

INTERNATIONAL CHRISTIAN COLLEGE and SEMINARY

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I have read the frequently asked question at the back of this page: ☒ Yes ☐ No

Student Number (Same as Inmate Number) 180161

Student Name: Eric St. George

Student Address: PO Box 2017

City: Buena Vista State: CO Zip Code: 81211

Unit Number: 180161 Name of Prison: Buena Vista Corr.

Degree you are working toward: Masters of Ministry and Christian Counseling

My records indicate this is my 2nd course.

Course Number & Title: or Name of Book From the Bible: C00601 Crisis Response and Intervention

Book Title: Deadly Emotions

Author: Don Colbert, M.D.

Begin/End Date of Enclosed Course: 1 May 2023 / 30 June 2023

***Please note that if you are turning in a course that involves textbooks you need to turn in a complete course that normally has three books. ***

To Be Completed By Student:

Do you need us to send you your next course? ☐ YES ☐ NO

(This question applies only to those working on books of the Bible)

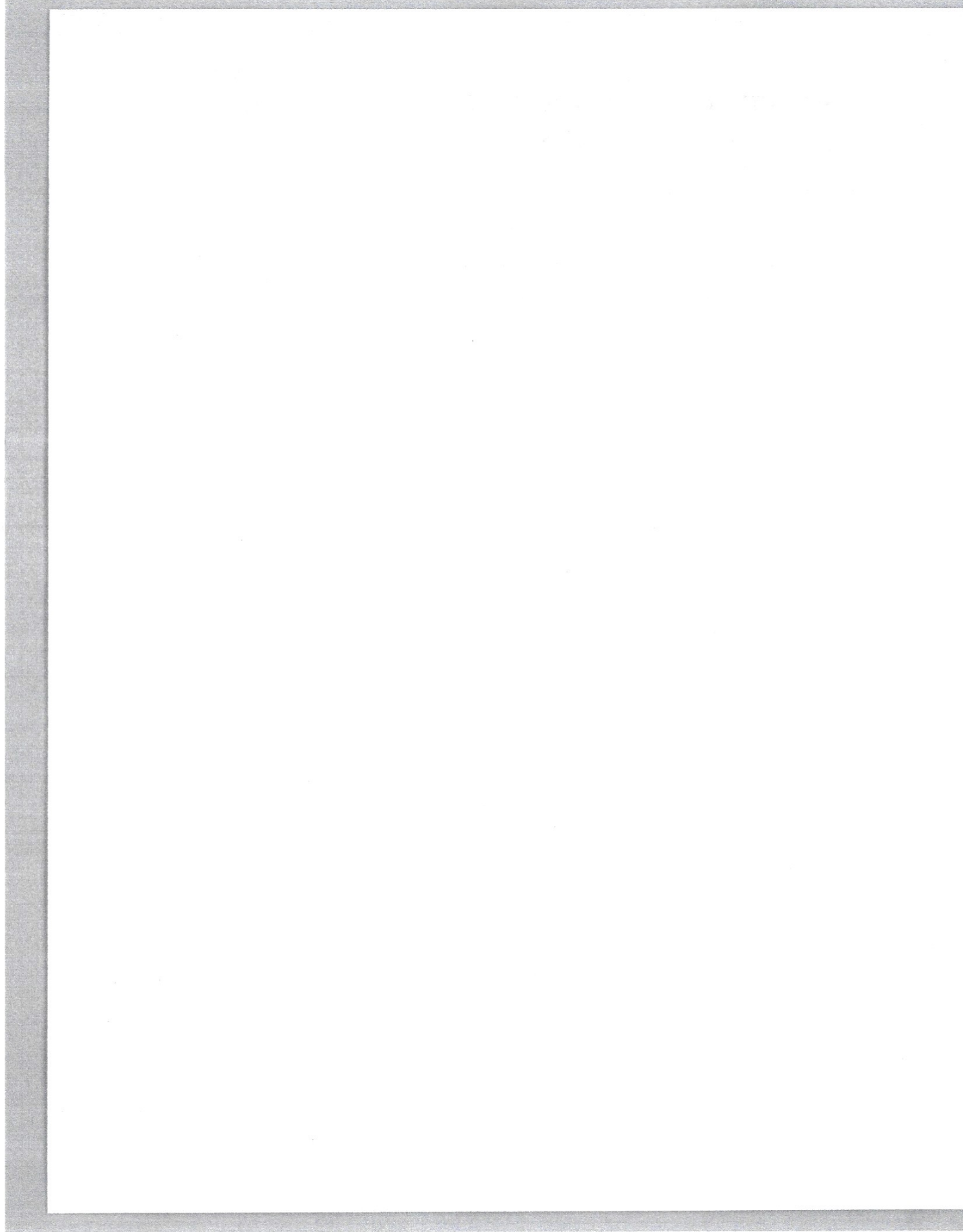
If no, what books will you use for this course? _____

Please give us the name and ID number of a few people that are interested in receiving information on attending our college. Thanks and God Bless You!

1. _____

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CRISIS RESPONSE AND INTERVENTION C00601

Eric St. George
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Text Read: Deadly Emotions by Don Colbert, M.D. (2003)

ISBN: 0-7852-6743-3. 242 pages in 2 parts and 16 chapters
with 3 appendices.

Supplement: The author made citation to numerous verses of the Bible, which
were additionally read, amounting to --- pages.

Deadly Emotions Part I: The Diagnosis: Understanding Damaging Emotions

(ch 1) What You Feel Emotionally Becomes How You Feel Physically (ch 2) The
path from Damaging Emotion to Deadly Disease (ch 3) Turn off the Stress
Hormones! (ch 4) The Worst Things You Can Feel for Your Heart (ch 5) Ouch!

The Link Between Rage and Pain (ch 6) Depression Isn't "Just in Your Head"

(ch 7) The Downward Spiral of Guilt and Shame (ch 8) The Emotional Poison

of Fear (ch 9) When Worry Turns Deadly (ch 10) The Warping Trap of

Resentment and Bitterness Part II: The Prescription: Claiming Healthy

Emotions (ch 11) Making the Choice for Health (ch 12) Replacing Distortional

Thinking with Truth (ch 13) The Cleansing Power of Forgiveness (ch 14) The

Therapeutic Value of Joy (ch 15) Peace can Flow Like a River of Health (ch

16) Restoring Vitality: The Love Connection (Appx A:) The Holmes-Rahe Life

Event Scale (Appx B:) The Novaco Anger Inventory (Appx C:) The Zung Self-

Rating Depression Scale

NIV Bible Matt. 12:35, Ezek. 11:19-21, Prov. 15:13, Prov. 15:14, Prov. 16:23,
Prov. 23:7, Matt. 12:34, Jer. 15:17-18, Ps. 129:2-3, Eph. 4:26, Ps. 4:4, Matt.
5:21-22, Eph. 4:26, 1 Kings 19:4, Jer. 8:18-9:26, Gen. 37-45, Acts 16:25-26,
Prov. 14:10, 1 Sam. 25, Luke 21:26, John 14:1, Prov. 11:28, Matt. 6:33, Acts 5,
Phil. 4:6-7, Matt. 6:25-34, 1 Peter 5:7, 1 Cor. 13:4, Prov. 14:30, Job 5:2,
Gal. 5:19-21, Prov. 24:1, James 3:13-16, Gal. 5:26, Rom. 13:13, Ps. 42:5, Rom.
13:13, Ps. 42:6, 1 John, 2 John, 3 John, 1 Peter 5:7, Gal. 5:22-23, 1 John 4:8,
Matt. 15:16-18, Phil. 4:13, 2 Cor. 2:14, Phil. 4:19, Luke 3:14, 1 Peter 4:12-13,
Prov. 3:5-6, Phil. 3:13-14, Gal. 6:7, Ps. 107:20, Ps. 103:2-4, Gal. 6:9, John
8:31-32, Rom. 12:2, Phil. 4:8, Matt. 18:21-22, Matt. 18:3, Matt. 6:12, Matt.
6:14-15, Luke 6:37, Ps. 103:12, Phil. 3:13-14, Gen. 37-45, Luke 15:11-32, Matt.
18:23-35, Eph. 4:31-32, Prov. 17:22, 1 Peter 5:6-7, Matt. 22:39, Lev. 19:18,
1 Cor. 13:4-13, 1 Thess. 3:12-13

The foreword to this text opens with "Dr. Don Colbert is one of the most remarkable men I know. He is a skilled medical doctor, but he's more than that. He is a strong believer in and follower of Christ Jesus." -Bill Bright

It is for this reason this text was so appropriate for this course.

WHAT YOU FEEL EMOTIONALLY BECOMES HOW YOU FEEL PHYSICALLY

This is the first chapter of the text. It makes the attachment between stress and physical illness and disease. The text is very clear that these are not only correlation but absolutely causative relationships. The chapter discusses prevalence of the illness caused by stress and crisis.

"According to the American Institute of Stress, between 75 to 90 percent of all visits to primary-care physicians result from stress-related disorders.* [Rösch, P., USA Today, pp. 42-44 (May 1991)] "Stress -- that unmanaged reaction -- expresses itself as resistance, tension, strain, or frustration, throwing off our physiological and psychological equilibrium and keeping us out of sync. If our equilibrium is disturbed for long, the stress becomes disabling. We fade from overload, feel emotionally shut down, and eventually get sick." [Childre & Martin, The HeartMath Solution, p. 55 (1999)]

"Dr. Candace Pert, a stress research pioneer, has said, 'In the beginning of my work, I matter-of-factly presumed that emotions were in the head or the brain. Now I would say they are really in the body.'" Directly quoted from [Dreker, The Immune Power Personality, p. 15 (1995)]

"In a ten-year study, individuals who could not manage their emotional stress had a 40 percent higher death rate than nonstressed individuals." [Eysenck, H.J., Br.J.Med.Psych. 61:57-75 (1988)]

"A Harvard Medical School study of 1623 heart-attack survivors concluded that anger brought on by emotional conflicts doubled the risk of subsequent heart attacks compared to those who remained calm." [Mittleman, et al., Circulation 92:1720-1725 (1995)]

A Harvard School of Public Health study of 1700 older men over 20 years found those "who worried about social conditions, health, and personal finances had a significantly increased risk of coronary heart disease." [Kubzansky, et al., Circulation 94:818-24 (1997)]

"A study of 202 professional women found that tension between career and personal commitment to spouse, children and friends was a factor associated with heart disease in women." [Dixon & Spinner, Women and Health 17:33-57 (1991)]

"An international study of 2829 people between the ages of fifty-five and eighty-five found that individuals who reported the highest levels of personal 'mastery' -- feelings of control over life events -- had a nearly 60 percent lower risk of death compared with those who felt relatively helpless in the face of life's challenges." [Pennix, et al., Am.J. Epidemiology 146:510-19 (1997)]

"A heart disease study at the Mayo Clinic found that psychological stress was the strongest predictor of future cardiac events, including cardiac death, cardiac arrest, and heart attack." [Allison, et al., Mayo Clinic Proceedings, 70:734-42 (1995)]

THE PATH FROM DAMAGING EMOTION TO DEADLY DISEASE

In the second chapter the author explained the mechanisms by which stress and emotions make the conversion inside a person from being thoughts and feelings in the mind to being corporeal malady within the body.

Citing back to the work of Dr. Candace Pert again, we're told that our body contains immune cells of a particular type, monocytes, which have on their surfaces neuroreceptors. These neuroreceptors are able to be mated to neuro-peptides, which are chains of amino acids. The neuropeptides are created in the brain, and communicate with the "bits of brain floating through the body" (as Pert calls the monocytes.) [Pert, C, Science 182:1359-61 (1973)]

The term that we use frequently in casual conversation, the "fight-or-flight" response, was coined by Dr. Walter Cannon in the 1920's. He was describing the other means in which the mind's feelings (i.e. fear) can be made into physiological changes in the body. [Cannon, W., The Annals of Internal Medicine 9 (1936)] The fight-or-flight response is created by epinephrine (adrenaline) hormone being released from the hypothalamus, pituitary gland and adrenal gland. The hormone dilates bronchial tubes in the lungs, elevates heart rate, and other changes to prepare the body for action

Dr. Hans Selye later made the link between stress and disease. His reasoning being an overproduction of hormones resultant from too much stress. [Selye, H., The Stress of life (1956)] The stress hormones adrenaline and cortisol are indicated as having negative effects when overproduce. Prolonged, elevated levels of adrenaline may increase the heart rate and blood pressure to the extent that the higher rates become the norm. There may also be higher cholesterol, triglycerides and blood sugar associated to excessive adrenaline production --- stress. (This is all too visible in our current world where heart disease (#1) and diabetes (#7) are leading causes of death in the U.S. [Leading causes

of Death in the U.S., 2017 World Almanac and Book of Facts, citing National Vital Statistics System, Nat'l Center for Health Statistics, CDC, U.S. Dept. of Health and Human Services, p. 169 (2020)]

Excessive cortisol has deleterious effects also. Excessive cortisol has been shown to impair immune function [Heemke, C., Psychoneuroendocrinology 20:335-42 (1994)], interfere with blood sugar regulation [DeFeo, P. Am.J. Physiology 257:E35-E42 (1989)], depletion of calcium, magnesium, and potassium which results in bone loss -- especially concerning for women with osteoporosis [Manolagas, S.C., Lancet 2:597 (1979)], reduction of muscle mass and skin growth [Beme, R. Physiology 3rd ed. (1993)], increase obesity and fat deposits in the body [Marin, P., Metabolism 41:882-886 (1992)] and impair memory and destroy brain cells [Kerr, et al., Society of Neuroscience 11:1316-17 (1991)]

These negative effects of stress hormones must be seen in a light that acknowledges their adaptive benefits. Prehistoric hunting man would have had a great survival advantage based in his superior strength and speed resultant from his stress response. This is equally true for the war-fighters, the mothers protecting their young, and every other human whose continued existence relied on an additional burst of energy and strength. The "problem" with the stress response is that our bodies don't differentiate between a tiger and being cut-off in traffic. Our modern world and maladaptive lifestyles are a stress soup.

ADRENALINE ADDICTION

The flooding of the body with the stress hormone adrenaline can be experienced as a rush for people. This is best related as the well known "runner's high" that many athletes enjoy. This is also the same biological process that occurs in a gambler while he's gambling or an executive in the boardroom. The stress response chemically is the same, a release of adrenaline and cortisol. [Hart, A., Adrenaline and Stress (1995)] Most would agree that the negative effects of the stress response in athletes is outweighed by the physical fitness aspects of a workout, and further that exercising likely doesn't have the chronic aspect of negative stress behaviors. The author is pretty clear that bad health and negative outcomes of stress come from chronic stress response. This could include the athlete if he additionally leads a stressful lifestyle filled with modern stressors like toxic relationships, high-stress careers filled with deadlines and mean bosses, a busy traffic commute, or any of the cliché stressors we all know. [Pearsall, The Pleasure Prescription, p. 66]

The concept of the "Type A" personality was coined by two cardiologists from San Francisco in the 1950's, Meyer Friedman and Ray Rosenman. These Type-A's are the stereotypical adrenaline junkie types that are familiar to us all. The author tells us,

"Friedman and Rosenman actually discovered the Type-A behavior by accident after they realized that their waiting room chairs needed to be reupholstered much sooner than anticipated. When the upholsterer arrived to do the work, he carefully inspected the chairs and noted that the upholstery had worn in an unusual way. He had never seen this pattern of wear in other physicians' waiting rooms. The front few inches of the seat cushion, as well as the front portions of the armrests, were prematurely worn while the back areas of the chairs were not. The usual pattern was for the backs of chairs to wear out first. He concluded that the people in the chairs were anxiously sitting on the edge of their seats, likely holding on to the edges of their armrests as they nervously awaited being called into an examining room. As they squirmed and fidgeted, they wore out the upholstery. They showed classic Type-A personalities."

As cardiologists, Friedman and Rosenman conducted research into the link between the Type-A personality and heart disease. [Friedman and Rosenman, Type A behavior and Your Heart (1974)]

Their research found that twice as many Type A men developed coronary artery disease in contrast to their "Type B" countertypes. Type Bs, who do not have the predisposition toward "driven" Type A behavior, could be forced into Type A lifestyles. Urban life (modern life) with its high population densities, traffic, deadlines, and economic challenges, etc., is cited as a driving force that pushes Type Bs toward Type A living. [Rosenman, et al., J.Am.Med.Assn. 233:872-77 (1975)]

STRESS WITH SKIN DISEASES

Stress has been linked to diseases of the skin. This student has personal experience with this, having had dyshydrotic eczema twice during very stressful events in his life. (dyshydrotic eczema is noted as watery blisters on the hands that occur due to stress.)

The text talks about how psoriasis is affected by stress, both leading to its onset and worsening its symptoms. [Al'abadie, et al., "The Relationship Between Stress and the Onset and Exacerbation of Psoriasis and Other Skin Conditions," Br.J.Derm. 199:203 (1994)] The author likens psoriasis to a "volcano erupting," releasing all of the body's stress, anger and "other toxic emotions."

In addition to eczema and psoriasis, stress is very well documented to be a cause of acne. The text cites to Dr. James Fulton to support this, and Dr. Fulton is noted as having developed Retin A (a prescription ointment for acne). [Fulton, Acne Rx (2001)]

PSYCHOSOMATIC PAIN

The idea that stress can result in physical pain is a logical adjunct to what we've already learned about stress hormones leading to immune disease and heart disease. The author cites to a pair of passages from the Bible to support the idea that emotional and/or spiritual pain may come out in the body as physical pain.

For You have filled me with indignation.
Why is my pain perpetual
and my wound incurable? (Jer. 15:17-18)

Many a time they have afflicted me from my youth;
Yet they have not prevailed against me.
The plowers plowed on my back;
They made their furrows long. (Ps. 129:2-3)

Most laypeople are familiar with a tension headache that is brought on by anger or stress. Work by Dr. John Sarno from the New York University School of Medicine in the 1970's drew a link between chronic back pain and emotional or stress-related roots. Dr. Sarno began with the hypothesis that chronic stress (frustration, tension, anger, worry) reduced blood flow to the back muscles. The reduced blood flow meant less oxygen for those muscles and also metabolic waste products accumulating as well. He conducted research by treating his patients emotional matters underlying the complaints of chronic back pain. What he found was 90% of his patients resulted in being pain-free after treatment. More astonishing was that 90-95% of those were cured permanently where other treatments had often given only temporary relief. Dr. Sarno named the condition Tension Myositis Syndrome (TMS). [Sarno, J. The Mind-Body Prescription (1998)]

DEPRESSION AND ITS EFFECTS ON THE BODY

Depression also has psychosomatic effects. Depression is extremely widespread, called the "common cold" of mental illness. This affects 19 million adults in the United States, 2.5% of children and 8.3% of teens. [Narrow, W.E., "One-Year Prevalence of Depressive Disorders Among Adults Eighteen and Older in the U.S.," NIMH ECA Prospective Data (1998)] That this data comes from 1998 and today in 2023 we are in the Social-Media Era and post-COVID, it is expected these numbers are even higher, especially the proportion of young people suffering with depression. One may anticipate that there will be longi-

tudinal studies for decades to come investigating the effects of the COVID pandemic, the lockdowns, the removal from the schools and churches, and most prominently the engagement with social media among the young. The news media have decried the youth culture's obsession with apps like tik-tok and Instagram. The news media are making huge numbers of conclusory statements about how there is a link between social media and depression, but the interesting questions revolve around whether this is truly a causative relationship or a correlational relationship. Nevertheless, some investigation into more current journal publications will need to be done to see if researchers have been able to draw any conclusions, and to see if there has indeed been any increase in the numbers and proportions of depression in the US, at all ages, because the health implications are so very great.

As with the Friedman and Rosenman studies that linked stress and heart disease, so too is there a link between depression with heart disease. One study found a four-and-a-half times greater chance of heart attack for those who suffer with MDD contrasted with those who have no history of depression. [Pratt, et al., (1996)] The effects of a heart attack are worse for those with depression. Depressed individuals who did suffer a heart attack were four times more likely to die from it. [Frasure-Smith, et al., (1993)] Otherwise healthy people who had depression symptoms and elevated scores on depression inventories, not a diagnosed case of MDD, were found to have 1 1/2 to 2 times the risk of a first heart attack. [Glassman & Shapiro, (1988)] Yet another study looked into the correlation/causation conundrum by investigating depression and heart attacks through the prism of bad health habits (eg. cigarette smoking and lack of exercise). The researchers found that the depression operated independently of the bad health habits, the link was between the depression and heart disease. [Fels, A., "Mending of Hearts and Minds," New York Times (21 May 2002)]

Depression also is linked to lower bone density in women (osteopenia) which can lead to a thinning of the bones (osteoporosis) and breaks. [Michaels, et al., (1996)]

The author draws a conclusion that depression may also be linked to some cancers. He refers to the process of apoptosis -- where abnormal cells die and are flushed from the body. In the same manner that stress reduces immune response, and because depression and stress are closely related, and the immune

system ("killer cells") is involved in apoptosis, the author makes the connections.

FEAR AND ANXIETY: EFFECTS ON THE BODY

The author opens this chapter tying fear into the toxic emotions with an anecdote about a friend named Mark who tells him he believes his fear was a causative factor in his heart attack. The author agrees with Mark. He goes on to tell us that fear is associated to the same laundry list of physical ailments that are implicated with stress and depression: cardiovascular disease, hypertension; digestive-tract diseases like colitis, Crohn's disease, irritable bowel syndrome (IBS) and ulcers; headaches; and skin disorders like psoriasis, eczema and acne.

Fear and anxiety trigger the exact same HPA-axis -- hypothalamus-pituitary-adrenal axis -- as does stress. The fear response is to the body exactly the same as stress. There is a release of hormones like adrenaline and cortisol. (Cortisol release is a function of CRF and ACTH)*

The author relates to us the biblical story of Nabal from the first book of Samuel. Following Nabal's foolish (because Nabal means "fool") refusal to pay David, his wife Abigail does so in his place. When later Abigail tells Nabal how close he'd come to being put to the sword by David's men, he drops dead. "...his heart died within him, and he became like a stone." Chapter 25 Verse 37 The author compares this to research done by cardiologist Dr. Regis DeSilva and Wade Davis who believe that voodoo deaths are fear-induced sudden deaths, resultant from heart failures like ventricular fibrillation or ventricular tachycardia. [Sapolsky, R., Why Zebras Don't Get Ulcers (1999)] Examples both of being literally scared to death.

The author furthers his discussion of fear, relating "fear" to the mental disorders we studied in Psychopathology. Phobias are specific fears of specific stimuli that are necessarily unreasonable. He introduces GAD, generalized anxiety disorder and panic disorder. He suggests that because of the constant nature of GAD, that the patient is suffering anxiety all the time, that the danger to the physical body is even greater. The anxiety releases stress hormones that don't stop once a particular event stops. The stress is "pretty much all the time." The author tells us about a patient that he was treating once experiencing a panic attack while in his office. During the panic attack, the patient had a blood pressure reading of 220/140, which settled to normal 120/80 following the attack. With repeated attacks over time, this could

easily lead to cardiovascular disease and stroke.

The author describes a connection between anxiety and stomach ulcers as well. This is related back to the fight-or-flight response. When the body prepares for action, it shuts down the secretion of stomach acid (HCl) and digestion enzymes, and redirects the flow of blood to the muscles. When this happens, bacteria called H-pylori (*heliobacter pylori*) are able to thrive. (The text doesn't explain, but the idea that less stomach acid, and thus a more neutral pH where the bacteria aren't killed off, may be the cause to ulcers is interesting owing to the common belief that the acid eats the stomach lining and people use antacid to calm the stomach. Had the stomach remained more acidic to begin with the ulcers might never have developed, leading to an ulcer-spiral, some more current journals will need to be sought out.) Medical research confirms that up to 95% of patients with duodenal ulcers and 80% with gastric ulcers are infected with H-pylori.

THE PRESCRIPTION FOR CRISIS AND TOXIC EMOTIONS?

Our author advises one response is Rational Emotive Therapy, as an answer for toxic emotions. Developed in the 1950's by Dr. Albert Ellis who believed that toxic emotions stem from three wrong beliefs: I must do well, You must treat me well, and the world must be easy. [Live Interview from the American Psychological Association, 108th Convention, Washington D.C. (6 August 2000)] Rational Emotive Therapy focuses on the idea that nobody does well all the time, people are going to treat us badly at times, and that the world is not going to be fair (or easy.)

In the 1960's Dr. Aaron Beck developed cognitive therapy. The focus of this therapy is changing how the patient thinks about the events in his life. If one changes his thoughts, he will change the way he speaks, and ultimately what he believes and feels. These are the roots of today's CBT, which incorporates the patient's actions and classical conditioning concepts. Cognitive therapy expert Dr. David Burns identifies ten negative toxic beliefs and negative thinking patterns; 1) all-or-nothing thinking, 2) overgeneralizations, 3) negative mental filter, 4) disqualifying the positive, 5) jumping to conclusions, 6) Magnification (catastrophizing) or minimization, 7) emotional reasoning, 8) "should" statements, 9) labeling and mislabeling, and 10) personalization.

Another intervention that the author suggests is Victor Frankl's logotherapy. (I've read Frankl's "Man's Search for Meaning") In Frankl's book he discusses

his survival during the Holocaust at the Auschwitz Concentration Camp. I can remember a scene from the book where the men take turns telling stories and imagining themselves someplace after the war ends, and especially talking about eating, describing the food as vividly as they are able. Our author references the use of humor in logotherapy (which I don't specifically recall from Frankl's book... I read it several years ago). In another part of the text our author makes reference to Norman Cousins' "Anatomy of an Illness." (I have recently read Cousins' work, having been prompted by the text.) Cousins speaks at length of using laughter to cure his illness (identified as ankylosing spondylitis, but based on the skeptical tone of Cousins' writing I'm not convinced that he believed that.) Cousins' book tells how he chose to treat himself with high doses of Vitamin C, and the funniest movies and books he could obtain. His story is one of laughing himself healthy because, "laughter is the best medicine." No doubt that both Frankl and Cousins, whose life stories contain crises have credibility in offering this crisis intervention, laughter. In my own life, laughter has always played a part in maintaining my mental health in the face of crisis -- and I will seek out much comedy upon my successful release from my current crisis (imprisonment.)

BIBLICAL RECOMMENDATIONS FOR CRISIS

Our author is a strong believer, as evidenced in the foreword and throughout his text. He points to a number of Biblical advisements for exorcising the toxic emotions associated to stress, life crises, and other sources of negativity.

One example is that our author points to Paul's letter to the Phillipians. The author references variously to Phil. 3:13-14; Phil. 4:6-7; Phil. 4:8; Phil. 4:13; and Phil. 4:19. Reading the entire letter, Paul is writing to the Phillipians from prison, "...I am in chains for Christ." [Phil. 1:14] Paul is in crisis at the time he writes. Paul advises looking to the future and not ruminating on the past. [Phil. 3:13] This is still what therapists advise patients with depression. He advises not to be anxious and to place one's trust in God. [Phil 4:4-7] He says that God will give strength to endure through crises. [Phil. 4:13] And Paul tells the Phillipians to stay positive. [Phil. 4:8] TwoThousand years later and Paul's message still can't be surpassed on merit.

Sagacious Solomon gives us another example in the Third Proverb, which our author cites at Prov. 3:5-6. This Proverb, like our text, draws the connection

between being free of toxic emotion and physical health. It advises us that by submitting to God, staying loving and faithful that "This will bring health to your body and nourishment to your bones." [Prov. 3:8] Solomon directly addresses having faith in the LORD and says that in crises, you can trust in Him saying, "Have no fear of sudden disaster or of the ruin that overtakes the wicked, for the LORD will be at your side..." [Prov. 3:25-26]

In another Proverb, Solomon anticipates Frankl and Cousins by 3000 years writing, "A cheerful heart is good medicine, but a crushed spirit dries up the bones." [Prov. 17:22] The seventeenth Proverb also says that "Acquitting the guilty and condemning the innocent -- the LORD detests them both," at verse 15 ...words a prisoner needs to read to strengthen his resolve to fight against evil. (It also is a bit sad that this phenomenon has existed since time immemorial, of course nothing is new under the sun...)

CONCLUSION

Our text has taught us that our emotions, when negative can be worse than only soul crushing, they can be mortal. When in crisis, a giant part of dealing with the crisis is to have mastery over our feelings. A failure to do so will surely have deleterious effects -- our hearts, our skin, our digestive system... it is all one with our minds and feelings. There are psychotherapies available to resolve toxic emotions, or one can use laughter to persevere in a crisis, or the Biblical approach of putting ones faith in Him to guide through a crisis.

