



Healing
Extreme
Atrocities
Requires
Training
Learning
And
New
Direction

Heartland Initiative

The Core Integrity Model

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Transforming Lives Impacted by Extreme Trauma

Preliminary Case for Support

The mind is its own place, and in itself, can make heaven of Hell, and a hell of Heaven.

John Milton, *Paradise Lost*.

DEFINING THE PROBLEM AND OPPORTUNITY

Suicide. Hospitalization. Substance abuse. Depression. These are only a few of the victim responses to trauma that our society struggles with today. The number of persons in the United States needing assistance for post-traumatic stress disorder and extreme trauma is growing. World events such as war, acts of terrorism, natural disasters, and the multi-generational impacts of abuse are all causes of trauma and are all increasingly prevalent in our world. According to the National Institute for Mental Health, approximately 3.6 percent of adults in the United States between the ages of eighteen to fifty-four, or approximately 5.2 million people, have symptoms of post-traumatic stress disorder during the course of any given year. Trauma has the effect of altering a person's awareness and perception of self and the world. The traumatic event often continues to affect the physical, emotional and mental health of survivors long after the event has occurred.

Facts at a Glance¹

- An estimated 70 percent of adults in the United States have experienced a traumatic event at least once in their lives and up to 20 percent of these people go on to develop post-traumatic stress disorder (PTSD).
- An estimated 5 percent of Americans—more than 13 million people—have PTSD at any given time.
- Approximately 8 percent of all adults—1 of 13 people in this country —will develop PTSD during their lifetime.
- An estimated 1 out of 10 women will develop PTSD at some time in their lives. Women are about twice as likely as men to develop PTSD.

Economic Burden

- The annual cost to society of trauma related anxiety disorders is estimated at approximately \$42.3 billion (in 1990 dollars), often due to misdiagnosis and under-treatment. This includes psychiatric and non-psychiatric medical treatment costs, indirect workplace costs, mortality costs and prescription drug costs.
- More than half of these costs are attributed to repeat use of healthcare services to relieve trauma anxiety-related symptoms that mimic those of other physical conditions.
- People with PTSD have among the highest rates of healthcare service use. People with PTSD present with a range of symptoms, the cause of which may be overlooked or undiagnosed as having resulted from past trauma.
- Non-psychiatric direct medical costs, e.g., doctor and hospital visits, are \$23 billion a year—the largest component of the societal costs of anxiety disorders, including PTSD.

It is estimated that there are more than three million survivors in the United States of what could be termed extreme trauma – one of every hundred persons. Extreme trauma experiences occur in a

¹ These statistics and the statistics used to illustrate the economic burden of trauma are in accordance with information from the Post Traumatic Stress Disorder Alliance, an educational group formed by the American College of Obstetricians and Gynecologists, Anxiety Disorders Association of America, The International Society for Traumatic Stress Studies, and the Sidran Institute.

range of settings that include family violence, organized crime, international and civil war, deviant ritual or social groups, and unethical medical practices. Physical captivity and mental manipulation may be present in any of these contexts to control victims and assure compliance and silence. Mental health workers currently use several treatment models and interventions that may be effective in treating some types of traumatic stress disorders. Patient outcomes, however, demonstrate that most of the traditional interventions are not effective in treating survivors of extreme trauma.

The cost of ineffective treatment for extreme trauma has a wide impact. Many survivors of extreme trauma spend years in traditional therapies ranging from outpatient counseling to hospitalization and may spend more than \$50,000 for treatment strategies that do not work for them.

The survivor suffers financially and emotionally when his or her problems are not adequately addressed, but he or she is not the only sufferer.

Family members and others close to the survivor are also affected when their loved one is not able to function normally and responds to events in ways that do not seem rational or predictable. Employers have survivor employees who are more likely to miss work and may be unable to function effectively when at work.

The community is impacted because many survivors exhibit anti-social behaviors, including drug and alcohol addictions or violence toward others.

Many survivors experience frequent hospitalizations, a cost that is usually assumed by insurance companies and public funds. It is clear that it is in the best interest of not only the survivor, but also the community to look for ways to provide effective treatment for those affected by extreme trauma.

HEARTLAND INITIATIVE'S RESPONSE

Professionals at Heartland Initiative have developed a new trauma therapy that is scientifically based, applies the most current consciousness research and has proven to be extremely successful in treating survivors of extreme trauma. **The Core Integrity Model**, which is used by Heartland trained therapists, is different in that it combines four stages of treatment with specific interventions that were developed through the insight of survivors and the therapists who worked with those survivors. These interventions empower survivors in a simplified, yet more effective, healing process. The stages of treatment and the related interventions help to maintain the survivor's ability to function in day-to-day life during the healing process. The model provides symptom relief, ego strength, memory resolution, increased satisfaction in life, and, ultimately, integrity restoration.

The Core Integrity Model is centered on the concept of the Core self, which refers to the unique personal identity of every individual manifested through physical, emotional, social, cognitive, and spiritual means. Every person is born with a unique identity that is the Core self. The Core self holds an individual's sense of humanity. It asserts autonomy, desires affiliation, seeks meaning, holds hope and lives by values. When a person is subjected to extreme trauma, coping mechanisms such as dissociation help to protect the survivor's Core self, but also prevent the Core self from fully expressing itself.

Understanding how trauma affects consciousness and the Core self is crucial to an effective treatment model. **The Core Integrity Model** consists of interventions that are related to four stages of treatment during which the Core self must be recognized, respected, and included for therapy to be effective.

1. In the first stage of treatment, the Victim Stage, Core self learns that one can move beyond being a victim in life circumstances. The Core self learns to establish internal and external boundaries for safety, sustains an orientation to the present, and joins in the therapeutic alliance for healing.
2. In the second stage, the Survivor Stage, numbing or acting-out behaviors such as substance abuse and self harm are addressed. The Core self, as an adult, is encouraged to actively pursue self-care and the need to build a healthy social network.
3. In stage three, the Driver Stage, the Core self takes charge of his/her own healing by using skills that allow memories to surface in a safe and controlled way for exploration and resolution of the impact of the traumatic events.
4. During stage four of therapy, the Thriving Stage, the Core self actively looks to the future, using the process to define purpose, meaning and integrity for life beyond trauma and therapy.

Unlike many therapy methods, **The Core Integrity Model** can be empirically tested. Heartland Initiative has the necessary client base and professional capability to empirically demonstrate the model's effectiveness. It is part of Heartland Initiative's long-term plan to seek funding for a longitudinal study. While a formal study of the Model's effectiveness has not yet been conducted, practitioners of the Model have observed dramatic results in the following standard measures of effectiveness:

- A. Reduction of physical symptoms and hospitalizations
- B. Reduction in addictions and numbing behaviors (including alcohol, drugs, shopping, extensive fantasy escapism, mindless repetitive behaviors such as computer games like solitaire)
- C. Regulations of Affect (Emotions)
 1. Less raging
 2. Reduction of intense anxiety
 3. Reduction in "loss of time" (i.e. inability to remember even recent periods of time)
- D. Increased capacity to function as an effective adult
- E. Increased ability to establish and maintain a solid social network
- F. Manifestation of thriving behaviors

MISSION OF HEARTLAND INITIATIVE

The mission of Heartland Initiative is to serve survivors of extreme trauma through educational programs that establish effective treatment, consultation services that facilitate therapeutic progress, research resources that document trauma contexts and phenomenology, and fundraising programs that create affordable services.

Most extreme trauma survivors will experience difficulties in sustaining relationships, career, health, and, above all, a sense of self. Heartland Initiative was founded to address the challenges that extreme trauma presents to survivors and clinicians, as well as those connected to the survivor.

In order to fulfill its mission, Heartland Initiative outlined the following four stages of growth. Currently, Heartland Initiative is engaged in Phase I.

Phase I

- Create a new Operating Board of Directors to provide leadership, support, and direction for the organization.
- Establish Heartland Initiative Advisors to help develop the organization, its programming and seed money funding.
- Establish seed money funding of \$300,000 for organizational planning and two years of start up capital. Heartland Initiative's 2007 Annual Budget has projected expenses of \$160,000 for seminar related expenses, including faculty, travel, consultation expenses and facilities. Projected income from seminars is \$36,000. The balance, or \$124,200, will need to come from program generated revenues, earned income, grants, sponsors and donor support.

Phase II

- Increase the number of therapists trained in The Core Integrity Model from 30 to 300 in order to meet the needs of survivors of extreme trauma and torture.
- Standardize the training modules and produce media to focus and expand professional training and development.
- Increase the effectiveness of consultation services through creation of resource manuals that will help survivor and therapist to identify specific contextual phenomenology and the interventions that facilitate symptom relief and control.

Phase III

- Expand the current resource library from 600 to 6000 volumes including visual aides and displays documenting trauma contexts and specific objects used to induce dissociative amnesia.
- Establish annual fundraising campaigns that result in a financial base that can be used to build awareness and understanding through training and longitudinal studies, develop a professional providers' network through consultations and scholarships for professionals committed to trauma treatment, and subsidize treatment of survivors on a sliding fee scale.

Phase IV

- Engage in fundraising to create an endowment fund of \$2 million in order to provide a stable financial base for services.
- Create a non-medical site to temporarily shelter survivors seeking a transitional environment of safety.

HEARTLAND INITIATIVE REPRESENTATIVE ACHIEVEMENTS: PRELIMINARY RESULT

In 1987, Dr. Routley began practical development and application of The Core Integrity Model with his clients. In 1998, a small group of therapists and consultants led by Dr. Routley and Mr. McCarthy began using The Core Integrity Model to treat trauma survivors. Heartland Initiative was the offshoot of the efforts of this group of pioneers. Incorporated in 2002, Heartland Initiative has provided direct consultation for thousands of survivors of extreme trauma. The scientifically based Core Integrity Model is many times more successful than previously available treatment methods. Most clients have been able to move past the trauma and begin the healing process. Many have even reached a stage where they are again able to live a life of thriving and hope.

Representative achievements / preliminary results: The following table provides an analysis of one therapist’s practice of both active and new clients dating from the 2002 incorporation of Heartland. Since 2002, this therapist has applied The Core Integrity Model to treatment of sixty-two clients. The following table provides an overview of the number of clients in each stage of therapy as of September, 2006. Clients in stages 1 and 2 have terminated therapy expressing satisfaction with that level of progress. Clients who are in stages 3 and 4 are actively engaged in treatment or have terminated because of successful completion of treatment.

Stage	No. of Persons	Therapy Objectives	Outcomes & Results
1. Victim	2 clients.	Establishing boundaries for safety, sustaining an orientation to the present, and strengthening the therapeutic alliance. (2 to 6 sessions)	This is the typical diagnostic and rapport-building phase of therapy. The client may stop when safety needs are met.
2. Survivor	16 clients	Reduce behaviors that perpetuate encouraged to address issues like self-care and the need to build a healthy social network. (6 to 30 sessions)	The client may terminate when he/she satisfactorily reaches the goal of stabilization and having tools to self-regulate in times of stress.
3. Driver	34 clients	Uses the interventions of <i>The Core Integrity Model</i> in ongoing intensive therapy to reduce the impact of the past on present day functioning. (20 to 90 sessions)	The client takes charge of his/her own healing by using skills that allow memories to surface in a safe and controlled way, for exploration and resolution of the impact of the traumatic event(s).
4. Thriver	12 clients	The Core self actively looks to the future, using the process to define purpose, meaning, and integrity for life beyond trauma and therapy.	The client is completing therapy at the pace desired with the purpose to reclaim the sense of meaning and thriving in life.

Table 1. The number of clients per each stage of therapy from an initial census of 62 beginning January, 2006. (Numbers will be updated as additional data is received, and upon completion of proposed longitudinal research.)

Success and Outreach

One survivor who received treatment using The Core Integrity Model shares the following:

After I experienced my first complete reliving of a traumatic event via therapy using The Core Integrity Model, I woke up the next morning and found that my mind was QUIET. I had never realized before how noisy my mind had always been, as if tuned to hundreds of different radio stations simultaneously. What was interesting throughout all of this was that except for the brief hospitalization, I was fully functional professionally, while all this was going on. I successfully hid it from all outsiders... With the help and immense patience of people outside of me, life once more entered, as slowly but surely as it had been leaving.

Another survivor states:

Prior to encountering The Core Integrity Model, I had received several years of counseling, but my counselor and I had reached an impasse. My symptoms of dissociation and panic increased to the point where I was unable to continue in my undergraduate program. Treatment with The Core Integrity Model allowed me to not only finish my undergraduate program, but also to go on and earn a law degree while actively working through the four stages of the Model. The Model's dual focus on both past trauma and day-to-day functioning made it possible for me to graduate in the top third of my class at a nationally ranked law school. Today I am a practicing attorney and am able to live a fulfilling, well-balanced life. Before treatment, when I closed my eyes, I heard children screaming; now when I close my eyes I experience a sense of peace.

In addition, part of Heartland Initiative's mission is to train professionals in the areas of mental health, public health, education, ministry, and law enforcement to better equip them to understand and assist survivors of extreme trauma. Training can take the form of providing consultation services to other therapists or through the training workshops that are held throughout the year. Professionals at Heartland Initiative also speak frequently at conferences. Heartland also serves as a resource center and repository for current research on the latest treatments. To date, Heartland has provided consultation and training services to more than 65 professionals.

A therapist who is currently using The Core Integrity Model as part of her practice states: It has changed my entire practice. I find that my clients have more confidence in their healing process because they have a lot more control over their symptoms. The Core Integrity Model allows clients to stay in the present (i.e. not regress) and still work on difficult memories without losing track of time or feeling unsafe. In addition, they have portable tools that can be used outside of therapy to help them through difficult times.

Heartland Initiative is active in providing financial assistance in the form of consultation scholarships to trauma survivors. The 2006 annual budget includes \$94,800 in consultant fees and travel expenses. Since 2002, the organization and its leaders have provided \$140,949 to help pay for treatment using The Core Integrity Model.

The Core Integrity Model greatly reduces the need for hospitalization, the severity of symptoms, and has simplified the process of healing. Heartland Initiative has a proven model for treatment of survivors of extreme trauma and much has been accomplished in the last four years. The mission and vision of Heartland Initiative is to build on current and past successes and to serve as a leading resource in the areas of education and treatment of extreme trauma.

CASE STUDIES

CASE STUDY #1: THE LITTLE GIRL

Situation

She came to the office where I then practiced therapy, referred to me by a concerned relative. She stood out in the waiting room, sitting there in her lacy church socks and the homemade dress that hung on her anorexic frame. She appeared to be in her early twenties, but I soon found out that she was a single, destitute mother in her mid-thirties. She earned a living scrubbing floors at a nursing home, trying to make ends meet enough to raise two small children . . . but unable to make it above the poverty line.

Approach

Within the first session, I assessed that she was a casualty of multiple personality disorder. I proceeded to grow a patient-client relationship applying The Core Integrity Model and closely monitoring progress. Within six months, she was making significant improvement.

Results

Today she is taking college classes. After all of her woes and the insights she gained, she has become a valuable worker at a local hospital, working toward her LPN with some of her own patients with an eventual goal of becoming an RN.

CASE STUDY #2: THE VETERAN

Situation

He had just been released from the State Mental Hospital after being hospitalized over thirty times during the course of sixteen years. He was a veteran with not only PTSD, but also had been diagnosed as psychotic and with severe depression. At the point where he was told he should stay at the State Mental Hospital permanently, he decided to give healing one last try and called my office. He did not really believe that I, the therapist, would take him as a patient. He was a brilliant man, who could no longer work due to the intrusive flashbacks and the sense of lost time that he was experiencing.

Approach

I decided to try to work through his issues using The Core Integrity Model in weekly therapy sessions and with the support of depression and borderline personality disorder groups. His problems were deep and obviously quite serious. It took several months before a positive pattern started to emerge.

Results

He, his wife, and children are now working closely together on developing a healthful family and he is energetically pursuing an online venture. He has “arrived” at being the loving father and husband he knew he could be—not the angry father that he was taught to be.

CASE STUDY #3: THE ROOMMATE

Situation

She was referred to me by her then current therapist. She was a young nineteen year old trying to “maintain” in college, but the social aspects of college life proved quite difficult. She could not understand herself, let alone her roommate. Her therapist knew that she suffered from multiple personality disorder and felt she needed a therapist nearby. That is where I (the therapist) came in. She struggled with relationships and the rules of friendships and roommates. There was considerable hurt and anger because the abuse of her childhood—experiences that really hampered here with her peers. She found herself to be a stranger on earth.

Approach

Through The Core Integrity Model, social skills, communication, and emotional intensity work (and her own self-nurturing) this young woman was brought out of her sociability mire. She responded particularly well to the self-nurturing.

Results

This young woman now has a four-year degree and works on her own with people who face similar challenges to what she faced. Her plan is to continue with therapy and apply for a master’s program in social work a year from now.

Current Leadership / Working Board

Lowell Routley, Ph.D., is the founder of Heartland Initiative and a recognized expert in the Midwest in the treatment of the trauma symptoms of post-traumatic stress and dissociative disorders. Dr. Routley has treated hundreds of trauma survivors since 1985. His training includes a B.A. in Psychology from Greenville College, Greenville, Illinois, a M.S. in Counseling Psychology from Southern Illinois University in Edwardsville, Illinois, extensive post-graduate hours in School Psychology at the University of Iowa in Iowa City, Iowa and a Ph.D. in Counseling Psychology from Walden University in Naples, Florida. He has been in private practice as an Iowa licensed mental health counselor for 34 years utilizing his training in the modalities of cognitive/behavioral therapy, biofeedback, trauma therapy, EMDR, and clinical hypnosis. Dr. Routley is a member of The International Society for the Study of Dissociation (ISSD) and The International Society for Traumatic Stress Studies (ISTSS), the two leading professional organizations in research and development of treatment and standards of care for extreme trauma. He holds membership and certifications in clinical hypnosis and Approved Consultant from the American Society of Clinical Hypnosis (ASCH). Dr. Routley founded and chaired the Iowa Study Group for Dissociation (an ISSD chapter) from 1987 through 1996. Dr. Routley began teaching professional seminars and consulting in 1990 on **The Core Integrity Model** which was one of the first Standards of Care in the treatment of trauma and dissociation. He was awarded Fellow status by ISSD in 1997 for his contribution to the field.

Jim McCarthy, M.A., is a social movements researcher and a co-founder of Heartland Initiative. He serves as a consultant to trauma survivors and their therapists and has more than 20,000 hours of patient consultation since 1985. Mr. McCarthy's interviews with survivors have been instrumental in identifying what interventions are effective in various contexts dealing with trauma. Mr. McCarthy has been based out of Boulder, Colorado since 1978 and is a graduate of the University of Colorado where he received a B.A. in Philosophy and Religious Studies. He holds a M.A. in Systematic Theology and Comparative Religions from the Aquinas Institute of Theology in St. Louis, Missouri. He has four years post graduate work at the Graduate Theological Union in Berkley, California and at the University of Colorado in Sociology and Social Psychology. During that time he was active in the research of cults and deviant movements and their techniques of indoctrination. Mr. McCarthy served on the staff of the Bethesda Hospital PsychHealth Institute in Denver, Colorado consulting initially on adolescent gang involvement and later for the trauma unit. Over the past twenty five years he has led numerous classes and seminars for federal, state and local law enforcement agencies, mental health professionals, as well as religious and educational institutions in the areas of deviance and contexts of trauma.

Pam Nelson O'Neil, MSW, is an Iowa licensed independent social worker, in private practice since 1986. A graduate of the University of Iowa, holding a B.A. in sociology and a Master's in social work with honors, she was responsible for setting up the crisis counseling line for the University of Iowa. Ms. O'Neil had extensive experience in working with traumatized children as a school social worker, a DHS investigator, and as a social worker at the Children's Home of Cedar Rapids before becoming an independent provider. In her practice, Ms. O'Neil works with trauma survivors along with maintaining general services in individual, marital, and family therapy.

Terri Harrison, MSW, is a retired Iowa licensed independent social worker. She has been a therapy provider to survivors of trauma since 1993. She was in charge of Mayo Clinic's Eating Disorders Program for five years prior to retirement. She was self-employed, the owner of her private therapy practice for seven years in the Midwest.

Debbie Steffen has served as the office manager for The Routley Center for the past sixteen years. Since the beginning of Heartland Initiative, Debbie has been a resource for financial accountability and helped establish the non-profit organization. She will continue to assist with the financial and records management of Heartland Initiative.

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ORGANIZATION DEVELOPMENT COUNSEL

Heartland Initiative has engaged TGP Philanthropy Group, a financial development, organization development and management consulting firm, to help prepare Heartland Initiative to seek seed money funding. TGP Philanthropy Group can be found on the internet at www.whatmattersmost.com.

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INTERNAL REVENUE SERVICE (IRS) DESIGNATION & EMPLOYER IDENTIFICATION NUMBER (EIN)

Heartland Initiative received its **IRS 501(c)3 not-for-profit charitable designation** May 7, 2003. Employer Identification Number: 72-1521519 DLN 17053365031002.

Heartland Initiative is initiating the process of transitioning from its start-up leadership group to a governance and growth board. Board and organization development are strategic objectives for Heartland Initiative's Phase I plan.

ROLE OF THE PROSPECTIVE DONOR

There are many opportunities for prospective donors, collaborators and sponsors to get involved with Heartland Initiative as partners in healing. Volunteer support as well as financial support will make a difference.

Prospective donors for Heartland Initiative will come from many different audiences including the following:

- Survivors and their families. As survivors are healed using **The Core Integrity Model**, the opportunity exists for them to give back to Heartland so that others may receive the same opportunities for healing.
- Mental Health Professionals and Organizations. Heartland Initiative supports mental health professionals by serving as a resource in the area of extreme trauma. Mental health professionals may in turn desire to support Heartland Initiative as they serve in this capacity.
- Health Care Providers and Insurance Companies. The expense of long-term therapies and hospitalizations can be substantial and still not provide healing to the patient. There is a benefit to health insurance companies to provide grants and other types of funding to a treatment method that is effective.
- Public Health Organizations (state and federal). There is a cost to society when effective treatments are lacking to treat survivors of extreme trauma. Left untreated, many survivors act out in anti-social ways. There is a vested interest on the part of public health organizations to financially support treatments that work.
- Public and Private Education Funders. The Heartland vision includes an educational component, both as it relates to survivors as well as their therapists. The education that Heartland Initiative provides expands access to more effective treatment of extreme trauma cases.
- Law Enforcement Agencies. In many cases, survivors of trauma exhibit anti-social behavior, including drug and alcohol use and violence toward others. An effective treatment program would help to ameliorate these and other criminal activity.

To reach its potential in restoring and transforming lives, Heartland Initiative will require support of various types and at multiple levels:

Volunteer Help with website maintenance, newsletter development, donor database development, grant writing and collecting documentation for the Context of Trauma Resource Center.

Sustainer Provide a monthly pledge amount that will provide a consistent base of support to enable Heartland Initiative to provide consultation on a sliding fee scale, making services more affordable to survivors.

Sponsor Provide consultation costs for one survivor at an average annual cost of \$1500. The average consultation follow-up is four years. If you wish to sponsor the consultation for one survivor, your annual gift will be applied to one individual. We will encourage the sponsored survivor to provide a progress update that will not reveal survivor identity for safety sake. We will assure you of the genuine existence of the person you sponsor through an independent CPA audit.

Philosopher Provide funds to offset the cost of training participating professionals. The cost for the two-year program averages \$12,000 per professional. The professionals who work with trauma survivors are unquestionably unique from their peers in levels of commitment and care. Heartland Initiative is committed to provide training that is affordable to such dedicated people. Equivalent costs for an equal number of continuing education credits from other educational providers is \$2,000. None of these programs provides therapists with the depth or personalization of training and support, that Heartland provides.

Developer Provide funding support for the Contexts of Trauma Resource Center. The estimated cost for 2006 is \$3,600. These funds are used to add books, audio-video media, journals, news sources, and objects associated with trauma. Trauma context resources include material on family abuse, deviant religious groups, organized crime, deviant social movements, and deviant individuals within normative movements, bioethics, and illegal medical research.