

BES341-4
Critical Incident Stress Management
1 Credit

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Created: 05/08/2008
Revised:
Approval: 04/09/2008

The Implementation Date for this Outline is 01/09/2008

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BES341-4 Version: 1



Critical Incident Stress Management

Calendar Description

This module provides learners with a broad overview of the subject of critical incident stress in emergency services workers. Learners examine the practical application of the concepts, principles, models, including the CISM model, and issues related to crisis interventions and programs for the management of critical incident stress.

Rationale

This is an elective course for the Bachelor of Applied Business: Emergency Services degree program. The emergency services industry must have a sound understanding of the concepts and principles of critical incident stress management and the strategies and tactics for interventions, designed to care for its members. Leaders in emergency services that understand, develop, implement and monitor a critical incident stress management program are respected for providing the resources to care for and sustain the organization's most important asset - its people.

Prerequisites

None

Co-Requisites

None

Module Learning Outcomes

Upon successful completion of this course, students will be able to

1. discuss relevant critical incident stress subjects including: how critical stress affects:
 - a. emergency services workers on a personal level,
 - b. the performance of the worker,
 - c. the impact on the production of the department/organization,
 - d. the potential liability if not managed properly.
 - e. post traumatic stress disorder, recognizing the signs and symptoms, how workers can develop the disorder and how the employer can help with recovery.

- f. basic programs and techniques for managing critical stress for the department/organization.
2. identify critical incident stress as a risk to the department/organization and that the risk must be managed within the overall risk management program.
3. explain that there are different methods and models that can be applied and that in many cases, methods are designed to be flexible and are blended to best fit the needs of some departments.
4. identify the need to integrate critical incident stress management within the department's/organization's strategic planning, incident management system, emergency response plans and disaster plans.
5. describe the controversy surrounding the application of critical incident stress interventions and the efficacy and safety, notably the debate over the use of critical incident stress debriefing (CISD).
6. improve the overall wellness of the department/organization through the assessment of a current critical incident stress management program or through the development of a program.

Resource Materials

Reference Texts:

Mitchell, Jeffery T., & Everly, Jr., George S. (2001). *Critical incident stress debriefing: An operations manual for the prevention of traumatic stress among emergency workers* (3rd ed.). Ellicott City, Maryland, US: Chevron Publishing Corporation. Appendix A: Components of an Emergency Services Critical Incident Stress Management Team & Appendix B: Establishing and Maintaining a Critical Incident Stress Management Team in the Emergency Services.

Day, Nancy. (2007). *Critical incident stress management and traumatic incident reduction*. Chapter 2 Pages 39-56.

Van Goethem, Robert. (1992). *Operational guidelines and protocols of the critical incident stress debriefing program for the province of Alberta*. Edmonton, Alberta.

Volkman, Victor R., Durkin, John. (2007). *Traumatic incident reduction and critical incident stress management: A synergistic approach*. Unites States, TRI Applications Series, Loving Healing Press. (Chapter 1 and Appendix B)

Reference Websites:

Surviving the Repelling Events and Staying Sane Understanding and Controlling Stress In the Fire Service (Pages 1-29)
<http://www.emich.edu/cerns/downloads/papers/FireStaff/Tactical%20Operations/Surviving%20the%20Repelling%20Events%20and%20Staying%20Sane.pdf>

“*The Nature of Crisis Reaction*” Pages 1-4 found at: [Hyperlink to modified document](#). Original found at: <http://online.weber.ed>

“*Critical Incident Stress Management*” Pages 1-16 found at:
http://efap.torontopolice.on.ca/pdf/dr_solomon.pdf

The International Journal of Emergency Mental Health “Crisis Intervention: A Review” Pages 119-123 found at
<http://www.icisf.org/articles/acrobat%20documents/TerrorismIncident/CrsintRev.pdf>

“Five Principles of Crisis Intervention: Reducing the Risk of Premature Crisis Intervention”. Pages 1-4 found at:
<http://www.icisf.org/articles/Acrobat%20Documents/TerrorismIncident/5princip.pdf>

“Rescue Workers Pay a High Emotional Price” Article found at:
http://www.tema.ca/news.php?news_id=51

CISM Introduction to Strategic and Tactical Planning. Pages 1-4, found at Hyperlink to modified document. Original found at: <http://online.weber.ed>

Early Psychological Intervention: A Word of Caution. Pages 181-185, found at:
<http://www.ncbi.nlm.nih.gov/pubmed/14730759>

Critical Incident Stress Management and the Assaulted Staff Action Program. Pages 77-81, found at: <http://www.ncbi.nlm.nih.gov/pubmed/11227739>

Reducing Trauma Through Maximizing Resiliency: A Department Case Study. Pages 1-3, found at: <http://tmt.sagepub.com/cgi/content/abstract/12/3/217>

Critical Incident Stress Debriefing Process for the Los Angeles County Fire Department. Pages 249-256, found at:
http://www.icisf.org/articles/Acrobat%20Documents/TerrorismIncident/LAFD_Process.pdf

Critical Incident Stress Management and Traumatic Incident Reduction. Author: Nancy Day Chapter 2 Pages 39-56 found at:
<http://books.google.ca=Traumatic+Incident+Reduction+Victor+Volkman&ots=E4>

The Evolving Nature of Disaster Mental Health Services. Pages 113-118, found at
<http://www.ncbi.nlm.nih.gov/pubmed/14608824>

Is Trauma Debriefing Worse Than Letting Victims Heal Naturally. Pages 1-3, found at
<http://www.moralgroup.com/NewsItems/Psychology/p2.htm>

A Review of Psychological Debriefing After Extreme Stress. Pages 824-827 found at
<http://www.psychservices.psychiatryonline.org/cgi/reprint/52/6/824>

The Debriefing Controversy and Crisis Intervention: A Review of Lexical and Substantive Issues. Pages 211-221. Found at: <http://www.ncbi.nlm.nih.gov/pubmed/11217152>

Critical Incident Stress Debriefing: An Operations Manual for CISD, Defusing and Other Group Crisis Intervention Services. Appendix A: Components of an Emergency Services Critical Incident Stress Management Team & Appendix B: Establishing and Maintaining a Critical Incident Stress Management Team in the Emergency Services. Found at http://www.amazon.com/Critical-Incident-Stress-Debriefing-Intervention/dp/1883581192/ref=sr_1_3/105-4526923-5075625?ie=UTF8&s=books&qid=1218506478&sr=1-3

Note: Additional reference articles and sites found at end of module.

Conduct of Module

This module is approximately 15 hours in length. It is delivered on-line and may involve individual, pair and group work. Students are required to take part in asynchronous discussions, analyze and discuss case study scenarios and submit a position paper on the subject of integrated risk management. Participation in this module is paced and mandatory, and students are expected to practice time management skills accordingly. It is critical that each student read the assigned material and keep up to date with all objective tasks, case studies and assigned problems.

Student counseling: Students who are having difficulty with the module should immediately consult the instructor by email or telephone during posted office hours.

Module withdrawal: Students should familiarize themselves with the school’s module withdrawal policy and procedures, which are explained in the student handbook/calendar.

Class discussions and case study work discussions are conducted on the assumption that each student has adequately prepared the required material in advance.

Students should budget approximately one to two hours of time in preparation for each one hour of the estimated 15 hours of class time.

Evaluation Procedures

This module uses a variety of assessment tools to evaluate student performance. The final grade is an aggregate of the following components.

Threaded discussions and case work discussions	(Objective 1)	20%
	(Objective 2)	25%
	(Objective 3)	25%
Paper assignment	(1)	<u>30%</u>
		100%

Grade Equivalents and Course Pass Requirements

A minimum grade of D is required to pass this course.

Letter	F	D	D+	C-	C	C+	B-	B	B+	A-	A	A+
Percent Range	0-49	50-52	53-56	57-60	61-65	66-69	70-74	75-79	80-84	85-89	90-94	95-100
Points	0.00	1.00	1.30	1.70	2.00	2.30	2.70	3.00	3.30	3.70	4.00	4.00

Participation

Regular participation in threaded discussion is essential for success in the program. This is statistically supported by a high and significant correlation between participation and grades. As a result, a departmental policy (supported by a College-wide policy) is being formulated to encourage regular participation without penalizing legitimate absences. Our goal is to increase student interest and retention.

Excused Absences

Due to the nature of emergency services, however, the students' duties and/or responsibilities may prevent them from participating in given threaded discussions or submitting position papers within designated time. Students with legitimate reasons for being absent or late must inform their instructors either prior to their absence or immediately upon their return to class. Documentation may be required as proof of a legitimate absence.

Please note that to call the Business Administration office or your Department Chair is not an alternative to contacting your instructor -- you must contact your instructor directly.

It is recognized that absences, whether they be excused or unexcused, seriously hinder the required learning experience in many courses (particularly in threaded discussions in which students are to post their opinions on readings or case studies and to comment on those of their peers' that are meant for them to learn from each other). Accordingly, if the total absence (excused plus unexcused) exceeds 20 % of the required participation, a student may be required to withdraw from the courses and automatically receive a grade of "W" (Withdrawal: No credit earned. Not calculated in GPA.).

This policy is enforced by ALL BAppBus:ES Instructors at their discretion on a class-by-class basis.

NOTE: Students exceeding the permitted absence after the withdrawal date automatically receive a zero for the course at the discretion of the instructor.

Some instructors may also use a participation contract form.

Module Units/Topics

This module consists of 4 units:

1. Introduction and Background

To introduce the learner to the subject of critical incident stress: brief history, terms, definitions (e.g. definition of a critical incident for a department), potential impacts on personnel and the department/organization, post traumatic stress disorder and introduction to critical stress interventions and management concepts.

2. Critical incident stress and crisis interventions: principles, strategies, tactics, techniques, processes and planning. Methods and models applied in the field

To conduct a review of the fundamental principles of crisis interventions, critical incident stress management and different methods and models that can be applied. To introduce the learner to the need to integrate critical incident stress management into department plans.

3. Critical Incident Stress Management: As a strategic advantage for a department and the current events in critical incident stress management.

Analyze the CISM model and the components of a comprehensive and integrated program. To review the impact of terrorism activities and the psychological effects on a department. To review the controversy surrounding the application of crisis interventions through critical incident stress debriefings, the efficacy of CISD and the safety of CISD will be brought forward. To assess the challenges of implementing and maintaining a critical incident stress management program in a department will be presented.

4. Position Paper

Submit a position paper on the need for a comprehensive and integrated critical incident stress management program for an emergency services department or an organization that may have its staff exposed to critical traumatic incidents.

Appendix A

Acknowledgements

The following organizations and respective contacts are acknowledged for their contribution during the research process and the development of this course.

- The City of Edmonton Emergency Medical Services: Contact; Mike Graddidge, Operations Superintendent
- Capital Health Regional Mental Health Program: Contact; Susan Connelly, Manager of Crisis and Access
- City of Edmonton Police Services: Contact; Trent Forsberg
- Edmonton Regional Airport Authority: Contact; Burl Hamm, Manager of Emergency Services
- City of Edmonton Chaplain: Contact; John Dowds
- Bob Van Gothem Consulting Services

Appendix B

Relevant BES Modules for Review

- BES 355-3 and 355-4 Strategic Management
- BES 352-1 Ethics for Emergency Services Managers
- BES 370-3 Team Leadership and Development
- BES 344-2 Legal Issues in Emergency Services
- BES 301-3 OH&S Program Development and Organization
- BES 370-1 Organizational Behaviour



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