Integrate Part One: Critical Incident Response and Organizational Resilience

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There is no greater honor and no greater responsibility than to be there on the worst day of someone’s life.

We must do it well.
Why Offer CIR After a Workplace Tragedy?

• It’s the *right* thing to do

• It’s the *responsible* thing to do

• It’s the *smart* thing to do
Business Continuity and Emotional Recovery

There is no business recovery without people who:

• Are healthy enough to return to work and be productive

• Are assured enough of their safety to not feel afraid to return to work

• Have had their trust in the leadership established so that they desire to return to work

• Have had their loyalty rewarded so they remain employees over the short haul and the long haul

Marsh Crisis Academy
Corporate Impact of Workplace Tragedy: Immediate Stressors

- Death of employees
- Displaced employees
- Destruction of property: unable to return to work until safe
- Communication barriers
- Increased media scrutiny of procedures
- Disruption in usual procedures

Veteran's Administration & National Center for PTSD
Corporate Impact of Workplace Tragedy: Ongoing Stressors

- Actual or perceived decreased safety
- Pursuit of medical and psychiatric opinions
- Employees coping with issues related to grief/loss, financial strain, traumatic stress, family concerns, physical needs
- Harsh judgments if emergency decisions were handled poorly
- Tolerance among departments and personnel often decrease as stress, role conflict, and extreme fatigue set in
- Difficulty concentrating at work/increased mistakes
- Irritability with fellow workers and customers
- Absenteeism and presenteeism
- Decreased productivity
- Ongoing corporate financial concerns

Adapted from: Veteran's Administration & National Center for PTSD
Balancing Humanitarian and Business Concerns

- EAPs stand at the Nexus – a critical partner in BC/DM
- Subject matter expertise is valuable to the degree that we understand the employer’s concerns and the employee’s needs
- Goal is as much about a business objective as a clinical outcome
- CIR is a tool to mitigate workplace disruption and enhance absence prevention

Return to Work. Return to Life.
CCN Incident Types 2013

- **Accident:** 1234 (9%)
- **Armed Robbery:** 1498 (11%)
- **Assault:** 187 (1%)
- **Bombing:** 247 (2%)
- **Death:** 4685 (36%)
- **Downsizing:** 1085 (8%)
- **Homicide:** 165 (1%)
- **Medical Event:** 221 (2%)
- **Natural Disaster:** 154 (1%)
- **Other:** 682 (5%)
- **Robbery:** 1410 (11%)
- **Robbery w/ Assault:** 265 (2%)
- **Shooting:** 424 (3%)
- **Suicide:** 700 (5%)
- **Termination:** 66 (1%)
- **Workplace Threat:** 57 (0%)
- **Workplace Violence:** 62 (0%)

- **Total:** 16,706 incidents
The Many Faces of Crisis

Top three response categories:

◉ Death
  - Most are natural or accidental; fewer intentional causes
  - Non-work related as well as related to work function

◉ Robbery
  - Armed & unarmed
  - Targeted criminal activity

◉ Layoffs/Downsizing/Termination
  - Planned event with predictable disruption associated
2013 CCN Service Summary

- Number of Responses – 13,168
- Number of Employee Contacts – 138,445
It Starts With People!

Each survivor’s disaster is unique

Each survivor is unique

Veteran’s Administration & National Center for PTSD

Return to Work. Return to Life.
Individual Stress Response – The Survival Instinct

- Fight!
- Flight!
- Freeze!
Individual Stress Response

- Physical
- Emotional
- Cognitive
- Behavioral
- Spiritual and Life-View
Making sense of it all

• Why me?
• Why is it hitting me harder than others?
• Who/What can I trust?
• What do I believe about me/others/God/justice/etc?
Five Empirically-Supported Early Intervention Principles

- Hope
- Safety
- Self-Efficacy
- Calming
- Connectedness
Phase-sensitive = Maslow Revisited

- Deprivation → Basic resources
- Isolation → Connectivity
- Chaos → Structure
- Helplessness → Efficacy
- Victim → Survivor
“The challenge for the incorporation of resilience into a workplace is to identify what enhances the ability of an organization to rebound effectively.”

<table>
<thead>
<tr>
<th>Signs of This Type of Resilience</th>
<th>Vulnerability Factors Inhibiting Resilience</th>
<th>Protective Factors Enhancing Resilience</th>
<th>Facilitators of Resilience</th>
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</thead>
<tbody>
<tr>
<td>Optimism</td>
<td>Poor social skills</td>
<td>Social competence</td>
<td>Individuals</td>
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<tr>
<td>Flexibility</td>
<td>Poor problem solving</td>
<td>Problem-solving skills</td>
<td>Parents</td>
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<td>Self-confidence</td>
<td>Lack of empathy</td>
<td>Good coping skills</td>
<td>Grandparents</td>
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<td>Competence</td>
<td>Family violence</td>
<td>Empathy</td>
<td>Caregivers</td>
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<tr>
<td>Insightfulness</td>
<td>Abuse or neglect</td>
<td>Secure or stable family</td>
<td>Children</td>
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<td>Perseverance</td>
<td>Divorce or partner breakup</td>
<td>Supportive relationships</td>
<td>Adolescents</td>
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<tr>
<td>Perspective</td>
<td>Death or loss</td>
<td>Intellectual abilities</td>
<td>Friends</td>
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<tr>
<td>Self-control</td>
<td>Lack of social support</td>
<td>Self-efficacy</td>
<td>Partners</td>
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<td>Sociability</td>
<td></td>
<td>Communication skills</td>
<td>Spouses</td>
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<td>Teachers</td>
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<td>Faith Community</td>
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**Individual Resilience**

The ability for an individual to cope with adversity and change
# SAMHSA – Organizational Resilience

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<td><strong>Organizational Resilience</strong></td>
<td>The ability for a business or industry, including its employees, to cope with adversity and change</td>
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<tr>
<td>• Proactive employees</td>
<td>• Unclear expectations</td>
<td>• Open communication</td>
<td>• Employers</td>
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<td>• Clear mission, goals, and values</td>
<td>• Conflicted expectations</td>
<td>• Supportive colleagues</td>
<td>• Managers</td>
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<td>• Encourages opportunities to influence change</td>
<td>• Threat to job security</td>
<td>• Clear responsibilities</td>
<td>• Directors</td>
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<td>• Clear communication</td>
<td>• Lack of personal control</td>
<td>• Ethical environment</td>
<td>• Employees</td>
</tr>
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<td>• Nonjudgmental</td>
<td>• Hostile atmosphere</td>
<td>• Sense of control</td>
<td>• Employee assistance programs</td>
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<td>• Emphasizes learning</td>
<td>• Defensive atmosphere</td>
<td>• Job security</td>
<td>• Other businesses</td>
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<td>• Rewards high performance</td>
<td>• Unethical environment</td>
<td>• Supportive management</td>
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<td></td>
<td>• Lack of communication</td>
<td>• Connectedness among departments</td>
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<td></td>
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<td>• Recognition</td>
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All-Hazards Approach

- Fully Resourced for Game-Time Decisions
  - Everybody is an expert on their last disaster

- “Planning is essential; plans are worthless.” *Pres. D. Eisenhower*

- Trauma is “endlessly creative”- we have to adapt

- The continuum of support is continuously expanding
CIR “Job Description”

- Consult with the organization’s leadership
- Position the company’s leadership favorably
- Let people talk if they wish to do so
- Identify normal reactions to an abnormal event so that people don’t panic regarding their own reactions
- Build group support
- Outline self-help recovery strategies
- Brainstorm solutions to overcome immediate return-to-work and return-to-life obstacles
- Triage movement toward either immediate business-as-usual functioning or additional care

Return to Work. Return to Life.
On-Site Continuum of Services

- **1:1 Support** -- Specialists can hold private conversations with individuals to offer support and help develop strategies for return-to-work and return-to-life. These conversations can take place in confidential office settings or other suitable venues.

- **Small Interactive Group Briefings** -- Specialists meet with groups of similarly impacted employees to enhance group cohesion and community, share experiences, normalize reactions, and provide resiliency/recovery strategies.

- **Large Educational Group Briefings** -- Specialists collaborate with the organization's leadership to share practical information, communicate competent compassion, and transition participants to regain hope and confidence in the future. Psycho-educational information is communicated on topics such as stress management techniques, communicating with your children about mass disasters, assertiveness/conflict management, etc.
On-Site Continuum of Services - cont.

- **Leadership Consultation** -- Discussion with managers regarding typical reactions to the event, reasonable expectations for performance, and strategies to facilitate recovery. These consultations aim to provide emotional support for managers and to suggest supervisory techniques.

- **Family Response** -- Specialists can lead group meetings for the families of employees to enhance family cohesion and support.
Superstorm Sandy

Disaster Response Key Elements

• Identify your stakeholders. EAP customers and specialists within the circle of impact. Infrastructure challenges.

• Phase-sensitive, multi-component Psychological First Aid

• Harness technology via webinars, teleconferences, and podcasts to support remote workers

• 103 shifts
Newtown Shootings

Disaster Response Key Elements

- **Children**
- **CCN internal staff and network stress**
- **Impacted customers and partners CCN execs on-site**
- **Serial stressors**
- **Media interviews**
- **Webinars**
- **208 shifts**
Return to Work. Return to Life.
WE ARE
SANDY HOOK
WE CHOOSE
LOVE
QUESTIONS?