

2020

Appreciative Inquiry of an Exemplary Trauma Informed Wellness Center Created for the Community and Families Affected by a School Shooting

Halle Solomon

Follow this and additional works at: https://nsuworks.nova.edu/shss_dft_etd

 Part of the [Marriage and Family Therapy and Counseling Commons](#), and the [Social and Behavioral Sciences Commons](#)

Share Feedback About This Item

This Dissertation is brought to you by the College of Osteopathic Medicine at NSUWorks. It has been accepted for inclusion in Department of Family Therapy Dissertations and Applied Clinical Projects by an authorized administrator of NSUWorks. For more information, please contact nsuworks@nova.edu.

Appreciative Inquiry of an Exemplary Trauma Informed Wellness Center Created for
the Community and Families Affected by a School Shooting

By

Halle Rachel Solomon

A Dissertation submitted to the College of Arts, Humanities, and Social Sciences of
Nova Southeastern University in Partial Fulfillment of Requirements for the Degree of
Doctor of Philosophy

Nova Southeastern University

June 2020

Copyright

By

Halle Rachel Solomon


June 2020

Nova Southeastern University
College of Arts, Humanities, and Social Sciences


This dissertation was submitted by Halle Solomon under the direction of the chair of the dissertation committee listed below. It was submitted to the College of Arts, Humanities, and Social Sciences and approved in partial fulfillment of the requirements for the degree of Doctor of Philosophy in the Department of Family Therapy at Nova Southeastern University.

Approved:


06/16/2020
Date of Defense



Tommie V. Boyd, Ph.D.
Chair




Anne Rambo, Ph.D.



Christine Beliard, Ph.D.

07/06/2020
Date of Final Approval



Tommie V. Boyd, Ph.D.
Chair

Acknowledgments

This journey was arduous and enlightening process that tested my abilities throughout this prolonged period of time. The completion of this dissertation would not have been possible without my support system, which includes my encouraging family and incredible mentors. Above all, this study that was once just a dream for me, would not have turned into a reality if it were not for the unconditional support of my parents, Marla and Michael Solomon. They were endearing and confident in my capabilities every step of the way, and I could not be more thankful for that. Mom and Dad, I love you to the moon and back and the entirety of this dissertation is dedicated to you. Additionally, my sister, Carli, served as a crucial aid during this time. She looked up to me as a big sister and a role model, motivating me every day to pursue my doctoral degree.

To my husband, Kyle Roebuck, you are my rock, my world, and most importantly, my meep. Thank you for the years of patience, support, and love. You have given me the strength and courage every day to achieve one of the greatest challenges of my life. Our cherished puppy, Benny, also earned special acknowledgment for the many hours he spent by my side and for keeping me calm during this journey.

I want to thank my Grammy and Poppy, Myra and Irwin Stolzenberg, who have given me more than they will ever know to help me succeed in life. Grammy and Poppy, I could not have done this without you, and I am so happy to share this milestone in my life with my two schmodoodles.

A big thank you and recognition to my two mentors, Wendy Jenkins and Dr. Justin Kohlhagen, who believed in my research and allowed me to utilize Eagles' Haven to spread the mission of rediscovering wellness and restoring hope. Wendy, there are not

enough words to express the level of gratitude and appreciation I have for you. You have helped me become the researcher, clinician, and person I am today by always pushing me and never allowing me to be ordinary. Your continued words of wisdom and support have pushed me through this journey. Your unwavering commitment to the community over the last 35 years inspires me for my future. Justin, thank you for being my right-hand man through this entire process. Your wisdom, feedback, and constant support on this path of receiving my doctorate has been invaluable. Thank you for listening to me for hours on end and challenging me to make this research project great.

My endless gratitude to Sarah Franco, JAFCO's founding Executive Director, who pushes us to work harder and provide unparalleled levels of support to those most in need. I would also like to thank all of our partners in this process including the Children's Services Council of Broward County who make this work a reality on a day-to-day basis. It is because of these visionaries that the community has found a place to begin healing. This study was intended as a vehicle to better understand how to help the community. It would not have been possible without the framework they provided.

To my chair, teacher, supervisor, supporter, and mentor, Dr. Tommie Boyd. Thank you for believing in my research and creating a safe place for me to truly be myself. Thank you for showing me what it means to follow your passion and dreams. You challenged me each and every day to find my voice in this research, and for that, I am so grateful. I would also like to express my deepest appreciation to my committee, Dr. Christine Beliard and Dr. Anne Rambo. Thank you for your continued feedback and support.

To conclude, I want to send a special thanks to all of the participants of this study who shared their stories with me and allowed me to enter their worlds in order to obtain my research. I sincerely hope you feel that I have honored the experiences that were so thoughtfully shared. Thank you for the essential work you are doing at Eagles' Haven in promoting community healing, wellness, and resilience.

Table of Contents

Acknowledgments	iv
List of Tables	x
List of Figures.....	xi
CHAPTER I: INTRODUCTION	1
Background of the Problem.....	1
Broward County School District	2
Eagles’ Haven Wellness Center	3
Jewish Adoption and Foster Care Options (JAFCO)	5
Children’s Services Council of Broward County	6
Shootings in the United States.....	7
Self of Therapist	8
Purpose of the Study.....	10
Focus of Chapters	11
CHAPTER II: LITERATURE REVIEW.....	13
Mass Shootings and Its Effect on Society	14
Trauma and Trauma Informed Care Approach	17
Resilience and Post Traumatic Growth	19
Treatment and Trauma Recovery for Mass Shooting Survivors	21
The Need for Post-Event Resilience Centers	24
Exemplary Trauma Informed Wellness Center	25
Marriage and Family Therapist and Trauma	27

CHAPTER III: METHODOLOGY	28
Qualitative Research.....	28
Appreciative Inquiry Methodology	28
Theoretical Foundation of Appreciative Inquiry	30
Research Design and Appreciative Inquiry	32
Self of the Researcher.....	34
Data Collection.....	36
Data Analysis.....	39
Quality Control.....	42
Summary.....	43
CHAPTER IV: RESEARCH FINDINGS	45
Data Analysis.....	45
Discovery Phase	46
Dream Phase	54
The Design Phase	58
Destiny Phase	64
Research Patterns and Themes	69
Summary of Findings	73
CHAPTER V: DISCUSSION AND IMPLICATIONS OF THE STUDY	75
Researcher’s Reflection.....	75
Strengths and Limitations of the Study	77
Clinical Implications	79

Implications for Future Research	80
Concluding Thoughts	82
References	83
Appendices	90
Appendix A: Site Approval Letter	91
Appendix B: Consent Form for Participants in the Study	92
Appendix C: Interview Questions	97
Biographical Sketch.....	99

List of Tables

Table 1: Commitment to Community and Organization theme breakdown.....71

List of Figures

Figure 1: Eagles' Haven Team.....	27
Figure 2: Problem Solving Approach vs. Appreciative Inquiry Approach.....	32
Figure 3: Appreciative Inquiry 4-D cycle.....	34

Abstract

Gun violence has flooded our society with human-caused disasters, making mass shootings an unfortunate new normal. In the wake of large-scale shootings, the United States Government and other agencies provide financial support and resources to the affected community in hopes of bringing solidarity to the fractured system. This financial reinforcement and other funding sources have been utilized to build resiliency centers within a certain distance of the unnerving events. Resiliency facilities play a pivotal role in helping communities recover from human-caused disasters such as mass shootings. These resources are becoming customary across the country, with resiliency centers in Newton, CT, Orlando, FL, Las Vegas, NV, Aurora, CO, El Paso, TX, Pittsburgh, PA and Charleston, SC. Studies have highlighted the rise of mass shooting events in today's society but research about resiliency centers, healing, and recovery processes after such an event is lacking. Between 1982 and 2011, a mass shooting occurred roughly once every 200 days; however, between 2011 and 2014, that rate accelerated, with at least one mass shooting every 64 days (Cohen, Azrael, & Miller, 2014). This study was conducted to bring awareness of the individuals who dedicate their time to an exemplary wellness center that promotes healing, hope and resilience for the survivors of the Marjory Stoneman Douglas shooting. The purpose of this study was to share and explore the voices of an exemplary trauma informed wellness center team on what works well at a resiliency center that promotes healing, hope, and resilience for the survivors and families of the Marjory Stoneman Douglas High School shooting. Using appreciative inquiry as the method of data collection created a deeper understanding of the team's experiences of what is working and future dreams for the

organization. The findings of this study answered the research question as well as highlighted the teams collective theme of being committed to the community and organization and future goals of the organization. Further research will also support additional training and understanding of the role of resiliency centers nationwide following an act of mass violence.

CHAPTER I: INTRODUCTION

Background of the Problem

My work, experiences, and values have set me on a path that focuses on helping individuals and families that have overcome adversity and trauma. My passion for trauma work is what led me to where I am now in my career. Jewish Adoption and Foster Care Options (JAFCO) is where this work and passion started. For many years, I worked with families who had children with developmental disabilities and children in our on-site group homes. During this time, I noticed an emerging interest in systemic resilience as each family I worked with went through some trauma in their life. I have learned that each one of us has had some trauma in our lives, but who we are today is not because of the trauma but of how we continued on with life even when it felt impossible. Each client taught me a different aspect of trauma work and the sense of resilience we all have. In December 2018, my role at JAFCO shifted to a position that challenges me to assist families in exploring hope and resilience following a terrible act of community mass violence. This community needed a chance to rediscover wellness and restore hope and deserved the opportunity.

On February 14th, 2018 the community of Parkland and Coral Springs, Florida suffered a loss that many believed could never happen. On this day, a shooter opened fire on Marjory Stoneman Douglas High School (MSDHS), killing 17 and injuring 17 individuals. The entire community was shifted from this tragedy. MSDHS is home to 3,206 students and for many considered a safe haven. In the blink of an eye, a school considered to be one of the safest schools in Broward County, Florida became something that many could not fathom. I remember the days following the tragedy

having to find a way to help the people of this community. In December of 2018, I was offered to be a part of project that could create hope in a community that believed it was gone.

Broward County School District

The Broward County School (BCS) District is the second largest school district in Florida and is sixth largest school district in the country. BCS has approximately 271,517 students enrolled. Prior to February 14th, 2018, BCS already had many support systems in place for children and families that needed support services. The Family Counseling Program (FCP) located in Fort Lauderdale, Florida functions under the belief that a mentally healthy student learns better; furthermore, research has found that when someone experiences emotional difficulty this leads to problems in their daily functioning.

MSDHS is the third largest public high school in Broward County with 3,330 students currently enrolled (Marjory Stoneman Douglas, n.d). Understanding the size of the school helps conceptualize the number of individuals effected within every system. This was not an isolated city incident but one that effected the entire county, state, and nation. Following February 14th, 2018, it was clear that many of the students were having emotional difficulty as their place of learning was attacked. The Broward County Resiliency Center opened in Parkland, Florida following the tragedy as was led by BCS. The Resiliency center was led by trained clinical professionals to offer mental health and trauma support for the community. BCS also opened an on-site wellness center at MSDHS to provide in school mental health and trauma support.

Eagles' Haven Wellness Center

In March 2019, Eagles' Haven wellness center was opened in Coral Springs, Florida to provide a place of healing and wellness to the community of Parkland and Coral Springs, Florida. Eagles' Haven is a community wellness center created solely and mindfully for the MSDHS community giving current, future and former students, parents, family members and faculty one responsive and nurturing place to call or drop in for any supportive service or wellness needs seven days a week, free of charge. Services at Eagles' Haven include, support groups for the entire family, wellness and resiliency workshops, family and individual consultation, in-home private consultations, school advocacy, crisis support, private and group walk-ins, and an array of wellness experiences. Eagles' Haven is lovingly powered by Jewish Adoption and Foster Care Options (JAFCO) and funded by the Children's Services Council via a federal grant.

The point of Eagles' Haven was to create a place that's a safe haven so you can go and feel supported. There are many different ways of dealing with trauma, different ways to reach different people. This philosophy provides the foundation of creating a space that fits everyone's individual needs. Eagles' Haven is not a therapy center, but more of a sanctuary where people still recovering from the tragedy can try out all different kinds of wellness classes seven days a week and all services are free. Eagles' Haven offers a potpourri of wellness classes and support groups designed to help alleviate feelings of trauma and move participants toward a path of healing. These wellness classes are therapeutic in many ways as each class provides relief reported by many of the clients who have participated in them. If someone feels like talking to a

counselor, they can do that too as the options of relief are limitless. In home services, support groups, education events, crisis support, and all walk ins are welcome at all times.

Following an act of mass violence such as MSDHS shooting, different programs become available for those effected by the shooting. These programs and funding sources are through the Victims of Crime Act which has many different ways to provide added support following a tragedy. Through the United States government an Antiterrorism and Emergency Assistance Program (AEAP) was created to provide funding to the communities effected by violence. In assessing each act violence and the cities it affected there has been a clear to focus on community short- and long-term needs. This need led to the U.S. Department of Justice's Antiterrorism and Emergency Assistance Program, part of the Office for Victims of Crime, to conduct a formal assessment of the needs following these tragedies. This assessment created a framework for recovery efforts, which included a resiliency center for many of the cities effected by mass violence.

In March 2017 the Antiterrorism and Emergency Assistance Program provided the community of Orlando, Florida \$8,466,970 dollars to provide important support to the victims, their loved ones and communities who were affected by the Pulse Night Club shooting on June 12, 2016. This money was utilized to create the Orlando United Assistance Center in Orlando, Florida and reimburse victim services costs for the operation of the Family Assistance Center and will help victims, witnesses, and first responders receive necessary services to help with the healing process and cope with potential re-traumatization. The Orlando United Assistance Center is open currently and providing an array of services to the community. Resiliency Center of Newtown,

Connecticut was created following the Sandy Hook Elementary School shooting. This center was created to promote long-term healing to anyone impacted by the tragic events of December 14, 2012, providing the resources so that every individual reaches their full potential. The newest resiliency center opened on October 1, 2019 in Pittsburgh, Pennsylvania. 10.27 Healing Partnership opened its doors providing support for those effected by the massacre at the Tree of Life building on October 27, 2018. 10.27 mission is to foster a sense of community well-being by providing opportunities for reflection, support, and connection for individuals and their loved ones impacted by the attack.

Resiliency Center of Newtown, Orlando United Assistance Center, 10.27 Healing Partnership, and Eagles' Haven Wellness Center are just three examples of resiliency centers created following a mass shooting. Aurora and Columbine Colorado, Las Vegas Nevada, and El Paso Texas are other areas around the country that have local resiliency centers to provide community support.

Jewish Adoption and Foster Care Options (JAFCO)

Twenty-seven years ago, JAFCO was opened with a very clear goal in mind which is the importance to care for abused and neglected children in the community. Ronald D. Simon the President and founder of JAFCO, grew the idea of providing a place for children following his years of work with social services and child welfare. JAFCO took root in 1992, with the help of Nova Southeastern staff Sarah Franco and Wendy Jenkins. The proven success of The JAFCO Children's Village, located on a five-acre site in Sunrise, Florida and providing a wide range of services for abused and neglected children, and may possibly stand as the model for future state-run foster care programs nationwide.

Five years ago, The JAFCO Children's Ability center opened which is a center committed to serving all children, from birth to age 22, who have been diagnosed with a Developmental Disability including Autism Spectrum Disorder, Intellectual Disability, Cerebral Palsy, Spina Bifida or Prader Willi, developmental delays and those at risk. The JAFCO Children's Ability Center supports families raising children with developmental disabilities by providing family enrichment, resources, and respite care all within one state-of-the-art center.

JAFCO continues to expand with offering expertise in the areas of family strengthening and case management to the Greater Philadelphia and Southern New Jersey communities. Families in crisis are offered an immediate intensive response from our social work team, providing a safety net for children and families who are facing overwhelming challenges.

JAFCO's newest adventure Eagles' Haven is shaped with the same goals as the other locations. The Eagles' Haven Wellness Center is just over a mile away from MSDHS. Eagles' Haven is a place that gives those with a connection to MSDHS a nurturing place to seek support. Eagles Haven provides a place to rediscover wellness and restore hope as this is the core mission of the center. JAFCO believes that the care of children in our community is our responsibility, one we accept with joy, pride, and love. Giving every child a place to belong is the goal of all JAFCO locations.

Children's Services Council of Broward County

The Children's Services Council of Broward County (CSC) is an independent taxing authority established by Florida voter's referendum in 2000 and reauthorized in 2014. The CSC's mission is to provide leadership, advocacy, and resources necessary to

enhance the lives of the children of Broward County, Florida and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of quality care. CSC funds close to a hundred programs that serve children and families within Broward County, Florida. CSC advocates for policies that protect the interests of current and future generations of Broward County, Florida and provides leadership that brings the child-serving community together.

The CSC works in partnership with many community-based agencies such as JAFCO to help create a positive change among many relevant issues within society. Cindy Arenberg Seltzer is the President/CEO of the CSC since its opening in 2000. Cindy had a clear vision when wanting to create a center for the Parkland/Coral Springs community as her involvement in the community prior to February 14, 2018 and after highlighted a clear need for a resiliency center that welcomed community healing. With Cindy's vision and JAFCO's expertise in offering services this created a movement of shifting Cindy's vision into a reality. The CSC is the backbone agency for Broward County's children's and families.

Shootings in the United States

Mass shootings in the United States has become a national issue due to the influx of shootings that have occurred in the last decade. In 2018, there was approximately 340 shootings in the United States according to the Gun Violence Archive and data from the FBI database confirms that between 2000 and 2013 mass shootings rose dramatically: there were 115 active-shooter incidents between 2010 and 2013, compared to 45 from 2000 to 2007 (Blair & Schweit, 2014). The MSDHS shooting is just one example of an act of mass violence in the United States that resulted in 17 individuals murdered, 17

individuals injured, and thousands of emotionally scarred survivors. The consequences of mass shootings are lifelong for many that require different forms of treatment and support. Shooting incidents such as the one at Sandy Hook Elementary School in December 2012 and the Aurora, Colorado movie theater tragedy in July 2012 have focused attention on federal policy issues with heighten emphasis on this being a public health issue (Bagalman, Bjelopera, Caldwell, Finklea, & McCallion, 2013). In September, 2014, the Federal Bureau of Investigation released research title: *A Study of Active Shooter Incidents in the United States Between 2000 and 2013* and in their report, they highlighted that mass shooting incidents has been growing over the past 14 years (Chavez, Khan, Lievano, Mubayi, & Towers, 2015).

Self of Therapist

Prior to the opening of Eagles' Haven my curiosity about resiliency following a mass shooting was not only professional but personal. My cousin attends MSDHS and was a freshman at school on February 14th, 2018. He went to school that day to celebrate Valentine's Day with his peers but this joyous day that celebrates love was turned into a day of mourning and tragedy for him. The days following, I saw how this event shifted him, and the lingering effects this would have on him for the years to come. Two years have gone by since the tragedy and the event has more of an impact on him today than it did two years ago this highlighting the long -term effects this causes. The impacts of this event not only effected the individual but each individual's system they are a part of which spread nationally. I needed to further understand how other communities coped and moved forward following such an event. Holguin and Mezulis (2017) discussed the prevalence of community traumatic events such as

school shootings has increased in the last decade; yet, a major number of people report some kind of positive shift such as a heightened appreciation for life after these traumatic events, thus some people having the ability to adjust adverse experiences into personal growth. I was most interested in how Eagles' Haven and the other centers throughout the country assisted with this shift and if this shift existed. The aftermath of a traumatic event is so clearly discussed by the media; however, the discussion of growth following shootings and the role of local resiliency centers is a conversation that has not been held. This leaving many unaware of the different supports available for the community following such a trauma. Society tends to associate trauma with poor behavior; however, in many cases this is far from the truth. These assumptions continue to exist due to there "being a limited understanding and consideration of elements associated with successful recovery and resilience from adverse circumstances, particularly regarding the intersections of large-scale human-made disasters" (Anderson, 2018, p. 2).

My own experiences with trauma and particularly MSDHS have placed me in a position to hear other people's stories, needs, wants, and dreams. I could never understand what each person felt during that day, following that day, and continue to feel; however, I can be a part of a community reframe that creates an outcome of hope and resilience. By having conversations, it honors the trauma and allows for each person to heal in a way that is right for them. These moments allow me to have a better understanding of why these resiliency centers were opened and the need for them. Expanding the knowledge about the support systems there not only assists professionals to help another community in need. Eagles' Haven was created with the

foundation of meeting each person where they are and to be there for them every step of the way. It is important that people know places like Eagles' Haven exist and the purpose of these centers.

Purpose of the Study

The role of Eagles' Haven is to provide support in many different forms in an environment that promotes healing and wellness for the MSDHS community. A deeper understanding of what is working and why it is working at Eagles' Haven will help community members understand the deeper role of Eagles' Haven and potentially provide a framework for other resiliency centers opened around the country. Conversations about mass shootings in the United States, particularly school shootings, should not be a temporary reflection but one that discusses preventative action and post community work (Leiner, Vega & Johannsson, 2018). This research focused on the post community trauma work and how this work could be utilized as a model for other resiliency centers around the country. Strength based practices, trauma informed care, and post traumatic growth are highlighted throughout as this a major component to the work being done at Eagles' Haven. Although the body of research examining mass shootings and resiliency centers is limited the need for further research is clear and the room for growth in this area creates a space for an abundance of knowledge and deeper exploration. The purpose of this study was to allow the voices of an exemplary trauma informed wellness center team to be heard on what works well at this center in promoting healing, hope, and resilience for the survivors and families of the MSDHS shooting.

Focus of Chapters

Chapter I provided an overview of how this research idea and topic came about. My experiences and interest discussed in Chapter I provided a foundation to why this study was important to me. Chapter I discussed the prevalence of mass shootings in the United States, and the importance for the community to know about the services that are offered not only in Parkland and Coral Springs, Florida but nationally. Chapter II reviewed the literature available on mass shootings in the United states, trauma support following a mass shooting, the importance of community and individual resilience, and the significant tribulations associated with mass shooting survivors. This chapters identified the gap in literature and the necessity for further research on wellness centers created following a mass shooting. Chapter III focused on the research methodology that was used in researching of an exemplary trauma informed wellness center created for the community and families effected following a mass shooting. This chapter further explored information about the methodology that was used in this research, the role of researcher, data collection, participants, and data analysis. In Chapter IV, by the utilization of interviews from staff I provided an in-depth analysis of the data collected. The data was analyzed by using a qualitative research design from an appreciative inquiry approach. The data was analyzed by coding themes and patterns in order to review what works well at Eagles' Haven. The transcriptions following the interviews were used to further explore the themes in different cycles to ensure reliability and validity within the data. In Chapter V, I discussed the importance of this research and its relevance to society. The limitations of this study were explored from the researcher perspective and the team members at

Eagles' Haven. The implication of future research on this topic provided a deeper understanding of the need for further research.

CHAPTER II: LITERATURE REVIEW

Mass shootings are rare violent behaviors compared with other crimes that happen in society, these acts of violence adversely impact the society as an entire system. There have been only a handful of published studies that identified risk factors following a mass shooting, and almost no published studies on the role current resiliency centers play in communities effected by mass violence. This limiting societies knowledge on these resiliency centers and how they are helping many communities nationwide.

Disasters are events that are often unplanned, large, cause death and injuries, and long-term trauma. Currently there is one definition of disasters in the literature and research, which is that disasters share three key characteristics of large-scale traumatic events. First, disasters threaten harm or death to a large group of people, regardless of the actual extent of lives lost. Second, they affect social processes, causing disruption of services and social networks. Third, they involve secondary consequences, namely identifiable mental and physical health outcomes, among those affected. A human made disaster that has grown in the recent decade is the disaster of mass shootings. A human made disaster or also known as mass violence tends to have the most mental health effects across the board versus a natural disaster. Mass Violence affects large groups of individuals at the same time, whether they were survivors or witnesses of the event where it occurred or followed through the media outlets, thus creating an epidemic for the population. There is a clear need for studies in the aftermath of high-impact events such a mass shootings; for example, in 2012 shootings at the Aurora movie theater and Sandy Hook elementary school events had unusually high numbers of casualties but there is no research on the aftermath of these event; however, the reason for this may be that

researchers and institutional review boards might be hesitant to conduct these type of studies in the aftermath of such events due to concerns of the nature of the topic being studied (Lowe & Galea, 2017).

Mass Shootings and Its Effect on Society

Though the body of research examining mass shootings is very limited, several researchers have taken important first steps in studying the effects (Elsass, Schildkraut, and Stafford, 2015). The limited understanding of mass shootings may have hindered the progress in dealing with this rising threat to the public health and understanding its effects on society. A study found that the United States has one of the highest rates of firearm deaths, suicides, mass violent acts, and homicides among the world's 34 advanced countries (Apodaca, Cohen, Muschert & Shultz, 2013). Mass violence challenges the integrity of a society at multiple levels and exposes us as we as a society struggle to survive, heal, cope, and rebuild, which usually effects the generations to come demonstrating mass violence not being an isolated incident (Landau, Mittal & Wieling, 2008). Many Americans, as well as people around the world, have experienced some kind of human-caused disaster in their lifetime. One team of researchers reported that 50.5 percent of Americans in a national sample had experienced a natural or human-caused disaster (Kilpatrick et al., 2013). This signifying that a little over half of the population in the United States has had to face some type of trauma. A survey study found that 22 percent of respondents reported experiencing a mass violence related trauma (McCall-Hosenfeld, Mukherjee, & Lehman, 2014).

Media plays a role in the spread of trauma as once an event occurs it is televised nationally for the public to see for the many weeks to follow. For example, after the

MSDHS shooting the first news channel aired the event within 30 minutes of the event starting. The day following the MSDHS shooting, national school attendance dropped drastically due to nationwide fear of the potential of another shooting to happen. In 2012, the amount and intensity of interest, at least from a news perspective, surrounding a mass murder event, specifically, a movie theater ram-page in Aurora, Colorado, in July and then a public school massacre in Newtown, Connecticut, in mid-December created a national trauma frenzy that caused a spread of fear (DeLateur & Fox, 2014). The media has an effect on society following mass violence as the event is played repeatedly for the days to come causing a great deal of anxiety for those watching. After mass shootings, the public is exposed to extensive news coverage of the shooting event, this includes graphic videos and testimonial that can be traumatizing. The aftermath of mass shootings is often viewed as a window of opportunity to gain support for different policies, but it also exacerbates negative attitudes toward persons with serious mental illness due to the stories exposed throughout the news. The public is exposed to a torrent of news stories describing the shooter with serious mental illness. These portrayals of the shooting events raise public support for gun control policies but also contribute to negative attitudes toward those with serious mental illness. A recent study found that negative public attitudes have been linked to lower treatment rates among persons with serious mental health conditions following media exposure after a mass violence incident (Barry, McGinty, & Webster, 2013).

As Walsh (2007) discussed, recognizing the widespread impact of mass violence will help others to understand the ripple effect these experiences of violence cause and realizing the role these tragedies can play in society long-term. The role shootings have

on society long term can be highlighted by reading the research on the Columbine High School massacre that happened twenty years ago on April 20, 1999. Over the years, Columbine has also become a case study in the long-range trauma inflicted by such an event and in the months after the shootings, reporters wrote frequently about the challenges faced by the most seriously injured Columbine students, a wealth of inspiring stories about healing and recovery; however, there's been surprisingly little written about the less obvious wounds some survivors still grapple with to this day, including panic disorders and PTSD, depression and substance abuse (Prendergast, 2019). The long-term effects of post-traumatic stress disorder on veterans has been a widely studied area in order to better understand the supports needed for veterans. The level of post-traumatic stress symptoms among veterans is estimated to be between 15 and 20 percent and some suspect it's much higher among survivors of school shootings this not just among those directly terrorized by the shooters, but also across a spectrum of people (Prendergast, 2019). This highlighting an intense need for further research on mass violence and its effect on society. When the Columbine, Colorado shooting happened, there was very little information and understanding of the challenges the survivors of such an event might face, and few resources were available beyond the grief counselors (Harter, Low, & Whitesell, 2003). There was very little information on how one event not only effects the individual but the effects the act of violence had on an entire system. Today, there is still limited research on the needs of individual survivors and the entire community following a mass shooting, but more resources have become available with the advancements of society. Further research on how acts of violence like a mass shooting effect a larger system will help with what resources are appropriate to assist with a

community after a tragedy. Traumatic events can affect an individual in many different ways, and a mass trauma that affects many people has ramifications not just on individuals, but the groups affected, and the larger system (Day, Lawson, and Burge, 2015).

Trauma and Trauma Informed Care Approach

The word trauma comes from the Latin word for wound and with traumatic experiences, the body, mind, and spirit can be wounded (Walsh, 2007). Trauma can be described as an individual's perception of an event as threatening to oneself or others (Karas, 2008). Trauma is a complex reaction that impacts everyone differently. Experiences are perceived differently by every individual. What one individual considers to be a trauma another person may not. For example, thousands of students experienced the tragedy at MSDHS but each of them perceived that experience differently. Trauma is often accompanied by many losses this loss can be a one-time occurrence or the trauma can be ongoing. Individuals who do not witness an event first-hand can also suffer from what is known as vicarious trauma which involves for many a high-level self-blame and guilt that follows them daily. Human beings throughout the world, regardless of ethnicity and cultural background, have reactions to stressful and traumatic experiences (Karas, 2015). Society tends to associate trauma with poor behavior; however, in many cases this is far from the case. These assumptions continue to exist due to there "being a limited understanding and consideration of elements associated with successful recovery from adverse circumstances, particularly regarding the intersections of large-scale human-made disasters" (Anderson, 2018). Recovering from a large-scale human made disaster is not like recovering from the common cold it is

a life-long journey that needs constant adjustment and attention. Barbara Wainrub (2006) discusses that, one of the most important things we can do with traumatized individuals is to guide them on how to create their own “safe place” before they start to approach the pain of the trauma (P.106). The idea of having a safe place is the core of trauma work and having an understanding of the loss of safety many have faced due to the trauma because the reality is the same place that can help an individual feel safe may have been destroyed. For example, the MSDHS shooting took away for many their safe place, which was their school, a place they spent most of their days and was seen as place of learning but now for many is associated with fear.

Trauma informed care is a perspective that has emerged in the mental health field that is providing a level of care that meets each person where they are at. People experience horrific events and health professionals openly acknowledge this information in recent years, with this deeper understanding of individuals experiences there has been a shift in the field with the concept of trauma informed care. Trauma informed care refers to a paradigm shift that encourages mental health providers to approach their clients’ life distress with a deeper understanding of the impact trauma can have on the entire human experience (Evans & Coccoma, 2006). The National Center for Trauma-Informed Care (NCTIC) highlights this shift of thinking as moving from asking, “What is wrong with you?” to, “What has happened to you?” (NCTIC, n.d.). In order to make this shift, we must: move away from a pathologizing approach of trauma survivors in order to begin to recognize physical, relational, and emotional symptoms that may be a result of trauma exposure but are often overlooked. In the state of Florida, The National Center for Trauma-Informed Care has shifted the entire state as trauma informed care was officially

adopted by the Department of Children and Families and other agencies (NCTIC, n.d.). Research is being conducted further on the importance of trauma informed care within the agency setting and the role that trauma informed care plays in building therapeutic rapport. The 10.27 Healing Partnership is the resiliency center in Pittsburgh, Pennsylvania has included the trauma informed care approach in their mission statement which states, “Many find it hard to be strong when feeling weak or mentally/spiritually wounded from experiencing a trauma, the 10.27 Healing Partnership will help individuals view themselves as a sum of all their parts, both the part that feels well as well as the part that can feel overwhelmed by emotion or life . Healing takes root and hope exists when the view of trauma shifts away from sickness to impact and moves the conversation away from what is wrong with you? to what has happened to you. According to Harris and Falot (2001), trauma informed care does not mean trauma treatment is provided it means that the clients are a part of a certain type of environment. Trauma-informed means that the provider understands the impacts trauma has on thoughts, behaviors, and emotions but within the context of the whole person furthermore trauma-informed means that we focus on the person, not only the symptoms the person came in with. Engaging in trauma-informed approaches in mental health and wellness settings improves therapeutic relationships, promotes healing, promotes posttraumatic growth, improves staff well-being, and fosters hope and empowerment (Maguire & Taylor, 2019).

Resilience and Post Traumatic Growth

After a traumatic experience, survivors often experience a cascade of physical, emotional, cognitive, behavioral, and spiritual responses that leave them feeling unbalanced and threatened further building resilience from trauma normalizes these

common responses while reframing the human experience from one of shame and pathology to one of hope (Karas, 2015). Each survivor's experience is unique as it provides a source of suffering and resilience (Walsh, 2007). Humans have the ability to heal after horrible experiences as this ability has been seen for thousands of years. Resilience has many different definitions that all discuss the ability to adjust following a significant life incident. In one article, resilience is defined as "the ability to successfully adapt to stressors, maintaining psychological well-being in the face of adversity and these adverse stressors can be an array of things" (Haglund et al., 2007, p. 889). Walsh (2003) defines resilience "as the ability to withstand and rebound from disruptive life challenges; furthermore, it does not mean one bouncing back unharmed, but rather struggling well, and effectively working on their coping skills and learning from their trauma". One's level of resilience is determined by many different factors but receiving support following a trauma can assist with one's level resilience and coping. The main research question in studying resilience relates to the capacities of individuals, communities and societies to withstand and recover from highly adverse and potentially traumatic events, such as a mass casualty terror attack, organized violence, an economic crisis or a disaster. Fredrike Bannik is the leading researcher on post traumatic growth and has found that "by focusing on resilience, coping and competences new positive neural networks will emerge, and old negative ones will eventually die away; thus, highlighting the impact. of working from a strength-based perspective versus a pathologizing one (Bannik, 2014). More resilience implies recovering or "bouncing back" quickly after such events, successfully coping with greater stress, and being less disturbed by the same amount of stress than someone less resilient or more vulnerable; however, there are limitations with

such a view of resilience for it rests on the idea of “restoring conditions” or “returning to normal” after major stress, reflecting the ideal of resuming functioning as if a disruption has not occurred, it is clear that people, communities and nations who overcome mass violence do not remain the same as before (Ajdukovic, Kimhi & Lahad, 2015). In fact, a traumatic incident can become the center around which a victim reorganizes a previously disorganized life, reorienting values and goals (Ursano, 1981). As this idea of human resilience continues to grow it has become even more important to have scientific research to further understand the concept of resiliency and how one individual can be more resilient than another (McGreary, 2011).

When understanding the meaning of resilience, it is important to correlate the role resilience plays in posttraumatic growth. Tedeschi and Calhoun (2004) define “posttraumatic growth as the experience of individuals whose development, at least in some areas, has surpassed what was present before the struggle when crises occurred. Posttraumatic growth is a strength-based perspective of viewing a client following a trauma. The individual has not only survived, but has experienced changes that are viewed as important, and go beyond what was the previous status quo. The person has not only survived a trauma but has utilized these experiences to better their life. Posttraumatic growth is not simply a return to homeostasis it is an experience of improvement that for some persons is what shifts them to feeling and being an empowered survivor (Tedeschi & Calhoun, 2004)

Treatment and Trauma Recovery for Mass Shooting Survivors

There are many different aspects of a disaster, but one particular disaster experience, and individual difference seems to make it harder for survivors to activate

resilience and coping skills. For example, after the 9/11 attack, there was a substantial increase in suicidal ideation and lower daily life functioning in the days and months to follow. Ten years after the attack research was conducted to further understand the level of mental health amongst the survivors and The Substance Abuse and Mental Health Services Administration study found that a large group of survivors reported they had not received mental health services since the attack and were unaware of support services that were available to them highlighting a lack of trauma support and treatment (SAMHSA, pg.7, 2017). A recent report of the National Institute of Mental Health (2002) focused on the current interventions in the field and the study found that there is a significant need for more evidence based systemic interventions for mass trauma survivors. Following a human-caused disaster some research will focus on community level needs in order to know how to move forward with long term trauma recovery. In an assessment of services after the Sandy Hook Elementary School shooting in Newtown, Connecticut, researchers found a need for more evidence-based practices among mental health and substance use agencies; greater individualization of services; and much greater availability of bereavement or grief counseling. (Hoagwood et al., 2017). Newtown's community was well staffed, with advanced degrees but the quality of the services was uneven, with the significant gaps and unmet needs reported by community members. The Research highlighted that consensus existed about core components of an ideal service system, including centralizing access of services to make it easier for families to know what services were available in the community, personalizing and tailoring services for families, and providing evidence-based care (Hoagwood et al., 2017). This study demonstrated a need for post-event resilience centers

that can provide a space that was discussed in wanting sustainable child and family service system after a community tragedy.

When mass violence threatens our core beliefs about society, therapy gives us a space to explore these beliefs and feelings. Those who develop posttraumatic stress disorder (PTSD) following mass shootings, therapy is the first line of treatment. Therapists help individuals process trauma, manage feelings of vulnerability, and cope with uncertainty and these are critically important tools for managing the stress, anxiety, depression, and trauma engendered by mass shootings (Schwartz, 2019). PTSD is the most common post-disaster mental health diagnosis, following PTSD, major depression is often the second most common post-disaster diagnosis. The Diagnostic and Statistical Manual of Mental Disorders fifth edition (DSM-5) is a diagnostic tool utilized to diagnosis symptoms of mental health. The DSM-5 breaks PTSD into numerous criterion which all must be present for at least 1 month in order to be diagnosed with PTSD. The DSM-5 explains the criterion as exposure to one or more events that involved death or threatened death, actual or threatened serious injury, or threatened sexual violation, experiencing at least one of the following intrusive symptoms associated with the traumatic event, frequent avoidance of reminders associated with the traumatic event, at least two of the following negative changes in thoughts and mood, and trauma-related arousal and reactivity that began or worsened after the trauma (American Psychiatric Association, 2013). Many studies have focused on the increased rates of PTSD in communities following mass violence. Risk factors for post-disaster major depression include major depression and disaster-related PTSD. Research focused on how most individuals have preexisting mental health issues prior to a mass shooting however these

preexisting issues are exacerbated to an uncontrollable level (SAMHSA, pg.11, 2019).

Another group of researchers studied the effects of mass violence on emotional regulation and there is strong positive correlation between emotion regulation difficulties and posttraumatic stress symptoms following a mass violence incident (Bardeen, Kumpula & Orcutt, 2013).

The Need for Post-Event Resilience Centers

In order to assess and understand the practical aspects of resilience we need to examine family and community resources, including their presence or absence, whether or not people are aware of available resources, and how they are accessed and utilized. This highlighting a need to know what communities over for those in need of services. Interventions to assist with the trauma following mass violence require services in place pre and post event. The U.S. National Institute of Mental Health (2002) discussed the importance of early psychological intervention guided by qualified mental health caregivers can reduce the harmful psychological and emotional effects of exposure to mass violence in survivors. The experience of loss and gain of valued resources may represent important predictors of psychological distress following these experiences (Axsom, Grills & Littleton, 2009). The role of community resources available prior to a mass violence event can provide an extra layer of support in order to promote resilience. Pre-event support and services are in placed to promote preparedness and stress management, furthermore post-event support is put in place after many mass violence incidents to encourage resilience and assist with long term success (SAMHSA, pg.8, 2017). A study in 2008 focused on the role of resilience and coping following a bombing and the research found that those who did not seek services following the attack self-

reported low levels of coping and high levels of disturbances in day to day living; thus, these findings addressed the need for more social support and easier accessibility of services (Zemishlany, 2012). Early intervention during the post incident phase have been noted in studies which found that early intervention predicts later post incident mental health and resilience, this highlighting the importance of having a resiliency center and resources in place for those effected (Snijders et al., 2018). Mass violence is a public health concern that requires a great deal of support and having effective care available in the community can assist with decreasing post diester mental health rater and increase resilience. Resilience following a disaster is a hard to understand with any trauma but having pre-disaster support in place enhances the systems level of resilience.

Exemplary Trauma Informed Wellness Center

At each resiliency center around the country the amount of staff is determined by many different factors. At Eagles' Haven there is a total of eight team members. The team is made up of therapists, social workers, program coordinator, receptionist, assistant director, program director, and outreach specialist (see figure 1). The main focus of the Eagles' Haven team is promoting wellness and healing to the community. Each member of the Eagles' Haven team plays a role in client resilience. For example, the program coordinator creates the wellness schedule at the center that promotes clients to engage with other outside their system and encourages clients to do activities that are centered around wellness. The therapist and social workers on staff are called navigators which provide family strengthening services. The Eagles' Haven family strengthening program provides in-home support, school-based support, counseling, and case management in order to strengthen family relationships. An array of issues is explored within the family

strengthening program, but the overall goal is to use a strength-based model to promote change within the family. At Eagles' Haven the term navigators is used to linguistically attract more people in the community who need services but are not open to the idea of therapy. In society, the term therapy has a meaning that goes with it that turns many individuals off from seeking services; moreover, studies have demonstrated the power of altering a word to engage an individual differently. The navigators facilitate the weekly support groups offered, and also manage any walk ins who may need crisis support. The collaborative approach at Eagles' Haven is an important part of the quality of services offered on a daily basis. Each client is able to get to know each team member in order to feel comfortable each time he or she comes to Eagles' Haven for an activity, support group, or appointment.

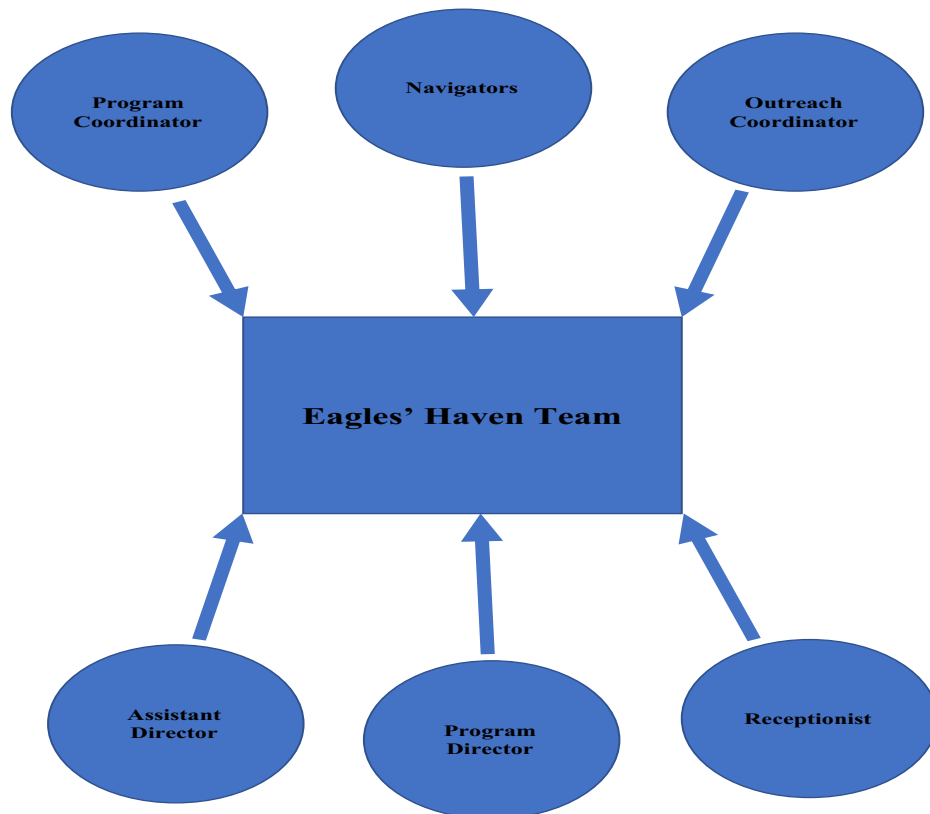


Figure 1: Eagles' Haven Team

Marriage and Family Therapist and Trauma

Understanding how individuals interpret their adaptation is essential because it assists researchers and clinicians to gain a comprehensive view of the many dimensions of surviving, thriving, and possibly overcoming trauma and oppression (Anderson, 2018). This information can be utilized to demonstrate the possibilities of growth following a traumatic event. Many feel lost and hopeless years after a traumatic event therefore knowing that growth is possibility is beneficial to the everyday person. Becvar (2003) highlights the importance, “recognizing the growing numbers of family therapists who are choosing a focus on working with survivors of trauma, dying, and bereavement”. Family therapist are choosing to work with survivors of trauma as this is a complex area that requires an understanding on how our environment and the many systems, we belong to can affect our trauma recovery. When an act of mass violence happens, it effects many systems at once as well as producing individualized effects of each member of the system. Research indicates that exposure to mass violence, or learning that a someone you know, close friend or loved one has faced such exposure, is associated with an increased level of negative mental health outcomes (Lowe & Galea, 2017). This exemplifying that an act of mass violence is a systemic issue requiring a systemic viewpoint of treatment in order to assist all angles of the system effected.

CHAPTER III: METHODOLOGY

Qualitative Research

A qualitative form of research was determined to be the best fit for this study in order to explore the perspective of the exemplary trauma informed wellness center team. As Michael Patton explained, “qualitative research analyzes data from interviews; furthermore, this type of researcher engages in naturalistic inquiry, examining real-world settings in order to generate rich and detailed narrative descriptions this creating in-depth analysis that brings out patterns and themes, which is the foundation and gold of qualitative research” (2005). This research emphasizes an importance of exploring people’s lives, behaviors, emotions, and experiences. The researcher does not utilize calculations or numeric values to provide further evidence of research topic this does not fit the qualitative research model. Within the qualitative research model there are many different forms of collecting and examining data. One form of qualitative research that focuses on the strengths and successes of an organizational model is appreciative inquiry (AI). AI fits the needs of this study as it welcomes the examination of ways individuals at the exemplary trauma informed wellness center optimized operations by examining achievements.

Appreciative Inquiry Methodology

Appreciative inquiry (AI) methodology studied the research question of this study, what works well with exemplary trauma informed wellness center promoting resilience among a community following a school shooting. The methodology utilized semi structured interview questions to ask individuals who work at the trauma informed wellness center, what works well as a team supporting and promoting resilience for the

community effected by a school shooting. This research question can assist the field of marriage and family therapy with having more information on post mass violence centers and highlighting the achievements this center is having within many systems.

AI fit works with this study because it highlighted the achievements, dreams, and hopes this shifting the study to focus on what is appreciated and working within the trauma informed wellness center. AI was created to promote organizational change in the early 1990s by Diana Whitney, David Cooperrider, and many other researchers. This form of research creates a vision for the future that instills hope and highlights strengths. AI is a powerful approach to positive change that makes the process is simple, and it can engage everyone in the organization (Cooperrider, Stavros, & Whitney, 2008). AI is based on basic assumptions that each organization has many things that work well, and those strengths can be starting point for creating positive change. These strengths are discussed through interviews which allow individuals the opportunity to share their story which is a major part of AI. By telling their stores, it allows them to bring the best parts into their current reality and hopeful future (Stratton-Berkessel, 2010). AI invites the idea of a positive future for an organization and the positive impacts the organization has. The interview process facilitates a conversation that opens the mind to the future and organizational growth. This model welcomes opportunity and growth by utilizing the voices behind the organization and what has been working. The technique of AI has proved to be highly effective for capturing the positive features of an organization or social system and energizing the members to strive for higher levels of performance (Acosta & Douthwaite, 2005).

Theoretical Foundation of Appreciative Inquiry

Appreciative inquiry (AI) is highly collaborative approach that highlights the importance of language and how our realities are structured by this (Watkins, Mohr, & Kelly, 2010). AI is grounded by the ideas of social constructionism that language is the primary way thoughts and feelings are experienced and transmitted (Walker, 2015). Constructionists focus on the process by which meanings are created, sustained, negotiated, and modified; furthermore, seeking to understand the world of lived experiences. Within the social constructionism framework the objective realities are not as important compared to the social experiences that frame our relationships. Our relationships shape many of our experiences. AI focuses on how systems meanings are created, changed, and maintained to further understand the strengths of the organization being explored. When inquiring about the system new possibilities are imagined and preferred future brought into ones' reality. AI is being used throughout the world as an adaptable change method due to the model's method of understanding individuals' perspectives and strengths. *Change at the Speed of Imagination* (2010) discuss the term appreciative emphasizes the idea that when something increases in value, it appreciates; therefore, appreciative inquiry is inquiry that focuses on life-giving forces in the system that are the things we want to increase. We seek to understand these life-giving forces by asking questions in order to give them value and appreciate them. AI focuses on what is working well (appreciate) by engaging people in asking questions and telling stories (inquire) (Watkins, Mohr & Kelly, 2010). AI approaches systemic exploration in a different way compared to the usual problem-solving approach (see Figure 2). The usual

problem-solving approach is unable to focus on what is working as the focus is on the issue at hand. AI has very little interest in the issues within an organizational structure.

By engaging an organization from a different approach, it creates a different type of exploration and discovery.

Problem Solving Approach	Appreciative Inquiry Approach
<ul style="list-style-type: none"> ▪ Felt need & identification of problem ▪ Analysis of possible solutions ▪ Analysis of causes ▪ Action planning ▪ Assumes: <i>Organization is a problem to be solved</i> ▪ <i>Back Door – what’s in the way of what we want?</i> <p style="text-align: center;">DEFICIT THINKING</p>	<ul style="list-style-type: none"> ▪ Appreciate & value the best of <i>What Is</i> ▪ Envision: <i>What Might Be</i> ▪ Dialogue: <i>What Should Be</i> ▪ Innovate: <i>What Will Be</i> ▪ Assumes: <i>Organization is mystery to be discovered</i> ▪ <i>Front Door – what is it we ultimately want?</i> <p style="text-align: center;">POSSIBILITY THINKING</p>

Figure 2: Problem Solving Approach vs. Appreciative Inquiry Approach (Cooperrider & Srivasta, p.25, 1987)

The five principles of AI originated in the work from Cooperrider's work. These five principles help create an understanding on how AI can provide qualitative data from positive perspective. These principles are considered the building blocks and DNA of AI. The constructivist principle is related to Gergen's social constructionist theory and the idea that our thoughts about the world are developed through language and meaning (Reed, 2007). The principle of simultaneity points to the way that inquiry, appreciation, and change are simultaneous happening. The poetic principle emphasizes the way that people author their world continually, having the power to choose the parts of their stories they are most interested in at the time (Reed, 2007). The Anticipatory Principle suggests that the way people think about the future will shape the way they move toward the future (Reed, 2007). In AI, starting off with an idea of the future that is based on what works well directs energy toward exploring ways in which this can be developed further

the positive principle. suggests that a focus on asking positive questions engages people more deeply, and for a longer time (Reed, 2007).

Research Design and Appreciative Inquiry

Appreciative inquiry (AI) is a widely used change approach that emphasizes identifying what's working well in a system. In AI, intervention gives way to inquiry, imagination, and innovation rather than negation, criticism, and diagnosis, there is discovery, dream, and design. AI involves the art and practice of asking unconditionally positive questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential.

The five principles of AI are the foundation to the 4-D cycle utilized when conducting AI research. The positive approach used in AI is reflected in the 4-D cycle. The 4-D cycle is broken into 4 phases which are discovery, dream, design, and destiny (see Figure 3). The discovery phase highlights the best of what is and appreciating the strengths of the exemplary trauma informed team. The discovery phase elicits stories of the system at its best. The dream phase creates a clear results-oriented vision in relation to discovered potential and focuses on the accomplishments of the system. The design phase bridges the best of the past and present. The design phase maps the steps that will turn the dream into reality. In this phase, participants are asked to formulate 'provocative propositions', i.e. what needs to happen to support their vision of the future. The destiny phase focuses on strengthening the affirmative capability of the whole system, enabling it to build hope and sustain momentum for ongoing positive and high performance.

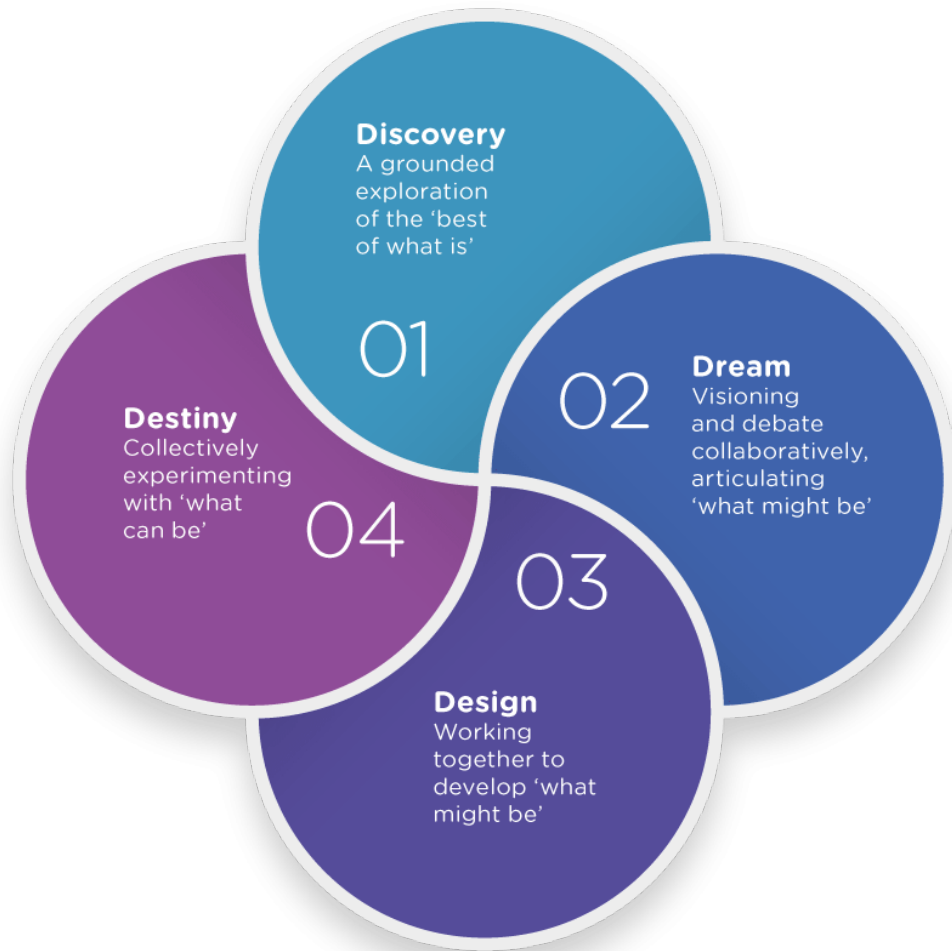


Figure 3. Appreciative inquiry 4-D cycle illustrates the interconnectedness of the cycle and the fundamental positive core of the AI model (Cooperrider *et al.* 2008)

AI utilizes each person's experiences within a system to understand each part of the 4-D cycle. When exploring an exemplary trauma informed wellness center team each member's narrative will be a part of the framework that will shape the centers ideal destiny.

The framework of AI provides me the tools to examine the experiences of trauma informed wellness center team and explore what has been working positively in helping a community following a mass shooting. The AI design allowed me to formulate an in depth understanding from the team members who work at the trauma informed wellness

center daily. Research data was obtained through semi-structured interviews from each full-time team member. I explored to what extent the role trauma informed care assisted with teams' potential accomplishments and achievements with client retention and promoting resilience throughout the community. I framed the interview questions in ways that explore each team members accomplishments to format a deeper understanding of the positive core values within the team and how these values can be projected into the future. The change process began with interviews in which participants reflected on their positive experiences and discover their own capacity to make a difference. For some, the AI interview may be the first time anyone has asked about their unique contributions and being allowed to voice these can have a notable empowering effect. Sharing the stories that emerge from the interviews builds appreciation and help pave the future of the organization (Acosta & Douthwaite, 2005).

Self of the Researcher

AI is a collaborative approach between researcher and participate. It relies on interactive techniques such as interviews to identify good practice, consider change, and introduce it to a system, furthermore, AI views language and words as the basic building blocks of social reality (Shuayb, Sharp, Judkins & Hetherington, 2009).

Throughout the research process I maintained an open and reflective attitude. Willing (2001) stated that reflexivity is the ability to reflect or think openly, sincerely, and sensitively about the research experience. AI requires the researcher to maintain a reflective attitude in order to be open to the experiences that are collected. Reflexivity throughout the study challenged me as the researcher to remain neutral and separate self from the study while continue to engage with participates. AI methodology attempts to

focus on achievements and accomplishments by analyzing the participants dialogue and experiences.

When interviewing each participant, I was aware of my own biases and experiences and how these factors can affect the data. The participants experiences can be affected by the researchers understanding of the phenomena. Researcher self-awareness and understanding of the topic being researched can assist with participant experience being affected. Research integrity was maintained throughout this study as this is crucial to the success of the study. Integrity is maintained by having an awareness of personal realities to the phenomena being studied. To promote researcher awareness, I journaled throughout this entire experience as a self-reflecting tool to ensure I was not allowing my own biases to affect the study. By identifying my own biases via journaling, I allowed myself to have more awareness during the research process.

Qualitative research is not just a matter of performing techniques on data; rather, each qualitative method is a specific way of thinking about data (Atieno, 2009). The researcher producing data from a qualitative perspective must have an understanding on the role language, meaning, interpretation, and experiences influence the research being conducted. I was aware of my role in the research being conducted and how the factors above can affect the research. Researchers tend to choose topics to research that interest them as a result of this, the data can be influenced by this interest (Harrison et al., 2001). With knowing this, it was imperative self-reflection was used to not avoid the data being influenced. I am aware of my experiences and the role this could play in producing biased research. I interacted with the participants in the form of interviews and was aware of how my interaction with each participant can skew data. I shared experiences with the

participants as the interview process is collaborative. My responses in this collaborative process had the ability to shape how the participant responds and I was aware of this at all time.

During the interview process, I remained non-reactivity in order to ensure that the participants answers are reliable. The most crucial aspect of AI is the interview because this is how the data was collected. Reliable interview was produced, and this was accomplished by asking questions that strengthen the system's capacity to identify, anticipate and heighten positive potential. My responses and questions shaped the path of the interview furthermore my questions and responses were reliable and valid. AI interviewing is different from traditional interviews because rather than soliciting facts and opinions, AI interviews seek examples, stories and metaphors to gain a deeper understanding of the achievements and accomplishments in order to find the best moments, events and stories to demonstrate what is working.

Data Collection

In this research, the sampling was geared toward an exemplary trauma informed wellness center team caring for the community and families effected by a school shooting. Qualitative research identifies a research topic based on places and people that help others to understand the phenomenon within context. I challenged myself to understand the phenomenon by exploring the experiences of those who work at the exemplary trauma informed wellness center in Coral Springs, Florida.

Participants that were a part of the research are all full-time employees at Eagles' Haven. Each participant was asked to be a part of the project or approached the researcher when learning about the project. The data collection process was made up of

three parts: (1) participant selection using recruitment letter and permission letter (see appendices); (2) obtain a signed informed consent from each participant (see appendix); (3) interviewing participants utilizing semi-structured questions (see appendix).

Participant Selection

Participant selection for this study was open to all full-time employees at Eagles' Haven. No gender restrictions were placed on this study in order to avoid any gender biases. All participants had to be over 18 years old. All participants lived within Broward County, Florida and are fluent in English. The participants are from different departments at Eagles' Haven such as programming, development, and the clinical team. Each participant was available for approximately 90 minutes to conduct the interview process. Each participant was made clear of the research process and the purpose of this study.

Procedures

The Institutional Review Board for Research with Human Subjects at Nova Southeastern University approval was the first step in order to start the data collection process. Data collection included the exemplary trauma informed wellness center team at Eagles' Haven who work with the MSDHS community following the tragedy on February 14, 2018. The data collection process was made up of three parts as discussed in the data collection section. The interview was approximately 90 minutes in length.

At the interview, participants were given informed consent forms to utilize the information discussed during the interview for the designated research project. Participants signed the consent forms before moving forward. Each participant was made aware of the research being voluntary and informed that there was no penalty for withdrawing from the study and they could withdraw at any time. Each participant was

given a copy of the signed consent form and another copy is encrypted and password protected with me. Following the interview, participants were able to ask to see their transcripts if they wanted and/or excerpts of transcripts utilized in the research.

The purpose of this study to get an in-depth understanding of what works well at Eagles' Haven when working with a community following a mass shooting. This was accomplished by conducting interviews that were constructed utilizing language to guide an open-ended conversation by asking semi-structured interview questions. This format allowed me to gain a deeper understanding of each participant's viewpoint, perceptions, and experience of the topic being researched. The interview was recorded and transcribed by the researcher within a week of each interview as this ensured the transcription accurately reflected the interviews.

Interview Questions

Discovery Phase I

1. What indications have you seen that your work is effective?
2. What do you think draws clients to Eagle's Haven?

Dream Phase II

3. Imagine a time in the future where people around the country look at Eagles' Haven as an exceptional example of a trauma centered, thriving, compassionate, attractive wellness center where all community members of all ages engage in trauma-based services in a welcoming environment. In this exciting future, what is different about Eagles' Haven?
4. What are you most proud of having helped Eagles' Haven accomplish?
5. What is sustaining Eagles' Haven dedication to the community?

Design Phase III

6. What are the areas in which you feel Eagles' Haven staff could have the most impact in improving individual and community resilience following February 14, 2018?
7. As you reflect on successful ways Eagles' Haven is engaged in improving the community, what initiatives stand out as being exceptionally promising in community resilience?
8. What do you consider as indicators that you are doing an excellent job within the community, with clients, and Eagles' Haven?

Destiny Phase IV

9. What small changes could Eagles' Haven make right now that would really encourage other communities, individuals, and families to get engaged?
10. How would you personally want to be involved in expanding the Eagles' Haven model to other communities?

Data Analysis

The appreciative inquiry (AI) approach was utilized in this study to research what works well at Eagles' Haven Wellness Center when working with a community following a mass shooting. The approach was grounded in qualitative research design which was built around experiential understanding. Research on how things work in the grand schemes of knowledge is both a quantitative and a qualitative task (Roth, p.54, 2008). Qualitative inquiry and quantitative inquiry look like each other in many ways, but they are separated fundamentally by their aims within a study. It is an epistemological distinction, one based on a perception of knowledge that is personally "constructed"

versus the one of knowledge as “discovery” of what the world is; furthermore, the important distinction between qualitative and quantitative research is not based on the distinction between verbal description and numerical data (Roth, p. 56, 2008). Qualitative research was coded utilizing numbers, words, or symbols to add value to the thing that are being researched and maintain confidentiality of the participants involved in the study. In this study, each participant was coded to maintain confidentiality. The data in qualitative research can be inquired via observations, archived documents, interviews, field notes, etc.

A method of study within qualitative research is required as this provides structure, reliability, and validity to the study. For this study, the method of study used was AI which is a form of qualitative research design. Without AI or any other method of qualitative research design the study would've lacked a foundation of guidance, understanding, and direction of where the study was going. Within the framework of the AI approach each interview was coded to guide the process and protect the participants. In this study, each participant was assigned a participant code, and data was coded under key themes that came up during data collection. The goal was to identify themes to discover how to do more of what is working well within an organization, what the future looked like for the organization, and to focus on the deeper meaning of the data. When completing the interviews, the objective was to understand when, why, and how organizations such as the one studied were operating at their best and what were the core capabilities to allow the organization to perform well and move forward in the future. As the researcher, I explored and discovered broad themes or life-giving forces that

contribute to the organization's success and those positive themes were the building blocks for the rest of the AI process.

In this research, I assigned descriptive codes to each interview transcript as a tool to assist with highlighting themes and patterns among the participant interviews. Each theme was coded and categorized based on the 4-D cycle. Different portions of each interview were utilized to support the coded themes that came about throughout the study. Coding was only the first step toward an even more in-depth and evocative analysis; thus, coding was not just labeling it was linking the data to the overarching theme and idea (Saldana, 2009). First cycle coding was used to break down portions of the interviews that aligned with the 4-D cycle and themes that emerged. During this first round, I did not transcribe the interviews and just listened for patterns. During the second cycle, rearrangement and new coding emerged as interviews were reanalyzed and transcribed. The third cycle, I listened to each interview again while reading the transcripts in order to ensure I did not miss anything. The themes from the first cycle were not be the final themes produced as interpretation and meaning changed as I reanalyzed each interview (Saladana, 2009).

The interview analysis for this study was written in a Word document report, which was submitted to the committee members on this study. The Word document reported accurately reflected each interview. The transcription system Otter Pro was utilized to assist the researcher in transcribing the data. Researcher during the third cycle of analysis matched transcriptions to recordings to ensure it accurately reflected the interview. The final document after data analysis identified what works with an exemplary trauma informed wellness center team working with a community following a mass shooting.

Quality Control

Standards and Verification

The degree in which the study was reliable and valid was connected with the researcher's overall level of credibility. I maintained overall credibility in order to ensure the research produced was reliable and valid data by accurately studying and applying the AI approach. Data that was collected that did not fit the study was not used. The data collected represented what works well within an exemplary trauma informed wellness center team working with a community following a mass shooting. The research was broken into three phases that met the requirements of the Institutional Review Board. During the third phase of research each interview was broken down and maintained by the 4-D cycle. Throughout this study, I understood my role and biases as be aware of this was imperative to the success of the research. The patterns and themes that emerged during the study came from the 4-D cycle in order to avoid researcher biases getting involve.

Confidentiality

Ensuring confidentiality within this study was taken very seriously. Each participant informed consent was kept with me by using encryption and password protected files. All electronic records such as recordings and written notes are encrypted with a lock code to ensure confidentiality was maintained at all times. The recording and transcripts are only accessible to my dissertation chair, and personal from the Institutional Review Board. 36 months from the conclusion of this study all data will be destroyed.

Ethical Considerations

Throughout this study the guidelines set by The Institutional Review Board for Research with Human Subjects at Nova Southeastern University were reviewed and

maintained throughout the study. The code of ethics for Marriage and Family Therapist were also reviewed and maintained throughout the study. Standard V in the American Association for Marriage and Family Therapy Code of Ethics was reviewed regularly throughout this study to ensure ethical research is being conducted. The Association for Marriage and Family Therapy Code of Ethics states (2015), “Marriage and family therapists respect the dignity and protect the welfare of research participants, and are aware of applicable laws, regulations, and professional standards governing the conduct of research”. Researcher sought continuous supervision from chair and committee members throughout this research study in order to ensure all guidelines were being met to protect the participants and study.

Summary

The AI approach was utilized in this study to explore and highlight the strengths, accomplishments, and achievements of the Eagles’ Haven team with regards to the phenomenon being studied. The research was designed to analyze and discover what works well with an exemplary trauma informed wellness center team working with a community following a mass shooting. The hope was that this study will create more information on the role of a trauma informed wellness center after an act of mass violence, and what works well within this model with helping a community.

The data collection process encompassed the 4-D cycle in the form of semi-structured questions that highlighted past and present accomplishments, strengths, hopes, and resources within the Eagles’ Haven team. The interview process was collaborative in nature. The data from the interview was analyzed utilizing first, second, and third cycle coding to emphasize patterns and themes among the interview. The final report

accurately reflected the research question and study of what works well at Eagles' Haven when working with the MSDHS community after experiencing a mass shooting on February 14, 2018.

CHAPTER IV: RESEARCH FINDINGS

This research was a qualitative appreciative inquiry (AI) design. I analyzed the experiences of a trauma informed wellness center in collecting data to explore what works well. The data evolved from 10 semi-structured interview questions from the five participants. Questions were constructed by utilizing the AI 4-D cycle: Discovery, Dream, Design, and Destiny. These questions explore what is working well within an organization by highlighting strengths and unconditional positive questions. The data grounded the study, but researcher analyzed the experiences of the team members to explore different themes among the organization.

The positive foundation of AI provided participants the opportunity to explore their experiences in working on a trauma informed wellness center team. The goal of this study was to hear the voices of each team member that forms the team in order to gain greater insight as well as highlighting the overarching theme among the participants. Utilizing the AI 4-D cycle I was able to ask questions that highlighted the voices of the trauma informed team; furthermore, this created a path for theme discovery by using descriptive analysis.

Data Analysis

Descriptive analysis was utilized in this study with five participants who are all members of a trauma informed wellness center. This study focused on the detailed perceptions and experiences that came up during the interview. The results of the four stages of the AI method are presented in order. Within each stage the results are further broken down into key themes. The five participants ages ranged from 20-60 years old. The mean average work experience of the participants was 11 years, with only one

participant working with trauma survivors for less than five years. The education background of the participant demonstrated that each participant had earned a master's degree with three participants having licensures in their specified field. The chapter concludes with a summary of findings as well as a deeper look into the major theme that was found to relate to all four processes and five participants interviewed

The participants were categorized by using alphabetical coding in order to maintain autonomy (Saldana, 2009). The participants ranged in age was from twenty-seven to sixty and ranged between five to thirty years in working experience with trauma. All participants work full time for the exemplary trauma informed wellness center, are fluent in English, and currently reside in Broward County, Florida.

Discovery Phase

During the Discovery phase, participants shared stories of accomplishments, positive moments, and discuss the core life-giving factors of the organization. This portion the study highlighted what they most value within the organization. Discovery phase involved valuing those strengths and positives an organization has. The Discovery phase of the study was broken into two questions that were designed to discover the participants experiences, perceptions, and strengths of what works well within the team: 1) What indications have you seen that your work is effective? 2) What do you think draws clients to Eagle's Haven? These questions created a conversation of discovery. During this phase, many different themes came out during the interviews. The prominent themes were (a) teamwork, (b) commitment to community and organization, (c) empathy, (d) quality of services, (e) appreciation and gratitude, (f) communication, and (g) strength based. Each theme was a part of the organizations positive core.

Discovery Theme 1: Teamwork. The first theme in the Discovery phase is teamwork. This theme embodies the team's idea of supporting each other to perform their best not only individually but as a team. Embracing, accepting, and valuing each other's diverse differences such as cultural background, belief system, and orientation. Each member is valued and brings a unique talent to the team. The teamwork theme was seen throughout the interviews of the participants. Each participant recognized the importance of the team and collaboration. Below are transcript excerpts of participant interviews that highlight the emphasis of teamwork:

Participant E: "The core of Eagles' Haven is the collective unit that works together to promote resiliency throughout the Coral Springs/Parkland, Florida community. I believe this is a reason that the team sees the work being done is effective and the clients continue to come back".

Participant B: "We have become like a family which attracts clients to continue to come as they got to know each team member and feel a part of the team"

Participant A: I think our team creates a space together that is so welcoming it draws clients to Eagles' Haven. I would not even call us a team but a family unit that's sole mission is to help heal a community together.

Participant D: I think it's a very close-knit working relationship from the top down. I think everybody is very involved in supporting each other and making sure that every team member has what they need in order to be able to serve the community. If we do not support each other I feel it would take away from our effectiveness.

Each participant discussed how the level of teamwork present at Eagles' Haven is the foundation needed when working with a community who has been through such a trauma.

Discovery Theme 2: Commitment to Community and Organization. The second theme in the Discovery phase is Commitment to Community and Organization. This sense of commitment to the community and organization evokes a type of passion that supports the continued teamwork and fulfills many of the participants. The participants openness to meet each client where they are at and create a space for each individual truly shows the level of services being offered. Their willingness to care for their clients is not an obligation but a true commitment. The quotes from the transcripts below highlight this level of devotion:

Participant C: It's important that each client knows that Eagles' Haven is not going anywhere, and I do feel this is the core of why clients are attracted to Eagles' Haven.

Participant A: The setting, the atmosphere, and when we bring them in the back and show them the room and show them the different types of classes that we offer, their minds are blown away because I really don't think there is anything out there like this. A place that offers wellness experience, family strengthening services, community outreach, and support groups all under one roof. Each service offered at Eagles' Haven is molded and created to fit the needs of the community and demonstrate our level of care.

Participant B: I think it's the community connection, as well as the connection that they make with the staff that starts once they stepped foot in the door.

The team's commitment to the community and organization created a conversation that brought up many different themes that are brought up during the Discovery phase.

Discovery Theme 3: Empathy. The third theme in the Discovery Phase is empathy. Each participant engages from a strength-based perspective and creates a connection that promotes empathy. Empathy was discussed in many capacities such as empathy for a community as a whole, empathy for each team member, and empathy for the individual and/or system being worked with. The team's level of empathy is a clear part of what attracts individuals to Eagles' Haven. Excerpts below highlight the theme of empathy that came out during the interviews:

Participant D: Individuals start kind of sharing their experience and we listen with no judgement and provide support. Each person comes in with a different story and we don't assume we know their story.

Participant B: I think it's a mixture of things. I think it is the level of empathy that each person feels when they walk into the office. Empathy not just for the clients but empathy for each other as a team. We are trained to be trauma informed and empathetic in all aspects. We are challenged to not just be empathetic in the workplace but also in our personal lives. It is authentic the empathy that is witnessed at Eagles' Haven and in my opinion, it is refreshing.

The theme of empathy was not just discussed in the Discovery Phase, but it was a theme that was seen throughout the study. Empathy enforces the teams commitment to the community and the quality of services offered within the organization.

Discovery Theme 4: Quality of Services. The fourth theme in the Discovery Phase is the quality of services. Each participant related back to the quality of services offered at Eagles' Haven as a major contribution of what works well at the center. Participants highlighted the centers uniqueness and part of the center's uniqueness is the quality of services offered. An excerpt from the interview with Participant E highlights the quality of services:

Participant E: our quality of services, draws clients to Eagles' Haven, we have a spectrum of services, that fit each and every person/system's needs. If we do not have something that a client needs, we do not stop there we ensure that all their needs are being met.... If people aren't, you know, willing to accept that are ready to accept that then we have the education, workshops, support groups....whole spectrum of services.

Researcher: Can you discuss more what those services look like?

Participant E: Navigation services which is very similar to therapeutic services just with a different name to attract more clients as this was the feedback from the community that they wanted support but did not want true therapy.... I think this draws clients to the center because we have given them the power to determine what services work for them and do not push therapy on them. The most popular service offered is wellness activities, they want wellness, they crave wellness, they're resilient, and a lot of them just like to know we are there for when they do need the extra support.

The quality of services offered at Eagles' Haven is grounded in a trauma informed, healing centered engagement, and strength-based perspective..

Discovery Theme 5: Appreciation and Gratitude. The fifth theme during the Discovery phase is appreciation and gratitude. Gratitude in the terms of this study is each team's members perceived level of appreciation from other team members, organization, community, and clients. Appreciation and gratitude play a role in each participants level of value they feel within the organization. Each participant agreed that their perceived level of appreciation and gratitude does play a role in their overall work effectiveness and commitment. Excerpts below highlight the theme of appreciation and gratitude that came out during the interviews:

Participant E: Tons of cards and different gifts come to the office all the time.... as ways of saying thank you. These are signs of that the work being done is valued and signs the work is effective.

Participant A: I think this level of gratitude does show the work being done is effective but it is satisfying when a client just says thank you for being there for me today.

Feeling appreciated and grateful for the support that is being offered reinforces the commitment the team has to the community and organization as reported by the participants during the interviews.

Discovery Theme 6: Communication. The sixth theme during the Discovery phase is communication. Good communication among the team and the clients that served is a crucial part of the positive functioning of the organization. The team reports having a level of communication among them that is open and encourages dialogue. Having open lines of communication among the team encourages clarity and promotes support.

Participant D: Clients are able to know exactly what is going on at Eagles' Haven.

We communicate effectively with the community to make sure they know what is going on...the entire team communicates with each other about many things which I believe makes our work effective as we are all on the same page.

Communication is how information is filtered throughout the organization.

Working collaboratively means a level of communication that welcomes each team members involvement and knowledge.

Discovery Theme 7: Strength Based. Theme seven in the Discovery phase is strength based. Working from a strength-based perspective versus a pathologizing one with a community who has been through a trauma has been a core theme throughout. Many have discussed this being a key component to the quality of services offered, commitment to the community, and the level of attraction of Eagles' Haven to the community. Excerpts below highlight the theme of being strength based that came out during the interviews:

Participant A: I have also noticed our work is effective with this population because we highlight the client's strengths rather than focusing on the pathology. I believe a lot of people know what is wrong with them.

Researcher: Can you tell more about what you mean by that?

Participant A: For example, if someone is depressed, they know they are down. What a lot of people don't notice are their strengths. That is where we come in with a refreshing approach... I am thinking of one client in particular that clearly has serve trauma from being at school during the shooting. When we started working with this client the fact that we did not diagnosis or highlight symptoms is what

the person reports today as the reason they continue to come to Eagles' Haven every day after school and on the weekends.

Working from a strength-based approach with a traumatized population encourages resilience and empowerment. This is the organization model of interaction at all levels and the ideas explored align with the theme of quality of services and commitment to community and organization.

Discovery Phase: Summary. In the data analysis collected during the Discovery Phase a major theme of being healing centered at their core was highlighted. Being healing centered was depicted in the team's interviews of their experiences in working at Eagles' Haven and with the population they are serving. Each participant's perspective exemplified their level of care and connection with their clients made a difference in individual and community resilience. Participant B, discussed their holistic approach to treating trauma as one that works from a healing perspective that promotes wellbeing and resilience. The teams healing core promotes overall wellness, strength, and resiliency. The importance of promoting healing and resilience is the core of the organization and a key factor when discussing the organizations dreams about the future. The themes explored during this phase highlighted the positive core of the organization and the abundance of strengths the organization already has. During the Dream phase the positive core that was discovered is amplified throughout the next phase in order to promote, creating a clear, results-oriented vision in relation to the organization's positive potential and current strengths (Cooperrider, Stavros, & Whitney, 2008).

Dream Phase

The Dream phase was an invitation for the organization to amplify its positive core by imagining the possibilities for the future that have been generated through the Discovery phase (Cooperrider, Stavros, & Whitney, 2008). Dreaming inspires a positive and concrete vision of the future and boosts the expectations of positive possibilities and growth opportunities in the future. The Dream phase encourages the participants to envision what the world is calling for and what might this be? The questions asked in this portion encourage the participants to reveal what could be in this future.

In my review of the Dream phase, participant responses showed what is working well within the Eagles' Haven team and provided their dreams of what could be better within the organization to take the center to the next level. The participants were asked three questions that grounded the Dream phase: 1) Imagine a time in the future where people around the country look at Eagles' Haven as an exceptional example of a trauma centered, thriving, compassionate, attractive wellness center where all community members of all ages engage in trauma-based services in a welcoming environment. In this exciting future, what is different about Eagles' Haven? 2) What are you most proud of having helped Eagles' Haven accomplish? 3) What is sustaining Eagles' Haven dedication to the community? These questions created a conversation between researcher and participant that provided a deeper understanding of what Eagles' Haven could be in the future. The participant interviews fell into two major themes: (a) community outreach, and (b) Leading Trauma and Healing Centered Organization. Within these two major themes many subthemes came out which are explored below such as staff consistency, staff training, expansion of office space, and collaborative work environment.

Dream phase Theme 1: Community Connection. Community outreach and awareness was a pattern that emerged during the Dream phase as this is needed in order to grow organizations mission. Although the center has a plethora of clients this tragedy effected thousands of people far passed the Coral Springs and Parkland, Florida city limits. Trauma is something we all face at one point and knowing there is a place within the community to receive an array of supportive services is the reason community outreach is imperative. In order to become a Leading Trauma and Healing Centered Organization the larger system must be aware of the services offered. Below are excerpts from participant interviews that highlight their need for community outreach in order to expand the model.

Participant B: I think that one thing that might be different is the amount of people that know about Eagles' Haven and the connection that has been built with the community, being able to really have the entire county be a part of what's happening at Eagles' Haven as this event effected so many people.

Participant D: I think spreading community awareness is key when expanding our mission and this start with a strong outreach and expansion plan.

Dream phase Theme 2: Leading Healing Centered Organization. During the Dream phase of the interviews the future goals of the organization were clearly discussed by the participants. Each participant experienced a sense of excitement when discussing the future of Eagles' Haven and what that could look like. Participant A and C described a future that set Eagles' Haven as the standard of care model for trauma and being one of the leading healing center organization's in the country. Expanding the Eagles' Haven mission of providing support services that focus on rediscovering wellness and restoring

hope to other communities nationwide is the vision of the team. Being a leading healing centered organization stems from the strengths that were discussed during the Discovery phase that make up Eagles' Havens positive core.

Staff training and evolving best practice is a crucial part to growing the organization. Ensuring the team is up to date on different practices in the field creates a well-versed team. In order to grow into leading healing centered organization, a critical understanding and mature lens of trauma support with regards to social engagement activities that promote relaxation and wellness, as well as helping people feel connected is the future of trauma support services as discussed in interviews. Continued training and research of this approach to treating trauma is a part of expanding Eagles' Haven. Continuing to challenge each other to ensure each are trauma trained and well versed in strength-based approaches is a current part of Eagles' Haven and highlight the teams overall commitment to the community and organization.

Participants envision that a leading healing centered organization means first growing the current model in order to spread the mission to other communities. When exploring Eagles' Havens future each participant discussed providing services in a larger office space as this aligns with the growth envisioned when discussing the future.

Participant B: even making it a bigger space can expand Eagles' Haven further as there can be more activities going on at one time and by offering more activities at one time this could attract more people to Eagles' Haven.

Participant A: The mission of Eagles' Haven is met to help a lot of individuals and I think with the hopeful growth and expansion this will lead to a larger office space as I believe we've outgrown the space.

A continued need for a collaborative work environment was discussed within this dream of expanding Eagles' Haven. Each team member values the individuals that make up the team and find that each team member plays a role in the dream.

Participant A: the team's level of empathy and commitment towards each other is a core part of what makes the Eagles' Haven team so unique.

As the team continues to promote team unity and togetherness this is a core part of the evolution of Eagles' Haven into a leading healing centered organization while sustaining the key theme throughout of commitment to the community and organization. Fostering a supportive environment creates a space for staff to feel fulfilled in the work they are doing and clients to be a part of a healthy environment that encourages teamwork, collaboration, empathy, resilience, unity, and so much more.

Dream Phase Summary: Every participant interviewed was able to envision a dream for the organization. The participant responses highlighted their sense of pride of being a part of the exemplary trauma informed wellness center team. A gap in trauma services within the community is a big part of the reason the team wants to provide continued community outreach and expand the organization. Understanding that trauma looks different for everyone and knowing that an individual's trauma is unique to them and impacted by many different factors in life is a critical message many of the team members discussed when exploring the growth of Eagles' Haven. Participant C stated during the dream phase, "we just have a lot more work to do with regards to a deeper community understanding of the uniqueness of trauma". Continuing to create a space that welcomes uniqueness rather than comparison is a part of the organization dream to see in other communities as explored by Participant D during the Dream phase. Participant A

highlighted, “I am most proud of our team as we are leaders in the field, because truthfully, we are leaders in an area that is completely untapped as we challenge the normative definition of trauma therapy and shift the model of treatment to one that emphasizes wellness, imagination, healing, creativity, advocacy, and empowerment”. In order to be a leading healing centered organization, it is necessary to challenge the team, societal norms and enter uncharted territory in order to encourage unique growth and expansion needed in order to take Eagles’ Haven to the next level. This team has clear images of what Eagles’ Haven could look like in the future and the Dream phase captured this. The next phase explored is the design aspect of the study. The Design phase explores new beginnings by combining the best of what is which is Eagles’ Haven positive core with new possibilities explored of what could be from the Dream phase.

The Design Phase

The Design phase is the next portion of exploration in the study. The Design phase of the 4-D process is key to sustaining positive change and responding to the organization’s most positive past and highest potential (Cooperrider, Stavros, & Whitney, 2008). The Design phase challenges the organization to question how as a team can they move from where they are now to this future explored in the Dream phase. The questions asked during this portion of interview consisted of three questions that provided the foundation to dive deeper into what sustain positive change may look like. 1) What are the areas in which you feel Eagles’ Haven staff could have the most impact in improving individual and community resilience following February 14, 2018? 2) As you reflect on successful ways Eagles’ Haven is engaged in improving the community, what initiatives stand out as being exceptionally promising in community resilience? 3) What do you

consider as indicators that you are doing an excellent job within the community, with clients, and Eagles' Haven?

The Dream phase focused on the importance of community outreach, office expansion, supportive work environment, continued staff training in order to become a leading healing centered organization thus leading to provocative propositions formed in the Design phase. This portion of the inquiry is what focuses on bringing the 'best of what is' together with 'what might be', to create 'what should be' (Hammond & Royal, 1998). It is provocative due to it challenges the team and helps create a conversation that explores desired possibilities for the organization. During this phase, four provocative propositions developed as key themes that highlight the team's perspectives on organizational change. Four themes that developed during the design interview phase: (a) Feedback, (b) Supportive Organization, (c) Fulfilment, and (d) Client Retention.

Design Phase Theme 1: Feedback. During the Design phase of questioning it was evident that feedback plays an important role in sustaining change and growth. Feedback from management, fellow colleagues, and the community is an essential role in being able to offer appropriate services. Accepting and applying feedback is the core of being able to meet the needs of the team and community. Interview excerpts below highlight the participants openness and need for feedback:

Participant B: I think that the feedback from the community just letting

us know that what we're doing is working and that what we're doing just by being there is supportive and helpful.

Participant D: Maintaining a platform that welcomes feedback from the community is important to be able to meet the needs of the community.

Participant E: We also cannot forget that the community, and team opinion is critical to growth. The students of MSDHS named Eagles' Haven because them having a place they are proud of and fits with their needs is really important.

Participant C: The navigators receive constant feedback from clients as they work hand and hand with them. One of our team members received feedback that the organization needed to offer more focused support groups for different effected populations and from this feedback different support groups were created, so clients had a group that fit their needs and was relatable to the.

Participant A: The team really provides ideas and feedback to each other in order to improve the work that is being done and to continue to be impactful. For example, the team will each other with feedback they received about different classes and what classes that may need to be added to schedule.

This theme of feedback really ties together the three themes discussed during the Discovery phase that makes up the organizations positive core which are teamwork, commitment to community and organization, and quality of services. In order to sustain commitment to community and organization while offering quality services, feedback must not only be accepted but applied in order to grow. The team is far from complacent and throughout the interviews the energy of doing whatever it takes to meet the community's needs was present.

Design Phase Theme 2: Supportive Organization. The exemplary trauma informed wellness center team have a strong bond not only within the team but with the clients that they serve each and every day. Being part of an organization that is seen as being supportive is an essential part of day to day operations as well as an important part

of growth. Clinicians who care for seriously traumatized clients face a high risk for diminished personal well-being, including burnout, moral distress, and compassion fatigue (Reilly, S. *et al.* (2014). Maintaining a supportive work environment within the organization that welcomes transparency, honors staff's feelings, values self-care and self-awareness, and promotes team connectedness reduces the level of burnout and fatigue.

Participant D: In order to do an excellent job with this population we must practice what we preach. We encourage clients to be kind to each other in order to feel connected to people, participant in wellness activities, and be self-aware. So, we must also try to incorporate those things in not only our personal lives but the organization.

Researcher: How else are you supported within the organization?

Participant D: All supervisors within the organization have an open-door policy and really put a heavy emphasis on being transparent with the organization with anything we may need.

Each interviewee explored how much their opinions are valued and accepted by the organization which also adds another layer of being a part of a supportive organization. Participant B explained it further by discussing that each team member always says hello and goodbye to each other which may feel insignificant, but it means a lot. This level of greeting has been carried into the model of Eagles' Haven which is that every client that walks into the door is greeted no matter what brings them in. Participant B took it a step further by explaining there are times a client walks into Eagles' Haven and is greeted by five different team members before making into the room for their

class. This level of support is a part of the organizations positive core as well as a part of the organization that will move with expansion.

Design Phase Theme 3: Fulfillment. The next theme explored during the Design phase was staff satisfaction and perceived personal and job fulfillment. Sustaining growth and change while maintaining the organizations positive core aligns with team members level of fulfillment when working within the organization and with this population. Levels of fulfillment were explored when discussing the anniversary of the event, client success, and recognition within the organization. Excerpts below highlight the teams need for a sense of fulfillment and satisfaction in order to sustain the teams commitment to the community and organizations as well as grow the mission.

Participant E: We honor the communities struggle and how resilient they are. Seeing how appreciative they are of this is something that keeps me going and working so hard.

Participant A: I have worked in many different capacities and the level of trauma this community has been through is evident in the stories I hear from the clients; however, even on a client's hardest day they are still so grateful for Eagles' Haven. I think this level of gratitude does shows the work being done is effective, but it is satisfying when a client just says thank you for being there for me today.

Organization and community recognition provide a sense of fulfillment and satisfaction to the team. Sustaining staff fulfillment and recognition is an important part of continued success and commitment to the community and organization. Working with a traumatized population such as mass shooting survivors this can be a challenge for the team as they feel and hear the stories. Furthermore, receiving direct or indirect

recognition provides a sense of fulfillment that promotes intrinsic motivation. Maintaining staff fulfillment must be an area explored by leadership regularly to ensure the team is motivated and this can grow by continued feedback and openness to staff opinions. In order to sustain the organization's positive core as well as expand on its life-giving forces discussed in the Dream phase the team must feel fulfilled and appreciated which ties into the organization's supportive nature, quality of services, and continued commitment to the community and organization.

Design Phase Theme 4: Client Retention. The fourth theme of the Design phase is client retention which plays a role in many of the themes discussed thus far. Consistency in team members is an important part of client retention as well as the quality of services offered. Maintaining current clients, engaging past clients, and striving for new clients is a key component of sustaining change and expanding. This theme aligns with the Dream phase of community connection and outreach which is critical in order to maintain and expand the organization.

Participant B: The ability to see people continue to come back, so even if they don't say anything, but they continue to come back it means something. They know that we're going to be the place that's going to support them and offer them the resources they need.

Participant D: I think just seeing how people improve from when they first come in to now when they start engaging in wellness experiences, getting connected with therapy, and other resources.

Participant E: I think doing just what we're doing is important as we're always

available and flexible and really meeting the needs of the community which draws clients to the center to begin with.

Maintaining and growing the number of clients served at Eagles' Haven is a key component in expanding and sustaining the contractual obligations of the center.

Expanding the criteria of the clients that are able to be served by the team has open another door of possibilities. Participant D discussed, that we continuously are reassessing our role and the scope of clients that are serving to ensure the needs of the community are being met which provides a deeper analysis of the team's commitment to the community and quality of services offered.

Design Phase Summary: During the Design phase of the study many themes were explored in depth to challenge the teams status quo while maintaining the positive core explored during the Discovery phase. The four major themes explored discussed what is working well and ways in which the organization can increase these areas in order to be able to implement the goals discussed during the Dream phase.

Destiny Phase

The fourth and final phase of the AI 4-D cycle is Destiny, which focuses on the future. The Destiny phase represents both the conclusion of the Discovery, Dream, and Design phases and the beginning of an ongoing creation. Participants discussed what they can and will do to contribute to the realization of the organizational dream as articulated in the provocative propositions. All four phases of the 4-D cycles are seen as interactional and come full circle when entering the final phase. The Destiny phase focuses on how to empower, learn, and adjust in order to sustain the change needed to make the envisioned dream a reality (White et al.,2017).

During the Destiny phase, two questions were asked that focused on small changes that the organization could make immediately and ways each team member would want to be involved in the expansion of the organization in order to reach the shared dream of becoming a leading healing center organization. These questions were: 1) What small changes could Eagles' Haven make right now that would really encourage other communities, individuals, and families to get engaged? 2) How would you personally want to be involved in expanding the Eagles' Haven model to other communities? Responses aligned with the themes discussed throughout that highlighted the team's overall passion for wanting to enhance and expand Eagles' Haven. Each participant interviewed was able to envision a dream and future for the organization.

Destiny Phase: Shared Dream. Shared dreams of the organizations future were a unanimous goal among the participants. The teams shared beliefs of the "best of what is" and the vision of "what might be", created a conversation that was grounded in excitement and hopefulness for what the organization has already achieved and what the organization could accomplish in the future. Provocative propositions articulate and expressed the desired qualities, processes, and systems created during the Dream phase to help guide organization to its higher purpose (Cooperrider, Stavros, & Whitney, 2008). In asking questions that evoked provocative propositions, participants really had shared beliefs of where the organization can go in the future. Participant E provided a provocative proposition when exploring what changes could be made now that would encourage growth in the future and how they would want to be a part of the expansion.

Participant E: I have worked in the field for a long time and when opening Eagles'

Haven my eyes opened to the wonders a center like this could do for other communities. The incredibly work that Eagles' Haven has done in the last year has been true accomplishment. Together as a team we have taken the first steps towards helping a community heal, rediscover wellness, and restore hope; however, we have so much more work to do.... Everyday people go through terrible traumas and really need a place to go. I think about all the teenagers who witness violence regularly and what might it look like if they had a safe place to go that promoted wellness, creativity, imagination, uniqueness, and more.....Making the team and physical space larger is important in order to expand..... Having more research on resiliency centers will assist me in being able to demonstrate how centers like Eagles' Haven help. My dream would be to go to other communities around the country to help implement centers like Eagles' Haven that focus on prevention by promoting wellness.

Participant's E was able to highlight the successes of the organization as well as discuss what is needed in order to achieve the dream. Participant E explored how the work over the years provided a clear understanding of the need to provide more support services in the community. Participant E's destiny is grounded in further research on resiliency centers as well as expanding the organization. Participant E's dream is seen to be possible as discussed with clear ideas on how to not only sustain change but move the organization forward.

Participant C, conceptualized the Destiny phase as wanting to gain more knowledge about the other centers around the country as well as more information on other evidence-based modalities. Participant C, took it a step further by explaining that

the current team members have a lot of knowledge to share and learning from each other creates a supportive work environment.

Participant C: My dream is for Eagles' Haven to become the model of care when working with a community that has been through daily trauma such as everyday gun violence.... I think about creating a tool kit and resource guide for other communities to use that highlights what has worked and lessons we learned when working with this population. This may help a community or even individual understand the resources out there and how to apply wellness into their life.

Participant C wanting to share the lessons learned demonstrates an openness to share the organizations mistakes as they have paved the way to what the organizations positive core is today and could provide another center with insight. Participant C's destiny is to continue expanding and growing ones knowledge in this field as well as share what has been learned being a member of the team.

Participant A's shared dream of wanting to train other professionals on the work Eagles' Haven has done as one way of fulfilling the dream of expanding the organization. Participant A conceptualized many areas that contribute to the dream being put into action.

Participant A: I think now we are strong enough with the information that we have to be able to begin putting trainings together so we can go to different communities and demonstrated how our work has been effective in a very traumatized community.....Each team member has so much information that could be sharedWe can still grow as an organization even with us spreading the model

throughout. As an organization we won't stop evolving as society does not stop evolving.... My goal is to find as many ways to help the community and people.

Each team member believes in the mission of rediscovering wellness and restoring hope as expanding this mission is a shared dream that each participant discussed. Participant D's destiny was clear when asking the two questions during this phase and digger a little deeper.

Participant D: Personally, I would want to be involved in any part of expanding Eagles' Haven, whether it's showing the work that the team has previously done or expanding on what our plans are. I am eager and open to engaging in meetings and collaboration with other communities that are trying to build something like Eagles' Haven.... Being in such a strong team motivates me to, to keep wanting to do this type of work, and to keep wanting to improve and bring these types of resiliency and wellness centers to other areas.

Participant B's provocative proposition was similar to the other participants statements as this person is excited for the future and believes in the organizations mission which makes expanding the model authentic in nature.

Participant B: I would want to be able to be a part of helping to expand on Eagles' Havens current resources as that is always evolving and create the different resources in each community..... maybe a big part of that would be physically going to the other communities as they're being established, and to help in that process of figuring out what is going to be needed in that community that may be different than what's needed at Eagles' Haven is. I believe that it is not if the

Eagles' Haven model should be placed in each community but a matter of when....I envision what this center could look like in communities that have violence every day.

The common goal of being committed to the organization and community is seen throughout each phase explored. Each participant was able to envision a future with the organization which involved a continued commitment to the teams positive core as well as expanding on areas of growth in order to expand. The Design phase of the research showed that the shared goals were connected to what is already being achieved and future goals which are to enhance and expand Eagles' Haven.

Research Patterns and Themes

The study identified many different themes from the participant interviews; however, there was one theme that was discussed throughout the entire study across all participant interviews which was commitment to community and organization. This was an overarching theme when tying together all the interviews and analyzing them from a collective lens. This theme embodied all the subthemes and patterns explored as well as played a role in the team's experiences, dreams, and accomplishments.

Commitment to Community and Organization

The theme of commitment to the community and organization was discussed and explored throughout the entire research process. This theme drives the team's level of fulfillment, communication, empathy, client retention, teamwork, supportive environment, and quality of services. Each theme was brought back to the participants overall experience of being committed to the community and organization. The participants level of commitment to community and organization is seen as a sustainable

theme that will be carried into future growth in becoming a leading healing centered organization.

Lack of commitment to the community and organization would contribute to a lower working level in all the subthemes that have been discovered. The organization works from a model that strives for high levels of commitment while ensuring team members are practicing wellness and self-care. Participants provided examples of different factors that contribute to the overall commitment explored. Commitment to the community drives the team to provide the highest level of empathy when working with clients which supports high levels of client retention. Research findings support the view that employees' commitment to the organization is strongly influenced by their perception of the organization's commitment to them (Eisenberger et al., 1986). A mutual and equal commitment to each other promotes a level of commitment to the organization and population being served that takes the organization to the next level. Leadership within the organization is seen modeling the level of commitment and support needed in order to create the environment discussed during the Dream phase. Staff appreciation and acknowledgment is promoted throughout the organization as being key in sustaining and promoting the commitment to the organization. Continued staff trainings demonstrate an organizations investment in the staff's growth which correlates to one's overall level of commitment. High levels of client retention and new clients demonstrate the quality of services and empathic support present that highlights the teams unwavering commitment to the community. Table 1 below, displays excerpts from participant interviews that highlight each major subtheme which provides the foundation of the all-encompassing theme of commitment to community and organization.

Commitment to the Community and Organization	Participant A	Participant B	Participant C	Participant D	Participant E
<i>Teamwork</i>	I think our team creates a space together that is so welcoming it draws people to the center.	The staff definitely has been a big part of sustaining the connection with the community. I think the team is a big part of the continued impact that Eagles' Haven is making as we are dedicated as a team to the community.	As a team we commit to the community and that encourages me to continue what I do	Being in such a strong team motivates me to, to keep wanting to do this type of work, and to keep wanting to improve and bring these types of resiliency and wellness centers to other areas	The core of Eagles' Haven is the collective unit that works together to promote resiliency
<i>Quality of Services</i>	My goal is to find as many quality ways and services to help the community and people.	We really meet each client where they are at and do not force them to tell their story. I believe at my core that every person has strengths and is resilient. Our role is to highlight those strengths	As an organization we are trained to not only interact with clients but each other from a lens that highlights strengths and solutions rather than problems. The fact that we are encouraged to utilize this lens in all aspects of our lives creates this natural interaction amongst individuals that brings people to Eagles' Haven	We continuously are reassessing our role and the scope of clients that are serving to ensure the needs of the community are being met which provides a deeper analysis of the team's commitment to the community and quality of services offered	Our quality of services, draws clients to Eagles' Haven, we have a spectrum of services, that fit each and every one's needs. If we do not have something that a client needs, we do not stop there we ensure that all their needs are being met
<i>Empathy</i>	We work towards shifting how people look at trauma and promote an interaction that is supportive	I think it is the level of empathy that each person feels when they walk into the office. Empathy not just for the clients but empathy for each other as a team.	We honor the anniversary and create a space that fits what the community needs and wanted on this challenging day. We provide a supportive empathic space.	I just create a space that hopefully makes clients feel comfortable and supported.	We focus on the client's strengths and this provides a different level of support many community members are not used to.

<i>Fulfillment</i>	The setting, the atmosphere, and when we bring them in the back and show them the room and show them the different types of classes that we offer, their minds are blown away because I really don't think there is anything out there like this	Being a part of the process of creating something that's so supportive and helpful for the community after something that was so tragic, and to really see the community be able to come together has been rewarding	We take the opinions and suggestions of those that visit the center to improve on those wellness activities and other services that we're offering at the center. Seeing how the center is able to mold to each person is my proudest accomplishment	What makes me proud is being able to come to work every day and make a difference and make an impact in the community	Bringing our funders vision to life and being a part of this reality is very rewarding. It is truly bigger than I ever thought it could be
<i>Appreciation</i>	I think this level of gratitude does show the work being done is effective, but it is satisfying when a client just says thank you for being there for me today	Creating a space that allows for clients to provide us with feedback on what different wellness classes they think we need to offer in order to benefit the system.	The clients are so grateful and so is the organization, so this sustains my own person dedication to the community and organization.	Seeing the results from everything that we've been able to build to date and how grateful the community is to have us there has really sustained my dedication	We honor the communities struggle and how resilient they are. Seeing how appreciative they are of this is something that keeps me going and working so hard.
<i>Feedback</i>	I never want staff to feel like they cannot go to each other with feedback and opinions as that means the organization is shifting	Clients express the support and the help that we've been providing has been beneficial and has really helped me to see the effectiveness of the work that we're doing	When clients refer other people, I think that's a huge indicator that what we're doing is really helping and making a difference.	In order to truly have a space that is theirs that requires people within the community to provide insight of what different areas would benefit them.	Tons of cards and different gifts come to the office all the time... as ways of saying thank you. These are signs of that the work being done is valued and signs the work is effective
<i>Client Retention</i>	What a lot of people don't notice is their strengths. That is where we come in with a refreshing approach that attracts individuals	We have become like a family which attracts clients to continue to come as they got to know each team member and feel a part of the team	It's important that each client knows that Eagles' Haven is not going anywhere, and I do feel this is the core of why clients are attracted to Eagles' Haven	Over time, when you see them more and more, you just see the gradual improvement that they're making every day which encourages them to come back to Eagles' Haven and potentially attract other clients to the center.	I think doing just what we're doing is important as we're always available and flexible and really meeting the needs of the community which draws clients to the center to begin with.
<i>Supportive Work Environment</i>	The team is encouraged to take the wellness classes offered in order to promote wellness and also be supported in the workplace	Each team member always says hello and goodbye to each other	If we do not support each other I feel it would take away from our effectiveness	It is a very close-knit working relationship from the top down. I think everybody is very involved in supporting each other and making sure that every team member has what they need in order to be able to serve the community	It is not frowned upon to take a mental health day but encouraged in order to bring our best self to the team.

Table 1: Commitment to Community and Organization theme breakdown

Summary of Findings

Below are the research findings in response to the research question on what works well with an exemplary trauma informed wellness center working with a community following a mass shooting. The study consisted of five participants who work for an exemplary trauma informed wellness center team. Participant selection for this study was open to all full-time employees, ages 18 and over. No gender restrictions were placed on this study in order to avoid any gender biases.

Data collection occurred over two months via face to face interviews that were recorded and transcribed. Each phase of the AI 4-D cycle was utilized to explore the research question of what works well with an exemplary trauma informed wellness center working with a community following a mass shooting. The Discovery phase highlighted numerous themes that made up the organizations positive core.

Findings illustrated that the team's members valued their commitment to organization and the community as well as the areas that contribute to their overall commitment which were teamwork, empathy, quality of services, fulfillment, supportive environment, community outreach, and appreciation. Through feedback, collaboration, and communication the team is able to maintain what is working well as well as strive to take their positive core to the next level. The participants spoke about their dedication to the community, team, and clients which contributed to their vivid dreams and hopes for the organization's future. The findings during the Discovery phase illustrated what gives life to the organization and the best of what is.

The Dream phase findings was broken down into two categories: Community Connection and Leading Healing Centered Organization. Heighten community outreach

would benefit the organization as this would sustain and expand their commitment to the community. Within these two categories, the theme of commitment to the community and organization continued to be explored as being a key motivator in shifting to a leading healing centered organization. Other areas discussed in order to promote organization expansion were continued staff training, community collaborations, expansion of current space, staff consistency, community outreach, and supportive work environment.

The Design phase fell into five categorical themes, that led to five provocative propositions that reflect the teams view for sustained and maintained organizational change. These themes were Feedback, Supportive Organization, Fulfilment, and Client Retention. These themes grounding the statements made during the Destiny phase that highlighted the teams envisioned future and role of the organization in this future.

The Destiny phase emphasized the teams dreams for the future. Each team member expressed an exciting viewpoint of their role in the expansion of the organization. The center of the teams positive core is their unwavering commitment to the community and organization as explored in Table 1. This theme brought the interviews full circle as each subtheme was brought back to the organizations level of commitment. The teams shared goal of being committed to the community and organization drives what works well within the organization as well as the best of what is for the future.

CHAPTER V: DISCUSSION AND IMPLICATIONS OF THE STUDY

This study was created to research participants' being a part of an appreciative inquiry (AI) model in order to study and discover their positive core when working with a community following a mass shooting and how their experiences have played a role in what works well within this organization as well as their future dreams for the organization.

In this chapter, I explore the implications of the findings, relevance of the study to the field of Marriage and Family therapy, limitations, future considerations, and identifiable challenges. My reflections as the researcher were highlighted in this chapter.

Researcher's Reflection

Wanting to grasp a better understanding on how an exemplary trauma informed wellness center team helped a community following a mass shooting was the foundation of this study. Lack of understanding and knowledge of how other resiliency centers around the country have helped their communities lead me to creating this study. What was it about these resiliency centers that created a space of healing and hope? I wondered what the staff perspectives were on their role in promoting healing, hope, and resilience among a community that had been through so much. I wondered what drives the Eagles' Haven team to stay committed and dedicated to their job? What was it about Eagles' Haven? With a clear gap in the literature, I found myself creating a research study that encompassed all my questions.

Since finding out about these resiliency centers around the country, I have combed through the literature and current research surrounding them to better understand their role in community healing following an act of mass violence. I saw an opportunity

to explore the role of resiliency centers following an act of mass violence more in depth once Eagles' Haven opened. My personal experiences as a Marriage and Family therapist, trauma informed individual, and family member of a MSDHS student inspired me to select this topic and population for this study. Although we can hope another act of mass violence won't happen again, I know this is something that is out of my control; however, if the information collected in this study helps another community in promoting resilience, hope, and healing than this is deemed a success in my eyes.

Through the interview process, I was able to hear the different stories and experience's the participants shared with me. Many of the themes I hypothesized prior to the study but there were also themes that I did not expect to arise as well. I found myself memorized by the team's overall dedication and commitment to the organization. The team's continuous efforts to create change to better as an organization was a common goal among the participants in order to expand. From this study, I was able to grow and learn about how important dreams, values, and hopes are in team members experiences. During each step of analysis, the meanings of all the different aspects of the exemplary trauma informed care team took shape in exceptional ways, and it taught me so much more about the different dreams and hopes for the organization.

The importance of continuous reflection during this study is what provided me with the space that separated my biases and beliefs from the participants experience's that were being shared during the interview process. I was challenged to journal throughout this process as a way for me to ensure research biases were not being brought into this study. I found the journaling process to be my own way of sorting through my thoughts, feelings, and challenges during this time of research. Self-reflection and awareness

throughout the research process assured that my bias did not influence the data provided by the participants. Through this journey, I not only gained a clearer understanding of my role, beliefs, and dreams as an individual who works for an exemplary trauma informed wellness center team, but also matured through the process of learning and discovery.

Strengths and Limitations of the Study

Strengths

This study has many strengths that are explored during this section. The biggest strength of this study is its level of relevance to society. There is very little research on these different resiliency centers around the country and providing foundational knowledge about them is a huge strength of this study. The participants that I interviewed each person enjoyed sharing their experiences and stories of working at Eagles' Haven.

Utilization of appreciative inquiry (AI), a strength-based model of research, was a positive contribution to the overall research questioned asked. This form of research allowed participants to share their experiences in a positive framework. AI focused on Eagles' Havens positive core highlighted in the Discovery phase which created a conversation and interview process that welcomed discussion of dreams for the organization. A strength of this study is exploring the organizations positive core as it is one of the greatest, yet least recognized area of an organization (Cooperrider, Stavros, & Whitney, 2008). When highlighting with the participants the organizations positive core each participant was taken aback by the many areas that are already working well within Eagles' Haven. Following this, the participants were challenged to vision the organization future while sustaining the positive core of Eagles' Haven. Each participant

was able to envision a future that included expansion and growth. A positive force of this study was each participant being able to conceptualize how to make the dream a reality and their role in this. Each participants enthusiasm and commitment were highlighted suggesting AI was mostly positively perceived by participants; thus, AI provides a positive way forward shifting from problems to solutions offering a new way of looking at the organizations innate strengths that tend to be overshadowed by negative thought processes (Trajkovski et al., 2013).

This study highlighted the practices of trauma informed care, post traumatic success, healing centered engagement, and working from an overall strength-based perspective when working with colleagues and a community that has been thru a trauma such as a mass shooting. A healing centered and trauma informed approach to addressing trauma requires a different question that moves beyond “what is wrong with you” and welcomes “what happened to you” and “what’s right with you” and views those exposed to trauma as agents in the creation of their own well-being rather than victims of traumatic events (Ginwright, 2018). This study highlighted the experiences of the team when working from a non-pathologizing stance, and how this has played a role in client retention and the quality of services offered.

Limitations

I as the researcher examined the experiences of five team members of an exemplary trauma informed wellness center team. While this number of detailed interviews provided a sizeable data source, it did not encompass the larger population of resiliency centers. Factors such as geographical location of the center, socio-economic status of clients served, client diversity, and staff diversity should be recognized as

limitations as this study only focused on one area in South Florida. Future research ideas discussed in highlight the utilization of the limitations to expand on this study.

Clinical Implications

The increasing levels of trauma that are happening in society have opened an area of growth in the clinical world. As discussed throughout the study a greatly under researched area is the role resiliency centers play in systemic resilience and healing in the communities they serve. Recent research illustrates how connectedness with one's community following a threat of trauma increases resilience; thus, highlighting the clinical need for a better understanding of these resiliency centers around the country. (Landau, Mittal & Wieling, 2008). Eagles' Haven mission is to connect the community by rediscovering wellness and restoring hope which is promoting community connectedness. As clinicians, knowing about the different resources and centers offered in different communities can provide another layer of treatment for clients. This study exemplified what it looks like for the Eagles' Haven team when working from a strength-based perspective. Working with clients from a one down approach and meeting each client where they are at is seen in this study as a strength that increases client retention. Continued research on these interactions can provide insight on what the best practice of trauma support is in the future.

Marriage and Family therapist have a deeper understanding of systemic interactions and how trauma can affect a larger system; however, based on the findings from this research study and current literature available, a need for increased training in strength-based approaches when working with community resilience and healing is an area of growth needed clinically. Giving the client the space and power to share their

story is an area of clinical work that Marriage and Family therapist have been practicing for years but moving this as the basis of engagement when working with clients who have been thru trauma is an area of clinical training and growth needed across the social services field. A strengths-based approach to trauma support is not only energizing and enlivening for the clients but also the therapist, as this avoids having the same problem and deficit-saturated conversation and takes the stance that each person has inherent strengths versus pathologizing symptoms (Coulter, 2014) .

This research is relevant to the field of marriage and family therapy because acts of mass violence effect an entire system for generations to come. The National Institute of Mental Health (2002) summarized current evidence-based interventions for mass trauma support a critical need nationally for empirically based systemic interventions and understanding of post mass trauma support. The global context of trauma resulting from mass violence encompasses an array of historical, social, economic, and political contexts that are clearly lacking an understanding from a systemic lens and these must be carefully understood for professionals to develop meaningful programs of intervention with communities exposed to traumatic events and the related mental health consequences such as MSDHS community (Landau, Mittal, Wieling, 2008). The role of resiliency centers following an act of mass violence are open with the goal of helping numerous systems effected. In summary, understanding the implications of this study provides the ability to grow as a field.

Implications for Future Research

When reviewing the current literature and research out there I found an enormous gap in the current studies out there; furthermore, this gap opened the door for an array of

different studies. This study aids the current gap by allowing the voices of the Eagles' Haven team to be heard in what works well when working with a community following a mass shooting.

Implication for future research could be studying the other resiliency centers, the populations served, and expanding on the current research conducted in this study. Creating a study to gather the experiences of the clients who utilize services at Eagles' Haven. Comparing and contrasting the other centers can provide insight on areas of growth needed as well as what is working well within the centers. Diving deeper on the role these centers play within their perspective communities from the perspective of the population they serve would provide greater information as this would provide client viewpoint. Qualitative and quantitative research models could be utilized to expand on this research. For example, application of pre/post-test while engaging in services can show a quantitative value in how the services are potentially benefiting the community. Expanding on the similar and different universal themes across the other centers around the country is another area of research that can provide a deeper understanding of how different context effect research. A variety of research methods could be utilized to advance this research topic.

The research in this study is just the tipping point for the amount of information that can be gathered. Expansion of trauma informed care and healing centered engagement when working with mass shooting survivors is another area of research that could be expanded on. The research topics in this area is endless and the gaps in literature are needing studies to provide further knowledge. This study may be able to increase

awareness of how limited the research is in focusing on resiliency centers created after an act of mass violence and encourage other researchers to study this area of needed exploration.

Concluding Thoughts

This is the first study of my knowledge that allows the voices of an exemplary trauma informed wellness center team to be heard on what works well at this center in promoting healing, hope, and resilience for the survivors and families of an act of mass violence. Although Eagles' Haven is not the first resiliency center to open following an act of mass violence, however it is the first to expand on their experience's in providing trauma support. The study added research to current literature and welcomes further exploration.

The goal is the themes, experience's, and findings depicted in this study can guide future research in a new direction and build on the research. I am encouraged by the information gathered from this study and hopeful for the future expansion on this area of research. This study answered the research question at hand which was what works well with an exemplary trauma informed wellness center promoting resilience among a community following a school shooting. Themes such as quality of services, commitment to community and organization, and team work truly highlight what is working well within Eagles' Haven. In exploring what works well the participants took it a step further in discussing how they want to spread the work being done at Eagles' Haven throughout the community in modeling what a leading healing centered organization looks like.

References

- Acosta, A. and Douthwaite, B. (2005). Appreciative Inquiry: An approach for learning and change based on our own best practices. *Institutional Learning and Change Initiative*, 6, p. 4
- Ajdukovic, D. *et al.* (2015). Resiliency: Enhancing coping with crisis and terrorism. American Association for Marriage and Family Therapy. (2015, January 1). AAMFT code of ethics. Retrieved from https://www.aamft.org/Legal_Ethics/Code_of_Ethics.aspx
- American Psychiatric Association. *Diagnostic and statistical manual of mental disorders* (5th ed.).
- Anderson, K.M. (2018). Post-traumatic growth and resilience despite experiencing trauma and Oppression. *Journal of Family Social Work*, 21, 1:1-4
- Bardeen, J. *et al.* (2013). Emotion regulation difficulties as a prospective predictor of posttraumatic stress following a mass shooting. *Journal of Anxiety Disorders*, 27, 188-196
- Bannink, F. (2014). *Post Traumatic Success Positive Psychology and Solution-Focused Strategies to Help Clients Survive and Thrive* (1st ed.). W.W Norton & Company.
- Becvar, D. S. (2003). The impact on the family therapist of a focus on death, dying, and bereavement. *Journal of Marital and Family Therapy*, 29(4), 469-477
- Blair J. P. and Schweit K. W. (2014). A study of active shooter incidents, 2000–2013. *Texas State University and Federal Bureau of Investigation, U.S. Department of Justice*
- Burkle, F. M. (1996). Acute-phase mental health consequences of disasters: Implications for Triage and emergency medical services. *Annals of Emergency*

Medicine, 28(2), 119–128

- Bjelopera, J.P. *et al.* (2013). Public mass shootings in the United States: Selected implications for federal public health and safety policy, 1-38
- Cohen, A. P., Azrael, D., & Miller, M. (2017, June 28). Rate of mass shootings has tripled since 2011, new research from Harvard shows. Retrieved from <https://www.motherjones.com/politics/2014/10/mass-shootings-increasing-harvard-research/>
- Cooperrider, D. L., Whitney, D., & Stavros, J. M. (2008). *Appreciative inquiry handbook: For leaders of change* (2nd ed.). Berrett-Koehler Publishers.
- Cooperrider, D. L., & Whitney, D. K. (2005). *Appreciative Inquiry: A Positive Revolution in Change* (Vol. 1st ed). San Francisco, CA: Berrett-Koehler Publishers.
- Cooperrider, D. L., & Srivastva, S. (1987). *Appreciative Inquiry in Organizational Life. Research in organization change and development.*
- Coulter, S. (2014). The Applicability of Two Strengths-based Systemic Psychotherapy Models for Young People Following Type 1 Trauma. *Child Care in Practice*, 20(1), 48–63.
- Ginwright, S.A. (2018). *Future of Healing : Shifting From Trauma Informed Care to Healing Centered Engagement.*
- Hammond, S., & Royal, C. (Eds.). (1998). *Lessons from the field: Applying appreciative Inquiry.* Plano, TX: Practical Press.
- Harrison, J., MacGibbon, L., & Morton, M.. (2001). Regimes of Trustworthiness in Qualitative Research: The Rigors of Reciprocity. *Qualitative*

Inquiry. 7. 323-345

- Harter, S., Low, S. M., & Whitesell, N. R. . (2003). What Have We Learned from Columbine: The Impact of the Self-System on Suicidal and Violent Ideation Among Adolescents. *Journal of School Violence*, 2(3), 3–26
- Hoagwood, K. E., Olin, S. S., Wang, N. M., Pollock, M., Acri, M., Glaeser, E., Whitmyre, E. D., Storfer-Isser, A., & Horwitz, S. M. (2017). Developing a sustainable child and family service system after a community tragedy: Lessons from Sandy Hook. *Journal of Community Psychology*, 45, 748–764.
- Dennis, Mileti. *Disaster by Design; A Reassessment of Natural Hazards in the United States* (Washington, DC: Joseph Henry Press, 1999).
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.
- Erobirds. (2019, September 3). 10.27 Healing Partnership: Our Mission. Retrieved from <https://1027healingpartnership.org/>.
- Evans, Amanda, and Patricia Coccoma. *Trauma-Informed Care: How Neuroscience Influences Practice*, Routledge, 2014
- Fox, James & DeLateur, Monica. (2013). *Mass Shootings in America: Moving Beyond Newtown*. *Homicide Studies*. 18. 125-145. 10.1177/1088767913510297.
- Kilpatrick, D. G., Resnick, H. S., Milanak, M. E., Miller, M. W., Keyes, K. M., & Friedman, M. J. (2013). National estimates of exposure to traumatic events and PTSD prevalence using DSM-IV and DSM-5 criteria. *Journal of Traumatic Stress*, 26(5), 537–547
- Kim M. Anderson, (2018) Post-traumatic growth and resilience despite experiencing

- trauma and oppression, *Journal of Family Social Work*, 21:1, 1-4.
- Kwon Kyong Ja, Chu Min Sun, & Kim Jung A. (2014). Impact of Work Environment and Job Satisfaction on Service Quality among Staff in Elderly Facility. *Korean Journal of Adult Nursing*, 26(5), 512–521.
- Landau, J., Mittal, M., & Wieling, E.A. (2008). Linking human systems: strengthening individuals, families, and communities in the wake of mass trauma *Journal of Marital and Family therapy*, 34 2, 193-209 .
- Lapan, S. D., Quartaroli, M. T., & Riemer, F. J. (Eds.). (2011). Qualitative research: An introduction to methods and designs.
- Leiner M, De la Vega I, Johansson B. Deadly Mass Shootings, Mental Health, and Policies and Regulations: What We Are Obligated to Do!. *Front Pediatr*. 2018; 6-99. Published 2018 Apr 16.
- Lewis, Sarah & Passmore, Jonathan & Cantore, Stefan. (2016). Appreciative Inquiry for Change Management: Using AI to facilitate Organizational Development.
- Littleton, H. L., Axsom, D., & Grills-Taquechel, A. E. (2009). Adjustment following the mass shooting at Virginia Tech: The roles of resource loss and gain. *Psychological Trauma: Theory, Research, Practice, and Policy*, 1(3), 206-219.
- Lowe, S. R., & Galea, S. (2017). The mental health consequences of mass shootings. *Trauma, Violence, & Abuse*, 18(1), 62–82.
- Maguire, D., & Taylor, J. (2019). A Systematic Review on Implementing Education and Training on Trauma-Informed Care to Nurses in Forensic Mental Health Settings. *Journal of Forensic Nursing*, 15(4), 242–249.
- McCall-Hosenfeld, J. S., Mukherjee, S., & Lehman, E. B. (2014). The prevalence and

correlates of lifetime psychiatric disorders and trauma exposures in urban and rural settings: *Results from the National Comorbidity Survey Replication*

McGinty, E.E., Webster, D.W., & Barry, C.L. (2013). Effects of news

messages about mass shootings on attitudes toward persons with serious mental illness and public support for gun control policies. *The American journal of psychiatry*, 170 5, 494-501 .

Neria Y, Nandi A, Galea S. 2008. Post-traumatic stress disorder following disasters: a systematic review. *Psychol. Med.* 38:467–80

Patton, M. Q. (2015). *Qualitative research & evaluation methods: integrating theory and practice*. Thousand Oaks, CA: Sage.

RAND Corporation. (n.d.). Mass shootings: Definitions and trends.

Reed, J. (2007). *Appreciative inquiry: Research for change*. Thousand Oaks: Sage Publications.

Saldaña Johnny. (2016). *The coding manual for qualitative researchers*. Los Angeles, CA: SAGE.

Sanchez-Reilly S, Morrison LJ, Carey E, et al. *Caring for oneself to care for others: physicians and their self-care*. *J Support Oncol.* 2014;11(2).

Shultz, J. M., Cohen, A. M., Muschert, G. W., & Flores, R. (2013). Fatal school shootings and the epidemiological context of firearm mortality in the United States. *Disaster health*, 1(2), 84–101.

Snijders, C., Pries, L. K., Sgammeglia, N., Al Jowf, G., Youssef, N. A., de Nijs, L., Rutten, B. (2018). Resilience Against Traumatic Stress: Current Developments and Future Directions. *Frontiers in psychiatry*, 9, 676.

- Stake, R. E. (2010). Qualitative research : Studying how things work.
- Swartz, H. A. (2019). Mass Shootings and Psychotherapy. *American Journal of Psychotherapy*, 72(3), 58–58.
- Tedeschi, R., & Calhoun, L. (2004). Posttraumatic Growth: Conceptual Foundations and Empirical Evidence. *Psychological Inquiry*, 15(1), 1-18.
- Trajkovski, S., Schmied, V., Vickers, M., & Jackson, D. (2013). Implementing the 4D cycle of appreciative inquiry in health care: a methodological review. *Journal of Advanced Nursing*, 69(6), 1224–1234.
- Towers S, Gomez-Lievano A, Khan M, Mubayi A, Castillo-Chavez C (2015) Contagion in Mass Killings and School Shootings.
- U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime. (2015). Tools: Glossary. Helping victims of mass violence and terrorism: Planning, response, recovery, and resources.
- U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Mental Health Services. (2017). *Disaster Technical Assistance Center Supplemental Research Bulletin*.
- US National Institute of Mental Health. (2002). *Mental health and mass violence: Evidence-based early psychological intervention for victims/survivors of mass violence: A workshop to reach consensus on best practices*. U.S. Government Printing Office.
- Vieselmeier, J., Holguin, J., & Mezulis, A. (2017). *The role of resilience and gratitude in posttraumatic stress and growth following a campus shooting*. *Psychological Trauma: Theory, Research, Practice, and Policy*, 9(1), 62-69.

- Wainrib, B. R. (2006). *Healing crisis and trauma with mind, body, and spirit*. New York: Springer Pub.
- Watkins, M.J., Mohr, B., & Kelly, R. (2010). *Appreciative inquiry: Change at the speed of imagination* (2nd ed), San Francisco, CA: Wiley.
- Zemishlany, Z. (2012). Resilience and vulnerability in coping with stress and terrorism. *Israel Medical Association Journal*, 14(5), 307–309.

Appendices

Appendix A: Site Approval Letter

**SITE APPROVAL LETTER**

Nova Southeastern University
3301 College Avenue
Fort Lauderdale, FL 33314-7796

Subject: Site Approval Letter

To the Nova Southeastern University Institutional Review Board:

This letter acknowledges that I have received and reviewed a request by Halle Solomon to conduct a research project entitled Appreciative Inquiry of an Exemplary Trauma Informed Wellness Center Created for the Community and Families Affected Following a School Shooting at Eagles' Haven and I approve of this research to be conducted at our facility.




When the researcher receives approval for her research project from the Nova Southeastern University's Institutional Review Board/NSU IRB, I agree to provide access for the approved research project. If we have any concerns or need additional information, we will contact the Nova Southeastern University's IRB at (954) 262-5369 or irb@nova.edu.

Sincerely,

Wendy Jenkins L.C.S.W
Director of Operations and Clinical Services
954-315-8686
Wendy@Jafco.org

Eagles' Haven
5655 Coral Ridge Drive
Coral Springs, Florida 33076

5655 Coral Ridge Drive • Coral Springs, Florida 33076 • www.eagleshaven.org

The Eagles' Haven Wellness Center is lovingly powered by 
and is made possible with the generous funding of  

Appendix B: Consent Form for Participants in the Study



Appreciative Inquiry of an Exemplary Trauma Informed Wellness Center Created for the Community and Families Affected Following a School Shooting

Who is doing this research study?

College: Nova Southeastern University College of Arts, Humanities, and Social Sciences

Principal Investigator: Halle R. Solomon, M.S.
 Nova Southeastern University
 3301 College Avenue
 Fort Lauderdale, Florida 33314

Faculty Advisor/Dissertation Chair: Tommie V. Boyd, Ph.D., LMFT
 Nova Southeastern University
 3301 College Avenue
 Fort Lauderdale, Florida 33314

Site Information: Eagles' Haven Wellness Center
 5655 Coral Ridge Drive
 Coral Springs, FL 33076

Funding: Unfunded

What is this study about?

The purpose of this study is to understand what is working at Eagles' Haven and how this center can be a model for other communities after a mass shooting. This study's purpose is to add more information to the literature available by exploring the experiences of the employees who work at Eagles' Haven.

Why are you asking me to be in this research study?

You have been invited to be a part of this study because you are a member of the Eagles' Haven team. This study will include about 7 people all over the age of 18, live in Broward County, FL, and are full time employees at Eagles' Haven.

What will I be doing if I agree to be in this research study?

This study will take around 3 hours of your time and will be only one session. During this time, a face to face interview will happen with the researcher (Ms. Solomon). The interview will take place at Eagles' Haven. During the interview, you will be asked to explore the strengths and accomplishments of the team and your own experiences with working at Eagles' Haven.

Research Study Procedures

Once informed consent form is signed the researcher will move forward with the study. An interview time will be scheduled. This research will be done within one session that will approximately be three hours. Following the interview, the participant will receive an encrypted transcript. The participant will be asked to review the transcript to ensure the researcher interpreted parts of the interview accurately. In order to be eligible to participate in this study participant must be a full-time employee at Eagles' Haven, 18 years old, live in South Florida, and speak English.

Are there possible risks and discomforts to me?

This research study involves minimal risk to you. To the best of our knowledge, the things you will be doing have no more risk of harm than you would have in everyday life.

What happens if I do not want to be in this research study?

You have the right to leave this research study at any time, or not be in it. If you do decide to leave or you decide not to be in the study anymore, you will not get any penalty or lose any services you have a right to get. If you choose to stop being in the study, any information collected about you **before** the date you leave the study will be kept in the research records for 36 months from the end of the study but you may request that it not be used.

What if there is new information learned during the study that may affect my decision to remain in the study?

If significant new information relating to the study becomes available, which may relate to whether you want to remain in this study, this information will be given to you by the investigators. You may be asked to sign a new Informed Consent Form, if the information is given to you after you have joined the study.

Are there any benefits for taking part in this research study?

There are no direct benefits from being in this research study. We hope the information learned from this study will provide a further understanding on the role the Eagles' Haven team plays on community resilience.

Will I be paid or be given compensation for being in the study?

You will not be given any payments or compensation for being in this research study.

Will it cost me anything?

There are no costs to you for being in this research study.

How will you keep my information private?

Information we learn about you in this research study will be handled in a confidential manner, within the limits of the law and will be limited to people who have a need to review this information. Each interview will be conducted privately not during regular office hours and each participant identifying information will remain confidential. This data will be available to the researcher, the Institutional Review Board and other representatives of this institution, and any regulatory and granting agencies (if applicable). If we publish the results of the study in a scientific journal or book, we will not identify you. All confidential data will be kept securely behind a locked office door and filing cabinet. All computer documents will be password protected. All data will be kept for 36 months from the end of the study and destroyed after that time by erasing the encrypted hard drive.

Will there be any Audio or Video Recording?

This research study involves audio and/or video recording. This recording will be available to the researcher, the Institutional Review Board and other representatives of this institution, and any of the people who gave the researcher money to do the study (if applicable). The recording will be kept, stored, and destroyed as stated in the section above. Because what is in the recording could be used to find out that it is you, it is not possible to be sure that the recording will always be kept confidential. The researcher will try to keep anyone not working on the research from listening to or viewing the recording.

Whom can I contact if I have questions, concerns, comments, or complaints?

If you have questions now, feel free to ask us. If you have more questions about the research, your research rights, or have a research-related injury, please contact:

Primary contact:

Halle Solomon, M.S can be reached at 954-263-8241, that will be readily available during and after normal work hours.

Research Participants Rights

For questions/concerns regarding your research rights, please contact:

Institutional Review Board
Nova Southeastern University
(954) 262-5369 / Toll Free: 1-866-499-0790
IRB@nova.edu

You may also visit the NSU IRB website at www.nova.edu/irb/information-for-research-participants for further information regarding your rights as a research participant.

All space below was intentionally left blank.

Research Consent & Authorization Signature Section

Voluntary Participation - You are not required to participate in this study. In the event you do participate, you may leave this research study at any time. If you leave this research study before it is completed, there will be no penalty to you, and you will not lose any benefits to which you are entitled.

If you agree to participate in this research study, sign this section. You will be given a signed copy of this form to keep. You do not waive any of your legal rights by signing this form.

SIGN THIS FORM ONLY IF THE STATEMENTS LISTED BELOW ARE TRUE:

- You have read the above information.
- Your questions have been answered to your satisfaction about the research.

Adult Signature Section

I have voluntarily decided to take part in this research study.

Printed Name of Participant

Signature of Participant

Date

Printed Name of Person Obtaining
Consent and Authorization

Signature of Person Obtaining Consent &
Authorization

Date

Appendix C: Interview Questions

Discovery Phase I

1. What indications have you seen that your work is effective?
2. What do you think draws clients to Eagle's Haven?

Dream Phase II

3. Imagine a time in the future where people around the country look at Eagles' Haven as an exceptional example of a trauma centered, thriving, compassionate, attractive wellness center where all community members of all ages engage in trauma-based services in a welcoming environment. In this exciting future, what is different about Eagles' Haven?
4. What are you most proud of having helped Eagles' Haven accomplish?
5. What is sustaining Eagles' Haven dedication to the community?

Design Phase III

6. What are the areas in which you feel Eagles' Haven staff could have the most impact in improving individual and community resilience following February 14, 2018?
7. As you reflect on successful ways Eagles' Haven is engaged in improving the community, what initiatives stand out as being exceptionally promising in community resilience?
8. What do you consider as indicators that you are doing an excellent job within the community, with clients, and Eagles' Haven?

Destiny Phase IV

9. What small changes could Eagles' Haven make right now that would really encourage other communities, individuals, and families to get engaged?
10. How would you personally want to be involved in expanding the Eagles' Haven model to other communities?

Biographical Sketch

Halle Rachel Solomon was born in Hollywood, Florida and grew up in Weston, Florida. She received her Bachelor of Science in Psychology and Minor in Communications from Florida State University. During her time at Florida State University, she became a research assistant studying the differences in developmental growth in children from different socio-economic backgrounds. She earned her Master of Science in Marriage and Family Therapy from Nova Southeastern University. Halle decided to continue her academic path and pursue her Ph.D. in Marriage and Family Therapy. Halle has years of clinical experience working from a systemic, strength-based, trauma informed approach. Halle was an intern at JAFCO during her Master's program. Afterwards, she joined the clinical team and has been working full-time at JAFCO while pursuing her Ph.D.