

CRITICAL INCIDENT STRESS MANAGEMENT IN THE CORPS OF ENGINEERS

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BODY'S STRESS RESPONSE

Epi Dump, causes:

- Increased Pulse
- Increased Breathing
- Increased pupil size
- Increased Awareness

**“FIGHT
OR
FLIGHT”**

Your mind processes event, you return to normal functioning. All vitals return to normal.



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CRITICAL INCIDENT

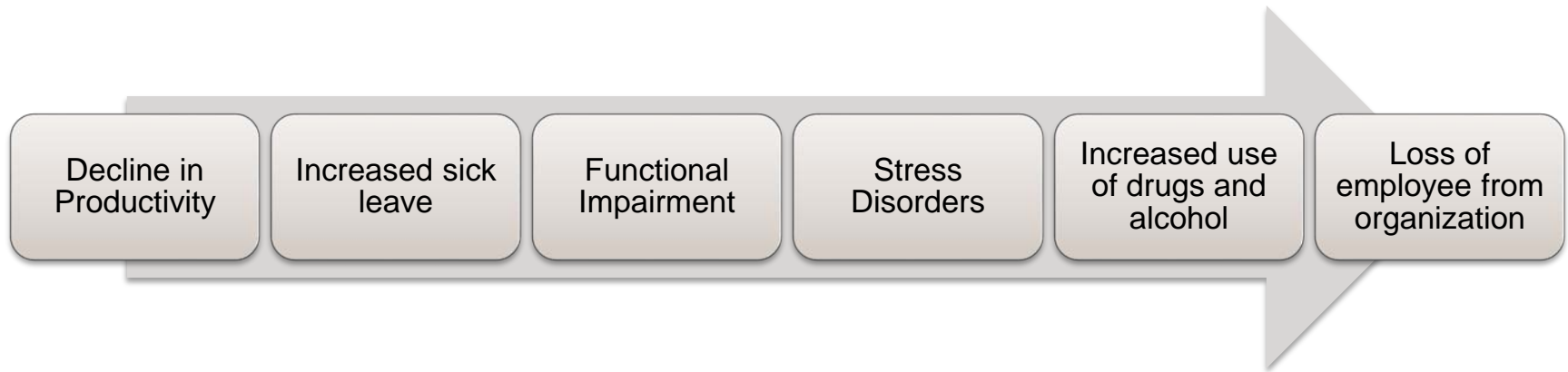
A Critical Incident is:
– an event or series of events that overwhelms one's normal coping skills



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WHY SHOULD WE WORRY ABOUT CRITICAL INCIDENT STRESS?



Bottom line –

There is a direct connection between stress and one's health and productivity.



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INTELLECTUAL SYMPTOMS: YOUR MIND

Memory problems.

Difficulty making decisions.

Inability to concentrate.

Confusion.

Seeing only the negative.

Repetitive or racing thoughts.

Poor judgment.

Loss of objectivity.

Desire to escape or run away.



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EMOTIONAL SYMPTOMS: HOW YOU FEEL

Restlessness and
anxiety.

Anger and resentment.

Sense of being
overwhelmed.

Apathy.

Moody and
hypersensitive.

Depression.

Easily irritated and “on
edge”.

Lack of confidence.

Urge to laugh or cry at
inappropriate times.



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PHYSICAL SYMPTOMS: YOUR BODY

- Headaches.
- Digestive problems.
- Muscle tension and pain.
- High blood pressure.
- Weight gain or loss.
- Sleep disturbances.
- Asthma or shortness of breath.
- Skin problems.
- Fatigue.
- Chest pain, irregular heartbeat.



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BEHAVIORAL SYMPTOMS: YOUR BEHAVIOR

- Eating more or less.
- Nervous habits (e.g. nail biting, pacing).
- Losing your temper.
- Overreacting to unexpected problems.
- Isolating yourself from others.
- Neglecting your responsibilities.
- Sleeping too much or too little.
- Increased alcohol and drug use.
- Teeth grinding or jaw clenching.
- Overdoing activities such as exercising or shopping.



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WHAT IS CRISIS INTERVENTION

Temporary, but Active and Supportive entry into the life of individuals or groups during extreme stress.

“Emotional First Aid”



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CRITICAL INCIDENT STRESS MANAGEMENT (CISM)

A peer-driven stress management program to include pre-crisis preparation, stress education, and intervention.

It helps normal people recover more quickly from normal reactions to abnormally stressful events!

Complements and supplements the Employee Assistance Program.

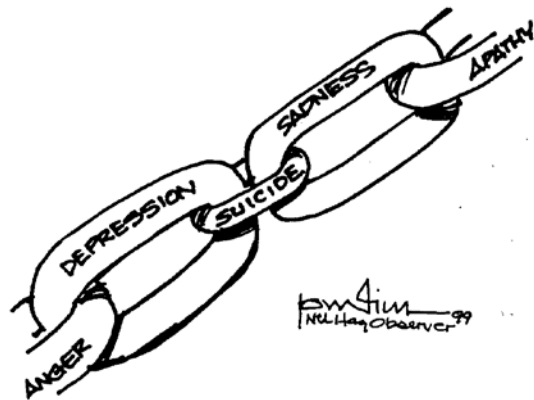


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CISM INTERVENTIONS

- Pre-crisis preparation
- Demobilizations
- Crisis Management Briefings
- Defusings
- Critical Incident Stress Debriefings (CISD)
- Individual Crisis Intervention
- Follow-up – handing off



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GOALS -

Mitigate impact of the event

Facilitate normal recovery process in normal people who are having normal reactions to abnormal events

Restore adaptive functioning



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PEER SUPPORT AND EMPLOYEE ASSISTANCE PROGRAM

13

➤ Peer Support

Crisis Intervention and Education

- Immediate short term
- 1-2 visits

Emphasis

- Prevention & Education

On location Corps-wide

Symptoms worsen

- Hand-off to EAP

Peer Supporter drives the process

➤ EAP

Therapy

- Long term
- 12 or more visits

Emphasis

- Treatment

Clinical Setting

Symptoms Worsen

- Treatment continues

Therapist drives the process



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CISM PEER SUPPORT TEAM

The CISM Peer Support Team consists of US Army Corps of Engineers employee volunteers trained in CISM interventions. Peer Supporters can be in any career field and job position.



The CISM Team provides information about critical incidents and stress reactions that employees can use to help identify healthy life choices. The team provides an atmosphere of concern and caring as well as identifying personal options for dealing with stress.



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CISM RESPONSE EXAMPLES

Local Incident

- Line of Duty Death/Suicide
- Sudden unexpected employee death
- Serious employee accidents
- Public Fatalities
- Workplace shooting in the same building as COE office
- Intense media coverage of an incident
- Civil Emergencies
- Earthquake, Hurricane, Terrorist, Flood



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CISM ADVANTAGES

CISM is an excellent first step for people needing someone to talk to but are reluctant to seek out a mental health professional.

CISM can be present in daily situations where the mental health professional often cannot go.

CISM can be compared to first aid. Sometimes it is all you need to keep a situation from getting worse.



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CISM OVERVIEW

- ☛ CISM Program funded at \$150,000 annually.
- ☛ 53 members on a national deployment team holding permanent positions within USACE.
- ☛ Peer Supporters have regular jobs.
- ☛ CISM is an additional team our members volunteer to serve on and serve their co-workers within the agency.
- ☛ Cover the entire USACE CONUS and OCONUS Operations whenever called upon during whatever time.
- ☛ Yearly Training Required to remain as an active team member.
- ☛ Program supervised by Mental Health Professional
- ☛ TOTAL CONFIDENTIALITY



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PROGRAM MANAGEMENT TEAM:

Program Proponents USACE HQ
Command Surgeon and Command Chaplain

Six Person Senior Leadership Team

Program Manager for each MSC (Division)

CISM Professional Contract Consultant

ICISF Standards recognized internationally

Emergency Support Function (ESF #3)


Office of Council





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HOW THE PROGRAM OPERATES CURRENTLY

-  Sending/Support District pays **ONLY** for labor.
 - **TOTAL ARMY SUPPORT!** Active sending divisions, deserve recognition for helping others.
 - World wide support

-  CISM has a national pot of money
 - Cover Travel and per diem for peer supporters

-  **The Ultimate Return Of Investment:**
 - **Productive (and happier!) people**
 - **Less time for recovery/grieving/out of the office**
 - **Higher moral**
 - **Action on Care for employees**



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CISM STATISTICS

- ☛ These numbers reflect only documented CISM responses.
- ☛ It pays for managers to have CISM members on staff to help de-stress and keep a team operational through stress filled times.
- ☛ CISM Team members are often your most approachable personnel on staff, compassionate, caring, and genuine.
- ☛ The numbers used reflect only reported and documented CISM encounters.
- ☛ Documented reports include only the Peer Supporter Name, Division they are assisting, and general circumstances of the incident. Names are never reported, only numbers involved.
- ☛ No personal information is included.



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CISM STATS REPORT



USACE Critical Incident Stress
Senior Leadership Management Team
16 October 2016

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CISM: STATISTICS HISTORY

Over 1764 Reported CISM Contacts in 2016

112 Reported Deployments/Presentations/Events of Support

33 (1347ppl) – Presentations

215 One on Ones

13 (172ppl) Group CISM responses (Crisis Debrief/Critical Incident)

2015 – 153 One on Ones

11 Groups

2014 -- 15 One on Ones

15 Groups

2013 -- 31 One on Ones

9 Groups

2012 -- 18 One on Ones

17 Groups

2 EAP Referrals

2011 -- 19 One on Ones

10 Groups

2010 -- 39 One on Ones

5 Groups

2 EAP Referrals

2009 -- 36 One on Ones

17 Groups

4 EAP Referrals

2008 -- 28 One on Ones

4 Groups

1 EAP Referral

2007 -- 15 One on Ones

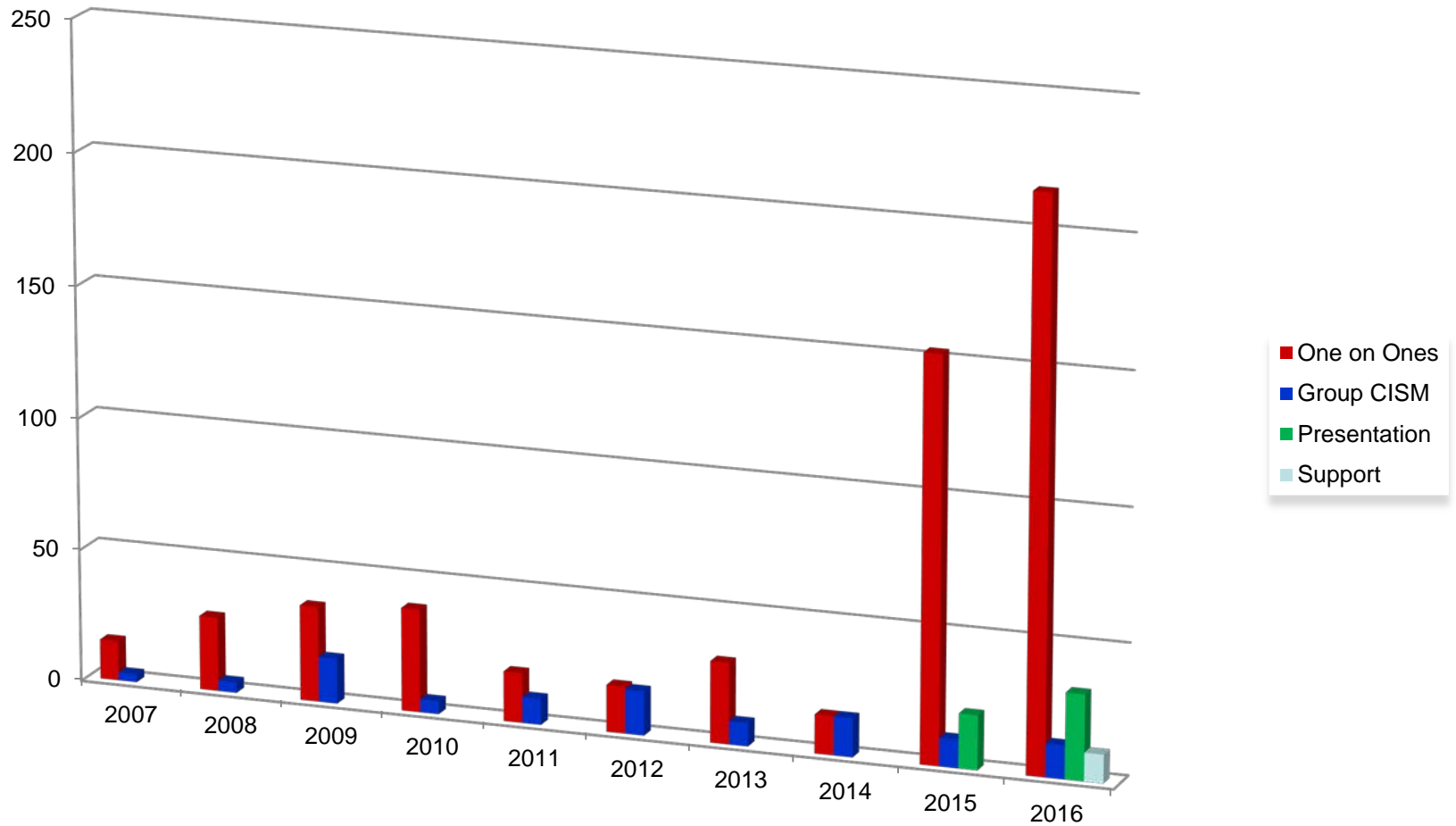
3 Groups



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CISM: REPORTED DATA AND TRENDS



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CISM: RETURN OF INVESTMENT TO USACE

Direct: Where A CISM Peer Supporter spoke directly to an individual with a one-on-one setting or group response to a specific incident

Indirect: A CISM Peer Supporter provided an educational presentation on what CISM is, how it supports the agency, Stress Management Techniques, Normal Traumatic Stress Responses, Etc.



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CISM 2016 STATS

Hours Invested:

- 2016: 112 Reported Responses
- 2016: Approximately 285 “Hours” to date.

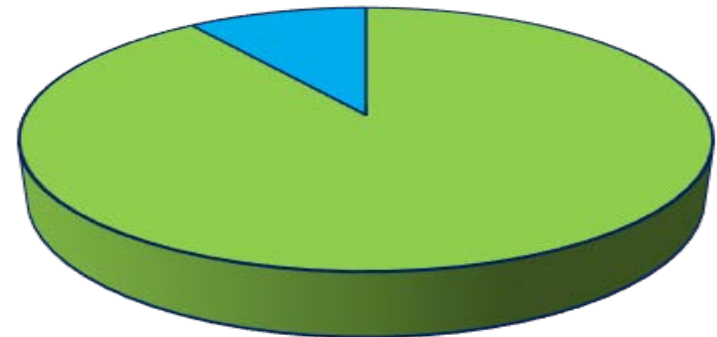
Number of Employees:

- 417 People By Direct Response Contact
- +1347 People by Indirect Presentation - Stress Management Techniques-CISM Program/Presentations

% of NRM Employees:

- 90% NRM/Operations 10% Other

2016 Response



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CISM: RETURN ON INVESTMENT TO USACE



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CCISM RETURN OF INVESTMENT TO USACE

Over 20 studies controlled and uncontrolled cited by Jeffrey T. Mitchell observing use of CISM and its affects on individuals using it.

What is return of an Avg. Estimated Hours Saved with USACE CISM Responses (EXTREMELY Conservative Estimates):

- 3-4 days to return to full function (Group Response/One-on-One)(Direct)
- 1hr – 1 week of improvement Estimated (Presentation)(Indirect)



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CISM RETURN OF INVESTMENT TO USACE

2016 (CONSERVATIVE ESTIMATES)

“Mid-Range” Work Force = \$57.44/Hr Fully Burdened Rate
(GS-9/WG-8)

DIRECT

- 1Hr. Saved Per Contact (387hrs)= 1 x 387 Direct Contacts x \$57.44
= \$22,230
- 3 Days saved Per Contact 24hrs x 387 Direct Contacts = (9,288hrs)
Hrs x \$57.44 = **\$533,503** (Almost 4 times CISM Budget)

INDIRECT

- 1 Hr saved Indirect Contact (1,347hrs) 1,347 Contacts
= \$77,372
- 4 Hours saved Indirect Contact Return (5,388hrs) 1,347 Contacts
= **\$309,487.**



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CISM RETURN OF INVESTMENT TO USACE

2016 Q3

(CONSERVATIVE ESTIMATES)

Slide 29

– DIRECT

- = \$533,503 Total Value Saved

INDIRECT

- = \$309,487 Total Value Saved

FY 16 Budget = \$140,000

FY 16 Total Saved = \$842,990

ROI Subtract Budget = \$702,990

These numbers are extremely conservative in actual return of value to the USACE Mission and continued investment in our teams.



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ADDITIONAL ITEM OF INTEREST

It should be noted that the return of investment is known to directly affect the work atmosphere. However, as our normal work items affect our employees home lives, so does the stress and incidents our employees endure while they are executing the various USACE missions.

By providing CISM to USACE employees we not only provide better working environments and conditions for our employees, but also for their homes and families.



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CRITICAL INCIDENT STRESS PREVENTION TIPS

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- Strenuous physical activity coupled with relaxation reduces some reactions to stress
- Eat well-balanced and regular meals (even if you don't feel like it)
- Take rest breaks
- Do activities you enjoy
- Keep your life as routine as possible
- Confide in someone you trust
- Structure your time; keep busy
- Limit exposure to sights, sounds, and odors
- Share your feelings with co-workers and be aware of their feelings.
- Give yourself permission to react, don't try and hide your feelings
- Talk to people, they do care! Talk can be the most healing medicine
- Avoid alcohol and drug use



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CISM: MAKING A DIFFERENCE

Upon Arrival: Not quite sure what CISM is supposed to be/do.

After Leaving:

- You guys made a big difference here. Thank you for everything you did. The new team has hit the ground running and are carrying on your great work!

New York RFO Safety Manager



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SUMMARY

The CISM program supports the Corps to be one team
“Relevant, Ready, Responsive, and Reliable”.

As LTG Strock stated:

“As we move forward, we will be one team focused on taking care of our people. This includes leaders ensuring employees have the right tools and meaningful work in a safe environment. It also includes teammates taking care of each other and employees living a healthy and balanced lifestyle.”



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HOW TO ACCESS

Project Manager or Supervisor
Division Contact

CISM-VM@usace.army.mil

Hotline phone number is 314-925-5250



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