All Crisis is a Human Crisis

“We knew within the first day that, even though we are a financial services company, we didn’t have a financial crisis on our hands; we had a human crisis. After that point, everything was focused on our people.”

- Ray O’Rourke, Director, Global Corporate Affairs, Morgan Stanley
“Organizational focus is best served by integrating business continuity planning with human continuity planning” (Vineburgh, Ursano, & Fullerton, 2005)

- Business continuity + human continuity = organizational continuity
- EAPs are essential to an integrated approach

Integration of Perspectives

Business Continuity
- Focus: Business
  - Operational continuity
  - Infrastructures
  - Facilities coordination
  - Data integrity
  - IT
- Human Resources
- Crisis Management
  - Crisis management plan
  - Business continuity plans

Employee Assistance
- Critical incident response plan

Human Continuity
- Focus: Employees
  - Behavioral orientation
  - Symptom reduction
  - Assessment and referral
  - Management consultation
  - Performance enhancement
  - Human Resources
### Disaster Response Phases (NIMH)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Pre-incident Impact (0-48 Hours)</th>
<th>Rescue (0-1 Week)</th>
<th>Recovery (1-4 Weeks)</th>
<th>Return to Life (2 Weeks-2 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td>Preparation, Improve coping</td>
<td>Survival,</td>
<td>Adjustment</td>
<td>Reintegration</td>
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<tr>
<td><strong>Behavior</strong></td>
<td>Preparation vs. denial</td>
<td>Fight/flight/freeze, surrender, etc.</td>
<td>Resilience vs. exhaustion</td>
<td>Grief, reappraisal, intrusive, memories, narrative formation</td>
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<tr>
<td><strong>Role of All</strong></td>
<td>Helpers</td>
<td></td>
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<tr>
<td>Mental Health</td>
<td>Prepare</td>
<td>Basic Needs</td>
<td>Psychological First Aid</td>
<td>On-going Needs Assessment</td>
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<tr>
<td>Professionals</td>
<td>Monitoring the impact on environment</td>
<td>Technical assistance, Consultation and Training</td>
<td>Triage</td>
<td>Outreach and Information Dissemination</td>
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<td></td>
<td>Foster Resilience and Recovery</td>
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**SAMHSA**

- Honeymoon:
  - Pre-Disaster
  - Impact
  - Reintegration

- Reconstruction:
  - Pre-Recovery
  - Post-Kickback

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**Business Continuity Industry – Intro**

- Designed by IT Recovery processes initially
- More about “Managing Downtime”
- Think in terms of “time” increments to business (IT) infrastructure recovery
  - 1 Hour
  - 4 Hours
  - 48 Hours
  - 5 Days
  - 30 Days
Timing & Business

Business Management of Disruptive Risk

Crisis Management Organization
Crisis Management Team

- Pre-planned | Trained
- Ad - Hoc
- Advisors

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Geography

- Macro – Corporate
- Micro – Onsite
- Zone of Danger
Communications

- Speed vs. Structured
- Personal vs. Legal
- Holding Statements
- Press Releases
- Internal Communications
- Stakeholder Communications
- Media Engagement

Core Objectives of EAP DEM

<table>
<thead>
<tr>
<th>Worker</th>
<th>Workplace</th>
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<tbody>
<tr>
<td>Individual Resilience</td>
<td>Organizational Resilience</td>
</tr>
<tr>
<td>• Increase tolerance to stress</td>
<td>• Support/guide leadership</td>
</tr>
<tr>
<td>• Identify/normalize emotional reactions</td>
<td>• Identify emotional barriers/themes to RTW</td>
</tr>
<tr>
<td>• Foster adaptability to stressors (Newman, 2005)</td>
<td>• Foster RTW/operations</td>
</tr>
<tr>
<td>• Preserve/restore functional capacity</td>
<td>• Preserve/restore organizational structure, stability and functioning (DeFraia, 2011, 2015a)</td>
</tr>
</tbody>
</table>

Organizational Continuity
Case Example:
Workplace Shooting
R3 Data Findings (Shooting)

- Organizational Continuity (Human and Business) occurs in phases
  - There are 3 key phases:
    - 7 days
    - 30 days
    - 12 months
- It is possible to forecast the number of disrupted employees to help understand the business recovery.
- It is possible to forecast the level of disruption employees will suffer and therefore lose productivity.
R3 Data Findings (Shooting)

- Approximately **125%** of those on-site at the time of an event use services initially.
- On average **50%** of those on-site use services during the first month.
- Approx. **30%** of those on-site may be impacted by re-activating events.
- On average **10%** of those on-site need long-term support services.
- Responding fast is important (same day)
- Traditional EAP DEM contracts likely not be enough to get through days 1-7 of the acute phase.
- Moving to an alternate site will create disruptions – **sense of place** as a recovery factor.
- Understand the impact of re-activating events.
- **Synching Human Continuity and Business Continuity** supports the entire process with a view of ultimately RTW (functional resilience).

Case Study

- Incident occurred at approx. 9 AM
- Perpetrator fatally shot 3 coworkers, then self
- 450 people immediately impacted
- EAP contacted R3 at approx. 10:30 AM
- R3 responded and had to wait for law enforcement to clear the area. By 1:00 PM, we were onsite, but scene was very chaotic.
- **Acute Phase** response on-site lasted for 7 days (normal)
- **Transition Phase** response on-site lasted for 21 additional days (30 days post event, normal)
  - Approx. 60 were still impacted after first month (13% of 450)
  - **Long Term Phase** lasted for 1 year (normal)
- Re-activating events occurred sporadically and R3 was called back to respond on-site.
Case Study (cont.)

• R3 was incorporated into Case Management and RTW
  • Manage the high risk for lengthy, costly claims (approx. 10% of 450 were moved into longer term support - 46 employees).
  • As a result of Long Term support:
    • Approx. 45% of the managed long-term cases RTW within 3 months. (21 of the 46)
    • Approx. 70% of the managed long-term employees RTW within 12 months. (32 of the 46)
    • Approx. 82% of the managed long-term employees ultimately did return to work. (38 of the 46)
    • Additional claims reaching settlement or closure.

Summary

• Human Continuity + Business Continuity = Organizational Continuity
• Understanding BC objectives enhances the delivery of EAP DEM Services, and vice versa
• A key indicator of individual functional resilience is RTW

Although the world is full of suffering, it is also full of the overcoming of it.
Helen Keller
Thank You!
Questions?

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