NETWORKING CISM RESEARCH WITH POLICY AND PRACTICE

Ms Sharon Gallagher, NUI Maynooth
&
Lt Col Ollie Barbour, Defence Forces
"Occupational Health and Safety: A Psychosocial Perspective"

11 Jun 2013

1

COMPREHENSIVE APPROACH TO CRITICAL INCIDENT STRESS MANAGEMENT (CISM)

- Pre-crisis planning/education
- Demobilisation of staff and helpers
- Crisis management briefing to community
- Defusing – small groups
- Critical incident stress de-briefing –small groups
- Individual crisis intervention, one-on-one
- Family CISM
- Community and organisational consultation
- Pastoral Crisis intervention
- Follow-up / referral on to higher level of care

2

TYPICAL TEAM STRUCTURE

- Team Coordinator
- Clinical Director
- Team Liaison
- Mental Health Team Members
- Clergy
- Peer Support Personnel

3

TEAM COORDINATOR

- General managing of the CISM Team
- Evaluating the need to provide services if required
- Assisting the selection the team members
- Assisting in developing team membership
- Providing opportunities for continuing education of the team
- Coordinating with the clinical director to assure appropriate support services
- Developing positive relationships with other agencies and communities
- Assisting in the writing of the team policies

4

TEAM COORDINATOR

- Co-leading team meetings
- Establish a peer review board to correct problems on the team
- Developing a programme of quality assurance for the team
- Maintaining any records of team activities
- Arrange for workshops, seminars, to enhance team education
- Keeping up to date on the most current research
- Maintaining association with national and international organisations which foster critical incident stress work
- Maintaining an up to date call out list of all trained team members

---

CLINICAL DIRECTOR

- Works closely with team coordinator to assure proper performance and quality assurance
- Monitors all CISM services, especially CISD provided and offers for future interventions and suggestions regarding follow up services
- Assists the coordinator with in developing appropriate CISM team continuing education
- Provides some of the continuing education training for the team
- Assists with writing of the CISM policy
- May assist with selection of team members
- Ensures that follow-up services are provided to those in need
- Offers clinical guidance to coordinator and the team

6

TEAM LIAISON

- Manages the team business
- Provides secretarial services and logistics if required
- Ensures that the team's needs are managed in a timely and efficient manner
- Must be a firm believer in the team, effort and willing to work for the benefit of the team

7

MENTAL HEALTH TEAM MEMBERS

- Assistance with team education
- Psychological leadership during CISD
- Assistance in the development in referral system
- Assistance with the follow up services after an intervention
- Providence of clinical guidance to peers who have intervened in traumatic events
- Assistance in team selection
- Supervision of peer support interventions

8

CLERGY

- If qualified may double – up as mental health provider

- May take on peer support role

- May provide spiritual support if required

- Must be trained like all members of the team in CISM

9

PEER SUPPORT PERSONNEL

- Often initiate the first contacts with those showing signs of distress after exposure to a CI
- Assist in assessing the need for an intervention
- Contact the team coordinator to activate the team
- Serve as the 'eyes and ears' of the CISM team
- Participate in interventions
- Provide on-scene support services
- Report interventions to the CISM team mental health professional who guides them in their work
- Assist the team in CISM-related projects
- Function only within the limits of their training

10

RESPONDING TO A CRISIS

- Before responding ask yourself 3 questions
  - Target Population?
    - Who needs assistance?

  - Timing of Intervention
    - Too much help, too early will disrupt cognitive process

  - Type of Intervention
    - No single crisis intervention tactic, no matter how efficient, can be used in all situations

11

Critical Incident Stress Management-Strategic Grid

Target Group	Type of Response Required	Timing of Response	Resources Required

12

POLICIES & PROCEDURES

- Theoretical foundations
- Mission Statement
- Lead Agency
- Organisations or agencies served
- Types of services provided
- Education, training in-service education, and skills development
- Roles and responsibilities of team members and leaders
- Team leadership positions
- Specific team functions and limitations

13

POLICIES & PROCEDURES

- Operating principles
- Guidelines for unusual cases
- Guidelines for engaging in support services with primary victims
- Team communications and call out procedure
- Mutual aid agreements
- Follow up requirements
- Referral resources and procedures
- Team training record keeping
- Disciplinary measures
- Evaluation measures

CONCLUSIONS

- Every CISM programme is comprehensive i.e. it has elements in place before, during and after traumatic events
- CISM programmes must communicate, coordinate, and link their efforts with the administration, HR services, and EAP services in the organisation
- When an organisation endorses a CISM programme, the employees receive a clear message that their organisation cares for personnel
- Needs to be a clear understanding between "support" and "therapy"
- The combined effects of an integrated programme are far more powerful than any single element
- Any effective CISM programme must have mental health resources or other types of services within easy access for personnel who need help beyond crisis intervention
- The future of the CISM field lies in additional research and continued developments and refinements within the field.
- It is likely that future research will demonstrate that the very same principles that have guided the CISM field to date will serve as a foundation for future progress.

15

PROMOTING EMERGENCY MENTAL HEALTH - RESEARCH AND EDUCATION IN IRELAND

CISM PROGRAMME AT NUI MAYNOOTH

DEVELOPMENT OF CISM RESEARCH/EDUCATION PROGRAMME AT NUIM

- Started *2002* -> Critical Incident Stress amongst EMTs and EMCs in the National Ambulance Service (NAS) (supported by PHECC)

- In *2007:* NAS commissioned a three-year programme of research (and associated activities) at NUIM with funding secured from PHECC (and formerly HSPNF)

- *2010-2013:* further annual funding secured from PHECC and NAS CISM

- *2010:* Additional sub-study (PhD - Mairead Bracken)

AIMS OF THE CISM PROGRAMME

- To design, undertake and disseminate high quality research -> develop an evidence base for the Irish National Ambulance Service and the Dublin Fire Brigade

- Other associated activities:
  - Committee support and facilitation
  - Other activities related to provision/support of CISM education/training

- Help inform evidence-based policy and practice in the area of health promotion for ambulance and fire service personnel

OBJECTIVES – NAS RESEARCH

- To collate and analyse national data on the use of Peer Support Worker (PSW) service in NAS and DFB

- To explore, promote and disseminate information on coping strategies (CISM booklet)

- To identify how best to support management staff re CISM in the NAS

- A longitudinal Stress assessment of the health status of a student paramedic group 2003 – 2011

- Views and experiences of Critical Incident Stress Management (CISM) in the NAS

- QoL and health and well being of retired emergency services personnel

CISM PROGRAMME AT NUIM

- Lavan & McManamly report -> policy developments -> Network Strategic Plan -> requirement to develop National CISM Office/Centre

- Dept of Psychology (*Mental Health and Social Research Unit*) now serves as hub/anchor for the Network

- Dual role –
  (1) undertake all activities related to research and education/training (independent)
  (2) work closely with, and facilitate and support, the Network in achieving its strategic objectives

NUIM ROLE IN THE NETWORK

- NUIM serves as a neutral hub and venue for the occupational groups to Network
- Provides background expertise on CISM as well as an administrative function
- Enables Ireland's occupational groups to connect and communicate regarding:
  - Peer Support training
  - Best practice model
  - Shared resources in the event of an emergency
  - Work towards a standardised policy and guidance

SPECIFIC NETWORK-RELATED ACTIVITIES

- Day-to-day running of Network
- Organising, hosting and attending Network meetings
- Developing and drafting Network documents and policies
- Designing, developing and maintaining Network website
- Co-ordinating Network activities
- Organising large- and small-scale Network events
- Sharing the learning and good practice generated by Network
- Liaising with NSC members
- Setting up and maintaining Network records

BUILDING LINKS

National
- Members of Network : Office of Emergency Planning; Irish Coast Guard; HSE - NAS, Mental Health & Office of Emergency Management; Defence Forces; Dublin Fire Brigade, State Claims Agency; VHI Healthcare; Irish Prison Service; Search and Rescue Dogs Association of Ireland; Order of Malta; Pre-Hospital Emergency Care Council; Civil Defence Board; Irish Red Cross; Irish Aviation Authority; Individual members

International links
- Professor Jeff Mitchell – UMBC
- Professor George Everly, RSI, UMBC
- Other UK links (NHS Arran and Ayrshire)

BENEFITS OF THE CISM PROGRAMME AT NUIM

- Only academic institution on the island involved in the field

- Growing evidence base in CISM -> policy and practice

- Contributed significantly to growing importance and 'presence' of CISM in Irish context - collaboration with *CISM Network Ireland*

- Supporting, promoting and advancing CISM -> toward a 'best practice' model in Ireland

WWW.CISMNETWORKIRELAND.IE

Includes sections on upcoming events, support and self-help and booklet pages

CISM BOOKLET – 2ND EDITION (ON SALE AT REGISTRATION DESK)

CISM BOOKLET

- "Critical Incident Stress Management for Emergency Personnel" – 2nd edition now published (written by Prof Jeff Mitchell, adaptations to US version of booklet)

- Booklet commissioned by the *National Ambulance CISM Committee* in collaboration with *NUI Maynooth*, *CISM Network Ireland* and the *Pre-Hospital Emergency Care Council*

WORKSHOPS & CONFERENCES:

- **November 2012** : Exercising the CISM Response: Practical CISM Simulation
- **June 19th 2012** Preparing for CISM Response: An Introduction to Policies, Procedures and Systems
- **November 2011**: Managing the Risk Resulting from Psychological Trauma After Critical Incidents & AGM
- **March 2011**: Interagency Collaboration in the Delivery of Critical Incident Stress Management
- **July 2010**: Seminar and Guest Lecture by Dr Amy Adler and Major Dennis McGurk on Resiliency Training and Skills
- **October 2010**: CISM Network Ireland Conference (the launch of the Network)
- **September 2009**: Irish National CISM Conference: Key note speaker - Prof Jeff Mitchell

KEY TO CISM SUCCESS

- Essential to have buy-in from Management and all key stakeholders

- A top-down <u>and</u> bottom-up approach

- CISM should be *complementary* to, <u>and</u> *supportive of*, organisational employee assistance, occupational health and Health and Safety Policies

KEY DEVELOPMENTS SINCE 2009

- Establishment of National Steering Committee *(with key officer roles, meets 6 times/year)*
- Based at Department of Psychology, NUI Maynooth
- Completion of key strategic documents (Constitution, Standing Orders & Strategic Plan)
- Numerous conferences & workshops
- New CISM Booklet/guide (2nd edition)
- Development/maintenance of CISM website
- Developing NUIM-accredited Postgraduate programme
- Conducted first ICISF CISM training course March 2013
- Developing generic CISM recording sheet
- Developing CISM resource database

CHALLENGES

- Sustaining the Network in difficult economic times and into the future
- Education/training
- Securing funding/resourcing
- Growing membership
- Maintaining standards
- Continuing research

CONCLUSION: PLANS FOR FUTURE DEVELOPMENT

- Sharing resources – inter-agency MOUs
- Continuing to grow the Network
- Developing a National Standard
- Implementing coordinated activities
- Keeping up to date with international best practice
- Building collaborations with IOSH, the HSA and other key groups and agencies in Ireland

6

Thank you

Links and Contacts
www.cismnetworkireland.ie
info@cismnetworkireland.ie

Phone: +353 1 7086659