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FEBRUARY 2021

Trauma Informed Leadership

By Jaime W. Vinck, MC, LPC, NCC
Chief Executive Officer CPF Recovery Ways

Since early 2020 we have been in the midst of a triple pandemic; COVID19, mental health, and social/racial injustice. Last March when the depth and magnitude of COVID 19 was still unknown, (and from where we are today quite unimaginable), I was sitting in my office in Arizona with a trusted colleague. My very real and often brilliant colleague, quietly said, “You know Jaime, I’m not afraid of the virus — I’m afraid of the grief and loss that will follow.”

Her comment resonated so strongly that it stopped me in my tracks. This declaration of fear has stuck with me through the past several months of personal and professional grief and loss, sadness, and uncertainty. I also realize, as a leader, grief, fear, and loss are always somewhere in the space, be it live or virtual. There is a whole world of emotion that looms beneath the surface of our every encounter. Someone may be struggling financially, another with fear over the health of a high risk loved one, and another contemplating a divorce. I am not so bold and arrogant to believe that as a leader I can eliminate their suffering. I can, however, utilize the incredible honor and responsibility that I have been given as a servant leader to show up, be real, and create a safe place for our teams to continue their healing. Certainly, I have the obligation not to make it worse.

So, while the world has been masking up, I have worked hard to take my metaphorical mask off and show up every day as an authentic and VULNERABLE leader. How do we do this?

Understanding and living Trauma Informed Leadership

Before we explore Trauma informed Leadership (TIL), let’s have a quick review of trauma and Trauma Informed Care. Simply put, trauma is an experience or event that overwhelms our capacity to depend on or protect ourselves. When trauma is experienced, we fight, flight or freeze. When we freeze, we shift to self-protection and often shut down, so we don’t experience an overwhelming state day after day. This efficient and repetitive act of self-protection becomes our way of living in the world, and significantly impacts the way that we lead. Leadership is first and foremost in a relationship involving the ability to connect and create trust, so it follows that our trauma impacts our ability to work with, and lead others. We typically don’t tend to think of a workplace as a place where we need to overtly work with trauma. It truly belongs in the domain of mental health, with our therapist and not our boss. We do, however, need the emotional intelligence and self-awareness to be able to strengthen ourselves, and ourselves in relation to those around us.

In the field of Substance Abuse Treatment, there has been a recent emphasis on **Trauma Informed Care (TIC)**. The TI approach refers to the awareness of the psychological trauma that underlies SUD (substance use disorder) and mental health issues. It shifts the focus from a diagnostic label to a TI sensitivity, shifts the question from “What’s wrong with you?” to “What happened to you?”

Trauma Informed Care is shame reduction

Understanding the TI approach and applying it in our leadership will lead to better outcomes and offer a positive perspective when facing difficult decisions. A TI approach can be implanted in any type of setting and is different from trauma specific intervention or treatments that are designed to address the consequences of trauma and facilitate healing.

Many recent surveys of our industry agree that one of the greatest challenges that behavioral health organizations face are compassion fatigue and burnout within their teams. The impacts of compassion fatigue, vicarious trauma, moral injury, and burnout have devastating effect on the morale of an organization, threatening an organizations viability and sustainability. When considering our own emotional health and the health of our teams, the differences between all these conditions is important to understand.



Jaime W. Vinck

“Leadership is first and foremost in a relationship involving the ability to connect and create trust, so it follows that our trauma impacts our ability to work with, and lead others.”

Compassion Fatigue

Compassion Fatigue is the normal, physical, and emotional reaction to hearing about another person’s trauma (Figley, 1995). It is broken down further into burnout and secondary traumatic stress/vicarious trauma. When suffering from compassion fatigue, we are depleted of emotional and physical energy and can be at risk to ourselves, our clients, and our teams.

Vicarious Trauma

Vicarious Trauma is a cumulative process. It’s not the worst story you have ever heard — it’s the impact of the thousands of painful stories you may not remember. Over time, VT creates covert cognitive changes that can impact your world view. So, it’s not only your mood and regulation that gets impacted, and perhaps even more, our trust and belief in relationships. Vicarious trauma can have a negative impact on both our personal and professional lives.

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Publisher's Note

By Barbara Nicholson-Brown barb@togetheraz.com

Self-Love is not Selfish

How do we love ourselves and why does it matter? Self-love means we accept ourselves completely; flaws and all, treating ourselves with kindness, respect, and nurture our personal growth. As a young kid I was extremely shy and often tried to hide who I was. I wasn't taught self-love because the messages I heard were don't be selfish, show-off or brag. During my formative years, even when I knew I had the ability to shine in school and do well — something kept me quiet and in the back of the school room — maybe it was shame. My grades suffered and self esteem was being squashed by my young mind thinking I wasn't 'enough'.



In recovery, I've had the privilege to learn self-love encompasses how I treat myself as well as others. It's still easy to berate or belittle myself when I make mistakes, say the wrong thing or act as if everything is about me.

I think this is especially true for addicts and alcoholics. It takes daily practice to feel we are worthy and deserving of the good things. It doesn't take much to slip back to negative self talk. When I do it's painful. I need to stop and understand who's really saying these negative comments to me, the tapes from the past aren't erased overnight. Remembering to get grounded in the now stops the negative noise — even just for awhile.

What does self-love look like?

Saying positive things to ourselves
Forgiving ourselves when we mess up
Meeting our own needs
Not letting others take advantage of or abuse us
Prioritizing our spiritual, physical and emotional health
Spending time around people who support and build us up
Asking for help
Letting go of grudges or anger that holds us back
Recognizing our strengths
Valuing our feelings
Living in accordance with our values
Challenging ourselves
Holding ourselves accountable
Accepting our imperfections
Apologizing when we have wronged another

Self-love is the foundation that allows us to set boundaries and create healthy relationships, practice self-care, and feel proud of who we are. Happy Valentines Day.

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LOVE IS



By Dina Evan, PhD

Love Is....more important than breath at this moment. We have survived an avalanche of prejudice and hatred, lies and domestic terrorism. Love is the only thing that can heal this nation and our hearts at this moment. This entire last four years has been a holy moment for me and it was all about love or the lack of it. Our experience can be the greatest teacher we have ever had, if we open our hearts and are willing to see the lessons.

Love starts with loving ourselves, taking stock occasionally of who we really are, what we believe and whether we are living what we believe at our core. It starts by noting the lives we have affected with wisdom and tenderness or pain and suffering, or even by our absence. It is about loving our bodies, a current challenge for me, at the soon to be age seventy-nine. It's about the challenges we have survived and overcome without bravado, the majority of which may have gone unnoticed and not shared.

When we think about love we think about Valentines, chocolate, teddy bears, and an increase in the bottom line at some jewelry store, but that's not what love is. Love is about scrutinizing our beliefs and instead of just saying we are not prejudiced, love demands that we are doing something about the horror of how much pain from prejudice there still is — and how it cripples the hope of those affected by it. Love is about making sure we do not embody it or teach it in any way.

Love is about questioning our quickness to judge without knowing more. For instance I am, as most of you can tell, not a supporter of Trump. However, recently I read somethings about him and I became acutely aware that all the shame and responsibility for everything that has happened because of him, falls directly at the feet of his father who was heartless and never saw any good in him. He was destined to fail and I felt sorry for him for the burden he now bears and cannot even understand.

Love is also about priorities

It's about looking at what we believe is most important in our lives. Is it power? Is it the accumulation of money and wealth? Is it acceptance? Is it growth, both personally and spiritually? What are we working on the hardest to achieve? We need to look at that because if we are not the working on our soul work, we have missed the point of this incarnation because those are the only gifts that we take with us when leave this planet and begin our next incarnation. They are also the most loving gifts we can give to our families, those struggling with sobriety, in fact, those in any kind of pain and most importantly, in the effort of evolving ourselves. All of which is about love in its purest form.

Love is also about joy and defining what brings joy into or lives that we might be missing. The energy of joy is akin to that of love. It opens our hearts and lifts our spirits, which is why donating time and energy to improve the lives of others is so important and a way to feel joy. It's a gift that is also a critical teaching we need to make sure we share with our children. In this time, when everything seems hard, there is nothing that will lift your spirits more that reaching out to share your time energy and love with someone who needs it.

Surely, we have grown up a bit in these last few years. Perhaps the point is, that it is time to reevaluate what really matters in our lives and if your response is not something that embraces the power of love, you may miss this lesson. The most important take-aways for us can be...the importance of real and meaningful connections and showing gratitude for each of them. It can be giving from the heart, our hesitancy to prejudge, the need to examine our own beliefs on the value of each person regardless of his or her skin color, gender or belief system. It's about releasing our own merciless judgements of ourselves and others and embracing the fact that we are still standing and we are still learning and committed to changing. If this is not the time and these are not the lessons.... then what is?



Dr. Evan is a marriage, family, child therapist and consciousness counselor. She has presented nationwide seminars and workshops, written several books and created meditation CDs for couples, individual and mental health professionals. She has also won national acclaim as a human rights advocate. Visit www.drdinaevan.com or call 602-571-8228.

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Secondary Trauma

Secondary Trauma is rapid onset from, and typically associated with a particular event. We have intrusive thoughts, dreams, and symptoms that mimic PTSD.

Burnout

Burnout is most often attributed to organizations with too many demands and too few resources. This has been widely felt in our industry as many providers have faced a reduction in census and increase in operational expenses, resulting in staff reductions that leave the remaining employees picking up the extra work.

Moral injury

Moral injury is a concept that had been typically reserved for combat veterans and has been utilized more frequently during the pandemic by healthcare workers. Moral injury is best described as being expected to perform duties, or make decisions that pierce our identity, sense of morality, and our relationship with society.

These routine decisions can result in feelings of betrayal of our patients and team. For example, when we don't have adequate PPE or COVID testing, counting on essential workers knowing they have high risk loved ones, not being able to provide the scholarship for the deserving patient, implementing furloughs, layoffs, salary cuts. You get the idea, it's soul crushing and can feel like death by a thousand cuts.

The negative impact of all these conditions include poor work performance, morale, and behavioral changes such as turnover, absenteeism, negative attitude, maladaptive coping strategies (substance, food) and even depression and suicide.

The trauma informed leader understands, practices, and VALUES the following:

- **Trust and Transparency**
- **Collaboration and Mutuality**
- **Empowerment Voice and Choice**
- **Cultural, historical and gender Issues**

A Trauma Informed Organization realizes the widespread impact of trauma and understands the potential path for recovery

The **Adverse Childhood Experience (ACEs)** study is illuminating, and I recommend that it be understood in every organization. The ACEs study revealed that from a study of 17,000 adults, 1:10 had experienced at least one adverse event in childhood, and 25% had experienced two or more. These experiences are highly correlated with increased mental and physical health risks and have prompted a trauma informed movement in an effort to provide support and mitigate future impact. Again — more about intervention. As mentioned above, it's what happened to you and the acknowledgement that trauma impacted the way we behave, the way we interact in relationships, and the way we learn and grow.

Being trauma informed helps us to understand or appreciate that there is a whole world of emotions rumbling around beneath the surface. We realize when there is conflict in the workplace, each person will respond according to the extent of their emotional scars, trauma, and strength.

Being trauma informed recognizes and honors the emotional scarring that our teams may be struggling with and **RESPONDS** by fully integrating knowledge about trauma into policies, procedures, and practices, **AND**.....

Seeks to actively resist re-traumatization with our actions and our words. This is so important and often occurs in the workplace not out of malice, simply from a lack of awareness.

For example, every year 250,000 Americans lose someone they love to suicide and only 1:25 suicide attempts are completed. This tells me that in most work groups, large or small, we may have someone that has a very intimate relationship with suicide. They are either grieving the loss of a loved one, or they themselves have attempted suicide. Yet... it is still common for people to mimic shooting or hanging themselves, to display a state of discontent.

To add to that as a horsewoman, the common phrase "Beat a Dead #!" is incredibly traumatic to me, and people like me who have experienced the loss of a beloved horse. I will honor myself and literally leave a room (rather than becoming activated or shutting down) if that phrase is used in my presence.

The phrase "Rule of Thumb" is terribly triggering to domestic violence survivors, and "Skinning a #!" is very offensive and triggering to cat lovers. So please, let's watch the words we use with our teams and suggest choices that don't have the potential to re-traumatize. How do we do this? When creating or joining a work group, I will ask — "What triggers you, and what would you prefer not be used in our work together?" The results were somewhat surprising and humbling, and truly enriched our working relationships.

Seeing people from a trauma informed perspective helps us find our em-



Compassionate leadership involves taking some form of public action, however small, that intends to heal pain and inspires others to act as well.

pathy, understanding, and compassion, which in turn creates the environment where employees feel safe, respected, and recognized.

How do we build our emotional intelligence, strengthen our leadership, and work on our own trauma?

Healing the Caregiver with Emotional Intelligence

Dan Goldman's Emotional Intelligence work never goes out of style, and the Four Quadrants of Emotional Intelligence – helps us to understand ourselves, and ourselves in relation to others.

Self-Awareness: The ability to know what you are thinking and feeling when it is happening as well as other aspects of yourself, values, motivation, purpose, and temperament. What energy are you putting off?

Self-Management: Can be done when you have determined what you are thinking and feeling. This means ratcheting it up when you need to and controlling yourself with breathing and self-talk.

Social-Awareness: The ability to know what someone else might be thinking and feeling and behave in such a way that is congruent and supportive. Ask someone – "What's it like to, be you?"

Relationship Management: The teamwork, conflict management, influence, and all the things that are improved with the awareness of trauma in the organization.

Some additional tools that we can use for ourselves are:

Create a Morning Ritual

- ***Breathe and Check-In with yourself*** - name your emotion, keep a journal Observe what shifts your emotions and energy state
- ***Know your distress tolerance; what helps and what doesn't*** Practice listening to others and imagine what they are feeling.
- ***Ask someone what it's like to be them*** Explore your values and purpose – what inspires you?
- ***Stay attached to your purpose and meaning***

From a historical perspective, I have reviewed actions that leaders can take to enable organizational compassion in times of trauma. Some of the examples came from 9/11, others from the British Royal Family during WWII. I would argue that we as leaders are right there now — with over 400,000 Americans lost to COVID, the racial/social injustice movement, and mental health crisis. Things have certainly been wearying.

Organizational research done at the time of tragedy shows that while empathy is comforting, it does not engender a broader response and has limited capacity for organizational healing. Compassionate leadership involves taking some form of public action, however small, that intends to heal pain and inspires others to act as well. There are many examples of leaders who lost employees in 9/11 who called in grief counselors, chartered a plane to bring families, and personally greeted them, etc.

What they have done is to create **Context for Meaning** – where a leader creates an environment where people can freely discuss and express the way they feel, which in turn makes sense of their pain.

The second is **Context for Action** – the leader creates an environment in which those who experience, or witness pain can find ways to alleviate their own and others suffering. Those who excel at leading compassionately and effectively in times of crisis adhere to a set of shared principles. They show their own humanity and vulnerability.

This is the sort of leadership we wish we would never have to use, yet it is vital if we are to nourish the very humanity that can make people and organizations great.



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In closing, I would like to share that as a leader, my favorite three words have always been “Please forgive me.” I find myself asking for forgiveness as a colleague, friend, wife, and mother quite frequently these days as well. Let’s be real — few of us have been our best selves during the past year. Providing each other with compassion, and a bit of grace can only speed the process of all our healing.

I have a precious family heirloom china platter that has been moved across the country, being broken, and repaired through the years. The broken pieces have been lovingly glued back together again, by family members who are no longer with us. When I see the platter, while I see the beauty of the whole, I love, respect, and honor the cracks, both visible and invisible. I also love and admire the work that has been done to put the pieces together again. We are all that precious piece of china, being broken and put back together, with the love and support of those around us, who care enough to see us whole again.

Please take good care of yourselves, and each other.

About the Author

Jaime Vinck, MC, LPC, NCC is the newly appointed CEO at CPF Recovery Ways. In her role, Jaime is providing leadership to operations in Salt Lake City, Utah and Spokane Washington as well as leading the expansion and integration of Recovery Ways into other markets. Jaime was previously with Acadia Healthcare as CEO of The Sierra Tucson Group where she led the rebranding of Sierra by the Sea and Sunrise Ranch in California, as well as leading the Sierra Tucson campus in Tucson, Arizona for several years.

Jaime serves on the Board of Directors of the National Association of Addiction Treatment Providers as well as an advisor to the CARE Collaborative, and most recently has been named to the Safe Call Now Advisory Board.

Prior to entering the Behavioral Health profession, Jaime had a successful career in Human Resource Management with Chrysler Corporation in Detroit, and Omnipoint Communications (aka T-Mobile) in New Jersey.

Jaime is a Licensed Professional Counselor in the State of Arizona, holds a bachelor’s degree in employee relations from Michigan State University and a master’s degree in professional counseling from Ottawa University.

Visit www.recoveryways.com for information on services they provide.



Too Tense? Tackle the Stress

Those who take time to relax and release inner tension do much better physically and emotionally than those who fail to engage in such behavior. Stressmasters have a higher quality of life than those who do not or will not “let go.”

If you can find more time to relax, you will counteract the negative effect of stress. Learn how to relax your body and emotions by focusing your attention on more peaceful thoughts.

Being tense and finding little or no time to relax is an important stress indicator. The value you place on taking time for yourself determines whether you are a relaxed person in a tense world.

Tense people often feel incredible levels of guilt about taking it easy and being good to themselves. Prolonged tension can cause muscle aches, pain, and fatigue. Back and headache pain are the most common physical symptoms of too much stress and tension.

Other symptoms include the following:

- Pain and disease
- Poor decision making
- Reduced physical energy
- Increased errors
- Burnout
- Lower quality of work
- Difficulty concentrating
- Tendency to avoid others

Tense people rarely take lunch breaks, read books, or take a walk. So what can you do to help yourself? Take time for you!

Ask yourself: “Am I giving too much to others and not enough for myself? Do I need to take time to pamper myself?” If the answers are “yes,” refuse to feel guilty about it and do it!

If you feel guilty when you do something enjoyable for yourself, chances are you will stop doing it. Ultimately, you lose. You may be living your life through other people’s standards and expectations. Take control of your guilt-producing thoughts. Focus on the benefits to you and your family that will occur when you are a more relaxed and energized person.

Go to lunch and don’t rush

Take a long lunch break at least three times a week. Don’t do business during lunch. Read a novel over a cup of tea. Go to a museum. Sit quietly by a stream. Eat slowly. Try a new restaurant. Go out with a good friend and agree not to discuss problems or business.

Walk every day

Walk by yourself or with a friend. Talk about possibilities, not problems.

Exercise more

Join an aerobics class, go to the gym, play tennis, ride a bike, hike on weekends, go to a fitness resort, or jog with friends. Exercise will do more to reduce stress hormones and chemicals in our body than any other activity.

Learn deep relaxation skills

Take a class in yoga, imagery training, progressive relaxation, or autogenics. Practice your relaxation skills every day.

Listen to relaxation tapes

Audiotapes are an excellent way to learn how to let go and relax. Develop the skill of deep relaxation that will cleanse your body of damaging stress hormones and chemicals.

Listen to relaxing music

Any type of music you find enjoyable can help you to let go and relax. New Age and classical music are particularly helpful for reducing stress.

Loss, Grief and COVID



Grieving the loss of a family member, friend or colleague is difficult. The pandemic has made it even harder for many people to cope. Those who have lost loved ones to COVID-19 or other illnesses may face additional grief and sadness. Infection control restrictions have left them unable to visit or say goodbye. Moreover, traditional wakes and funeral services have been modified or eliminated due to social distancing and limits on the size of gatherings, changing the way people can comfort and support each other.

Many people have experienced multiple losses. For example, the loss of a loved one at the same time as unemployment and social isolation. The resulting grief may be prolonged and complicated with delays in the ability to heal and move forward.

Common grief reactions

- Pain associated with grief is a normal response to loss and can be felt on emotional, physical and spiritual levels. Common reactions to grief are:
- Initial feelings of shock, denial, and disbelief, which can be heightened when the death is sudden and unexpected
 - Feelings of worry, fear, frustration, anger or guilt
 - Physical reactions such as headaches, fatigue, difficulty sleeping, loss of appetite, pain and other stress-related symptoms
 - Spiritual expressions of grief, such as questioning the meaning and purpose of life, pain and suffering
- There is no normal and expected time for mourning to end.* Depending on the relationship and circumstances loss, grief can last for weeks to years.

Coping with loss

- It is important to find ways to express grief.
- Connect with friends, relatives, support groups, and faith-based organizations if applicable, even if the contact must be virtual or by phone. Sharing your feelings with people who understand what you are going through is comforting and eases loneliness.
 - Participate in an activity, such as planting a tree or creating a memory book, to honor the person you lost. Ask family and friends to contribute their memories and stories.
 - Take good care of yourself. Maintain a balanced diet, moderate exercise and adequate sleep.
 - Treat yourself to something you enjoy, such as a massage or a walk in nature.
 - Avoid the use of alcohol, tobacco or other drugs to escape emotional pain.
 - Don't be afraid to ask for help. Allow other people to assume some of your responsibilities when you are feeling overwhelmed.
- When some time has passed, if you are having difficulty functioning, seek support through grief counseling, your EAP, support groups or hotlines. As writer Vicki Harrison said, "Grief is like the ocean; it comes in waves ebbing and flowing. Sometimes the water is calm and sometimes it's overwhelming. All we can do is learn to swim."

For more information and tips, [MagellanHealthcare.com/COVID-19](https://www.magellanhealthcare.com/COVID-19).

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Unpack the Quarantine 15 with Mindful Eating

When the pandemic hit last year, with lockdown and drastic changes in our everyday routines, it was easy to distract ourselves with unhealthy eating habits, which led to what many called gaining the Quarantine 15. A lot of people have struggled not just with exercising and eating well, but focusing on broader mental, emotional, environmental, existential and relational health.

New Year, New Goals and Mindful Eating

Mindful eating stems from the broader philosophy of mindfulness, a widespread, centuries-old practice used in many religions. Mindfulness is an intentional focus on one's thoughts, emotions, and physical sensations in the present moment. Mindfulness targets becoming more aware of, rather than reacting to, one's situation and choices. Eating mindfully means that you are using all of your physical and emotional senses to experience and enjoy the food choices you make. This helps to increase gratitude for food, which can improve the overall eating experience. Mindful eating encourages one to make choices that will be satisfying and nourishing to the body. However, it discourages "judging" one's eating behaviors as there are different types of eating experiences. As we become more aware of our eating habits, we may take steps towards behavior changes that will benefit ourselves and our environment.

How It Works

Mindful eating focuses on your eating experiences, body-related sensations, and thoughts and feelings about food, with heightened awareness and without judgment. Attention is paid to the foods being chosen, internal and external physical cues, and your responses to those cues. The goal is to promote a more enjoyable meal experience and understanding of the eating environment. Below is a mindful eating model that is guided by four aspects: what to eat, why we eat what we eat, how much to eat, and how to eat.

Mindful eating:

- Considers the wider spectrum of the meal: where the food came from, how it was prepared, and who prepared it
- Notices internal and external cues that affect how much we eat
- Notices how the food looks, tastes, smells, and feels in our bodies as we eat
- Acknowledges how the body feels after eating the meal
- Expresses gratitude for the meal
- May use deep breathing or meditation before or after the meal
- Reflects on how our food choices affect our local and global environment



Seven practices of mindful eating

- Honor the food. Acknowledge where the food was grown and who prepared the meal. Eat without distractions to help deepen the eating experience.
- Engage all senses. Notice the sounds, colors, smells, tastes, and textures of the food and how you feel when eating. Pause periodically to engage these senses.
- Serve in modest portions. This can help avoid overeating and food waste. Use a dinner plate no larger than 9 inches across and fill it only once.
- Savor small bites, and chew thoroughly. These practices can help slow down the meal and fully experience the food's flavors.
- Eat slowly to avoid overeating. If you eat slowly, you are more likely to recognize when you are feeling satisfied, or when you are about 80% full, and can stop eating.
- Don't skip meals. Going too long without eating increases the risk of strong hunger, which may lead to the quickest and easiest food choice, not always a healthful one. Setting meals at around the same time each day, as well as planning for enough time to enjoy a meal or snack reduces these risks.
- Eat a plant-based diet, for your health and for the planet. Consider the long-term effects of eating certain foods. Processed meat and saturated fat are associated with an increased risk of colon cancer and heart disease. Production of animal-based foods like meat and dairy takes a heavier toll on our environment than plant-based foods.

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PLAYING FOOTBALL WITH SEAGULLS

By Coach Cary Bayer
<http://www.carybayer.com>

As football is upon us, all eyes turn to the Super Bowl, and eating enormous amounts of food. But with Covid upon us as well we need to find safer ways to do football and food. Like I did some years back. Let me explain.

I used to play football with seagulls. Well, not exactly. I mean I never tackled a single one of these beach-dwelling birds. I never blocked one, blitzed one, or sacked one. What I did do, however, was play quarterback with them. And they made me the best quarterback I had ever been in my life.

When I was young—around adolescent young—I played running back in tackle football. I was never tall—still am not and doubt I ever will be now that I'm approaching the end of the third quarter of the football game of life. But I was very fast—the fastest boy in my school—and hard to bring down. When our football games switched to cement-sans helmets and shoulder pads-- tackle football was replace by touch football, and my position shifted to wide receiver, quarterbacks taking advantage of my speed, sure hands, and jumping ability. I scored lots of touchdowns on what were called fly patterns where I would just take off and fly past my defender. But I was always a lousy quarterback; I didn't have the arm strength or accuracy. Until I met the seagulls, that is.

These were birds in Hillsboro Beach, about an hour north of South Beach, where I moved at the turn of the century. By turn of the century, I'm referring, of course, to this one, not the last one; I said it was the third quarter of life I'm in, not quintuple overtime. These gulls were better than the pass catchers of the Eagles of Philadelphia, the Ravens of Baltimore, and the Seahawks of Seattle. The wide receivers from these National Football League teams have great speed; man can they fly. But the Seagulls of South Florida could really fly. Like literally. And

they could swoop, as well.

While the receivers of the NFL have sure hands—balls thrown at them that they can get their hands on are rarely dropped. But none of them are as sure-handed as my seagulls are sure-beaked. Never—and I mean never—did one ever drop a piece of bread or cracker that they managed to get their beaks on. And they managed to get their beaks on all kinds of bread I threw at them. I threw them down-and-out patterns, down-and-in patterns, and stop-and-go- fly patterns and I led them like the best quarterbacks ever. My pass completion percentage was nearly 100 percent. Eat your hearts out Tom Brady, Peyton Manning, and Joe Montana. They looked better than Julian Edelman, Marvin Harrison and Jerry Rice ever did.

Some of these gulls had gotten so comfortable with me that not only were they willing to play pass and catch with me, they were also willing to take the bread out of my hands. I don't mean that they swooped down and ate it directly out of my palm. That was a boundary we weren't able to cross. But many of them had gotten so used to me that they were willing to take it out of my fingers when I extended my hand high above my head. This gave them a margin of safety that they and I were willing to live with.

So when they took the bread, crackers, and rice cakes from my hands I was still acting as a quarterback. This time I was giving them hand-offs as if they were running backs. And they'd fly away with the ball of bread for first downs and touchdowns.

If you'd like to communicate non-verbally with non-humans I can recommend seagulls. If you play football with them you need to be a little patient. It's likely they're going to have to feel safe with you, and they may just take a little bit of time. But if you'd like to outdo Patrick Mahomes, Drew Brees and Aaron Rodgers go for it.



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Arizona Addiction Recovery	888-512-1705
AZ Women's Recovery Center (formerly NCADD)	602-264-6214
Aurora Behavioral Health	877-870-7012
Calvary Healing Center	866-76-SOBER
CBI, Inc.	480-831-7566
CBI, Inc. Access to Care	877-931-9142
Cohn Media	866-578-4947
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Dept.Problem Gaming	800-NEXTSTEP
Gifts Anon	480-483-6006
The Meadows	800-632-3697
Meadows Ranch	866-390-5100
Men's Teen Challenge	520-792-1790
Mercy Care	602-222-9444 /800-631-1314
Psychological Counseling Services (PCS)	480-947-5739
Recovery Ways	844-299-5792
Rio Retreat Center	800-244-4949
Scottsdale Recovery Center	888-663-7847
Sierra by the Sea	877-610-4679
Sierra Tucson	800-842-4487
Sober Living AZ	602-737-2458
Stewart Counseling Services	602-316-3197
Valley Hospital	602-952-3939
Teen Challenge of AZ	800-346-7859

RESOURCES

ACT Counseling	602-569-4328
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AZ Center for Change	602-253-8488
AZ. Dept. of Health	602-364-2086
AzRHA	602-421-8066
Building Blocks-BBC	602-626-8112
Chandler Valley Hope	480-899-3335
Choices Network	602-222-9444
Compass Recovery Center	800-216-1840
Cornerstone Healing Center	480-653-8618
Crisis Response Network	602-222-9444
The Crossroads	602-279-2585
Desert Drug Dog	602-908-2042
Fit FOUR Recovery	480) 828-7867
Governor's Office Youth, Faith & Family	602-542-4043
Hunkapi Programs	480- 393-0870
Lafrontera -EMPACT	800-273-8255
River Source	480-827-0322
Scottsdale Providence	480-210-5528
TERROS Health	602-685-6000
VIVRE	480- 389-4779

Therapists/Interventionists/Coaches


Dr. Marlo Archer	480-705-5007
Carey Davidson	928-308-0831
Dr. Dina Evan	602-997-1200
Dr. Dan Glick	480-614-5622
Julian Pickens, EdD, LISAC	480-491-1554

TUCSON

ACA	aca-arizona.org
Alcoholics Anonymous	520-624-4183
Tucson Al-Anon Information Service Office	520-323-2229
Amity Foundation	520-749-5980
Anger Management	520-887-7079
Behavioral Awareness Center	520 629 9126
Center For Life Skills Development	520-229-6220
Co-Anon Family Groups	520-513-5028
Cocaine Anonymous	520-326-2211
Cottonwood Tucson	800-877-4520
Crisis Intervention	520-323-9373
The Mark Youth & Family Care Campus	520-326-6182
Narcotics Anonymous	520-881-8381
Nicotine Anonymous	520-299-7057
Overeaters Anonymous	520-733-0880
Recovery in Motion	520-975-2141
Sex/Love Addicts Anonymous	520-792-6450
Sex Addicts Anonymous	520-745-0775
Sierra Tucson	800-842-4487
Sonora Behavioral Health	520-829-1012
Suicide Prevention	520-323-9372
Turn Your Life Around	520-887-2643
Workaholics Anonymous	520-403-3559

If you or a loved one are facing a crisis, we encourage you to call for professional guidance. Every moment counts.

Alcoholics Anonymous	602-264-1341
Al-Anon	602-249-1257
Tucson Al-Anon Information	520-323-2229
Adult Children of Alcoholics	aca-arizona.org
Arizona Addiction	602-737-1619
AZ Women's Recovery Center	602-264-6214
Bipolar Wellness	602-274-0068
Child Abuse Hotline – Support & Information	800-422-4453
Cocaine Anonymous	602-279-3838
Co-Anon	602-697-9550
CoDA	602-277-7991
COSA	480-385-8454
Crisis Help Line – For Any Kind of Crisis	800-233-4357
Crisis Text Line	Text HOME to 741741
Crystal Meth Anonymous	602-235-0955
Debtors Anonymous	(800) 421-2383
Domestic Violence	800-799-SAFE
Families Anonymous	602-647-5800
Gamblers Anonymous	602-266-9784
Grief Recovery	800-334-7606
Heroin Anonymous	602-870-3665
Marijuana Anonymous	800-766-6779
NDMDA Depression Hotline – Support Group	800-826-3632
Narcotics Anonymous/Phoenix	480-897-4636
Narcotics Anonymous/Casa Grande	520-426-0121
Narcotics Anonymous/Flagstaff	928-255-4655
Narcotics Anonymous/Prescott	928-458-7488
Narcotics Anonymous/Tucson	520-881-8381
Nar-Anon Family Groups	(800) 477-6291
National Youth Crisis Hotline	800-448-4663
Overeaters Anonymous	602-234-1195
PAL (Parents of Addicted Loved Ones)	480-300-4712
Parents Anonymous	602-248-0428
Phoenix Metro SAA	602-735-1681
RAINN (Rape, Abuse, Incest National Network)	RAINN.ORG
Rape Hotline (CASA)	602-241-9010
Sexaholics Anonymous	602-439-3000
Sexual Assault Hotline (24/7, English & Spanish)	800-223-5001
Sex/Love Addicts	602-337-7117
Sex/Love Addicts	520-792-6450
Sex Addicts Anonymous	602-735-1681
S-ANON	480-545-0520
Sober Living AZ	602-737-2458
Suicide Hotline	800-254-HELP
Suicide Prevention Lifeline	800-273-8255
Teen Life Line	800-248-8336



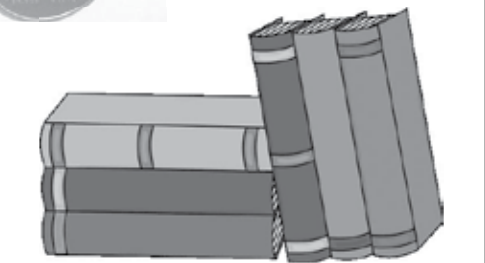
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