

Clinical Skills Are Not Enough: Research to Practice Insights on Critical Incident Response Services

EAPA's 2010



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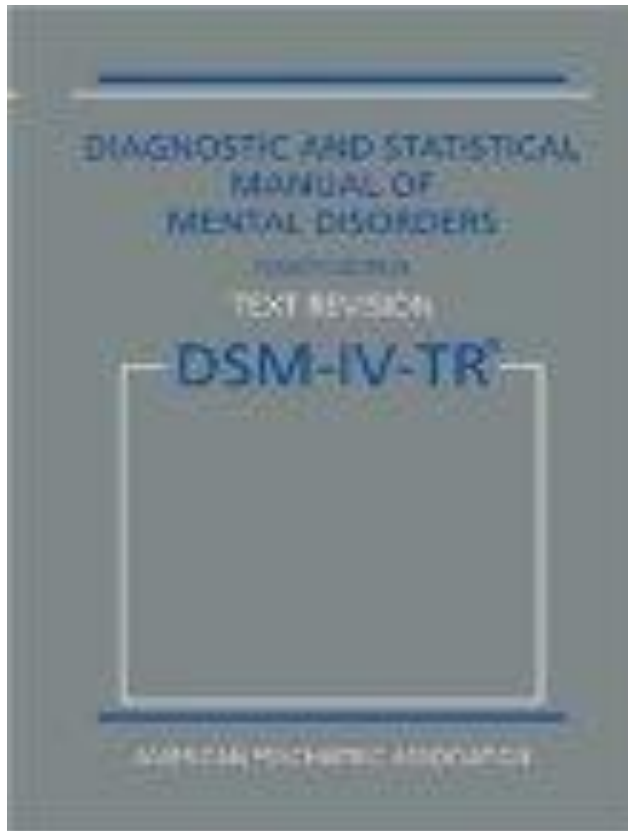
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Why this Presentation?

- Help people!
- Bridge the R2P gap (Research to Practice)
- Accurately identify our client, our client's objectives, and our role as crisis response specialists
- Intentionally integrate clinical skills into a consultative model that fits the workplace
- Make certain that clinical expertise is not wasted because of a lack of workplace cultural competency

R2P – Bridging the Gap



“For us, the key benefit of crisis intervention response is about having available *immediately* the *specialized, trained care* our associates need. Our robberies happen late at night and on weekends. The workers compensation system is not set up to address the associate’s needs in this situation. Untrained doctors and counselors think it is best to keep associates out of work whereas CCN knows the best option for the associate in most cases is to continue working. Once an associate is put out of work by Workers Comp doctors, it takes months to years to get the claim resolved.”

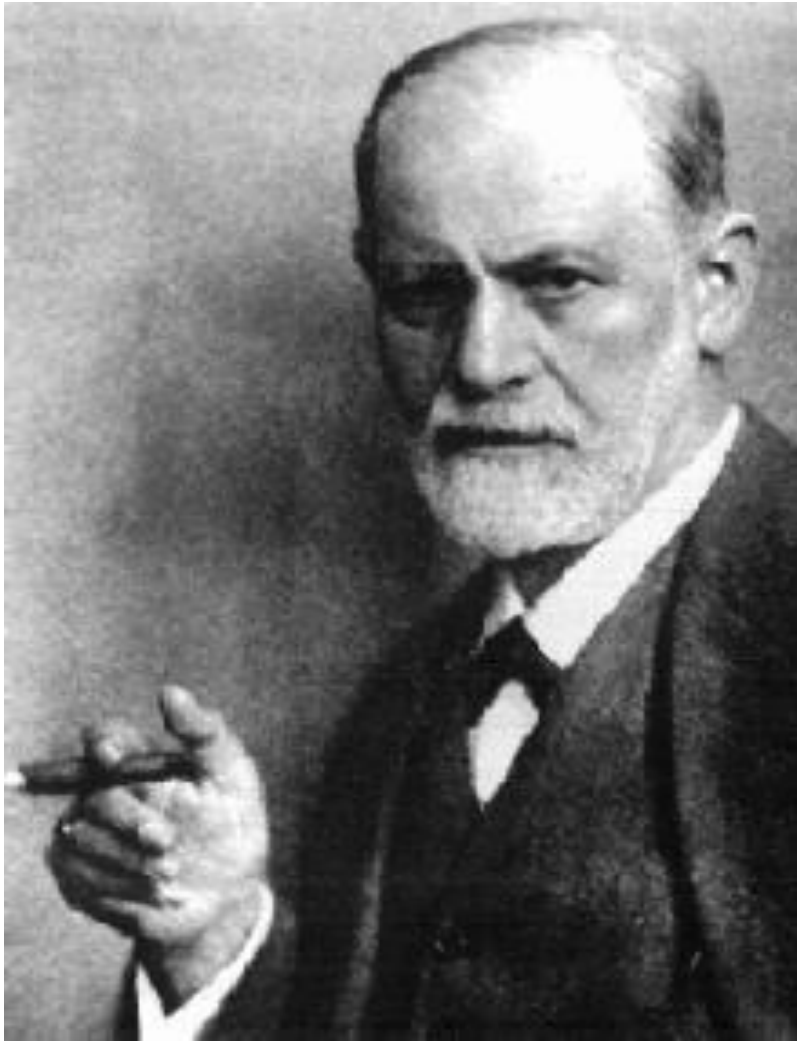
Director of Risk Management
Retailer

Employer Concerns

- Increased worker's comp claims
- Employee attrition
- Increased training costs
- Staff recruitment challenges
- Litigation
- Negative community and industry image
- Loss of employee trust



Corporate Culture Misfit



**This is a
Smoke-Free
Workplace.**

IT'S THE LAW!
(ND CENTURY CODE 23-12-09)

My Office. Your Office.

(We All Went To Grad School With This Guy!)





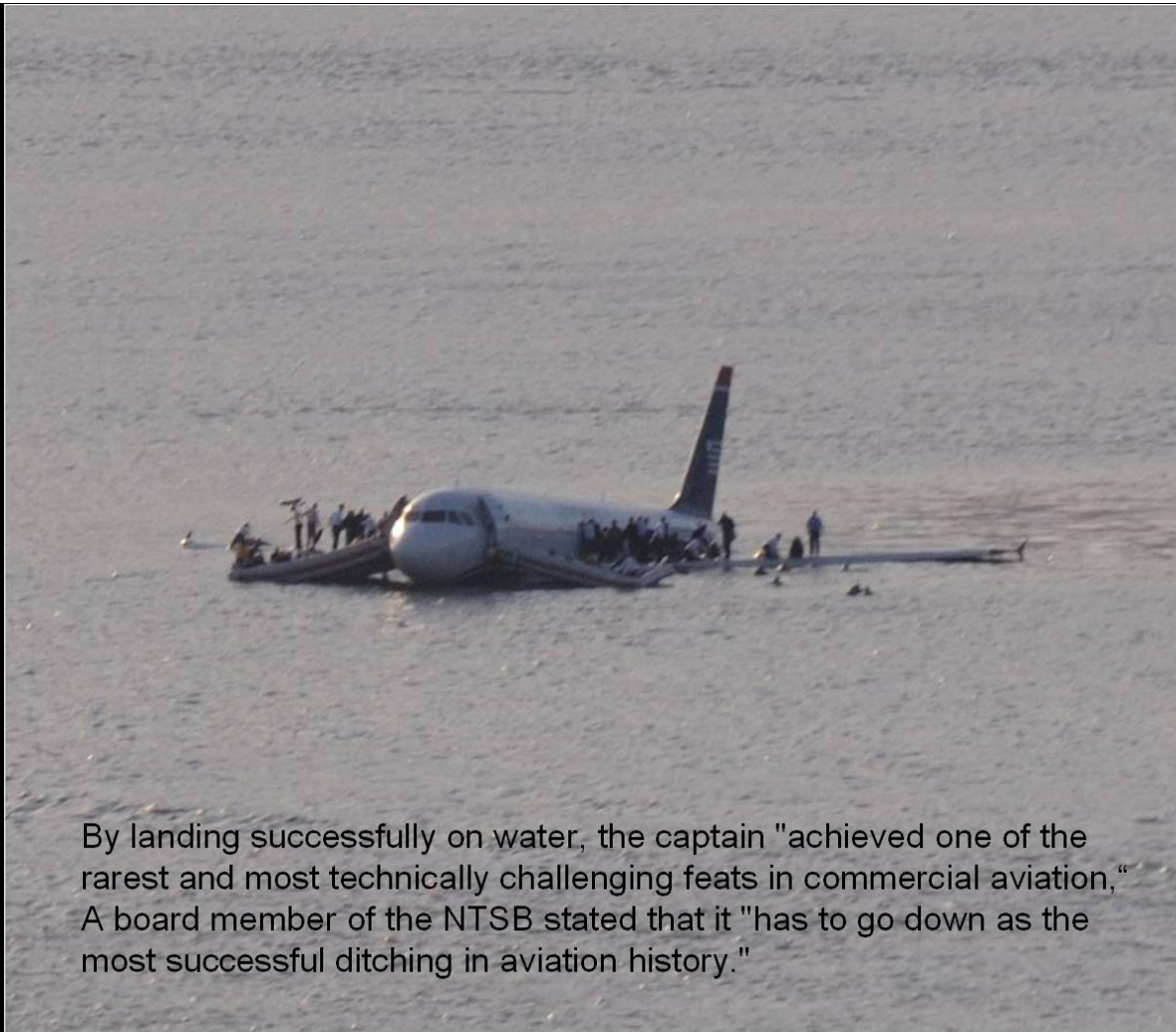


CRISIS CARE NETWORK
RESPONSE TEAM

Challenger

VTC 37A





By landing successfully on water, the captain "achieved one of the rarest and most technically challenging feats in commercial aviation," A board member of the NTSB stated that it "has to go down as the most successful ditching in aviation history."

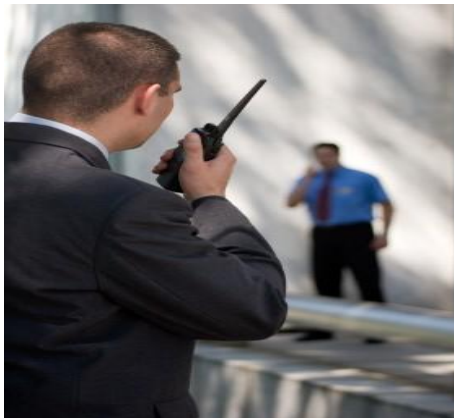




CIR from Multiple Perspectives

- Risk Management
- Loss Prevention
- Safety
- Human Resources
- Security
- Manager

Trying on the Perspectives



Research Review

*What are the research study results
on the clinical effectiveness and
business impact of CIR services?*

Research on the Clinical Effectiveness of CIR Services

There is a significant body of applied research conducted over the past 20 years worldwide that offers considerable empirical evidence to support the clinical effectiveness of CIR and related “psychological first aid” kinds of workplace services.

➤ *“Early, brief, and focused psychotherapeutic intervention can reduce distress in bereaved spouses, parents, and children” NIMH (2002)*

Source: Everly et al. (2002; 2006); Flannery et al. (2000; 2004)

Research on the Business Value of CIR Services: The Literature

- By comparison, far less research exists on the business case for CIR.
- This literature includes a small number of employer case studies conducted in the 1990s and several more recent investigations of CIR integrated with behavioral health and benefit management programs.

Research on the Business Value of CIR Services: The Results

The research results are generally positive and indicate that CIR services from EAPs can offer financial savings and business value, from:

- Reducing disability claims
- Reducing workers' compensation claims
- Improving employee return to work

Source: Jardine & Lieberman (1993); Smith & Rooney (1999); Yandrick (1993)

Research on the Business Value of CIR Services: *IFEPB Survey*

A survey of 185 employee health benefit plan administrators found that:

- 41% agreed that EAPs at their company had “reduced workers compensation costs”

Case Study of Business Value: 1

Study of **staff in an Australian bank** after robberies. Data from over 100 employees compared worker absence days and combined medical and worker's compensation costs for one year without the CIR program to the next year with a CIR program.

Results of:

- Worker absence days were reduced by 60%
- Medical & W/C costs reduced 66%

Source: Leeman-Conley (1990)

Case Study of Business Value: 2

A CIR program offered peer support and access to trained mental health professionals for the **staff in an Australian prison** who experienced traumatic incidents. Results of:

- Reduced costs of assisting stressed employees
- Lowered sick time utilization
- Reduced turnover and premature retirements

Case Study of Business Value: 3

A standard group debriefing for critical incidents for **police and sheriffs in Los Angeles** was gradually changed over time to toward a new system that featured immediate triage and individual intervention for those identified as most at risk. Results of:

➤ No new workers' compensation claims were filed after the customized CIR intervention

Source: Honig & Sultan (2006)

Case Study of Business Value: 4



Family Dollar has over 6,700 stores in the US. In 2004, it initiated a CIR support program to improve the retention of **retail store staff** and to reduce worker's compensation claims that resulted following traumatic events, such as robberies, assaults, or natural disasters.

Source: Partnership for Workplace Mental Health (2009)



Family Dollar Study with Crisis Care Network CIR services.
Results of:

- When team members received professional support within 2 to 24 hours after a traumatic incident, the company retained 86% of their employee. (Now 91%)
- For the 6% of retained team members who later filed workers' compensation claims, the dollar amounts of these claims were 15% less costly than those from prior periods.

Source: Partnership for Workplace Mental Health (2009)

Research Review

SUMMARY

1. There is considerable empirical evidence to support the clinical effectiveness of CIR and related “psychological first aid” kinds of workplace services.
2. A smaller literature specific to CIR services offers examples of financial offset results by reducing disability and workers’ compensation claims, improving employee return to work after a critical event, and avoiding staff turnover.
3. Additional research using higher-quality study designs are needed. The unpredictable and rare-event nature of critical incidents and workplace trauma makes this kind of research quite a challenge to conduct.

Insights for Business

How should EAPs translate the research into practice for designing effective delivery of CIR services?

Clinical/Business Parallels

Clinical  Accommodate/Restructure

Business Leadership  Fit in/Stand out

Making a House Call...

- We are on their home turf – enter as a guest!
- Realize that the organization is feeling exposed and vulnerable – tread humbly.
- Strike a balance between suggesting a plan (expert advice) and following their lead (organizational empowerment).
- Respect the Chain of Command – who should I check in with upon arrival?



Seek First to Understand

- What is this organization going through right now?
- What unique business culture is present in this setting?
- Adapt your approach to their unique culture and organizational expectation – one size does not fit all!
- For many employees, you will be their first encounter with the EAP- how can I affirm confidence and demonstrate value?

Position Leadership to Lead

- You can make it or break it with the preliminary call to the on-site manager.
- Emphasize that your job is to use your subject matter expertise to help them lead.
- Script and support so they can be competent **AND** compassionate.
- Provide tactical next steps to support their transition after you leave.
- It's not about you.

The Little Things **DO** Matter!

- Promptness is critical to success – tardiness will be interpreted as lack of care and taint all that follows, no matter how good you are afterwards
- Dress to blend in – it is often seen as a sign of respect and that you “get it”; attire that sets you apart as “different” will reduce your effectiveness and mark you as an outsider
- Demonstrate complete attention – answering/making phone calls is no more acceptable on site than it would be in an office session. Do so only for instruction or in an emergency.
- Learn their culture. Use their language.

The Benefit of Handouts at a CIR

EAP organizations invest considerable resources in their print material. Branding, messaging, and tone all reflect strategic decisions. The skillful use of these resources can augment your effectiveness.

Concerns

- Monotone voice
- Implies inexperience
- Lack of genuine concern
- Unprofessional

Suggestions

- Read before leaving and mentally prep while commuting
- Integrate unique skill set with materials
- Genuine concern originates in your heart and mind not from reading a script
- Understand the history and culture of the site

Insights for Business

SUMMARY

1. It is important to connect evidence-informed best practices with the business objectives of the customer requesting the CIR services.
2. Selection of counselors to support a CIR should consider the fit of the personal characteristics of the clinician to the worksite culture. Inexperienced counselors assigned to critical incidents can be a risk.
3. Counselors should understand the employer's interest in having a CIR to address issues of company liability, mitigating potential costs, alleviating employee distress, and improving community resilience.

Insights for Clinicians

*What is the therapeutic context
of the onsite delivery of CIR services
from the perspective of the counselor?*

Working within an Organizational Agenda

Understand the Critical Business Objectives:

- Perceived or Real Liability
- Mitigating Cost
- Alleviating employee distress
- Improving Community Resilience



Be-ing *not* Do-ing

Impression Management Does Matter

The 5 Be's:

1. Be prompt & plan-ful
2. Be professional (appearance and demeanor)
3. Be empathic (supportive and resourceful)
4. Be focused (present and engaging)
5. Be flexible (adaptive and considerate)

Insights for Clinicians

SUMMARY

1. CIR counselors can learn to have an organizational mindset versus the more traditional focus on assisting the individual.
2. The preparation for and the delivery of a CIR require both clinical skills and business savvy in order to be effective.
3. Training of counselors on CIR best practices and unique service needs is important.

Thank You

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