



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

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Supporting responders to live healthier, sustainable lives.

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What's at risk?

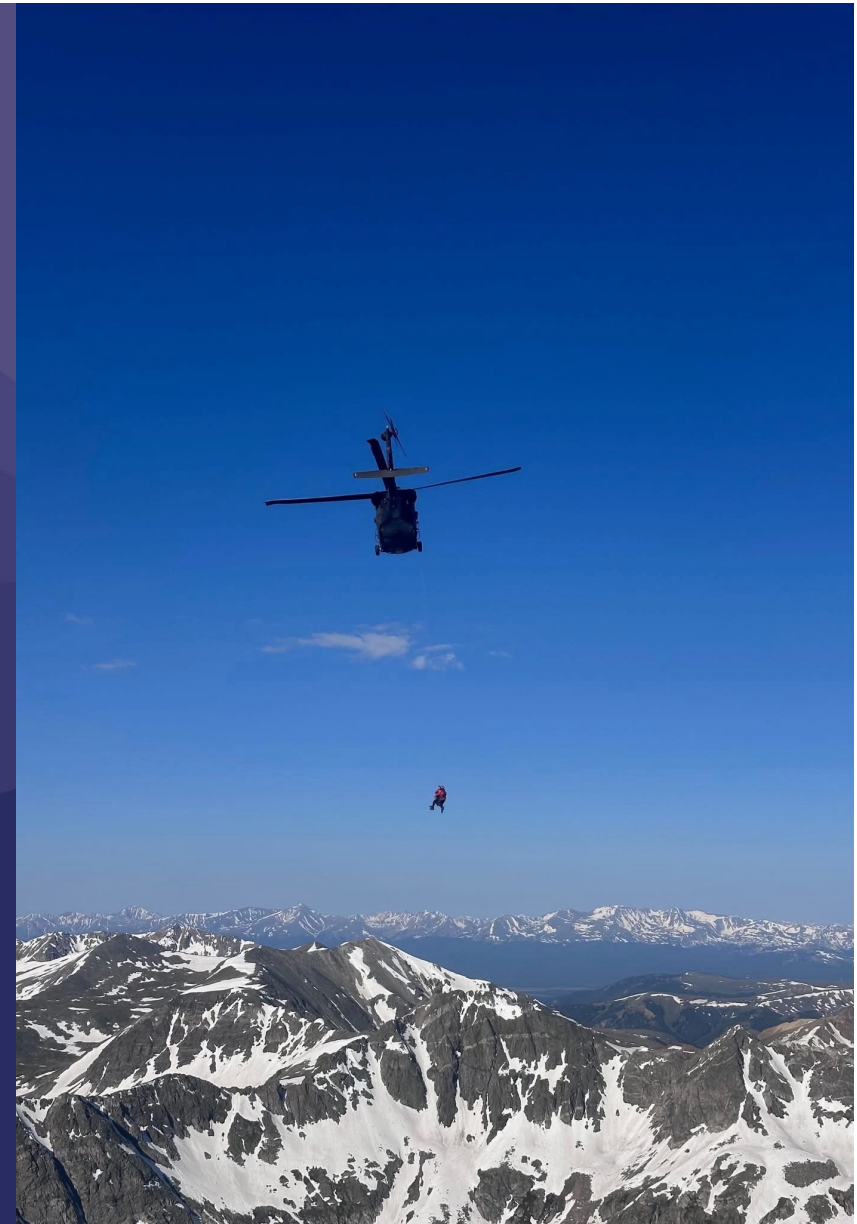
- The individual
- Team members
- Subjects



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

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How do we achieve stress awareness?

- Color Iconography
- Operating Procedures
- Shared language

North American Public Avalanche Danger Scale	
Danger Level	
5 Extreme	
4 High	
3 Considerable	
2 Moderate	
1 Low	
You control your own risk.	

INDIVIDUAL STRESS CONTINUUM

READY	REACTING	INJURED	CRITICAL
Healthy Sleep	Sleep Loss	Sleep Issues/ Nightmares	Insomnia
Healthy Personal Relationships	Distance From Others	Disengaged Relationships	Broken Relationships
Spiritual & Emotional Health	Change In Attitude	Feeling Trapped	Intrusive Thoughts
Physical Health	Fatigue	Exhausted	Anxiety & Panic
Emotionally Available	Avoidance	Physical Symptoms	Depression
Gratitude	Short Fuse	Emotional Numbness	Feeling Lost or Out of Control
Vitality	Criticism	Suffering	Thoughts Of Suicide
Room For Complexity	Lack of Motivation	Isolation	Blame
Sense of Mission	Cutting Corners	Burnout	Hopelessness
	Loss of Creativity		
	Loss of Interest		

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

STRESS CONTINUUM FOR THE TEAM

READY

Transparency
Vulnerability
Requests for help
met with Support
Connection
Team approach to
overwhelm
Curiosity Culture
**Mission
Satisfaction**

REACTING

Normalizing
depletion
Staff dreading
work
Mistakes are
personal
Transactional
communication
Requests for help
are criticized
Mission drift

INJURED

Resources scarce
Rigid perspectives
Members
undervalued
Communication
Silos
Suffering in silence
Helplessness
Mission fatigue

CRITICAL

Cliques and
hierarchy
Lack of trust
Gas lighting
Culture of blame
Vulnerability
punished
Fear at work
Hopelessness
Moral Injuries

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

INCIDENT APPRAISAL

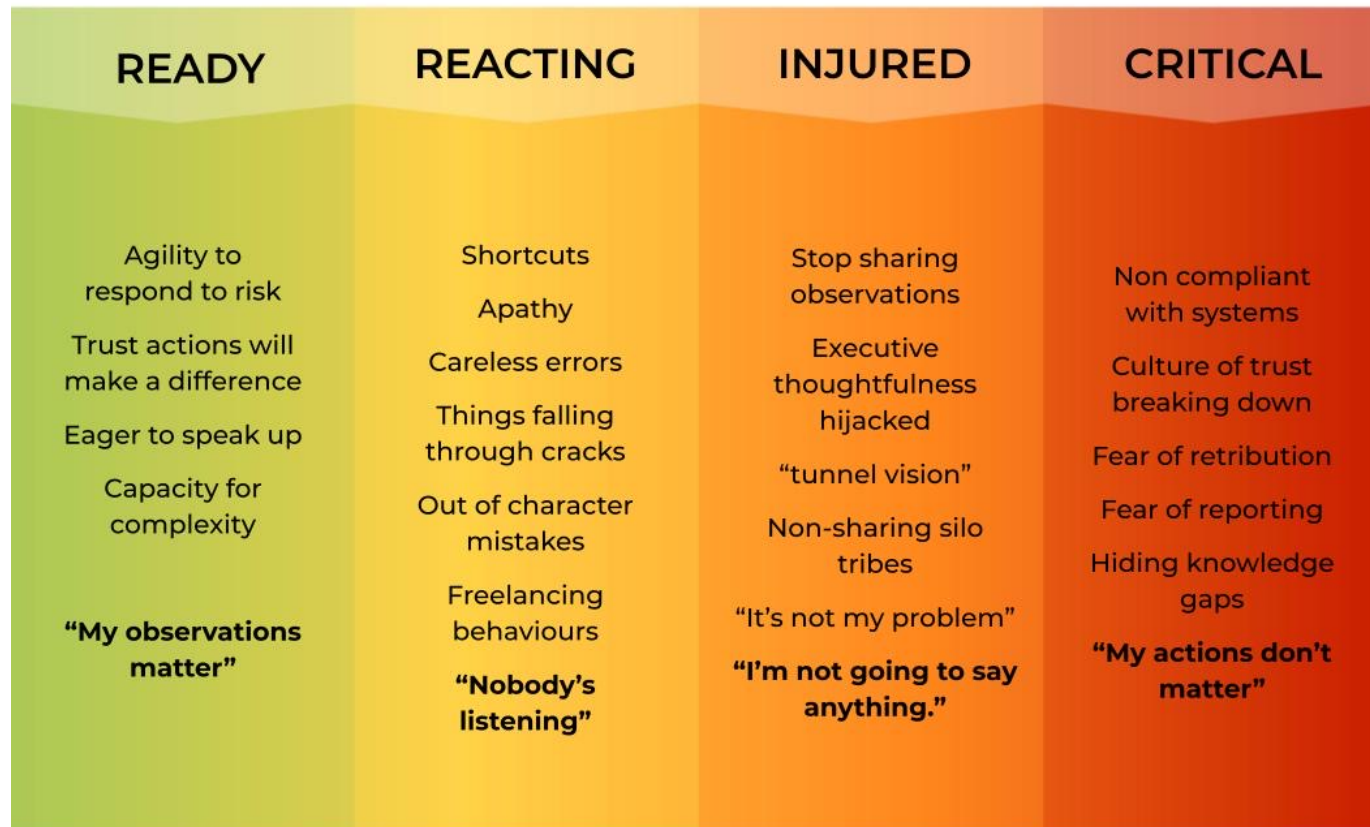
SCORING GUIDE

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

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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

