

Behavioral Health Factors in Preparedness, Response, and Recovery

**Local Emergency Planning Meeting
Howard County, Maryland**

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Disclaimer

Ideas, attitudes, and opinions
expressed herein are my own and do
not necessarily reflect those of the
USUHS, DoD, or other branches of the
US government

Overview of Today Discussion...

- Part I-What is behavioral health in disasters?
- Part II-Factors impacting behavioral health consequences
- Part III-Silver bullets to reduce/prevent trauma

Part I

What is behavioral health in disasters?

Blizzard of '78-Massachusetts



Definition

“A severe disruption, ecological and psychosocial, which greatly exceeds the coping capacity of the affected community.”





Behavioral Health Responses to Disasters & Emergencies



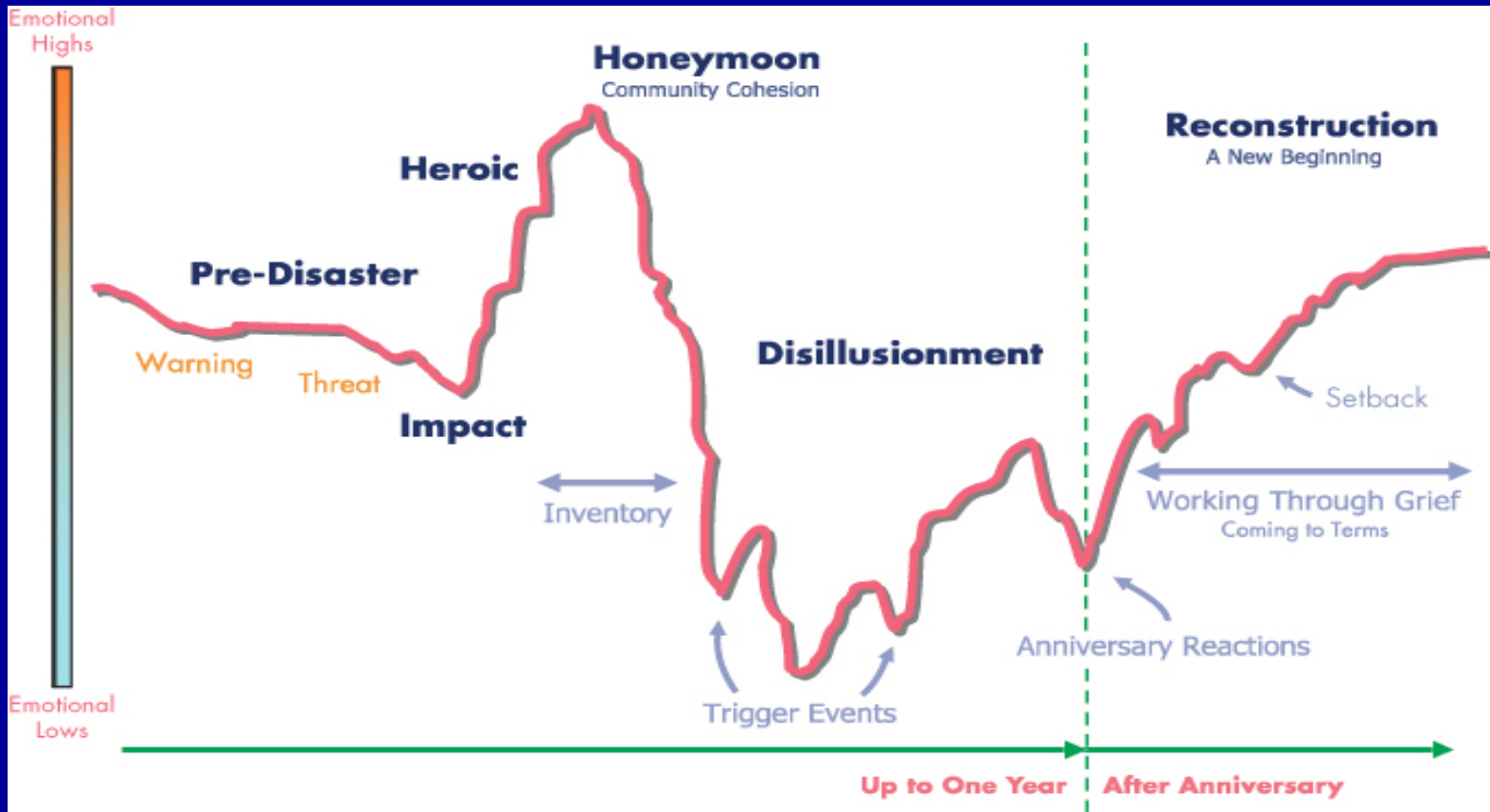
Who Are We Talking About?

- Individual, family, community consequences, visitors/transients
- Primary victims and survivors
- Responders and workers
- Leadership (formal/informal)

Context of Consequences

- Home & family
- Workplace
- School
- Healthcare
- Social service
- Care locations (daycare, nursing homes, assisted living, etc.)

Phases



Psychosocial Consequences

Natural Disasters

Weather-Related

Seismic

Drought

Pandemic

Human-Generated Disasters

Non-intentional

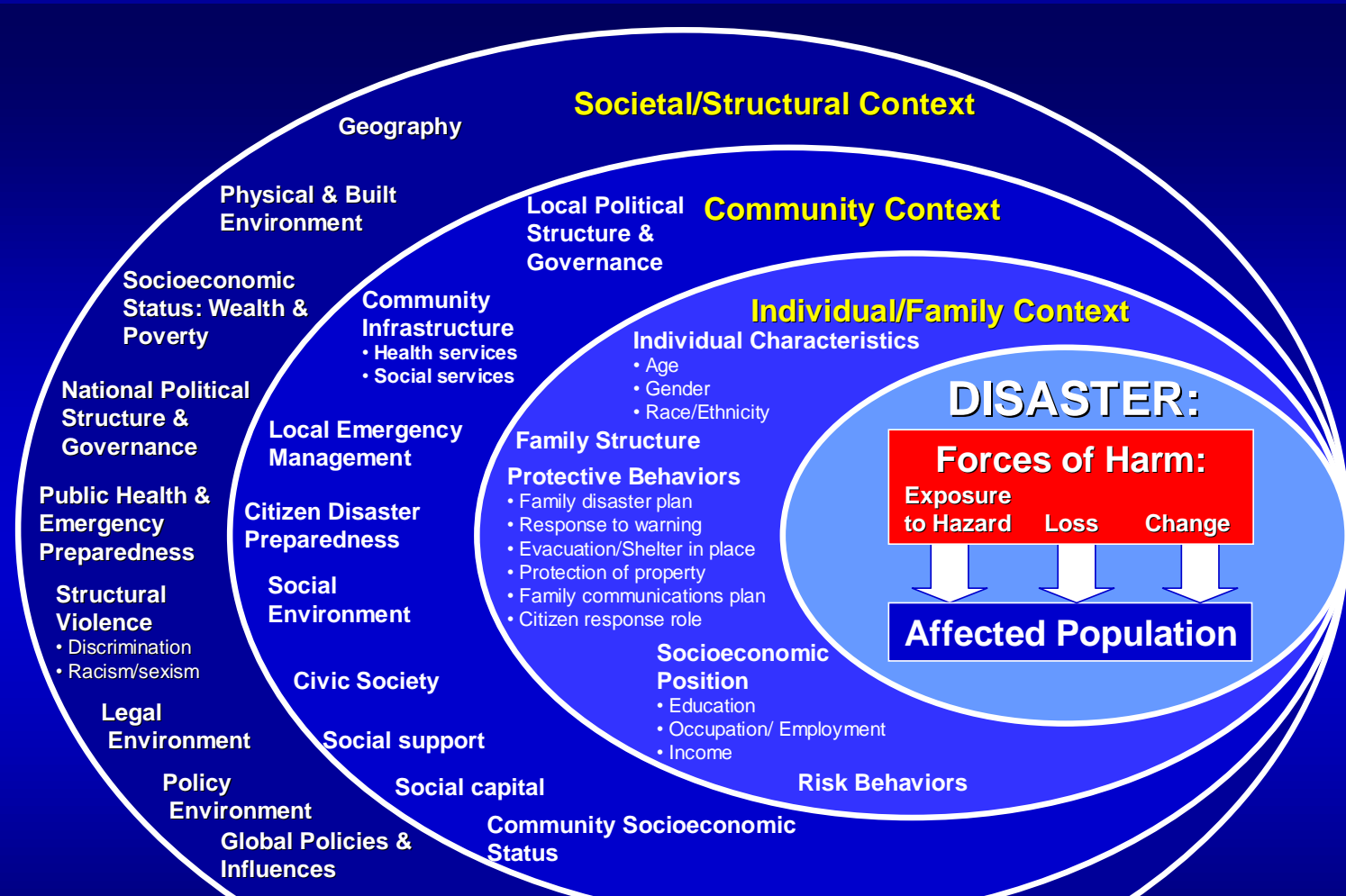
Technological

Intentional

Mass Violence

Terrorism

Disaster Ecology



Disaster Ecology Model

Source: Shultz JM, Espinel Z, Galea S, Reissman DB.
Disaster Ecology: Implications for Disaster Psychiatry. In Ursano et al. (eds.)
Textbook of Disaster Psychiatry, Cambridge University Press, 2006.



Psychological First Aid (PFA)

A major article:

***Five Essential Elements of Immediate and Mid-Term
Mass Trauma Intervention: Empirical Evidence***
Psychiatry, 70(4), 2007

Authors: Steven Hobfoll plus 19 others
Very diverse/credible authors

The Five Elements:

Sense of safety

Calming

Sense of Self- and Community Efficacy

Connectedness

Hope



What Conditions Indicate Need For Professional Intervention

- PTSD (psychotherapy, pharmacology)
- Major depression (psychotherapy, pharmacology)
- Traumatic grief (psychotherapy, pharmacology)
- Psychological distress (psychotherapy, pharmacology)
- Anxiety disorders (psychotherapy, pharmacology)



Part II

Factors impacting behavioral health consequences

Event Characteristics

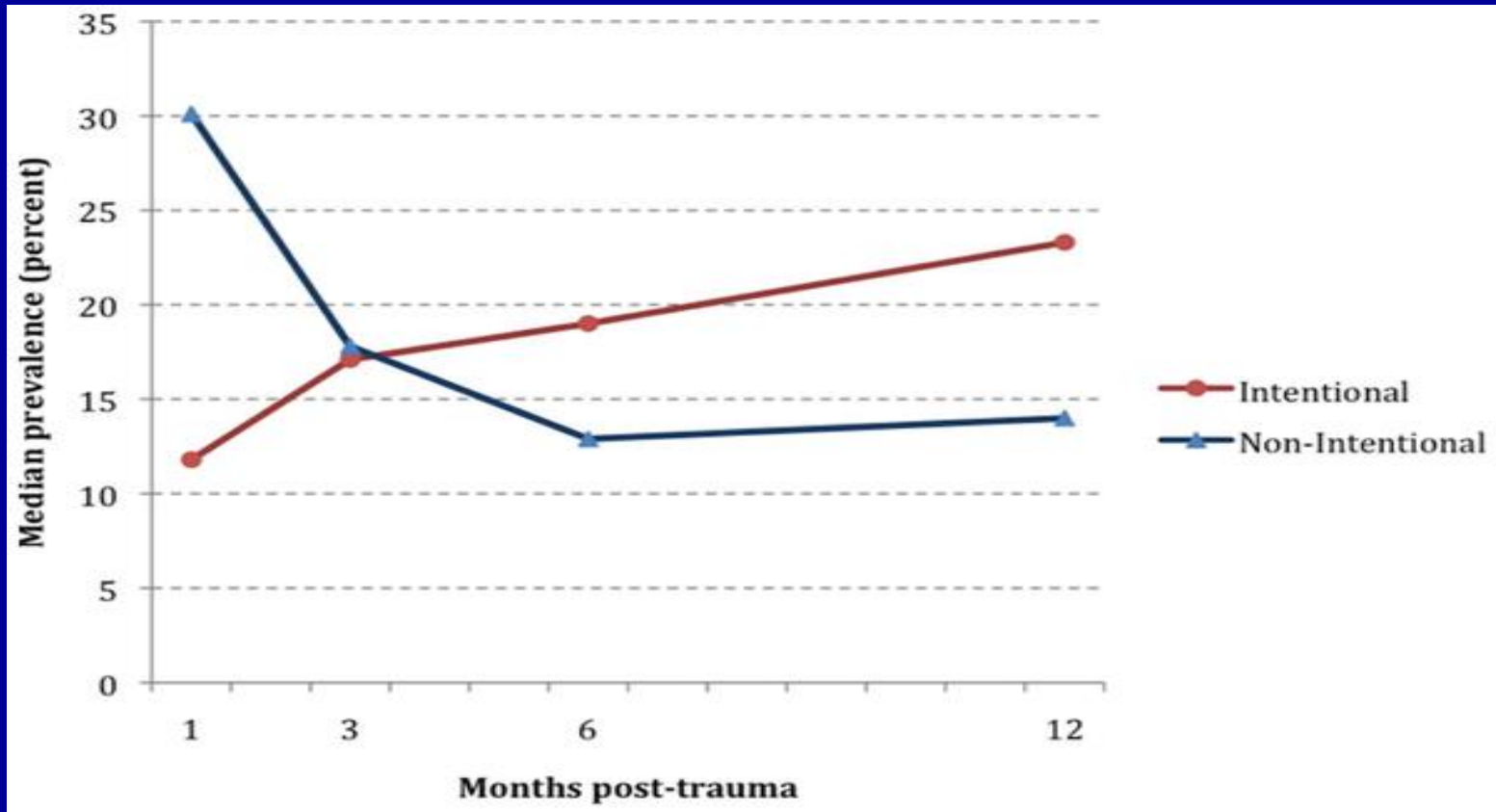
- Warning
- Duration
- Novelty
- Cause

Adverse Psychosocial Consequences



Rates of ASD/PTSD by Classification

Figure 1. Median prevalence of PTSD in DSM-5-Experiencing categories of intentional and non-intentional trauma (N=14 and 10 studies, respectively).



Impact Characteristics

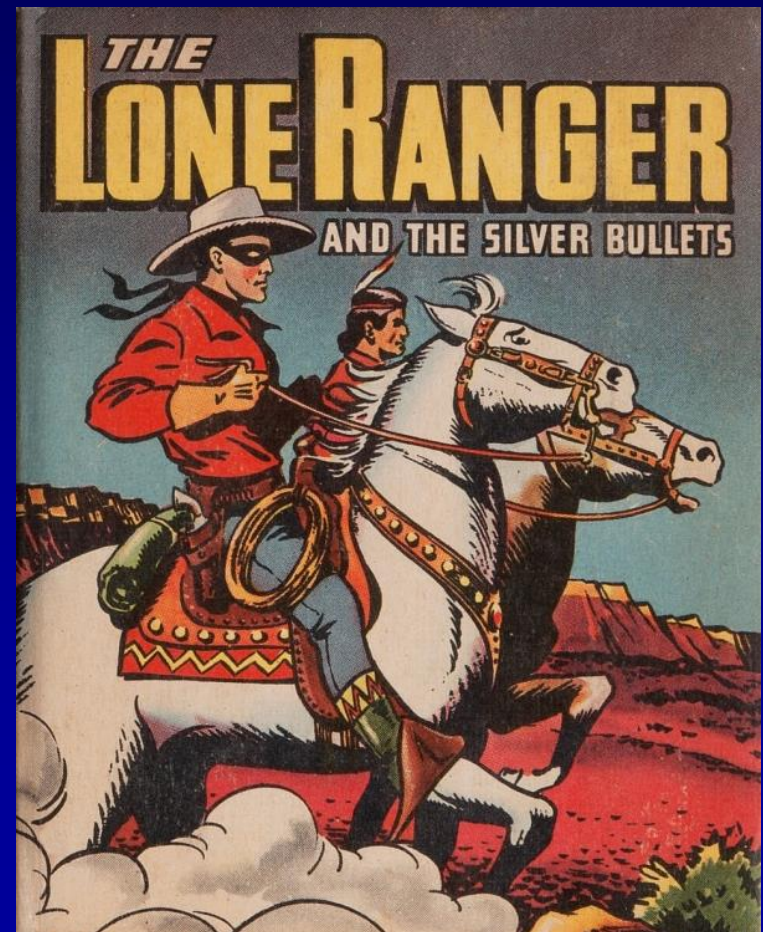
- Death and Injury
- Impact on fabric of the community
- Location

Demographic Characteristics

- Age
- Gender
- Education
- SES
- Marital status
- Cultural perspective

Part III

Silver bullets to reduce/prevent trauma



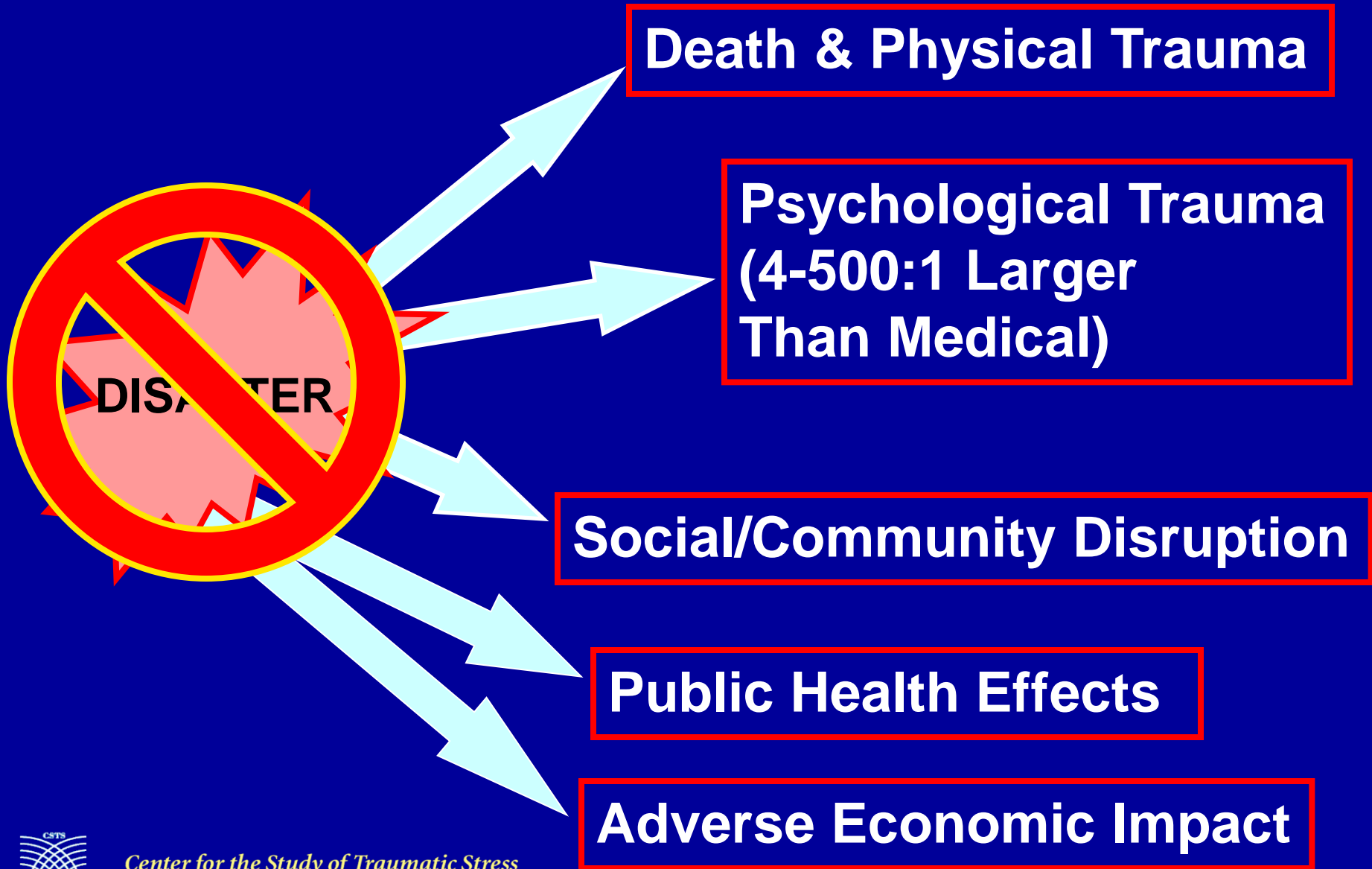
Silver Bullet #1 For Reducing Trauma:

PROMOTING PREVENTION





Preventing The Disaster...



East Africa Embassy Bombings: Same Time/Same Bomb



Nairobi:

- Many deaths
- Many injuries
- Many psychological casualties



East Africa Embassy Bombings: Same Time/Same Bomb



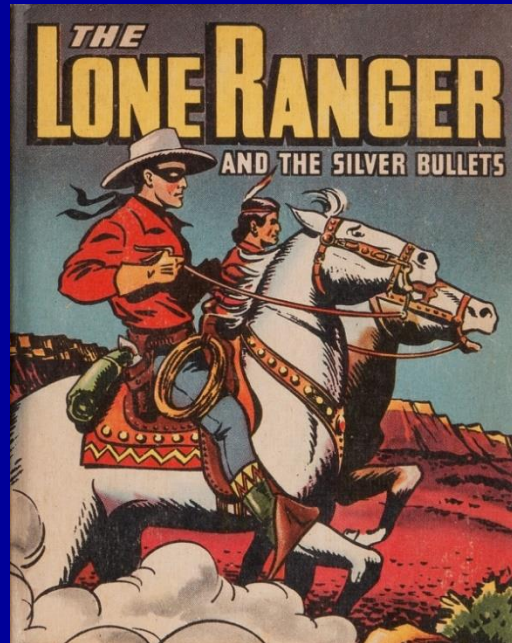
Dar Es Salaam:

- Few deaths
- Few injuries
- Minimal psychological casualties

The Difference? Architecture!



Silver Bullet #2 For Reducing Trauma: Leadership



Leadership: Type & When

- Leadership
 - Personal
 - Organizational
 - Stakeholder
- Leadership
 - Prevention/mitigation
 - Response
 - Recovery

Leadership Matters

- Preparation, response, and recovery can be successful or fail as a function of leadership
- Leadership can be studied
- Different leadership characteristics can be utilized for different tasks in different phases
- Leadership can be developed
- Brian's bias— Successorship of leaders is a seriously overlooked priority/factor

Leadership In Practice...

- Meta-Leadership In Practice (Dimensions of Preparation and Response)
 - **The Person**— Personal characteristics/attributes
 - **The Situation**— Constantly adjusting picture of the event
 - **Lead the Silo**— Support your staff so they will support you
 - **Lead Up**— Know your boss's priorities and deliver
 - **Lead Across**— Exert leverage by building links

*Source: Presentation December 19-20, 2007, At the IOM by Leonard J. Marcus, Ph.D.,
Co-Director National Preparedness Leadership Initiative, A Joint Program of the Harvard School of Public
Health and the John F. Kennedy School of Government at Harvard University*

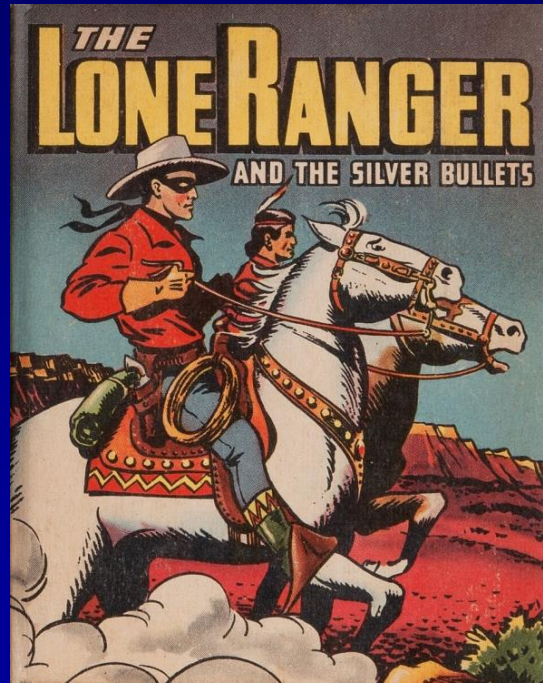
“Creating reasons for those who work for you to establish their own culture of preparedness is part of being a good leader.”

“I believe in creating a culture that values preparedness and in passing that ethic from top down.”

-Rudolph Giuliani

Silver Bullet #3 For Reducing Trauma:

Preparedness



“Prepare Relentlessly”

*-Rudolph Giuliani
(In Leadership)*



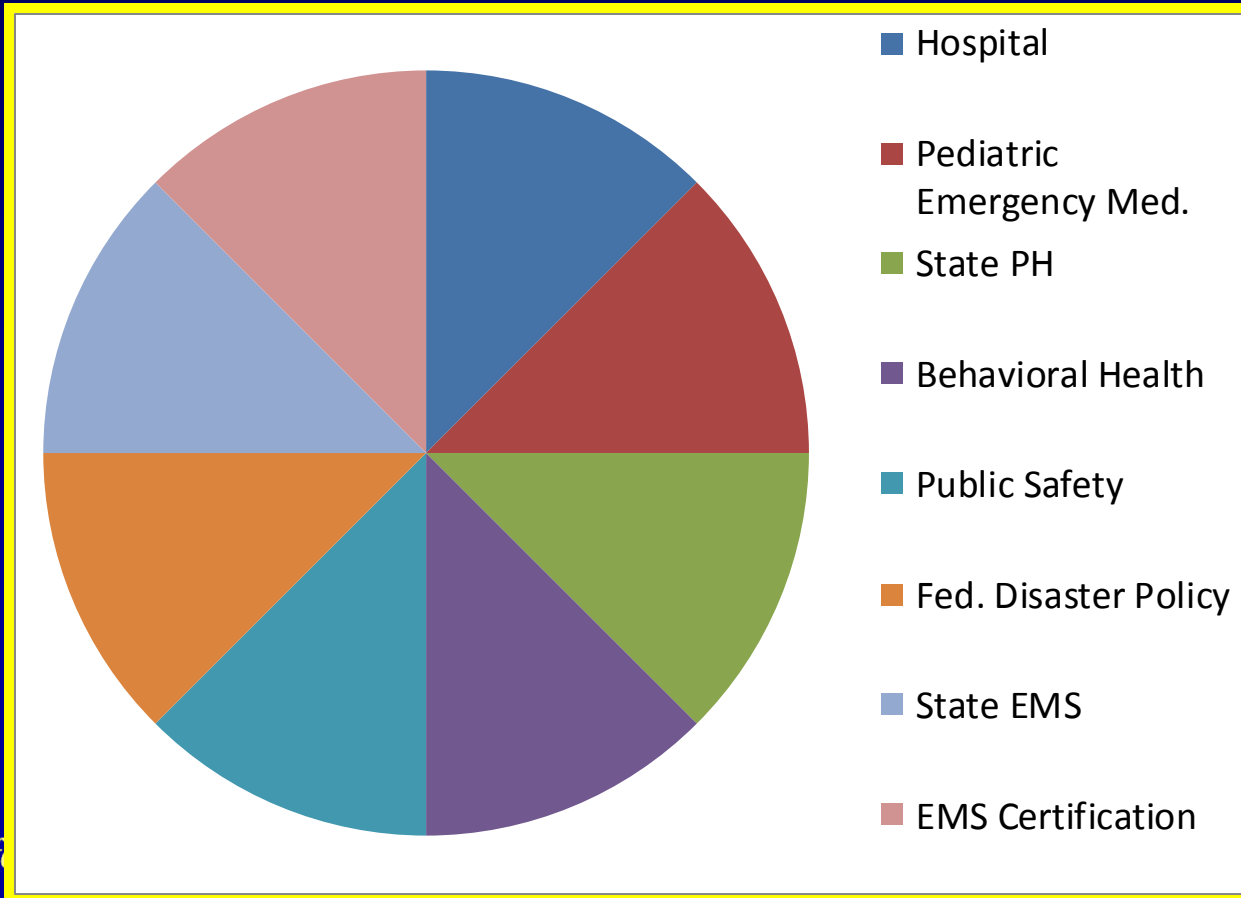


The Stove Pipes... Still Far Too Parallel

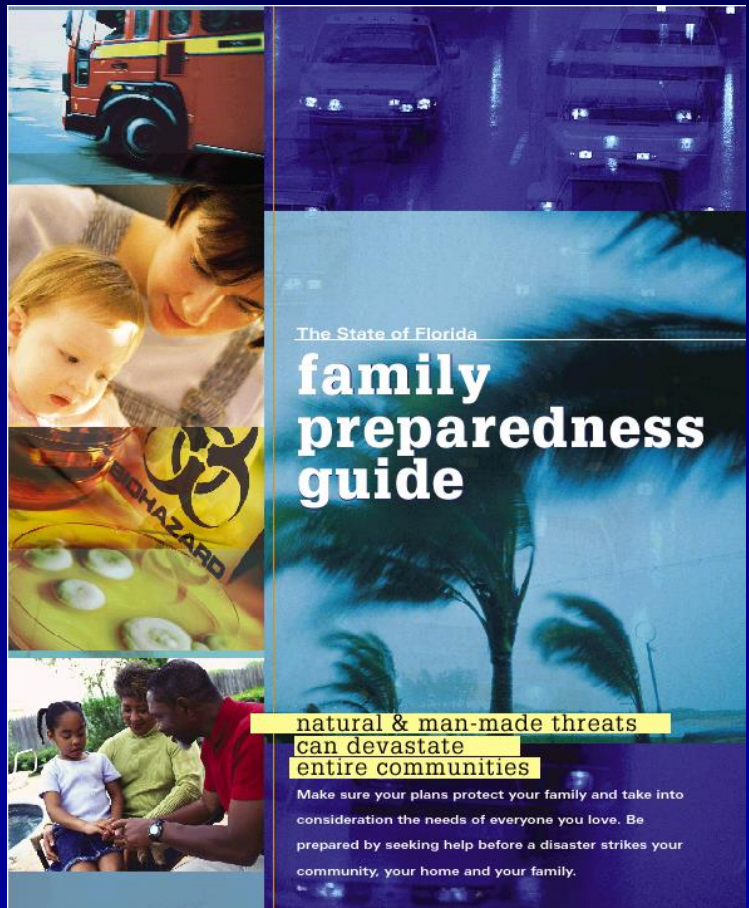


Why Should We Integrate?

- The problems are too large and complex to manage alone (e.g., IOM Crisis Standards of Care: A Toolkit for Indicators & Triggers)



Preparation Starts At The Individual/Family Level...



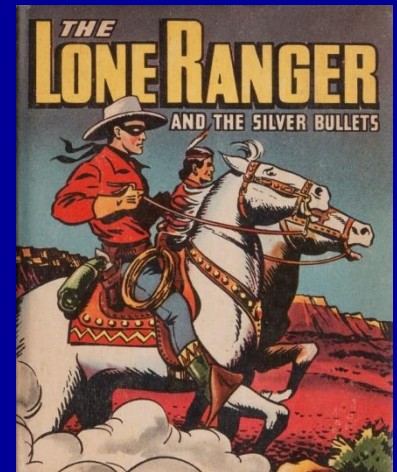
The State of Florida
family preparedness guide

natural & man-made threats can devastate entire communities

Make sure your plans protect your family and take into consideration the needs of everyone you love. Be prepared by seeking help before a disaster strikes your community, your home and your family.

Silver Bullet #4 For Reducing Trauma:

Inclusiveness & Integration



Integration: Enhance Understanding

**Know
History
and
Context**

**Know
professional/
organizational
culture**

**Ride-along
equivalents**

**Spend time
together (in
person)**

Integration: Preparing Together

**Share
planning
efforts**

**Design & share
training/education
efforts**

**Design/conduct
Joint exercises**

**Include health
elements in BH
instruments**

**Include BH in
health epi/
instruments**

Integration: Respond Together

**Integrate
deployment
strategies**

**Integrate
command/control**

**Integrate
force
protection
efforts**

**Integrate work
force activities
where
appropriate**

**Integrate
screening/monitoring
tools/strategies**



Integration: Advocate Together (all event phases)

**Jointly
promote
integrated
preparedness**

**Collaborate on post-
event force
monitoring
policies/practices**

**Jointly
promote force
protection**

**Jointly
promote
integrated
response**

**Collaborate on
healthy
deployment
policies/practices**





Integration: Advocate Together (conditions effecting all health)

“If you want to reduce mental health problems after disasters, reduce poverty.”

-Craig Fugate, then FL Director of Emergency Management
at The Carter Center

Joint
advocacy to
reduce
injury/trauma

Joint
advocacy to
reduce
violence

Joint advocacy
for social justice

Joint
advocacy for
education

Joint advocacy
for
environmental
issues





Special Opportunities: Public/Private Linkage

GOVERNMENT
International
Federal
State
Local
Tribal

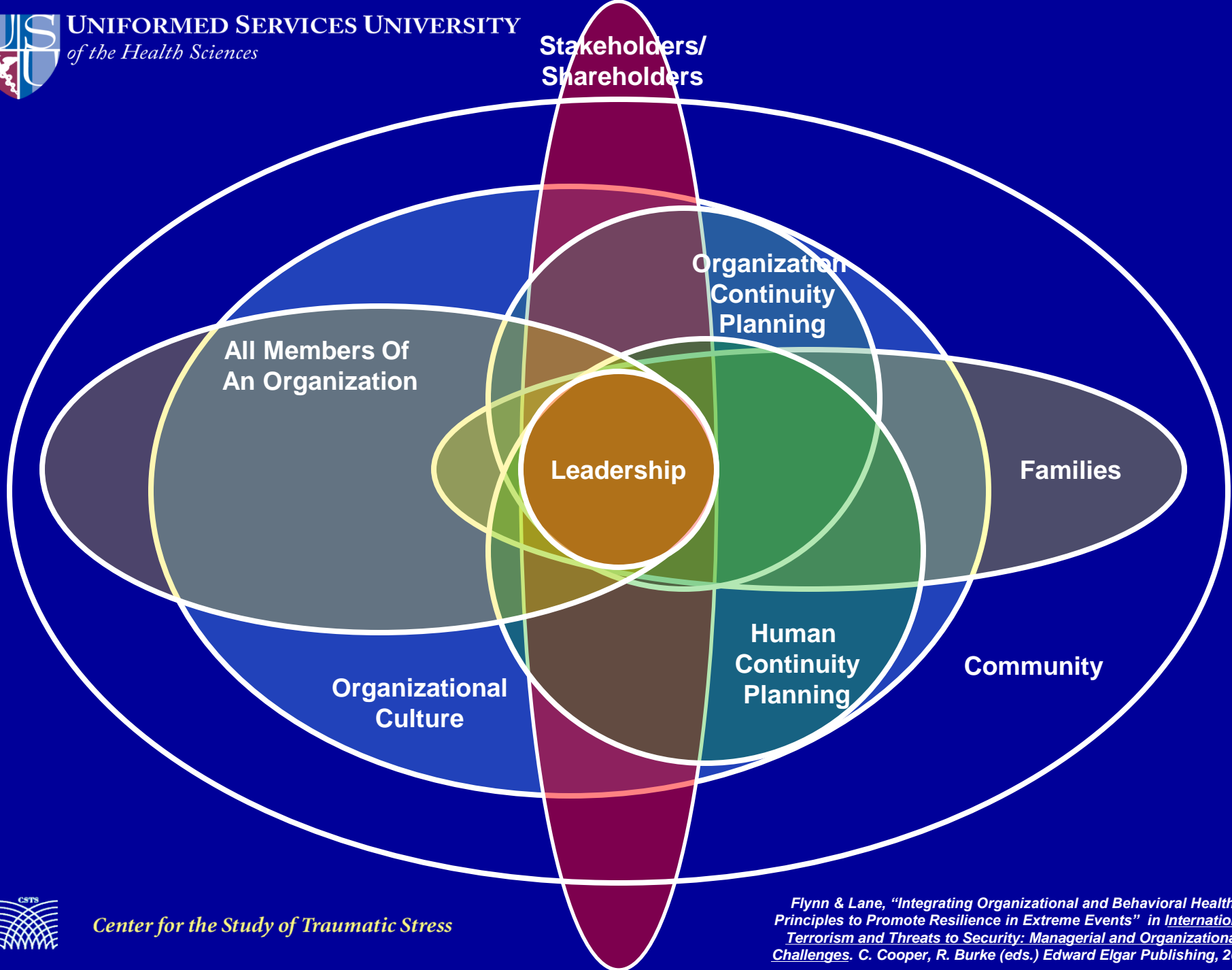
International Business
Large Corporations
Small Business
E-Commerce
Sole Proprietors
Agro-Business

Educational Institutions
Nonprofits
Health Care Organizations
Gov't Contractors
Faith Community
ARC



Think About Organizations

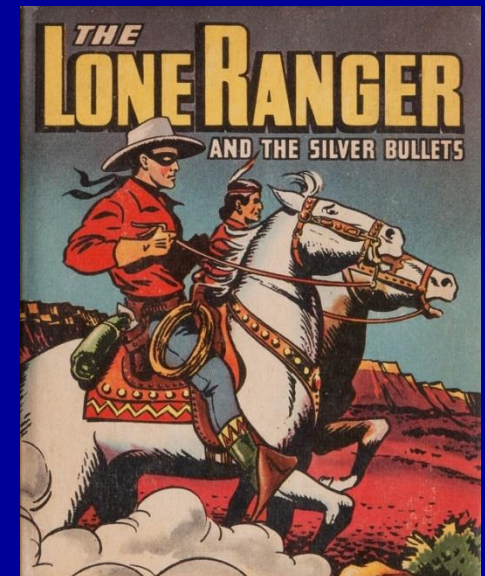
- Public/private; multinational, mom & pop; franchises; service organizations; major community employers
- Establish partnerships
- Think beyond EAPs and health care
- Address organizational culture and how that culture deals with extreme challenges and how people at all levels view the organizational culture (it may well make or break effective preparedness, response, and recovery)



Special Opportunities: Public/Academic Linkage

- Psychology
- Social Work
- Law
- Economics
- Theology/Pastoral Counseling
- Sociology
- Anthropology
- Homeland Security
- Communications
- Emergency Management
- Political science
- Business
- Journalism
- Public health
- Education
- Engineering
- Medicine

Silver Bullet #5 For Reducing Trauma: Communications



“Better than any medication we know,
information treats anxiety in a crisis.”

Source: Saathoff, 2002

**Communication is a
behavioral health intervention**

Why Is Integrating Behavioral Science Expertise And Effective Risk/Crisis Communication Essential?



The behavioral choices people make to stay in place, evacuate, seek/not seek medical care, search for loved ones, etc. are very real life and death decisions.



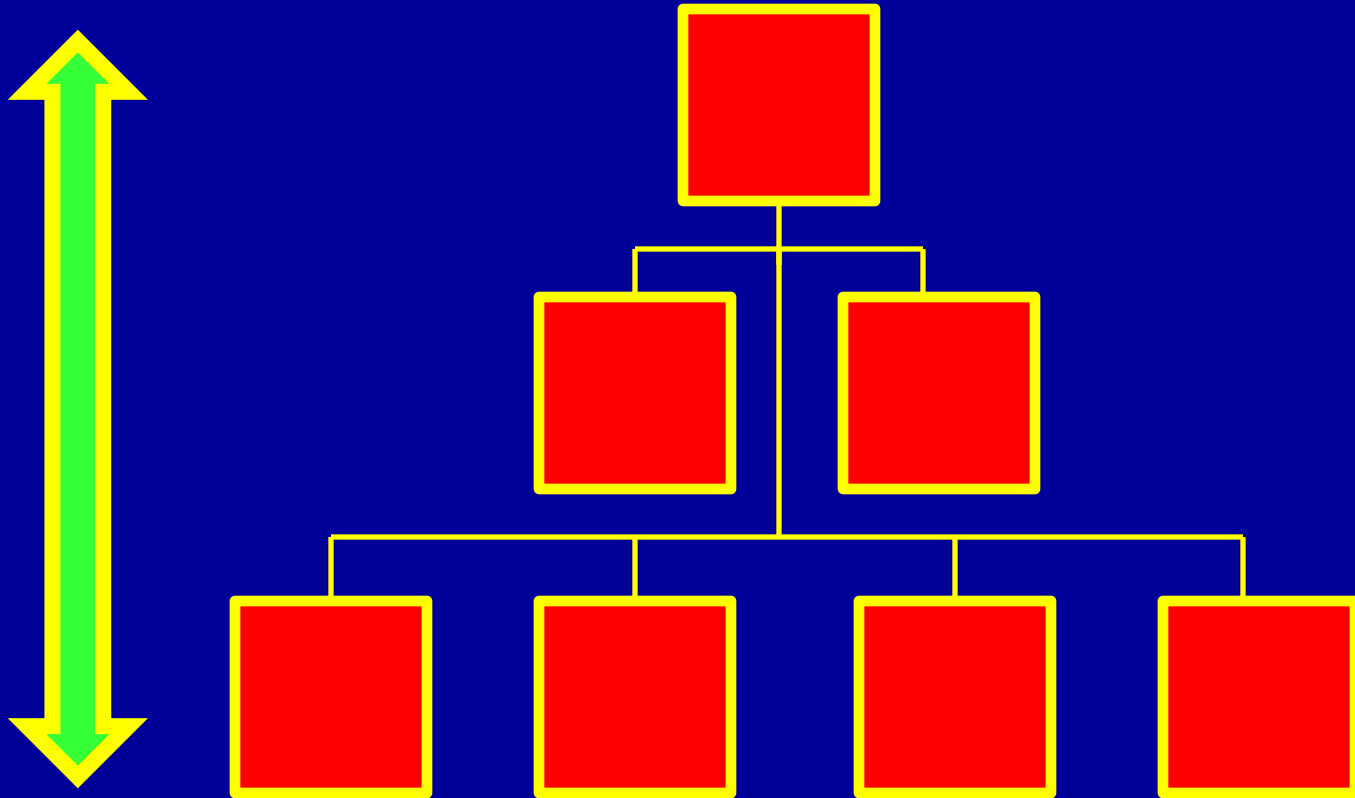
IMPORTANCE OF COMMUNICATION IN RESPONSE TO THREAT



Communication By Leaders

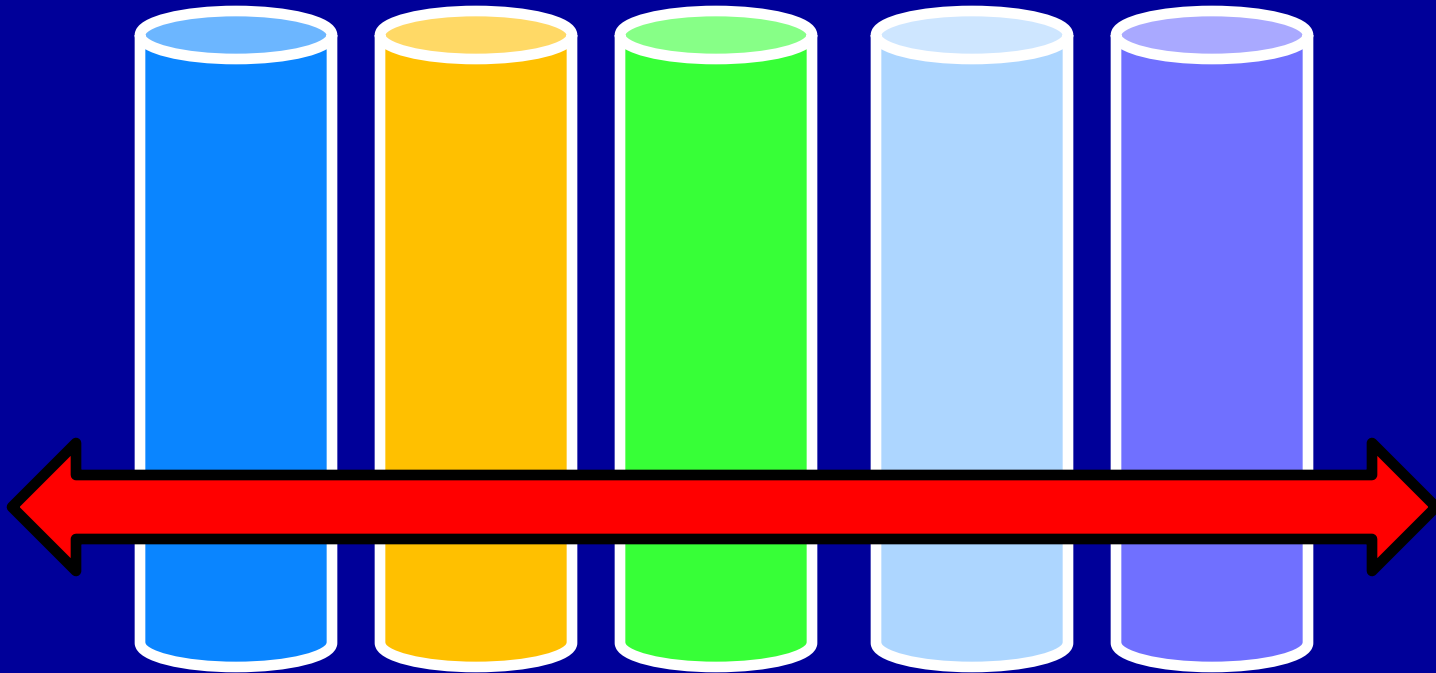
- Multiple purposes:
 - Promote healthy pro-social behavior
 - Risk/status/education/anticipatory guidance to population
 - Inter-/Intra-organization support/direction/integration
 - Manage expectations
 - Maintain political support

Communication Up And Down The Organizational Chart

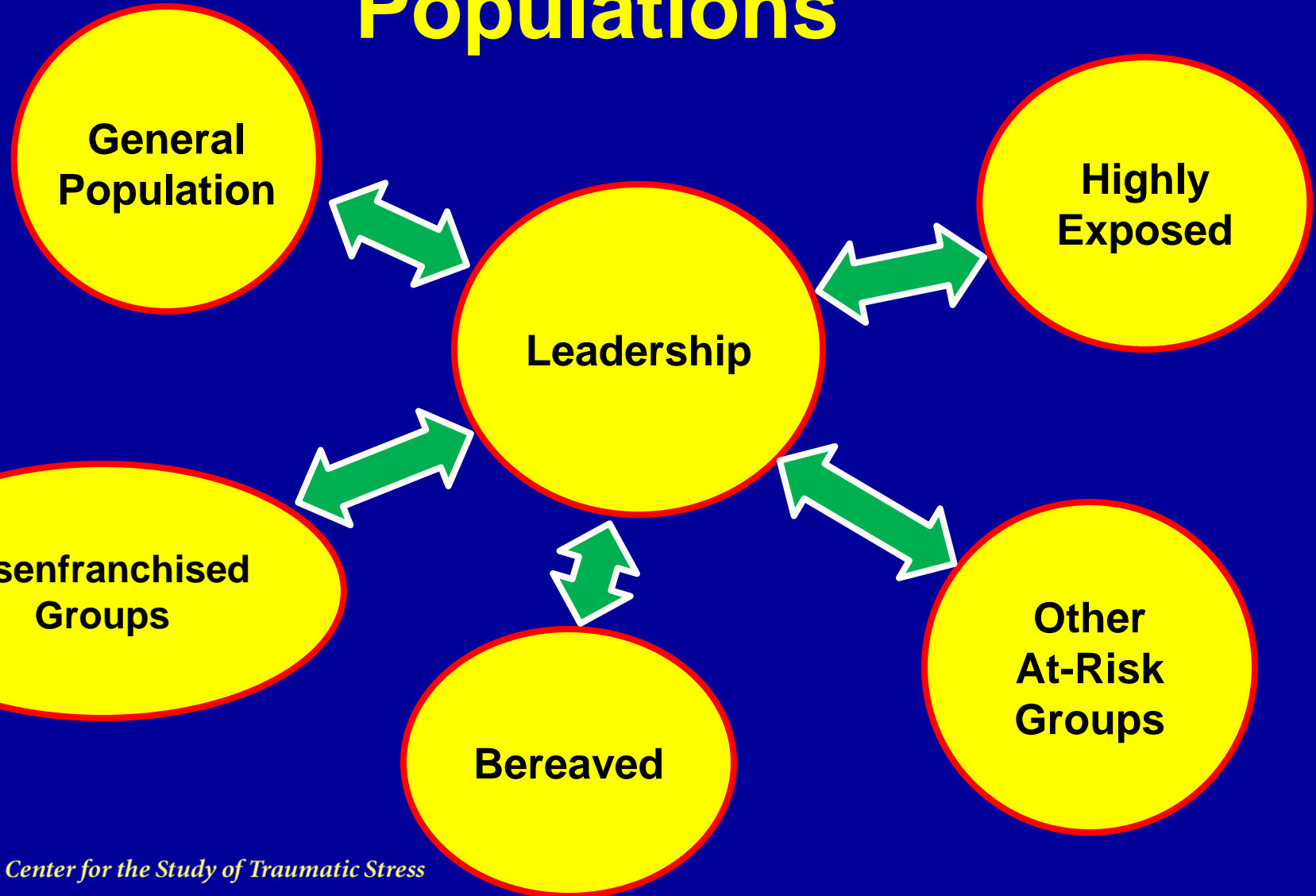




Communication Across The Stovepipes

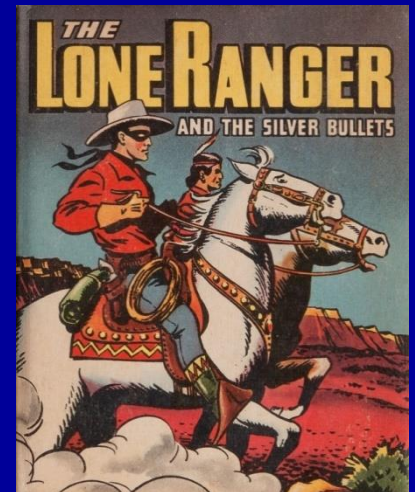


Communication With Populations



Silver Bullet #6 For Reducing Trauma:

Taking care of workers/responders



This Means:

- Promote a caring organizational culture
- Select/preparing people for what they are to do
- Match peoples skills/temperament/availability to the task
- Promote stress management as a job skill
- Establish healthy and supportive policies and SOPs
- Reject one-size-fits-all approaches

A Few Closing Thoughts...

What Is At Stake Here?



Potential Of Success:

- Reduced death, loss, suffering
- Reduced socioeconomic adverse impact
- Economic growth
- Stronger individuals and communities
- Restoration in confidence in leadership
- Promote pro-social/positively adaptive behavioral choices leading to enhancing the public's health

The Cost of Failure

- Increased fear, pain, suffering and loss
- Potentially severe social and economic decline or collapse
- Continued/accelerated loss of confidence in government





The Cost of Failure

- **Fear based** behavior/choices could kill more people, and do more socioeconomic damage, than the event itself.





Brian's Final Reminders:

- Everybody who experiences a disaster is impacted by it
- All disasters are different but share important characteristics
- All disasters are political events
- Never have a catastrophic event in a Presidential election year
- Take care of yourselves and your people



CSTS Website:

<http://www.cstsonline.org/>

- Disaster fact sheets, current research citations, newsletters and conference reports, a “What’s New” section highlights recent disaster fact sheets, research initiatives, conference summaries, and announcements of key upcoming events.
- Social Media:
 - Facebook: www.facebook.com/USU.CSTS
 - Twitter: www.twitter.com/CSTS_USU



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