

Field	<i>May include requirements, recommendations, minimum standards, variations, ratios, and other considerations</i>
<p><b>Treatment/Product Description</b></p>	<p><b>Description:</b> TARGET is an educational and therapeutic approach for the prevention and treatment of posttraumatic stress disorders (PTSD). TARGET provides a seven-step sequence of skills – the FREEDOM steps – that are designed to enable youth and adults to understand and gain control of trauma-related reactions triggered by current daily life stressors.</p> <p><b>NCTSN Fact Sheet Available:</b>  <a href="http://www.nctsn.org/sites/default/files/assets/pdfs/target_general2012.pdf">http://www.nctsn.org/sites/default/files/assets/pdfs/target_general2012.pdf</a></p> <p><b>Culturally Specific Information Available:</b>  <a href="http://www.nctsn.org/sites/default/files/assets/pdfs/target_cultural2012.pdf">http://www.nctsn.org/sites/default/files/assets/pdfs/target_cultural2012.pdf</a></p> <p><b>Goals:</b> TARGET uses the FREEDOM steps to help youth and adults recognize and purposefully utilize their personal strengths when experiencing stress reactions in their current lives. TARGET thus both empowers and challenges trauma survivors, and the professionals working with them, to become highly focused and mindful, to make good decisions, and to build healthy relationships.</p> <p>The focus in TARGET is on shifting the way a person processes information and emotions, so that the person is able to live life and make sense of memories without being trapped in an alarm state. TARGET explains posttraumatic symptoms as the product of an ingrained, but reversible, biological change in the brain’s alarm and information processing systems and the body’s stress response systems. Using graphics and simple language, TARGET describes the stress response system as an “alarm” in the brain that is triggered by trauma or extreme stressors. When the brain becomes stuck in “alarm” mode, the person cannot access the brain’s capacities for clear thinking, and therefore reacts to all types of current stressors as survival threats. This causes serious difficulties in relationships and daily life activities that can be addressed by using the FREEDOM skill set.</p> <p>Advanced Trauma Solutions, Inc., (ATS) provides an intensive training and rigorous quality-assurance program for agencies interested in learning to use the TARGET treatment model in their programs. Training includes a series of components designed to guide administrators, clinical staff, and line staff through an intensive learning process that prepares them to implement TARGET concepts and skills in group, individual, and family settings, and in the milieu.</p> <p>This process takes place over an extended period of time in order to facilitate learning, build confidence and competence, and ensure fidelity to the model. Implementation components include trauma and PTSD screening tools, TARGET manuals and materials, outcomes measurement/monitoring consultation, intensive onsite training, ongoing consultation and support, and quality assurance/fidelity monitoring. Additional trauma-informed training courses that are optional are listed in a separate section below.</p> <p><b>Target Population:</b> Ages 11 and up.</p>

## Training

### Minimally Acceptable Training

**Mode of Training:** In order to begin implementing the TARGET model, the therapist must attend three full days of in-person TARGET Level 1 training.

**Content:** This training will provide an overview of the TARGET conceptual framework and FREEDOM skill set developed by Dr. Julian Ford to address the core issue for trauma survivors, trauma-related biological reactivity. This workshop will redefine the nature and dynamics of psychological trauma and explain how trauma causes posttraumatic stress by changing the stress response systems of the brain and body. TARGET is an approach that enhances resilience by helping survivors move from survival coping to emotional, cognitive, physiological, and relational regulation. This initial training will cover the impact of traumatic stress on the brain, social emotional development and ability to regulate affect; the neurobiology of stress and coping, and an introduction to the key concepts, terms, and skills for using TARGET. This training will be required for all staff who conduct TARGET groups or individual treatment.

**Number of Days/Hours Total/Minimum:** 24 hours/3 days of training.

**Options for Make-up:** ATS requires attendance and participation at all three days of training in order for facilitators to implement the model. Options for making up missed training hours depend on which training components and how many hours of training were missed.

**Training Cost:** \$7,200 per cohort for a three-day Level 1 training. Cohorts are made up of 8-20 therapists. Training and implementation materials are not included in this cost. Training packages are \$15 per facilitator, and treatment manual packages are \$175 per facilitator.

### Most Comprehensive Training

#### **Mode of Training:**

The most comprehensive training package currently available includes:

- Online self-paced Training
- Three-day Level 1 Training (face-to-face)
- Two-day Level 2 Training (face-to-face)

#### **Content:**

##### **Online self-paced Training**

This online learning course offers an overview of the TARGET concepts and FREEDOM skill set, demonstrations of TARGET therapy with adolescents and parents, and additional background information on working with and engaging the juvenile justice population. Each of the modules includes brief descriptions of the TARGET concepts presented by Dr. Ford and test questions to assess the level of information assimilation.

This course, available 24/7 by desktop, laptop, or mobile devices, offers program staff the flexibility of taking the course in one sitting or spreading it out over several convenient learning sessions. ATS tracks and reports learner activity and scores on tests that are integrated into each module. In addition to staff implementing the model, this course will be available for staff who will not be engaged in providing TARGET therapy but who would benefit from understanding a trauma-informed approach.

##### **TARGET Level 1**

TARGET is an educational and therapeutic approach for the prevention and treatment of complex posttraumatic stress disorder (C-PTSD). This workshop will provide an overview of the TARGET conceptual framework and FREEDOM skill set developed by Dr. Julian Ford to address the core issue for trauma survivors, trauma-related biological reactivity. This workshop will redefine the nature and dynamics of psychological trauma and explain how trauma causes posttraumatic

<p><b>Training (continued)</b></p>	<p>stress by changing the stress response systems of the brain and body. TARGET is an approach that enhances resilience by helping survivors move from survival coping to emotional, cognitive, physiological, and relational regulation. This initial training will cover the impact of traumatic stress of the brain, social and emotional development, and ability to regulate affect; the neurobiology of stress and coping; and an introduction to the key concepts, terms, and skills for using TARGET. This training will be required for all staff who conduct TARGET groups.</p> <p><b>TARGET Level 2</b> This training is designed for program staff who are using the TARGET skills with youth and families in their roles as counselors, clinical coordinators, educational specialists, caseworkers, corrections officers, or juvenile probation officers. The focus of this workshop will be on understanding and integrating key TARGET concepts, and practical application of the FREEDOM skill set. Participants will have the opportunity to work on applying the FREEDOM steps fluidly to help clients process stressful experiences and build resilience. Problem areas commonly confronted by counselors working with youth and families will be addressed through discussion and role-play of written case vignettes.</p> <p><b>Number of Days/Hours Total/Minimum:</b></p> <ul style="list-style-type: none"> <li>• Online self-paced Training (approximately three hours)</li> <li>• Three-day Level 1 Training</li> <li>• Two-day Level 2 Training</li> </ul> <p><b>Options for Make-up:</b> ATS requires full attendance and participation at all trainings in order for facilitators to implement the model. Options for making up missed training hours depend on which training components and how many hours of training were missed.</p> <p><b>Training Cost:</b></p> <ul style="list-style-type: none"> <li>• Online Training, \$150 per seat</li> <li>• Level 1 Training, \$7,200 (plus material costs per trainee)</li> <li>• Level 2 Training, \$4,800 (plus material costs per trainee)</li> </ul> <p><b>Training Contact Information:</b> Katy Notaro 11 Melrose Drive Farmington, CT 06032 (860) 269-8663 <a href="mailto:katy@advancedtrauma.com">mailto:katy@advancedtrauma.com</a> <a href="http://www.advancedtrauma.com">www.advancedtrauma.com</a></p>
<p><b>Selection</b></p>	<p><b>Typical trainees for this Treatment/Product:</b> The TARGET approach can be taught to and delivered by persons from a wide variety of cultural and educational backgrounds and professions or vocations, including but not limited to mental or behavioral health, counseling, medical, nursing, educational, social work, marriage and family therapy, addiction recovery, personal coaching, and human resources professionals.</p> <p><b>Minimum Education Level:</b> While ATS prefers to train professionals with a master’s degree, ATS has and will continue to train exceptional staff who do not meet this preference. In addition, for systems or agencies wishing to use the model with bachelor-level professionals, ATS will work with the agency to make appropriate adaptations to the instructional and coaching tasks associated with implementation to ensure the right level of support is provided to staff.</p> <p><b>Licensure/Certification:</b> No</p> <p><b>Experience:</b> No</p> <p><b>Theoretical Components:</b> Developmental trauma, emotion regulation, cognitive-behavioral.</p> <p><b>Match/Fit:</b> TARGET is designed for youth, adults, and families, and may be used in health care, behavioral health, correctional and juvenile justice, child welfare, and educational systems.</p>

<p><b>Preparation for Training and Implementation</b></p>	<p><b>Clinician Readiness Assessment Available?</b> Because staff are typically hired prior to the procurement and installment of the model, ATS may provide administrators and supervisors with a sample practice profile for staff chosen to facilitate the TARGET model. In addition, prior to training, identified staff must submit an introductory video to ATS that answers a series of specific questions provided by ATS.</p> <p><b>Agency Readiness Assessment Available?</b> ATS does provide an optional readiness assessment before the installment of the TARGET model into a system. The assessment uses a formalized set of questions to guide the discussion and solicit feedback from all stakeholders about their past experiences with delivering evidence-based practices, their expectations of the TARGET program, and their goals for implementing the model effectively. The process is intended to solicit organizational and workforce strengths and obstacles in an effort to plan for organizational change and support system wide preparation for the rollout of the model in the respective agencies/programs/systems of care.</p> <p>ATS will compile the information gathered from this assessment to provide feedback on the identified strengths and obstacles to the rollout of the TARGET model. Together, ATS and the program/agency/system of care will work to reduce any real or perceived barriers to rolling out the model and will build on the already established individual, program-specific, and system wide strengths.</p> <p><b>Typical Prerequisites for Training:</b> ATS requests that staff complete the Online self-paced training (only open to those going through the in-person training) and will require staff to submit an introductory video to ATS prior to Level 1 training. In addition, an introductory conference call to introduce the ATS staff, training agenda, and quality assurance process is required.</p>
<p><b>Consultation</b></p> <p><b>Consultation (continued)</b></p>	<p>ATS provides consultation, fidelity monitoring, and written and oral feedback to assess the degree of integrity and fidelity with which the TARGET model is being implemented, and to support staff in their growth as TARGET therapists. Throughout the project, ATS will communicate with the agency/system management team to promote a feedback loop that is focused on model fidelity, staff development, quality service delivery, and client outcomes. To that end, ATS has a structured system in place with clear expectations and measures of success.</p> <p>ATS provides a combination of individual and group consultations to staff facilitating the TARGET model. A TARGET coach will provide individual fidelity review monthly for one hour, by phone and/or videoconferencing, with each TARGET therapist. Consultation groups for all therapists and line staff will be scheduled to meet monthly for one hour by phone and/or videoconferencing.</p> <p><b>Type/Mode/Ratio:</b> Individual consultations are one-to-one, while group consultations are one-to-eight. Consultations are facilitated using phone and/or videoconferencing.</p> <p><b>Frequency:</b> Individual and group consultations are held once per month.</p> <p><b>Participation:</b> Trainees will videotape and submit all TARGET sessions. Sessions will be randomly selected for fidelity monitoring purposes. A minimum of two videos per therapist are reviewed each month. Once videos are reviewed, a TARGET coach and the facilitator will meet each month to review the fidelity reports. In addition, group consultations will occur twice per month and all facilitators are expected to attend.</p> <p><b>General/Expected Duration of Consultation:</b> Group and individual consultations last approximately one hour each. Consultations occur regularly for the duration of the project.</p> <p><b>Demonstrated Proficiency/Mastery/Competence:</b> There are two performance benchmarks that staff may achieve when implementing TARGET: Proficiency and Certification. Progress is measured by attendance at required trainings, written test scores, fidelity scores meeting specific criteria, and attendance at group and individual consultations.</p>

<p><b>Case Completion Requirements</b></p>	<p><b>Case Completion:</b> A minimum of two cases meeting specific fidelity requirements will be completed before a facilitator progresses to Proficiency and Certification.</p> <p><b>Fidelity:</b> The TARGET fidelity checklist is used to review and rate facilitators’ video submissions. This checklist is comprised of discrete items keyed to engagement, session structure, and each of the concepts and skills in the TARGET curriculum. The checklist was specially designed to assess both the declarative and procedural knowledge required to conduct TARGET sessions with sensitivity to the client and adherence to the model. To this end, fidelity is a way to help achieve both staff growth and client outcomes. Tapes are reviewed and rated by specially trained, independent fidelity reviewers. Inter-rater reliability is tested on a regular basis to insure quality and consistency.</p> <p><b>Mode of Review (e.g., Video/Audio/Test):</b> Video review followed by written and direct feedback to therapist.</p>
<p><b>Maintenance</b></p>	<p><b>Booster:</b> Booster trainings are offered to address themes emerging in fidelity reviews and from feedback on consultation calls from both administrators and facilitators. ATS suggests that Booster sessions occur once every six months; however, the unique needs and skills of the cohort of facilitators will better determine when and how often a Booster training is necessary.</p> <p><b>Advanced:</b> ATS offers a wide range of Webinars and advanced-level trainings on topics and special populations related to the implementation of the TARGET model. These are designed and scheduled based on the unique needs and levels of proficiency with which facilitators are using the model.</p> <p>In addition, the TARGET Level 2 training is designed for program staff who are using the TARGET skills with youth and families in their roles as counselors, clinical coordinators, educational specialists, caseworkers, corrections officers, or juvenile probation officers. The focus of this workshop will be on understanding and integrating key TARGET concepts, and practical application of the FREEDOM skills. Participants will have the opportunity to work on applying the FREEDOM steps fluidly to help clients process stressful experiences and build resilience. Problem areas commonly confronted by counselors working with youth and families will be addressed through discussion and role-play of written case vignettes.</p> <p><b>Maintenance Plan/Continuing Education:</b> Facilitators have monthly individual and group consultations designed to enhance their understanding and application of the TARGET concepts and skills. This ongoing support provides an opportunity for facilitators to maintain their skill set and knowledge base.</p>
<p><b>To Supervise Providers of the Treatment/ Product</b></p>	<p><b>Prerequisites needed to train providers in the Treatment/Product:</b> Supervisors are required to complete TARGET for Professional Effectiveness Training or the full TARGET Level 1 training before being able to supervise staff in the model. It should be noted that once supervisors are trained, they are not considered to be certified TARGET Fidelity Monitors, Trainers, or Coaches.</p> <p><b># of Cases Completed in Treatment/Product:</b> While helpful, supervisors do not need to have completed any cases to provide supervision to facilitators using the model. Again, it should be noted that once supervisors are trained, they are not considered to be certified TARGET therapists, Fidelity Monitors, Trainers, or Coaches.</p> <p>For more information, please contact Advanced Trauma Solutions, Inc., at (860) 269-8663.</p>
<p><b>To Train Providers in the Treatment/ Product</b></p>	<p><b>Prerequisites needed to train providers in the Treatment/Product:</b> ATS offers a Train-the-Trainer program in the training and ongoing quality assurance of the TARGET model. Depending on an agency’s internal capacity, ATS will train identified personnel in one of the levels listed below. At minimum, professionals interested in any of these roles are required to have reached certification in the model; however, exceptions may be granted based on years of experience, training, and role within their respective organizations. In addition, all candidates for any of the positions outlined below will be interviewed and screened by ATS staff and/or the model developer to determine the person’s suitability.</p>

	<p><b>Levels:</b></p> <ul style="list-style-type: none"> <li>• TARGET Trainer <ul style="list-style-type: none"> <li>○ Trainers are trained to deliver the TARGET training to staff within their agency.</li> </ul> </li> <li>• TARGET Coach <ul style="list-style-type: none"> <li>○ TARGET Coaches are trained to provide ongoing individual and group coaching to staff implementing the TARGET model.</li> </ul> </li> <li>• TARGET Fidelity Monitor <ul style="list-style-type: none"> <li>○ TARGET Fidelity Monitors are trained to review, rate, and provide written feedback using a fidelity checklist designed by the model developer.</li> </ul> </li> <li>• TARGET Fidelity Monitor and Coach</li> <li>• TARGET Trainer and Coach</li> <li>• TARGET Trainer, Fidelity Monitor, and Coach</li> </ul> <p><b># of Cases Completed in Treatment/Product:</b> Three to four.</p> <p><b># of Years Practiced:</b> N/A</p>
<p><b>Endorsement or Certification Options</b></p>	<p><b>For Clinician:</b> Proficiency and Certification are the two clinician-level options. Both benchmarks are measured by fidelity outcomes and attendance at trainings and consultations. Once certified, therapists will only need to submit a minimum of eight videos per year, assuming those videos meet strict fidelity criteria. In addition, certified therapists only need to attend one consultation (either group or individual) per month while they are implementing the model.</p> <p>Therapists trained in TARGET are only permitted to use the model within the context of their hired role within the host agency of which they are an employee. Trained, Proficient, and Certified therapists cannot represent themselves as TARGET therapists outside of their agency without approval from ATS.</p> <p><b>For Supervisor:</b> Supervisors of staff implementing the TARGET model may be trained in the model alongside their respective staff or may opt into an abbreviated TARGET training that orients them to the model, equipping them with the necessary knowledge to support staff. Supervisors do not take the place of ongoing quality assurance activities; however, they are an integral part of the implementation team.</p> <p><b>For Trainer:</b> Some agencies/systems of care may consider training internal staff to become Certified Trainers, Fidelity Monitors, and Coaches. For more information on this process, please contact Advanced Trauma Solutions, Inc., at (860) 269-8663.</p> <p><b>Decision-making process/body:</b> ATS sets the standards and makes decisions regarding the certification of TARGET trainers. The process of training trainers varies depending on the degree of proficiency attained previously in disseminating TARGET to clients. ATS prefers to select potential TARGET trainers who have been certified as TARGET providers; however, there is an individualized process in place for training trainers who are new to the TARGET model.</p> <p><b>Roster of Trainers:</b> ATS has a roster of trainers but it is not public. Agencies wanting to implement TARGET must go through ATS, which is the sole licensed provider of this model. For information regarding certified trainers, please contact Advanced Trauma Solutions, Inc., at (860) 269-8663.</p>
<p><b>Additional Resources</b></p>	<p>Advanced Trauma Solutions, Inc., Web site: <a href="http://www.advancedtrauma.com/index.html">www.advancedtrauma.com/index.html</a></p>