

Crisis Counseling Assistance and Training Program Trainer's Toolkit

Handout 7

Organizational Approaches for Stress Prevention and Management



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Mental Health Services
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FEMA

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Dimension	Immediate Response	Long-Term Response
Effective Management Structure and Leadership	<ul style="list-style-type: none"> – Clear chain of command and reporting relationships – Available and accessible clinical supervisor – Shifts no longer than 12 hours, with 12 hours off – Briefings provided at beginning of shifts as workers exit and enter the operation – Necessary supplies available (e.g., paper, forms, pens, educational materials) – Communication tools available (e.g., mobile phones, radios) 	<ul style="list-style-type: none"> – Full-time, disaster-trained supervisors and program director with demonstrated management and supervisory skills – Clear and functional organizational structure – Program direction and accomplishments reviewed and modified, as needed
Clear Purpose and Goals	<ul style="list-style-type: none"> – Clearly defined intervention goals and strategies appropriate to assignment setting (e.g., crisis intervention, debriefing) 	<ul style="list-style-type: none"> – Community needs, focus, and scope of program defined – Periodic assessment of organizational health and service targets and strategies – <i>Crisis Counseling Assistance and Training Program Guidance</i> integrated into service priorities – Staff trained and supervised to define limits and make referrals – Staff provided feedback on number of contacts, program accomplishments, etc.
Functionally Defined Roles	<ul style="list-style-type: none"> – Staff oriented and trained with written role descriptions for each assignment setting – If another agency (e.g., Red Cross, Federal Emergency Management Agency) has authority over the setting, staff are informed of their roles, contacts, and expectations 	<ul style="list-style-type: none"> – Job descriptions and expectations for all positions – Participating disaster recovery agencies' roles understood, and working relationships with key agency contacts maintained
Team Support	<ul style="list-style-type: none"> – Buddy system for support and monitoring stress reactions – Positive atmosphere of support and tolerance with “good job” said often 	<ul style="list-style-type: none"> – Team approach avoids program design with isolated workers from separate agencies – Informal case consultation, problem solving, and resource sharing – Regular, effective meetings with productive agendas, personal sharing, and creative program development – Clinical consultation and supervision – Inservice training appropriate to current recovery issues provided

Adapted from U.S. Department of Health and Human Services (2000). *Training manual for mental health and human service workers in major disasters*. (DHHS Publication No. 90–538). Washington, DC: Substance Abuse and Mental Health Services Administration and Center for Mental Health Services.