



USDA/HHS Avian Influenza Conference

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Work Stress and Resilience

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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

Psychological and Behavioral Countermeasures for Pandemic Influenza

Measures to shape adaptive behaviors

Guidance about maximizing public trust and effectiveness of communication

Guidance to maximize adaptive behavior change

Measures to reduce social and emotional deterioration and improve functioning

Public information, guidance, and support aimed at increasing hope, safety, calming, connectedness, and personal/community efficacy

Measures to support key personnel in critical infrastructure functions (e.g., healthcare, emergency responders, child-serving, utilities, food)

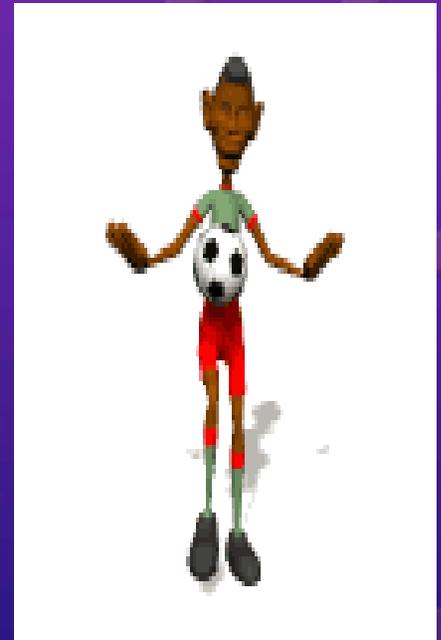
Maximizing performance and resilience (managing grief, exhaustion, anger, fear, family and self-care issues, and resolving ethical issues)

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

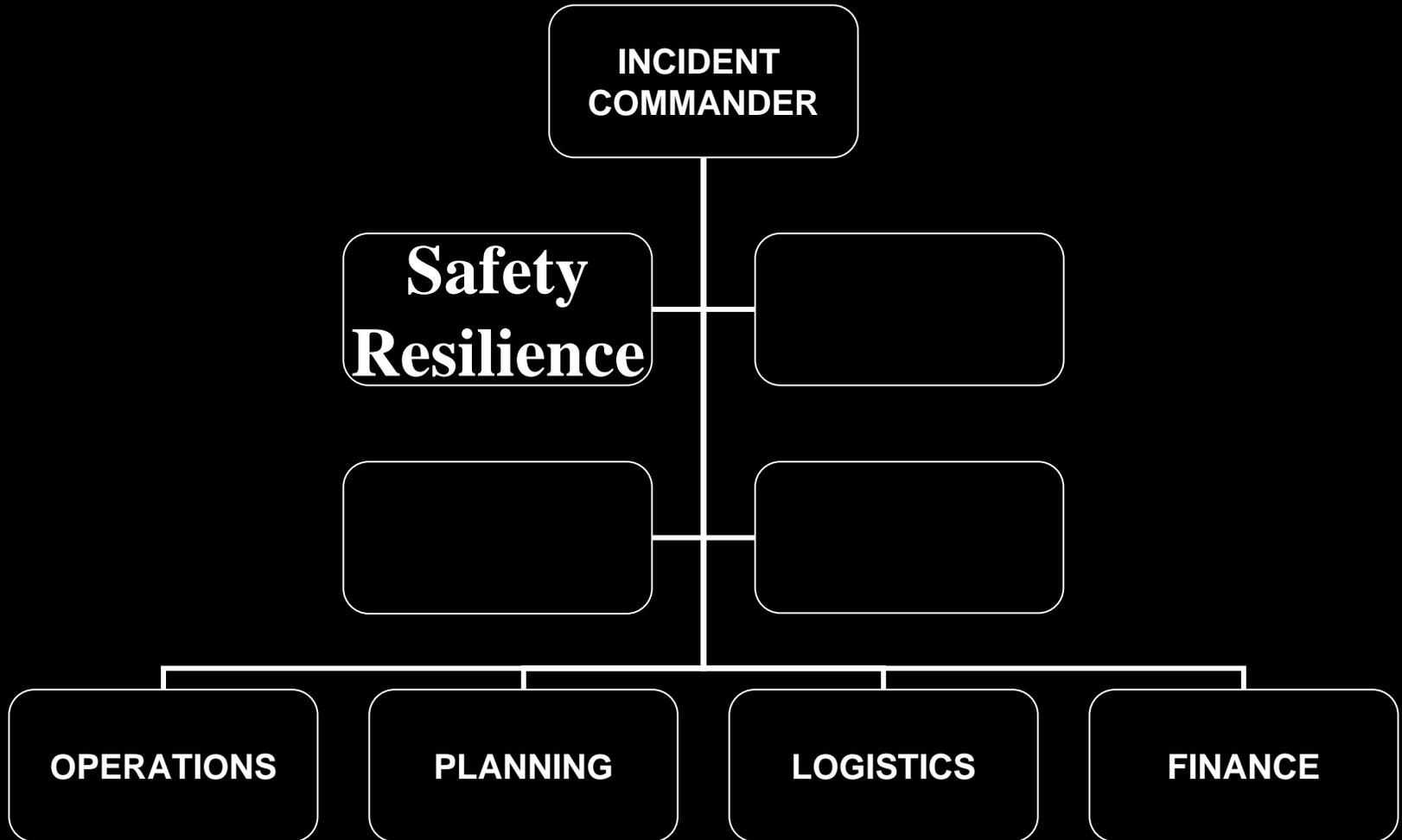
Building Team Resilience: Post-Event (*Encourage Recovery*)

- 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



Tools of Workforce Management

- Comprehensive health care for employees & families
- Supervision
- Personnel policies (leave)
- Job assignment policies
- Co-worker cohesion
- Work culture
- Employee training

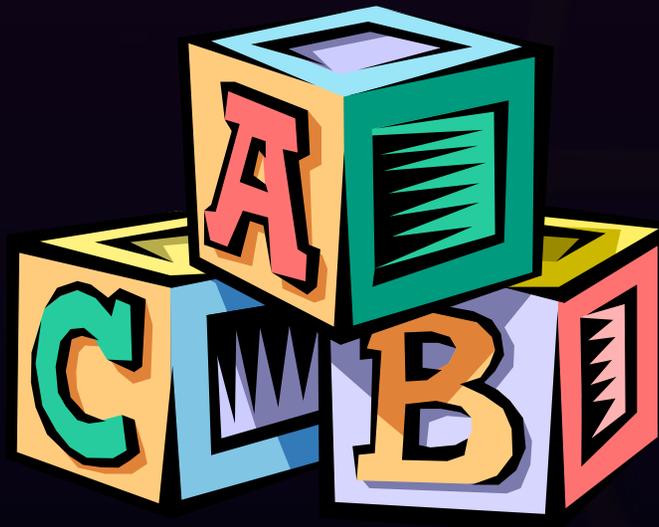


Workforce Management in Times of Disaster

- 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)

Police:

Fire:

Local Red Cross:

Hwy/Road Conditions:

Local Emergency Mgt:

Radio/TV Official Info
Stations:

Red Cross National #s:

1-866-GETINFO (866-438-4636)
1-800-526-1417

Important Web Sites:

www.ready.gov
www.nctsnet.org
www.bt.cdc.gov
www.disasterrelief.org
www.mentalhealth.org

Notes:



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**

Key Phone #s

Schools:

District Hotline

Afterschool Care:

Child's Cell Phone:

Family Work/Cell:

Relative/Friend:

Out of State Emergency
Contact:

Doctor:

Hospital:

Mental Health Agency:

Pharmacy:

Veterinarian:

Insurance:

Personal Resilience Plan

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

Acknowledgements

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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

