SUPPLEMENT 2

CRITICAL INCIDENT STRESS MANAGEMENT

Table of Contents

**GREAT BASIN
CRITICAL INCIDENT STRESS MANAGEMENT
CALL OUT PROCEDURES**

Introduction

Personnel may experience a critical incident and traumatic stress during the line of duty. The effects of traumatic stress are best prevented and mitigated through the use of Critical Incident Stress Management (CISM). The use of CISM increases productivity, health, morale, and enjoyment of life. It may decrease post-traumatic stress disorder, acute stress disorder, workman's compensation claims, fatalities, injuries, and suicide.

I. Policy

Critical Incident Stress Management Call Out Procedures provide an organized approach to the management of stress responses for personnel having been exposed to a traumatic event in the line of duty. The establishment of these procedures does not prevent an employee from seeking individual consultation through the Employee Assistance Program or a trained Peer Supporter.

Additional information designed to aid local managers in preparing and dealing with major accidents or fatalities within their jurisdiction can be found at this website,

http://web.blm.gov/internal/fire/fire_ops/index.html.

Under no circumstances should CISM or any of its components be considered psychotherapy or a substitute for psychotherapy.

II. Authority

National Wildfire Coordinating Group Agency Administrator's Guide to Critical Incident Management of 2008 (PMS 926 / NFES 001356)

BLM Law Enforcement General Order 13 Critical Incident Stress Management.

Employee Casualty Guide for Managers and Supervisors.

III. Definitions

Critical Incident: Unusually challenging events that have the potential to create significant human distress and can overwhelm the usual coping mechanisms of an individual or a group. They are typically sudden, powerful events, which are outside the range of ordinary human experiences.

Crisis Management Briefing (CMB): This is a structured meeting designed to provide information about the incident, control rumors, educate about symptoms of distress, inform about basic stress management, and identify resources available for continued support, if desired. The goals of a CMB include providing factual information, instill a sense of leadership, reduce chaos, and enhance credibility. The CMB is designed to assist those involved directly or indirectly with the incident and is not intended for the media.

Critical Incident Stress Debriefing (CISD*): A specific, 7-step *small group* crisis intervention tool designed to assist a <u>homogeneous group</u> of people *after* an exposure to <u>the same significant traumatic event</u>. It is not a stand-alone process and should only be used as part of an integrated package of interventions within the Critical Incident Stress Management (CISM) program. CISD's generally occur within 24 hours to 1 week after the critical incident.

Critical Incident Stress Management (CISM): A comprehensive, phase sensitive, and integrated, multi-component approach to crisis intervention. CISM is a coordinated program of tactics that are linked and blended together to alleviate the reactions to traumatic experiences.

Critical Incident Stress Management Response: Resources activated by the CISM Coordinator to respond to a critical incident. Group members may include peer support and/or mental health professionals.

Defusing: A 3-step *small group* crisis intervention tool designed to assist a <u>homogeneous group</u> of people *after* an exposure to <u>the same significant traumatic event</u>. The purpose of a defusing is to mitigate the impact of the event, accelerate the recovery process, and assess the need for additional services. This occurs 24 hours after the incident.

Peer Support: Providing crisis intervention services by fellow employees who have received specific training in crisis intervention, communication, stress management and other related topics. Peer supporters are available to assist co-workers, managers, and other employees during times of crisis, critical incidents, or traumatic events.

GREAT BASIN
CRITICAL INCIDENT STRESS MANAGEMENT
ROLES & RESPONSIBILITIES

IV. Responsibilities

All personnel are responsible for identifying and recognizing significant incidents, which may qualify for CISM response and notifying their immediate supervisor.

A. Agency Administrator

1. Identification of Event
   The Agency Administrator is responsible for identifying an event as a critical incident. The Agency Administrator is the highest ranking agency line officer with direct responsibility for the personnel involved in the incident. Typical critical incidents capable of causing distress for personnel are identified in Appendix 1.

2. Request CISM
   The Agency Administrator or designee is responsible for requesting CISM services from the CISM Coordinator. The CISM Coordinator will decide on the size and makeup of the group and place the order with the local Dispatch Center in which the incident occurred. The timeliness of a request for a CISM Response is imperative so the individuals involved are better prepared to start dealing with the thoughts, emotions, and impact of what just transpired. The whole point of CISM is to help the individuals involved deal with the emotional after affects of a crisis, critical incident and/or traumatic event.

   The date and time of Crisis Management will be decided in conjunction with the CISM Response Group. Although rapid response is important, the CISM Response Group must have adequate time to respond appropriately.

3. Provide Information
   The Agency Administrator or designee is responsible for providing the CISM Coordinator with information about the incident (See Appendix 2). The Agency Administrator is responsible for providing the CISM Coordinator with a budget code for expenses associated with CISM response.

B. Local Dispatch

1. Request CISM
   If a CISM Response cannot be mobilized at the local level, the local Dispatch Center Manager is responsible for contacting the appropriate Great Basin Coordination Center and requesting CISM services within 1 hour, or as soon as possible, after receiving a request for CISM services from the Agency Administrator.

2. Identify a Logistic Support for CISM
   When a CISM Response is activated, a person will be assigned to work with the CISM Lead and dispatch to provide logistical support such as rooms, office space, etc.

C. Great Basin Coordination Centers

1. Request CISM
   Great Basin Coordination Centers are responsible for contacting the CISM Coordinator and requesting CISM services within 1 hour after receiving a request for CISM services from the local Dispatch Center. In the event the CISM Coordinator or qualified CISM Leader from that area is unavailable, the Great Basin Coordination Center will pass the request on to the other center or the National Interagency Coordination Center (NICC).

D. CISM Coordinator

1. Assess Need for CISM & Type of Response
    The CISM Coordinator is responsible for assessing the needs of the affected individuals and determining the appropriate CISM intervention(s) to be used.

2. Activates CISM Response
    The CISM Coordinator in consultation with the Agency Administrator makes the decision to deploy a CISM Response Group. The CISM Coordinator activates members to respond to the incident through normal dispatch procedures. The CISM Coordinator assigns CISM Leader. The CISM Coordinator provides the local Dispatch Center with names and home units of members to be ordered**.** Individuals will be ordered as THSP's.

3. Maintaining the Roster
    The CISM Coordinator is responsible for maintaining an on-call roster for all members. The CISM Coordinator will notify the Coordination Center of any changes of the status and availability of the CISM Coordinator(s).

E. CISM Leader

1. Acts as Alternate for CISM Coordinator
    When the CISM Coordinator is not available, a qualified CISM Leader would assume the responsibilities of the CISM Coordinator described above.

2. Provides Information to CISM Coordinator & GACC
    The CISM Leader is responsible for communicating with the CISM Coordinator throughout the incident.

CISM Coordinator

Major Duties:

1. Administers and coordinates the critical incident stress management (CISM) program.

2. Serves as primary point of contact for requests for CISM support. Responds to requests for CISM by assessing the need and determining the appropriate intervention. In conjunction with the Agency Administrator, makes the decision to deploy CISM Response. Activates members and assigns a CISM Leader to respond to the incident. Depending on the nature of the incident, every effort will made to include and/or involve a mental health professional.

3. Updates CISM protocols and operational procedures with GACC's annually.

4. Recruits personnel to become peer support members. Provides training for new recruits and continuous education for group members. Stays abreast of new developments and innovations in the field of crisis intervention.

5. Provides stress education and support programs for personnel.

6. Provides crisis management services as needed. Maintains the confidentiality of information obtained in the course of providing CISM services. Works within level of competence and makes appropriate referrals.

7. Ensures that group members receive the appropriate help (i.e. debrief the debriefers).

8. Selects members and maintains current list of peer support, local and national resources.

9. Maintains current information for all trained CISM members.

10. Reviews activities to address quality issues and improve service within the CISM Response Group.

11. Provides outreach to inform agency administrators and employees of CISM services.

GACC Coordinator

Major Duties:

1. Coordinates with CISM Coordinator when a request for CISM is received.

2. Should receive CISM training.

3. Provide necessary logistic support needed for the CISM Response Group.

4. Serves as a technical advisor for agency administrators, fire managers, law enforcement and other entities that may request CISM Support who may be unfamiliar with procedures.

CISM Leader

Major Duties:

1. Provide crisis intervention services as needed (i.e. defusing, debriefings). Maintains the confidentiality of information obtained in the course of providing CISM services. Works within level of competence and makes appropriate referrals.

2. Responsible for group's activities when deployed (See Appendix 1).

Peer Support Members

Major Duties:

1. Provide crisis debriefing services as needed (i.e. defusing, debriefings).   Maintains the confidentiality of information obtained in the course of providing CISM services. Works within level of competence and makes appropriate referrals.

2. Attends CISM training to maintain skills and abilities.

3. Updates peer support nomination/information form on annual basis to reflect current experience, education, and training in crisis debriefing.

CRITICAL INCIDENTS

A critical incident is an extraordinary event that overwhelms the usual coping abilities of personnel. Examples of critical incidents include, but are not limited to the following:

1. Line of duty death

2. Suicide of a co-worker

3. Entrapment

4. Burn-over

5. Significant event involving children (i.e. traffic accident)

6. Knowing the victim of the event

7. Serious line of duty injury

8. Event of a grotesque nature

9. Discovery of a dead body

10. Involvement in several stressful events in a short time frame

11. Perception of serious threat to self

12. Any event that has an unusually powerful impact on personnel

CISM INFORMATION FORM

What is the nature of the critical incident?

When did it occur (date/time)? Is the event ongoing?

How many individuals are involved in the incident? What was there level of exposure?

Are there distinct groups involved in the incident?

       Work groups

       Cultural groups

       Level of exposure

How are individuals reacting to the incident?

       What signs and symptoms of stress are being displayed?

       How long have the symptoms been going on?

Are there concurrent stressors?

What is the name and phone number of the Agency Administrator or designee requesting CISM?

What is the charge code?

Has a location been identified to conduct the meeting?

   (Preferably off site and away from the incident/fire/ICP)

CISM LEADER
CHECKLIST OF ROLES & RESPONSIBILITIES

Prior to Deployment

1. Obtain information from CISM Coordinator/CISM Leader (Call-out Information Form).

2. Contact Agency Administrator or designee whom requested CISM services and request the following:

   a. Meeting with Agency Administrator or designee.

   b. Charge Code.

   c. Location for CISM services. Ensure location is off-site for group interventions and will be quiet, private and large enough to accommodate a number of people.

   d. Date/time for Crisis Management services. Ensure interventions are scheduled to allow sufficient time to meet with Agency Administrators and CISM Response members prior to conducting any group debriefings.

   e. Items that will be needed on site (i.e. photo copier, phones, vehicle, etc.).

   f. Information on incident not provided on Call-out Information Form such as newspaper clippings or other relevant facts.

   g. Travel information (i.e. hotel with government per diem rates)

3. Contact CISM Response members to arrange a face to face meeting upon arrival. Relay information about incident, planned crisis management, and travel (Recommend members stay in same hotel to facilitate coordination).

4. Assemble 'Go-Kit'

   a. Handouts (i.e. Sign & Symptoms, Stress Management, Grief, etc.)

   b. Forms (i.e. General Message Form; Unit Log ICS-214 & CTR 10288)

   c. Signs – "Do Not Disturb"

   d. Referral Information (i.e. EAP, local resources)

5. After reviewing the above checklists, there are a few items to keep in mind when preparing for a CISM Response.

   a. Keep in mind that the checklists are to be utilized as guidelines; nothing is absolute in the list provided. Flexibility is vital in this type of situation and is the key to the success of the outcome.

   b. Keep in mind that the Agency Administrator or the person requesting the resource is dealing with many of the aspects of the critical event. Therefore, it may be difficult to get arrangements finalized and preparations for the arrival of the Response Group. It is crucial that the responding CISM Group doesn't create more stress than it prevents.

On Site – Preparation

1. Conduct meeting with Agency Administrator or designee whom requested CISM services to obtain information about the incident*. Is there a plan B in case a mental health professional is not available?

   a. Based on information received, determine whether triaging will be needed.

   b. Conduct an assessment of the incident and CISM needs.

   c. Determine who should be included in groups, and who is most affected and may need one-on-one consultations. This evaluation should be done by a mental health care professional with input from the CISM Response members.

2. Conduct meeting with CISM Response members to provide information about the incident, obtain information about their CISM experience, and plan appropriate interventions.

3. Assign one-on-one consultations based on group member background/experience*.

4. Purchase items needed. (i.e. refreshments, Kleenex, water).

CISM Deployment

1. Conduct meeting with CISM Response members to discuss group process (i.e. what went well, lessons learned*).

2. Determine if group members are 'okay' and/or what services they may need.

3. Assign follow-up tasks for group members (i.e. one-on-one consultations, phone calls, referral sources, etc.*).

4. Follow-up with Agency Administrator or designee.

5. Prepare and submit after action report to CISM Coordinator.

* Responsibilities of the mental health professional when assigned to the CISM Response Group.

Appendix 4

CISM Incident Pre-Dispatch Checklist

Incident Commander _____   Agency Administrator _____

CISM Leader _____

Nature of Incident: [ ] Natural Disaster
                          [ ] Employee Death
                          [ ] Extended SAR
                          [ ] Other_____

Who is involved?_____

_____

What occurred?_____

_____

_____

When did the incident occur?_____

_____

Where did the incident occur?_____

_____

How did the incident occur?_____

_____

Why did the incident occur?_____

_____

Media involvement in the incident?_____

_____

The CISM Leader and group members should consider the need for an onsite assessment of incident prior to conducting crisis management services.

Appendix 5

CISM Response Checklist

Response time and commitment of members: Arrival Date   _____
                                                 Departure Date   _____

Response Members: _____   _____
                      _____   _____
                      _____   _____

Expectations   [ ] Debriefings
               [ ] Working with health care professionals
               [ ] Working with outside agencies
               [ ] No mediation
               [ ] One on One's
               [ ] Gather/dissemination of information
               [ ] Working with families

_____
_____
_____

Logistics   [ ] Phones   [ ] Lodging
               [ ] Computer   [ ] Meals
               [ ] Copy Machine   [ ] Work Space
               [ ] Radios   [ ] Account #s
               [ ] Rental Car   [ ] Backfill
               [ ] Travel   [ ] OT Authorization
               [ ] Briefing for incident upon arrival [ ] Red Bags
               [ ] Current (expected) Weather   [ ] Gear specific to incident
               [ ] Sleeping Bags

_____
_____
_____

Contact person(s) at incident (first arrival).

1. _____   2._____
Best contact times_____   Best contact times_____
Phone Numbers: Phone Numbers:
Work_____   Work_____
Home_____   Home_____
Cell_____   Cell_____
Pager_____   Pager_____

Liaison with Agency Representative

1._____   2._____
Best contact times_____   Best contact times_____
Phone Numbers: Phone Numbers:
Work_____   Work_____
Home_____   Home_____
Cell_____   Cell_____
Pager_____   Pager_____

Other Contacts (Multi-Agency Incident?)

1._____   2._____
Best contact times_____   Best contact times_____
Phone Numbers: Phone Numbers:
Work_____   Work_____
Home_____   Home_____
Cell_____   Cell_____
Pager_____   Pager_____

Are local CISM resources available?   Y   N

What CISM has been done or planned before CISM Response arrival?
_____
_____
_____

CISM Contacts (multi-agency incident?)

1._____   2._____
Best contact times_____   Best contact times_____
Phone Numbers: Phone Numbers:
Work_____   Work_____
Home_____   Home_____
Cell_____   Cell_____
Pager_____   Pager_____

 Approximately how many people have been affected by the incident? _____

**Get names and position of all individuals on/near the incident.

Who has been affected by the incident?
_____
_____
_____

Assessment.

Update Agency Administrator as to assess needs.

[ ] Defusing   [ ] Crisis Management Briefings   [ ] One-on-Ones
[ ] Tailgate information sessions   [ ] Gather/Dissemination of information
[ ] Other Interventions

_____
_____
_____

Appendix 6

Check Out Check List

Summary Report:

List of CISM Response Members.

CISM Leader_____   Group Member_____

Group Member_____   Group Member_____

Group Member_____   Group Member_____

    CISM After Action Review. Provide a timeline of the group's response.

    CISM recommendations to agency.

    Recommendations to CISM.

    Contact summaries.

    Employee handouts.

    Administrative summary listing associated costs.

Travel_____ Overtime_____ Backfill_____

Other_____

Appendix 7

CISM Leader On-Site Check List

[ ] Needs assessment prior to CISM Response arrival

[ ] Meet with group prior to going on-site

- Re-emphasize that Response group members are to be flexible, proactive and self-aware.

- Keep CISM Leader informed.

- Observe and monitor for problem behavior (safety).

- Look for past events that may be interfering with present incident.

[ ] Update group members on assessment of incident or meeting with IC/Agency Administrator.

[ ] Organize CISM Response Group.

[ ] Develop and request resources as needed.

[ ] Meet outside agency representatives/CISM/Health Care Professionals.

[ ] Re-evaluate current plan.

- What is going well?

- What is not working well?

- What needs revisiting?

- What needs to be done now?

[ ] Close out with CISM Response members/debriefing

- What went well?

- What did not work?

- What do we do next time?

- What do we do now?