24 CA Assoc of Early Childhood Educators 2024 Conference Pasadena, CA Conference Center
- → 4/24-25/24 Truly Trauma-Informed? Harbor Learning Center North Anaheim, CA (In-Agency Only)
- → 4/26/24 Mental Health Assoc of Orange County 2024 "Meeting of the Minds" Conf Anaheim, CA
- → **Summer TBD** I'm a Teacher, NOT a Therapist! Decreasing Overwhelm & Empowering Educators **Virtual**
- → Summer TBD Your FBA is a Fantasy: Creating Trauma-Informed FBAs & Behavior Plans Virtual
- → 8/28 30/24 Rethinking Challenging Behavior Collaborative Problem-Solving Level 1 Tempe UHSD, AZ
- → 9/16 & 18/24 Revolutionary Resilience for Educators, Providers & Students Virtual

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□ Leverages healing value of traditional cultural connections
 □ Recognizes and addresses historical trauma