DEPARTMENT OF CORRECTIONS

Policy Number: 103.090
Title: Critical Incident Stress Management
Effective Date: 10/16/18

PURPOSE: To provide a confidential service within the department that uses trained peer support staff to assist employees in managing stress reactions to work-related critical incidents.

APPLICABILITY: All department employees; non-department staff may also participate if such staff has been directly involved in a critical incident that has involved department staff

DEFINITIONS:

Critical incident – any sudden or powerful event that has a stressful impact sufficient enough to overwhelm the usually effective coping skills of an individual/group; including such examples as: hostage or riot incidents; catastrophic accidents; offender suicide or death; staff assault or death in the line of duty; incidents that attract extremely unusual or critical news media coverage; incidents involving the use of deadly force, serious escapes or attempted escapes; or other acts of violence in the workplace.

Critical incident stress debriefing (CISD) – a seven-step structured group process, led by trained facilitators, that integrates crisis intervention strategies and educational techniques designed to mitigate the impact of a critical incident, and to assist personnel in recovering as quickly as possible from the stress associated with that critical incident.

Critical incident stress management (CISM) – a comprehensive approach to stress management that contains a wide range of programs and intervention strategies designed to prevent stress and/or assist personnel in managing and recovering from significant stress encountered at work. Programs include such examples as: one-on-one intervention, defusing, debriefing, grief group, and follow-up services.

Critical incident stress management (CISM) advisory team members – selected team members who are managers or supervisors, former peer team members, or Employee Assistance Program (EAP) representatives who work with the CISM coordinator to provide direction to the CISM team.

Critical incident stress management (CISM) coordinator – an advisory team member who is appointed by the commissioner to direct activities of the team.

Critical incident stress management (CISM) team – a team comprised of peer members (e.g., corrections officers, caseworkers, nurses), and advisory members (e.g., supervisors, managers, and EAP specialists).

PROCEDURES:

A. General

1. The critical incident stress management (CISM) team provides services to all department of corrections (DOC) staff after a critical incident has occurred.

2. CISM services provided are proven to assist staff in dealing with critical incidents in a healthy manner.

3. The voluntary, specialized training provides staff with the tools to effectively facilitate debriefings and other interventions to assist staff in dealing with critical incidents.

4. The CISM team consists of an advisory board and members from all areas of the DOC, including; correctional officers, field service agents, caseworkers, chaplains, etc.

B. Qualifications, Applications, and Selection Process

1. The CISM coordinator annually meets with other advisory team members to determine if additional team members are needed.
   a) If additional members are needed, the CISM coordinator distributes notices that the team is accepting applications for new members.

   b) Prospective team members must
      (1) Complete the CISM Application (attached) and CISM Team Member Commitment form (attached); and
      (2) Submit both forms to their supervisors for approval.

2. Supervisors must review a submitted application to determine if the applicant meets the minimum qualifications listed below:
   a) Minimum of two years' experience in corrections, law enforcement, or related field (supervisors may recommend a candidate with less than two years' experience);

   b) Credibility with peers and management;

   c) Availability for CISM responses and two quarterly training/continuing education sessions;

   d) Strong communication skills and an ability to express oneself in small and large groups;

   e) Ability to be a role model for managing stress in healthy ways and the ability to empathize with others' situations and stress reactions;

   f) No formal discipline, written reprimand or above, within the past year and no formal discipline pending; and

   g) Agreement to a minimum three-year commitment to the team.

3. If the application is approved, the supervisor forwards it to the appropriate appointing authority for further review and approval.

4. A panel of CISM advisory team members conducts interviews and determines the final selection of team members.

5. The CISM coordinator schedules training for all new team members.

C. CISM Notification Procedure

1. When an incident occurs that may require a CISM response and no CISM team members are on-site at the time of the incident, the watch commander/field services supervisor must contact a CISM team member at that location/field services office/district within 24 hours

of the incident by phone, e-mail, etc., using a contact list provided to facility watch commanders and field services supervisors or e-mail the CISM coordinator at #DOC_CISM Coordinator. If there are no team members at that work location, the watch commander/field services supervisor must contact the CISM coordinator.

2. When a critical incident occurs, one CISM team member must acknowledge receipt of the notification of the critical incident and the CISM response request. The responding CISM member must "own" the process unless the responding team member has directly discussed it with, and transferred responsibility to, another team member.

3. One CISM team member at the location of the incident must, as soon as possible, directly contact the staff involved in the incident to defuse the incident and determine if a formal debriefing is appropriate.
   a) In cases where the affected staff are on days off or away from the worksite (including leave due to the incident), it may be necessary for the CISM team member to contact the affected staff at home.

   b) The CISM team member first contacts the watch commander/supervisor and requests that the watch commander/supervisor contact the affected staff at home.

   c) The watch commander/supervisor contacts the affected staff and asks the affected staff to contact a CISM team member at the worksite (or at the CISM team member's personal contact number, if no CISM staff are on site at the time the watch commander/supervisor calls).

   d) Staff involved in an incident are not obligated to make contact with the CISM team member; however, the watch commander/supervisor must explain the process and benefits of speaking to a trained CISM team member for peer support.

4. If a group response (e.g., debriefing) appears to be appropriate, the CISM team member must notify the facility warden/superintendent/field services director or designee.
   a) The CISM team member notifies the watch commander/supervisor and other appropriate staff to facilitate scheduling arrangements for the staff involved.

   b) To maintain confidentiality, the CISM team member only informs the watch commander/supervisor whether or not a debriefing must occur.

   c) The CISM team member contacts the CISM coordinator and assists with contacting the other team members and setting the time and location of the debriefing within 72 hours of the incident, whenever possible.

5. The CISM team member at the location of the incident contacts all staff that must be included in the debriefing and provides any information they require for the debriefing.

6. The CISM team member at that location meets the debriefers when they arrive and ensures that all incident reports and other relevant information are made available.
   a) When possible, CISM team members organizing a CISM event are authorized time outside their assigned duties to carry out these duties.

b) Upon conclusion of any CISM activity, the CISM team member responsible for coordinating the CISM event ensures that all sensitive materials are accounted for and properly disposed.

7. The CISM team leader conducts the debriefing and post-debriefing meeting and completes all written reports, employee referrals, and other necessary follow up.

D. Expenses and Overtime

1. Expenses incurred for participation in CISM activities are paid by the team member's facility/office.

2. Overtime is authorized in accordance with applicable labor contracts.

E. Participation in CISM Debriefings

1. Only staff who were directly involved in an incident may participate.
   a) This may occasionally include non-department staff if they were involved in a critical incident that involved department staff.

   b) Observers are not allowed.

   c) Supervisor participation is reviewed on a case by case basis.

   d) If necessary, a separate debriefing is offered to supervisors.

2. Staff who were involved in an incident are strongly encouraged to participate, but participation is not mandated. Staff may refer to the CISM Informational Handout (attached) to assist in deciding whether to participate.

3. CISM team members provide staff participants with a CISM Evaluation form (attached).

F. Team Members' Responsibilities

1. Team members are required to complete a minimum of 16 hours of training in CISM and to participate in continuing educational opportunities, including at least two of the quarterly meetings each year.

2. Team members are responsible for notifying their supervisors of CISM activities (providing as much notice as possible) in order to minimize the disruption of their work and for making arrangements as necessary. The designated CISM contact person at each facility/field services district must also notify appropriate supervisors/designees of CISM activities, including quarterly meetings.

3. Team members must not divulge any confidential information obtained in the course of conducting a debriefing unless the participant has agreed that specific information may be shared.

4. Team members must complete a CISM Record of Team Response form (attached) each time they participate in a CISM program (e.g., defusing, debriefing).

5. Team members must be available for debriefings and annually attend, at a minimum, two quarterly training sessions.

G. Supervisors' Responsibilities

Supervisors and managers are responsible for having a sufficient understanding of CISM to recognize situations appropriate for a debriefing so they can initiate and support the process.

H. CISM Coordinator/Clinical Supervisor's Responsibilities

The CISM coordinator:

1. Provides assistance in scheduling debriefings and coordinates and schedules quarterly training sessions for team building, communication, continuing education, and refresher training;

2. Works with the advisory team members to provide policy direction to the team, solicit department support, and select new team members; and

3. Must also keep data on all CISM responses.

I. Administrative/Tactical Debriefing

1. When appropriate, the supervisor must also ensure an administrative/tactical debriefing of the incident (refer to Policy 301.140, "Incident Command System").

2. The administrative/tactical debriefing includes coordination and feedback about the incident with designated staff as soon as possible after the incident and includes such examples as:
   a) A review of staff and offender actions during the incident;

   b) A review of the incident's impact on staff and offenders;

   c) A review of corrective actions taken and still needed; and

   d) Plans for improvement to avoid another incident.

J. Removal from CISM Team

1. If a CISM member receives discipline or there is a potential for possible discipline, the team member's supervisor must notify the CISM coordinator as soon as possible.

2. If a CISM team member receives discipline, the team member is automatically removed from the active CISM facilitator's list for a minimum of one year.
   a) At the request of the CISM team member or the appointing authority, the removal from the CISM team may be reviewed by the CISM advisory team and the coordinator.

   b) The appointing authority in conjunction with the CISM advisory team must determine the length of suspension or removal from the SISM team, if warranted.

   c) Information regarding the removal is kept in the employee's supervisory file, not the human resources file.

3. The team member may request reinstatement following the one-year removal.
   a) The decision to allow a member to return to the team is determined on a case-by-case basis by the CISM advisory board.

b) The CISM advisory board may reference the team member's behavior in their review for recertification.

4. Any team member may be temporarily suspended from voluntary participation, pending review into conduct or circumstances that may affect the member's continued participation with the CISM team. Examples of such behavior include:
   a) Failure to maintain strict confidentiality regarding debriefings held, including the personnel involved;

   b) Failure to follow all protocols and procedures regarding team activity;

   c) Organizing, or attempting to organize, formal debriefing services in the department without the coordinator and the warden's/director's knowledge;

   d) Failure of a team member to be present at an assigned debriefing when he/she has committed to do so; and

   e) Failure to attend at least two quarterly training sessions per year.

INTERNAL CONTROLS:

A. The CISM coordinator permanently archives the CISM Record of Team Response form, documenting the CISM activations.

B. The CISM coordinator archives CISM Application and CISM Team Member Commitment forms.

C. Initial CISM team member training is documented in the electronic training management system.

D. Information regarding the removal of an employee from the CISM team is retained in the employee's supervisory file.

ACA STANDARDS: 4-4225-1, 1-ABC-3B-15

REFERENCES: Minn. Stat. § 241.01
Policy 103.205, "Employee Assistance Program"
Policy 301.140, "Incident Command System"

REPLACES: Policy 103.090, "Critical Incident Stress Management," 8/2/16.
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

ATTACHMENTS: CISM Application (103.090A)
CISM Evaluation (103.090B)
CISM Informational Handout (103.090C)
CISM Record of Team Response (103.090D)
CISM Team Member Commitment (103.090E)

APPROVED BY:
Deputy Commissioner, Facility Services

Deputy Commissioner, Community Services
Assistant Commissioner, Facility Services
Assistant Commissioner, Operations Support