



Planning is Essential; Plans are Worthless:
An All-Hazards Approach to
Critical Incident Response in the Workplace



Is your EAP ready for...?



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Defining Disaster



“A major disaster is defined as any natural catastrophe, or regardless of cause, any fire, flood, or explosions that cause damage of sufficient severity and magnitude to *warrant assistance supplementing State, local, and disaster relief organization efforts to alleviate damage, loss, hardship, or suffering.*” (italics added)

FEMA, 1995



General Concepts in Mass Disaster



- The intensity and high visibility can sometimes cloud our focus and confuse the mission.
- Avoid “Trauma Tourism”- don’t go where you are not invited!
- Early stages immediately after the event require triage and assessment with a goal to provide practical, informational, and palliative outcomes.
- Identify, support, communicate, and strategize with leadership (At the corporate level, attending public safety personnel, and on the scene).



General Concepts in Mass Disaster

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- “Planning is essential; plans are worthless.” *Pres. D. Eisenhower*
- Avoid Tunnel Vision: Katrina is not 911
- “The average shelf-life of any disaster plan is 6 months.” *John Stagle, WCDM, 2006.*
- Lessons Learned: All-Hazards Approach vs. Disaster Planning

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First Things First...

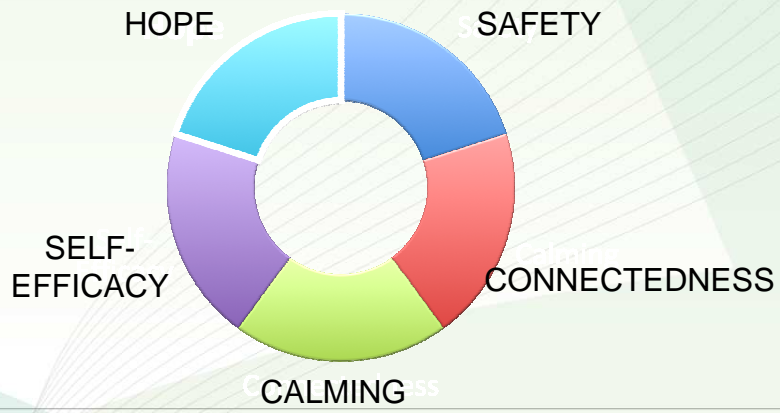
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Effective disaster response begins with people!

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Five Empirically-Supported Early Intervention Principles

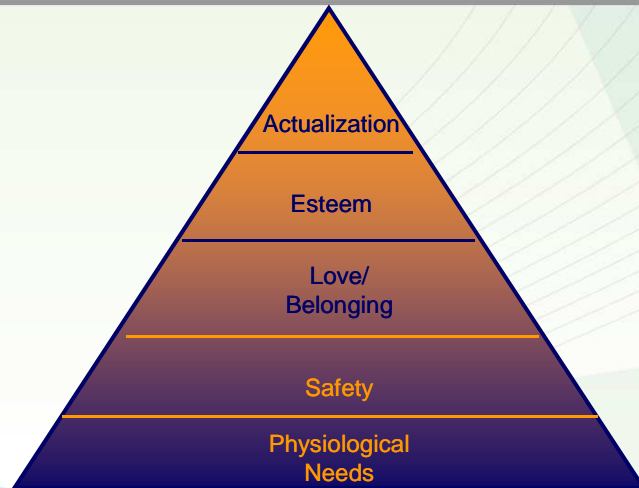
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Maslow's Hierarchy of Needs

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Individual Stress Response

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Each survivor's disaster is unique

Each survivor is unique

Veteran's Administration & National Center for PTSD



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Individual Impact

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- **Physical**
- **Cognitive**
- **Emotional**
- **Behavioral**
- **Life-View**

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Psychosocial Impact of Disasters

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Sources: Ursano, 2002; Institute of Medicine, 2003



The Person in Context

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The Role of Work in Disaster Recovery



The Critical Task of Business



“Private-sector organizations play an essential role in protecting critical infrastructure systems and implementing plans for the rapid restoration of normal commercial activities and critical infrastructure operations in the event of disruption... the ability to rapidly restore normal commercial activities can ***mitigate the impact*** of an incident, ***improve the quality of life*** of individuals, and ***accelerate the pace of recovery*** for communities and the Nation.” (italics added)

From the *National Response Framework*, Dept. of Homeland Security, 2008.



Corporate Impact of Disaster: Immediate Stressors



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

Veteran's Administration & National Center for PTSD





Corporate Consulting & Assessment
Understanding The Corporate Client

Additional Employer Concerns

- Communicating Care for Employees
- Resuming Operation ASAP
- Fulfilling Duty to Provide a Safe Workplace
- Protecting Assets
- Protecting Brand
- Assuring Public That They are Safe
- Responding to Regulatory Agencies
- Identifying Cause and Taking Action
- Controlling Losses

The Evolution of Critical Incident Response

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Current Approaches



FEMA Response Doctrine: Five Key Principles

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- **1. Engaged partnership**
- **2. Tiered response**
- **3. Scalable, flexible, and adaptable operational capabilities**
- **4. Unity of effort through unified command**
- **5. Readiness to act**

From the *National Response Framework*, Dept. of Homeland Defense, 2008.



National Incident Management System



What is NIMS?

- **Established by FEMA and the Department of Homeland Security**
- **A comprehensive , nationwide systematic approach to incident management**
- **Provides the essential principles for a common operating picture**
- **Scalable and applicable to all incidents**
- **Offers a model for clear chain of command**

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NIMS Key Components



- **Preparedness**
- **Communication and information management**
- **Resource management**
- **Command management (Incident Command System)**
- **Ongoing management**

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Key Benefits of NIMS



- **Enhances organizational cooperation**
- **Provides a scalable and flexible framework**
- **Promotes all-hazards approach**
- **Enables a wide variety of organizations to participate effectively**

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Psychological First Aid



What is PFA?

- **Developed by the National Center for PTSD in conjunction with SAMHSA**
- **Is a research based evidence-informed approach**
- **Reduces initial distress and fosters short and long-term adaptive functioning**
- **Provides an overarching framework to guide effective mental health response services**

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PFA Key Components



Core Actions:

1. Contact and Engagement of those in need of assistance
2. Comfort and Safety for those affected
3. Stabilization of situations and reactions
4. Information Gathering to assess impact
5. Practical Assistance
6. Connection with Social Supports
7. Information about Coping
8. Linkage with Collaborative Services



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Key Benefits of PFA



- **Provides a broader definition of compassionate care**
- **Supports individual and organizational resilience**
- **Presents a phase sensitive, multi-component response**
- **Offers a comprehensive and flexible guide for clinicians in the field**

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Pulling it All Together...



- **NIMS provides the *organizational structure* to guide effective management of a large scale event**
- **PFA provides the *clinical focus* to guide appropriate delivery of services**
- **EAPs provide the *contractual and relational imperative* that allows for effective incorporation of both NIMS and PFA to the workplace**

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Pulling Together...



The Power of Partnership

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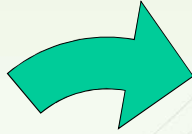


The Power of Partnership

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Employer

EAP Organization



Critical Incident
Response Partner



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Roles and Responsibilities

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Employer

- Demonstrate Tangible Leadership
- Communicate Care for Impacted Employees
- Guide Business Continuity Process
- Project Hope for Long Term Recovery

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EAP Organization

- Conduct Assessment of Needs
- Coordination and Delivery of Resources
- Consultation and Guidance (Strategic)
- Project Hope for Short Term Recovery

Critical Incident Response Specialty Partner

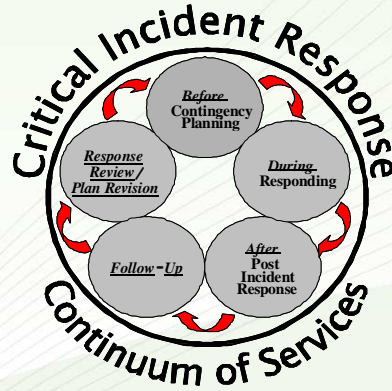
- Offer Instant Scalability
- Consultation and Guidance (Tactical)
- Provide Triage and Palliative Care
- Project Hope for Acute Phase of Recovery

EAPA's Critical Incident Response Continuum of Care

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EAPA Employee Assistance
Professionals Association

Employee Assistance (EAPs)



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Created by the EAPA Disaster Preparedness Task Force 2002 and updated
July 2006 by EAPA Workplace Disaster Preparedness Subcommittee



EAP Continuum of Response

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Before: Contingency Planning

- Risk Assessment
- Policy Development
- Management Consultation
- Marketing EAP Services
- Diversity Awareness and Training
- Stress Hardening or Stress Inoculation
- Disaster Preparedness
- Internal and External Collaboration

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EAP Continuum of Response (cont.)



During: Responding

- On-Site Response / Coordination of Response and Respondents Collaboration
- Logistical and/or Technical Support
- Assistance With Meeting Basic Needs
- Management Consultation
- Assistance Stabilizing Situation
- Assessing Individual and Organizational Distress

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EAP Continuum of Response (cont.)



After: Post Incident Response

- Crisis Intervention
- Psychological First Aid
- Critical Incident Stress Briefings
- Crisis Management Consultation
- Management Support
- Assessment and Referral to Clinical Support Services
- Self-Care: Care for the Caregivers
- Business Continuity Consultation and/or Business Resumption Plan

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EAP Continuum of Response (cont.)



Follow-Up

- Disaster Review Process and Procedures
- Data Collection and Trend Analysis
- Identification and Assistance or Referral
- Management Consultation

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EAP Continuum of Response (cont.)



Response Review/Plan Revision

- Policy and Procedure Review
- New Disaster Planning and Policy Development
- Training
- Continued Risk Assessment
- Research

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Case Study – Miracle on the Hudson

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Case Details

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- Customer – a large financial institution
- Group of 20 employees
- Traveling on special assignment
- Ongoing task will require future transit for this group



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Strategies Employed



- Extensive coordination between Aetna, Customer, and CCN in shaping on site expectations, internal and external messaging, logistical challenges for service delivery, etc.
- Assessment of need conducted jointly
- Identification of local team, designation of Team Lead (IC)
- Deployment of team to:
 1. Rescue/landing zone
 2. Hotel
 3. Support during transit back to city of origin
 4. Support at 6 month anniversary gathering for employees and families
- Additional/ongoing EAP resources promoted throughout

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Final Thoughts – We Deliver Hope!



“So, first of all, let me assert my firm belief that the only thing we have to fear is fear itself -- nameless, unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance.”

Franklin Delano Roosevelt, 1933



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Questions?