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Organizational Crisis Preparation and Response



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Mutual Agreement

- Everyone on every PERU webinar is **valued**. Everyone has an expectation of **mutual, positive regard** for everyone else that respects the **diversity** of everyone on the webinar.
- We operate from a **strength-based, empathetic, and supportive** framework – with the people we serve, and with each other on PERU webinars.
- We encourage the use of **affirming language** that is not discriminatory or stigmatizing.
- We treat others as **they** would like to be treated and, therefore, avoid argumentative, disruptive, and/or aggressive language.



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Mutual Agreement (continued)

- We strive to: **listen** to each person, avoid interrupting others, and seek to **understand** each other through the Learning Network as we work toward the highest quality services for COE clients.
- Information presented in Learning Network sessions has been vetted. We recognize that people have different opinions, and those **diverse perspectives** are welcomed and valued. Questions and comments should be framed as **constructive feedback**.
- The Learning Network format is **not conducive to debate**. If something happens that concerns you, please send a chat during the session to the panelists and we will attempt to make room to address it either during the session or by scheduling time outside of the session to process and understand it. Alternatively, you can reach out offline to your PERU point of contact.



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Organizational Crisis Preparation and Response

Learning Objectives

By the end of this module, you will be able to do the following:

- Define crisis/emergency
- Identify crises that may occur in an organization
- List specific hazards that COEs may encounter
- Describe the effectiveness and purpose of crisis planning
- List some areas to consider when crisis planning
- Give examples of ways to respond to a crisis



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Share in the Chat

How does your
organization describe or
define a crisis?



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Definitions for Crisis

- “Crisis is a **perception** or experiencing of an event or situation as an **intolerable** difficulty that exceeds the person’s current **resources** and **coping** mechanisms.”
- “An organizational crisis is an event perceived by managers and stakeholders as highly salient, unexpected, and potentially disruptive. It can threaten an organization’s goals and have profound implications for its relationships with stakeholders.”



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Definition for Workplace Emergency

- “A workplace emergency is a situation that threatens workers, customers, or the public; disrupts or shuts down operations; or causes physical or environmental damage. Emergencies may be natural or man-made, and may include hurricanes, tornadoes, earthquakes, floods, wildfires, winter weather, chemical spills or releases, disease outbreaks, releases of biological agents, explosions involving nuclear or radiological sources, and many other hazards”.
- An emergency is any unplanned event that can cause deaths or significant injuries to employees, customers or the public; or that can shut down your business, disrupt operations, cause physical or environmental damage, or threaten the facility’s financial standing or public image.



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Common Organizational Crises

- Financial Crisis
- Personnel Crisis
- Organizational Crisis
- Technological Crisis
- Natural Crisis
- Confrontation Crisis
- Workplace Violence Crisis
- Crisis of Malevolence



Potential Hazards for COEs

- Natural hazards like floods, hurricanes, tornadoes, and earthquakes.
- Health hazards such as widespread and serious illnesses like the flu.
- Human-caused hazards including accidents and acts of violence.
- Technology-related hazards like power outages and equipment failure.



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Classifying crises

- Preventable
- Unpreventable
- External
- Internal
- Intentional
- Unintentional



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Characteristics of Crises

- crises are sources of uncertainty, disruption, and change
- crises are harmful or threatening for organizations and their stakeholders
- crises are behavioral phenomena
- crises are parts of larger processes



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Prevention of Crises

1. Establish a **crisis management team** and crisis command center
2. Conduct an **organizational risk** assessment
3. Construct written **crisis plans** for various events
4. Undertake business continuity or disaster **recovery planning**
5. Engage in **communications** planning
6. Practice



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Crisis Management Defined

- captures organizational leaders' actions and communication that attempt to reduce the likelihood of a crisis, work to minimize harm from a crisis, and endeavor to reestablish order following a crisis
- is the process of preparing for, mitigating, responding to and recovering from an emergency



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Emergency Action Plans

- Intended to facilitate and organize employer and worker actions during workplace emergencies
- Describe how workers will respond to different types of emergencies, taking into account specific worksite layouts, structural features, and emergency systems.
- Includes all the procedures, strategies, organizational structures, potential hazards, personal protection equipment, and all the potential actions that can be completed in case there is an emergency



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Communication during Crisis

- Internal employees
- Clients/patients
- Family members
- Stakeholders
- Government Officials
- Community



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Workplace Violence Risk Factors

- Working directly with people who have a history of violence, abuse drugs or alcohol
- Working alone in a facility or in patients' homes
- Poor environmental design of the workplace that may block employees' vision or interfere with their escape from a violent incident
- Lack of means of emergency communication
- Prevalence of firearms, knives and other weapons among patients and their families and friends
- Working in neighborhoods with high crime rates
- Lack of facility policies and staff training for recognizing and managing escalating hostile and assaultive behaviors from patients, clients, visitors, or staff
- Working when understaffed and high worker turnover
- Inadequate security and mental health personnel on site
- Long waits for patients or clients and overcrowded, uncomfortable waiting rooms



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Workplace Violence Prevention

Building Blocks

- 1) Management commitment and employee participation
- 2) Worksite analysis
- 3) Hazard prevention and control
- 4) Safety and health training
- 5) Recordkeeping and program evaluation



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Secondary Prevention

1. Recognize there is a crisis and **activate** the crisis management team
2. **Assess** the crisis
 - This framework includes consideration of the “4 Ps” of assessment: protective factors, predisposing factors, precipitating factor(s), and perpetuating factors
3. **Contain** the crisis
4. Identify and **respond** to stakeholder needs



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Organizational Crisis Preparation and Response

Kristina Scalia-Jackson
Pathways to Housing PA





Pathways to Housing PA

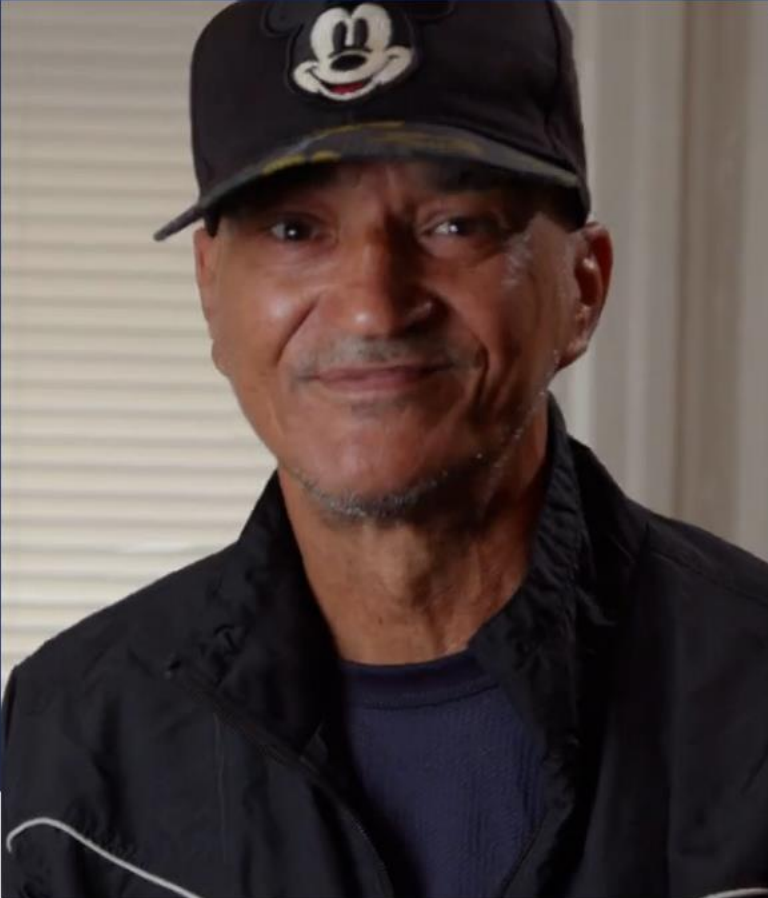
- Provide supportive housing and case management to 550+ participants
- Shared caseload model
- Security measures implemented following a crisis



What is a Crisis?

- Organizational
 - structural challenges
- Client driven Issues
- Precipitating factors
 - What series of events got us to this point?
- Common signs

Responding to client Crisis'



- Contacting Emergency services
- Security
- Referring the client elsewhere
- Engaging other clinical staff

Staff training & Security

- WELLE training
- Leadership response
- Unsafe to call for help
- Physical security presence
- Safety List



Post-crisis Response

- Promoting Self-care
- Paid time off
- Listening Sessions
- Open communication



Community Resources

- Conducting 2 person visits
 - environmental concern
- Awareness of environment
- Community partners





Questions?

References

- James, R. K., & Gilliland, B. E. (2005). Crisis intervention strategies (5th ed.). Belmont, CA: Thomson Brooks/Cole.
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