



# Hypervigilance Cycle

## What is a Hypervigilance Cycle?

Hypervigilance is an important tool for survival. Being in a state of increased alertness helps you do your job. During a high intensity situation, you must be aware of the many details and factors involved, make decisions quickly and accurately, and act without hesitation. In these situations, hypervigilance helps protect you from potentially dangerous situations. However, this state of extreme attention can lead to the hypervigilance cycle.

### Causes

High Intensity Situations



Threat-Based Perspective



Adrenal Exhaustion & Fatigue



Cortisol Dysregulation



This biological process does not stop at the end of the shift, and it will take a few hours for the body to recover. You can't just "turn off" the hypervigilance switch, even if it was a slow day. Spending several hours in that state, will cause your body to be exhausted. While in a hypervigilance cycle you will "crash and burn" hours after the shift ends.

### Symptoms

#### On-Duty

- ✓ A heightened sense of danger
- ✓ Abnormal amounts of adrenaline and cortisol in bloodstream
- ✓ Dilated pupils
- ✓ Energetic
- ✓ Sweating
- ✓ Rapid heartbeat
- ✓ Restlessness
- ✓ Over-reactions to situations
- ✓ Over-analyzing situations

#### Off-Duty

- ✓ Severe tiredness
- ✓ Feeling disconnected or detached from off-duty life
- ✓ Apathetic or a lack of ability to feel compassion
- ✓ Feeling isolated
- ✓ Lashing out in irritability
- ✓ Difficulty focusing on conversations
- ✓ Unexplained anger

### Coping Strategies / Treatments

It can take hours for the body to come back to its normal level of functioning, to help cope:

Awareness



Body transitions

Relaxation



Deep breathing or meditation

Exercise



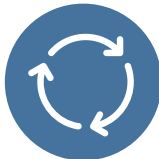
Disrupt the biological cycle

Confront



Don't avoid! Address stressors

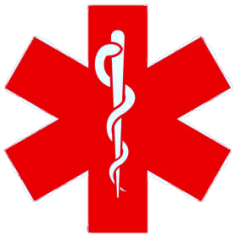
Resilience



Engage in outside activities



# MORAL INJURY IN FIRST RESPONDERS



Moral injury is an experience or set of experiences that can provoke mild or intense grief, shame, and guilt.

You may experience moral injury when you see that you or someone else, has violated a moral code or value that you hold.

**Grief:** feeling intense sorrow in regard to the event.

**Shame:** belief about the event generalizes to the whole self

**Guilt:** feeling distress and remorse regarding the morally injurious event

## CAUSES OF MORAL INJURY

- ✓ An intentional or unintentional harmful act, such as being forced to take a life or harm someone else.
- ✓ Being unable to care for or stop others from being harmed during a dangerous or traumatic event.
- ✓ Failing to report an event that violates rules or ethics.
- ✓ Engaging in or witnessing an act of disproportionate violence and feeling nothing.
- ✓ Feeling exhilaration while causing harm to or killing someone else.



Moral injury symptoms are highly associated with PTSD symptoms; however, moral injury is considered a separate and distinct syndrome from PTSD.

## SYMPTOMS

- Sorrow
- Regret
- Guilt
- Grief
- Anger
- Shame
- Alienation
- Engaging in self destructive behavior
- Insomnia
- Nightmares

## TREATMENTS

### COMMON APPROACHES INCLUDE

**Acceptance & Commitment Therapy (ACT)**

**Psychodynamic Psychotherapy**

**Cognitive-Behavioral Therapy (CBT)**

**Interpersonal Psychotherapy (IPT)**

**Trauma-Focused PTSD treatment**

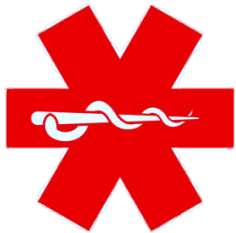
**Holistic Therapy**

### A NOTE TO REMEMBER:

People with moral injury may believe that they do not deserve to feel better. This feeling could negatively impact their engagement and compliance with treatment. Observed self-sabotaging behaviors might be attributed to a moral injury.



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# COMPASSION FATIGUE

UNDERSTAND, RECOGNIZE & MANAGE

Compassion fatigue is the emotional exhaustion that stems from helping others. You want to keep helping, but you're overwhelmed from being exposed to the trauma of others (secondary traumatic stress). You witness highly stressful and traumatic events regularly. Constant exposure to these events can lead to compassion fatigue.

## CAUSES & SYMPTOMS



Working extra shifts



Not taking any days off



Neglecting self-care



Exposure to single case trauma



Exposure to repeated trauma



Built up emotional stress

Severe Fatigue	Emotional Exhaustion	Hopelessness
Nightmares	Intrusive thoughts	Low Feeling of Accomplishment
Difficulties with personal relationships	Feeling burdened by the suffering of others	

## TIPS & TREATMENTS



Eat healthy



Get regular exercise



Get adequate rest and time off



Set healthy emotional boundaries



Practice mindfulness



Communicate with social support



Take time to appreciate yourself



Set realistic expectations



Keep a sense of humor



Balance your work & personal life



Practice compassion satisfaction



Focus on positive things



Practice good hygiene



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# TYPES OF STRESS

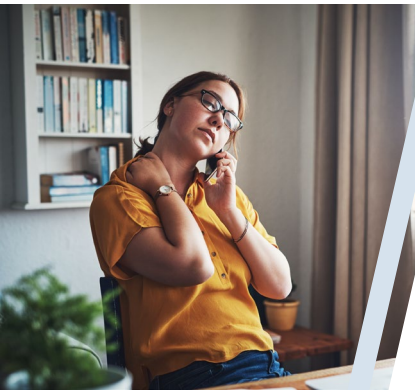


Acute

Episodic Acute

Chronic

Post Traumatic



## Acute

Body's response to a **short-term demand or change**. Duration depends on how long you're exposed to an intense situation.

### PHYSICAL SYMPTOMS

- ✓ Muscle tension
- ✓ Chest pain or discomfort
- ✓ Trembling and shakiness
- ✓ Increased heart rate
- ✓ Sweating
- ✓ Rapid breaths

### EMOTIONAL SYMPTOMS

- ✓ Intrusive thoughts
- ✓ Negative mood
- ✓ Dissociation
- ✓ Avoidance
- ✓ Irritability
- ✓ Distractibility
- ✓ Sleeping problems

### What's the cause:

**Physical:** Being in a dangerous situation, such as being close to someone or something that could cause you harm.

**Emotional:** Getting bad news; thinking about life-changing outcomes (i.e., death of a loved one), arguments with your significant other, academic stress from school.

## Treatment



Medication



Relaxation



Meditation



Deep Breathing



Yoga

### Ways to Prevent:

- Going outside for at least 30 minutes every day.
- Exposing yourself to nature.

A form of negative stress that causes people to have intense reactions when they are in situations where there is uncertainty. Episodic acute stress repeatedly happens over time.

## Episodic Acute

### CAUSES

- ✓ Financial & job insecurity
- ✓ Physical injury
- ✓ Traffic jams
- ✓ Grief
- ✓ Domestic violence
- ✓ Feeling Socially Isolated
- ✓ Uncertainty

### SYMPTOMS

- ✓ Insomnia
- ✓ Forgetfulness
- ✓ Hypervigilance
- ✓ Irritability
- ✓ Higher blood pressure
- ✓ Digestive problems
- ✓ Anxiety

### TREATMENTS

-  **Healthy Diet**
-  **Medication**
-  **Cognitive Behavioral Therapy**

## Prevention



Eat a healthy diet



Maintain good sleeping habits



Relaxation techniques



Create a daily schedule



Learn to say no



Stay active










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## Chronic

Stress that is constant and persists over an extended period of time. Causes of chronic stress include repeatedly making life or death decisions, dysfunctional relationships, dissatisfying jobs, repeatedly witnessing human suffering, financial stress, and separation from loved ones due to shift work and intense work loads.

SYMPTOMS	TREATMENT	PREVENTION
<ul style="list-style-type: none"><li>✓ Muscle tension</li><li>✓ High blood pressure</li><li>✓ Weakened immune system</li><li>✓ Insomnia</li><li>✓ Anxiety</li></ul>	<div><p>Cognitive Behavioral Therapy</p></div> <div><p>Interpersonal Therapy</p></div>	<ul style="list-style-type: none"><li> Eat a healthy diet</li><li> Get enough sleep at night</li><li> Exercise regularly</li><li> Set realistic expectations</li><li> Strong support system</li></ul>












## Post-Traumatic

It is a mental health condition. It can develop after experiencing or witnessing traumatic events. Most people with PTS do not develop post traumatic stress disorder (PTSD) but you can develop PTSD without first having PTS.

SOME CAUSES	SYMPTOMS
<ul style="list-style-type: none"><li>✓ Accidentally or purposefully killing another person.</li><li>✓ Witnessing the death of a law enforcement officer, either by being on the scene or hearing it.</li><li>✓ Trying to stop suicide attempts or cleaning up after a successful attempt.</li></ul>	<ul style="list-style-type: none"><li>✓ Flashbacks and nightmares</li><li>✓ Easily startled or frightened</li><li>✓ Feeling unsafe, constantly on guard</li><li>✓ Social withdrawal and isolation</li><li>✓ Depression</li><li>✓ Difficulty making decisions.</li><li>✓ Irritability</li><li>✓ Difficulty concentrating</li><li>✓ Memory loss</li><li>✓ Body tension</li><li>✓ Feeling guilty</li><li>✓ High threat levels</li></ul>

## Treatment

	PREVENTION
<div><p>Medication</p></div> <div><p>Cognitive Behavioral Therapy</p></div> <div><p>Prolonged Exposure Therapy</p></div>	<div> Eat a healthy diet</div> <div> Maintain good sleeping habits</div> <div> Relaxation techniques</div> <div> Managing your time</div> <div> Support system</div> <div> Exercising regularly</div>



# ANXIETY

## AM I ANXIOUS OR DO I HAVE ANXIETY?

**Anxious:** A normal reaction to stress, once the stressor is gone, the anxiety usually goes away.

**Anxiety:** The feeling of being anxious does not go away, anxiety is out of proportion to the situation, it impairs the ability to normally function.

### TYPES OF ANXIETY

#### Generalized Anxiety Disorder (GAD)

Excessive, ongoing anxiety and worry that are difficult to control and interfere with day-to-day activities.



##### CAUSE

GAD can develop when someone can't cope well with internal stress. It also runs in families, but it's not understood why some people get it and others don't. Research have shown that the areas of the brain that control fear and anxiety are involved.



##### SYMPTOMS

- ✓ Persistent worrying
- ✓ Overthinking
- ✓ Perceiving situations as threatening
- ✓ Difficulty handling uncertainty
- ✓ Indecisiveness
- ✓ Inability to not worry
- ✓ Inability to relax
- ✓ Difficulty concentrating

##### PHYSICAL

- ✓ Fatigue
- ✓ Trouble sleeping
- ✓ Muscle tension
- ✓ Trembling
- ✓ Nausea, diarrhea (IBS)
- ✓ Nervousness
- ✓ Sweating
- ✓ Irritability



##### TREATMENT



Medications



Psychotherapy  
(Talk Therapy)



Cognitive Behavioral Therapy  
(CBT)

#### Social Anxiety Disorder (Social phobia)

Being self-conscious and embarrassed for fear of being scrutinized or judged negatively by others.



It's important to distinguish between being extremely shy and having social anxiety disorder.

The main symptoms that distinguish shyness from social phobia are the impairment of functioning that it causes in a person's life, the intensity of the fear, and the level of avoidance.

People with social anxiety disorder don't just feel nervous before giving a speech. They may worry about the speech for weeks or months beforehand, lose sleep due to anxiety, and have intense symptoms of anxiety during the feared situation.



##### CAUSE

The exact cause of social anxiety disorder is unknown and likely comes from a complex interaction of biological and environmental factors. These include inherited traits such as genetics or learned behavior, brain structure, or even developing significant anxiety after an unpleasant or embarrassing social situation.



##### SYMPTOMS

- ✓ Fear of being judged negatively
- ✓ Fear of embarrassment
- ✓ Intense fear of interacting
- ✓ Fear of looking anxious
- ✓ Fear of physical symptoms
- ✓ Self-analyzing identify flaws
- ✓ Expectation of the worst outcomes

##### PHYSICAL

- ✓ Fast heartbeat
- ✓ Trembling
- ✓ Sweating
- ✓ Upset stomach or nausea
- ✓ Trouble catching breath
- ✓ Dizziness or lightheadedness
- ✓ Muscle tension
- ✓ Blushing
- ✓ Shaky voice



##### TREATMENT



Medications



Cognitive Behavioral  
Therapy (CBT)



Acceptance  
Therapy



Support  
Group



Psychotherapy  
(Talk Therapy)



Prolonged  
Exposure  
Therapy

# Panic Disorder (Panic Attack)

A sudden episode of intense fear that triggers severe physical reactions when there is no real danger or apparent cause.



## CAUSE

Genetics, major stress, temperament that is more sensitive to stress or prone to negative emotions, and certain changes in the way parts of the brain function. Some research suggests that the body's natural fight-or-flight response to danger is involved in panic attacks, but it's unknown why a panic attack occurs when there's no obvious danger present.



## SYMPTOMS

- ✓ Sense of impending doom or danger
- ✓ Fear of loss of control or death
- ✓ Rapid, pounding heart rate
- ✓ Sweating
- ✓ Trembling or shaking
- ✓ Shortness of breath
- ✓ Tightness in throat
- ✓ Chills
- ✓ Hot flashes
- ✓ Nausea
- ✓ Abdominal cramping
- ✓ Chest pain
- ✓ Headache
- ✓ Dizziness, lightheadedness, faintness
- ✓ Numbness or tingling sensation
- ✓ Feeling of unreality or detachment



## TREATMENT

- Medications
- Self-Care
- Treatment Plan
- Support Group
- Psychotherapy (Talk Therapy)
- Relaxation



## Coping Strategies

- ✓ If getting treatment, stick to your treatment plan
- ✓ Join a support group, for people with panic attacks/anxiety disorders
- ✓ Eat regular meals to stabilize your blood sugar levels
- ✓ Avoid caffeine, alcohol, smoking, and recreational drugs that can trigger or worsen panic attacks
- ✓ Get sufficient sleep

# Phobias

A specific phobia involves an intense, persistent fear of a specific object or situation that's out of proportion to the actual risk.



## CAUSE

Research suggests that both genetic and environmental factors can contribute to the start of phobias. Certain phobias have been linked to a very bad first encounter with the feared object or situation.



## SYMPTOMS

- ✓ Immediate feeling of intense fear, anxiety and panic
- ✓ Awareness that the fears are unreasonable or exaggerated but feeling powerless to control them
- ✓ Worsening anxiety as the situation or object gets close
- ✓ Avoidance
- ✓ Intense anxiety or fear
- ✓ Difficulty functioning normally because of the fear
- ✓ Physical reactions and sensations, including sweating, rapid heartbeat, tight chest or difficulty breathing
- ✓ Feeling nauseated, dizzy or fainting around blood or injuries



## TREATMENT

- Cognitive Behavioral Therapy (CBT)
- Prolonged Exposure Therapy
- Medications



## Coping Strategies

- ✓ Relaxation techniques
- ✓ Deep breathing
- ✓ Meditation
- ✓ Progressive muscle relaxation



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# TRAUMA

## WHAT IS TRAUMA?

**Trauma** is the lasting emotional response, and sometimes physical damage, which may result from living through a distressing event.

**Emotional trauma** is an emotional response to a distressing event. You do not have to be physically harmed, or even directly experience the distressing event, to experience emotional trauma.

## WHAT TYPE AM I?

### Acute trauma

Intense distress immediately after a one-time traumatic event.

### Chronic trauma

Harmful events that are repeated or prolonged.

### Secondary trauma

A traumatized reaction to another person's experience.

### Vicarious trauma

When a person is exposed to the trauma of others on an ongoing basis.

### Adverse Childhood Experience (ACE)

Difficult situations children either face or witness growing up before they develop effective coping skills.

### Post-traumatic stress disorder

Mental health disorder that develops in response to experiencing or witnessing a traumatic event involving death or extreme bodily harm.



### Acute

→ **Cause**

- ✓ Natural disasters
- ✓ Sexual assault
- ✓ Physical assault
- ✓ Verbal abuse
- ✓ War
- ✓ Serious accidents
- ✓ Severe injury
- ✓ Sudden illness
- ✓ Witnessing bodily harm or death


→ **Symptoms**

- ✓ Uncontrollable and distressing memories
- ✓ Recurring nightmares/memories
- ✓ Flashbacks
- ✓ Anger outbursts
- ✓ Hypervigilance
- ✓ Difficulty concentrating
- ✓ Startle reflex
- ✓ Intense psychologic or physical distress
- ✓ Persistent difficulty feeling positive emotions
- ✓ Altered sense of reality
- ✓ Memory loss
- ✓ Avoiding reminders of the event
- ✓ Disturbed sleep
- ✓ Irritability


→ **Managing Symptoms**

- ✓ Creating a personal safety plan
- ✓ Prioritizing a healthy diet, sleep schedule, physical activity, and mental wellness
- ✓ Avoid the use of alcohol or other substances as temporary coping tools
- ✓ Seek emotional support from family and friends following a traumatic event
- ✓ Follow up with a healthcare team


### Treatment



Psychotherapy



Cognitive Behavioral Therapy (CBT)



Exposure therapy



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Chronic

Cause

- ✓ Domestic abuse
- ✓ Witnessing abuse
- ✓ War or combat
- ✓ Community violence
- ✓ Chronic illness
- ✓ Neglect, starvation, or deprivation
- ✓ Homelessness

Symptoms

- ✓ Denial of trauma ever happening
- ✓ Rationalizing the trauma
- ✓ Anxiety
- ✓ Depression
- ✓ Sadness
- ✓ Confusion
- ✓ Violent outbursts
- ✓ Hypervigilance
- ✓ Impaired memories
- ✓ Social withdrawal
- ✓ Substance abuse
- ✓ Low self-worth
- ✓ Fatigue
- ✓ Insomnia
- ✓ Nightmares, flashbacks
- ✓ High-risk behavior
- ✓ Unhealthy relationships
- ✓ Substance abuse

Treatment



EMDR



Somatic Experiencing



TFCBT



Medication

Secondary

Symptoms

- ✓ Nightmares
- ✓ Intrusive thoughts
- ✓ Sleep problems
- ✓ Avoiding clients
- ✓ Apathy
- ✓ Depression
- ✓ Physical exhaustion
- ✓ Substance & alcohol abuse
- ✓ Hypervigilance
- ✓ Hyperarousal
- ✓ Anger
- ✓ Anxiety
- ✓ Overeating
- ✓ Judgment
- ✓ Resentment
- ✓ Discouraging others to share

Coping Strategies

- ✓ Leave work at work
- ✓ Take days off work
- ✓ Spend time relaxing
- ✓ Decompress before going home
- ✓ Get enough rest
- ✓ Eat nutritionally
- ✓ Stay hydrated
- ✓ Talk with someone

Treatment



EMDR



CBT



Psychotherapy



Medication

Vicarious

Symptoms

- ✓ Fatigue, sleepiness
- ✓ Aches & pains
- ✓ Easily distracted
- ✓ Feeling hopeless
- ✓ Relationship problems
- ✓ Avoiding work
- ✓ PTSD symptoms
- ✓ Feeling vulnerable
- ✓ Increased irritability
- ✓ Addictive behaviors
- ✓ Decreased participation
- ✓ Difficulty managing emotions
- ✓ Feeling numb

Coping Strategies

- ✓ Monitor oneself – eat well, rest, and exercise
- ✓ Self-care – seek balance, engage in activities
- ✓ Set professional and personal boundaries
- ✓ Take advantage of professional opportunities

Treatment



Psychotherapy



EMDR



Equine Assisted Psychotherapy



CBT



Medication

PTSD

Symptoms

- ✓ Avoidance of distressing memories/thoughts
- ✓ Extreme irritability
- ✓ Intense anger
- ✓ Constant hypervigilance
- ✓ Sleep problems from nightmares
- ✓ Conflict with spouses, children and colleagues
- ✓ Coping by using drugs or alcohol

Treatment



EMDR



CBT



CPT



Prolonged Exposure

ACEs

Causes

- ✓ Neglect
- ✓ Dysfunctional Household
- ✓ Abuse

Symptoms

- ✓ Difficulty forming healthy and stable relationships
- ✓ Reduced vascular function
- ✓ Unstable work histories
- ✓ Difficulty with finances
- ✓ Difficulty with employment
- ✓ Anxiety
- ✓ Substance abuse
- ✓ Depression

Treatment



Prolonged Exposure



EMDR



Narrative Exposure Therapy



CBT



Art Therapy

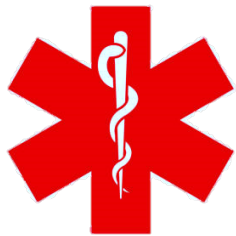
PREVENTION

Breaking the Trauma Cycle

- 1 Acknowledge the trauma
- 2 Reach out to a professional
- 3 Connect with supportive people



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# DEPRESSION

## CAUSES & SYMPTOMS FOR FIRST RESPONDERS

### AM I DEPRESSED?

Major depressive disorder (MDD) is a common and serious medical illness that negatively affects how you feel, think and act. Depression is more than just occasionally feeling sad. It is a persistent change in mood and behavior that lasts for at least two weeks.

Depression is most associated with the number of stressors experienced in life, and the effect is cumulative — the more stresses that accrue over time, the greater the likelihood of getting depressed.



Chronic stress



Anxiety



Unaddressed trauma



Childhood Abuse




Loneliness


Physical	Mental	Social
Disruptive sleep patterns	Feeling hopeless	Withdrawing from social activities
Low energy	Feelings of guilt	Irritability
Disruptive eating patterns	Thoughts of death or suicide	Angry outbursts
Unexplained physical problems	Trouble thinking, concentrating, etc.	Loss of interest

### HOW CAN I FIGHT DEPRESSION?


#### TREATMENTS FOR DEPRESSION



Psychotherapy



Medication



EMDR



# Stages of Burnout





***ASK YOUR COMMUNITY***  
***ASK YOUR FELLOW OFFICER***  
***CARE & ESCORT THEM TO HELP***



**See Reverse for Questions  
that Can Save a Life**

Always ask questions 1 and 2.		Past Month
1) Have you wished you were dead or wished you could go to sleep and not wake up?		
2) Have you actually had any thoughts about killing yourself?		
If YES to 2, ask questions 3, 4, 5 and 6. If NO to 2, skip to question 6.		
3) Have you been thinking about how you might do this?		
4) Have you had these thoughts and had some intention of acting on them?		High Risk
5) Have you started to work out or worked out the details of how to kill yourself? Did you intend to carry out this plan?		High Risk
Always Ask Question 6		Life-time    Past 3 Months
6) Have you done anything, started to do anything, or prepared to do anything to end your life? <i>Examples: Took pills, tried to shoot yourself, cut yourself, tried to hang yourself, took out pills but didn't swallow any, held a gun but changed your mind or it was grabbed from your hand, went to the roof but didn't jump, collected pills, obtained a gun, gave away valuables, wrote a will or suicide note, etc.</i> <b>If yes, was this within the past 3 months?</b>		High Risk



If YES to 2 or 3, seek behavioral healthcare for further evaluation.  
 If the answer to 4, 5 or 6 is **YES**, get **immediate help: Call or text 988, call 911 or go to the emergency room.**  
**STAY WITH THEM** until they can be evaluated.



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Columbia  
Protocol  
app

# NEED SOMEONE TO TALK TO?



COPLINE® is the first international law enforcement officer's hotline, answered entirely by retired, vetted and trained law enforcement officers.

An active or retired officer as well as their loved ones can call 24/7 and be assured there is a retired active listener on the other end of the line.

COPLINE® is strictly CONFIDENTIAL and takes no state or federal funding

If you or someone you know is struggling, please have them reach out to COPLINE® and/or seek professional help.

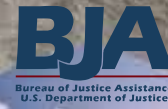
**CALL: 1-800-COP-LINE (267-5463)**

## ATTENTION RETIRED OFFICERS

COPLINE® is always in need of retired officers to volunteer to answer the "Call." The application and other info can be found at [www.copline.org/volunteer](http://www.copline.org/volunteer). For information and volunteering opportunities at COPLINE®, please feel free to contact Stephanie Samuels at [Director@copline.org](mailto:Director@copline.org) or (732) 577-8300 x8

SCAN ME TO GET TO COPLINE®'S HOMEPAGE





# Struggling mentally or emotionally?

## Bring your hidden feelings into the light.

### Seek help!

- Your primary care physician
- Culturally competent clinician (in person or online)
- Professionally led support group
- Peer support group
- Employee Assistance Program
- Agency chaplain
- Clergy
- Supervisor
- Human resources
- Trusted colleagues
- Friends or family members

### Get immediate support

- Suicide & Crisis Lifeline: Call 988
- Crisis Text Line: Text "BLUE" to 741741

Continue reaching out until you find the support that you need. You may be surprised at the support that you receive.



## To learn more, visit [www.safleo.org](http://www.safleo.org).

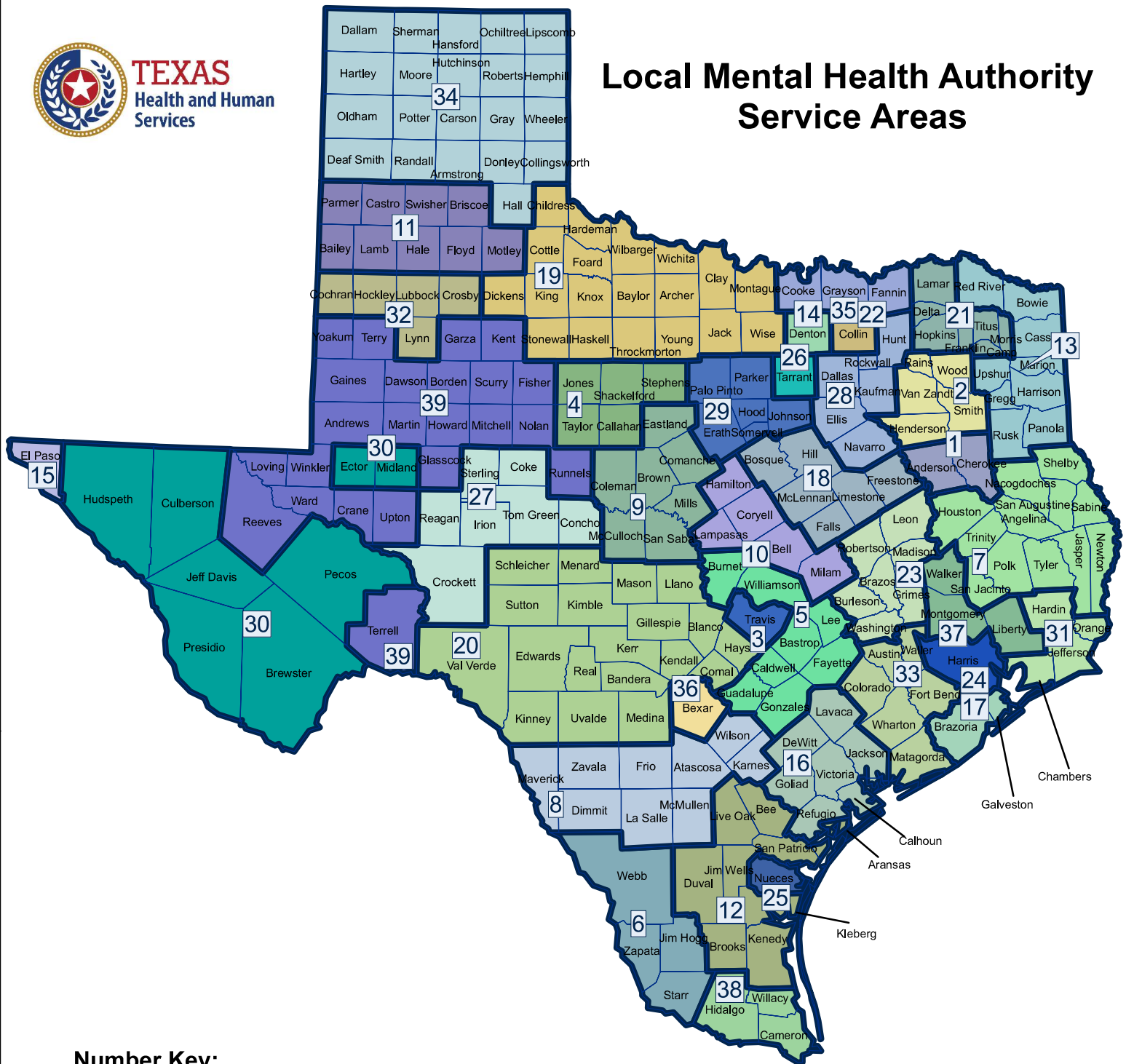
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Health and Human  
Services

## Local Mental Health Authority Service Areas



### Number Key:

- |                              |                                |   |
|------------------------------|--------------------------------|---|
| 1. ACCESS                    | 14. Denton County              | 27. Concho Valley                       |
| 2. Andrews Center            | 15. Emergence Health Network   | 28. North Texas                         |
| 3. Austin Travis County      | 16. Gulf Bend Center           | 29. Pecan Valley Centers                |
| 4. Betty Hardwick            | 17. Gulf Coast Center          | 30. PermianCare                         |
| 5. Bluebonnet Trails         | 18. Heart of Texas             | 31. Spindletop Center                   |
| 6. Boarder Region            | 19. Helen Farabee Centers      | 32. StarCare                            |
| 7. Burke Center              | 20. Hill Country Mental Health | 33. Texana Center                       |
| 8. Camino Real               | 21. Lakes Regional             | 34. Texas Panhandle                     |
| 9. Center for Life Resources | 22. LifePath Systems           | 35. Texoma Community Centers            |
| 10. Central Counties         | 23. Brazos Valley              | 36. The Center for Health Care Services |
| 11. Central Plains           | 24. Harris County              | 37. TriCounty Services                  |
| 12. Coastal Plains           | 25. Nueces County              | 38. Tropical Texas                      |
| 13. Community Healthcore     | 26. Tarrant County             | 39. West Texas Centers                  |