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# Emergency Medical Service Peer Support Team MANUAL

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Reference and Resource Manual  
Edition 3.5



*Serve - Care - Support - Surpass*

JACK A. DIGLIANI, PhD, EdD

## ***Emergency Medical Services Peer Support Team Manual***

The EMS Peer Support Team Manual is an extrapolation and modification of the *Law Enforcement Peer Support Team Manual*.

Also by Jack A. Digliani:

*Contemporary Issues in Police Psychology*  
*Reflections of a Police Psychologist (3<sup>rd</sup>-R edition)*  
*Stress Inoculation: The Police*  
*Law Enforcement Peer Support Team Manual*  
*Law Enforcement Critical Incident Handbook*  
*Law Enforcement Marriage and Relationship Guidebook*  
*Firefighter Peer Support Team Manual*  
*Emergency Services Dispatch Support Information Handbook*  
*Civilian Peer Support Team Manual*  
*Peer Support Team Utilization and Outcome Survey*

For more information and to download free copies of the Emergency Medical Services Peer Support Team Manual and other documents visit [www.jackdigliani.com](http://www.jackdigliani.com)

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Copyright history:  
First Edition 2016  
Edition 2.0 March, 2017  
Edition 2.1 February, 2018  
Edition 3.0 November, 2019  
Edition 3.1 June, 2022  
Edition 3.3 April, 2024  
Edition 3.5 November, 2024

Printed in the United States of America

TaLkD24aEpS

To order *Reflections of a Police Psychologist (3<sup>rd</sup> Edition-R)* or *Contemporary Issues in Police Psychology* visit [barnesandnoble.com](http://barnesandnoble.com).

## ***Manual Information and Suggestions for Use***

The use of the designations *EMS*, *EMT*, and *medic* are intended to include Emergency Medical Technicians (EMT), Emergency Medical Technician Intermediates (EMT-I), Advanced EMTs (A-EMT), Paramedics, Flight or Critical Care Paramedics, First Responders, physicians, and others in the emergency medical service including both paid and volunteer personnel working either inside or outside a hospital setting.

The *EMS Peer Support Team Manual* consists of relatively independent handout information that has been instrumental in the training of new peer support team members. It is intended to be used as a reference, review, and refresher, and training resource.

The Manual is designed so that peer support team members and others may examine the *Contents* and select topics of interest. The individual topic documents are designed so that they may be used independently of one another. Therefore, some information pertinent to the topic title may appear in more than one document. Some documents are in outline form and are best understood in conjunction with the *EMS Peer Support Team Training* program.

The Manual includes documents and information created by the author and others. In cases where the source of specific information is known, the source has been cited. The author acknowledges the contributions of sources and authors whose thoughts and ideas have been incorporated into general knowledge and are no longer readily identified or cited.

The Manual is intended to be a companion publication to *Reflections of a Police Psychologist* (2<sup>nd</sup> ed) and *Contemporary Issues in Police Psychology*. Much of the information included in *Reflections* and *Contemporary Issues* is applicable to the emergency medical service and EMS personnel.

The author wishes to thank Joe Silva, paramedic UCHealth and Sharon (Lowry) Bielmaier, Custer County, SD Communications 911 Dispatcher and Ambulance Training Coordinator/Paramedic (former UCHealth paramedic), for their counsel, advice, and contributions to this Manual.

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### **Suggestion for Printing the E-version of the Manual**

A two-sided print of the Manual from the e-document provides for a left side binding that allows the viewer to see the entire contents of the Manual when opened to the *Contents* pages. The two-page view of the *Contents* facilitates the location of specific Manual topics and additional titles of interest.

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“Good psychotherapy, counseling, and peer support is similar to trapeze,  
timing is everything...” Jack A. Digliani

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## ***Introduction***

EMS personnel have supported one another since the inception of EMS. In the early years when EMS personnel experienced emotional difficulties or troubling stressors, whether or not work related, they could always rely on the traditional *B and B* (booze and buddies) for solace. As you might expect, the results produced by the B and B method of stress management were sometimes less than desirable. Although booze and buddies still exist today, EMS workers now have several alternatives for assistance when dealing with stress-related difficulties. In many contemporary EMS agencies, these alternatives include the option of working with members of the department's peer support team.

EMS peer support teams are proving their worth and are demonstrating their effectiveness. They are establishing their place in the EMS mentality and are becoming an integral part of many EMS agencies.

Some EMS administrators do not recognize the need for peer support teams. This is because most agency employees (1) have access to a jurisdiction-wide employee assistance program (EAP) and (2) most agency health insurance benefit plans include a provision for psychological counseling.

The availability of EAP and health plan psychological counseling for EMS personnel represents a significant advancement in the delivery of counseling services. However for EMS, EAPs and health plan counseling although helpful, appear insufficient. They are helpful in that they are utilized by some personnel who might not otherwise seek assistance. They are insufficient in that despite their availability, they do not and cannot meet the needs of many EMS personnel.

Peer support teams occupy a support niche that cannot be readily filled by either an EAP, health plan provisions, or even a department psychologist. The difference? Peer support team members possess the *power of the peer*. If an agency wants to do the best it can to support its EMS personnel, a peer support team is necessary. Incidentally, a peer support team is one of the most valued resources for an agency psychologist. Many psychologist-counseling and pre-emptive intervention programs are designed to incorporate the efficacy of peer support.

If you are reading this as a member of an EMS peer support team, your agency has recognized the value of peer support. This means that your department has endorsed the principles of peer support and has willingly committed resources to make peer support available. As a peer support team member, you recognize this commitment and have assumed the responsibility to function within the parameters of your agency's peer support team policy, operational guidelines, and training.

If you are reading this and your agency does not have a peer support team, I encourage you to initiate a discussion about developing one. With appropriate member selection, training, and ongoing clinical advisement or supervision, a peer support team can become an invaluable asset to any EMS agency.

This manual is dedicated to the emergency medical personnel that give much of themselves to comprise our EMS peer support teams...JAD

## ***Peer Support Team Mission, Members, and Interactions***

### **Peer Support Team Mission**

The Peer Support Team (PST) functions as a support and debriefing resource for employees and their families. The PST provides support to personnel experiencing personal and work related stress. It also provides support during and following critical or traumatic incidents resulting from performance of duty.

### **Peer Support Team Members:**

- Provide peer support and facilitate peer support team debriefings within the parameters established by law, departmental policy, operational and ethical guidelines, clinical supervision, and their training.
- Attend regularly scheduled peer support team meetings and in-service training.
- Develop and maintain enhanced knowledge and skill. This includes skills in recognizing stress reactions to critical incidents and the unavoidable stressors of EMS and non-work environments.
- Remain in communication with the peer support team psychologist. They engage the psychologist for clinical supervision in accordance with departmental policy and operational guidelines.
- Resolve issues or conflicts that may arise between themselves and department investigators, supervisors, or administrators by working for cooperation, understanding, and education. In cases where such resolution is not readily achieved, they contact their team coordinator and team psychologist immediately for assistance.
- Make appropriate referrals when issues exceed the parameters of peer support.
- Provide peer support services to other agencies on request and as approved through mutual-aid policies.
- Remain mindful of the trust placed in them by those who seek peer support.

### **Peer Support Interactions:**

- are founded in similar experiences, background, or history
- are characterized by elements of functional relationships
- encourage exploration, empowerment, and positive change
- avoid the creation of dependency
- are guided by ethical and conceptual parameters
- are different than “friends talking”
- can be a one-time contact or ongoing
- may involve an evaluative component
- can be part of a comprehensive professional counseling program

## ***Peer Support, Counseling, and Psychotherapy***

Peer support. Peer support is a non-professional interpersonal interaction that is based upon a common experience or history. In this way, peer support differs from counseling and psychotherapy. In counseling and psychotherapy, a common experience or history is not necessary. There are two levels of peer support: *Level I* peer support consists of the support found in the everyday interactions of friends, co-workers, and others. *Level II* peer support involves persons that have been trained in the principles of peer support, endorse specified ethical standards, function under clinical supervision, and are members of a peer support team.

Counseling. Counseling involves a professional therapeutic relationship wherein a specially trained or licensed clinician endeavors to help another person to understand and to solve past or current issues and difficulties.

Psychotherapy. Psychotherapy is a form of counseling that is used as a treatment for mental disorders. It is the treatment of mental and emotional disorders through the use of psychological techniques and assessments with the goal being relief of symptoms or personality alteration.

### ***The Peer Support Team Member Role***

It is the responsibility of peer support team members to:

- clarify whether an interaction is peer support, and if confirmed, specify the PST member role and the parameters of peer support interactions.
- advise and explain the limits of confidentiality of peer support team members in peer support interactions prior to engaging in peer support.
- function within the parameters of statute, departmental policy, operational guidelines, and peer support training.

EMS peer support team members function in multiple roles. The confidentiality protections afforded to peer support team members do not apply when a peer support team member is functioning in a role other than peer support. Therefore, it is important for peer support team members to remain aware of when they are and are not functioning in their peer support role. When interacting with others, unless clearly functioning in a peer support role, PST members should ask themselves:

- Is this a peer support interaction or just a friendly conversation?
- Is there a possibility that the person believes that he or she is talking to me in my peer support role even though I'm uncertain?

If uncertain...ask, "Are you talking to me as a member of the peer support team? Is this peer support?" If "yes", specify the limits of PST member confidentiality and continue the conversation as peer support.

Peer support: *Think* -"What is this person trying to tell me?" "How might I help?"

At times, peer support interactions can be stressful. Try to relax and focus on the interaction. Keep in mind that a functional peer relationship is inherently supportive. You do not need to force anything to be effective.



## ***Peer Support: Level I and Level II - EMS Primary/Secondary Danger***

Level I peer support: There are two levels of peer support. Level I peer support consists of the support found in the everyday positive interactions of friends, co-workers, and others that have some peer status. Nearly everyone, at one time or another, has been the provider and the recipient of this type of peer support. Level I peer support has a long history and can be thought of as “traditional” peer support. Level II peer support is similar to Level I, but Level II peer support includes several important components that are not present, or not necessarily present, in Level I. This makes Level II peer support interactions different from the Level I support that can come from “friends talking.”

Level II peer support: (1) Level II peer support is provided by members of a department-recognized peer support team functioning within state statute and/or department policy and operational guidelines, (2) Level II peer support is provided by persons trained in peer support, (3) Level II peer support interactions are characterized by elements of functional relationships which encourage exploration, empowerment, and positive change, (4) Advice giving is avoided in Level II peer support - independent decision making is encouraged, (5) Level II peer support is guided by ethical and conceptual parameters - this makes it different than just “friends talking,” (6) Level II peer support has positive outcomes as its goal - this is not always the case in Level I peer support interactions, (7) Peer support team members are clinically advised or supervised by a licensed mental health professional - this provides a “ladder of escalation” if consultation or referral is needed. A structured ladder of escalation is not available in Level I interactions, and (8) Level II peer support, while non-judgmental, includes a safety assessment - it has an evaluative component. If a peer support team member assesses that the recipient of peer support is dealing with an issue that exceeds the parameters of peer support or if it is assessed that the recipient is or may be overly stressed, depressed, or suicidal, the peer support team member is trained to act upon the assessment. This is accomplished by providing information about available resources, making appropriate referrals, moving up the ladder of escalation, or initiating emergency intervention.

Peer support team members capable of providing Level II peer support may continue to provide Level I peer support. Level I peer support occurs when peer support team members are not acting in their peer support team member role. However, when peer support team members are not acting in their peer support team role, the confidentiality privileges afforded to peer support team members during peer support interactions do not apply.

Level II peer support, like Level I, may consist of a one-time contact or ongoing meetings.

Some EMS personnel and EMS administrators are unclear about the role of a peer support team, especially considering that most modern-day EMS departments provide counseling services through health insurance plans and Employee Assistance Programs (EAP). It is not surprising that some EMS administrators ask, “With employee insurance coverage and an EAP, why do we need a peer support team?” The answer is simple - peer support teams occupy a support niche that cannot be readily filled by either health plan counseling provisions or an EAP. This is because well-trained and highly

functioning peer support teams provide support that is qualitatively different than that provided by health insurance therapists or EAP counselors. The difference? The difference is the *power of the peer*. The power of the peer is the factor that is a constant in the support provided by peer support team members. It is the factor that is not, and cannot, be present in any other support modality. Therefore, if an EMS department wants to do the best it can to support its personnel, a peer support team is necessary. Peer support can be initiated early in a medic's career - it can be made available to recruits during basic training as well as incorporated into EMS in-service training programs.

### EMS Physical/Psychological Primary Danger and EMS Secondary Danger

The primary danger of EMS has two components: (1) physical primary danger and (2) psychological primary danger.

Physical primary danger. The *physical primary danger* of EMS is comprised of the inherent, potentially life-threatening risks of the job, such as working in toxic environments, confronting infectious disease, working in motor vehicle traffic, emergency vehicle operation, and dealing with violent patients.

Psychological primary danger. The *psychological primary danger* of EMS is related to, but distinguishable from the physical primary danger of EMS. The psychological primary danger of EMS is represented in the increased probability that due to the nature of EMS, medics will be exposed to critical incidents, work-related cumulative stress, and human tragedy. This higher probability of exposure results in an increased likelihood that medics will suffer psychological traumatization and stressor-related disorders. It is the increased likelihood of psychological traumatization and the increased likelihood of experiencing stressor-related disorders that comprises the psychological primary danger of EMS. Another way of saying this is that the physical primary danger of EMS constitutes a work environment that generates the psychological primary danger of EMS.

Secondary danger. There is also an insidious and lesser-known *secondary danger* of EMS. The secondary danger of EMS is often unspecified and seldom discussed. It is an artifact of the EMS culture and is frequently reinforced by medics themselves. It is the idea that equates "asking for help" with "personal and professional weakness." Secondary danger has been implicated in perhaps the most startling of all EMS fatality statistics, the frequency of medic suicide. How dangerous is the secondary danger of EMS? So dangerous that some medics choose suicide over asking for help.

The Make it Safe EMS Initiative is designed to reduce the secondary danger of EMS. (Appendix D)

## ***Peer Support: Stage Model of Peer Support***

Peer support interactions often involve contacts that provide supportive assistance to persons confronting a relatively transient stressful or traumatic period in their lives. However, peer support has the potential to help others who are confronting more comprehensive and enduring difficulties.

Peer support can assist persons to initiate and maintain long-term positive life change. Such change involves many factors, including personal effort - *effort for change* and a secondary *effort for consistency* to maintain change. The Stage Model of Peer Support is an excellent framework for providing peer support in all situations, including those situations involving comprehensive life change.

### **Stage Model of Peer Support**

Stage I    *Exploration* (the current picture: What's going on?)

Stage II    *Person Objective Understanding* (preferred picture: What do I need or want?)

Stage III    *Action Programs* (the way forward: How do I get what I need or want?)

#### **Stage I: Exploration**

- |                               |                                |
|-------------------------------|--------------------------------|
| 1. Attending                  | 7. Transparency                |
| 2. Engaged (active) listening | 8. Reflection and paraphrasing |
| 3. Genuineness                | 9. Respect                     |
| 4. Empathy                    | 10. Trust                      |
| 5. Concreteness               | 11. Supportive summary         |
| 6. Non-judgmental             | 12. Field assessment           |

#### **Stage II: Person Objective Understanding**

Self-disclosure  
Advanced accurate empathy  
Immediacy  
Confrontation

### **Guidelines for Supportive Confrontation**

Confrontation does not have to be dramatic. "I don't understand how your current behavior is helping you. In fact, it seems that it may be making things worse" is a useful low-key confrontation: (1) The first rule of confrontation is - do not confront another person if you do not intend to increase your involvement with him/her. (2) Do not confront when angry. (3) Confront only if you experience feelings of caring or some sense of connection. (4) Confront only if the relationship has gone beyond the initial stages of development or if basic trust has been established.

If all of the above conditions are present but you feel that the person would not benefit from confrontation, you should (1) avoid confrontation, (2) keep exploring, (3) strengthen the relationship, and (4) help the person become ready for the challenges inherent in confrontation.

## How to Confront Constructively

1. Distinguish between observations and inferences. Communicate the distinction clearly. State inferences tentatively.
2. Present the data on which the inferences are based before stating the inference.
3. Use “I messages” throughout the confrontation.

### Stage III: Action Programs

Concrete workable goals

Set priorities

Check behaviors

Make it effective

Move from less serious to more serious when possible

Consider the person’s values

Develop relapse-prevention strategies

(See *Peer Support Team 10-Step Action Plan* and *Peer Support Team Action Plan Worksheet*)

### To provide the highest quality peer support: Remember -

1. A common mistake is trying to move from Stage I to Stage III too fast.
2. Help the person reframe, reinterpret, and re-conceptualize dysfunctional thoughts and behavior.
3. Remain mindful of the transactional nature of the *person-environment* relationship.
4. Frame the problem so that it has a resolution (discuss the idea that some things cannot be changed, therefore the difficulty must be addressed in ways other than effecting it directly).
5. Do not become the client of the person you are trying to help.
6. Avoid imposing your world view.
7. Use care when working with people that you dislike or with whom you have a troublesome history.
8. If you are not able to work comfortably with a person for any reason, refer to another peer support team member or appropriate supportive resource.
9. Refer to professionals when appropriate. This includes specialists outside of the counseling profession, such as attorneys, financial advisors, and so on.
10. Remain within the parameters of statute, departmental PST policy, PST operational guidelines, and PST training.
11. Avoid creating or encouraging dependency.
12. Peer support team members are committed to enhancing a person’s independence and self-determination.
13. Utilize appropriate follow up.
14. Contact your team coordinator or clinical supervisor as appropriate.

If *you* have unfinished psychological or emotional business, seek appropriate counseling. Do not work out your issues in your peer support interactions...or in the language of the 1960’s, “*Don’t lay your trip on the person you’re trying to help*”.

Digliani, J.A. 2015. *Reflections of a Police Psychologist*, 2nd ed., Xlibris

Egan, G. 2006. *The skilled helper*, 9<sup>th</sup> ed., Brooks/Cole, Belmont, CA

Eisenberg, S. & Delaney, D.J. 1977. *The counseling process*, 2<sup>nd</sup> ed., Rand McNally:Chicago

## ***Peer Support Team 10-Step Action Plan***

### Peer Support Team 10-Step Cognitive-Behavioral based Action Program

The following steps represent a guide for the development of an action plan. The *Steps* are comprised of questions that are often useful to consider when confronting difficulties and attempting change. The *Peer Support Team 10-Step Action Plan* may be used by others with or without the involvement of PST members.

Action plans should be implemented only after appropriate exploration and consideration. The success of any action plan depends upon not implementing it prematurely. There must be sufficient planning and development to make it most effective.

#### Action Plan Steps

Step 1: Have I clearly identified the problem?

Step 2: How am I thinking about the problem?

Step 3: Are my thoughts rational or irrational?

Step 4: Is there a better way for me to re-think or conceptualize the problem?

Step 5: What do I want to change?

Step 6: How should I specify and prioritize my desired changes?

Step 7: What are the possible obstacles to my desired changes?

Step 8: How will I overcome these obstacles?

Step 9: How and when will I implement my plan?

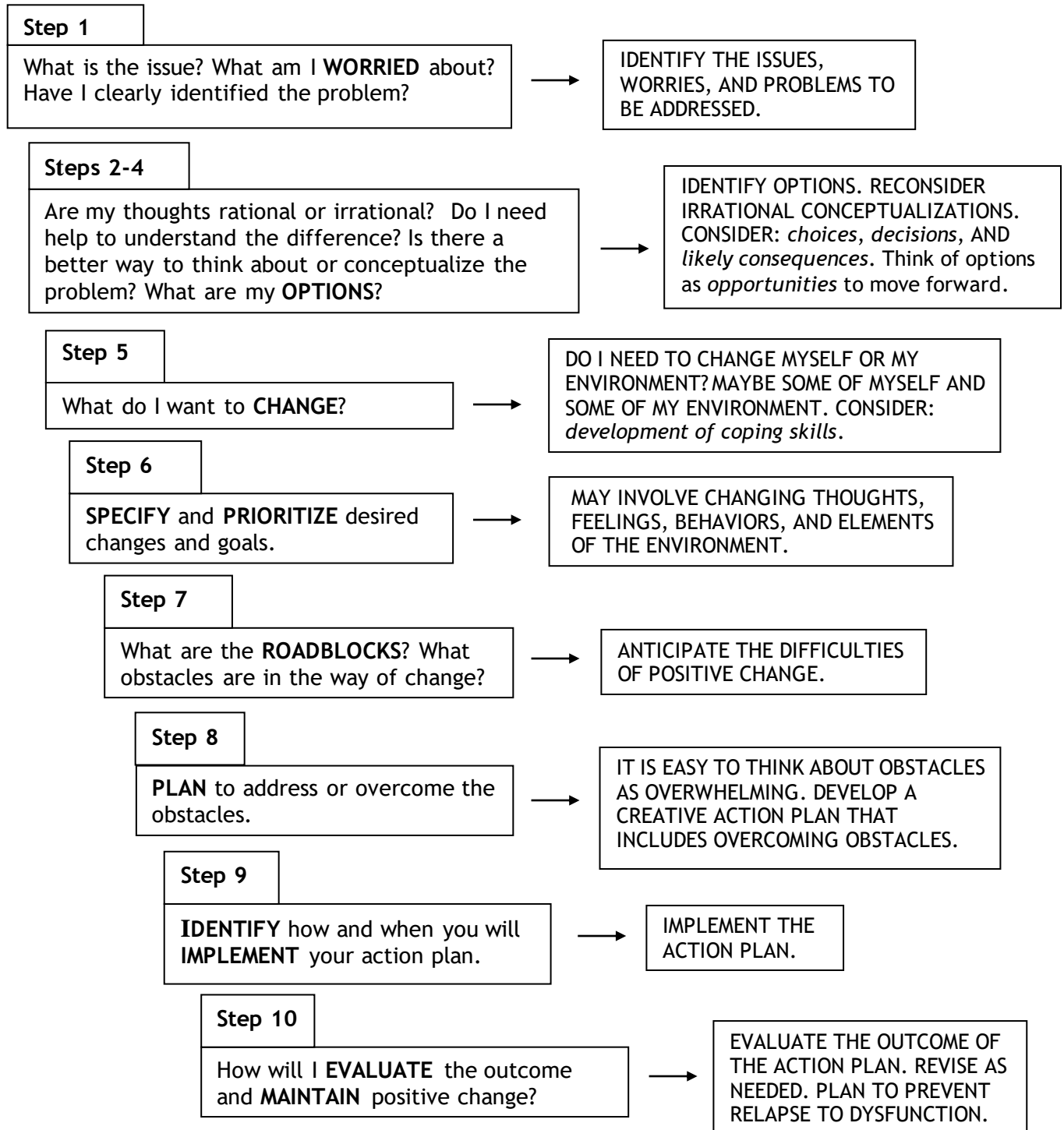
Step 10: How will I evaluate the outcome and maintain positive change? How will I prevent a relapse to dysfunction?

Action plans are most helpful when they are written. As a peer support team member you can use the *Peer Support Team Action Plan Worksheet*, design a specific action plan format to meet the specific needs of the person, or assist the person design an action plan. Any of these will improve the action plan's effectiveness.

When it comes to action plans, be creative. Assist in creating something that works for the person you are trying to help.

## Peer Support Team Action Plan Worksheet Summary

The *Peer Support Team Action Plan Worksheet* (Appendix A) may be used in conjunction with peer support and the information included in the *Peer Support Team 10-Step Action Plan*.



## ***Peer Support Team: Helpful Phrases***

The following sentences and phrases may be helpful during peer support interactions. Consider circumstances, immediate context, and the emotional state of others when engaging in peer support. A statement of support or exploratory inquiry that is appropriate in one circumstance may not be appropriate in others.

### **Supportive:**

It's good to see you...

I'm glad... (you're ok, here, uninjured, to see you, etc)

You have been through a lot...

That was one heck of a call...

### **Exploratory:**

Tell me more.

Would you like to talk about what happened?

Did something stressful happen recently?

Bring me up to date on...

Let's take some time to go over this...

Can you help me to understand...

How would X help you Y...

What would happen if you did (did not) do...

What are the likely consequences of...

Do you see any alternatives (options, implications, etc) to...

What I think you're saying is...is this accurate?

You feel...because...?

If I'm following you, you feel... because...

Have you thought about how this could be different?

I'm not clear on...can you help me to better understand?

What are your thoughts/feelings on this (making it better, coping, etc)?

What are your greatest fears about...

Can you talk more about your thoughts/feelings about...

What will the next few days be like for you?

What are your plans for the next few days?

It's been \_\_ days since \_\_. How are you doing? What has been happening?

What is happening now for you?

How will you deal with this experience (anger, pain, incident, loss, etc)?

Generally, it is beneficial to avoid asking, "How does that make you feel?" and saying things like "What I hear you saying is..." when engaged in peer support exploration. These statements have too much potential to be regarded as cliché, mechanical, and sterile. They often diminish the perceived authenticity and genuineness of the peer support interaction. This is because it is not the manner in which most people speak to their peers in everyday conversations.

### **Combination of Supportive and Exploratory:**

That's a lot to deal with. This sounds like a difficult time for you. Let's see if we can come up with a plan to manage things over the next few days...do you have any ideas?

### **Assessment:**

How would you describe your feelings (thoughts) right now? Have you had any thoughts, feelings, or experiences which are strange or unusual for you? Have you had thoughts of suicide or hurting yourself? Are you thinking about harming someone else?

These suggestions for peer support do not represent an exhaustive list. In this regard, you are limited only by your imagination, training, perceptions, and appropriate boundaries. In peer support communication there is no substitute for *common sense*.



## Peer Support Tips

Useful things to remember when providing peer support:

- Find a comfortable physical setting when possible
- Keep in mind that privacy may be very important for the person
- Clarify your PST role and specify PST limits of confidentiality
- Be mindful of timing and circumstances
- Develop a working alliance
- Engage appropriate humor when appropriate. Don't overdo it!
- Make it safe for communication
- Proceed slowly - it is not helpful to be perceived as "rushed"
- Listen closely - speak briefly
- Listen for metaphors that can be used in exploration - use similar metaphors when appropriate
- Do not assume that you know the persons feelings, thoughts, and behaviors
- Avoid interruptions and distractions (from *you* and the environment)
- Process information in a supportive manner - engage attentive body language, practice active listening, maintain a non-judgmental attitude, use reflective statements, paraphrase
- Help the person explore (Stage I support skill) but avoid relying *solely* on questions. Over-questioning can increase a person's defensiveness and decrease the effectiveness of peer support
- Do not move from Stage I *Exploration* to Stage III *Action Programs* too quickly
- Notice resistance - communicate to process alternatives
- Emphasize strengths - encourage empowerment
- When in doubt, focus on emotions and feelings
- When you don't know what to say, say nothing or "Tell me more"
- Pay attention to nonverbal behaviors (*mind* yours and *notice* theirs)
- Agreement does not equal empathy - you do not need to agree with the views of a person to be empathetic
- Do not reinforce dysfunctional thoughts and behaviors
- Gently confront dysfunctional thoughts and behaviors as appropriate
- Remember, if you confront too much too soon, the person will likely disengage from you and peer support
- Do not assume change is easy - identify and discuss obstacles to change
- Conduct a field assessment for suicidal thinking and behavior if warranted
- Summarize periodically and at the end of the support meeting
- Schedule another time to meet if needed (follow up)
- Stay within the boundaries of your peer support training
- Bring your interactions under clinical supervision
- Refer to available professional resources when appropriate

From: Meier, S.T. & Davis, S.R. (1997) *The Elements of Counseling*, 3<sup>rd</sup> ed. and Digliani, J.A. (2015) *Reflections of a Police Psychologist*, 2<sup>nd</sup> ed .



## ***Peer Support Team: Questions and Answers***

*As a Colorado EMS peer support team member with a clinical supervisor...*

***Do I need to check with my clinical supervisor or team coordinator before I engage in a peer support interaction?***

No. As a trained peer support team member you may initiate or respond to a request for peer support. Independent peer support team member interactions which are in compliance with law, peer support team policy, and team operational guidelines are appropriate and encouraged.

***How do I respond to a person who asks if peer support interactions are confidential?***

When asked if peer support interactions are confidential, you should fully explain the limits of peer support team member confidentiality. Remember to include that PST information must be provided to your clinical supervisor. An unacceptable reply to this question would be some cursory remark such as, “yeah, they’re confidential, there’s a law...”.

***What happens when a person to whom I have been providing peer support waives his or her privilege of confidentiality?***

When a person to whom you have been providing peer support waives confidentiality, the content of his or her peer support communications become available for disclosure. This means that you may communicate information received from the person in peer support interactions, *but only to those identified in the waiver*. A person normally waives confidentiality for some reason, usually so that you can communicate with family members, supervisors, lawyers, and so forth. Regardless of the reason, under the waiver, the information communicated to you by the person becomes available. PST members must remain aware that the prohibition against revealing peer support information without consent (within confidentiality limits) restricts only the peer support team member. The person with whom you are involved in a peer support interaction is free to discuss any or all of the peer support interaction. In other words, the recipient of peer support does not need your permission to reveal any information you provided. This includes anything that you said and anything that you did, and this information can go *anywhere*. Bottom line, remain professional.

***Do confidentiality waivers have to be in writing?***

Although there is a common practice which allows verbal confidentiality waivers in certain circumstances, it is best to have a written waiver before disclosing any protected information.

***What do I do if a person confesses to a crime or talks about criminal behavior during a peer support interaction?***

To answer this question fully would involve addressing all possible combinations of several variables. For our purposes, suffice it to say that in this situation, peer support team members should contact their clinical supervisor immediately. The appropriate action will then be decided upon and implemented. Some of the variables which must be considered are (1) whether you advised the person of the limits of peer support team member confidentiality. If yes, this likely means that the information was communicated because the person wants to confront the consequences of his or her behavior with your support, (2) you failed to advise the person of the confidentiality limitations. It may be that the person communicated this information with an expectation of confidentiality (which does not make it confidential), (3) the type of information presented, (4) and whether you are a mandatory reporter of actual or suspected child abuse or neglect, or abuse or exploitation of at-risk elders. Regardless of the circumstances, you should (1) stop the conversation in this area immediately, (2) continue peer support but do not further discuss the incident, (3) advise or re-advise the person that information indicative of criminal conduct is not protected, (4) tell the person that it would be better if a more comprehensive confidential resource was contacted to discuss this information, (5) inform the person that you must contact your clinical supervisor, (6) contact your clinical supervisor, and (7) assist the person to contact a more comprehensive confidential resource if requested (all referral resources have the responsibility to advise the person of any limitations of their confidentiality). If the person continues to talk about criminal behavior, you must act in a manner consistent with your EMS position and act accordingly.

***Discussion:*** Stopping the conversation when a person begins to discuss information indicative of any criminal conduct is not a peer support effort to assist the person to conceal or cover-up past or on-going criminal behavior. Quite the contrary, peer support interactions encourage honesty and the assumption of personal responsibility. Instead, stopping the conversation and following up as indicated recognizes the fact that you can better assist the person if you are not placed in a position where you might become a witness in a possible prosecution. As it is, you may be required to take action and/or testify based upon the information already presented. No matter what the specifics are in any case, if persons present information indicative of any criminal conduct, *do not leave them alone*. Stay with the person until otherwise directed by your clinical supervisor. Peer support team members are committed to helping others, however *peer support team members are not required to, and do not jeopardize themselves professionally or ethically by concealing ongoing or past criminal activity*.

***What do I say to an internal affairs investigator who asks me about my peer support conversations with an employee being investigated?***

Policy prohibits a peer support team member from disclosing information without consent during an ongoing administrative investigation. This prohibition is necessary for the proper functioning of the peer support team. If you are contacted by an administrative investigator and asked about your peer support interactions with an employee, you should politely remind the investigator that to respond to the inquiry would amount to a violation of the department's peer

support team policy. If the recipient of peer support wishes to waive confidentiality for the investigator and does so, you may communicate freely. Administrative, and for that matter, criminal investigators should not be permitted to “fish” the peer support team in an effort to obtain information.

***What do I say to a criminal investigator who asks me about my peer support conversations with an employee being investigated?***

Information indicative of any criminal conduct in peer support interactions is not protected by law or department policy. The first thing you should do is contact your clinical supervisor. Together, you will determine whether there is information which is indicative of any criminal conduct. If it is determined that the recipient of peer support provided you with information indicative of criminal conduct, you must respond as you would if you received this information in a non-peer support interaction. To avoid complications and undermining the credibility of the entire peer support team you must remember to specify the confidentiality limits of peer support team members *before* beginning your peer support interactions.

***Am I covered by my agency’s policy and operational guidelines if I am providing peer support to personnel from other agencies?***

Yes, within the parameters of your agency policy. Under mutual aid policies and the PST operational guidelines, there are provisions for assisting other agencies. Your coverage is dependent upon meeting and remaining within the criteria specified in the policy and operational guidelines.

***Should I keep records or notes in reference to my peer support interactions?***

No. As long as you remember to bring your PST interactions under supervision, there is no requirement or need to keep a record. Many persons would be reluctant to utilize peer support if they thought that peer support team members were maintaining a record of their interactions. It is acceptable to record the number of your peer support contacts and the amount of time that you spend in your peer support role. This is for statistical purposes only. It can be used to determine the activity and utilization of the peer support team. Some agencies require that this information be recorded, and you can do so without concern.

***Why is clinical supervision necessary? It is not required by C.R.S. 13-90-107(m).***

Of the three viable options for peer support team structure (coordinator, clinical advisor, and clinical supervisor), the most professionally developed is the clinical supervisor model. The clinical supervisor option enhances the delivery of peer support services. It provides for PST clinical oversight, support for PST members, and is a resource for PST referral. In itself, C.R.S. 13-90-107(m) does not require any type of peer support team structure. However, PST members are afforded the protections C.R.S. 13-90-107(m) only when “functioning within the written peer support guidelines that are in effect...”. In reality, if a department PST was not concerned about the protection specified in this statute, it would not need written guidelines. *The statute does not require that peer support teams meet its*

*standards.* The statute was intentionally written so that organizations interested in having a PST and the protection specified could develop their team in a manner that best served their needs and funding capabilities. This is accomplished through the PST written guidelines. In this way, the statute serves the guidelines, not vice versa. When clinical supervision is required by PST written guidelines, it is because the agency has endorsed the values inherent in PST clinical oversight. Clinical supervision is then necessary in order to secure the protection of C.R.S. 13-90-107(m).

***What if I fail to bring a peer support interaction under supervision?***

This question pertains to peer support team members structured under a clinical supervisor, but it may also apply to peer support teams organized with a clinical advisor. An intentional violation of any of the primary obligations of team members as specified in the operational guidelines is a serious matter. Failing to bring a peer support interaction under supervision when it is required by PST guidelines leaves the interaction outside of the protection provided by C.R.S. 13-90-107(m) and represents a serious breach of PST member ethical standards of conduct. In the event that such behavior is discovered, peer support team administrative censure, up to and including removal from the peer support team, is likely.

***What happens if I fail to act in compliance with the PST policy and guidelines?***

An intentional act of non-compliance with the peer support team policy or operational guidelines is a serious breach of trust and commitment. It is justification for removal from the peer support team. Unintentional non-compliance or well-intentioned errors can be evaluated on an individual basis, but may also result in removal from the peer support team. It is not difficult to remain in compliance with the team policy and operational guidelines. In order to stay within the parameters of these documents you must review them periodically. After all, you cannot act within the behavioral standards of the peer support team policy and operational guidelines if you do not know what they are. The policy and guidelines exist to (1) protect peer support team members, (2) to protect the recipient of peer support services, and (3) to provide for the highest possible quality of peer support. They require clinical supervision so that there is a “ladder of escalation”. This means that the peer support team member has a specified course of action in cases which exceed the boundaries of peer support. Additionally, the team’s monthly meetings and in-service training encourage the enhancement of fundamental peer support skills. Peer support team members endorse these values. A peer support team member that has lost connection with these values cannot continue with the peer support team. To do so would damage the peer support team and worse, may damage those that the team is committed to supporting. There is no faster way to undermine the efficacy of the peer support team than by having one of its members operating outside its policy or guidelines. One peer support team member has the ability to defeat years of successful peer support team performance. *The reputation of a peer support team and the willingness of employees to engage in peer support are truly this fragile.*

## ***Peer Support Team Limits of Confidentiality***

In Colorado, first responder peer support team (PST) confidentiality is specified in C.R.S. 13-90-107(m) and department policy. Upon inquiry from investigators, some information discussed in peer support interactions cannot be held in confidence. Other information must be reported or otherwise acted upon.

PST confidentiality protections under C.R.S. 13-90-107(m) apply only when trained and officially designated peer support team members are functioning in their official capacity as a PST member and within written agency PST guidelines.

Policy-based peer support team confidentiality is superseded by U.S. Code and statute-based administrative regulations. The administrative regulations that affect peer support team confidentiality often pertain to mandatory reporting requirements of supervisors. PST members that are supervisors must know and disclose any limits of confidentiality imposed by administrative regulations.

**Limits of Confidentiality** - C.R.S. 13-90-107(m): The privilege of confidentiality for peer support team members specified in C.R.S. 13-90-107(m) does not include:

1. Circumstances wherein the PST member is a witness or party to an incident which prompted the delivery of peer support.
2. Information involving actual or suspected child abuse or neglect, or crimes against at-risk persons.
3. Information indicative of alcohol or other substance intoxication or abuse where there is a clear and immediate danger to self or others.
4. Information relating to mental illness where there is an imminent danger to self or others, or a person is gravely disabled.
5. Information indicative of any criminal conduct.

Information discussed in peer support interactions is shared with the peer support team clinical supervisor when clinical supervision is specified in PST Operational Guidelines.

**Duty to Report or Take Action:** Medical personnel are mandatory reporters and have a duty to report:

1. Actual or suspected child abuse or neglect.
2. Abuse or exploitation of at-risk persons.

Licensed mental health professionals are also mandatory reporters under these statutes. Therefore, even when a PST member is not required by law to report these circumstances, when PST members bring such information under clinical supervision, they will be reported. *This makes all PST members de facto mandatory reporters.* In such cases, PST members that are not mandatory reporters should contact their clinical supervisor immediately.

PST members are subject to all disclosures mandated by law.

Limits of PST confidentiality must be disclosed prior to peer support interactions.

For additional information see "Peer Support Team Confidentiality Complexities" and "Information Regarding Peer Support and CRS 13-90-107(m) (2017)" at [www.jackdigliani.com](http://www.jackdigliani.com).

## **Colorado Revised Statutes (C.R.S.) 13-90-107.**

### ***Who may not testify without consent***

Subsection (m) of C.R.S. 13-90-107 *Who may not testify without consent* was enacted into law in 2005. Major amendments: C.R.S. 13-90-107(m) was amended to include “emergency medical service provider or rescue unit peer support team member” in 2013. In 2017, it was amended to remove the “individual interactions” restriction. In 2022, provisions for district attorney and public defender peer support teams were added. In 2024, it was amended to consolidate peer support team paragraphs, clarify the “without consent” provision for recipients of group peer support, and define “group peer support team services” (effective August 2024).

#### **C.R.S. 13-90-107(m):**

(1) There are particular relations in which it is the policy of the law to encourage confidence and to preserve it inviolate; therefore, a person must not be examined as a witness in the following cases:

(m) (I) A law enforcement or firefighter peer support team member, emergency medical service provider or rescue unit peer support team member, or district attorney or public defender peer support team member must not be examined without the consent of the person to whom peer support services have been provided as to any communication made by the person to the peer support team member under the circumstances described in subsection (1) (m) (IV) of this section; nor is a recipient of peer support services to be examined as to any such communication without the recipient's consent.

(II) Recipients of group peer support services must not be examined as to any knowledge gained from other recipients of group peer support services without the consent of the person to whom the knowledge relates.

(III) As used in this subsection (1)(m):

(A) "Communication" means an oral statement, written statement, note, record, report, or document, made during, or arising out of, a meeting with a peer support team member.

(B) "District attorney or public defender peer support team member" means an employee of a district attorney's office or a public defender's office who has been trained in peer support skills and who is officially designated by a district attorney or the state public defender as a member of a district attorney's office peer support team or an office of the state public defender peer support team.

(C) "Emergency medical service provider or rescue unit peer support team member" means an emergency medical service provider, as defined in section 25-3.5-103, a regular or volunteer member of a rescue unit, as defined in section 25-3.5-103, or other person who has been trained in peer support skills and who is officially designated by the supervisor of an emergency medical service agency as defined in section 25-3.5-103, or a chief of a rescue unit as a member of an emergency medical service provider's peer support team or rescue unit's peer support team.

(D) "Group peer support services" means peer support interactions comprised of at least one peer support member and more than one recipient of group peer support services, and includes any group meeting conducted or facilitated by one or more peer support team members for the purpose of peer support or incident debriefing.

(E) "Law enforcement or firefighter peer support team member" means a peace officer, civilian employee, or volunteer member of a law enforcement agency or a regular or volunteer member of a fire department or other person who has been trained in peer support skills and who is officially designated by a police chief, the chief of the Colorado state patrol, a sheriff, or a fire chief as a member of a law enforcement agency's peer support team or a fire department's peer support team.

(IV) This subsection (1) (m) applies only to communications made during interactions conducted by a peer support team member:

(A) Acting in the person's official capacity as a law enforcement or firefighter peer support team member, emergency medical service provider or rescue unit peer support team member, or district attorney or public defender peer support team member; and

(B) Functioning within the written peer support guidelines that are in effect for the person's respective law enforcement agency, fire department, emergency medical service agency, rescue unit, district attorney's office, or public defender's office.

(V) This subsection (1) (m) does not apply in cases in which:

(A) A law enforcement or firefighter peer support team member, emergency medical service provider, rescue unit peer support team member, or district attorney or public defender peer support team member was a witness or a party to an incident which prompted the delivery of peer support services;

(B) Information received by a peer support team member is indicative of actual or suspected child abuse, as described in section 18-6-401, actual or suspected child neglect, as described in section 19-3-102, or actual or suspected crimes against at-risk persons, as described in section 18-6.5-103;

(C) Due to intoxication by alcohol, being under the influence of drugs, or incapacitation by substances as described in section 27-81-111, the person receiving peer support is a clear and immediate danger to the person's self or others;

(D) There is reasonable cause to believe that the person receiving peer support has a mental health disorder and, due to the mental health disorder, is an imminent threat to himself or herself or others or is gravely disabled as defined in section 27-65-102; or

(E) There is information indicative of any criminal conduct.



## ***Peer Support Team Confidentiality Complexities State of Colorado***

The protection against testifying without consent afforded to those specified in C.R.S. 13-90-107 applies to testimony within the State of Colorado court system. For first responder peer support teams, this protection is outlined in paragraph (m).

Peer support communications are protected from disclosure during administrative investigations by applicable department policy and PST operational guidelines. If these protections are not written into policy and/or guidelines there is no protection.

Federal code and state statute supersede department policy and guidelines. Therefore, PST policy/guidelines that provide confidentiality for PST members in administrative investigations and debriefings may be limited or overridden in circumstances involving U.S. code or statute-based administrative regulations, such as those that require supervisors to report incidents of sexual and other harassment and work-related employee injury.

PST confidentiality protections under C.R.S. 13-90-107(m) apply only when trained peer support team members are functioning in their official capacity as a PST member and within the written agency PST guidelines.

The prohibition against testifying without consent as specified in C.R.S. 13-90-107 (m) may or may not apply within the federal court system. This is because there is presently no federal confidentiality privilege for peer support team members and state standards of privileged communication are not necessarily binding on federal courts. In a federal court proceeding, the information exchanged in peer support interactions may be subject to disclosure under Federal Rules of Evidence - Rule 501, *Privilege in General*, depending upon the “rule of decision” and the issues involved in any particular case.

Limits of PST confidentiality must be disclosed prior to PST interactions.

In matters involving peer support confidentiality, peer support team members must exercise judgement and discretion based upon their knowledge of statutory provisions, agency policy and operational guidelines, and their peer support training.

Any questions or uncertainties about peer support confidentiality during or following peer support interactions should be brought to the peer support team clinical supervisor immediately.

Peer support team members must not be lulled into a false sense of security or confidentiality by the provisions of C.R.S. 13-90-107(m).

***Peer Support Team Member  
Authorization for the Release of Information***

Name (please print) \_\_\_\_\_

Agency \_\_\_\_\_

I knowingly waive my privilege of confidentiality as specified in departmental policy and C.R.S. 13-90-107(m), *Who may not testify without consent*.

I hereby authorize the following Peer Support Team member(s)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

to release information exchanged in our peer support interaction(s) to

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Type of information to be released

\_\_\_\_\_  
\_\_\_\_\_

Includes information about drug and alcohol use/abuse/dependence    ☐yes    ☐no

This release of information may be revoked at any time. This *Authorization for the Release of Information* shall expire one year from today's date unless revoked earlier.

\_\_\_\_\_  
Signature of person authorizing release of information

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness (if present)



## *The Concept of Stress*

*Stress* is a multifaceted and complex phenomenon. It appears to be a factor for all living organisms. The concept of stress has its origin in ancient writings and has developed significantly over the past several decades.

Stress: Hans Selye (1907-1982), an endocrinologist and researcher, defined stress as “the nonspecific response of the body to any demand, whether it is caused by, or results in, pleasant or unpleasant conditions.” A more contemporary and alternative view of stress maintains that the idea of stress “should be restricted to conditions where an environmental demand exceeds the natural regulatory capacity of an organism” (Koolhass, J., et al. 2011). Simply restated, in Selye’s view the intensity of the stress response is positively correlated with the combined intensity of *all* current demands. Therefore, as the totality of demands increase, the magnitude of the stress response increases. In the latter view, stress is hypothesized to occur only when the demands exceed those of everyday living. Included in these demands are the biological processes necessary to sustain life.

The concept of stress differs from that of *stressor* and *challenge*. *Stressor* is the term used for the demands that cause stress. Therefore, stressors cause stress. *Challenges* are a particular type of stressor. Stressors that are perceived as challenges do not appear to produce the negative effects associated with stress. Instead, challenges are frequently experienced as re-energizing and motivating. Whether a stressor is perceived as a challenge or a difficulty is influenced by many factors. Among these are: type and intensity of the stressor, stressor appraisal, perceived capability to cope with the stressor, available support and resources, individual personality characteristics, and likely assessed outcomes. This is why a stressor that represents a challenge for one person may cause significant stress in another.

Stressor: a demand that initiates the stress response. Stressors can be psychological or physical, low to high intensity, short to long duration, vary in frequency, and originate in the environment or internally.

Fight or flight: a phrase coined by Walter B. Cannon (1871-1945) to emphasize the preparation-for-action and survival value of the physiological changes that occur upon being confronted with a stressor. The fight or flight response later became associated with the Alarm phase of the *General Adaptation Syndrome*.

General Adaptation Syndrome (GAS): (Selye, H.) the GAS is comprised of three stages: alarm, resistance, and exhaustion. *Alarm* is the body's initial response to a perceived threat and the first stage of general adaptation syndrome. During this stage, the body begins the production and release of several hormones that affect the functioning of the body and brain. During the *resistance* stage of GAS, the internal stress response continues but external symptoms of arousal disappear as the individual attempts to cope with stressful conditions. In the final stage of the GAS, *exhaustion*, the prolonged activation of the stress response depletes the body's resources, resulting in permanent physical damage or death ([http://www.ehow.com/facts\\_6118452\\_general-adaptation-syndrome.html](http://www.ehow.com/facts_6118452_general-adaptation-syndrome.html)).

Homeostasis: “steady state” - an organism’s coping efforts to maintain physiological, emotional, and psychological balance.

Overload stress: stress which is the result of a high intensity stressor, too many lesser intensity stressors, or a combination of both that exceeds normal coping abilities.

Deprivational stress: stress experienced due to lack of stimulation, activity, and/or interaction. An example of an environment likely to produce deprivational stress is solitary confinement. Deprivational stress is also the principle underlying the child discipline intervention known as *time out*.

Occupational stress: stress caused by job demands. Each occupation is comprised of a cluster of *unavoidable* stressors. These are demands that are inherently part of the job. For EMS, interacting with non-cooperative persons is an unavoidable stressor. If not managed appropriately, occupational stressors can result in detrimental physical, emotional, and psychological responses. *Avoidable* occupational stressors may also become problematic when present in sufficient quantity and intensity. An example of an avoidable occupational stressor is a poorly designed department policy that fails to adequately address the issue for which it was written. A poorly written policy is an avoidable stressor because it could be re-written in a way that better addresses the reason for its existence.

#### Stress Management - Insights into the transactional nature of stress

Epictetus: (A.D. 55 -135) (1) "Men are disturbed not by things, but by the view which they take of them." (2) "It's not what happens to you, but how you react to it that matters." Epictetus was one of the first early writers to recognize the intimate and inextricable relationship that exists between individuals and their environment.

Hans Selye: (1) "Man should not try to avoid stress any more than he would shun food, love or exercise" (2) "It's not stress that kills us, it is our reaction to it." (3) "Mental tensions, frustrations, insecurity, aimlessness are among the most damaging stressors, and psychosomatic studies have shown how often they cause migraine headache, peptic ulcers, heart attacks, hypertension, mental disease, suicide, or just hopeless unhappiness." (4) "Adopting the right attitude can convert a negative stress into a positive one." Selye is recognized by many researchers as the first person to specify the processes of biological stress. He is sometimes referred to as "father of stress research."

R.S. Lazarus (1922-2002) (1) "Stress is not a property of the person, or of the environment, but arises when there is conjunction between a particular kind of environment and a particular kind of person that leads to a threat appraisal." Lazarus maintained that the experience of stress has less to do with a person's actual situation than with how the person perceived the strength of his own resources: *the person's cognitive appraisal and personal assessment of coping abilities*.

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Koolhaas, J., et al. "Stress revisited: A critical evaluation of the stress concept." *Neuroscience and Biobehavioral Reviews* 35, 1291-1301, (2011).

## ***Signs of Excessive Stress***

Impaired judgment and mental confusion  
Uncharacteristic indecisiveness  
Aggression - temper tantrums and “short fuse”  
Continually argumentative  
Increased irritability and anxiety - feeling like a “time bomb”  
Increased apathy or denial of problems  
Loss of interest in family, friends, and activities  
Increased feelings of insecurity with lowered self esteem  
Feelings of inadequacy

### **Warning Signs**

1. Sudden changes in behavior, usually uncharacteristic of the person
2. Gradual change in behavior indicative of gradual deterioration
3. Erratic work habits and poor work attitude
4. Increased sick time due to minor problems and frequent colds
5. Inability to concentrate, impaired memory, or impaired reading comprehension
6. Excessive worrying and feelings of inadequacy
7. Excessive use of tobacco, alcohol, or drugs
8. Peers, family, & others begin to avoid the person because of attitude/behavior
9. Excessive complaints (negative citizen contact or family member complaints)
10. Not responsive to corrective or supportive feedback
11. Excessive accidents or injuries due to carelessness or preoccupation
12. Energy extremes: no energy or hyperactivity
13. Sexual promiscuity or sexual disinterest
14. Grandiose or paranoid behavior
15. Increased use of sick leave for “mental health days”

**Excessive stress can be expressed in physical or psychological symptoms, including:**

Muscle tightness/migraine or tension headache  
Clenching jaws/grinding teeth or related dental problems  
Chronic fatigue/feeling down or experiencing depression  
Rapid heartbeat/hypertension  
Indigestion/nausea/ulcers/constipation or diarrhea  
Unintended weight loss or gain - changes in appetite  
Cold and sweaty palms which is not normal for the person  
Nervousness and increased feelings of being jittery  
Insomnia or sleeping excessively - strange dreams or nightmares  
In extreme cases - psychotic reactions/mental disorder

### **Examples -**

1. From cheerful and optimistic to gloomy and pessimistic.
2. Gradually becoming slow and lethargic, increasing depression.
3. Coming to work late, leaving early, sick time abuse.
4. Rambling conversation, difficulty in sticking to a specific subject.
5. Lack of participation in normally enjoyed activities.

Stress Management There are various effective stress management strategies. Stress management strategies can be as simple as making minor adjustments in your diet, and as complex as implementing major life changes. Stress management includes:

*Renegotiating your life:* There is no substitute for renegotiating and changing a stressful lifestyle. Renegotiating lifestyle frequently requires reassessing personal values, resetting personal boundaries, disputing irrational thoughts, discontinuing dysfunctional behavior, and increasing healthy activities (such as physical exercise).

*Breathing exercises:* Controlled, intentional, diaphragmatic, and rhythmic breathing have been used as a means to manage stress for as long as there has been recorded history. The utility of controlled breathing has been well-demonstrated across many personal and occupational environments, including marriage and family relationships, policing, firefighting, EMS, and the military. Relaxation breathing is likely the most effective low-effort/high-benefit relaxation strategy available.

*Meditation:* Meditation has been used since antiquity to train the mind, alter consciousness, and to induce relaxation. There are many forms of meditation.

*Relaxation training:* Relaxation training involves learning how to induce physical and psychological relaxation. There are many variations of relaxation training including progressive muscle relaxation, tense-release muscle relaxation, and whole-body relaxation. Mental imagery, directed scenarios, cognitive coping statements, and other-sense imaginations are frequently a component of relaxation training.

*Massage and “bodywork”:* Manipulation of muscles and nerves for relaxation.

*Body scan:* Body scanning is a relaxation technique wherein a person mentally scans his or her body and learns to identify tension areas within the body. Once the area of tension is identified, relaxation skills are applied so that the tension is reduced and a greater degree of overall relaxation is achieved.

*Biofeedback:* In biofeedback, instruments are used to measure specific physiological activity known to be associated with stress. These measurements comprise the “feedback” that is then used to direct relaxation efforts or other desired physiological changes. The physiological measures of biofeedback include brain wave activity, muscle tension, heart rate, heart beat interval, respiration rate, blood pressure, blood flow, extremity temperature, and electrodermal conductivity. By learning to appropriately influence one or more of these physiological measures, overall stress levels can be reduced. Biofeedback may be applied in the treatment of several medical conditions as well as to induce relaxation.

*Hypnosis:* Hypnosis is a trance-like state in which you have heightened focus and concentration (Mayoclinic.com). The hypnotic state can be induced in another person by a therapist (hypnotherapy) or it can be self-induced (self-hypnosis). Many persons find hypnosis useful as a stress management tool. This is due to the focused and relaxed state inherent in the hypnotic induction and process. Hypnosis also has a show business history. When used for entertainment, hypnosis it is called “stage hypnosis”.

For more information about stress, stressors, occupational stress, and stress management see *Some Things to Remember* and Chapter 3 of *Reflections of a Police Psychologist (2<sup>nd</sup> ed)*.

## ***Critical Incident Information***

### Critical incidents:

are often sudden and unexpected  
disrupt ideas of control and how the world works (core beliefs)  
feel emotionally and psychologically overwhelming  
can strip psychological defense mechanisms  
frequently involve perceptions of death, threat to life, or involve bodily injury

### Perceptual distortions possible during the incident:

slow motion	visual illusion
fast motion	heightened visual clarity
muted/diminished sound	automatic pilot
amplified sound	memory loss for part of the event
slowing of time	memory loss for part of your actions
accelerated time	false memory
dissociation	temporary paralysis
tunnel vision	vivid images

### Possible responses following a critical incident:

heightened sense of danger  
anger, frustration, and blaming  
isolation and withdrawal  
sleep difficulties  
intrusive thoughts  
emotional numbing  
depression and feelings of guilt  
no depression and feelings of having done well  
sexual or appetite changes  
second guessing and endless rethinking of the incident  
interpersonal difficulties  
increased alcohol or drug use  
grief and mourning

### Factors affecting the magnitude of traumatic response:

*Person variables* - personality, view of reality, personal history, beliefs and  
aforethought, assessment of self performance, perception of alternative options,  
coping abilities, degree and result of stress management and stress inoculation  
training.

*Incident variables* - proximity, sudden or planned, blood and gore, age of others,  
personal history of involved patient, patient and/or others behavior, accompanied by  
other EMS personnel at time of incident, other EMS personnel involved, actual  
circumstances of the event.

## ***Traumatic Stress: Shock, Impact, and Recovery***

Various researchers have identified several predictable responses to traumatic events. These responses can be reduced to three principle phases: *shock*, *impact*, and *recovery*. This pattern of response is often observed following exposure to a critical incident. The shock, impact, and recovery response pattern can vary in intensity and duration, and is commonly seen within the experience of *posttraumatic stress* and *posttraumatic stress disorder*.

**Shock**—psychological shock (P-shock) is often the initial response to a traumatic incident. (The symptoms of physical shock, more precisely called *circulatory shock*, may also be present. Circulatory shock is a life-threatening medical condition and requires immediate medical attention). P-shock is comprised of a host of discernible reactions including denial, disbelief, numbness, giddiness, bravado, anger, depression, and isolation. P-shock reactions, although common following trauma, are not limited to trauma. P-shock can occur in response to any significant event. Football players who have just won the Super Bowl frequently respond to questions from sports interviewers by saying, “I can’t believe it” (disbelief) or “It hasn’t sunk in yet” (no impact).

**Impact**—after the passage of some time, the amount of time differs for different people, there is impact. Impact normally involves the realization that “I could have been killed” or “This was a grave tragedy.” These thoughts and the feelings that accompany them can be overwhelming. EMS personnel should never be returned to full duty while they are working through any overwhelming impact of a traumatic incident. EMS agencies should have policy directives which provide for administrative or other appropriate leave until an experienced EMS psychologist evaluates and clears the EMS personnel for return to duty.

**Recovery**—recovery does not follow impact as a discreet event. Instead, with proper support and individual processing, impact slowly diminishes. As impact diminishes, recovery begins. A person can experience any degree of recovery. No or little recovery can result in lifetime disability. Full recovery involves becoming stronger and smarter, disconnecting the memory of the incident from any enduring disabling emotional responses, and placing the incident into psychological history. Without recovery, persons remain *victims* of trauma. With recovery, they become *survivors*.

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**Posttraumatic Stress (PTS)** - expected and predictable responses to a traumatic event. PTS normally resolves within one month of the incident through the person’s self-management and personal psychological resources. External psychological and emotional support systems are also of great value for the resolution of PTS. Clinically significant distress or impairment is absent in PTS.

**Posttraumatic Stress Disorder (PTSD)** - a constellation of clinical symptoms which meet the specific criteria for the PTSD diagnosis (including clinically significant distress or impairment). PTSD requires professional treatment to produce the most positive possible outcome. PTSD is often accompanied by a degree of *depression*.

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## ***Trauma: Chronological History and Psychological History***

EMS personnel who have experienced a traumatizing critical event want to place the incident behind them and move on. The difficulty for many EMS workers is that the incident continues to impact their lives in less than desirable ways. This is because the incident, while in *chronological history*, is not yet in *psychological history*. The incident is in chronological history the instant that it is over. However, this is not the case with psychological history. When thoughts and other stimuli associated with the incident evoke powerful distressing responses following the incident, the incident is not in psychological history.

Placing the incident into psychological history involves disconnecting the memory of the incident from the gut-wrenching or negative emotional responses experienced during or immediately following the incident. When an incident is in psychological history, conditioned responses are minimized. Thoughts of the incident may produce emotional responses, but they will not be disabling. The person will be able to move forward, no longer being psychologically stuck in the incident.

A major component of traumatic incident recovery is placing the event into psychological history.

The ability to place experiences into psychological history is also important in everyday life. This is especially true of functional interpersonal relationships. In functional interpersonal relationships persons are able to emotionally move beyond the memory of minor transgressions and prevent such memories from continually exerting an undesirable influence on the relationship.

According to psychologist Albert Ellis, PhD (1913-2007), author of *Rational-Emotive Behavioral Therapy* (REBT) there are 12 primary irrational ideas that cause and sustain psychological difficulty. Irrational idea number 9 is presented here because of its relevance to “placing the event into psychological history” and as a reminder of what can be accomplished:

REBT Irrational Idea Number 9: *The idea that because something once strongly affected our life, it should indefinitely affect it* - Instead of the idea that we can learn from our past experiences but not be overly-attached to or prejudiced by them.

Ellis, A. (2004). *Rational Emotive Behavior Therapy: It Works for Me--It Can Work for You*. Amherst, NY: Prometheus Books.



## ***How to Recover from Traumatic Stress***

1. Accept your emotions as normal and part of the recovery/survival process.
2. Talk about the event and your feelings.
3. Accept that you may have experienced fear and confronted your vulnerability.
4. Use your fear or anxiousness as a cue to utilize your EMS safety skills.
5. Realize that your survival instinct was an asset at the time of the incident and that it remains intact to assist you again if needed.
6. Accept that you cannot always control events, but you can control your response.
7. If you are troubled by a perceived lack of control, focus on the fact that you had *some* control during the event. You used your strength to respond in a certain way.
8. Do not second-guess your actions. Evaluate your actions based on your perceptions at the time of the event, not afterwards.
9. Understand that your actions were based on the need to make a critical decision for action. The decision likely had to be made within seconds.
10. Accept that your behavior was appropriate to your perceptions and feelings at the time of the incident. Accept that no one is perfect. You may like/dislike some actions.
11. Focus on the things you did that you feel good about. Positive outcomes are often produced by less than perfect actions.
12. Do not take personally the response of the system. Keep the needs of the various systems (DA's office, administrative investigation, the press, etc) in perspective.

*Remember, EMS critical incidents happen because you are an EMS professional and there are circumstances beyond your control, not because of who you are as a person.*

**Positive Recovery** - keep in mind that you are naturally resilient.

1. You will accept what happened. You will accept any experience of fear and any feelings of vulnerability as part of being human. Vulnerability is not helplessness.
2. You will accept that no one can control everything. You will focus on your behaviors and the appropriate application of authority. You will keep a positive perspective.
3. You will learn and grow from the experience. You will be able to assess all future circumstances on their own merits. You will become stronger and smarter.
4. You will include survivorship into your life perspective. You may re-evaluate life's goals, priorities, and meaning. You will gain wisdom that can come from survivorship.
5. You will be aware of changes in yourself that may contribute to problems at home, work, and other environments. You will work to overcome these problems.
6. You will increase the intimacy of your actions and communications to those you love. You will remain open to the feedback of those who love you.

### **Getting Help**

No one can work through the aftermath of a critical incident for you, but you do not have to go it alone. Keep an open mind. Reach out. Allow your family, friends, and peers to help. Seek professional assistance if you get stuck, if you do not “feel like yourself,” or if your friends or family notice dysfunctional emotional responses or behavior. Do not ignore those who care about you. Stay connected to your loved ones. Sometimes all it takes is sharing your experience with others who care.

This section adapts and includes information from the Colorado Law Enforcement Academy Handbook.



## ***Suggestions for Supporting EMS Personnel Involved in Critical Incidents***

The following is an edited-for-EMS version of information taken from “Suggestions for Supporting Officers Involved in Shootings and Other Trauma” written by Alexis Artwohl and published in her book, *DEADLY FORCE ENCOUNTERS*, co-authored by Loren Christensen (1997) (reprinted with permission). The thoughts and comments of Jack A. Digliani are represented in italics (added with permission). Although originally written for police officers, the information is equally valid for EMS personnel.

1. Do initiate contact in the form of a phone call or note to let a traumatized person know you are concerned and available for support or help (don’t forget to acknowledge their significant others). Remember that there are many other events besides shootings that traumatize cops. When in doubt, call. *Do not fall into the trap that “others will do it, so I don’t have to.” Your expression of support will be appreciated. Avoid becoming overly persistent or intrusive.*
2. Offer to stay with a traumatized person for the first day or two after the event if you know they live alone (or help find a mutual friend who can). Alternatively, you could offer for the person to stay with you and your family. *This type of support for a person living alone can be quite beneficial for the first few days following a traumatizing critical incident.*
3. Let the traumatized person decide how much contact they want to have with you. They may be overwhelmed with phone calls and it may take a while for them to return your call. Also, they and their family may want some “down time” with minimal interruptions. *As in the past, the Peer Support Team (PST) will continue its efforts to advise others through email or other appropriate means when involved persons need a communication hiatus.*
4. Don’t ask for an account of the incident, but let the traumatized person know you are willing to listen to whatever they want to talk about. EMS personnel may get tired of repeating the story and find “curiosity seekers” distasteful. Be mindful that there is usually no legally privileged confidentiality for peer discussions. *A privileged communication relationship does exist between EMS and certain others including psychologists, attorneys, licensed or ordained clergy members, spouses, physicians, and other licensed or supervised mental health professionals. Over the years, several states have enacted legislation that provides a degree of privileged confidentiality for peer support discussions involving members of specified peer support teams.*
5. Ask questions that show support and acceptance such as, “Is there anything I can do to help you or your family?” *In some cases where the pre-existing relationship will support it, just doing instead of asking is appropriate.*
6. Accept their reaction as normal for them and avoid suggesting how they “should” be feeling. Persons have a wide range of reactions to traumatic events. *If part of their reaction includes thoughts or feelings of homicide or suicide, or should you observe any concerning behavior, you should immediately contact the PST, agency psychologist, or take other appropriate action.*

7. Remember that the key to helping a traumatized person is nonjudgmental listening. *Just listening without trying to solve a problem or imposing your views can go a long way to support traumatized persons.*

8. Don't say, "I understand how you feel" unless you have been through the same experience. Do feel free to offer a BRIEF sharing of a similar experience you might have had to help them know they are not alone in how they feel. However, this is not the time to work on your own trauma issues with this person. If your friend's event triggers some of your own emotions, find someone else to talk to who can offer support to you. *It's worthwhile to keep in mind that persons will frequently perceive a critical incident in a somewhat unique way. However, there is enough overlap in our experiences to allow us to relate to some degree to the experience of the involved person. A good rule to follow: If the involved person asks you a question about your experience or how you handled a past incident, respond fully to the question, then re-focus on them. If additional questions are asked, respond in a similar fashion...the person is requesting more information from you. Your responses are likely to normalize their feelings, thoughts, and behaviors - which may be new or strange to them. Keep your responses concise and talk in plain language. Do not get stuck in your own unresolved issues. The last thing needed by a person who has experienced a critical incident is to become your therapist.*

9. Don't encourage the use of alcohol. It is best for persons to avoid all use of alcohol for a few weeks so they can process what has happened to them with a clear head and true feelings uncontaminated by drug use. *Remember, alcohol is a behavioral disinhibitor in small dosages and a central nervous system depressant in larger quantities. It is best not to be affected in either of these ways when attempting to process a critical and traumatizing event. Additionally, in order to avoid over stimulation and symptoms of withdrawal, caffeine intake should remain close to normal. Caffeine is a diuretic and vasoconstrictor. Its stimulant properties increase autonomic arousal and can cause a jittery feeling. Even small amounts of caffeine can interfere with sleep onset and sleep maintenance in those not accustomed to it. Excessive amounts can result in caffeine intoxication. Bottom line: Persons should stay within their normal limits of caffeine consumption.*

10. Offer positive statements about the person, such as, "I'm glad you're O.K." *Critical incidents frequently bring forward emotions and thoughts not present in everyday living. Making positive statements demonstrates support and caring. This frequently helps persons deal with the issues inherent in critical experiences.*

11. You are likely to find yourself second-guessing the actions of others involved in a critical incident, but keep your comments to yourself. Critical comments have a way of coming back to the involved persons and it only harms those involved. Those involved are probably second-guessing themselves anyway and are likely struggling to recover. Besides, most of the second-guessing is wrong anyway. *Keep in mind that the best anyone can do is to make reasonable decisions based upon perceptions and the information available at the time. No one really knows what it was like for a particular person to be involved in a particular incident. Saying such things as "I would have done..." or "They should have done..." is almost always damaging. Remember that every EMS, every day makes decisions based on limited and sometimes inaccurate information.*

12. Encourage the person to take care of themselves. Show support for such things as taking as much time off as they need to recover. Also encourage the person to participate in debriefings and counseling. *EMS personnel involved in serious critical incidents are engaged in peer support, group debriefings when appropriate, and counseling as specified by agency policy. Remember, if available, employees may, at any time, seek confidential assistance from the agency psychologist, the PST, or the Employee Assistance Program for any intensity event or ongoing stressor.*

13. Gently confront them about negative behavioral and emotional changes you notice that persist for longer than one month. Encourage them to seek professional help. *A general rule of confrontation: confront to the degree that the underlying relationship will support. In other words, if done in a caring way, the closer you feel to a person, the more you can confront without jeopardizing the relationship or creating harm. If this rule is followed, the likelihood of the person responding positively to the confrontation is maximized.*

14. Don't refer to persons who are having emotional problems as "mentals" or other derogatory terms. Stigmatizing each other encourages persons to deny their psychological injuries and not to get the help they need. *Getting through critical incidents is hard enough. We do not need to make it more difficult on each other by derogatory labeling or engaging in less-than-desirable non-verbal behavior. This includes general attitudes communicated in everyday speech as well as specific comments following a particular event. Do not intentionally or unintentionally contribute to the secondary danger of first-responders.*

15. Educate yourself about trauma reactions by reviewing written materials or consulting with someone who has familiarity with this topic. *The agency psychologist and PST have several handouts and other material which can assist you in learning more about critical incidents, trauma, and traumatic responses.*

16. Most persons want to return to normality as soon as possible. Don't pretend like the event didn't happen but do treat traumatized persons like you always have. Don't avoid them, treat them as fragile, or otherwise drastically change your behavior with them. *It is normal for persons who have been through a critical and traumatizing experience to become a bit more sensitive to how others act toward them. This increased sensitivity is usually temporary. You can help the person work through this sensitivity as well as larger aspects of the incident aftermath by just being yourself.*

17. Remember that in this case, your mother was right: If you don't have anything nice to say, don't say anything at all". *In the final analysis, we cannot know which side of a critical incident we will find ourselves: a person looking to others for support or a person attempting to provide support. Our strength and defense lie in how we treat each other.*

## ***Critical Incident Management and Return to Duty Protocol***

Preparation and Stress Inoculation Training: Recruit EMS personnel (EMSP) should receive in-service academy instruction in agency critical incident policy and procedure, stress management, and critical incident stress inoculation prior to engaging in field training/evaluation.

Concept of *second injury* - second injury occurs when EMSP are treated poorly following a critical incident, even if unintentionally. Second injury is especially likely if the poor treatment comes from the person's agency. Remember, you don't have to intend harm to do harm. One way to virtually insure second injury is to treat involved EMSP as incompetent or as a criminal suspect without reason to do so.

1. Remove from scene/controlled environment/away from suspect's family/not isolated/gatekeeper and peer support (See *Critical Incident Protocol*)  
EMSP notification of spouse, family/notification by policy if incapacitated  
On-scene support (peer support team, psychologist)/confidentiality  
Contact from top administrator. *Ongoing* executive, admin/staff support  
Replacement of ID or any equipment if taken for any reason  
Issue of drug/alcohol blood sample - voluntary, probable cause, or policy  
Issues of viewing any available camera footage/listening to dispatch tapes  
Issue of completion of report - when and how documented  
EMS vehicle considerations if vehicle is assigned  
Administrative leave pending processing of incident/press releases/telephone, email screening/EMSP family security if an issue  
Trauma Intervention Program - initiation into psychologist support program
2. Recognition of personal risk - recognition of perceptions, conceptions, emotions, effort, and actions - appoint agency contact person  
Attorney for EMSP if requested without negative consequences for person.  
Clear distinction between criminal and administrative investigation if either are appropriate: Miranda advisement? Garrity advisement?
3. Family involvement: spouse/children (immediate support, security, nature of incident, issues of vulnerability, peer reactions, work, school, released press information, extended family responses, etc)  
Prepare for possible negativity: press, segments of community, family members of suspect, other sources
4. Group debriefing if appropriate, other support interventions if group debriefing is unwarranted. Debriefing: voluntary, invitation of participants - consider support persons, dispatch personnel, other agency personnel/individual follow-up/peer support team member reach-out, timeframe
5. When necessary, expedite criminal and administrative investigations, district attorney, review boards, etc - expedite closure for involved EMSP

6. While not common for EMSP, scheduled court hearings and assigned off-duty work must be evaluated on an individual case basis - Consider any other incident-specific factors

### RETURN TO DUTY

1. Return to scene - EMSP are accompanied by agency psychologist/PST member and personal emotional/psychological experience is processed. Consider spouse or others if requested by the person. *Caution considerations:* Issues of retraumatization and vicarious traumatization
  2. EMS Wellness Assessment (EWA) - conducted as part of the Trauma Intervention Program by the psychologist. The EWA is designed to determine personal wellness and the optimal timing for the initiation of the graded re-entry to duty (#3).
  3. Graded re-entry - program design: modified duty (uniform/non-uniform), buddy EMS partner (may be selected by involved EMSP from anywhere within the agency, contacted by EMSP and/or psychologist), consider off-duty work and specialized assignments during reentry (normally restricted), alteration if needed as program progresses. Important that person works the assigned shift during reentry. Upon successful completion the person is returned to full duty. Throughout process: mechanism of *safety net*, periodic contact with psychologist and additional psychological support if necessary. Peer support.
  4. Follow-up - scheduled appointment(s) subsequent to completion of graded re-entry. Timing and number of follow up appointments vary as deemed appropriate (for baseline follow up: after two, four, and eight weeks of full duty - beyond eight weeks as needed). Family members scheduled for appointments as needed. Year of *firsts*, peer support team and agency reach-out. Peer support team member assigned (selected by involved person) for one year.
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## ***Trauma Intervention Program***

The Trauma Intervention Program (TIP) is comprised of several components designed to support and assess EMS personnel (EMSP) exposed to potentially traumatic circumstances. Ideally, the first step in traumatic exposure management is previous training in stress management and stress inoculation, as well as participation in an EMS supportive-field training program. However, whether or not EMSP have received such training or participated in supportive-field training, the TIP is initiated following the exposure to a potentially traumatic incident.

The TIP is initiated within the conceptualization that it is the person/incident transaction which determines the degree, if any, of actual individual traumatization. It is possible for EMSP to experience no appreciable traumatization following an event which would normally be considered a “critical” or “traumatic” incident.

The TIP summarizes and includes elements of the *Critical Incident Management and Return to Duty Protocol*. It is primarily comprised of the following features which are implemented in situation-specific appropriate sequence:

- 1) previous stress management training and participation in supportive field training program
  - 2) on-scene support
  - 3) initiation into a counseling program
  - 4) assessment and appropriate intervention
  - 5) psychological visit to the incident location
  - 6) reintroduction to equipment
  - 7) EMS wellness assessment
  - 8) graded re-entry to duty
  - 9) appropriate follow-up
- On-scene support is provided by the peer support team and when necessary, the department licensed mental health professional (LMHP).
  - The involved EMSP immediately become clients of LMHP. This establishes the relationship necessary for privileged communication. A supportive counseling program is initiated.
  - As part of the counseling support program the incident site is revisited and the events/location/actions are psychologically and emotionally processed. Timing is important. The site visit is conducted when assessed appropriate.
  - There is a reintroduction to equipment including sound of radio traffic, uniform, EMS vehicle, equipment, and other work items or experiences associated with the incident.
  - The TIP EMS Wellness Assessment is initiated.
  - A graded re-entry to duty in the form of a *Return to Duty Protocol* is designed and implemented.
  - Appropriate professional and peer support follow-up is arranged.



## ***Mandated Counseling and Psychological Fitness for Duty Evaluation***

It may become necessary to mandate EMS personnel (EMSP) into counseling. If an EMS agency does not have a licensed mental health professional (LMHP) on staff, a mental health professional outside the agency is utilized.

Mandating EMSP to counseling is appropriate when: (1) there are significant concerns about their psychological welfare or (2) there is a concern about an aspect of their performance, and (3) it is thought that counseling will help them and (4) the person refuses to seek counseling voluntarily. In cases of mandated counseling there is the hope that counseling, even if involuntary, will help the person.

Mandated counseling programs are sometimes utilized in conjunction with EMSP *performance improvement plans*.

Ordering EMSP to counseling is different from ordering them to undergo a psychological fitness for duty evaluation (FFDE). When EMSP are ordered to counseling, the agency has concerns regarding the person but normally there are minimal or no concerns about their ability to continue working.

A psychological FFDE is ordered in cases where the agency has a concern about the person's ability to continue working. This concern is related to the person's perceived state of mental health and emotional stability. In mandated psychological FFDEs the privilege of confidentiality should be specified in order to establish informed consent. The evaluating LMHP then completes the evaluation and reports the findings to the EMS agency. Three determinations are possible: (1) the person is psychologically fit for duty, (2) the person is not psychologically fit for duty, or (3) the person is not psychologically fit for full duty, but capable of working in some modified duty capacity. If EMSP are found psychologically fit for duty, they return to work. This finding may include a recommendation for ongoing counseling.

If EMSP are found psychologically unfit for duty, they are placed on leave and psychological intervention is initiated. Following treatment, they are reevaluated. If found fit for duty on reevaluation, they return to work. If reevaluated as unfit for duty, other options must be considered. Other options include additional therapy and subsequent reevaluation, additional therapy with modified duty and reevaluation, and occupational or total disability.

Fitness for duty circumstances can become complex. They can involve city/county/state retirement systems, risk management, human resources department, opinions from other LMHPs, union representatives, insurance companies, property rights, attorneys, and the court system. The same is true if EMSP are found unfit for full duty but capable of working modified duty.

It is possible for EMSP to be mandated into counseling *and* ordered to undergo a fitness for duty evaluation, however, once ordered for a FFDE the person must be placed on administrative leave. Any ordered FFDE completed within a mandatory counseling program must be completed at a time when it is most compatible with the counseling effort.

## ***Fitness for Duty Evaluation, EMS Wellness Assessment, and the Trauma Intervention Program***

The EMS wellness assessment (EWA) associated with the Trauma Intervention Program (TIP) is different from a fitness for duty evaluation (FFDE). For the most part, EMS personnel (EMSP) undergo a FFDE following some identified problem. The problem that prompts a FFDE usually involves a perceived difficulty in the person's state of mind, mental health, or emotional stability. Fitness for duty evaluations utilize one or several psychological assessment instruments or "tests", a review of the person's performance and personnel records, a review of the person's psychological and physical history, a clinical interview and assessment, and a mental status examination.

FFDEs are conducted independently of any existing counseling program. This means that if a person is in counseling, the licensed mental health professional (LMHP) that is providing counseling services does not complete the FFDE (even if qualified to do so). The reason for this is the ethical prohibition of *dual-relationships*. This prohibition is based upon the premise that a LMHP involved in a therapeutic relationship with a person cannot be fully objective during a FFDE. Therefore, any FFDE of the person must be completed by a second, independent, and qualified LMHP.

In the EWA incorporated into the Trauma Intervention Program, the primary goal is to assess whether there is a newly developed incident-related clinical disorder that would prevent the person from safely returning to duty. The EWA also includes ruling out an incident-caused exacerbation of any preexisting psychological condition that would prevent the safe return to duty.

The majority of EMSP involved in duty related critical incidents were not experiencing psychological or performance difficulties prior to the incident. Therefore, most persons assessed in the TIP EWA come from a history of health, not a history of dysfunction. This, coupled with the fact that most EMSP perform professionally during critical incidents (in compliance with their training, state law, and department policy), makes a FFDE unnecessary. Under these circumstances, any ethical concerns inherent in dual-relationship are managed without difficulty. This means that even if the person has a counseling history with the department LMHP, the agency LMHP may complete the EWA. EMSP should not be made to undergo a traditional FFDE simply because they performed as trained and as expected during a critical incident.

In the TIP EWA the LMHP completes a mental status examination, clinical interview, and wellness assessment over several meetings with the officer. During this process, pre-incident psychological difficulties (if any) are assessed and sub-clinical psychological issues are addressed. In the TIP EWA psychological tests are used only when there is a clear need for such assessment. They are not routinely applied. TIP EWA: If there are no circumstances which would prevent the person from returning to duty, the person is returned to duty as specified in a designed Return to Duty Protocol. If the TIP EWA suggests any type of clinical impairment resulting from or triggered by the critical incident, psychological intervention is continued.

If during the TIP EWA there is an assessed need for a FFDE, the FFDE is completed by an independent evaluator. The results of the FFDE are then integrated into the TIP therapeutic effort, whether or not the person is assessed as fit for duty.



## ***Positive Side of Critical Incidents***

There is a positive side to critical incidents, a side that is seldom discussed. It has to do with becoming “stronger and smarter” following a critical incident. Becoming stronger and smarter following a critical incident involves several variables including (1) finding something positive in the experience and (2) placing the event into psychological history.

This aspect of critical incident survivorship was well-expressed by a British police officer (the process would be similar for a medic) that was involved in an incident several years ago wherein he was compelled to shoot a suspect that had taken a hostage. The suspect was killed. He knew he did what was necessary to protect the hostage but like many police officers, it took him some time to psychologically and emotionally process the event. He described part of his experience this way:

“...I am also aware how having come through both the incident and the aftermath, that I changed in a positive way too. I believe that dealing with the incident made me more resilient, able to cope better with problems and difficulties (based on a mind-set that goes something like “If I can deal with all of that, I can deal with anything that life throws at me”). The incident also reinforced my personal levels of professionalism (and my expectations of it in others). Over time these positives have, I believe, come to the fore, whilst the negative reactions have faded.” (May 19, 2015)

Positive outcomes can result from critical experiences. We do not have to focus on the undesirable or challenging responses which are sometimes generated out of unpleasant or unwanted experiences. We have an ability to examine the other side of such experiences. We have an ability to achieve a better mental balance. To the degree this can be accomplished, we can move forward, through any aftermath of any critical incident. In this way, we become stronger and smarter.

### **Resiliency**

“Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress – such as family and relationship problems, serious health problems or workplace and financial stressors. It means “bouncing back” from difficult experiences. Research has shown that resilience is ordinary, not extraordinary. People commonly demonstrate resilience.

Being resilient does not mean that a person doesn't experience difficulty or distress. Emotional pain and sadness are common in people who have suffered major adversity or trauma in their lives. In fact, the road to resilience is likely to involve considerable emotional distress.

Resilience is not a trait that people either have or do not have. It involves behaviors, thoughts and actions that can be learned and developed in anyone.” (From <http://www.apa.org>)

## ***Stressor Related Disorders - DSM***

There are several stressor-related disorders identified in the current *Diagnostic and Statistical Manual of Mental Disorders* (DSM). Most police officers are familiar with *posttraumatic stress disorder* but are unaware that there are several other psychological diagnoses associated with stressors.

Do not self-diagnose. Police officers should contact a qualified licensed clinician with any questions or concerns about stressors, stressor-related disorders, and diagnoses.

### **Adjustment Disorder**

- with depressed mood
- with anxiety
- with mixed anxiety and depressed mood
- with disturbance of conduct
- with mixed disturbance of emotions and conduct
- unspecified

### **Acute Stress Disorder**

- symptoms persistent for at least 3 days but no longer than 1 month

### **Posttraumatic Stress Disorder**

- duration of symptoms for more than 1 month
- with or without dissociative symptoms (depersonalization-derealization)
- with delayed expression - diagnostic criteria are not met until at least 6 months after the event

### **Posttraumatic Stress Disorder for Children 6 years and younger**

### **Other Specified Trauma-and Stressor-Related Disorder**

- Prolonged grief disorder

### **Unspecified Trauma-and Stressor-Related Disorder**

### **Functional Neurological Symptom Disorder (Conversion disorder)**

- psychological stress is “converted” into a neurological symptom
- the symptom or deficit is not better explained by another recognized medical or DSM disorder (various subtypes)

### **Brief Psychotic Disorder**

- duration of symptoms of at least 1 day but less than 1 month
- with or without marked stressor(s)
- with peripartum onset or within 4 weeks postpartum
- specify if with catatonia

### **Associated Mood Disorders** (various depressive, bipolar, and anxiety disorders)

- mood disorders that may co-exist with stressor related disorders

Additional DSM information can be found online at: [www.psychiatry.org](http://www.psychiatry.org)

## ***Issues, Strategies, and Concepts***

### Peer Support Considerations

When attempting to assist persons dealing with traumatic or stressful circumstances, peer support team members should consider the following. These issues, strategies, and concepts should be used when appropriate and in conjunction with the support skills of the *Stage Model of Peer Support*.

- shock, impact, recovery
- concept of 2nd injury
- vicarious or “secondary” trauma, retraumatization
- retraumatization
- splitting of environments
- fear vs helplessness vs vulnerability
- role of reinforcement/conditioning
- Popeye philosophy
- second-guessing paradigm
- chronological history and psychological history
- the walk and talk
- surface lesson/deep lesson
- options funnel vs threat funnel
- the 2 and 2 - “I know what this is, I know what to do about it” and “stronger and smarter”
- survivorship vs victimization
- resiliency and recovery
- stay grounded in what you know to be true
- having the right vs is it right
- I’m in trouble vs I’m alive
- PTS vs PTSD
- intervention as the 2<sup>nd</sup> best option - best option: time machine
- clinical supervision
- involvement of professional counseling services
- peer support in conjunction with professional counseling

### SPA, MACE, and helpful PST Information

- If you are not being used or feel underutilized as a peer support team member, increase your **Self-initiated Peer support Activity (SPA)** and consider **Make a Contact Everyday (MACE)**. SPA and MACE activities include shift-briefing presentations, follow-up contacts, and new reach-outs.
- EMS personnel make decisions everyday that are based upon limited and sometimes faulty information. This information is interpreted through many filters including EMS training, work and other experience, current circumstances, and personal history. This *decision-making within limited and sometimes faulty information* is often a major factor in post-traumatic incident *second guessing*.

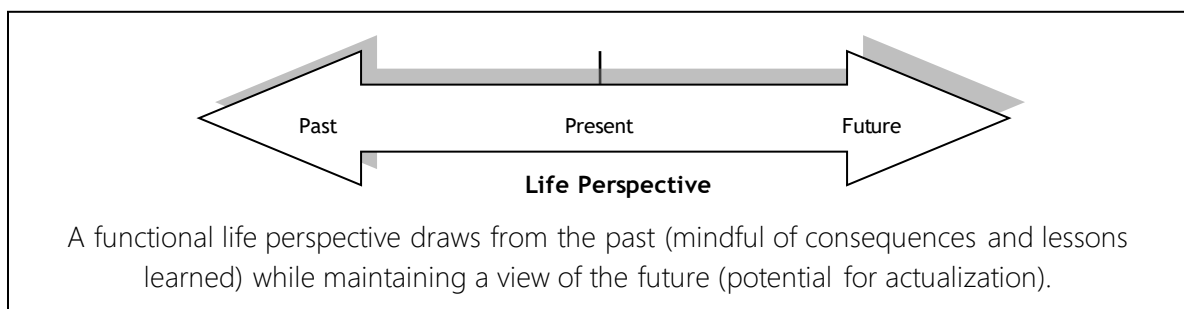
## ***Life Management: Life by Default - Life by Design***

Life management can be considered from one of two primary life perspectives: *life-by-default* and *life-by-design*. These perspectives are conceptual constructs and describe a continuum along which a person can engage life. It is unlikely that anyone lives life totally by default or by design. Most people live sometimes or most times by default, and sometimes or most times by design. Life-by-default differs from life-by-design in that life-by-default is what you get if you do not practice life-by-design. Not much thought or effort goes into life-by-default. Persons who are oriented toward life-by-default often feel powerless. They subscribe to the “This is my life. What can I do about it? It is what it is. What will be, will be” life position. This is very different from the life-by-design philosophy of “taking life by the horns.” Life-by-default does not mean that life experiences are or will be undesirable. Quite the contrary, life experiences can default to very desirable circumstances. It is a matter of probability. The probability that life will default to something great and wonderful is less than the probability of desirable outcomes in life-by-design.

Life-by-design is best described by a single word: *intention*. Persons oriented toward life-by-design act intentionally and accept responsibility for their decisions and behaviors. Life-by-design persons are not passive observers of life. They do not wait for life to simply unfold. They feel empowered and they act in ways to direct their lives. In life-by-design there is no illusion that all things can be directed, controlled, or even influenced. Instead, there is respect for what might be changed and what must be accepted. There is recognition of the influence of personal values, societal values, and cultural influences.

Life-by-design persons do not blindly accept the values of their childhood. They consider all values and evaluate them from their now-adult perspective. They adopt those that are appropriate for them, and live accordingly.

Life-by-design is thoughtful, mindful. To engage life-by-design, persons must accept reasonable risk, endorse the idea that they can decide many things for themselves, and use this knowledge to make a difference in their lives. Making an effort to accomplish this is the first step toward moving from a life-by-default to a life-by-design and a functional life perspective.



## ***Issues of Behavior, Change, and Communication***

Remain mindful of your body language and what you communicate nonverbally. Nonverbal behaviors speak loudly, forcefully, and continuously.

Work on *your* issues – trust others (family members, peers, etc) to work on theirs.

Mindfulness vs Obsession. Remind yourself of the changes that you wish to make and maintain. You do not need to obsess about desired change but you must remain mindful of it. Take yourself seriously when attempting to implement change. Change is unlikely if your effort to change is too casual.

When dealing with others, decide what is negotiable. Are you flexible? Consider couples and group goals. If you agree to participate in a couples or group activity that is not your personal preference, you accept the responsibility to support it, or at least not gripe about it. Once you agree, be a good sport, try to have a good time.

Positive sentiment - Negative sentiment. Previous experience and existing emotion can influence current perceptions. Try to evaluate the communication of others in context and as it occurs. Do not get stalled by historical negative sentiment. Give others a second chance. *Look* for the positive in order to *experience* the positive.

You *can* change, you *can* do things differently. It may feel a bit strange at first but don't quit. Persistence and adaptation are skills to be learned.

*When attempting behavior change, you are looking to influence one part of your brain (the automatic thinking and behavior part) with another part of your brain (the intentional thinking and behavior part).* You can influence your brain in positive ways.

### **Communicate to Motivate**

*Communicating to motivate* another person involves finding something positive to say or to do. It provides realistic acknowledgement and encouragement. You may still complain, provide feedback, and offer guidance, however communicating to motivate avoids the personal criticism which often decreases the effort of others.

Self-communication (self-talk). You can *communicate to motivate* yourself! Talk to yourself in ways that avoid self-criticism. Find something positive in your effort.

Exemplary and good communication takes more effort than “short-cut” or poor communication. Moderated humor can be useful. Good communication is not always “all business”...it can be fun and enjoyable. Do not overdo it.

Ask appropriate questions to clarify confusion. Appropriate: *Can you help me to better understand your point of view?* Inappropriate: *Do you have anything sensible to say?* (implies that previous comments have not been sensible and invalidates the person).

Listen without bias. Discuss differences. Accept influence. Negotiate. Compromise. Make choices and take responsibility. Decide. Decisions can be tentative and “experimental.” Assess and reevaluate. Adjust if and when necessary.

## *Considerations for Change*

- People can change. People do not change easily. Change is often considered when the *uncomfortable* becomes the *intolerable*.
- Bringing about enduring change requires two “efforts” - an effort to bring about the change and a continuing effort to maintain the change.
- Behavior is often related to reinforcement schedules.
- Behavior can be functional or dysfunctional. What is considered functional and dysfunctional behavior is dependent upon a system of values and specific cognitive conceptualizations.
- Thoughts that drive some behaviors may be considered functional or dysfunctional, and rational or irrational (with gradients of these variables).
- Many dysfunctional behaviors are learned and can be unlearned.
- In the change process, if the change is functional, ethical, and desired, it should be maintained. If the change is dysfunctional, it should be abandoned.
- Dysfunctional behavior is normally reinforced in some way (it meets some need). If you meet the need being met by dysfunctional behavior with more functional or acceptable behavior, the dysfunctional behavior will likely decrease or stop.
- The probability of change increases when there is a positive role model. Change is more likely to occur when the role model is respected or significant in some meaningful way.
- Support, peer support, and positive reinforcement aid the change process.
- The probability of change is enhanced with the enhancement of a person’s self-esteem (and vice versa).
- Change is more likely as a person’s competence and confidence increases.
- Change is complicated by untreated underlying mental disorders and/or substance addiction. Such conditions themselves can be a focus for change.
- When seeking to implement change, self-acceptance is important. The change process is enhanced when a person accepts who he or she is, while *simultaneously* targeting specific thoughts or behaviors for change.
- Do not underestimate the *potential* for change, the *possibility* of change, or the sometimes *difficulty* of change. However, keep in mind:

The difficult is not the impossible.

## ***Burnout and Boreout: Signs and Symptoms***

The concept of burnout has been in existence for many years. It was first conceptualized and named by psychologist Herbert Freudenberger in 1974. Burnout is used to describe “someone in a state of fatigue or frustration brought about by devotion to a cause, way of life, or relationship that failed to produce the expected reward” (Freudenberger, H.J.& Richelson, G.,1980, 13. *Burn out: the high cost of high achievement*. New York: Bantam Books). Burnout can occur in all areas of life, including work, marriage, family, sports, avocations, and hobbies.

### Some Signs and Symptoms of EMS Burnout

- A sense of dread, “nervous” stomach before shift
- Fatigue - feeling tired most of the time, no energy
- Easy to anger, irritability, lack of tolerance, lack of interest
- Low self-esteem, feelings of low mood and depression
- Negative outlook on life, life meaninglessness, job meaninglessness
- A sense of being trapped, without options, “boxed in”
- Tension headaches, increased migraines, muscle aches
- Nervous stomach, eating and digestive disturbances
- Increased use of alcohol, nicotine, or other drugs
- Sleep disturbances , anxiety dreams or nightmares
- Sexual dysfunction: no desire, inability to perform, or hypersexuality
- Uncharacteristic negative behavior or “acting out”
- Lack of concern for behavior consequences
- Carelessness on the job, poor medical or personal safety measures
- Increased citizen and family complaints
- Increased problems with coworkers and supervisors

### Some Signs and Symptoms of EMS Boreout

*Boreout* is a term first used by Swiss management consultants Peter Werder and Philippe Rothlin to describe the feeling of being understretched at work. Boreout is the opposite of burnout. Persons that are bored out have lost interest in what they do and lack a sense of identification with their work. For EMTs, boreout can occur after the challenge of learning how to be an EMT diminishes, when they feel underemployed or underutilized, or upon being reassigned, transferred, or promoted (some EMTs will be overwhelmed by the demands of being reassigned, etc, others will not be challenged or have enough to do). To address boreout, EMTs need to reevaluate their position, rewrite job descriptions, initiate new tasks and job functions, take on rewarding challenges, talk to supervisors to address assignment parameters, and expand job responsibilities. The answer to boreout is *creativity*.

### Considerations for Coping with EMS Burnout and Boreout

1. Withdraw - for a short time, take a break from the job
2. Rediscover - the values that first brought you to EMS
3. Reengage - the job with rediscovered values and recreated parameters
4. Reclaim - your career, your marriage, and your life

## ***Anger: Get Educated***

Got a problem? Everyone gets mad sometimes. So how does one tell the difference between a bad day and chronic anger? Ask yourself or someone you are trying to help these questions:

1. Do you often find yourself irritable and annoyed?
2. Do you find that certain people or situations make you furious?
3. Are you often irritable and don't know why?
4. Do you often use obscenities in your speech or mind?
5. Do you often think of people who upset you in terms of "a—hole", "jerk" etc.?
6. Do you have trouble giving someone a genuine compliment?
7. When something goes wrong, do you generally blame someone else?

If you answered "yes" to any of these questions, you may have a chronic anger problem.

### ***Steps to alleviate Chronic Anger Syndrome***

- Awareness is the first step. You may or may not be angry for a good reason. Anger can be 90% history and memories.
- Disrupt anger. Count to 10, write a letter, go for a walk, etc. Channel anger into something positive. Do not allow anger to control you or cause you to engage in bad or negative behaviors.
- Relaxation. Learn to disrupt or alter your anger response. Practice deep breathing. If answering telephones makes you mad and you must answer telephones, use relaxation strategies to interrupt and terminate your anger response.
- Change your environment. If you find yourself getting angry when you do X, find some reasonable and acceptable alternatives to X.
- Try silly humor. Looking at things from a humorous point of view diffuses anger and keeps things in perspective.
- Solve problems. If certain events, circumstances, or people irritate you, deal directly with the situation in an *appropriately* assertive manner. If necessary, ask for the help of others to address or resolve the issue.
- Learn skills. In order to resolve a situation wherein you find yourself chronically angry you may need to learn new skills. If you cannot swim and you get angry every time your child asks you to take her swimming, you can deal with your anger by learning to swim. This would create a mutual activity that could prove enjoyable for both of you.

Jerry L. Deffenbacher, PhD. Colorado State University-Department of Psychology



## ***Summary of De-escalation Strategies***

1. Remain calm, try to stay in the “adult”. Speak in a clear, concise manner. Remember you are trying to engage the adult in the other person. Avoid trigger words and profanity. Your goal is to increase your influence and voluntary compliance.
2. Assess initial and *ongoing* level of threat. Utilize the interview stance unless more protective positioning is warranted. Maintain the appropriate personal distance for the interaction. Arrange for assistance and backup if necessary.
3. Remain aware of your surroundings and options. This includes formulating an escape route to a cover position should it become necessary.
4. Communication: content-message-delivery. Delivery influences the message communicated via the content. Communication occurs within an environment or context. Practice engaged listening. Ask for the person’s help to accomplish what you want. Use words like “we”, “our”, and “together”. Explain the limits of EMS authority, follow-up with information about what you can do. Remain mindful of nonverbal behavior.
5. Provide acceptable options and alternatives within the present context. If possible, permit the person a face-saving way to resolve the issue, especially in the presence of family or friends. Keep cultural and ethnic differences in mind. Monitor your stereotypical preconceptions and feelings.
6. Unless intended, as in the use of the *short order*, try using an educational or informative approach in the place of an authoritative approach. Unless *duty-bound* to take action immediately, you can use the educational or informative approach. Remain professional. Communicate with respect. Be helpful and friendly to the degree possible. Be responsive. Avoid dishonesty. Follow through on what you say. Remember, you can always move to an authoritative approach if needed or if other strategies fail.
7. Acknowledge the emotional state of the person. Ask for their cooperation in allowing you to assist them. This increases the probability of successful problem resolution. A sense of humor can also go a long way but don’t overdo it. Apologize if you’re wrong or you make a mistake. Start over.
8. Proxemics. Remain attentive to your personal spacing. Think: attention and psychological availability vs. apathy and intimidation.
9. Know yourself: what thoughts and beliefs are you bringing to the transaction? Perceptions, conceptualizations, core beliefs, and world views effect our interactions.
10. Tolerance within boundaries. Allow for psychological differences and various behaviors within acceptable boundaries. It’s ok to allow some “blowing off steam”.
11. Stay alert. You must be prepared to defend yourself or otherwise act immediately should circumstances warrant. In duty-bound circumstances, tactical options become the priority.

## ***Warning Signs of Alcoholism - Information***

1. Do you ever drink after telling yourself you won't?
2. Does your drinking worry your family?
3. Have you ever been told that you drink too much?
4. Do you drink alone when you feel angry or sad?
5. Have you ever felt you should cut down on your drinking?
6. Do you get headaches or have hangovers after drinking?
7. Does your drinking ever make you late for work?
8. Have you ever been arrested because of your drinking?
9. Have people annoyed you by criticizing your drinking?
10. Have you ever felt bad or guilty about your drinking?
11. Have you ever substituted drinking for a meal?
12. Have you tried to stop drinking or to drink less and failed?
13. Have you ever felt embarrassed or remorseful about your behavior due to drinking?
14. Do you drink secretly to avoid the concerns of others?
15. Do you ever forget what you did while you were drinking?
16. For women - Have you continued drinking while pregnant? (even small amounts)
17. For women - Have you continued drinking while breastfeeding? (even if only between feedings or in small amounts)
18. Have you ever had a drink first thing in the morning to steady your nerves or get rid of a hangover?
19. Have you ever had to take a drink while at work to feel better?
20. Do you feel shaky, unsettled, or sick if you do not have a drink for a few days?
21. Have you ever stockpiled alcohol to avoid anxiety about not having it available?
22. Do you hide alcohol to avoid the concerns of family or friends?
23. Do you plan activities to insure that alcohol is available?
24. Do you look for happy or sad occasions to justify drinking alcohol?
25. Has the availability and consumption of alcohol become an overriding concern?

### Some Information About Alcohol

The earlier an individual begins drinking, the greater his or her risk of developing alcohol-related problems in the future.

Any alcohol use by underage youth is considered to be alcohol abuse.

A drink can be one 12-ounce beer, one 5-ounce glass of wine, or 1.5 ounces of 80-proof distilled liquor.

The liver is the primary site of alcohol metabolism, yet a number of the byproducts of this metabolism are toxic to the liver and may cause long term liver damage.

The short-term behavioral effects of alcohol follow the typical dose-response relationship characteristic of a drug; that is, the greater the dose, the greater the effect.

Drinkers expect to feel and behave in certain ways when drinking. Expectations about drinking can begin at an early age, even before drinking begins.

Most people who use alcohol do so without problems. However, about 17 percent of alcohol users either abuse it or are dependent on it.

Any successful physiological treatment for alcoholism must also include a psychological component.

Children of alcoholics are more likely than children of nonalcoholic parents to:

- suffer child abuse
- exhibit symptoms of depression and anxiety
- experience physical and mental health problems
- have difficulties in school
- display behavior problems
- experience higher healthcare costs

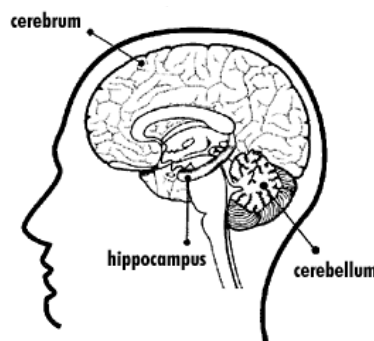
Biological (genetic) and psychosocial factors combine with environmental factors, such as the availability of alcohol, to increase the risk for developing drinking problems.

The perception of risk, risk taking, acting on impulse, and sensation-seeking behaviors are all affected by alcohol use.

Individuals who are intoxicated may misread social cues, overreact to situations, and not be able to accurately anticipate the consequences of their actions.

It has long been observed that there is an association between alcohol use and aggressive or violent behavior. Clearly, violence occurs in the absence of alcohol, and drinking alcohol alone is not sufficient to cause violence. However, numerous studies have found that alcohol is involved with about half of perpetrators of violence and their victims. This relationship holds across cultures and for various types of violence. In the United States, alcohol use is a significant factor in:

68 percent of manslaughter cases  
62 percent of assault offenders  
54 percent of murders  
48 percent of robberies  
44 percent of burglaries



*Regions of the brain affected by alcohol*

From: <http://science.education.nih.gov/supplements/nih3/alcohol/guide/info-alcohol.htm>

## *Some Things to Remember*

When confronting change and managing stress there are some things that you can do that can help. Most of the following suggestions are self-explanatory, some are not. This is because some of them are specialized and are most often used within the parameters of a specific counseling program.

### Some Things to Remember

- Watch how you talk to yourself (relationship with self)
  - Relaxation breathing-*breath through stress*-inhale nose/exhale mouth
  - Maintain a high level of self-care, make time for *you*
  - Keep yourself physically active, not too much too soon
  - Utilize positive and appropriate coping statements
  - Enhance your internal (self) awareness and external awareness
  - Remember the limits of your personal boundary
  - Practice stimulus control and response disruption
  - Monitor deprivational stress and overload stress
  - Use “pocket responses” when needed/consider oblique follow-up
  - Apply thought stopping/blocking to negative thoughts
  - Identify and confront internal and external *false messages*
  - Confront negative thinking with positive counter-thoughts
  - Break stressors into manageable units; deal with one at a time
  - Relax, then engage in a graded confrontation of what you fear
  - A managed experience will lessen the intensity of what you fear
  - Only experience changes experience, look for the positive
  - Reclaim your marriage; reclaim your career; *reclaim your life*
  - Stressor strategies: confrontation, withdrawal, compromise (combination)
  - Match coping strategy with stressor - the strategy must address the stressor
  - Remember: transactions and choice points = different outcomes
  - *Work*: do not forget why you do what you do (Occupational Imperative)
  - Utilize your physical and psychological buffers
  - Healing involves changes in intensity, frequency, and duration
  - Use your shield when appropriate (psychological shield against negativity)
  - Things do not have to be perfect to be ok
  - Create positive micro-environments within stressful macro-environments
  - Think of strong emotion as an *ocean wave*- let it in, let it fade
  - Trigger anxiety— *I know what this is; I know what to do about it*
  - Goal to become *stronger and smarter* (with the above = the 2 and 2)
  - *Walk off and talk* out your anxiety, fears, and problems (walk and talk)
  - Being vulnerable does not equal being helpless
  - Enhance resiliency - develop and focus your innate coping abilities
  - Develop and practice relapse prevention strategies
  - Develop and utilize a sense of humor, learn how to smile
  - Time perspective: past, present, future (positive - negative)
  - Things are never so bad that they can’t get worse\*
  - Do not forget that life often involves selecting from imperfect options
  - Access your power: the power of confidence, coping, and management
  - Stay grounded in what you know to be true
  - Keep things in perspective: keep little things little, manage the big things
- 

\* The notion that “things are never so bad that they can’t get worse” is intended as an aid to help keep things in perspective. It is not intended to minimize the difficulty of any stressful circumstance. At its best, this idea encourages toleration, increases motivation for change, and enhances positive life management. Understanding that “things could be worse” may or may not mitigate the experienced intensity of current stressors.

## **Transactional Analysis**

### **Concept Summary: Personality, Communication, and Pathology**

Transactional Analysis (TA) is a theoretical framework first developed by Eric Berne, MD, in the 1950's. TA is an "ego state" psychology. It utilizes the idea of ego states to construct theories of personality structure, function, and development. In addition, TA is a model for interpersonal communication, social interaction, and psychopathology.

#### Fundamental Concepts of Transactional Analysis

*Ego state* - a system of feelings accompanied by a related set of behavior patterns

*Psychic energy* - the theoretical force that energizes the various ego states

*Executive power* - the ego state with the most psychic energy has executive power

*Stroke* - the fundamental unit of social action (may be positive or negative)

*Transaction* - the basic unit of social intercourse (complementary, crossed, or ulterior)

*Time structuring* - withdrawal, rituals, activities, pastimes, games, intimacy

*Games* - complementary ulterior transactions leading to some payoff (see page 50)

*Racket* - strategy for getting "permitted" feelings while having feelings "not allowed"

*Life script* - beliefs that persons have about themselves and about the world

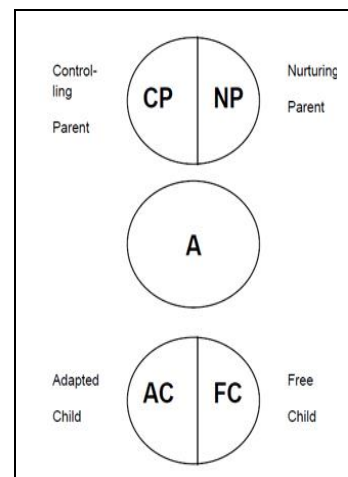
*Life position* - I'm ok-you're ok, I'm ok-you're not ok, I'm not ok-you're ok, I'm not ok-you're not ok (life position can influence the Games that are played)

#### The Ego States -There are three primary ego states: Parent, Adult, and Child

**Parent:** a state in which people behave, feel, and think in response to an unconscious mimicking of how their parents (or other parental figures) acted, or how they interpreted their parent's actions. For example, a frustrated person may shout at someone because they learned from an influential figure in childhood that this seemed to be a way of relating that worked. The Parent can be *controlling* or *nurturing*.

**Adult:** a state of the ego which is most like a computer processing information and making predictions absent of major emotions that could affect its operation. While a person is in the Adult ego state, he or she is directed towards an objective appraisal of reality.

**Child:** a state in which people behave, feel and think similarly to how they did in childhood. For example, a person who receives a poor evaluation at work may respond by looking at the floor, and crying or pouting, as they used to when scolded as a child. Conversely, a person who receives a good evaluation may respond with a broad smile and a joyful gesture of thanks. The Child is the source of emotions, creation, recreation, spontaneity, intimacy, resistance, and rebelliousness. The Child can be *adapted* or *free*.



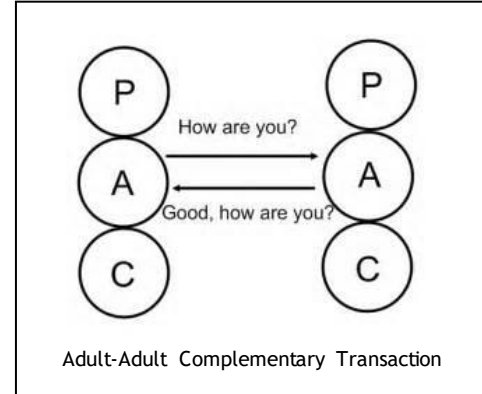
The ego states of TA

([http://en.wikipedia.org/wiki/Transactional\\_Analysis](http://en.wikipedia.org/wiki/Transactional_Analysis) and J.A. Digliani)

Transactional Analysis Transactions - There are three primary types of transactions: Complementary, Crossed, and Ulterior.

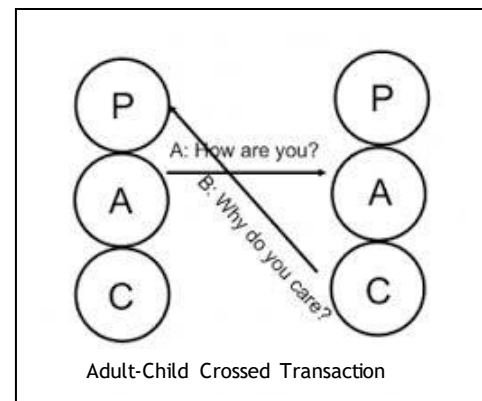
**Complementary:** In a complementary transaction, a person receives a stimulus in the ego state intended by the sender of the stimulus, (“How are you?” sent from Adult to Adult) and responds from this ego state to the originating ego state of the sender (“Good, how are you?” sent from Adult to Adult).

Complementary transactions can involve exchanges between any of the ego states. They are the simplest type of transaction.



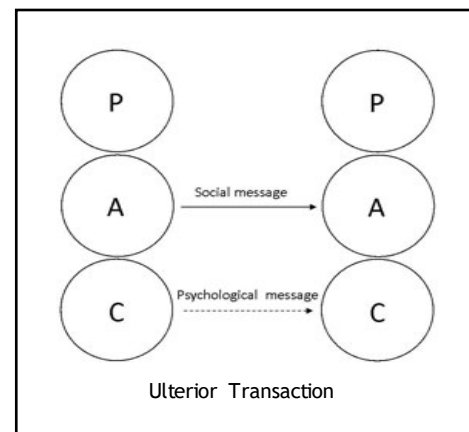
**Crossed:** In a crossed transaction, an ego state different than the ego state which received the stimuli (“How are you” sent from Adult to Adult) is the one that responds (“Why do you care?” sent from Child to Parent).

Crossed transactions often result in a change of ego states for the participants. For example, Joe asks his supervisor, “What time is it?” (Adult-to-Adult). Joe’s supervisor responds, “Stop worrying about the time and get back to work” (Parent-to-Child). Joe replies, “Yes, sir” (Child-to-Parent). Notice that Joe’s last communication to his supervisor is a complementary transaction, Child to Parent. It is Joe’s supervisor that crossed Joe’s initial request for the time by responding from his Parent. Also notice that in this exchange, Joe does not learn the time of day. Their transactions are likely to end here.



**Ulterior:** In an ulterior transaction, there is a psychological message underlying the social message.

For example: Joe asks Mary, “Would you like to come over and listen to music?”(this is the social Adult-to-Adult message). Joe likes Mary and wishes to spend time with her. The hidden psychological Child-to-Child message in Joe’s communication is *I would like to be alone with you*. Mary likes Joe and responds to his social message with one of her own, “Yes, I would love to come over and listen to music” (a seemingly Adult-to-Adult communication) but she accepts and responds to the psychological Child-to-Child message. Mary’s psychological reply is, *I would like to be alone with you too!*



There are several variations of ulterior transactions but all involve social and psychological messages. Ulterior transactions are the most complex.



## ***Rules of Communication in Transactional Analysis - Drama Triangle***

There are three rules of communication in Transactional Analysis:

- (1) So long as the transactions remain *complementary*, communication may continue indefinitely.
- (2) Whenever the transaction is *crossed*, a breakdown (sometimes only a brief, temporary one) in communication results and something different is likely to follow.
- (3) The outcome of transactions will be determined on the *psychological* level rather than on the *social* level.

### Games

Games are an important component of Transactional Analysis (TA) theory. A game in TA is an “ongoing series complementary ulterior transactions progressing to a well-defined, predictable outcome. Descriptively, it is a recurring set of transactions...with a concealed motivation...or gimmick” (p.48, *Games People Play*). The Games of TA include: *Now I got you - you son of a bitch*, *See what you made me do*, *Schlemiel*, *Rapo*, and *Wooden leg*. All Games have an unconscious element and a payoff for the players. Berne identified over 100 games people play. Many Games can be readily understood in terms of the Drama Triangle.

### Drama Triangle

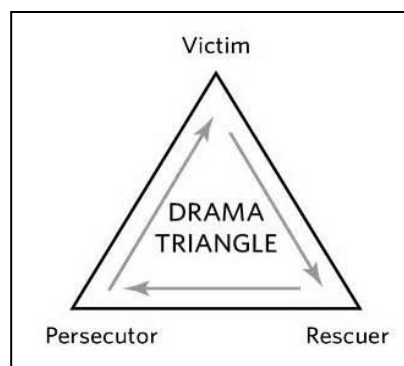
The drama triangle is a psychological and social model of human interaction in transactional analysis first described by Stephen Karpman, MD, in 1968. The roles involved in the drama triangle game are identified as the Rescuer, the Persecutor, and the Victim. “Role switching” is common within the drama triangle.

**The Rescuer** - “Let me help you”. The Rescuer takes responsibility for the well being of others. This often leads to others feeling that they cannot help themselves. In this way, they become Victims. The Rescuer keeps Victims dependent by making them feel that cannot get along without their Rescuer.

The Rescuer of the drama triangle is not the same as a person rescuing others during a disaster or in an emergency. The Rescuers of the drama triangle act out of an unconscious ulterior psychological need.

The payoff for the Rescuer of the drama triangle is often an exaggerated sense of superiority and self-esteem, and a feeling of “What would they do without me”.

**The Persecutor** - “It’s all your fault”. Persecutors normally start off as Rescuers or Victims. However, Rescuers are many times trying to rescue others that do not want to be rescued. When the act of rescue is rejected, the frustrated Rescuer becomes a Persecutor...“I’m trying to help, what’s wrong with you!”



**The Victim** - “Poor me”. Victims are sometimes helped by Rescuers when help is not needed or wanted. In reality, persons can become genuine victims, such as a victim of an assault or robbery. This is different from the Victim role of the drama triangle. In the drama triangle the Victim contributes to the game and receives some payoff. Victims surrender the responsibility for their well being to the Rescuer and either fail to confront the unwanted behavior of the Rescuer or seem to be ok with it. However, in the game of the drama triangle, Victims eventually persecute their Rescuers.

Like all complex games, drama triangles prevent psychological equality in relationships and can produce significant co-dependence. Transactional analyst Claude Steiner best described the dysfunction of the drama triangle: “...the Victim is not really as helpless as he feels, the Rescuer is not really helping, and the Persecutor does not really have a valid complaint” (Claudesteiner.com). Drama triangles will continue as long as someone is willing to be the Victim. The way to break the dysfunction of the drama triangle and other games is to deprive the players of the payoff.

### Psychopathology

*Contamination*: personality difficulties arise when the Adult ego state becomes “contaminated” by either the Child ego state, the Parent ego state, or both. Such contamination can prevent accurate “real world” perception. According to TA, such contamination can produce psychological symptoms and otherwise impair healthy personal and social interactions.

*Exclusion*: individual ego states may become impermeable to the influence of the other ego states. When this happens, the affected ego state is said to be *excluded*.

The primary goal of TA therapy is to diminish contamination and exclusion, strengthen the Adult ego state, and end the dysfunction of Games.

### Complexity of Transactional Analysis

This simplified view of Transactional Analysis does not capture the complexity and full utility of Transactional Analysis theory. Interested peer support team members that wish to learn more about Transactional Analysis are referred to the original works of Eric Berne and other prominent TA authors.

### Application of the Transactional Analysis Conceptual Model in Peer Support

- Thinking in TA terms helps to keep you in your desired ego state
- TA provides a framework to understand the behavior of others
- TA provides a “way to think” in your life and a way to support others
- TA is not offensive - it does not pathologize
- A discussion of TA principles does not normally invoke defensiveness
- TA provides a framework for discussion of patterns of behavior
- TA supports plans of action and desired change
- TA lends itself well to “Immediacy”

Berne, Eric. *Games People Play*. Grove Press, Inc., New York, 1964.

Berne, Eric. *Transactional Analysis in Psychotherapy*. Grove Press, Inc., New York, 1961.

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## ***Peer Support Team and Critical Incidents***

### **Peer Support Team**

EMS department peer support teams are part of the department's comprehensive response to a fire service critical incident.

The peer support team is comprised of personnel trained in peer support and functions under the supervision of the department's licensed mental health professional (LMHP).

The goal of the peer support team is to minimize the likelihood of traumatization to medics and their families.

Peer support interactions are confidential within the limits prescribed by department policy and state statutes.

### **Responsibilities**

The peer support team has the following responsibilities:

- Respond to the location where peer support is needed. This may be at the incident scene or another location (such as a staging area, holding area, etc).
- Assist medics by providing support to address any identified or perceived emotional, psychological, or physical need.
- Help medics to appropriately dissipate any heightened emotional and physical arousal. This may be accomplished by assisting them to process the intense emotional and physical reactions that are sometimes associated with critical incidents. Consider the "walk and talk."
- Identify any signs of a complicated stress response which might indicate a need for intervention beyond peer support.
- Facilitate family notification or other contact as requested by EMS personnel. Meet the needs of involved personnel families as necessary.
- Minimize the likelihood of secondary trauma.
- Mentally prepare the medic for any investigative process that may originate out of the actual circumstances of the incident or the medic's participation in the incident.
- Assist medics in any other way consistent with the mission and goals and of peer support and the peer support team.
- Assist the department LMHP as needed.

## Information

- Peer support serves a supportive function and does not interfere with on-going scene management, medical intervention, or any necessary investigative process.
- Peer support team members that were directly involved in the incident should not function or be utilized in a peer support role.
- Peer support team members, when functioning in their peer support role should not be assigned any medical responsibilities *unless absolutely necessary*. If placed in an alternative assignment, the peer support team member should not function simultaneously in a peer support role.
- The department LMHP or a peer support team member designated by the department LMHP should coordinate the timing, strategy, and format of any critical incident group or resiliency debriefing.
- EMS peer support teams function within the parameters of law, department-specific policy, and PST operational guidelines.

Adapted from Jack A. Digliani, *Critical Incident Protocol*, Eighth Judicial District (2018)

**Critical Incidents and Single-exposure Learning:** Single-exposure learning is a type of the classical conditioning made famous by Russian physiologist Ivan Pavlov (1849-1936). Simply stated, Pavlov demonstrated that an *unconditioned stimulus* could produce an *unconditioned response*. He showed this by administering meat powder to the mouth of dogs and measuring their salivation. Theoretically, the salivation upon the introduction of the meat powder did not represent learning. Salivation occurred as a natural response to the meat powder. In classical conditioning terms, the meat powder was the unconditioned stimulus, the salivation the unconditioned response. When Pavlov paired the introduction of meat powder with the sound of a metronome, the meat powder continued to produce salivation in the dogs. After a series of meat powder/metronome pairings, the sound of the metronome alone produced salivation. The sound of the metronome had become a *conditioned stimulus*, and the following salivation the *conditioned response*. The dogs had learned to salivate upon the sound of the metronome. Notice that the unconditioned response and the conditioned response are identical - salivation. The difference between the two responses is the stimulus that produced it.

Single-exposure learning is similar to the conditioning process observed in Pavlov's dogs with one significant difference - a series of pairings is not necessary to produce learning. Instead, a single exposure to a particularly intense unconditioned stimulus can bring about a lifetime conditioned response. Often, the response is dysfunctional and unwanted. For example, consider the case of Mary G, a woman who was assaulted by a man with a beard. During the assault she experienced an overwhelming fear that she would be killed. She survived the assault and recovered from her injuries. The perpetrator was arrested, convicted, and imprisoned. However, from the night of the assault onward, Mary experienced intense fear whenever she saw a man with a beard. Mary's fear response (unconditioned at the time of the assault) had become conditioned to the previously neutral stimulus, *man-with-a-beard*. Men with beards had become a conditioned stimulus. Men wearing facial hair that approximated a beard produced varying intensities of fear for Mary; the actual response being dependent upon the degree of approximation. This is a process known as *generalization of conditioned stimuli*.

For medical personnel, single-exposure or "one-shot" learning works much the same. Following exposure to a critical incident, medics can become conditioned to nearly anything, including the sight of uniforms, emergency vehicles, certain odors, and the sound of radio traffic.

Conditioned fear or anxiety responses must be neutralized prior to a medic being returned to duty. Unfortunately, historically, medics that suffered from undesirable conditioned responses managed them with alcohol, false bravado, or by simply gutting it out. Today, enlightened medical services engage psychologists and other mental health professionals to assist medics to disconnect dysfunctional conditioned responses from the conditioned stimuli resulting from critical incidents.

Adapted from: Digliani, J.A. (2015). *Reflections of a Police Psychologist* (2<sup>nd</sup> ed) 80-81. Bloomington, Xlibris.

## ***Peer Support Team Limits of Confidentiality - Group Debriefing Statement***

Recommended Peer Support Team *Group Debriefing Statement* for Colorado first responder peer support team members that are qualified to facilitate peer support group debriefings. Provide a printed copy to each participant if appropriate. Comments for peer support team facilitators are included in [ ] brackets.

Read the following paragraphs aloud to the group prior to the start of the debriefing.

1. Participants in a peer support group debriefing have a primary ethical obligation to respect one another and the information disclosed during the course of the debriefing.
2. Recipients of group peer support (1) cannot be compelled to testify without their consent, and (2) cannot be compelled to testify about information gained from others in the group without the consent of the person to whom the information relates, except as exempted by C.R.S. 13-90-107(m) and mandated by law.
3. Information communicated in peer support group interactions is not subject to disclosure in administrative inquiries or investigations [if in agency policy].
4. Peer support team members do not disclose, and cannot be compelled to testify, about any information presented during a group debriefing without the consent of the person to whom the information relates except as exempted by C.R.S. 13-90-105(m) and mandated by law. These circumstances are:
  - Mandatory reporting. Firefighters, as well as many other professionals are required to report actual or suspected child abuse or neglect, and abuse and exploitation of at-risk persons. [In the event that you are not a mandatory reporter, you must consider that (1) there may be mandatory reporters in the group, and (2) your clinical supervisor is a mandatory reporter. When the debriefing is brought under supervision such information must be reported.]
  - Emergency situations involving intoxication and/or mental illness.
  - Information indicative of criminal conduct.
5. Peer Support Team members have an obligation to brief our Peer Support Team clinical supervisor. [name your clinical supervisor and the reasons for clinical supervision if necessary]
6. [Specify any mandatory reporting requirements imposed on supervisors by administrative regulations - most often incidents of harassment and work-related employee injury. Identify any PST member supervisors in the group.]
7. [Read the following if there are peace officers in the group] Peace officers that determine there is probable cause to believe that a crime or offense involving domestic violence has been committed are required to make an arrest without undue delay. Therefore, peace officers must take action under such circumstances if disclosed during the debriefing.
8. If you have any legal questions or concerns, the Peer Support Team recommends that you not discuss it here. Instead, you should consult with a legal professional.

## ***Guidelines for Facilitating an EMS Critical Incident Debriefing***

The efficacy of Critical Incident Stress Debriefing (CISD) as developed by J. T. Mitchell and G.S. Everly (Phase model) and other critical incident debriefing has been the topic of recent debate. For several years, conducting debriefings after a traumatic incident has been the standard of intervention for emergency service personnel. However, recent research has provided some evidence that CISD debriefing may not always be helpful, and in some cases may be harmful. The harm that may be caused by CISD debriefing may come in the form of: (1) disrupting the normal psychological trauma integration process of participants, (2) the retraumatization of individual debriefing participants, and (3) the vicarious traumatization of a previously non-traumatized involved participant or support person.

To minimize the probability of disrupting normal psychological integration processes, retraumatization, and vicarious traumatization, debriefing participants should be assessed prior to the debriefing and continually monitored during the debriefing. Debriefing with a focus on *resiliency* (resiliency debriefing: recovery information, etc) has emerged as an alternative to the more structured sequential phases of CISD.

Formal debriefing of any type should be reserved for incidents where there is a significant probability of incident-participant traumatization. This suggestion is based upon research which indicates that an overuse of the debriefing process may diminish its process efficacy. This does not preclude the use of individual or small group support meetings in the place of formal debriefing.

Prior to the debriefing facilitators should obtain as much information as possible about the incident. Find out what happened, who was involved, the extent of injuries, was there a death, how did the incident end, and so on. Ask to examine pictures of the scene. Visit the location of the incident if necessary. This information provides a basic idea of the issues likely to surface during the debriefing.

A challenging task of the primary facilitator is to assess how to best assist those in attendance. Most groups will need little facilitation, some will need a lot. The circumstances of the incident and the group size & composition should always be taken into consideration when facilitating a debriefing.

### **Phase and Freeezeframe Debriefing Models**

If debriefing is appropriate, the CISD **phase** (Mitchell, J. T.) and **freeezeframe** (Digliani, J.A.) models help facilitators structure the debriefing process. Application of these models must remain flexible. Actual debriefings do not move orderly from one phase to another, nor do frames remain distinct. Instead, the debriefing process is characterized by issues arising in different ways at various times. Implementing a rigid structure or engaging in overcontrol will diminish the debriefing benefits. Elements of the phase and freeezeframe models can be used in combination.

### **Phase Model for Peer Support Team Members**

**Introductory Phase:** Group members should be allowed a short time to settle into the debriefing setting. The setting should be comfortable and quiet, and not accessible to

the general public. Chairs should be comfortable and set in a circle or other functional conversational arrangement. Peer support team members should sit randomly within the group. Following the informal socializing which normally occurs during this period, the team member acting as primary facilitator should call the group into session. The primary facilitator should introduce self.

- Acknowledge and thank the group for attending the debriefing.
- Explain that team members are there to help and that the debriefing process is a support function.
- Emphasize that team members are not experts who will analyze others behavior. We are what they are - people who work in emergency services, and that we, like others, occasionally have difficulty understanding why things happen as they do.
- Explain that a debriefing is not an incident performance critique - it is a forum for everyone present to discuss their experiences and feelings about the incident should they decide to do so.
- Read confidentiality statement and obtain confidentiality commitment.
- Introduce team members and *briefly* comment on the history and experience of the team.
- Request that those present introduce themselves, identify the agency they work for (if multiple agencies are involved), and state what job they do.

**Fact Phase:** At the completion of the introductory phase it is often useful for the group to establish what is known of the incident. This can be accomplished by asking for a chronological account of the incident. Facilitators can assist the group in this task by asking questions similar to, “How did you become aware of this incident?” and “What did you see as you approached?” The actual questions depend upon the circumstances of the incident. Do not hurry through this phase. If you obtained information prior to the debriefing, many of the group will not know as much as you do about the facts of the incident. (See *The use of “you”* in **General Debriefing Information** - page 60)

The dynamics of the group process will often lead the group from the Fact to the Thought phase. This is a natural transformation. If this does not occur, facilitators can assist the group into the Thought phase by presenting “thought” statements or asking “thought” questions. Frequently, there is no clear distinction between the Fact and Thought phases. Facts and thoughts tend to emerge simultaneously or intermittently.

**Thought Phase:** The thought phase helps debriefing participants move from a description of the facts (as known) to the thoughts they have or have had about what they know of the incident. In many cases, participant thoughts will change as more factual information becomes known.

**Reaction Phase:** The reaction phase is that portion of the debriefing where group members discuss how they were affected by the incident. Facilitators should provide an opportunity for everyone to become involved, however avoid compelling group members to speak. Emotional processing in a group forum can be uncomfortable for some people. Individual follow-up should be initiated when appropriate.

- Trust the group process.
- Participants will utilize the group process differently.
- Develop a tolerance for silence as well as the expression of strong emotion.
- Trust participants to make the best of the debriefing.

When the reaction phase appears complete, facilitators can initiate a discussion of likely emotional responses. This marks the beginning of the impact phase. The impact phase can easily be introduced by utilizing some of the information presented by the group during the previous phases.

**Impact Phase:** Facilitators should discuss the range of normal reactions often experienced after a traumatic incident. Pertinent handouts can be distributed and discussed. Within reason, encourage individuals to talk about their particular responses. This processing may lead to several transitions from the cognitive to the emotional and vice versa

- Normal reactions include experiencing no difficulties.
- Information presented is processed in the “here and now”.

The impact phase is followed by the information phase.

**Information phase:** The information phase provides time for team members to present information which might be helpful to the group. It may consist of critical incident stress information, stress-reduction techniques, outline of referral sources, etc. Pertinent handouts are distributed. This phase is characterized by a transition from the behavioral-cognitive-emotional context of the debriefing to the cognitive-informative.

- Information presented is oriented for future use.
- Information usually not processed in the “here and now”.

In the Information phase facilitators move toward issue closure and debriefing termination. Reorganization represents the final phase.

**Reorganization Phase:** Facilitators should provide a summary of what has occurred during the debriefing and deal with any manageable unfinished business. Group questions are addressed. Group plans for further action, if necessary, are specified. If group size permits, ask each participant, “Do you have any questions or closing comments?” If the group is too large for individual inquiry this can be accomplished by generically asking, “Questions, comments?” If questions are too complex for a brief and adequate response, arrange to meet with the person following adjournment. Acknowledge the efforts of the group. Terminate the debriefing.

- Establish contact with persons needing issue processing and closure.
- Individual follow-up arrangements are made if needed, and referral sources and recommendations are provided.

## FreezeFrame Model

The freezeFrame model utilizes an exploration of fact (information, behavior), thoughts (cognition), responses (emotion), and personal resiliency within each “frame” of a critical incident. To use the freezeFrame method, the primary facilitator requests chronological information from the group. When the account of the incident reaches a point of significance, the facilitator freezes that frame and initiates processing. This sequence continues until the entire incident is debriefed. FreezeFrame facilitation is especially useful when debriefing large groups, complex events, or incidents where many persons were involved.

*Actual freezeFrame processing:* The freezeFrame can be easily started by asking a question similar to, “How did this call come in?” (1) If through dispatch, the events in the dispatch center become the first frame to process. Once this frame is frozen, you can begin exploration of the perceptions, thoughts, behaviors, and feelings of those involved. This is done by asking questions similar to, “What were your thoughts at the time?” “Do you remember a feeling?” “Did a feeling accompany that thought?” “What did you do?” etc. (2) If the incident began by observation, your first frame involves the perceptions of the observer. Explore this by asking, “What did you see, hear, etc.” “When did you first become aware of....?” etc. Continue processing with questions similar to, “What feelings emerged in this frame?” “How are you feeling in this frame?” etc. Facilitate until all issues within the frame are processed. If discussion begins to drift out of the current frame, re-focus the group on the frame being processed. Frames range from *narrow* to *wide* and will vary during the debriefing.

When nearing resolution within each frame it is often helpful to provide a *brief* summary, such as “We’ve learned X, and that it seemed like Y, and felt Z for several group members”. Follow this with a general exploratory question, “Is there anything more that we should consider in this frame?” Once the frame is *cleared* in this manner, move to next frame. After several frames are processed, provide a *brief* summary of all previous frames and move on. Repeat until completion. Make mental or discreetly written notes about significant issues that have surfaced. Address these when appropriate. This might be within a frame, between frames, or following the processing of all frames.

Timing is important when using the freezeFrame. If you move too fast through a frame or from one frame to another, everyone that needs to do some work within the frame will not have an opportunity. If you move unnecessarily slow, the group will feel that the process is “heavy” and cumbersome.

## General Debriefing Information

1. The use of “you”. The *you* in the above questions is often the plural *you*. It frequently is used to address the group and initiate group discussion. “You” becomes the personal *you* when helping an individual explore and process incident events, perceptions, feelings, etc.
2. Assist the group or an individual to cognitively process a frame by reflecting the factual information presented and asking about accompanying thoughts, “You saw a man running from the car, what was your first thought?” “You saw a man running from the car, what did you think was happening?” etc. The same



- can be done for emotional processing, “You saw a man running from the car, do you remember feeling anything?” “You saw a man running from the car, what did that feel like for you?” etc. You can also facilitate emotional processing following cognitive processing, “You saw a man running from the car and thought that the car might be stolen, do you recall a feeling which accompanied that thought?”
3. Prior to the debriefing it can be helpful to identify a person who was involved in the incident and is not overly troubled by talking about it. After obtaining consent, he or she becomes your “go to” person for process assistance during the debriefing if necessary.
  4. Discuss how unavoidably *every cop, every day* confronts work stressors in a manner consistent with personal experience. Unforeseen contingencies which arise out of the “routine” often create the circumstances characteristic of critical incidents. Talking about such contingencies can help debriefing participants process difficulties with *second guessing*.
  5. Do not use the group to work out your personal issues. Get separate assistance for yourself to process personal issues which may be triggered during a debriefing.
  6. Personal support persons who have not been directly involved in the incident (spouses, other family members, friends, etc.) normally represent no processing difficulty and may be permitted to attend a debriefing if requested by a participant and a special support relationship exists. However, this should be considered only when it is clear that the potential benefit outweighs the possible risk.
  7. Major concerns for support persons attending debriefings include vicarious traumatization and confidentiality. Personal support persons must be monitored for traumatization and consent to the confidentiality agreement.
  8. There are times when uninvolved-in-the-incident administrators and supervisors express a desire to participate in an incident debriefing for the purposes of obtaining information and/or demonstrating support to those involved. This is not a good idea. It is not a good idea because the presence of any uninvolved person that is not a recognized support person tends to suppress the group process and inhibit open discussion. This is especially true for EMS chiefs and other high-ranking officers. In most circumstances it is helpful for the chief to provide an in-person, *brief* statement of support to the group just prior to the start of a debriefing. However, this is no substitute for uninvolved persons, supervisors, and administrators to contact involved persons independently and outside the debriefing process to demonstrate their support.
  9. *Clinical debriefings* are those that are facilitated by licensed mental health professionals. They are deemed confidential within the limits prescribed by law. Colorado *peer support team debriefings* also involve a confidentiality privilege. Know what confidentiality limitations apply and state them clearly. (See “PST Limits of Confidentiality - Debriefing, page 46). Allow debriefing participants to decide for themselves how much and what type of information to share.
  10. It is important that debriefing facilitators remain flexible and respond to the needs of the group members. Different groups will need different things from the debriefing process. Take a deep breath, relax, and gather your thoughts before beginning debriefing facilitation. Trust the group process and avoid the idea that you are completely responsible for the outcome of the debriefing.

## Cautionary Statement

The current research involving the efficacy of critical incident debriefings remains confusing. There are several studies which seem to support the effectiveness of debriefing and several which suggest that debriefing as currently practiced does little to help and may in fact be harmful to at least some participants. This last finding is especially troublesome because of the ruling ethic in medicine and psychology which is “First, do no harm.”

In reference to critical incident debriefing, the following can be stated with some degree of confidence:

- Debriefing seems to help many debriefing participants “feel better.”
- Anecdotal information demonstrates that most debriefing participants find the debriefing helpful.
- “Feeling better” and being “helpful” does not establish the clinical efficacy of critical incident debriefing.
- Critical incident debriefing may help some participants and not others.
- Critical incident debriefing may not be benign. It may create difficulties for some participants.
- CISM phase debriefing is only one element of the broader conceptualized Critical Incident Stress Management model (CISM) developed by Mitchell and Everly. When CISM is applied independently of CISM, the efficacy of CISM may be altered. This may account for some of the research findings involving CISM.
- There is no conclusive evidence that debriefing of any kind prevents the development of posttraumatic stress disorder or other stress-related disorders.
- To minimize potential harm, all debriefing participants should be assessed for participation appropriateness prior to the debriefing.
- Participation in debriefing should be voluntary.
- *Resiliency debriefings* seem to avoid the possible pitfalls of traditional debriefings.
- Only additional well-designed research will clarify the efficacy and dangers of critical incident debriefing as currently practiced by most agencies.

EMS incident debriefing policies. The appropriateness of *peer support team debriefings* should be assessed and approved by a mental health professional. Appropriately trained peer support team members should debrief with caution and only with clinical oversight.

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### *Suggested debriefing handout packet:*

Peer Support Team Limits of Confidentiality-Group Debriefing - page 54  
Incident and Debriefing Information (participant handout) - page 62  
How to Recover from Traumatic Stress - page 27  
Some Things to Remember - page 47

### *Optional additional debriefing handout information:*

Critical Incident Information - page 24  
Traumatic Stress: Shock, Impact, and Recovery-PTS/PTSD - page 25  
Trauma: Chronological History and Psychological History - page 26

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## ***Peer Support Team and Debriefing Issues***

### **Summary of Primary Debriefing Issues**

Peer support team: PST members that were directly involved in or witnessed the incident should not function or be utilized in an incident peer support role. They should be offered peer support from non-involved peer support team members.

Peer support team members as gatekeeper: If the “gatekeeper” support intervention procedure is implemented - ideally, peer support team members would not be assigned gatekeeper duties. However, in some circumstances PST members must function as gatekeepers for the sole reason that no other personnel are available.

- (1) PST members should be trained in the role and responsibilities of gatekeeper.
- (2) PST members should be assigned the role and responsibilities of gatekeeper only when no other option exists and there are other PST members available to provide peer support.
- (3) PST members accept the gatekeeper role because they are aware that it contributes to the welfare of involved personnel/employees.
- (4) When serving as gatekeeper, PST members do not function in a peer support role.

Critical incident debriefing and incident investigation: The peer support team’s licensed mental health professional (LMHP) or a PST member designated by the LMHP should coordinate the timing of any critical incident group debriefing with criminal investigators (if applicable) so that the efficacy of the debriefing and integrity of incident investigation are not compromised.

Conducting a debriefing within 72 hours of a critical incident is no longer thought to be essential in order to derive any possible debriefing benefits. Debriefings may be conducted with greater timeframe flexibility when deemed appropriate.

#### Incident investigator and investigative supervisor responsibilities (if applicable):

- (1) Coordinate efforts with the peer support team and PST LMHP.
- (2) Expedite investigative interviews so that involved employees that wish to participate in any approved group debriefing may do so without investigator concern that their participation may compromise the investigation.
- (3) Contact the PST LMHP or PST coordinator should any conflict arise between the responsibilities of incident investigators and the efforts or goals of the peer support team.

The primary objectives of incident investigators and the peer support team are:

- (1) to meet the highest standards of incident investigation and
- (2) enhance the welfare of involved personnel/employees through peer support.

### ***Incident and Debriefing Information (participant handout)***

Involvement in a critical incident can produce various emotional and psychological responses. Some of the responses, though uncomfortable, are normal and usually temporary. They are normal because they are part of the process by which we integrate the event into our life experience.

It is possible to feel well following a critical incident, participate in the incident debriefing, and come out of the debriefing feeling a bit unsettled. This is not concerning unless the feeling is uncomfortably intense. The unsettled feeling that can be generated by a debriefing is often caused by psychologically revisiting the incident or learning new information. This feeling usually diminishes within a brief time period.

**Information** - Following a critical incident or the incident debriefing you may:

- feel unsettled; not quite “yourself”; more vulnerable.
- replay the incident over and over in your mind.
- wonder why you did or did not do certain things.
- wonder why others did or did not do certain things.
- wonder why you are having particular feelings.
- not sleep normally.
- have dreams, even nightmares about the incident.
- have dreams that include incident-specific themes.
- experience appetite changes - overeating or no appetite.
- find yourself drinking more alcoholic beverages.
- notice a difference in your sex drive or ability to perform.
- feel less safe than prior to the incident.
- think more about those closest to you.
- have feelings that seem unusual or *out of character* for you.
- think more about life and death, or the meaning of life.
- worry more about your job, your welfare, and the welfare of your family.
- feel a bit numb, edgy, irritable, angry, anxious, or “down.”
- experience gastrointestinal problems.
- feel physically uncomfortable - headache, fatigue, and so on.
- wonder when your life will return to normal.

*Most importantly, you may not experience any of the above.*

*It is not abnormal to feel ok following a critical incident or incident debriefing.*

Frequently, the intensity of specific responses to a critical incident will diminish within a month.

Rarely, thoughts of suicide or of harming others are present following a critical incident. If you have suicidal thoughts or thoughts about harming others, you should tell someone and seek appropriate support immediately. Do not go it alone.

*Take care of yourself.* For the next several weeks: (1) watch how you talk to yourself, (2) be patient with yourself and others, (3) engage in mild exercise, (4) practice self-care by doing things that are calming and rewarding, (5) stay connected to those that you care about and who care about you, (6) some alone time is ok but do not isolate yourself, (7) avoid alcohol as a means of coping, (8) engage your support resources.

## *The EMS Culture*

“Being an EMS provider is the absolute greatest job in the world”

Being an EMS provider is the absolute greatest job in the world!! Most other first responders would say the same thing, “Our jobs are the greatest in world.” This is because most first responders comprise a unique group characterized by qualities that include a passion for helping others. As part of this passion, we willingly accept responsibility that many others avoid. We persist in the face of danger, many times at the risk of personal safety. We do this because we care. We are a family with desire, motivation, and principles that those outside of emergency response often have difficulty understanding. EMS providers are proud to be part of this family.

What is the EMS culture?

The ideal EMS culture would be that of provider safety, a shared value and priority for the wellbeing of themselves and co-workers at all levels of an organization. This EMS culture would be characterized by a commitment to honesty, a willingness to learn from mistakes, and which encourages providers to ask for support when necessary. It is culture that encourages providers to take responsibility for their physical, psychological, and emotional, wellness without fear of organizational or peer ridicule or reprisal.

Unfortunately, this EMS culture does not yet exist in most EMS organizations. In many agencies there is a need for change. Often, asking for help, for any reason, has been viewed as a weakness. The culture of stoicism and self-reliance in EMS is pervasive. We’re trained to be the helpers, not the ones in need of help. Admitting that we’re struggling feels like admitting failure. Long shifts, low pay, and repeated, vicarious traumas are common for EMS professionals. Enduring the physical and emotional challenges of the job has historically been viewed as a badge of honor. Acknowledging the mental toll, whether triggered by a high acuity incident or because of chronic stress, historically has been viewed as a sign of weakness.

Providers typically bury their feelings and absorb the combined stresses of the job, home life, and extrinsic factors (the coronavirus pandemic, civil unrest, and increased job and financial uncertainty, for example). Adding to the pressure, providers regularly sign on for extra shifts or work for multiple services, just to make ends meet. Downtime and sleep can be scarce. It’s too easy to become numb to the warning signs of exhaustion and emotional strain.

Since asking for help can be seen as a sign of weakness, or something that can negatively impact career progression, we bottle up our stresses and emotions, put on a brave face, and carry on, even as we feel ourselves unraveling inside. There’s a silent agreement among us to just tough it out, to keep our feelings buried under the surface. We show up to the next call with the same stoic expression no matter what horrors we’ve just encountered. We may move from a simple lift assist to an infant not breathing and are expected to take each in stride. As caregivers, we have a more intimate connection to those we serve, often offering care and comfort on the worst day of the patients’ life. It can take a mental, physical and or emotional toll on EMS providers. This situation leads to issues as simple as trouble sleeping to drug and

alcohol abuse, failed relationships and ultimately suicide. As a community we need to actively look out for ourselves and each other. Our co-workers should be as important as the patients we care for.

After self-awareness, peer support is a crucial step. An active peer support network increases the probability that early signs of stress will be identified. Early identification allows greater opportunity to prevent cumulative stress-related challenges that can ultimately lead to undesirable performance and personal issues. The goal of peer support is to have first responders remain healthy and active. If we look out for each other, it is likely that we can reduce the undesirable stress-related behaviors known to exist in EMS, including provider suicide. Our goal must be the removal of our profession from being a leader in suicide to a leader in suicide prevention. We need to learn to recognize the signs of burnout, depression, and generalized struggling in ourselves and co-workers. We need to learn what to do when we observe these signs. It's not about prying or being intrusive; it's about being there for each other, offering a listening ear, and sometimes, a shoulder to lean on.

Only recently has the EMS industry acknowledged the importance of physical and emotional well-being and begun to take steps to change the culture, normalizing talking about mental health. We need to establish a culture where checking in on each other with genuine concern is normal. By fostering a supportive environment, advocating for better mental health resources, implementing the "Make it Safe" EMS Initiative, and adopting peer support, EMS can ensure that we are not just saving the lives of others but also ourselves.

Sharon Bielmaier, FP-C, CP-C, NRP and Jack A. Digliani

### EMS Provider Safety

It does not take much time on the job to understand that providing emergency medical service comes with a degree of personal risk. It is an unavoidable component of the job. Patients can be or become violent, and sometimes the violence is directed at EMS providers. Understandably, some violent behavior is influenced by drugs and intoxication, discontinuation of meds, mental disorders, and/or various disease processes. But this is not always the case. Sometimes violent behavior is driven by a clear-minded intention to harm or kill, sometimes with an identifiable motivation, sometimes with no or little provocation. For EMS providers, the risk to their personal safety when dealing with such patients is clear.

EMS providers must remain aware that even friendly or initially cooperative patients may become violent, and within the violence, harbor an intention to harm. Fortunately, these potentially lethal circumstances do not play out very often, but there are such cases in EMS history. This is the reason for the emphasis on EMS provider safety.

EMS providers must be prepared to professionally deal with patient violence, regardless of the cause. This includes developing crisis intervention skills, implementing de-escalation strategies, knowing when to request assistance, and engaging in self-defense/self-protection when warranted.

## ***Suicide Prone Individuals***

Suicide prone individuals may demonstrate some or all of the following features in response to problems everyone faces:

1. *Particular disposition* to overestimate the magnitude and insolubility of problems. Little problems seem big, big problems seem overwhelming.
2. *Incredible* lack of confidence in their own resources for solving problems.
3. *Tend* to project a resulting picture of doom into the future.
4. *The suicide-prone* person has somehow incorporated the notion of the acceptability or desirability of solving problems through death.
5. *Death* is viewed as relief.
6. *Either/Or thinking*. Either X or suicide (death). The person does not give credence to in-between options. This kind of thinking creates a *false dilemma*.
7. *Hopeless and helpless* perspective, meaninglessness. “There’s no point to living.”

### **HELPFUL THOUGHTS:**

Motivation - Suicide, suicide attempts, and suicide threats can be representative of a person’s perceived need to escape, manipulate others, punish him/herself or others, or a combination of these. A sense of humiliation or embarrassment, or an undesired environmental event (prison sentence, illness, divorce, exposure of secret activity, etc.) frequently increases thoughts and probability of suicide.

Statement - “Even though you may be thinking of suicide, it is worthwhile to talk to others about options or alternatives.” (The longer the person talks to you, the less likely it is that they will follow through on their suicidal threat)

Remember - Suicidal persons are often depressed and see no positive prospects for the future. They often think or say things like, “The world would be better off without me”, “I have nothing to live for”, and “There’s no hope”.

The best thing that you can do for a suicidal person is to help provide *realistic hope*. If a person is experiencing intense suicidal impulses, hospitalization will likely become necessary. The strength of such suicidal impulses can vary in intensity over time.



## ***Suicide Potential***

There are many life events and experiences that increase the potential for suicide.  
These are some of the more common.

### **Stressful life situations:**

Divorce or relationship break-up - includes divorce of family member or friend  
Loss of job or position - loss of perceived status in society - loss of income  
Death of a loved one or acquaintance  
Unwanted pregnancy or feeling pressured to have an abortion  
Undesired change of environment  
Perceived failure in any life area

### **Signs of depression:**

Changes in appetite - changes in eating habits  
Loss of interest in sex  
Sleep difficulties  
Isolation from friends and family  
Self-medicating with alcohol and other drugs  
Low mood and mood swings  
Poor performance at work  
Feelings of hopelessness - feelings of helplessness  
Loss of meaningfulness - no point to living

### **Greater risk of suicide if:**

History of suicide attempts - easy access to firearms  
A family history of depression and suicide  
Public trend of suicide  
Little or no support system  
Harsh criticizing family  
Behavior that never seems to be good enough for significant others

### **Veteran suicide rates and numbers of deaths vary across regions and demographics.**

Recent data suggest that:

- An average of 20 Veterans die by suicide each day.
- Overall, the trend among rates of Veteran suicide mirrors those of the general population across geographic regions, with the highest rates in western states. While rates of suicide are higher in some states with smaller populations, the largest numbers of Veteran suicides are in the heaviest populated areas of the nation. Firearms were used in about 2/3 of veteran suicides (U.S Dept of Veterans Affairs, 2024).

Veterans in crisis or considering suicide: call the Veteran Crisis Line: 988 or 800.273.8755 or visit [VeteransCrisisLine.Net/Chat](https://VeteransCrisisLine.Net/Chat)

### **Immediate danger signs:**

Talking about suicide - direct or veiled. Saying “goodbye” in unusual manner  
Giving away treasured items - arranging for permanent care of pets or livestock  
Sudden peace within difficult circumstances with no obvious change of circumstances  
Formulation of a suicide plan - the more thought out and detailed, the more risk  
Obsession with the notion or idea of death - purchasing lethal items (guns, drugs, etc)

### **If you believe someone is suicidal:**

Trust your suspicions - treat all suicidal perceptions seriously. Express your concerns.  
Do not leave the person alone if you feel the person is imminently suicidal.  
Be supportive. Contact or refer to appropriate resources. Follow up as appropriate.  
*Even if “sworn to secrecy” do not keep a deadly secret.*

## ***SIG-E-CAPSS***

SIG-E-CAPSS is a mnemonic used to identify and assess the most common symptoms of depression. In SIG-E-CAPSS, there is the presence of or impairment in one, more, or all of the following areas.

S - Sleep  
I - Interest  
G - Guilt  
E - Energy  
C - Concentration  
A - Appetite  
P - Psychomotor retardation  
S - Sexual dysfunction  
S - Suicidal ideation

## ***BATHE***

BATHE is another mnemonic that can be useful when attempting to assist others. BATHE can be applied in general supportive settings as well as screening for depression and suicidal thinking. BATHE helps to structure the peer support interaction so that potentially vital pieces of information are not missed.

<b>B</b>	Bother/Background	What is Bothering you the most right now?	Helps to determine current circumstances.
<b>A</b>	Affect	How is that Affecting you?	Helps to determine how the person is responding to current circumstances.
<b>T</b>	Trouble	What is it about this that Troubles you the most?	Helps to prioritize the difficulties of the current circumstances.
<b>H</b>	Handle	How are you Handling that?	Helps to assess the coping abilities and coping strategies of the person.
<b>E</b>	Empathy	Express:Empathy/understanding of the person's concerns	Helps to establish supportive rapport between you and the person.

BATHE as represented here is the work D.L. Powell, MD. The information in column four has been added by Jack A. Digliani.

## ***Suicide Risk and Protective Factors***

**Suicide Risk Factors** - The first step in preventing suicide is to identify and understand risk factors. A risk factor is anything that increases the likelihood that persons will harm themselves. Risk factors are not necessarily causes.

- Previous suicide attempts.
- Diagnosis or history of mental disorders, particularly depression.
- History of alcohol and substance abuse.
- Family history of suicide or a childhood history of maltreatment.
- Feelings of hopelessness and helplessness.
- Impulsive or aggressive tendencies.
- Barriers to accessing mental health treatment.
- Loss (relationship, social, work, financial).
- Perceived loss of respect, standing in the community, or feelings of shame.
- Diagnosis of physical illness or long-term effects of physical illness.
- Initiation of long-term incarceration.
- Easy access to lethal methods.
- Unwillingness to seek help because of perceived stigma.
- Cultural and religious beliefs (Japan - Seppuku, Martyrdom, political protest).
- Local epidemics of suicide.
- Isolation, a feeling of being cut off from people.
- No support system.

**Suicide Protective Factors** - Protective factors buffer people from the risks associated with suicide. A number of protective factors have been identified.

- Effective clinical care for mental, physical, and substance abuse disorders.
- Easy access to clinical intervention.
- Family and community support.
- Support from ongoing medical and mental care relationships.
- Skills in problem solving, conflict resolution, and nonviolent handling of disputes.
- Cultural and religious beliefs that discourage suicide.
- Feeling loved and respected by significant others.

### **Some Types of Suicide**

- Blaze of glory—to be remembered or to make a statement
- Fate suicide—let another or circumstances decide
- Suicide by cop—suicide by provoking a police officer to shoot
- Protest suicide—political, social, or other cause
- Cause suicide—political or military objective
- Psychotic suicide—delusion/command hallucination
- Medical suicide—terminal illness or health/chronic pain issues
- Hopelessness suicide—depression, loss, mood disorder
- Revenge suicide—punish someone
- Honor suicide—avoid disgrace
- Shame suicide—exposure of secret activity, embarrassment
- Guilt suicide—sense of responsibility for tragic event; guilt for surviving
- Anger suicide—anger at self or others

## ***EMS Suicide Risk Factors and Warning Signs***

The first step in preventing EMS suicide is to identify risk factors and warning signs. A risk factor is anything that increases the likelihood of suicide.

### ***EMS suicide risk factors and warning signs:***

Diagnosis of depression, anxiety, or other mood disorder.  
Veiled or outright threats of suicide. Development of a suicidal plan.  
Marital, money, and/or family problems.  
Recent discipline or pending discipline, including possible termination.  
Over-developed sense of responsibility; responsibility absorption; failed resuscitation.  
Feeling responsible for the death or injury of a patient.  
Frustration or embarrassment by some work-related or intervention event.  
Internal or criminal investigations; allegations of wrongdoing; criminal charges.  
Assaults on integrity, reputation, or professionalism.  
Recent loss, such as divorce, relationship breakup, financial, and so on.  
Little or no social support system. History of problems with work or family stress.  
Uncharacteristic dramatic mood changes. Being angry much of the time.  
Increased aggression toward the public. Citizen complaints.  
Feeling “down” or depressed; feeling trapped with no way out.  
Feelings of hopelessness and helplessness.  
Feeling anxious, unable to sleep or sleeping most of the time.  
Family history of suicide and/or childhood maltreatment.  
Making permanent alternative arrangements for pets or livestock.  
Increased alcohol use or other substance abuse/addiction.  
Uncharacteristic acting out; increased impulsive tendencies.  
Diagnosis of physical illness or long-term effects of physical illness.  
Recent injury which causes chronic pain; overuse of medications.  
Disability that forces retirement or leaving the job.  
Self-isolation: withdrawing from family, friends, and social events.  
Giving away treasured items. Saying “goodbye” in unusual manner.  
Easy access to firearms or other lethal means.  
Unwillingness to seek help because of perceived stigma.  
Sudden sense of calm while circumstances have not changed.

***EMS members should not avoid other EMTs they think might be suicidal.***

**Peer Support Team:** If you observe any of the behavior associated with suicide risk in another person, contact should be initiated. Discuss your observations. Show you care. Introduce the subject of suicide. *Do not hesitate to bring the subject of suicide into the open.* Conduct a field assessment and follow through on your observations. If you feel that the person is imminently suicidal, do not leave the person alone. Contact your clinical supervisor immediately. Together, with your clinical supervisor, arrange for the appropriate intervention. If the person is not imminently suicidal, spend some time with him/her. Listen closely and provide emotional support. Contact your clinical supervisor. Provide information about available support resources, including the department psychologist (if applicable), EMS chaplains, the Employee Assistance Program, and community resources. Engage in appropriate follow-up. *The point is, do not hesitate to do something. You may save a life.*

## ***Helping a Person that is Suicidal***

The following guidelines may be useful when trying to help a person that is suicidal.

- 1) Take all suicidal comments and behaviors seriously.
- 2) Initiate a conversation. Express your concern and willingness to help. Listen closely without being judgmental.
- 3) If the person is intoxicated, arrange for detoxification. If the person is known to have an ongoing alcohol or substance use problem, support and encourage the person to seek and engage appropriate treatment.
- 4) Be mindful of what you say because the person may be overly sensitive to your remarks, but you do not have to "walk on eggshells." Be yourself.
- 5) Remain calm: the person may express strong emotion. This will normally dissipate naturally. You may also be emotionally affected. Accept your emotions as a natural and normal part of your caring interaction.
- 6) Acknowledge the person's difficulties without minimization or overstatement. Do not joke about what is serious to the person.
- 7) Avoid trying to "cheer up" the person. Instead, focus on listening and supporting.
- 8) Avoid providing problem solutions or recommendations unless asked. Encourage the person to seek professional assistance if necessary. Maintain your personal boundaries.
- 9) Bring the issue of suicide into the open. Ask about the person's current thoughts and feelings about suicide.
- 10) Ask about past suicidal thoughts, feelings, and attempts.
- 11) Ask about the availability of lethal means for suicide. Easy access to firearms is especially dangerous.
- 12) Remove firearms and other lethal means of suicide if necessary. Control potentially lethal prescribed medications or street drugs if warranted.
- 13) Determine if there is a suicidal plan - the more detailed and complete the plan, the greater the suicidal risk.
- 14) Suicidal thoughts are often the result of depression. Talk to the person about depression and the fact that depression can be effectively treated. Assure the person that with appropriate treatment for depression, suicidal thoughts and the feeling of wanting to die will diminish. Help to provide *realistic hope*.
- 15) Do not hesitate to ask for help: (1) from the suicidal person; ask the person to cooperate with you and your efforts to assist, (2) from others if warranted; ask appropriate others to assist you in your efforts to help the suicidal person.
- 16) If the person is not imminently suicidal, spend some time talking, "provide an ear," and offer emotional support. Depending on the circumstances and your relationship, encourage, assist, or insist that the person engage professional services. If warranted, arrange for the person to be with others 24/7 for continued support and to add an additional level of person-safety.
- 17) If you feel that the person is imminently suicidal do not leave him or her alone. Contact the police or other emergency resource. Do this even if the person objects. Keep in mind that if the person refuses voluntary intervention, emergency involuntary evaluation and treatment may be necessary.
- 18) If you feel that the person is somewhat suicidal but you do not feel competent to assess the level of suicidality, do not leave him or her alone. Contact the police or other available assessment and support resource. Do this even if the person objects. This is the best way to keep the person safe.
- 19) Do not keep a suicidal secret, even if requested to do so. If necessary, gently explain that you must share the information provided to you and that you must contact appropriate others.
- 20) Follow up as appropriate. Factors influencing appropriate follow up include the degree of suicidality, your history with the person, your current relationship with the person, the current circumstances, how much future involvement you are willing to have with the person, and anticipated future circumstances.

## ***Common Misconceptions About Suicide***

FALSE: People who talk about suicide won't really do it.

Almost everyone who commits or attempts suicide has given some clue or warning. Do not ignore suicide threats. Statements like "you'll be sorry when I'm dead," "I can't see any way out," – no matter how casually or jokingly said may indicate serious suicidal feelings.

FALSE: Anyone who tries to kill him/herself must be crazy.

Most suicidal people are not psychotic or insane. They must be upset, grief-stricken, depressed or despairing, but extreme distress and emotional pain are not necessarily signs of mental illness.

FALSE: If a person is determined to kill him/herself, nothing is going to stop them.

Even the most severely depressed person has mixed feelings about death, wavering until the very last moment between wanting to live and wanting to die. Most suicidal people do not want death; they want the pain to stop. The impulse to end it all, however overpowering, does not last forever.

FALSE: People who commit suicide are people who were unwilling to seek help.

Studies of suicide victims have shown that more than half had sought medical help in the six months prior to their deaths.

FALSE: Talking about suicide may give someone the idea.

You don't give a suicidal person morbid ideas by talking about suicide. The opposite is true – bringing up the subject of suicide and discussing it openly is one of the most helpful things you can do.

Source: *SAVE - Suicide Awareness Voices of Education*

### **Level of Suicide Risk**

**Low** – Some suicidal thoughts. No suicide plan. Say they won't commit suicide.

**Moderate** – Suicidal thoughts. Vague plan that isn't very lethal. Say they won't commit suicide.

**High** – Suicidal thoughts. Specific plan that is highly lethal. Say they won't commit suicide.

**Severe** – Suicidal thoughts. Specific plan that is highly lethal. Say they will commit suicide.

Source: [http://www.helpguide.org/mental/suicide\\_prevention.htm](http://www.helpguide.org/mental/suicide_prevention.htm)

<p>National 24/7 Suicide Hotlines Three-digit number for National Suicide Hotline: 988 1-800-273-TALK (1-800-273-8255) Military suicide hotline: 988 or 1-800-273-8255</p>
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## ***Death, Loss, and Survivorship***

The following is a summary of issues involved in death, loss, and survivorship.

1. *Learning of the death.* Shock and denial are common initial responses to death, especially if the death is sudden and unexpected. Disbelief and confusion are frequently experienced.

2. *Reactions to death.* Many factors influence how intensely we feel the loss. Among these are the nature of attachment, spiritual views, the age of the deceased, how the person died, the similarity of the deceased to those we love, and the extent of the void that the person's absence leaves in our life. The death of another can also trigger our own fears of death and memories of previous traumatic events or losses.

3. *Grief and mourning.* Grieving takes time. This is important to remember because American culture is not readily accepting of lengthy grieving or mourning periods. Instead, there is the idea that a person needs to put the loss behind them and get on with life. There is no correct way to grieve. People deal with loss in different ways for different periods of time. The public expression of grief is *mourning*.

4. *Coping with loss.* It is common to experience powerful emotions. Confront emotions openly. Strong emotion may feel overwhelming. Breathe through it.

5. *Specific reactions to loss.* There are many possible reactions to loss. Common and normal reactions include sadness, crying, numbness, loss of appetite, inability to sleep, fatigue, anger and frustration, finding it difficult to be alone, or wanting to be alone. Utilizing your support system is the best way to deal with the pain of grieving.

6. *Stages of grief.* Many clinicians have identified what they refer to as stages of grief. Although such stages differ in terminology, the basic structure of the stages involve (1) an initial shock and denial, (2) a subsequent impact and suffering period, followed by (3) some adjustment and degree of recovery (similar to exposure to any traumatic event). However, grieving is a complex process; it does not progress clearly from one stage to another. It is normal to once again have feelings long thought to have disappeared.

7. *Healing.* Acknowledge and accept your feelings. You may experience seemingly contradictory feelings such as relief and sadness (for example, relief that a burden of care or the person's suffering has ended, and sadness due to the loss). This is normal. Keep in mind that your emotional attachment does not end upon the death of someone you care about. Remember, bereavement is the normal process by which human beings heal from loss.

8. *Surviving the loss.* Surviving the death of someone you care about involves honoring the memory of the person by acknowledging what the person contributed to your life. From here, you can further honor the person by reengaging life. It is important to remember that similar feelings can follow the death or loss of pets, non pet animals, and even plants and inanimate objects that have acquired some special meaning (like losing a family heirloom). Brain studies show that the same neural pathways of grief are activated regardless of the loss.



## ***The Effects of Exposure to Death - Death Imprint***

The exposure to the death of others can evoke various emotional responses in EMS providers. There are many factors that influence a provider's emotional response to death. Among these are the actual circumstances of death, the age of the deceased, whether the provider feels that they played some role in the death, the number of those that have died, the relationship of the deceased to the provider, the maturity and personality of the provider, the world view of the provider, and whether the provider feels that they could have prevented the death.

At one end of the psychological death exposure spectrum lie the emotional responses of sensitization and traumatization. Such traumatization frequently includes the experience of death anxiety, fear, and depression. At the other end of this spectrum lie emotional numbing, indifference, and insensitivity. This can result in an almost robot-like response to death. This response makes being around death less stressful. It also makes killing easier, a psychological state-of-mind experienced by some combat soldiers. In the middle of these extremes are the more psychologically healthy responses to death, although the entire range of emotional responses may include various intensities of underlying or superimposed experiences of anxiety, depression, guilt, grief, and denial.

For EMS providers, death is a more-than-usual topic for thought. For one thing, EMS training in life-saving skills directly or indirectly encourages providers to think about death. Secondly, EMS personnel are encouraged to think about death by the very nature of their work. EMS duties expose providers to death in various ways, including responding and treating victims of crimes against persons, natural deaths, natural disaster and accidental deaths, and deadly traffic accidents. This sometimes produces thoughts not only about the death of others, but also thoughts about their own death.

First-responder and direct treatment EMS providers are the most likely to be exposed to death. This is because of the *funnel effect*, wherein cases involving death get funneled to them. Some of these providers learn to effectively manage death exposure; they must do so if they are to continue in their work. To others, these providers can sometimes appear “non-feeling” “cold” or “callous.”

### **Nobody Dies on My Watch**

*“Nobody dies on my watch!”* - EMS providers, like all other emergency responders, can perform their duties in an exemplary manner and still be unable to prevent anyone from dying on their watch. In spite of effective policies and procedures, exemplary personal performance, and all due diligence, EMS providers cannot control their work environment to the degree necessary to prevent the possibility of death.

*No one in any environment can prevent the possibility of death.* This exposes the notion that “Nobody dies on my watch!” for the fantasy that it is. It should be replaced by the more realistic “I will do my best to prevent anyone from dying on my watch!” This statement acknowledges a provider's personal commitment to duty, recognizes human limitation, and more accurately describes the human condition. The best that any provider can do is to influence the *probability* of death. This is

accomplished by following first responder operational procedures, conscientiously practicing EMS protocols, exercising due diligence, and so on.

If death exposure is managed in a functional way, it can result in a psychological perspective which enhances providers' death-coping abilities. In turn, this allows providers to work in their assignments without a great deal of death anxiety or distress. However, no matter how providers conceptualize death or how well a provider copes with death exposure, there is always the risk of *death imprint*.

### Death Imprint

When EMS providers experience anxiety about death, it often involves thoughts about their death, the death of loved ones, the inevitability of death, the identification of a deceased person with still living loved ones, the future loss of loved ones, and memories of those that have already died. The actual degree of experienced distress varies and is dependent upon the intensity, frequency, and duration of anxiety.

No one is immune from being emotionally overwhelmed by exposure to death. Feeling overwhelmed by exposure to death can occur (1) gradually over time, (2) due to the circumstances of a particular experience, or (3) when a particular case causes a *tipping point* in a provider's ability to manage death anxiety. Regardless of the cause of death anxiety, this type of overwhelming emotional decompensation is called *death imprint*.

Death imprint becomes possible when the best of our coping defenses fail, and the anxiety or depression associated with the conception of death reaches some degree of expression.

### Death Imprint and Peer Support

Death imprint is frequently an issue following the experience of a critical incident that has produced a degree of traumatization. It is often a component of posttraumatic stress disorder. Peer support team members must remember that there does not have to be an actual death for a person to be affected by death imprint. Near death or serious injury that might have resulted in death is enough to trigger death imprint.

Death imprint and the accompanying anxiety are often beyond the scope of peer support. Although peer support can be a valuable asset to someone experiencing death imprint, peer support team members that suspect serious reactions involving death imprint should notify their clinical supervisor, make appropriate referrals, or support the person to seek professional help.

## ***Recognizing Mental Disorders - Field Assessment***

Recognizing a person suffering from a mental disorder can be difficult. Serious mental disorders such as schizophrenia, depression, and bipolar disorder, when severe, are easily recognized. It is the more moderate degrees of these and similar conditions that represent the most challenging assessment and resolution problems for EMS personnel.

Persons in EMS must be skilled in making mental illness *field assessments*. At minimum, EMTs must be able to (1) determine if there is reasonable cause to believe that a person is mentally ill, and, if yes, (2) due to the mental illness, is the person a danger to him/herself or others, or gravely disabled. Simply stated, *gravely disabled* is a condition wherein persons are so seriously mentally ill that they are incapable of caring for themselves, are endangered by this incapability, and require immediate intervention to avoid unintentional self-harm.

Signs (observable) and symptoms (information reported by the person) are the primary components of EMS field assessments. Observations of reliable other persons can also be used in field assessments.

When conducting a field assessment, a person's behavior must be evaluated within context. Several behaviors and emotional responses which might indicate mental illness in one context might not in another.

During field assessments, look for:

1. Odd, bizarre, or otherwise unusual behavior.
2. Sudden changes in behavior (including verbal communication).
3. Major changes in mood: depression or mania (also: *bipolar disorder*).
4. Pressured speech - inability to moderate speech production.
5. Inability to "track" conversation or to stay on topic.
6. Extreme anxiety, panic, or fright.
7. Delusions: disorder of thought (formal thought disorder).
8. Hallucinations: disorder of perception (*auditory* common in schizophrenia).
9. Dementia: impairment in memory and executive function.
10. Delirium: impairment of consciousness (also: drug induced *excited delirium*).

Keep in mind that mental illness is *symptomatic* and differs from *intellectual disability* (formerly called *mental retardation*).

When EMTs have completed a field assessment and have determined that there is reasonable cause to believe that a person is mentally ill and, due to the mental illness, is an imminent danger to self/others or gravely disabled, the person should not be left alone. Intervention is necessary. If the person does voluntarily consent to intervention and transport, involuntary detention is essential. EMTs should contact the police in cases wherein involuntary detention for evaluation and treatment as authorized under C.R.S. 27-65-105, *Emergency procedure*, is required.

## Recognizing *Intellectual Disability*

Intellectual Disability (also called *Intellectual Developmental Disorder*) has its origin in the historical notions of “feeble mindedness” “mentally defective” and “mental retardation”. These concepts were associated with the intelligence quotient (IQ) and other measures of intelligence.

As defined today, Intellectual Disability “is characterized by deficits in general mental abilities such as reasoning, problem-solving, planning, abstract thinking, judgment, academic learning and learning from experience” as well as “significant impairment in adaptive functioning” with “onset during the developmental period” (DSM-5, p.31).

### Persons with an Intellectual Disability:

- may look like adults but their intelligence and functioning can be that of a child (depending on the degree of impairment).
- may not be capable of responding or reasoning as an adult.
- may be easily influenced by others. When this happens they may get into trouble due to a lack of mature judgment.
- often experience the emotional and sexual drives consistent with their level of maturation and chronological age.
- may be quite sensitive to their perceived deficits. As compensation, some may become “street tough”. Those closest to “normal” are most likely to come to attention of EMS in this manner.
- may wander around the community watching or otherwise interacting with children because they can understand them. People may become concerned and contact 911.
- may be fascinated by the EMS uniform and equipment.
- may not maintain normal, socially acceptable distances when carrying on a conversation - including closer-than-normal childlike social distances or increased social distance characteristic of being fearful.
- may not be able to appreciate the gravity of noncompliance with EMS commands.

### Intellectual Disability and Mental Illness

*It is possible for a person to be diagnosed with an Intellectual Disability and one or more specific mental illnesses.*

## ***Suggestions for Interacting with Persons that are Mentally Ill or Suicidal***

1. Always be cautious and remain alert.
  - Human behavior is ultimately unpredictable.
  - Assessment of threat level is complicated by drugs/alcohol/mental illness.
2. Take time to consider the situation. Unless **duty bound**, proceed thoughtfully.
  - Obtain information from others if possible.
  - Do not hesitate to call for assistance. A team approach is often successful.
  - Talk to the person. State your purpose: “I am here to help.”
3. Communication: Avoid abusive language and threatening behavior.
  - Many disturbed persons are already frightened.
  - The person may become frightened upon arrival of EMS.
  - Communicate to develop rapport and trust: use first names if appropriate.
  - If applicable, bring the issue of suicide into the open: “How long have you thought about killing yourself?”
  - Avoid challenges - “You don’t have the guts to kill yourself.”
  - If appropriate, explain what you are going to do before you do it. This normally decreases anxiety and lessens the probability of acting out.
  - De-emphasize authority when appropriate.
  - Most mentally ill persons will respond to EMTs who display a caring attitude. Ask for the person’s help to accomplish your goals. Appropriate supportive touch can be useful in some cases (use with caution and only when indicated).
  - Consider the “short order” if necessary or if rapport fails.
  - Never assume that the person cannot understand you.
  - Contact relatives or friends of the person if necessary for disposition.
  - Use physical force only as the situation demands.
  - *Never de-emphasize EMS safety.*
4. Do not allow yourself to be angered.
  - The person may be very adept at provoking anger (name calling, threats, etc.).
  - Anger directed at EMTs is often displaced.
  - The person’s anger responses are frequently the result of frustration or fear.
  - If you remain calm, you lower the probability of the person acting out.
  - Many persons will resist to a point, then voluntarily comply with your directions.
5. Avoid excitement.
  - As a general rule, keep outside stimulation to a minimum.
  - A calmer, more stable environment increases the probability of compliance.
6. Avoid deception.
  - It is sometimes tempting to lie to bring about a resolution, however deception is often unnecessary and may be harmful. Exception: when life is at risk any strategy or technique that you reasonably think might accomplish your goal is justified.

## Some Psychoactive Medications

Many medications have more than one use. Some of the specified medications are used to treat more than one psychiatric condition as well as non-psychiatric conditions. Brand names are in standard print. Generic names are specified in *italics*.

### Antianxiety Medications

Atarax, Vistaril *hydroxyzine*  
Ativan *lorazepam*  
Buspar *buspirone*  
Centrax *prazepam*  
Dalmane *flurazepam*  
Doral *quazepam*  
Equanil, Miltown *meprobamate*  
Halcion *triazolam*  
Klonopin *clonazepam*  
Librium *chlordiazepoxide*  
ProSom *estazolam*  
Restoril *temazepam*  
Serax *oxazepam*  
Tranxene *clorazepate*  
Valium *diazepam*  
Xanax *alprazolam*

#### Medication Side Effects

All medications have potential side effects. Potential side effects include headache, gastro-intestinal problems, sleep abnormalities, nightmares, sweating, rapid heartbeat, and even depression with suicidal thoughts.

Peer support team members should encourage all persons taking psychoactive and other medications to immediately report distressing side effects to their medical provider.

### Barbiturates (used for anxiety and seizure disorder)

Amytal *amobarbital*  
Luminal *phenobarbital*  
Nembutal *phentobarbital*  
Seconal *secobarbital*  
Veronal *barbituric acid*

### Antidepressant Medications (some are also be used to control anxiety, seizure, bipolar disorder, and as an adjunct to other medications to treat other conditions)

Abilify *aripiprazole*  
Adapin, Sinequan *doxepin*  
Anafranil *clomipramine*  
Asendin *amoxapine*  
Auvelity *dextromethorphan/bupropion*  
Celexa *citalopram*  
Cymbalta *duloxetine*  
Desyrel *trazodone*  
Effexor *venlafaxine*  
Elavil, Endep *amitriptyline*  
Fetzima *levomilnacipran*  
Lamictal *lamotrigine*  
Latuda *lurasidone*  
Lexapro *escitalopram*

#### Ketamine and Psilocybin as Antidepressants

Ketamine has a history of illicit use primarily due to its hallucinogenic properties. *Eskatamine*, a form of ketamine manufactured under the brand name Spravato, was approved by the FDA in 2019 as a treatment for recalcitrant depression. It has proved effective in many cases where traditional antidepressants have failed. *Psilocybin* (the active ingredient in “magic mushrooms”) was granted “breakthrough therapy” status by the FDA in 2018. MDMA (*3,4-Methylenedioxy-methamphetamine*) commonly known as the club drug “ecstasy” is currently being investigated a treatment for depression and PTSD.

Limbitrol (Librium/Elavil)  
 Ludiomil *maprotiline*  
 Luvox *fluvoxamine*  
 Marplan *isocarboxazid*  
 Nardil *phenelzine*  
 Norpramin *desipramine*  
 Pamelor, Aventyl *nortriptyline*  
 Parnate *tranylcypromine*  
 Paxil *paroxetine*  
 Pristiq *desvenlafaxine*  
 Prozac *fluoxetine*  
 Remeron *mirtazapine*  
 Serzone *nefazodone*  
 Sinequan *doxepin*  
 Surmontil *trimipramine*  
 Tofranil *imipramine*  
 Triavil (Elavil/Trilafon)  
 Trintellix *vortioxetine*  
 Viibryd *vilazodone*  
 Vivactil *protriptyline*  
 Wellbutrin, Zyban *bupropion*  
 Zoloft *sertraline*

### **Antimanic - Bipolar Drugs**

Depakene *sodium valproate*  
 Depakote *divalproex sodium*  
 Eskalith, Lithane *lithium carbonate*  
 Latuda *lurasidone*  
 Tegretol *carbamazepine*  
 Vraylar *cariprazine*

### **Antiparkinsonian Drugs**

Akineton *biperiden*  
 Artane *trihexyphenidyl*  
 Cogentin *benztropine*  
 Larodopa *levodopa*

### **Sleep Aid Medications**

Ambien *zolpidem*  
 Desyrel *trazodone*  
 Silenor *doxepine*  
 Elavil, Endep *amitriptyline*  
 Lunesta *eszopiclone*  
 Rohypnol *flunitrazepam*  
 Rozerem *ramelteon*  
 Sonata *zaleplon*

## **Antidepressant Medication**

There are several classes of medications (antidepressants) used to treat depression and conditions that have depression as a component. The mechanism by which antidepressant drugs improve the depressive symptoms of some people is unclear. Theories range from “placebo effect” to direct or indirect alteration of the action of brain neurotransmitters, other brain molecules, or neurological processes.

### **Major types of antidepressants include:**

**Tricyclic antidepressants (TCAs)** represent one of the earliest class of medications used to treat depression. TCAs primarily affect the levels of two neurotransmitters, norepinephrine and serotonin, in the brain. TCAs, while still in use, often produce more undesirable side effects than the newer SSRIs, and therefore are no longer considered “first line” medications.

**Monoamine oxidase inhibitors (MAOIs)** are another early class of antidepressant medications. These drugs are most effective in people with depression that do not respond to other treatments. Substances in certain foods, like cheese, beverages like wine, and many medications can dangerously interact with an MAOI, so persons taking MAOIs must adhere to strict dietary and other-medication restrictions. For these reasons, MAOIs are seldom used today.

**Selective serotonin reuptake inhibitors (SSRIs)** are a newer form of antidepressant. These drugs work by altering the amount of available *serotonin*, a neurotransmitter, in the brain. The “serotonin hypothesis” of depression has recently been called into question.

**Serotonin and norepinephrine reuptake inhibitors (SNRIs)** are another newer form of antidepressant medicine. SNRIs treat depression by increasing the availability of brain neurotransmitters serotonin & norepinephrine. (Information adapted from WebMD.com)

**NMDA antagonists** inhibit the action of the *N*-methyl-D-aspartate glutamate receptor to produce an antidepressant effect. NMDA antagonists are often used in combination with other drugs. Ketamine and the combination drug *Auvelity* are known NMDA antagonists.



### Stimulants for ADHD

Adderall *dextroamphetamine*  
Cylert *pemoline*  
Desoxyn *methamphetamine*  
Focalin *dexmethylphenidate*  
Ritalin, Concerta *methylphenidate*  
Vyvanse *lisdexamphetamine*

### Non Stimulants for ADHD

Intuniv *guanfacine*  
Kapvay *clonidine*  
Strattera *atomoxetine*

### Alcohol and Drug Intervention

Anabuse *disulfiram* (alcohol antagonist)  
Depade, Revia *naltrexone* (block effect, alcohol craving)  
Topamax *topiramate*  
Campral *acamprosate* (alcohol craving)  
Librium, Valium, Xanax, etc. *benzodiazepines* (for alcohol rebound anxiety)  
Parlodel *bromocriptine* (craving - especially cocaine)

**Opioid Replacement Therapy** (Opioid replacement therapy targets the symptoms of narcotics craving and withdrawal)

Methadone (synthetic opioid)  
Suboxone *buprenorphine* and *naloxone*  
LAAM (Levo-alpha acetyl methadol)

### Medications to Reverse Opioid Overdose

Narcan, Evzio *naloxone*

### Antipsychotic Medications

Aristada *aripiprazole*  
Clozaril *clozapine*  
Cobenfy *xanomeline/trospium chloride*  
Compazine *prochlorperazine*  
Geodon, Zeldox *ziprasidone*  
Haldol *haloperidol*  
Latuda *lurasidone*  
Loxitane *loxipine*  
Mellaril *thioridazine*  
Moban *molindone*  
Navane *thiothixene*  
Prolixin *fluphenazine*  
Rexulti *brexpiprazole*  
Risperdal *risperidone*  
Saphris *asenapine*  
Sparine *promazine*  
Serentil *mesoridazine*  
Serlect *sertindole*  
Seroquel *quetiapine*  
Stelazine *trifluoperazine*  
Taractan *chlorprothixene*  
Thorazine *chlorpromazine*  
Trilafon *perphenazine*  
Zyprexa *olanzapine*

### Medications Used to Treat Dementia

Aricept *donepezil*  
Exelon *rivastigmine*  
Namenda *memantine*  
Raxadyne, Reminyl *galantamine*

### Medications Used to Quit Smoking

Chantix *varenicline*  
Habitrol, Nicoderm *nicotine*  
Zyban *bupropion*

## ***Foundation Building Blocks of Functional Relationships***

1. **Emotional Connection:** all relationships are characterized by feelings or the emotional connections that exist between or among relationship members. Love is one such feeling. Feelings and the emotional connection frequently alter or influence perceptions and behaviors.
2. **Trust:** is a fundamental building block of all functional relationships. Trust is related to many other components of functional relationships including fidelity, dependability, honesty, etc.
3. **Honesty:** functional relationships are characterized by a high degree of caring honesty. There is a place for “not hurting others feelings”. However, consistent misrepresentation to avoid short-term conflict often results in the establishment of dysfunctional patterns such as long-term resentment, invalidation, etc.
4. **Assumption of honesty:** with trust, we can assume honesty in others. A relationship in which honesty cannot be assumed is plagued with distrust and prone to suspicion. Such relationships are characterized by persons trying to mind read and second guess the “real” meaning of various interactions.
5. **Respect:** respect is demonstrated in all areas of functional relationships - verbal communication, non-verbal behaviors, openness for discussion, conflict resolution, etc. Without respect, relationships cannot remain functional because problem-resolution communication is not possible.
6. **Tolerance:** the acceptance of personal differences and individual *preferences* are vital to keeping relationships working well. *Patience* is an important component of tolerance. Avoid becoming irritated by innocuous idiosyncrasies. Tolerance and patience make relationships more pleasant and less stressful.
7. **Responsiveness:** your responsiveness to others helps to validate their importance to you and reflects your sense of meaningfulness of the relationship. This is especially important in hierarchical relationships.
8. **Flexibility:** personal rigidity frequently strains relationships and limits potential functional boundaries. Highly functional relationships are characterized by reasonable flexibility so that when stressed, they bend without breaking. Many things are not as serious as they first seem. Develop & maintain a sense of humor.
9. **Communication:** make it safe for communication. Safe communication means that others can come to you with any issue and expect to be heard. Listen in a calm, attentive manner. Allow the person to express thoughts and feelings without interruption. Communication factors: *content-message-delivery* (Content - the words you choose in the attempt to send your message, Message - the meaning of what you are trying to communicate, Delivery - how you say what you are saying. Delivery includes nonverbal behavior and defines the content message). Remember: Protect less - communicate more. *Confrontation guidelines:* a caring manner, appropriate timing and setting, present your thoughts tentatively, move from facts to opinion.

**10. Commitment:** long-term functional relationships are characterized by *willingness* to work on problems, acceptance of personal responsibility, attempts to see things from other perspectives, conflict resolution, and the ability of members to move beyond common transgressions. Life is complex. People are not perfect. You must decide what is forgivable. If forgivable, put it in the past and move on. *Psychological history and chronological history*.

**Remember:** All of us have *special status* people. Spouses, significant others, etc. are special status people. It is ok to do some things differently for those with special status. For instance, comply with their wishes at times even though it's not your preference. They will return this courtesy, resulting in an improved relationship. Do you really need to assert dominance in every circumstance? Do you need to win every argument? Can you see things from viewpoints other than your own? These are important issues in functional relationships and *Life by Default - Life by Design*. (See *Trauma: Chronological History and Psychological History* and *Life management: Life by Default - Life by Design*)

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**Foundation reinforcers of functional relationships:** (1) the assumption of good faith in your partner and (2) the absence of intentional harm.

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When talking or otherwise interacting with special status people (especially your spouse), *do not forget with whom you are interacting*. Remaining mindful that you talking to or interacting with a special person in your life will help you to moderate your behavior and maintain a MOB (Mindful of Blocks) mentality. This will help you to remain calm, respectful, and measured in potentially emotionally charged interactions. As a result, you will avoid behavior that you may later regret. For example, have you ever found yourself apologizing following a conversation with someone you care about by saying something like "I'm sorry, I shouldn't have spoken to you that way"? If so, you did not maintain a MOB mentality during the conversation.

Conceptually, the relationship is supported by the foundation blocks, while the foundation blocks can be damaged or repaired by the relationship they support.

It is a sad fact that some EMS members talk and interact more politely and less contentiously with co-workers, strangers, and offenders than they do with their spouse, family members, and other loved ones.

### **Issues in Interpersonal Relationships and Family Systems**

- Rules and myths
- Generational boundaries
- Alliances and coalitions
- Function and dysfunction
- Homeostasis
- Underflow

In combination with *Some Things to Remember* and *Gottman's Marriage Tips* the *Foundation Building Blocks of Functional Relationships* provide an excellent framework for those wishing to improve their marriage and other personal relationships.

## ***Gottman's Marriage Tips***

Couples researcher, psychologist John Gottman identified seven tips for keeping marriages healthy. In combination with the *Foundation Building Blocks of Functional Relationships* and *Some Things to Remember* they provide an excellent framework for those wishing to enhance or improve their marriage.

- *Seek help early.* The average couple waits six years before seeking help for marital problems (and keep in mind, half of all marriages that end do so in the first seven years). This means the average couple lives with unhappiness for far too long.
- *Edit yourself.* Couples who avoid saying every critical thought when discussing touchy topics are consistently the happiest.
- *Soften your "start up."* Arguments first "start up" because a spouse sometimes escalates the conflict from the get-go by making a critical or contemptuous remark in a confrontational tone. Bring up problems gently and without blame.
- *Accept influence.* A marriage succeeds to the extent that the husband can accept influence from his wife. If a woman says, "Do you have to work Thursday night? My mother is coming that weekend, and I need your help getting ready," and her husband replies, "My plans are set, and I'm not changing them". This guy is in a shaky marriage. A husband's ability to be influenced by his wife (rather than vice-versa) is crucial because research shows women are already well practiced at accepting influence from men, and a true partnership only occurs when a husband can do so as well.
- *Have high standards.* Happy couples have high standards for each other even as newlyweds. The most successful couples are those who, even as newlyweds, refused to accept hurtful behavior from one another. The lower the level of tolerance for bad behavior in the beginning of a relationship, the happier the couple is down the road.
- *Learn to repair and exit the argument.* Successful couples know how to exit an argument. Happy couples know how to repair the situation before an argument gets completely out of control. Successful repair attempts include: changing the topic to something completely unrelated; using humor; stroking your partner with a caring remark ("I understand that this is hard for you"); making it clear you're on common ground ("This is our problem"); backing down (in marriage, as in the martial art Aikido, you have to yield to win); and, in general, offering signs of appreciation for your partner and his or her feelings along the way ("I really appreciate and want to thank you for . . ."). If an argument gets too heated, take a 20-minute break, and agree to approach the topic again when you are both calm.
- *Focus on the bright side.* In a happy marriage, while discussing problems, couples make at least five times as many positive statements to and about each other and their relationship as negative ones. For example, "We laugh a lot;" not, "We never have any fun". A good marriage must have a rich climate of positivity. Make deposits to your emotional bank account.

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## ***Marriage: Extramarital Affairs***

“There is a true test of marital fidelity. The test has three components: (1) you are attracted to a person not your spouse, who is also attracted to you, (*yes, it is possible to be attracted to a person who is not your spouse*), (2) the person makes it known to you that he or she is available and willing to engage in romantic or sexual activities, and (3) you believe that you can engage in such activities and not be discovered. You pass the test if you walk away and redirect your emotional energies to your spouse and into your marriage” (Digliani, J.A., 2015. *Reflections of a Police Psychologist 2<sup>nd</sup> ed*, 166).

There are three general categories of extramarital affairs:

- 1) Emotional affair (little or no physical contact - can last days to years)
- 2) The infamous “one night stand”
- 3) Ongoing sexual affair (may also be emotional and can last days to years)

A person may also engage in multiple affairs of various types and combinations.

Some rationales and motivations for extramarital affairs:

1. “To save my marriage” - (the marriage is not meeting various needs and so the person goes outside the marriage to fulfill what is perceived to be lacking. In this way, the person can stay in a marriage that might otherwise need to be ended)
2. “If I can get it, why not take it?” - (this perspective comes from a “me first” and hedonistic approach to marriage and life. It completely disregards marriage commitment and the emotional well-being of the spouse)
3. “It just happened” “We didn’t plan it” - (this rationale denies personal responsibility, decision making, and marriage commitment)
4. “It’s your fault, not mine. If you treated me better...” - (this position denies personal responsibility and attempts to shift the responsibility for personal behavior to the spouse - spouses should directly confront poor treatment)

Can an affair be good for a marriage? Although an affair may focus a couple on improving their marriage, affairs are seldom “good” for a marriage. Can an affair be overcome in a marriage? Yes, to varying degrees, in some marriages.

What about “open” marriages? In an open marriage there is a single spouse and an agreement that permits one or both spouses to “interact” (usually includes having sex) with others. Those in open marriages report varying degrees of happiness and satisfaction. Some open marriages “close” after a period of time. Some open marriages dissolve after unanticipated feelings associated with marriage “openness.”

Multiple spouses: culturally, there are several types of marriage that include multiple spouses, including polygyny, polyandry, and group marriage.

Peer Support: How would you as a peer support team member assist persons who comes to you with information that they are having an affair or that they have just discovered that their spouse has had or is having an affair?

## ***Considerations for Successful Retirement***

### **Retirement Issues**

Retiring from EMS after many years of service represents a major life transition. Many people look forward to retirement and the opportunities it presents. However, major life changes, even when desired, can be stressful and potentially overwhelming.

For successful retirement from EMS, members need to prepare. Although having sufficient funds is important, this preparation should go beyond financial considerations. EMTs need to prepare psychologically. This is best accomplished by life-by-design considerations and should begin years before actual departure.

To help EMTs to better decide when they should retire and to help them psychologically prepare for the transition out of EMS, peer support team members can assist those considering retirement by discussing or providing them with a copy of the *Retirement Checklist*.

### **Retirement Checklist**

1. Have you planned your financial circumstances to meet your retirement needs?
2. Have you discussed your retirement with your family? How will it affect their lives?
3. Have you arranged for medical insurance benefits?
4. Is it time for a change? Have you given all that you reasonably can to EMS?
5. Are you still connected to EMS or have you checked out years ago? If you are still connected and it is not time for a change, continue your career. If you have checked out and it is not time for a change, reclaim your career. If it is time for a change, pursue retirement. *Do not end your successful EMS career as a ROD (Retired on Duty) EMT.*
6. Are you prepared to lose the prestige associated with being in EMS?
7. Have you thought about who you are without the EMS? What will be your personal identification after retirement? Will “retiree” or “retired from EMS” work for you? What will you put in its place? For some, being retired from EMS is enough. For others, it is not. For the latter, the identity of functioning in new role can be helpful, such as business owner, volunteer, sports enthusiast, grandparent, hiker, and so on. It can be just about anything, as long as it feels right. When considering retirement it’s best to remember the old adage, “It is better to retire *to* something than to retire *from* something”.
8. How will you occupy the time normally spent at work? Hopefully, not with food, alcohol, or computer games. Many EMTs that have never had a serious problem with overeating, drinking too much, and spending unproductive days in front of a computer when working, develop these problems after retirement.

9. Following retirement, there is frequently some measure of boredom; maybe not significant boredom, but at least some experience of having more uncommitted time. Most will deny this. They say things like “I’m busier now than when I was working.” It is seldom true. It is uncertain why it is so difficult for retired EMTs to admit that their lives have slowed down. After all, isn’t that part of the reason for retirement? Of course, this may not be true for all former EMTs. It is likely that some retired EMTs are busier retired than when working. But for most of them, things slow down. Newly retired members of EMS frequently report feeling as if a great weight has been removed from their shoulders (even if they are busier, what is keeping them busy is often less stressful than EMS). The stress reduction experienced by most of those in EMS upon retirement is often remarkable.

10. Time structuring and time management is important in retirement. Even the pleasure of travel, sports, and coffee with friends can eventually wear thin. This is especially true if your EMS friends are still working and you find yourself alone much of the time. Managing time and making it meaningful is a primary challenge of retirement. How will you spend your uncommitted time?

11. How will you continue to contribute to your community? After a career of public service, many of those from EMS enjoy continuing some form of community service.

12. How have you prepared for your retirement? Help yourself by writing out a retirement action plan. Consider support counseling for you and your family.

Responding to these questions and thinking about these issues will better prepare you for retirement.

As mentioned, retirement is a transition. Transitions take time. Once retired, be patient. It may take some time to find your retirement rhythm.

### EMS Retirement and Emotional Abandonment

Upon retirement, some people talk about feeling emotionally abandoned by the department and former coworkers. Retired EMS personnel that feel emotionally abandoned and have a desire to stay connected or reconnect with their agency and former coworkers have at least two options, (1) wait for someone to reach out to them (a low probability event) or (2) initiate contact and reestablish the supportive relationships which once existed (much more likely to produce positive results).

Working personnel that have had close ties with a now retired EMT can reach out. The reach out does not have to be anything elaborate...an occasional telephone call or invitation for coffee will do. Even if a retired EMT does not feel emotionally abandoned, such efforts will almost certainly be appreciated.



## *Keeping Yourself Healthy*

Supporting others in stressful circumstances can in itself be stressful. Peer support team members can be vicariously traumatized, retraumatized, or otherwise emotionally overwhelmed in their attempt to help others. Peer support team members will be able to better support others if they remember one of the most basic principles of peer support - *even supporters need support*.

You're important. Take care of yourself. Take care of your family. Allow them to take care of you. Positive family bonds are excellent buffers against stress.

To feel better and to remain a functional family and peer support team member do what you can to keep yourself healthy. To maintain a healthy lifestyle consider the following:

- Exercise regularly.
- Maintain an active lifestyle.
- Eat and drink a healthy diet.
- Maintain interests, hobbies, and relationships outside of policing.
- Do not hesitate to ask for support during stressful times.
- Practice what you have learned in PST training. No one is immune to stress.
- Utilize healthy stress management strategies that have worked for you in the past. Practice "mindfulness."
- Experiment with new stressor management strategies.
- Maintain or reclaim your life, family, relationships, and career.
- Utilize and implement *Some Things to Remember*.
- Keep a positive attitude.
- Do not expect perfection - from yourself or others.
- Develop a sense of humor. Learn to laugh at yourself.
- Remain mindful of your personal boundaries.
- Apply and practice *life by design*.
- Support one another - seek support from other peer support team members.
- Remain mindful of *The Imperatives*.

Stay connected to your clinical supervisor or advisor. This relationship establishes direct *support for the peer supporters*. As a natural consequence of this relationship, your clinical supervisor or advisor is supported by you and other peer support team members.

Peer support team members endorse the support principle. They avoid the idea that "I'm a peer support team member. I help others. I don't need or ask for support."

## **The Communication Imperative**

Persons will respond to the message they received and not necessarily the message that you intended to send.

## **The Occupational Imperative**

Do not forget *why* you do *what* you do.

## **The Relationship Imperative**

Make it safe!

## Peer Support Team Action Plan Worksheet

### Step 1

What are the issues? What am I **WORRIED** about?  
Have I clearly identified the problem(s)?



IDENTIFY THE ISSUES, WORRIES, AND PROBLEMS TO BE ADDRESSED.

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### Steps 2-4

How am I thinking about the problem? Are my thoughts rational or irrational? Do I need help to understand the difference? Is there a better way to think about or conceptualize the problem? What are my **OPTIONS**?



IDENTIFY OPTIONS. RECONSIDER IRRATIONAL CONCEPTUALIZATIONS. CONSIDER: *choices, decisions, AND likely consequences*. Think of options as *opportunities* to move forward.

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### Step 5

What do I want to **CHANGE**?



DO I NEED TO CHANGE MYSELF OR MY ENVIRONMENT? MAYBE SOME OF MYSELF AND SOME OF MY ENVIRONMENT. CONSIDER: *development of coping skills*.

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### Step 6

**SPECIFY** and **PRIORITIZE** desired changes and goals.



MAY INVOLVE CHANGING THOUGHTS, FEELINGS, BEHAVIORS, AND ELEMENTS OF THE ENVIRONMENT.

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**Step 7**

What are the **ROADBLOCKS**? What obstacles are in the way of change?



**ANTICIPATE THE DIFFICULTIES OF POSITIVE CHANGE.**

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**Step 8**

**PLAN** to address or overcome the obstacles.



**IT IS EASY TO THINK ABOUT OBSTACLES AS OVERWHELMING. DEVELOP A CREATIVE ACTION PLAN THAT INCLUDES OVERCOMING OBSTACLES.**

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**Step 9**

**IDENTIFY** how and when you will **IMPLEMENT** your action plan.



**IMPLEMENT THE ACTION PLAN.**

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**Step 10**

How will I **EVALUATE** the outcome and **EXPLORE** more options after I have implemented my action plan?



**EVALUATE THE OUTCOME OF THE ACTION PLAN. REVISE AS NEEDED. SPECIFY RELAPSE PREVENTION STRATEGIES.**

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Joanne Rupert & Jack A. Digliani

## ***Comprehensive Model for Peer Advanced Strategic Support (COMPASS) for EMS Personnel (EMSP)***

Positive and supportive agency administrators - Positive organizational environment

Ideal: Pre-hire psychological assessment

Agency commitment to *staff psychologist* and *peer support team* concepts

***Early involvement of staff psychologist***  
(1) Establishes psychologist/EMSP relationship  
(2) Breaks down “shrink” stereotype  
(3) Stigma reduction for seeking help

***In-service EMS academy:*** staff psychologist presentations -stress inoculation, critical incident protocol, preparation for field training program, function of peer support team, role and responsibilities staff psychologist, available services, and other relevant topics

***Psychologist and Training /Recruit EMS1 Liaison Program:*** EMS Trainee meets with psychologist at least once per each field training phase. EMS1 program is independent of field training but coordinated with the field training program. Spouse invited to program meetings. Spouse support program. Training, work, and non-work issues. Confidential setting. EMS1 is a proactive and preemptive psychological support program for EMSP-in-training and their families

Enhances psychologist/EMSP relationship  
Continues stigma reduction for seeking help

***EMS staff psychologist:*** provides (1) psychological services for employees and their families - couples counseling (2) training and clinical supervision of the Peer Support Team (3) support for peer support team members (4) critical incident protocol development, (5) coordination with other support resources, (6) liaison with other agencies, (7) “Make it Safe” Initiative, (8) other services as appropriate - *Employee Assistance Programs (EAP) and insurance plan community counseling services can be beneficial but appear insufficient to provide the range of support services optimal for EMSP. The EMS psychologist is in a unique position to overcome the reluctance of many EMSP to seek professional support when needed*

***Preemptive programs*** - programs designed to assist EMSP prior to the development of difficulties - includes field training support programs, the “Make it Safe” Initiative, Proactive Annual Check-In (PAC), and the TIP program.

***In-service presentations*** (presented periodically) - stress inoculation, health and wellness, critical incident protocol and trauma intervention program, EMS marriage and family issues, interacting with special populations, EMS suicide prevention, interacting with suicidal persons, and other relevant topics.

***Retirement preparation program*** - (1) Practical issues (financial, etc), (2) Psychological and emotional issues  
(3) Departing the EMS role, (4) Family and other social issues

**Peer Support Team (PST):** comprised of EMSP and others trained in peer support functioning within written policy and operational guidelines:

- (1) Structured with Coordinator, Clinical Advisor, or Clinical Supervisor
- (2) Clinical supervision and “ladder of escalation” (referral, advisement, and immediate supervision when needed)
- (3) Monthly in-service training and group supervision
- (4) Integral part of staff psychologist pre-emptive and intervention programs
- (5) *Major concepts* - interest, commitment, credibility, clinical supervision, confidentiality and limits, limitations of peer support, remaining within the boundaries of PST training, referral, special programs, and reach out

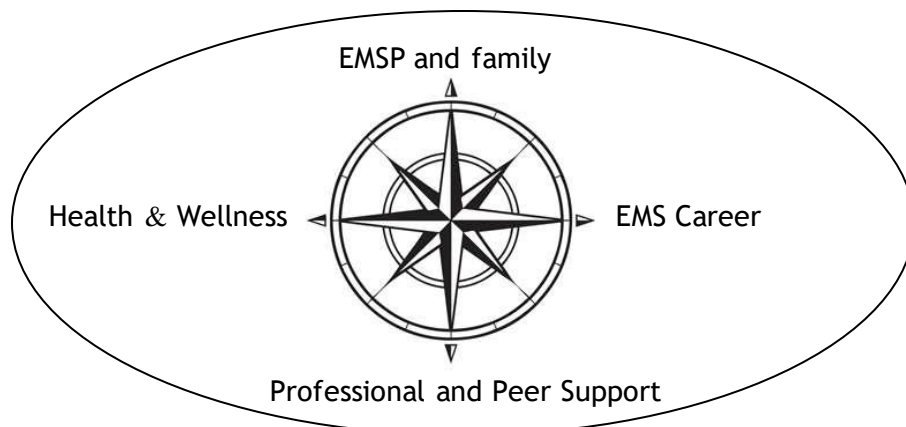
**Spouse and family programs:** specialized programs involving the PST and EMS psychologist designed to support the spouse and family members of EMSP, couples and marriage enhancement programs and presentations

Peer Support Team Brochure  
Peer Support Team Newsletter  
PST shift briefing programs  
PST debriefings - interventions  
PST poster information

**EMS staff psychologist and peer support team members:** the EMS psychologist and uninvolved members of the peer support team are made available to EMSP involved in *supervisory inquiries* and *internal investigations* - this information is specified within the EMSP-advisement investigative documents

**Transitional adjustment support:** when EMSP retire, resign, or are terminated they are eligible for three visits with the staff psychologist beyond their employment

**Retiree programs:** programs for EMSP that retire from the agency in good standing that offer volunteer opportunities, occasional or periodic social activities, and other meaningful continued involvement with the agency - recognition for years of service to the department and community



**COMPASS: Helping EMS personnel to find their way.**

# **Proactive Annual Check-in**

## **Elements of the Proactive Annual Check-in:**

1. Annual visit with the department mental health professional or a member of the Peer Support Team
2. Confidential meeting that does not initiate any record
3. No evaluation - It's a check- in, not a check-up
4. There does not need to be a problem
5. It's a discussion of what's happening in your life
6. Participation is voluntary and encouraged



## **Make Your PAC Appointment Today**





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## EMS Physical and Psychological Primary Danger and Secondary Danger

The primary danger of EMS (physical and psychological) is comprised of the inherent risks of the job, such as working in motor vehicle traffic, confronting violent persons, and increased probability of exposure to critical incidents. Sadly, there is an insidious and lesser-known *secondary danger* in EMS. This danger is often unspecified and seldom discussed. It is an artifact of the EMS culture and is frequently reinforced by EMTs themselves. It is the idea that equates “asking for help” with “personal and professional weakness”, and in one sense is the number one killer of EMS. For more information about primary and secondary danger see *Contemporary Issues in Police Psychology* (Digliani, J.A., 2015). The EMS Make It Safe Initiative is an extrapolation and modification of the Make It Safe Police Officer Initiative.

### The “Make it Safe” EMS Initiative

*Make it safe for members of EMS to ask for psychological support*

**The Make it Safe EMS Initiative is a concerted effort to reduce the secondary danger of EMS.**

#### **The Make it Safe EMS Initiative seeks to:**

- (1) make it personally and professionally acceptable for EMTs to engage peer and professional psychological support services without fear of agency or peer ridicule or reprisal.
- (2) reduce EMS fears about asking for psychological support when confronting potentially overwhelming job or other life difficulties.
- (3) change organizational climates that discourage EMS from seeking psychological help by reducing explicit and implicit organizational messages that imply asking for help is indicative of personal and professional weakness.
- (4) alter the profession-wide EMS culture that generally views asking for psychological help as a personal or professional weakness.
- (5) improve the career-long psychological wellness of EMS by encouraging EMS agencies to adopt long-term and comprehensive support strategies.

#### **How serious is EMS secondary danger?**

**So serious that some of those in EMS will choose suicide over asking for help.**

## **Twelve primary elements of the Make it Safe EMS Initiative**

### **The Make it Safe EMS Initiative encourages:**

- (1) every EMT to "self-monitor" and to take personal responsibility for his or her mental wellness.
- (2) every EMT to seek psychological support when confronting potentially overwhelming difficulties (EMS does not have to "go it alone").
- (3) every EMT to diminish the sometimes deadly effects of secondary danger by reaching out to other members of EMS known to be facing difficult circumstances.
- (4) veteran and ranking EMTs to use their status to help reduce secondary danger (veteran and ranking EMTs can reduce secondary danger by openly discussing it, appropriately sharing selected personal experiences, avoiding the use of pejorative terms to describe those seeking or engaging psychological support, and talking about the acceptability of seeking psychological support when confronting stressful circumstances).
- (5) EMS administrators to better educate themselves about the nature of secondary danger and to take the lead in secondary danger reduction.
- (6) EMS administrators to issue a departmental memo encouraging personnel to engage psychological support services when confronting potentially overwhelming stress (the memo should include information about confidentiality and available support resources).
- (7) basic training in stress management, stress inoculation, critical incidents, posttraumatic stress, EMS family dynamics, substance use and addiction, and the warning signs of depression and suicide.
- (8) the development of programs that engage pre-emptive, early-warning, and periodic department-wide support interventions (for example, proactive annual check in, "early warning" policies designed to support those displaying signs of stress, and regularly scheduled stress inoculation and critical incident stressor management training).
- (9) EMS agencies to initiate incident-specific protocols to support EMS crews and their families when EMTs are involved in critical incidents.
- (10) EMS agencies to create appropriately structured, properly trained, and clinically supervised peer support teams.
- (11) EMS agencies to provide easy and confidential access to counseling and specialized EMS psychological support services.
- (12) EMTs at all levels of the organization to enhance the agency climate so that others are encouraged to ask for help when experiencing psychological or emotional difficulties instead of keeping and acting out a deadly secret.

**If EMS wishes to do the best for themselves, it's time to make a change.  
It's time to make a difference.**

## ***Implementing the Make it Safe EMS Initiative***

Implementing the Make it Safe EMS Initiative is not difficult. The elements of the Initiative are easily implemented by initiating processes, strategies, and programs already well known to the emergency medical service.

The Initiative is not an “all or nothing” proposition. Various elements of the Initiative can be implemented independently of one another. Although it is best to move forward with the entire Initiative, a partial implementation is better than no implementation.

There is no “one right way” to implement the Initiative. It is ok to be creative. Make the *Make it Safe EMS Initiative* work for you.

### **Considerations and recommendations for implementing the elements of the Make it Safe EMS Initiative**

**(1) The Initiative encourages: every EMT to "self-monitor" and to take personal responsibility for his or her mental wellness.**

Implementation: Many in EMS are pretty good at picking up signs of distress in others. But, have you ever thought of applying this skill to yourself? Accomplishing this simply requires you to make an honest and ongoing self-assessment. Although denial can be or become an issue, many EMTs know when they are experiencing stress or trauma-related difficulty. However, knowing you are having difficulty is not enough. You must also know what to do about it and be willing to take action. One of the things that you can do about it is to talk to someone. Allow yourself to seek appropriate support and assistance.

**(2) The Initiative encourages: every EMT to seek psychological support when confronting potentially overwhelming difficulties (EMS does not have to "go it alone").**

Implementation: Why limit yourself to personal stress management ideas and strategies? You can supplement your solo stress management efforts by engaging outside support. Outside support comes in many varieties, ranging from talking with a trusted friend to professional counseling. Many times just talking it out will help you to see things differently and help you to feel better. The next time you feel stressed, take a chance. Talk to someone you trust. You may be pleasantly surprised at the outcome.

**(3) The Initiative encourages: every EMT to diminish the sometimes deadly effects of secondary danger by reaching out to other members of EMS known to be facing difficult circumstances.**

Implementation: Even if an EMT is not exhibiting outward signs of distress, if you know that he or she is dealing with circumstances that would be difficult for nearly everyone, try reaching out. Too often, EMTs will shy away from others in distress for a variety of reasons, including not knowing what to say or do. But think about this - during my years of psychological practice I have had many persons time after time talk

about how an unanticipated kind word from a peer made a positive difference. It does not take much, and it's not like you need to form a life-long relationship. Sometimes just a few supportive words can make a remarkable difference.

**(4) The Initiative encourages: veteran and ranking EMTs to use their status to help reduce secondary danger (veteran EMTs can reduce secondary danger by openly discussing it, appropriately sharing selected personal experiences, avoiding the use of pejorative terms to describe EMTs seeking or engaging psychological support, and talking about the acceptability of seeking psychological support when confronting stressful circumstances).**

Implementation: Veteran EMTs are in a unique position to influence the EMS culture generally and organizational climate specifically. They can do this for better or for worse. If you are a veteran or ranking person of EMS, make a positive difference. As mentioned, you can help to reduce secondary danger by openly discussing it, appropriately sharing selected personal experiences, avoiding the use of pejorative terms to describe EMTs seeking or engaging psychological support, and talking about the acceptability of seeking psychological support when confronting stressful circumstances.

**(5) The Initiative encourages: EMS administrators to better educate themselves about the nature of secondary danger and to take the lead in secondary danger reduction.**

Implementation: The conceptual distinction between EMS primary and secondary danger is relatively new. EMS administrators should think through the notions of EMS primary and secondary danger, take the lead, and consider ways to reduce secondary danger within their agencies.

**(6) The Initiative encourages: EMS administrators to issue a departmental memo encouraging personnel to engage psychological support services when confronting potentially overwhelming stress - the memo should include information about confidentiality and available support resources.**

Implementation: This is easily accomplished by administrators. All it takes is an understanding of what support services are available, learning about the limits of confidentiality, and a commitment to write and distribute such information in a departmental memo. If you are an EMS administrator, whether or not you support the entire Initiative, implementing this element would clarify your position, help to define your philosophy, contribute to a supportive organizational climate, and help to reduce secondary danger. A memo from the chief that identifies support services and encourages their use expresses a caring attitude and lets those know that it is ok to seek support. This element alone has significant potential to help EMTs in distress.

**(7) The Initiative encourages: basic training in stress management, stress inoculation, critical incidents, posttraumatic stress, EMS family dynamics, substance use and addiction, and the warning signs of depression and suicide.**

Implementation: In nearly every jurisdiction there are qualified persons that are willing to train EMTs in the specified areas. Resources for this training include local or

regional mental health facilities, community psychologists and counselors, area community colleges, local universities, academy cadre, and specially trained members of EMS already within the department. Training in these areas should begin in recruit academy and continue throughout an EMT's career.

**(8) The Initiative encourages: the development of programs that engage pre-emptive, early-warning, and periodic department-wide EMS support interventions (for example, proactive annual check in, “early warning” policies designed to support EMS displaying signs of stress, and regularly scheduled stress inoculation and critical incident stressor management training).**

Implementation: Initiating pre-emptive, early-warning, and periodic support programs is nothing new for EMS agencies. Many departments offer stress management refresher training periodically and have early warning EMT-assist policies and programs already in place. These programs are designed to help those cope with everyday stress and the potentially overwhelming stress of EMS before it becomes an issue.

**(9) The Initiative encourages: EMS agencies to initiate incident-specific protocols to support their EMS crews and their families when EMTs are involved in critical incidents.**

Implementation: It takes some work but it is possible for an agency to develop a standardized protocol for dealing with critical incidents. The protocol can define “critical incident” and “EMS-involved” to best fit departmental standards. It can also specify when the protocol should be engaged. Critical incident protocols not only help to standardize incident management, but can also be designed to reduce second injury, secondary trauma, and secondary danger. Incident protocols can be developed by and applied to individual EMS agencies or they can be developed by and be applied to multiple jurisdictions. To implement this element of the Initiative, it takes someone to introduce the concept, secure administrative support, develop the protocol and have it approved, then put it into effect. Agencies with an EMS critical incident protocol have used a committee from EMS and other professionals to develop it. Such committees have included EMS personnel, investigators, supervisors, administrators, district attorneys, peer support team members, and EMS psychologists.

**(10) The Initiative encourages: EMS agencies to create appropriately structured, properly trained, and clinically supervised peer support teams.**

Implementation: The efficacy of EMS peer support teams is well understood by EMS psychologists and many EMS administrators. To be most effective, EMS peer support teams must be formally established in policy and function under departmental written guidelines. Peer support team members should be trained by qualified personnel and receive ongoing training and clinical supervision. Clinical supervision provides a “ladder of escalation” and “support for the supporters.” Several states have enacted legislation which provides members of EMS (and other) peer support teams with a degree of statutory confidentiality.

**(11) The Initiative encourages: EMS agencies to provide easy and confidential access to counseling and specialized EMS psychological support services.**

Implementation: Most departments provide insurance coverage for private psychologists and counselors, and many have developed Employee Assistance Programs. Some agencies also provide in-house psychological services. Regardless of the services provided, they must be easily accessible and remain confidential within the limits prescribed by law if EMTs are to view them as viable resources.

**(12) The Initiative encourages: EMS members at all levels of the organization to enhance the agency climate so that others are encouraged to ask for help when experiencing psychological or emotional difficulties instead of keeping and acting out a deadly secret.**

Implementation: EMS must remain aware that even seemingly innocuous verbal exchanges and unintentional nonverbal gestures can contribute to EMS secondary danger. To avoid this, EMTs of all ranks must act conscientiously, proactively, and consistently to reduce EMS secondary danger. This requires increased personal awareness and may require a significant shift in thinking for some EMTs. In this way, EMT's can positively affect their agency's organizational climate and thereby, the EMS culture.

The effects of the Make it Safe EMS Initiative are cumulative:  
the more elements implemented,  
the greater the effect.

## ***Peer Support Team Code of Ethical Conduct***

As a member of an agency peer support team I am committed to the highest standards of peer support. I knowingly accept the responsibility associated with being a member of a peer support team.

### Peer support team members:

1. engage in peer support within the parameters of their peer support training.
2. specify when they are functioning in their peer support role, and if uncertain whether an interaction is peer support, they inquire to clarify.
3. keep themselves current in all matters of peer support confidentiality.
4. disclose peer support information only with appropriate consent, except in cases where allowed or mandated by law; and if uncertain whether disclosure is appropriate, consult with their clinical supervisor prior to disclosing information.
5. clearly specify the limits of peer support confidentiality prior to engaging in peer support.
6. remain aware of potential role conflicts and are especially vigilant to avoid role conflict if in a supervisory position.
7. make a reasonable effort to attend scheduled team meetings and programs of in-service training.
8. make referrals to other peer support team members, their clinical supervisor, and others when appropriate.
9. are careful providing peer support for persons with whom they have a troubled history. If the history cannot be overcome, they provide appropriate referral.
10. comply with peer support team statutes, policies, and operational guidelines.
11. do not utilize their peer support role for personal gain or advantage.
12. do not engage in inappropriate behaviors with those for whom they are providing peer support.
13. contact their clinical supervisor immediately with any perceived role conflict, ethical issue, or possible conflict of interest arising out of peer support.
14. seek immediate clinical supervision and consultation in any circumstance that reasonably exceeds the assessment and parameters of peer support.
15. reach out to others they know or suspect may benefit from peer support.
16. make reasonable effort to respond to individual requests for peer support and to respond to critical incidents as needed.
17. seek support from other peer support team members, their clinical supervisor, or other support personnel when stressed or otherwise in need of support.
18. are committed to helping other peer support persons to become better skilled. They do this by readily sharing their knowledge and experience when it does not conflict with the standards of peer support confidentiality.
19. endeavor to maintain a positive relationship with their clinical supervisor and other peer support team members, and make an effort to resolve any issues of conflict that may arise in these relationships.
20. understand that they are perceived as role models and that their actions reflect upon the entire team.
21. utilize self-enhancement peer support concepts in their personal lives.

(Digliani, J.A., 5/2015) [www.jackdigliani.com](http://www.jackdigliani.com)



## **The Peer Support Team Training (PSTT) Program**

### **Key Points and Training Objectives**

#### **1. Peer support**

Key Points: definition and history of peer support, B and B, Level I - Level II peer support, empowerment vs dependence, power of the peer, why peer support, when peer support, Interest-Commitment-Credibility (ICC), idea that class participants already possess peer significant support skills, straight talk.

Training objective: acquaint class participants with the concept of peer support.

#### **2. Peer support teams**

Key points: structure and function of peer support teams, department policy, operational guidelines, clinical supervision, support for the supporters, available PST tools, reach out, PAC, PST mission statement, future of peer support teams.

Training objective: provide PST information, proactive strategies.

#### **3. Stressors and stress**

Key points: stressors, physiology of stress, transactional stress relationship, critical-traumatic incidents, occupational health risks, stress management strategies, mindfulness, verbal and nonverbal communication, content-message-delivery, communication intensity, validation-invalidation, Communication Imperative, communication tips, humans are very complex, ongoing relationship with self, self-concept.

Training objective: understanding of stressor-stress relationship, specify a working communication theory, improve understanding of intra and interpersonal communication.

#### **4. Conceptualization**

Key points: conceptualization, many ways to conceptualize, core beliefs, cultural influences, life perspective, life-by-design/life-by-default, consequence-prosequence, primary physical and psychological buffers against occupational stress, Occupational Imperative.

Training objective: comprehension of the significance of conceptualization in human experience, personal perspective, and stress management.

#### **5. Burnout and boreout**

Key points: occupational coping skills, concepts of burnout and boreout, warning signs of burnout and boreout, use of reconceptualization, creativity, reclamation, to address burnout and boreout.

Training objective: relate concepts of burnout and boreout to stressors, stress, and stress management.

#### **6. Family dynamics and issues**

Key points: stress and family, family as system, Foundation Building Blocks of Functional Relationships, intimacy enhancing, intimacy distancing, intentional-unintentional harm, reinforcing rods, levels of social interaction, Relationship Imperative, Marriage and Relationship Guidebook, couples exercise.

Training objective: familiarize class participants with family and relationship dynamics, introduce the idea of family systems, discuss potential role of peer support.

## **7. Mental health, mental disorders, diagnoses, and intellectual disability**

Key points: definition of mental disorder, mental health and mental illness, DSM, diagnosis, field assessment, insanity, treatments, alcohol, psychopharmacology and effects, intellectual disability, psychoactive medications and EMTs.

Training objective: comprehension of concepts associated with mental health, mental disorder, field assessment, treatment of mental disorder, and issues for peer support.

## **8. Critical incidents, traumatic incidents, posttraumatic stress, and posttraumatic stress disorder**

Key points: history of trauma conception, stressors and critical stressors, perceptual distortions, common reactions during and following a critical incident, factors affecting magnitude of response, critical incident-traumatic incident, investigations, PTS and PTSD, treatment issues, Trauma Intervention Program, positive survivorship, stronger and smarter, positive outcome.

Training objective: provide information related to critical and traumatic incidents, prepare class participants for critical incident peer support.

## **9. Concepts in critical incident exposure**

Key points: shock-impact-recovery, second injury, secondary trauma, second guessing, outward appearances, other people are not you, what to do, imperfect options, tunnel thinking/feeling, life and dysfunction, responsibility absorption, red flags, the other guy, control, anger, personal boundary, coping strategies, time machine, walk and talk, survivorship, 2 and 2, stronger and smarter.

Training objective: acquaint class participants with issues and strategies involved in critical incident exposure and critical incident peer support.

## **10. Peer support team confidentiality, clinical supervision, and oversight**

Key points: establishing some degree of peer support confidentiality, confidentiality and related statutes, policy, organizational guidelines, limits of confidentiality, disclosure statement, recipients do not need your consent to discuss peer support interactions, state and federal court systems, EMT-attorney discussions, criminal activity information and peer support, duty to warn, confidentiality waivers, relationship of clinical supervisor and PST members - one-way information highway, supervision and oversight, exemplary peer support, Code of Ethical Conduct, practical peer support, referral resources.

Training objective: comprehension of peer support team confidentiality standards and the complexity of particular peer support interactions, develop understanding of PST confidentiality and its relationship to clinical supervision, introduce peer support team Code of Ethics, discussion of appropriate referral.

## **11. Model for peer support**

Key points: stage model for peer support, attending, reflective listening, empathy, immediacy, appropriate confrontation, self-disclosure, action plan, applied peer support, supporting positive change, REBT #9, CBT, influencing one part of the brain with another part of the brain, SPA, MACE.

Training objective: development of basic peer support skills by applying the stage model of counseling, familiarization with practical peer support concepts, strategies for self-initiated peer support.

## **12. Peer support tips**

Key points: useful peer support tips, peer support practicum, group discussion of experience.

Training objective: provide practical “how to” peer support information, allow time for class participants to experience brief Level II peer support role-play, facilitate group discussion.

## **13. Alcohol, drugs, and addictions**

Key points: substance use, alcohol use disorder, warning signs, disease or choice, substance effects, treatment modalities, ADA, appropriate peer support for problematic substance use, alcohol and the brain, proactive interventions, alcohol and depression.

Training objective: acquaint class participants with a general view of substance use and substance use disorder, introduce several substance-related treatment modalities, discussion appropriate peer support team member action when substance use becomes an issue in a peer support interaction.

## **14. Depression and suicide**

Key points: what is normal, depression disorder, depression and the brain, SIG-E-CAPPS, bipolar disorder, suicide, suicide risk factors, suicide buffers, some types of suicide, suicide plan, suicide prevention, language of suicide, “eyes and ears” beyond peer support team, peer support suicidal-EMT action plan, suicidal person - must contact clinical supervisor immediately, QPR, helping a person that is suicidal.

Training objective: increase comprehension of depression and related disorders, identify suicide risk factors and behaviors, introduction of suicide intervention/prevention strategies, impress need to stay with a person that is suicidal and to contact clinical supervisor immediately.

## **15. EMT suicide and the EMT culture**

Key points: EMT suicide and the EMT culture, primary and secondary danger of being an EMT, the Make it Safe EMT Initiative, the three “seconds” of being an EMT.

Training objective: present information related to EMT suicide, introduce the concepts of primary and secondary danger and the Make it Safe EMT Initiative, discuss the prevention of EMT suicide, development of intervention strategies for actual or suspected suicidal EMTs.

## **16. Witness to suicide**

Key points: issues involved in an EMT witnessing a suicide, some persons seeking to die or be killed will kill others to accomplish their goal.

Training objective: familiarize class participants with factors involved in witnessing a suicide including “suicide by cop.”

## **17. Grief and mourning**

Key points: grief (personal), mourning (public), tasks of grieving, issues of survivorship, legacy in the positive (model for behavior), legacy in the negative (avoid repetition of behavior - therefore ultimately positive), responses to death, implications for life, peer support during grief.

Training objective: acquaint class participants with cognitive and emotional aspects of death, grief, mourning, loss, and survivorship.

### **18. Advanced peer support: transactional analysis (optional)**

Key points: principles of transactional analysis, ego states, ego state transactions, rules of communication within transactional analysis, drama triangle, limited to second-order analysis, positive aspects of transactional analysis, application within peer support interactions.

Training objective: explain transactional analysis in terms that make it possible for class participants to apply concepts in practical peer support.

### **19. Critical incident debriefing**

Key points: peer support team debriefing, clinical debriefing, phase and freeze-frame debriefing, concerns about debriefing, resiliency debriefing.

Training objective: introduce types of debriefing, debriefing concerns, and debriefing dynamics.

### **20. Keeping yourself healthy**

Key points: difference between self-care and selfishness, factors for self-care.

Training objective: enhance personal empowerment through development of positive self-concept and philosophy of self-care.

## ***About the Author***

**Jack A. Digliani, PhD, EdD** is a licensed psychologist and a former deputy sheriff, police officer, and detective. He served as a law enforcement officer for the Laramie County, Wyoming Sheriff's Office, the Cheyenne, Wyoming Police Department, and the Fort Collins, Colorado Police Services (FCPS). He was the FCPS Director of Human Services and police psychologist for the last 11 years of his FCPS police career. While in this position he provided psychological services to employees and their family, and clinically supervised the FCPS Peer Support Team. He has received several commendations from various agencies for his work in police psychology.

Dr. Digliani also served as the police psychologist for the Loveland Police Department and Larimer County Sheriff's Office (Colorado). During his service he provided psychological counseling services to department members and their families. He was also the clinical supervisor of the agencies' Peer Support Teams. He has worked with numerous municipal, county, state, and federal law enforcement agencies. He specializes in police and trauma psychology, group interventions, and the development of police, fire, and other first-responder peer support teams.

Dr. Digliani is the author of *Reflections of a Police Psychologist; Contemporary Issues in Police Psychology; Law Enforcement, Firefighter, EMS, and Civilian Peer Support Team Manuals; Law Enforcement Critical Incident Handbook; Law Enforcement Marriage and Relationship Guidebook; and Dispatcher Support Handbook*. He is a contributor-writer of Colorado Revised Statute (CRS) 13-90-107(m) *Who may not testify without consent*, the statute and paragraph which grants law enforcement, firefighter, and medical/rescue peer support team members specified confidentiality protection during peer support interactions. He is also the principal author of the peer support section of the *Critical Incident Protocol* of the Eighth Judicial District of Colorado. Portions of his Trauma Intervention Program have been incorporated into CRS 16-2.5-403, *Peace officer-involved shooting or fatal use of force policy* (2019).

In 1990, he created the *Psychologist And Training/Recruit Officer Liaison* (PATROL) program, a program designed to support police officer recruits and their families during academy and field training.

Dr. Digliani developed the FreezeFrame method of critical incident debriefing. He also advanced the conceptualizations of Option funnel versus Threat funnel, Level I and Level II peer support, Life-by-Design, the 2-and-2, and the *Comprehensive Model for Police (Peer) Advanced Strategic Support* (COMPASS). COMPASS is a career-long psychological wellness strategy for police officers and other first responders.

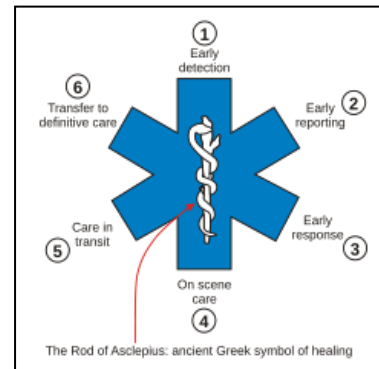
In 2013, Dr. Digliani developed the conceptions of primary and secondary danger. He then created the Make it Safe Police Officer Initiative, a 12-element strategy designed to reduce the secondary danger of policing. In 2015, Dr. Digliani crafted the *Peer Support Team Code of Ethical Conduct*. He created the *Peer Support Team Utilization and Outcome Survey* in 2017, a survey specifically designed to assess the use and efficacy of agency peer support. Dr. Digliani is a guest lecturer in forensic and police psychology at Colorado State University. The writings and programs of Dr. Digliani apply equally well to EMS and are easily adapted for all first-responder personnel.

# Emergency Medical Services



## Peer Support Team Manual

The **Star of Life** is a symbol used to identify emergency medical services. It features a blue six-pointed star, outlined by a white border. The middle contains a Rod of Asclepius – an ancient symbol of medicine. The Star of Life can be found on ambulances, medical personnel uniforms, and other objects associated with emergency medicine or first aid. Elevators marked with the symbol indicate the lift is large enough to hold a stretcher. Medical bracelets sometimes use the symbol to indicate one has a medical condition that emergency services should be aware of. The Star of Life is widely used around the world, but like many international symbols, it has not been adopted everywhere. Its use is restricted to authorized personnel in some countries.



Leo R. Schwartz, Chief of the EMS Branch, National Highway Traffic Safety Administration in the United States, modified the Star of Life by adding the six main tasks of Emergency Medical Services and changing the color from red (used by the AMA) to blue. The "blue Star of Life" was recommended for adoption by the United States Department of Health, Education and Welfare on October 25, 1973, and was registered as a certification mark on February 1, 1977 in the name of the National Highway Traffic Safety Administration. Both NREMT's version and the US government's modification omit the white outline around the edge common on many of today's ambulances (wikipedia.org).