



JUSTICE INSTITUTE
of BRITISH COLUMBIA

Stress Management in EOCs

Colleen Vaughan

Justice Institute of British Columbia

Context

EOC

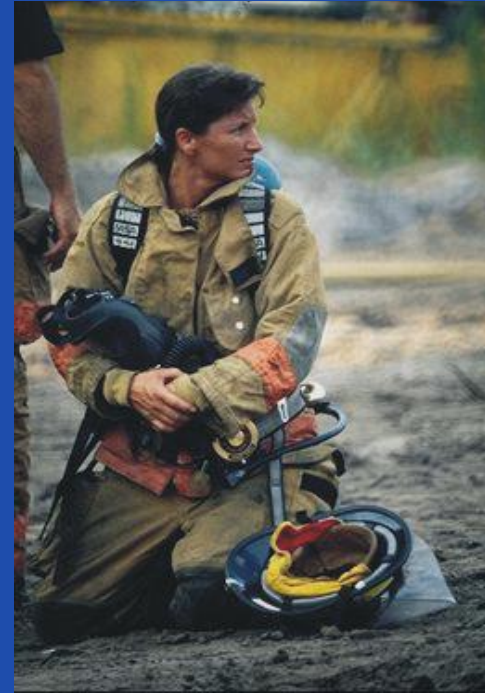


Emergency Operations Centre with senior decision makers involved in supporting emergency disaster sites

Focus

Psychosocial

**Affects the mind & body including
one's physical, psychological and
social functioning**



What We Know

That most decision makers never talk about psychosocial factors and how they would affect the EOC, Front Line Personnel and the Community



Research Objectives



Enhance our understanding of how EOC decision makers incorporate psychosocial considerations into their responses to disasters

Provide decision makers with the evidence-based information they need to develop protocols and guidelines for incorporating psychosocial considerations into standard disaster responses

Identifying Stressors



- 1. Literature Review**
- 2. Interviews with Practitioners**
- 3. Researcher Experience**
 - **Mass Casualty Events**
 - **Injured and Wounded Children**
 - **Line of Duty Death**
 - **Insufficient Resources**
 - **Equipment Failure**
 - **High Risk/High Consequence Decisions**

Realistic Simulation

Keeping Responders in the Moment

- **Radio Calls**
- **Erroneous Information**
- **Chaos and Confusion**
- **Need to Engage**



PRAXIS

Exercise at JIBC



Methodology

Iterative

Developing Exercises

- **PRAXIS at JIBC**
- **Audio-Visual Recording & Analysis**
- **Key Informant Interviews**
- **Focus Groups**
- **Participatory Action Research**



Our First Exercise

Pilot Exercise

February 10, 2012



- Development of *Winter Blues!*
- Three communities
- Focus Groups & Thematic Coding
- Klein's Prime Recognition Decision Making Model and Ethnographic Decision Tree Model

Existing Stressors



- **Mass Casualty Events – Arena Collapse with Injured and Wounded Children**
- **Line of Duty Death – Paramedic, Hydro**
- **Injury – Worker on roof**
- **Insufficient Resources – Hospice vs Seniors vs Hospital**
- **Equipment Failure – Generator Failure**
- **High Risk/High Consequence Decisions**

Our Second Exercise

Test Exercise

March 09, 2012



- Enhanced version of *Winter Blues!*
- Four communities
- Focus Groups & Key Informant Interviews
- Thematic Coding

Findings



- **Klein's Model was helpful**
- **Identified that in the majority of decisions the decision-makers made were intuitive operational decisions based on knowledge and experience**

Example



B4EP04: I think everyone just kind of knew what needed to be done and got to task on it. I don't know if there was, there wasn't any debate I don't think over, or disagreement I should say over what the next course of action should be. I think everyone took it in stride and had a pretty good understanding of what needed to be done and just got to task.

Example

- **First Responder
Conversation re:
Road Closure**



B4EP01: And you can be the planning section chief as well. And so we need reps. and we need to get situational awareness obviously.

B4EP01: Engineering, we've got to find out if you've got staff. Mechanical issues for the snowplow. If you've got enough salt.

B4EP04: So I'm going to get DB to come secure the rec centre with me so we have a place. We still don't have a place.

Findings

- **When faced with a psychosocial decision the decision making structure changed**
- **Lack of knowledge or experience led to a deliberated decision making process**
- **In many cases the decision was deferred because responders needed more information**

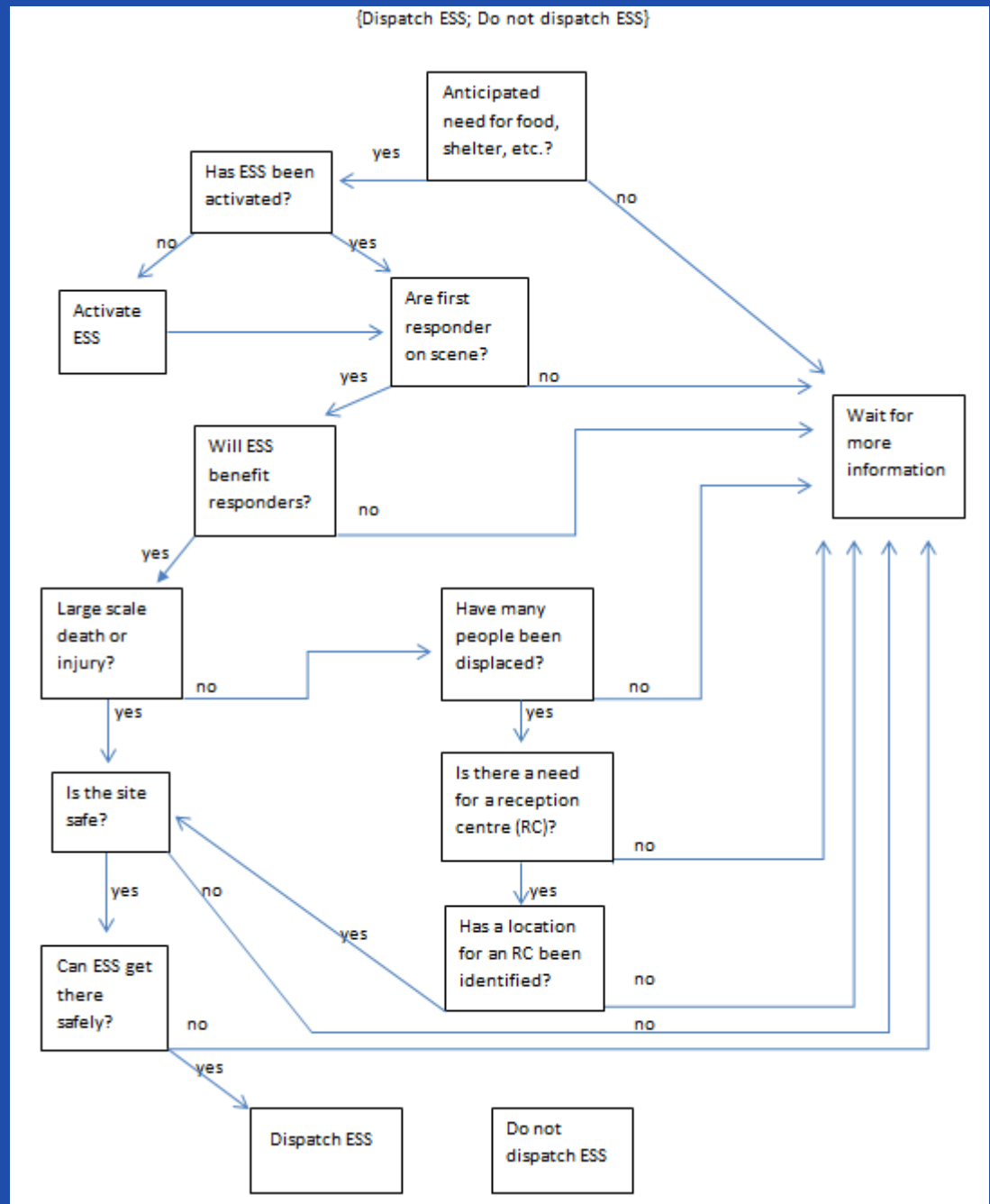


Example

- **First Responder
Conversation re:
Calling ESS**



Ethnographic Decision Tree Model



Findings

- **Decision-Tree Modeling was not helpful**
- **Decisions were too complex for a Yes/No decision making process**



Exercise Observations

- **Immediate disengagement when the realism was affected – e.g., radio calls, roof scenario**
- **Behaviour reflected the stressors – lack of awareness of behaviour**
- **Uncertainty re: response protocols**

Findings



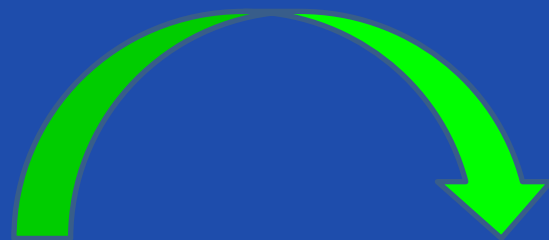
- **Shift in decision-making meant responders were uncertain of best course of action**
- **Shift in decision-making meant that we could look at providing the required training and experience to change outcomes**

Our Third Exercise Refinements

- Reoccurring themes
- “Best Practices”



**Education &
Knowledge**



Training Video

Training Methodology



- **Demonstrate what took place**
- **Explain why the training point is important**
- **Demonstrate a “best” practice**
- **Summarize the learning point**

Training Points

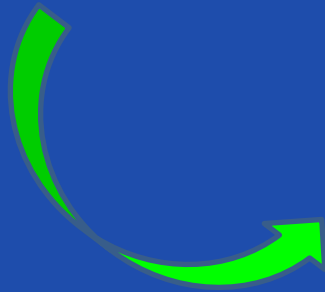
5 Themes/Best Practices



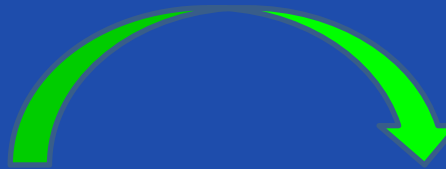
1. Taking Breaks
2. Respecting Gender and Diversity
3. Managing Death or Serious Injury of a Responder
4. Supporting On-Site Personnel
5. Meeting Psychosocial Needs of Community Residents in a Timely Manner

Our Third Exercise Refinements

- **Substantial Feedback on Exercise Realism**
- **Expert Working Group Feedback**



Experience



Winter Blues!

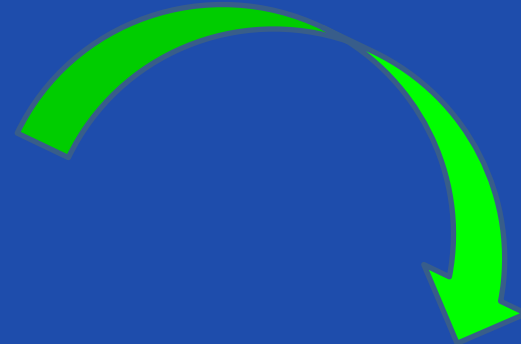
Our Third Exercise

Final Exercise - October 29, 2012

Education & Knowledge

+

Experience



Change in Behaviour?

Intended Outcome

to intervene in the decision making process with new insights and knowledge designed to:



Disseminate the Knowledge

Increase Awareness

Influence the Culture

Change Behaviour

Findings

Success!



❖ **Exercise Teams incorporated most of the training points**

... but only in the short term – changes were not sustainable over time as the stress built up

Findings



- **As pressure increased, cognitive ability decreased**
- **Pertinent information was ignored**
- **Focused on the familiar**
- **Became task focused – lost sight of the big picture**
- **Planned for logistics instead of strategic planning**

Training Video Amendment

Need to imbed a Team Support Worker from the start!



Training Video

Let's Watch the Video



Status



Posted to Internet via SIMTEC Collaboratory

1. Completed Review & Analysis
2. Refined Training & Exercise
3. Completed Exercise Guidebook & Materials



Winter Blues!



Teaching Videos

Winter Blues! Exercise
[Download](#) | [Stream](#)

Exercise Green Cloud
[Download](#) | [Stream](#)

Exercise Target Red (July 2014)
Pandemic Exercise (Dec 2014)
Earthquake Exercise (May 2015)

Simulation Exercises

- [Go to the Winter Blues! Exercise \(Dec 2012\)](#)
- [Go to Exercise Green Cloud \(March 31, 2014\)](#)
- [Exercise Target Red \(July 2014\)](#)
- [Pandemic Exercise \(Dec 2014\)](#)
- [Earthquake Exercise \(May 2015\)](#)

Newsletter

View and subscribe the [SIMTEC Newsletters](#).

[Home](#) » [Winter Blues! Exercise Page](#)

Winter Blues! Exercise Page

Submitted by rfong on Tue, 11/27/2012 - 20:30

Welcome to the Winter Blues! Exercise.

This page contains links to all the documents and materials required to run the Winter Blues! Exercise.

Step 1

Review the [Winter Blues! Exercise Controller Guidebook](#) before you start. (in PDF - 750 KB)

Step 2

To run the Winter Blues! Exercise, you will require two computers to simultaneously run audio and video files. [View the computer technical requirements.](#)

Step 3

Download and save all the documents below. It is important to read the Winter Blues! Exercise Controller Guidebook well in advance of the date that you intend on running the exercise to ensure that you have completed all the preparations.

Materials for Controllers

1. [Winter Blues! Master Sequence of Events](#) (in PDF - 150 KB)
2. [Winter Blues! Exercise Inputs](#) (in PDF - 2.8 MB)
3. [Winter Blues! Evaluation Guide](#) (in PDF - 150 KB)

SIMTEC Deliverables

1. Exercises



- **Five tabletop exercises including scenarios and multimedia injects to serve as training aides to assist senior decision makers in EOCs to consider the psychosocial implications of strategic and tactical decisions**

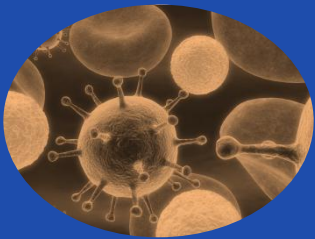
SIMTEC Exercises

Exercise Winter Blues!



Exercise Green Cloud

Exercise Target Red



Exercise Outbreak Orange

Exercise Black Fault



SIMTEC Deliverables

2. Guide for Psychosocial Interventions in EOCs



3. Guide for Psychosocial Decontamination Protocols



SIMTEC Deliverables

4. Guide for Forensic Psychosocial Protocols for Mass Casualty Events

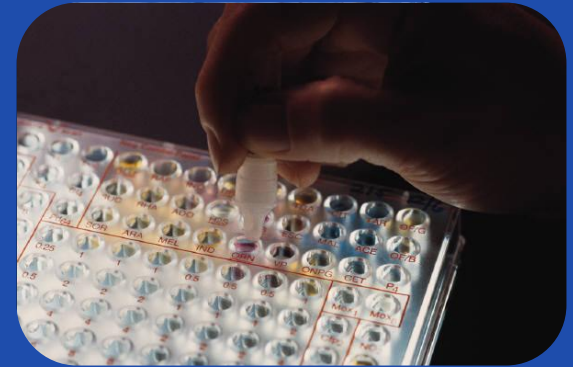


5. Guide for Family Physicians for Psychosocial Treatment Following Mass Casualty Events

SIMTEC Deliverables

6. Develop a Collaboratory

A collaboratory is a virtual laboratory, an opportunity for researchers from around the world to access, use and test materials on different populations; and report back and share findings.



Questions?



<http://simtec.jibc.ca/>



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Thanks!



Colleen Vaughan
cvaughan@jibc.ca