

America Outdoors

# The future of the Outdoor Industry is... INNOVATION

Laura McGladrey, PMHNP, FNP  
[www.responderalliance.com](http://www.responderalliance.com)



**Our mission is to advance the national conversation on stress injury formation and recovery in responders of all types. We do this by connecting responders, professionals, and organizations with resources, education, and training formulated on good science.**

**We believe that strong organizational vitality leads to resilient responders. We believe that responders who are equipped to support each other and themselves are the best resource in preventing and mitigating stress injuries that occur in the field.**

Supporting Responders living healthier, sustainable lives.

# WISDOM QUOTIENT (WQ)

$$\begin{array}{c} \text{Number of organizational years} \\ \div \\ \text{Number of staff on the team} \\ = \\ \text{WQ} \end{array}$$



# STRESS INJURY EQUATION





# Stress Continuum Model

Stressor

READY	REACTING	INJURED	ILL
<ul style="list-style-type: none"><li>• Effective communication</li><li>• Socially, spiritually active</li><li>• Calm and confident</li><li>• Strong, cohesive units and families</li><li>• Emotionally and physically healthy</li></ul>	<ul style="list-style-type: none"><li>• Changes from normal behaviors</li><li>• Poor focus, loss of interest</li><li>• Irritable and pessimistic</li><li>• Temporary and mild distress</li></ul>	<ul style="list-style-type: none"><li>• Unresolved loss, trauma, wear and tear, inner conflict</li><li>• Social isolation</li><li>• Sleeplessness and self medicating</li><li>• More severe and lasting effects</li></ul>	<ul style="list-style-type: none"><li>• Constant and disabling distress</li><li>• Depression, severe anxiety</li><li>• Symptoms get worse or get better then worse again</li><li>• Relationships and work suffer</li></ul>
TO STAY MISSION READY	TO RECOVER AND BUILD RESILIENCE	TO BEGIN HEALING	TO GET HELP
Keep fit, eat right, relax	Get adequate sleep, talk to someone you trust	Talk to a chaplain, counselor, or medical provider	Seek medical treatment
Unit Leader Responsibility	Individual, Shipmate, Family Responsibility	Caregiver Responsibility	

USMC  
Stress  
Continuum

Combat &  
Operational  
Stress First Aid

# RESPONDER STRESS CONTINUUM

## READY

Sense Of Mission  
Spiritually &  
Emotionally Healthy  
Physically Healthy  
Emotionally Available  
Healthy Sleep  
Gratitude  
Vitality  
Room For Complexity

## REACTING

Sleep Loss  
Change In Attitude  
Criticism  
Avoidance  
Loss Of Interest  
Distance  
From Others  
Short Fuse  
Cutting Corners  
Loss Of Creativity  
Lack Of Motivation  
Fatigue

## INJURED

Sleep Issues  
Emotional Numbness  
Burnout  
Nightmares  
Disengaged  
Exhausted  
Physical Symptoms  
Feeling Trapped  
Relationships  
Suffering  
Isolation

## CRITICAL

Insomnia  
Hopelessness  
Anxiety & Panic  
Depression  
Intrusive Thoughts  
Feeling Lost Or  
Out Of Control  
Blame  
Hiding Out  
Broken Relationships  
Thoughts Of Suicide

# BATTERY SNAPSHOT



— WHAT CHARGES IT? —

— WHAT DRAINS IT? —



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# Planning to maintain your WQ

## Sustaining Green in an Orangish World

Number of organizational years

÷

Number of staff on the team

=

WQ

STRESS CONTINUUM FOR THE TEAM

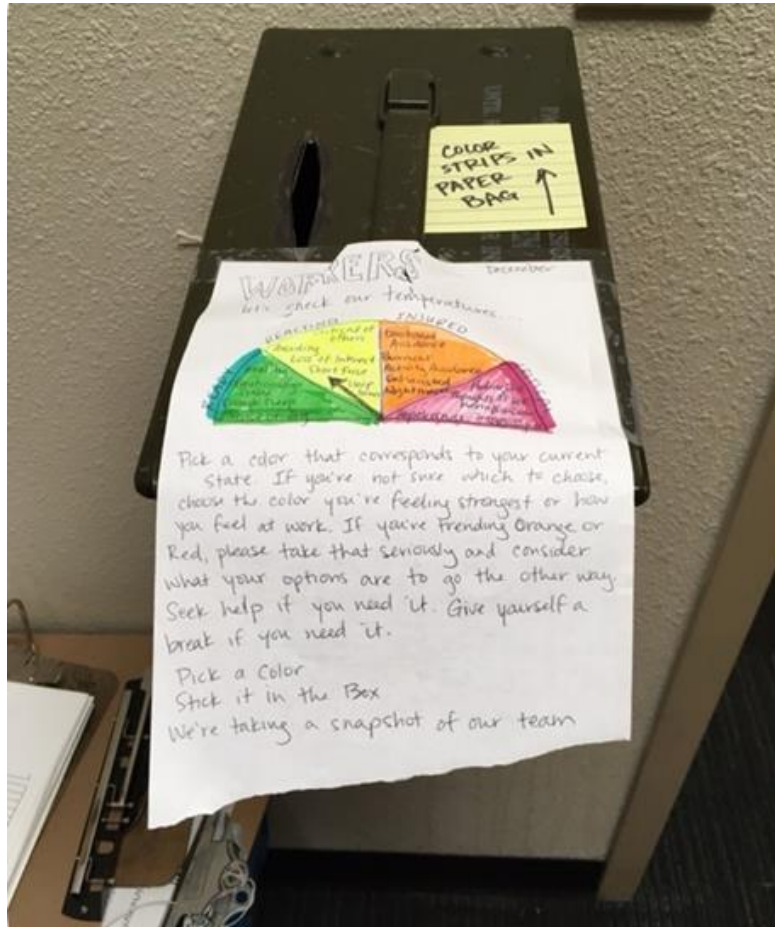
READY	REACTING	INJURED	CRITICAL
Transparency Vulnerability Requests for help met with Support Connection Team approach to overwhelm Curiosity Culture <b>Mission Satisfaction</b>	Normalizing depletion Staff dreading work Mistakes are personal Transactional communication Requests for help are criticized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

Mission Satisfaction/Mission Drift



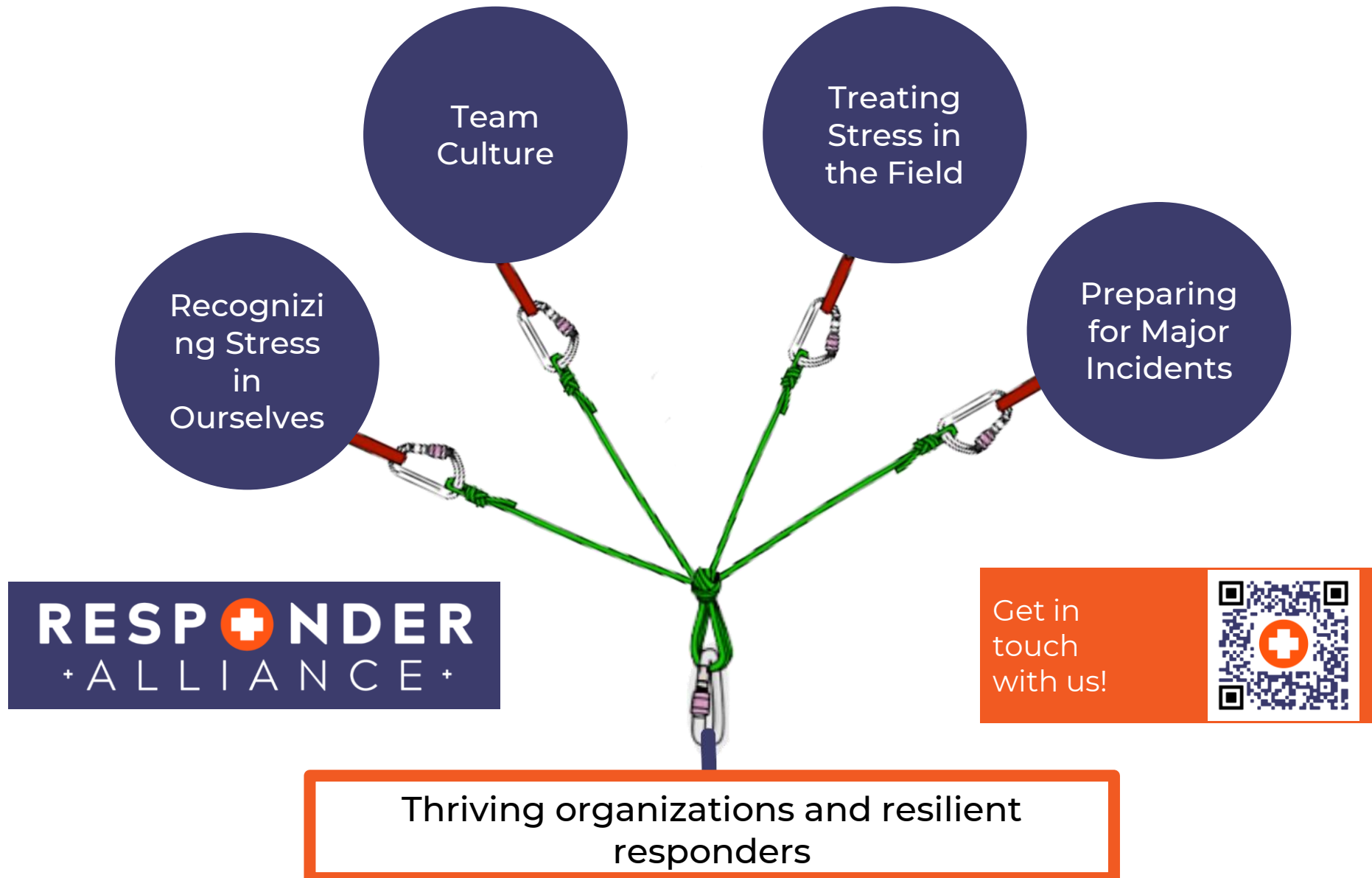


# Changing operational vocabulary and culture.



# The Four Anchors of Responder Alliance

A comprehensive approach to stress injury mitigation and management



# Psychological First Response for Rescue (PFR-R)

A skill focused course to identify patients on scene who are at risk for psychological injury, with or without physical injury. It follows the familiar medical first response model to support on-scene tools to recognize and mitigate stress impact and post traumatic stress injuries. This course takes a novel approach at self-reflection by the rescuer to identify exposure in themselves with awareness and mitigation techniques.

**PFA  
Overview**

**PFA  
Guide**

**Practical  
Support**







## UNDERSTANDING AND NAVIGATING STRESS INJURIES

HOW DO WE  
TALK ABOUT THEM?

STRESS  
CONTINUUM

HOW DO WE  
MITIGATE THEM?

PSYCHOLOGICAL  
FIRST AID

HOW DO WE  
SUPPORT EACH  
OTHER?

3-3-3  
PROTOCOL

HOW DO WE  
CHANGE CULTURE?

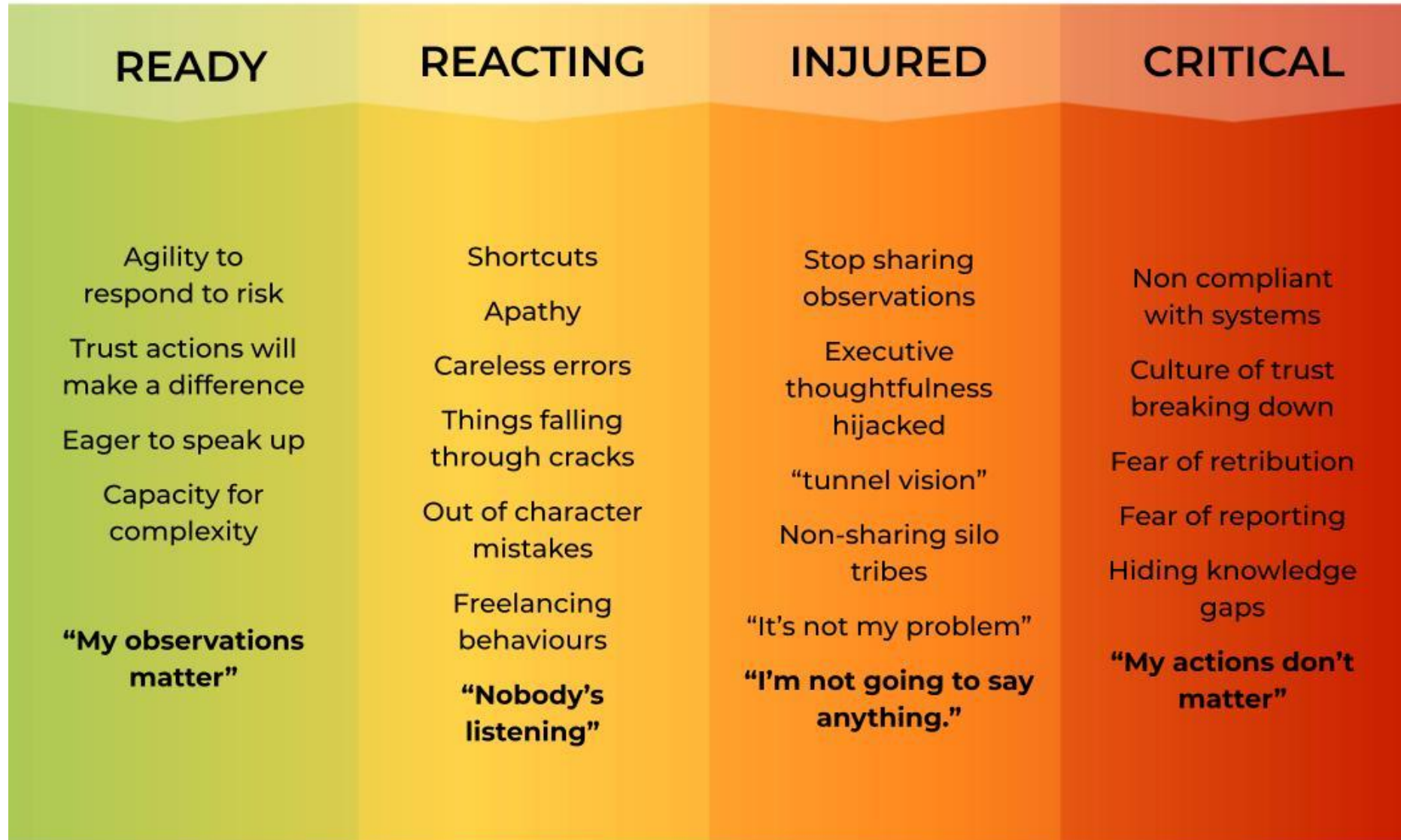
RESILIENCE  
TEAMS

SUPPORTING RESPONDERS IN LIVING SUSTAINABLE, EFFECTIVE & REWARDING  
LIVES

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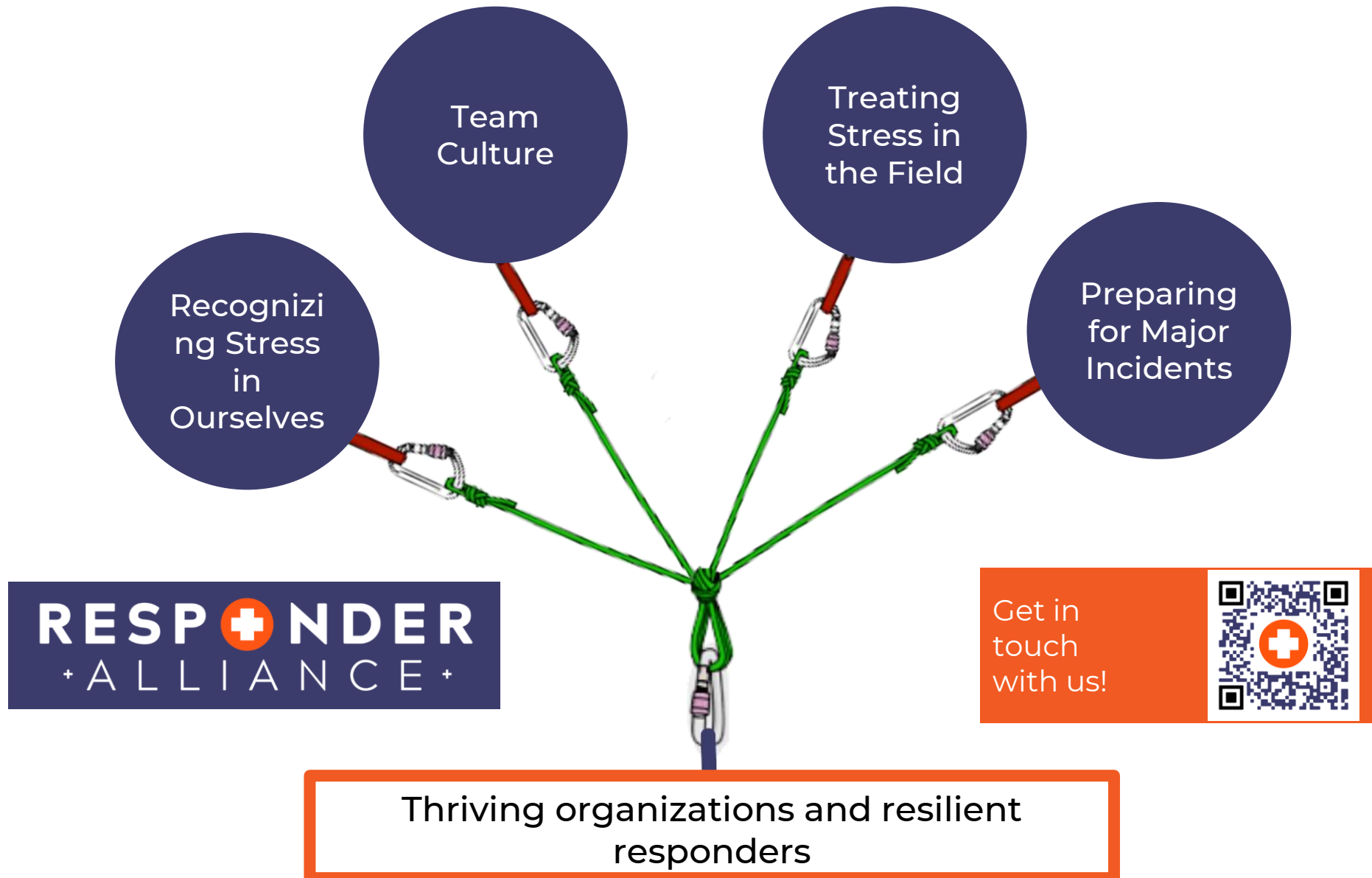


# RISK MANAGEMENT STRESS CONTINUUM



# The Four Anchors of Responder Alliance

A comprehensive approach to stress injury mitigation and management



## Stress Injury Awareness for the Individual (SIA-I)

This course provides an overview of stress injury for the rescuer. The focus of this awareness level course is recognition of stress injury formation, the symptoms of varying degrees of stress, and supportive tools. Awareness of different stresses is also explored.

**Individual  
Stress  
Continuum**

**Individual  
Resilience  
Plan**





## *Individual Stress Continuum*

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



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# *Individual Resilience Plan*

— You, Greener: **DO MORE OF WHAT WORKS** —

RECHARGE	CONNECTION	HEALTH	SPACE	MISSION
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
NUMBING TOOLS:				



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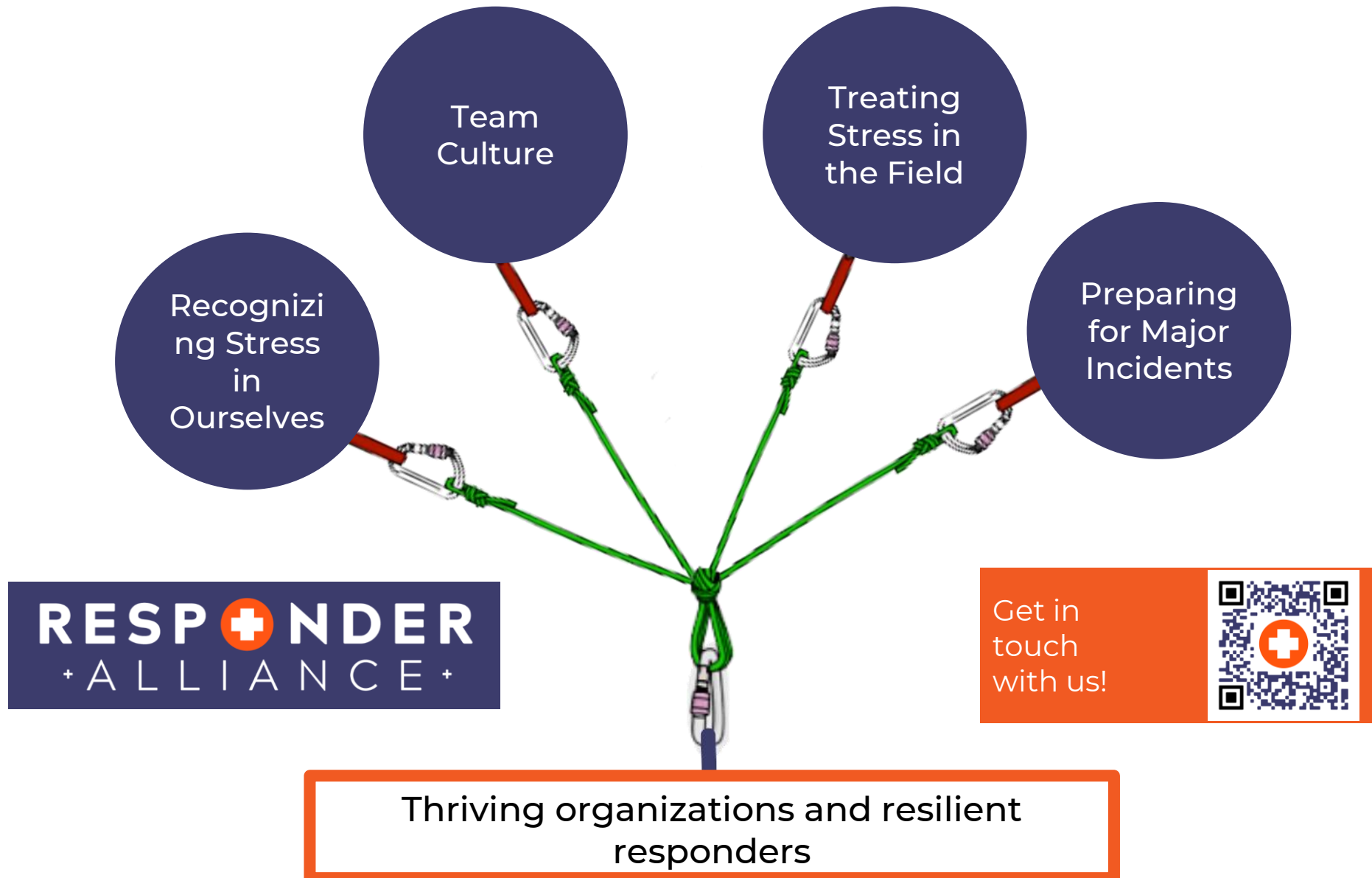
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A comprehensive approach to stress injury mitigation and management



## Stress Injury Awareness for the Team (SIA-T)

This course provides an overview of chronic stress impact on rescue teams as they are faced with continuous challenges. It will explore various stresses within the team framework, as well as introduce a tool based approach for supportive practices and rituals for mitigating stress and planning for resilience.

**Team  
Stress  
Continuum**

**Team  
Resilience  
Plan**



## *Team Stress Continuum*

READY	REACTING	INJURED	CRITICAL
Transparency	Normalizing Depletion	Resources Scarce	Cliques And Hierarchy
Sense Of Mission	Staff Dreading Work	Rigid Perspectives	Lack Of Trust
Requests For Help Met With Support	Mistakes Are Personal	Members Undervalued	Gaslighting
Connection	Transactional Communication	Communication Silos	Culture Of Blame
Team Approach To Overwhelm	Requests For Help Are Criticized	Suffering In Silence	Vulnerability Punished
Curiosity Culture		Helplessness	Fear At Work
<b>Mission Satisfaction</b>	<b>Mission Drift</b>	<b>Mission Fatigue</b>	<b>Moral Injuries</b>





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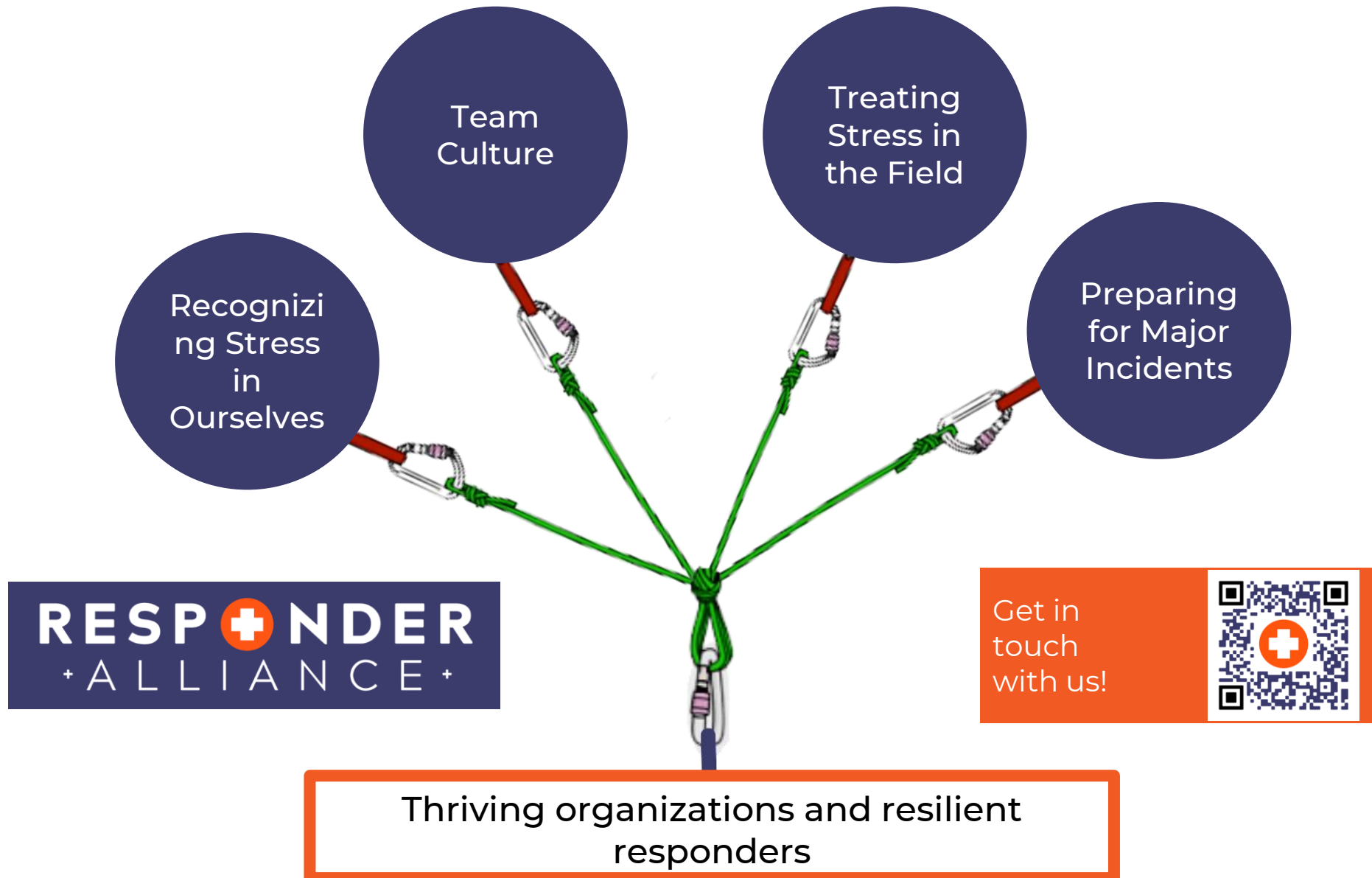
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## *Psychological First Aid Guide*

### Practical Support

#### — Scene Awareness —

Physical & Emotional Dangers to Self and Patient

#### — Mechanism of Injury (MOI) —

Overwhelm, helplessness, isolation, threat to life, personal identification

#### — Baseline Observation —

**Responding:** Responds, relates,, follows commands

**Fight:** Agitated,aggressive, intrusive,

**Flight:** Anxious, pacing, jittery, restless

**Freeze:** Slow, distant, distracted, 'in shock'

#### — Practical Support\* —

**A S S E S S** | Safety

**B R E A T H E** | Calm

**C O N N E C T** | Connection

**D I R E C T** | Hope

**E M P O W E R** | Efficacy

\*see back for details

#### — Continuity of Care —

Establish a Plan for the **First hours, days and weeks**  
with structure, connection and concrete support

#### — Provider/Rescuer Check-in —

**Stress Continuum:** Self-Awareness Tool

**Incident Support Tool (IST):** Potentially Traumatizing Events evaluation Tool

**3-3-3 Protocol:** Guide for the first 3 days, 3 weeks, 3 months



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## *Practical Support*

### — ASSESS (SAFETY) —

**Scene** Protect from additional stress & misinformation

**Basic needs** Meet basic needs - food, shelter

**Reflect** Evidence of safety - "all clear"

### — BREATHE (CALM) —

**Breathe** Demonstrate & encourage slow breathing

**Calm** Slow down & decrease physiological arousal

**Communicate** Direct & slow speech

### — CONNECT (CONNECTION) —

**Connect** with an on scene relationship

**Connect** to loved or trusted others

**Connect** with community resources

### — DIRECT (HOPE) —

**Direct** toward practical on scene steps

**Direct** toward evidence for hope

**Direct** toward concrete future action steps

### — EMPOWER (EFFICACY) —

**Empower** participation in the rescue

**Empower** participation in planning next steps if able

**Empower** self awareness and action



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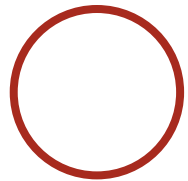


# HISTORICAL INCIDENT SUPPORT:

## *REACTIVE MODEL*



# INCIDENT SUPPORT SYSTEM; *PRO-ACTIVE MODEL*



## Incident Planning

Organizational Tools

Procedural Plan

Training schedule

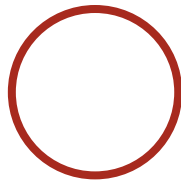


## Incident Support Tool

Implementation Teams

Training & Fair Warning

Training for tools



## 3-3-3

3 days

3 weeks

3 Months



## Pre-established support

Stress & Resilience Advisor

Major Incident Plan

EAP + Skilled Clinicians



# Incident Support System

## Exposure Appraisal

INCIDENT SUPPORT TOOL (IST)			
Incident Appraisal		Responder Appraisal	
Extremes of exposure		Personal Identification	
Mission Injury		Overwhelm/Depletion	
Incident involving children		Family Contact	
Complexity of the mission		Novel Exposure	
Conflict during mission		Personal Responsibility	
Team Score:		Individual Score:	
TEAM + INDIVIDUAL = TOTAL SCORE			
0	5	10	
Little Or No Exposure	Moderate Exposure	Significant Exposure	

< 40

- Consider After Action Review
- Review PTEs
- Revisit Resources
- Consider 3-3-3 protocol

40-70

- After Action Review
- Offer 3-3-3 protocol
- Consider Follow Up gathering

> 70

- After Action Review & PTE Review
- 3-3-3 for individuals
- Consider 3-3-3 for team (social or operational)

## Monitoring & Mitigation

### TRAUMATIC EXPOSURE PROTOCOL

#### POTENTIALLY TRAUMATIZING EVENT (PTE) CRITERIA

- FAMILY CONTACT
- PERSONAL CONNECTION OR EMPLOYEE INVOLVEMENT
- DUTY TO ACT
- MISSION INJURY/HELPLESSNESS
- EXTREMES OF EXPOSURE
- OVERWHELMED/DEPLETION
- INCIDENTS INVOLVING CHILDREN
- COMPLEXITY OF INCIDENT
- FIRST TIME EXPOSURE

### 3-3-3 EXPOSURE PROTOCOL

3 DAYS POST INCIDENT	3 WEEKS POST INCIDENT	3 MONTHS POST INCIDENT
<ul style="list-style-type: none"><li>Stress Continuum Check-in</li><li>Normalization/Education</li><li>Leverage GREEN Choices (make a plan)</li><li>Sell &amp; Partner Awareness (Support Return to Baseline)</li><li>Life Stressors Check-in</li></ul>	<ul style="list-style-type: none"><li>Complete TSQ</li><li>Scores &gt; 6 = Increase risk of stress injury development</li><li>Provide Resources for Professional Help</li><li>Stress Continuum Check-in</li><li>Increase Self-Awareness of Stress Injury</li><li>Revisit Plan to return to Green Baseline</li></ul>	<ul style="list-style-type: none"><li>Stress Continuum Check-in</li><li>Revisit Plan to return to Green Baseline</li><li>Offer Resources and Connection</li><li>Offer further check-ins if requested.</li></ul>

## Major Incident Plan

### Tactical Plan for Major Incident

PHASE 1	PHASE 2	PHASE 3
Mission Completion	Modified Operations	Modified return to normal
<ul style="list-style-type: none"><li>Establish IMT for support</li><li>Operational pause</li><li>Re-Establish IC Command</li><li>Inventory available resources</li><li>Establish Communication</li><li>Assign roles</li><li>Structure briefings, family support, care for deceased, next steps</li></ul>	<ul style="list-style-type: none"><li>Intermediate Response</li><li>STAND DOWN/Reentry Proceedings</li><li>Create Intermediate Response Structure</li><li>Plan for investigation</li><li>Interim normal proceedings</li><li>Memorializing &amp; Family Support</li><li>Memorial Plans &amp; Operational Support</li></ul>	<ul style="list-style-type: none"><li>Establish new normal</li><li>Ongoing monitoring, planned support, screen &amp; treat as needed.</li><li>Resume Operational Command</li><li>Embedded support</li><li>Communication</li><li>Redundant Support</li><li>Planned follow up</li></ul>

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- EXTREMES OF EXPOSURE
- OVERWHELMED/DEPLETION
- INCIDENTS INVOLVING CHILDREN
- COMPLEXITY OF INCIDENT
- FIRST TIME EXPOSURE

## 3-3-3 EXPOSURE PROTOCOL

### 3 DAYS POST INCIDENT

Stress Continuum Check-in  
Normalization/Education  
Leverage **GREEN** Choices (make a plan)  
Self & Partner Awareness  
(Support Return to Baseline)  
Life Stressors Check-in

### 3 WEEKS POST INCIDENT

Complete TSQ  
Scores > 6 = increase risk of  
stress injury development  
Provide Resources for Professional Help  
Stress Continuum Check-in  
Increase Self-Awareness  
of Stress Injury  
Revisit Plan to return to Green Baseline

### 3 MONTHS POST INCIDENT

Stress Continuum Check-in  
Revisit Plan to return to Green Baseline  
Offer Resources and Connection  
Offer Further  
check-ins if requested.

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