

Near Miss: How Unifying Operational Language Accelerates Cultural Cohesion and Reduces Risk

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What's at risk?

- The individual
- Team members
- Subjects



How does stress awareness relate to risk?

- Improvement in individual and team performance
- Retention of experience for performance and mentorship
- Reduction in staffing shifts load to those remaining

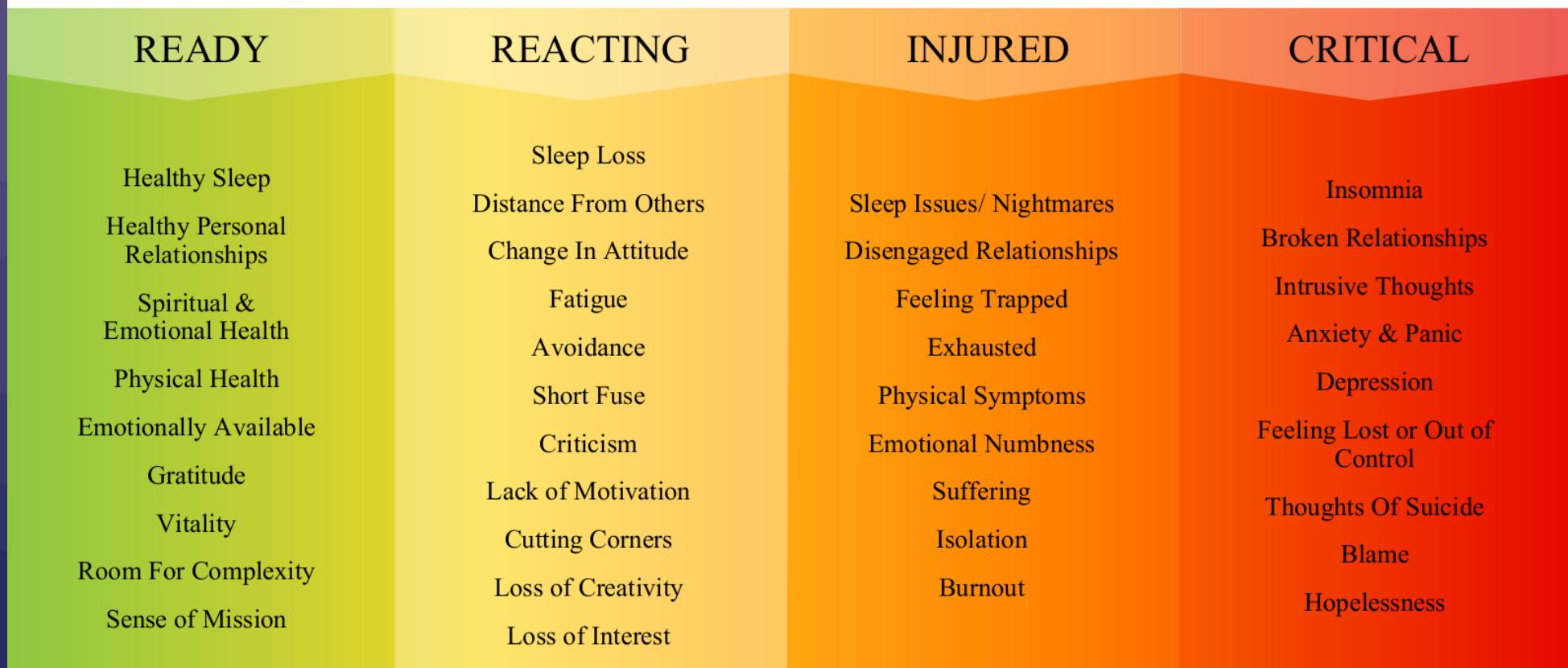


How do we achieve stress awareness?

- Color Iconography
- Operating Procedures
- Shared language



INDIVIDUAL STRESS CONTINUUM

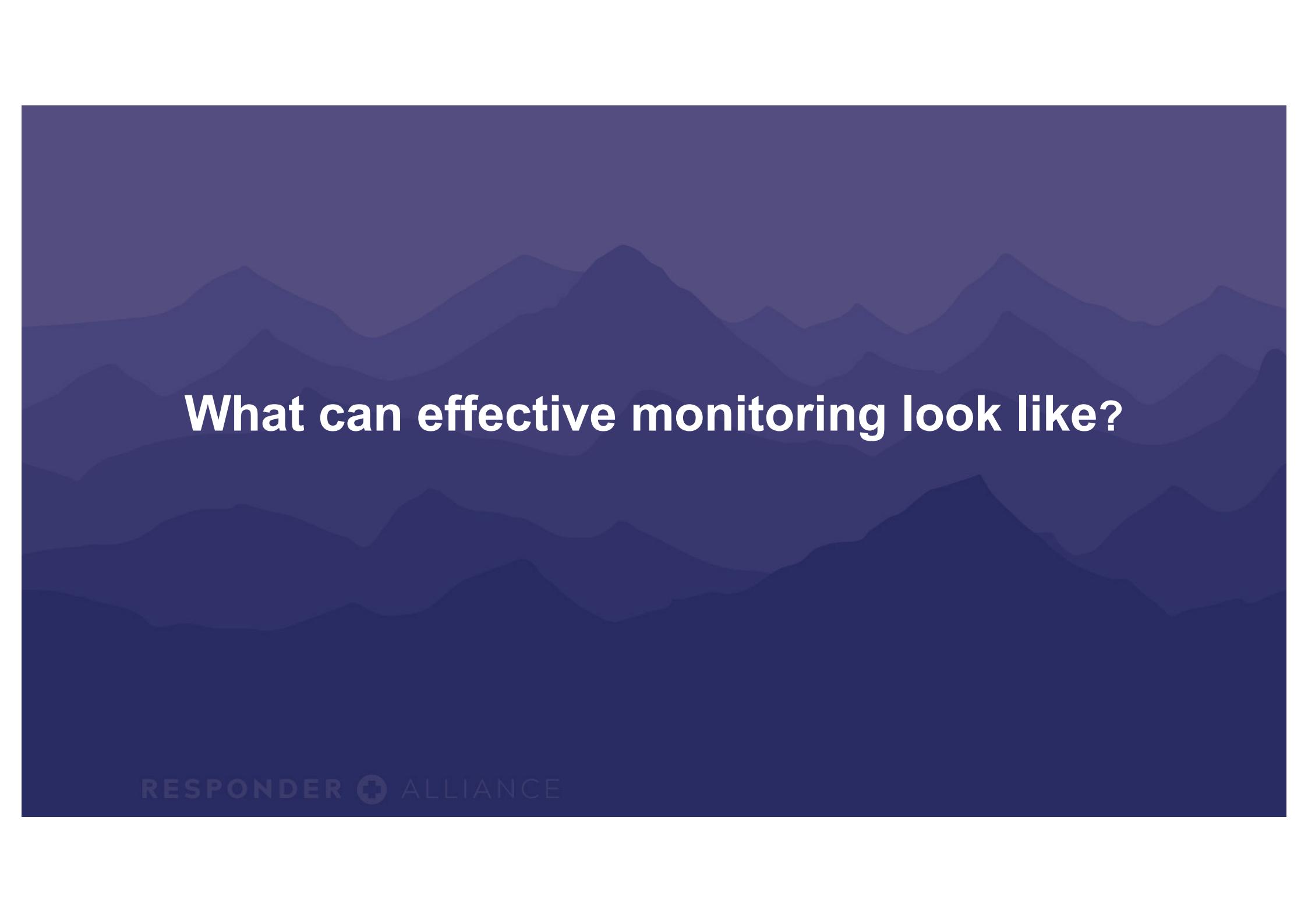


ADAPTED FROM COMBAT AND OPERATIONAL STRESS FIRST AID BY LAURA MCGLADREY | RESPONDERALLIANCE.COM

STRESS CONTINUUM FOR THE TEAM

READY	REACTING	INJURED	CRITICAL
<p>Transparency</p> <p>Vulnerability</p> <p>Requests for help met with Support</p> <p>Connection</p> <p>Team approach to overwhelm</p> <p>Curiosity Culture</p> <p>Mission Satisfaction</p>	<p>Normalizing depletion</p> <p>Staff dreading work</p> <p>Mistakes are personal</p> <p>Transactional communication</p> <p>Requests for help are criticized</p> <p>Mission drift</p>	<p>Resources scarce</p> <p>Rigid perspectives</p> <p>Members undervalued</p> <p>Communication</p> <p>Silos</p> <p>Suffering in silence</p> <p>Helplessness</p> <p>Mission fatigue</p>	<p>Cliques and hierarchy</p> <p>Lack of trust</p> <p>Gas lighting</p> <p>Culture of blame</p> <p>Vulnerability punished</p> <p>Fear at work</p> <p>Hopelessness</p> <p>Moral Injuries</p>

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What can effective monitoring look like?

INCIDENT SUPPORT TOOL (IST)

Responder Appraisal		Incident Appraisal	
Personal Identification	10	Extremes of Exposure	0
Depletion / Overwhelm	10	Mission Injury / Helplessness	10
Family Contact	10	Incident Involving Children/ Animals	0
Novel Exposure	10	Complexity of the Mission	10
Personal Responsibility / Duty to Act	10	Conflict During Mission	5
Responder Score:	50	Incident Score:	25
RESPONDER + INCIDENT = TOTAL SCORE: 75			
0	5	10	
Little or No Exposure	Moderate Exposure	Significant Exposure	

< 40

Connect:

- Revisit Resources & Stress Mitigation Tools
- Monitor Stress Levels

40-70

Consider:

- Implement Mitigation Tools
- 3-3-3 Protocol
- Follow Up Gathering

> 70

Recommend:

- After Action Review
- 3-3-3 Protocol for Individuals & the Team
- Follow Up Social Gathering

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RESPONDER APPRAISAL

SCORING GUIDE		
Personal Identification	0 - No personal identification 5 - Moderate association with subject/scene 10 - Significant personal identification	
Depletion/ Overwhelm	0 - Green & Resourced 5 - Stress Impacted & Moderate Depletion 10 - Exhausted, Depleted or Overwhelmed	
Family Contact	0 - Minimal/ None 5 - Witnessed family grief or questioning 10 - Significant time spent with family	
Novel Exposure	0 - Familiarity with this incident type 5 - Have done this at least once 10 - Never seen this before	
Personal Responsibility / Duty to Act	0 - No sense of personal responsibility 5 - Felt somewhat responsible for this subject/mission 10 - This subject or mission was my responsibility	
Total		

INCIDENT APPRAISAL

SCORING GUIDE		
Extremes Of Exposure	0 - Minimal exposure disturbing images 5 - Moderate exposure 10 - Extremely disturbing images	
Mission Injury/ Helplessness	0 - Strong sense of accomplishment 5 - Concern for tactical errors 10 - Public scrutiny, blame, tactical errors with significant outcomes	
Incident Involving Children/ Animals	0 - No children or animals involved 5 - Adolescents or minimal involvement 10 - Serious injury/death, involvement of a child or an animal	
Complexity of the Mission	0 - Straightforward 5 - Multi-agency or prolonged 10 - Ongoing, complex or currently unresolved	
Conflict During Mission	0 - Witnessed Team Cohesion 5 - Minimal internal conflict or fighting or involving only a few members 10 - Conflict involving the team	
Total		

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Incident Support Tool (IST)

Compose the full 10-question assessment to determine appropriate support interventions

Create New Incident

Incident Type: **Personal Incident** (e.g., structure fire, vehicle accident, brief contact)

Organization Incident: (e.g., multiple injuries, multiple patients, multiple resources)

Incident Title: e.g., Structure Fire, Vehicle Accident, Brief Contact

Location: Address or location description

Incident Date: mmddyyyy

Incident Time (optional):

Recent Incidents

Personal Incident: (e.g., Structure Fire, Vehicle Accident, Brief Contact)

Test Incident: (e.g., Vehicle Accident, Brief Contact)

Accident: (e.g., Vehicle Accident, Brief Contact)

Your Incidents

Structure, CO: (e.g., Structure Fire, Vehicle Accident, Brief Contact)

Current Assessment

Responder Score: 500
Incident Score: 500
Total Score: 500

GREEN (Connect)

- Revisit Resources & Stress Mitigation Tools
- Monitor Stress Levels

Recent Incidents

Personal Incident: (e.g., Structure Fire, Vehicle Accident, Brief Contact)

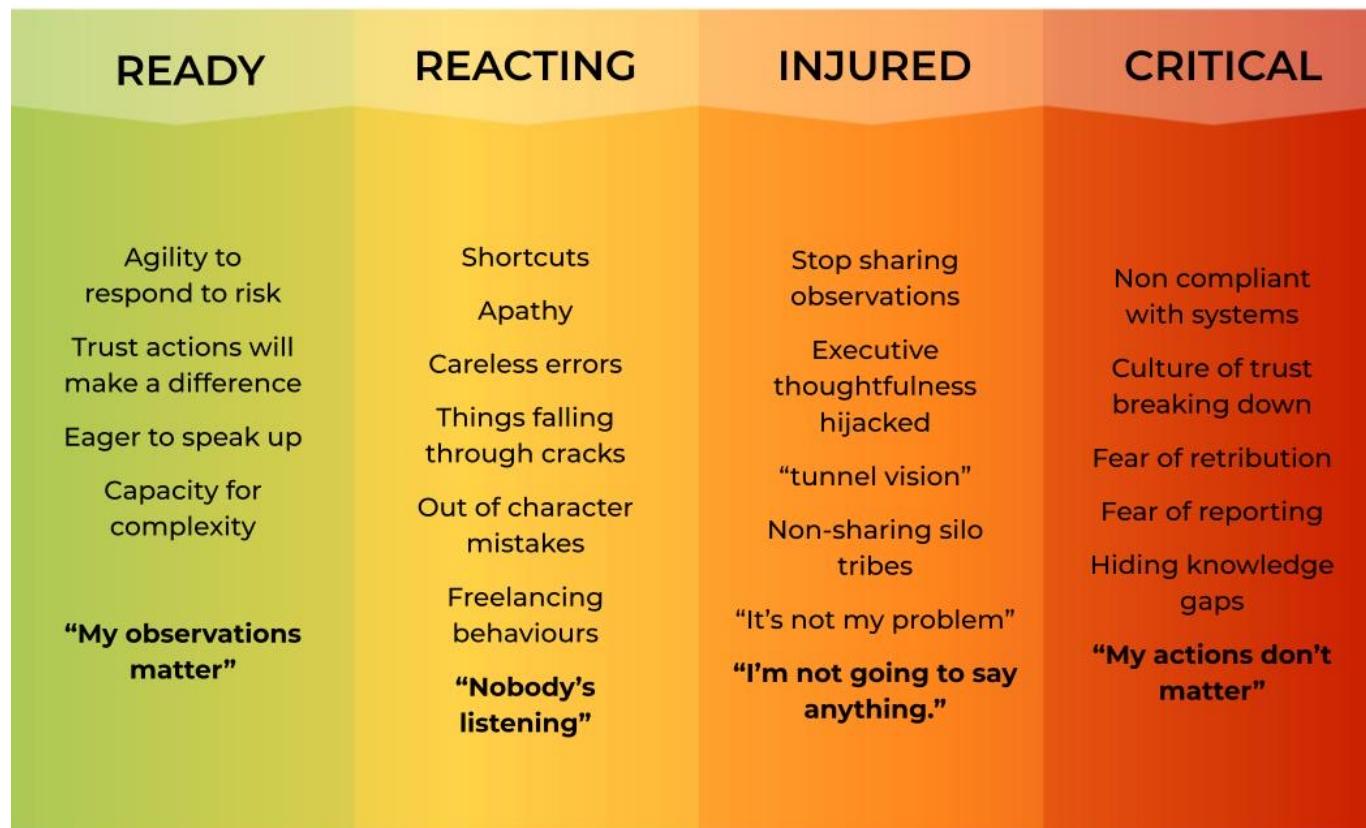
Test Incident: (e.g., Vehicle Accident, Brief Contact)

Accident: (e.g., Vehicle Accident, Brief Contact)

Your Incidents

Structure, CO: (e.g., Structure Fire, Vehicle Accident, Brief Contact)

RISK MANAGEMENT STRESS CONTINUUM



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What is done when an issue is identified?

- Identify the severity
- Implement a response plan
 - 3-3-3, chaplains, clinician, SOP
- Effective monitoring
- Preventative care plan



Take aways

- Consider a structural system to identify acute and chronic resource losses
- Encourage common language for detection and monitoring
- Create structure and Standard Operating Procedure for stress response
- Consider stress mitigation as a risk management resource

