EAP Critical Incident Response

OPERATIONALIZING RESILIENCE

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RDA

Personal Attributes

750 Vietnam vets held as POWs for 6-8 years, who did not develop PTSD identified critical characteristics of resilience that were key to their survival:

- Optimism
- Altruism
- Moral compass
- Faith and Spirituality
- Humor
- Role models
- Social Supports
- Mission in Life

- Training
- Hardiness
- Perseverance
- Mindfulness
- Problem solving
- Decisiveness
- Pursue meaning
- Pursue growth
Organizational Attributes

<table>
<thead>
<tr>
<th>Proactive employees</th>
<th>Open communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear mission, goals, and values</td>
<td>Supportive colleagues</td>
</tr>
<tr>
<td>Encourages opportunities to influence change</td>
<td>Clear responsibilities</td>
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<tr>
<td>Clear communication</td>
<td>Ethical environment</td>
</tr>
<tr>
<td>Nonjudgmental</td>
<td>Sense of control</td>
</tr>
<tr>
<td>Emphasizes learning</td>
<td>Job security</td>
</tr>
<tr>
<td>Rewards high performance</td>
<td>Supportive management</td>
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<tr>
<td>Recognition</td>
<td>Connectedness among departments</td>
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</tbody>
</table>

Organizational resilience = The ability for a business or industry, including its employees, to bounce back from adversity and change.

SAMHSA

<table>
<thead>
<tr>
<th>Demonstrating Resilience</th>
<th>Vulnerability Factors Inhibiting Resilience</th>
<th>Protective Factors Enhancing Resilience</th>
<th>Facilitators of Resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Resilience</td>
<td>• Optimism</td>
<td>• Social competence</td>
<td>• Individuals</td>
</tr>
<tr>
<td></td>
<td>• Flexibility</td>
<td>• Problem-solving skills</td>
<td>• Parents</td>
</tr>
<tr>
<td></td>
<td>• Self-confidence</td>
<td>• Lack of empathy</td>
<td>• Grandparents</td>
</tr>
<tr>
<td></td>
<td>• Competence</td>
<td>• Family violence</td>
<td>• Caregivers</td>
</tr>
<tr>
<td></td>
<td>• Insightfulness</td>
<td>• Abuse or neglect</td>
<td>• Children</td>
</tr>
<tr>
<td></td>
<td>• Perseverance</td>
<td>• Divorce or partner breakup</td>
<td>• Adolescents</td>
</tr>
<tr>
<td></td>
<td>• Perspective</td>
<td>• Death or loss</td>
<td>• Friends</td>
</tr>
<tr>
<td></td>
<td>• Self-control</td>
<td>• Lack of social support</td>
<td>• Partners</td>
</tr>
<tr>
<td></td>
<td>• Sociability</td>
<td></td>
<td>• Spouses</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Teachers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Faith</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Community</td>
</tr>
</tbody>
</table>

SAMHSA.gov; (Kelly, 2007)
Resilience Defined

According to the American Psychological Association:

Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant sources of stress -- such as family and relationship problems, serious health problems, or workplace and financial stressors. It means "bouncing back" from difficult experiences.

Many studies show that the primary factor in resilience is having caring and supportive relationships within and outside the family. Relationships that create love and trust, provide role models, and offer encouragement and reassurance help bolster a person's resilience.
Activating Resilience

Confront Adversity  Active Coping

Resilience

Rebound Direction

Multi-Systemic Resiliency Approach

Organization  Professional

Employee  EAP

EAP Critical Incident Response

RDA
Multi-Systemic Resiliency Approach

EAP CIR Strategy

Engage in a process that helps stabilize and restore connections to the organizational and individual attributes of resilience.

Before we do anything we must **assess** where our guidance is needed.

*“Any early intervention approach should be based on accurate and current assessment of need prior to intervention.”*

(International Society for Traumatic Stress Studies, 2009)
Pre-Incident Partnership

Seat at the table
Pre-incident Training
• Prevention
• Leadership role
• Normal Reactions
• Resiliency
• Organizational expectations
• EAP role

Management Consultation Goals

Establish partnership (connection)
Assess impact
  ◦ Workplace
  ◦ Employee
Assess ability to reestablish safety
Assess resilience
Set the stage
Management Consultation

Organizational Assessment

• Establish Partnership with caller- Org. representative
  • Empower
  • Compliment
  • Avoid adversarial interactions

• Assess impact to workplace
  • Physical damage
  • Product integrity
  • Return to work

Management Consultation

Organizational Assessment (Con’t)

• Actions to restore safety
  • Strength of contingency plan
  • Leadership assembly
  • Communications

• Change in the perception of safety
• Gaps
Zero to Eight

Goal: Create the conditions to restore safety

PHYSICAL ENVIRONMENT
- Threat removed
- Security present
- First responders activated
- Visible leadership
- Communications restored
- Concrete resources added

PSYCHOLOGICAL
- Perception of safety
- Stress response deactivated/burned out
- Systemic support
- Normalize reactions- PFA

The trajectory of resilience begins from the point of safety

Management Consultation

Employee Impact Assessment
- Medical attention
- Proximity
- Interpretation
- Progression
  - Time of impact
  - Time of report
  - Time of arrival
Management Consultation

Resilience Assessment

- Perception of safety restored
- Visible Leadership
- Communications
- Permissions
- Collegial support
- Employee reactions to leadership (connection strength)

EAP Interventions

**Organizational**
- Onsite Leadership Consultation
- Messaging
- Create and staff safe locations
- Corporate Briefing
- 1:1 Access
- Onsite outreach

**Employee**
- Psychological First Aid
- Corporate Briefings
- 1:1/1:2 Access
- Resiliency Groups
- Onsite outreach
- Handouts
Positioning Leadership

“What can I do?”

Increase visibility
Visit “huddles”
Roll up sleeves
Seek volunteers for side projects
Feed them
EAP introductions

Educate on listening
Educate on talking points
- Appropriate/added resources
- Benefits/emergency funds
- Optimism

Regular updates/briefings
After hours contact

Leadership Messaging

Educate on the importance of leadership developing and delivering an effective message
- Facts
- Safety
- Involvement of emergency or law enforcement
- Operational issues and restoring order, routine
- EAP Services (why here and how to contact) and that participation is voluntary
- Contact Information: leadership, HR, Benefits, EAP, relevant community resources
- Positive message of hope, support, safety, and expectation of recovery
- “We will get through this together.”
Employee Interventions

- Entry point is one of the temporal dimensions:
  - Confronting adversity
  - Rebound direction
  - Active coping

- Solutions to their agenda
  - Identifying and reconnecting to resilient attributes (our agenda)

Screen for PFA

Dazed - constriction of the field of consciousness and narrow attention
Intrusion - spontaneous memories
Avoidance - potential triggering events
Hypervigilance/ Hyperarousal
Poor mood clarity
Temporal Dimensions of Resilience

1:1 Access

From the Handbook of Preventative Psychiatry; Traumatic Events and PTSD Prevention, study of resilience in survivor populations:

“The perception of personal and social resources to aid in coping in the post-trauma recovery environment.”

(Wilson 1995)
# 1:1 and Group Access

**Key strategy** - Reconnecting to resilient attributes

**Key activity** - Listening

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<tr>
<th>Attribute</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Optimism</td>
<td>Able to reappraise situations and their impact on them that initially appear to be negative</td>
</tr>
<tr>
<td>Mission in life</td>
<td>Self-assigned purpose that creates a sense of meaning</td>
</tr>
<tr>
<td>Faith/Spirituality</td>
<td>Often religious in nature, the belief in something of higher purpose</td>
</tr>
<tr>
<td>Humor</td>
<td>Finding a way to laugh</td>
</tr>
<tr>
<td>Morale compass</td>
<td>An inner guide that distinguishes right from wrong</td>
</tr>
<tr>
<td>Role Model</td>
<td>Exhibits behavior emulated by others</td>
</tr>
<tr>
<td>Sociability</td>
<td>Comfort in engaging and connecting to other people</td>
</tr>
<tr>
<td>Altruism</td>
<td>Interest in helping others</td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>Belief in one’s own ability to exercise control in a meaningful and positive way</td>
</tr>
<tr>
<td>Training</td>
<td>External guidance that formulates roles and boundaries</td>
</tr>
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## RDA

# 1:1 and Group Access

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<thead>
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<th>Attribute</th>
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<tr>
<td>Hardiness</td>
<td>A personality structure combining a sense of commitment, control and challenge in the face of stress.</td>
</tr>
<tr>
<td>Perseverance</td>
<td>Maintain a course of action despite its challenging conditions.</td>
</tr>
<tr>
<td>Mindfulness/Self-Awareness</td>
<td>Living in the present. Knowing what we need, what we don’t need, and when it’s time to reach out for some extra help.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>Solution finding</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>Determines a course of action and commits to it.</td>
</tr>
<tr>
<td>Pursue meaning/growth</td>
<td>Searches alternative explanations, meaning and understanding to enhance adaptability and outcome.</td>
</tr>
</tbody>
</table>

## RDA
Resiliency Group

• Voluntary
• Multidimensional Focus
  • Identifies personal sources of safety
  • Activities that promote resilience
    • Connections
    • Attributes
    • Temporal dimensions
• Option to share experience
  • Monitor for physical stress reactions
  • Monitor group for secondary trauma reaction
  • Normalization
  • Work integration
  • Psychoeducation
  • Summary

Takeaways

• Value of partnership
• Multi-dimensional process
• Resilience starts from the perception of safety.
• Key systems that influence safety and resilience include:
  • Significant others
  • Workplace relations
  • Community/Social
Takeaways

• Direct influence on organizational resilience and indirect influence on the employee. (via connections)

• Foremost *facilitators* of reconnection to the sources of resilience vs. an actual source of individual resilience.

• Employees present to EAP in one of the three temporal dimensions.

• Interventions need to flex to the organizational culture and return to work process.

• Interventions and participation are always voluntary.

Thank you!

RDA CIR Services

THE BOOK
*EAP CIR- A Multi-Systemic Resiliency Approach*
Order online at [www.eap-rda.com](http://www.eap-rda.com) or Amazon.com

THE WORKSHOP
Live full day trainings arranged for your staff and affiliates.
Earn the Certificate in Specialized Training.

THE LINK
Online/Fusion (live) training designed to reach all potential responders.
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