Work Stress and Resilience

Dori B. Reissman, MD, MPH
CAPT, US Public Health Service
Senior Medical Advisor, Office of the Director
National Institute for Occupational Safety and Health
Assess the Situation

• What are the hazards?
  – Anticipate potential exposures
    • Workplace or jurisdictional health and safety infrastructure
  – Operational stresses
    • Team dynamics, systemic issues, command & control concerns
    • “Hierarchy of controls”

• What consultation services are available?
  – Level and appropriateness of clinical care
  – Reach-back network for special needs
Sources of Stress

- Role ambiguity
- Mismatch of skills with assigned tasks
- Lack of team cohesion or poor leadership
- Poor health and safety culture for responders
  - Rest and recovery not built into schedule
  - Not prepared for psychological hazards
- Competing priorities and reporting chains
- Sensory overload (loss, death, destruction)
- Social disarray (equity and order)
Contextual Stresses

- Public’s concern about exposure and safety
  - Surge in public demand for medical attention
- Incomplete knowledge as events unfold
- Conflicting expert opinion about treatment
- Perceived mismatch of governmental action and public expectations
- Inadequate adherence to public health measures
GOAL: Risk Reducing Behavior
Why Don’t We Follow Directions?

- Personal hygiene
- Use of protective gear
- Sheltering
- Social distance practices
- Emergency plans
  - Work, family, school
Common Concerns

- Am I at risk?
- How can I protect myself?
- Do I get the resources?
- Am I a target for intervention?
- Can I afford to stay home?
- Do I have faith in the leaders?
  - Expectations, track record
<table>
<thead>
<tr>
<th>Psychological and Behavioral Countermeasures for Pandemic Influenza</th>
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<tbody>
<tr>
<td><strong>Measures to shape adaptive behaviors</strong></td>
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<tr>
<td>Guidance about maximizing public trust and effectiveness of communication</td>
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<td>Guidance to maximize adaptive behavior change</td>
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<td><strong>Measures to reduce social and emotional deterioration and improve functioning</strong></td>
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<td>Public information, guidance, and support aimed at increasing hope, safety, calming, connectedness, and personal/community efficacy</td>
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<td><strong>Measures to support key personnel in critical infrastructure functions (e.g., healthcare, emergency responders, child-serving, utilities, food)</strong></td>
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<tr>
<td>Maximizing performance and resilience (managing grief, exhaustion, anger, fear, family and self-care issues, and resolving ethical issues)</td>
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Prepare

- Attend to both work and family demands (COOP)
- Comprehensive stress management
- Anger defusing techniques
- Team building on-the-fly
- Resources for special situations (e.g., grief leadership)
- Enhance health and safety culture
- Assessment techniques and instruments (systems approach)
- Address ethical dilemmas
- Self-care skills and sustainable resiliency
What is Resilience?

• Ability to rapidly adjust to misfortune or change
• Ability to “bounce back” from difficult experiences in a healthy manner
• Resilience can be learned and enhanced
Why Resilience?

- Mission success tied to
  - Knowledge, skills, training & **resilience**
  - Team cohesion and leadership

- Psychological preparedness improves response and recovery
  - Decreases “costs” of added stress
  - Effective re-integration to usual life
Building Team Resilience: Pre- or Between Events

- Learn about your leadership strengths and weaknesses
- Learn about rapid assessment of skills and limitations in team members
- Learn how to foster team cohesion
- Be familiar with expected roles and team functions
- Build social and personal support systems
Building Team Resilience: During Response

- Deploy as a team, use a “buddy system”
- Assess the situation (ground truth, team dynamics)
- Monitor occupational safety, health, and well-being
  - Anticipate hazards (including psychological)
  - Assess environmental conditions and basic needs
- Ensure regular communication
  - Clarify tasks required for mission success
  - Match tasks with team member skills
  - Delegate as needed to keep manageable
  - Planned social relaxation and rest
Building Team Resilience: Post-Event (*Encourage Recovery*)

- Monitor health and well-being
  - Exit interviews for closure
  - Delayed reactions with increased demand for services (onset >5 weeks)
  - Give yourself time to recover
  - Seek support when needed
- Create opportunities for team to reconnect
Operational Evaluation

- Review of strategies and lessons
  - Mission
  - Self-care
- Exit interviews in the field
  - Continuity for ongoing response
  - Resource for reach-back
  - Closure
Safety and Resilience Liaison Officer

INCIDENT COMMANDER

Safety Resilience

OPERATIONS

PLANNING

LOGISTICS

FINANCE
Tools of Workforce Management

- Comprehensive health care for employees & families
- Supervision
- Personnel policies (leave)
- Job assignment policies
- Co-worker cohesion
- Work culture
- Employee training
Workforce Management in Times of Disaster

- Rotate people
- Reserve force
- Limit work hours
- Regional response networks
- Cross training and surge capacity
  - Across tasks, managers, locations
  - Shared leadership
- Selection/Deselection of individuals
Building Personal Resilience

- Making Connections
- Helping others
- Routine
- Take a Break
- Healthy habits

“The Road to Resilience”
www.helping.apa.org
Personal Resilience Plan

- Monitor and limit unnecessary exposure
- Monitor general and personal risk factors
  - Coping styles
  - Connectivity with others
  - Know your unique stressors and Red Flags for further assistance
- Re-establish work-life balance
- Advocate for changes (lessons)
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<th>Police:</th>
<th>Red Cross National #s:</th>
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<tr>
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<td>1-866-GETINFO (866-438-4636) 1-800-526-1417</td>
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<td>Fire:</td>
<td>Important Web Sites:</td>
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<td><a href="http://www.ready.gov">www.ready.gov</a></td>
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<td>Local Emergency Mgt:</td>
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<td>Notes:</td>
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**FAMILY PREPAREDNESS PLAN**

(check when complete)

- **Make a Family Emergency Plan**
  - Have a Family Communication Plan
  - Make an Emergency Supply Kit
  - Learn Your School’s Plan

- **Be Informed**
- **Practice**

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**Key Phone #s**

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<th>Family Work/Cell:</th>
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<th>Out of State Emergency Contact:</th>
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Personal Resilience Plan

- Your turn ........
- My Resiliency Toolkit ......
Acknowledgements

CDC Responder Mental Health and Resilience Team
Uniformed Services University of the Health Sciences, Dept of Psychiatry, Center for the Study of Traumatic Stress (Dept of Defense)
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National Defense University
Disaster Mental Health Institute of South Dakota
American Psychological Association
American Psychiatric Association
Carter Center Mental Health Program
RAND Corporation
Defense Threat Reduction Agency (Dept of Defense)
US Dept of Health and Human Services
  Centers of Disease Control and Prevention
  Substance Abuse and Mental Health Services Administration
  National Institute of Mental Health
  Health Resources Service Administration
  Office of Public Health Emergency Preparedness