



SANDCREEK **EAP**

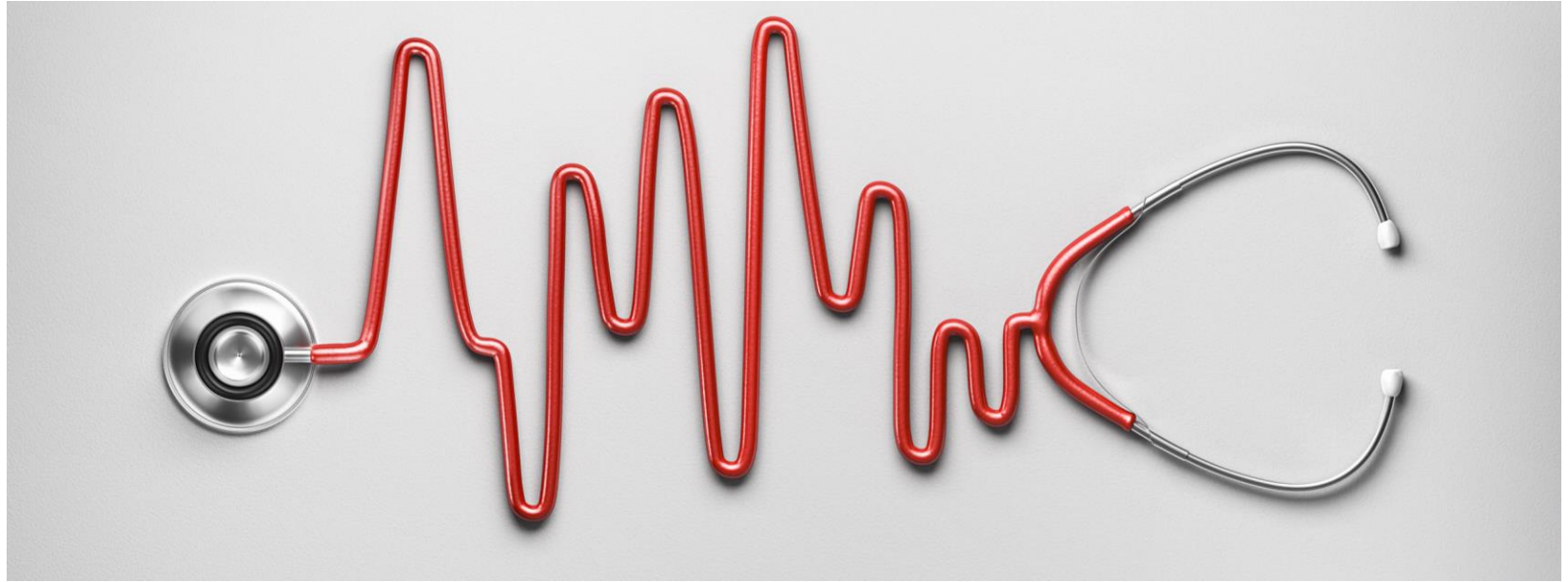
An AllOne Health Company

Considerations for Crisis Management

Objectives

1. Welcome
2. Stress, Burnout and Mental Health
3. Trauma and Crisis
4. Crisis Management Overview
5. Characteristics of a Crisis
6. Preparedness Planning
7. Best Practices and Application
8. Post Crisis Evaluation
9. Resources: SandCreek EAP CISM and Crisis Debriefing





STRESS

- How stressed am I.
- How do I know..
- What can I do about it..

DEGREES OF STRESS

POSITIVE

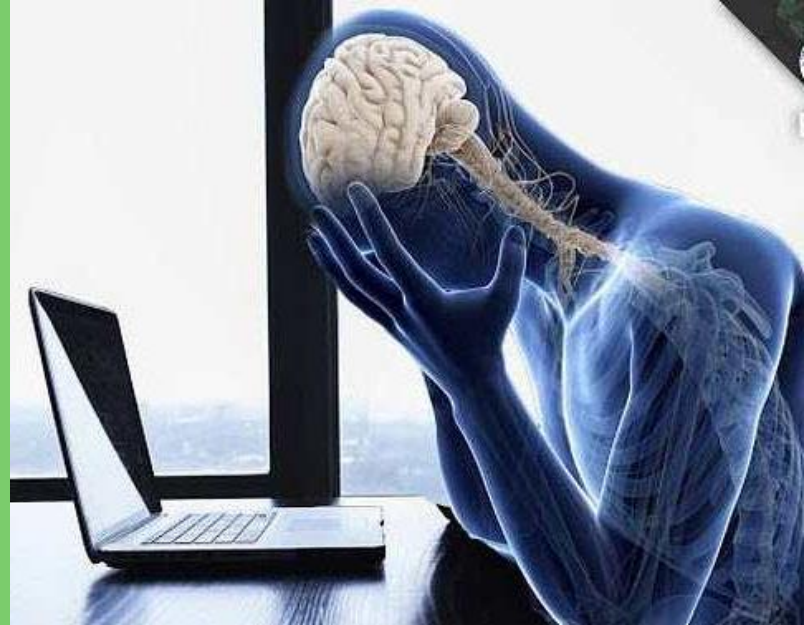
Brief increases in heart rate; intensified focus; mild elevation in levels of stress hormones

TOLERABLE

Serious but temporary stress responses mitigated by positive, buffering influences or relationships

TOXIC

Intense and prolonged activation of stress response systems without positive, buffering influences or relationships



Self Check-In

DAILY STRESS CONTINUUM



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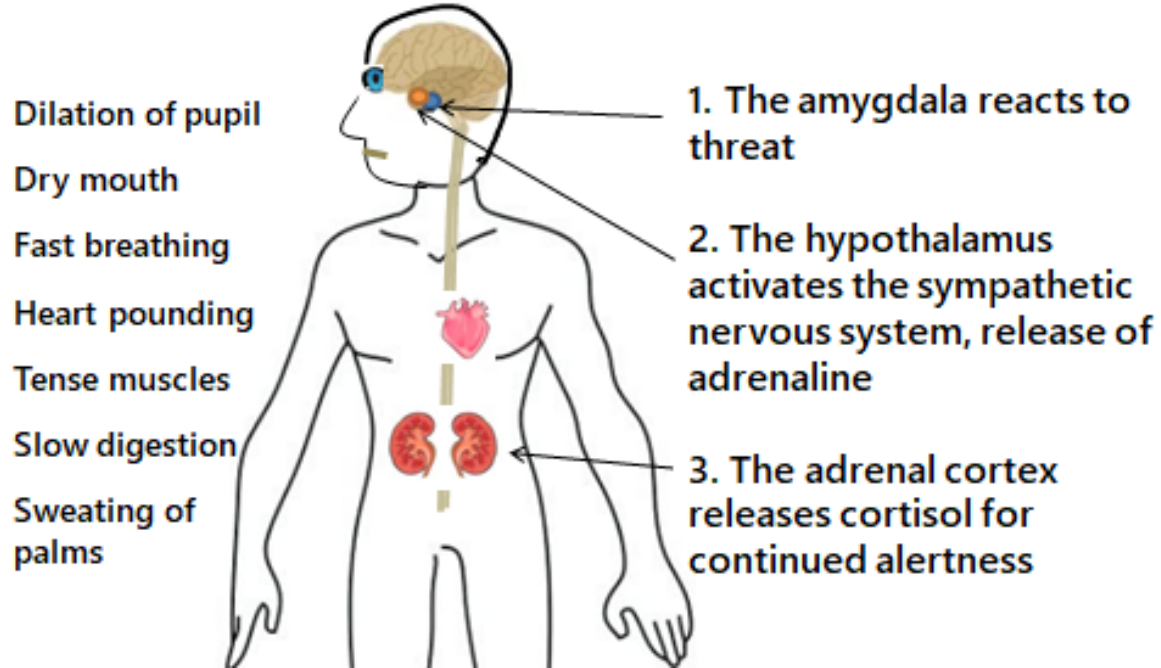
The Science of Stress: Cortisol

- Steroid Hormone. Stress Hormone.
- Released whenever there is stress. In survival mode, the *optimal* amounts of cortisol can be life saving
- Affects every organ system
- Affects your sleep/wake circadian cycle
- Cortisol also curbs functions that would be nonessential or harmful in a fight-or-flight situation.
- It alters immune system responses and suppresses the digestive system, the reproductive system and growth processes. This complex natural alarm system also communicates with the brain regions that control mood, motivation and fear.

— Fight- Flight Response

“Think of your sympathetic nervous system and your parasympathetic nervous system like your car’s gas and brakes. You need to use both effectively for your car to run properly.”

You need your sympathetic nervous system to keep you alive when true danger is detected and you need your parasympathetic nervous system to restore and relax you so your body can run business as usual.



BURNOUT

- *It is a state of emotional, mental, and physical exhaustion caused by excessive and prolonged stress.*
- *Emotional resources are depleted.*
- *Cynicism and indifference occur.*
- *Work quality decreases.*
- *Positive social interactions decrease both at home and at work.*



Heavy or almost impossible workload

Role ambiguity or unclear expectations

Lack of recognition

Little or no control over workload & responsibilities

Poor or lacking support system

Difficult or challenging clients

Inadequate pay and benefits

Bureaucracy and paperwork

Value conflicts between personal & work life

Personality conflict with coworker/supervisor



Question:

? What is Mental Health?

? What is Mental Illness?

Mental Health Continuum Model

HEALTHY

REACTING

INJURED

ILL



- Normal mood fluctuations
- Calm & takes things in stride
- Good sense of humour
- Performing well
- In control mentally
- Normal sleep patterns
- Few sleep difficulties
- Physically well
- Good energy level
- Physically and socially active
- No or limited alcohol use/ gambling

- Irritable / impatient
- Nervous
- Sadness / overwhelmed
- Displaced sarcasm
- Procrastination
- Forgetfulness
- Trouble sleeping
- Intrusive thoughts
- Nightmares
- Muscle tension / headaches
- Low energy
- Decreased activity/socializing
- Regular but controlled alcohol use / gambling

- Anger
- Anxiety
- Pervasively sad / hopeless
- Negative attitude
- Poor performance / workaholic
- Poor concentration / decisions
- Restless disturbed sleep
- Recurrent images / nightmares
- Increased aches and pains
- Increased fatigue
- Avoidance
- Withdrawal
- Increased alcohol use / gambling is hard to control

- Angry outbursts / aggression
- Excessive anxiety / panic attacks
- Depressed / suicidal thoughts
- Over insubordination
- Can't perform duties, control behaviour or concentrate
- Can't fall asleep or stay asleep
- Sleeping too much or too little
- Physical illnesses
- Constant fatigue
- Not going out or answering phone
- Alcohol or gambling addiction
- Other addictions

Scope of Mental Illness.

In the U.S.

- **1 in 5** of us meets the criteria for having a mental health condition.
- **1 in 25** of us live with a serious and persistent mental illness. This can account for a lifespan shorter than average by 10-25 years
- **1 in 6** U.S. youth aged 6-17 experience a mental health disorder each year.
- **50%** of all lifetime mental illness begins by age 14, and **75%** by age 24
- Suicide is the **2nd leading** cause of death among people aged 10-14
- **8%** of us have a diagnosable substance use disorder.
- **1** out of every **eight** emergency room visits involve a mental health or substance abuse disorder.
- **#1:** Depression is the leading cause of disability worldwide.

MOST COMMON MENTAL HEALTH DISORDERS:

- Anxiety Disorders
- Depressive (Mood) Disorders
- Substance Use Disorders
- *Grief and Trauma Experiences



What is Trauma?

Trauma is an emotional response to a terrible event like an accident, rape, or natural disaster. Immediately after the event, shock and denial are typical. Longer term reactions include unpredictable emotions, flashbacks, strained relationships, and even physical symptoms like headaches or nausea.

- It can be a single event.
- It can be multiple events over time (complex, prolonged trauma).
- Interpersonal violence or violation, especially at the hands of an authority/trust figure is especially damaging.

Vicarious Trauma (Secondary Trauma) Exposure

The natural consequence of stress resulting from caring for and helping people who have experienced or are experiencing trauma or suffering.



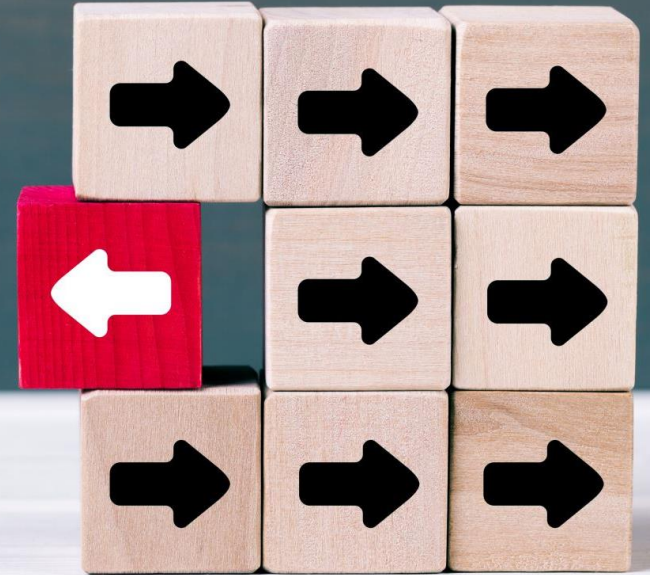
Symptoms of SELF-Compassion Fatigue

- Intrusive thoughts/images of others' traumas or reliving your own traumas.
- Adopting a “world view” of people as victims.
- Lowered frustration level.
- Outbursts of anger.
- Difficulty separating work from personal life.
- Social withdrawal.
- Decreased functioning in non-professional situations.
- Sadness or Depression.
- Diminished work and personal enjoyment.
- Loss of hope.
- Avoiding certain clients, meetings, or other situations at work.

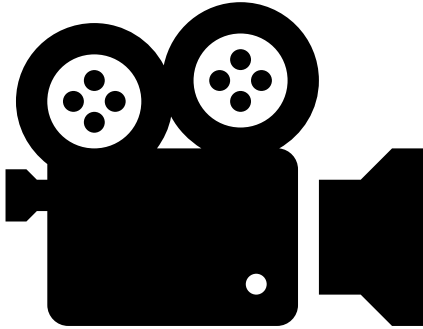


Risk Mitigation Options

- Risk Acceptance
- Risk Avoidance
- Risk Transfer
- Risk Reduction



The Office Emergency Plan



https://youtu.be/Ctonl_k3_5I?si=F2V5nVoSLBFUj4a

Characteristics of a Crisis

Crisis doesn't give warning. It is important to be as prepared as possible.

- Surprise element; puts us off-guard
- Normal operating practices do not apply
- Threat: to health, life safety, business operations, community, region
- Difficulty with communication
- Incomplete information, inaccurate information
- Heightened emotions
- ***Every crisis is different; if you've seen one crisis, you've seen one crisis.***

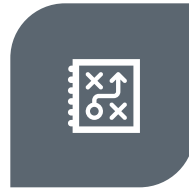
Crisis Management Planning Process



ANTICIPATE



RESPOND



MANAGE



RECOVER



EVALUATE



- **Conduct Risk Assessments for potential Crisis Situations.**



Potential Areas for Crisis

1.Natural Disasters: Public Health Emergencies:

Public health crises, such as pandemics (e.g., COVID-19), outbreaks of infectious diseases, or bioterrorism incidents, pose significant challenges to cities. These crises can strain healthcare systems, overwhelm hospitals, and require coordinated responses to mitigate the spread of disease.

2.Technological Failures: Crises stemming from technological failures can include power outages, cyberattacks, transportation accidents (e.g., train derailments or plane crashes), chemical spills, or infrastructure failures (e.g., bridge collapses). These events can disrupt essential services, endanger public safety, and require swift action to address.



- 3. Social Unrest and Civil Unrest:** Civil unrest, riots, protests, or acts of terrorism can occur due to social, political, economic, or racial tensions within a city. These crises can result in violence, property damage, and pose significant challenges to law enforcement and city officials in maintaining public order and safety.
- 4. Economic Crises:** Economic downturns, financial collapses, or recessions can impact cities by leading to job losses, business closures, budget deficits, and reduced public services. Economic crises can exacerbate social inequalities and require strategic planning and support to mitigate their effects on residents and communities.
- 5. Environmental Degradation:** Environmental crises such as pollution, air quality deterioration, water contamination, or climate change-related events (e.g., heatwaves, sea-level rise) can affect cities, posing risks to public health, infrastructure, and natural ecosystems.



- 6. Infrastructure Failures:** Crises related to aging or inadequate infrastructure, such as water main breaks, transportation gridlock, or building collapses, can disrupt daily life, compromise safety, and require immediate repairs and improvements.
- 7. Humanitarian Crises:** Humanitarian emergencies, including refugee influxes, mass migrations, or situations of extreme poverty and deprivation, can strain city resources and services, necessitating coordinated efforts to provide shelter, food, healthcare, and support to affected populations.

Stages of Psychological Crisis

Impact Stage

Recoil Stage

Reconstruction Stage

Resolution Stage

Integration Stage



A collage of hands stacked together, symbolizing teamwork and crisis management. The hands are of various skin tones and are wearing different colored sleeves (white, grey, blue). The image is cut into several diagonal, overlapping pieces, creating a dynamic and layered effect. The background is a soft, out-of-focus grey.

Crisis Management Team

The composition of a crisis management team (CMT) can vary depending on the size and structure of the organization, as well as the nature of the crisis. However, a typical crisis management team may include individuals from the following key roles and departments:

Potential Members of the Crisis Management Team:

1. **Senior Leadership:** Executives or senior leaders provide strategic guidance and decision-making authority during the crisis.
2. **Public Relations/Communications:** Communication specialists or public relations professionals are responsible for managing internal and external communication before, during, and after the crisis. They craft key messages, handle media inquiries, and coordinate communication with stakeholders.
3. **Legal Counsel:** Legal advisors provide guidance on legal implications, compliance issues, and risk management strategies related to the crisis. They help ensure that the organization's response aligns with legal requirements and protects its interests.
4. **Operations/Logistics:** Operations or logistics managers oversee the practical aspects of crisis response, including resource allocation, supply chain management, facility operations, and logistical support for emergency responders.
5. **Human Resources:** Human resources (HR) representatives are responsible for addressing employee concerns, providing support services, and implementing workforce management strategies during the crisis. They may also coordinate employee communications and welfare programs.

Continued...

6. Safety and Security: Safety and security personnel manage the physical security of facilities, personnel, and assets during the crisis. They implement emergency protocols, coordinate with law enforcement or security agencies, and ensure the safety of employees and stakeholders.

7. IT/Technology: IT or technology experts provide technical support for managing digital assets, cybersecurity, data protection, and continuity of IT systems during the crisis. They help mitigate cyber threats, restore IT infrastructure, and ensure the integrity of digital operations.

8. Finance/Accounting: Finance or accounting professionals oversee financial aspects of crisis management, including budgeting, financial analysis, insurance claims, and financial recovery strategies. They ensure that financial resources are allocated effectively to support response efforts.

9. External Affairs/Liaison: External affairs specialists or liaison officers serve as the point of contact with external stakeholders, including government agencies, regulatory bodies, industry partners, and community organizations. They facilitate collaboration, information sharing, and coordination with external partners.

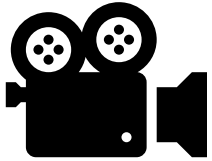
10. Subject Matter Experts: Depending on the nature of the crisis, subject matter experts from relevant fields such as health, safety, environmental management, risk assessment, or crisis communication may be included on the crisis management team to provide specialized knowledge and guidance.

Preparedness Planning 101

- ✓ Crisis planning is all about redundancy
- ✓ Identify potential risks: caution about over/under planning
- ✓ Risk= Probability x Impact
- ✓ Rehearse plan- lockdowns/shelter in place/evacuations
- ✓ Avoid magical thinking- invincibility thinking
- ✓ Internal resources may not be sufficient- have contingency plan
- ✓ Employees are organizations most important asset
- ✓ *Hope for the best, prepare for the worst and be prepared to be surprised.*

Martin O'Malley video.

Former Governor of Maryland 2007-2015



Crisis management lessons learned from mistakes ([youtube.com](https://www.youtube.com/watch?v=...))

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Components of a Crisis Management Plan

- **Risk Analysis**
- **Activation Protocol**
- **Chain of Command**
- **Command Center Plan**
- **Response Action Plans**
- **Internal Communication Plan**
- **External Communication Plan**
- **Resources**
- **Training**
- **Review/Post Crisis Evaluation/Debrief Plan**

Tip 1.



Recognize the Human element

- Too often in preparing for crisis, one tends to ignore the human factor. Understanding human nature—how people react to crisis—is one of the fundamental keys to crisis management:
- No matter how much information on risks they are given, people do not believe that a crisis will happen to them. They may understand it intellectually but viscerally they do not believe it will happen. This hampers their willingness to prepare for crisis.
- When confronted with a crisis, a person's first reaction is denial—the person often do not recognize that a crisis is occurring. This leads to a hesitation to act.
- There is a tendency to normalize a crisis, that is, to see what one expects to see rather than what is actually occurring. It is easy to misinterpret or completely miss indicators that a crisis is imminent or occurring. These indicators may be obvious after the fact but are easily missed during the crisis.

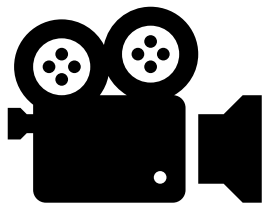
Tip 3.



Act decisively.

- Overcoming denial and moving through deliberation leads to action. In most cases, the quicker you are seen to act and to provide information on the crisis and your actions, the more likely you are to mitigate the effects of the crisis. Effective action depends on a number of elements:
- The crisis management team needs to be dedicated solely to the crisis. Other parts of your organization can be devoted to business as usual but your crisis management team must be focused exclusively on the crisis and must have the authority and resources necessary to act.
- Speed is essential, particularly in crisis communications. Depending on the nature of your organization, you may have only minutes to get your story out. Even if it's just acknowledging that the crisis has occurred and that you are assessing the situation, it is critical that the public, your employees, and your shareholders hear from you.
- Acting quickly, demonstrating empathy with anyone affected by the crisis, and, above all, being honest can go a long way to countering the negative effects of a crisis.

FEMA Video



<https://www.youtube.com/watch?v=uIFVNVcp6f8>



Communication Strategy

- **Internal Communication Plan**
- **External Communication Plan**
- *Means/Methods/Sources for updated and ongoing information gathering and sharing*

Post Crisis Evaluation

1. **Gather feedback and data**
2. **Review response actions**
3. **Identify strengths and weaknesses**
4. **Analyze challenges and opportunities**
5. **Document lessons learned**
6. **Develop action plans**
7. **Implement changes**
8. **Monitor and Review**
9. **DEBRIEF WITH Crisis Management Team**



Developing Resiliency

Resilience is the process and outcome of successfully adapting to difficult or challenging life experiences, especially through mental, emotional, and behavioral flexibility and adjustment to external and internal demands.

Psychological research demonstrates that the resources and skills associated with more positive adaptation (i.e., greater resilience) can be cultivated and practiced.

From [APA Dictionary of Psychology](#)



• Resilient Behaviors and Habits

- Resiliency IS NOT avoiding the source(s) of stress



Downside to Resilience..?

- Resilience can be used dismissively, to set unrealistic expectations, or to push others too hard.
- Resilience can be confused with Post Traumatic Growth, which is different from Resilience.
- There is a 'Privilege' factor to resilience. Many people lack access to resources that help us be resilient. Systems of injustice, like institutionalized racism, gender discrimination, and poverty are examples of the discrepancy in equity when it comes to resilience.



A person is shown from the side, sitting in a meditative pose on a lush green grassy field. They are wearing a white short-sleeved shirt and bright blue pants. Their hands are resting on their knees in a mudra position. The background is filled with out-of-focus green trees and foliage, suggesting a park or natural setting. The lighting is bright, indicating it's daytime.

Self Care

- Exercise
- Journaling
- Eating well
- Seeing friends, etc.
- Sleep
- Relaxation
- Gratitude, Humor
- Avoid use/overuse of substances
- As well as...
 - Massage
 - Acupuncture
 - Meditation
 - Music, Art
 - Aromatherapy
 - Spirituality/religion...

How to access your Assistance Program:

1. **By phone**

Call: **800-550-6248**

2. **Your online member portal**

Visit: **www.mylifeexpert.com**

*Includes Live Chat: 7am-4pm CST

3. **Your mobile app**

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