

YELLOW RIBBON REPORT

UNDER THE HELMET: Performing An Internal Size-Up

A Proactive Approach To Ensuring Mental Wellness



**RECRUIT TRAINING
INSTRUCTOR OUTLINE**



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Chief Timothy S. Wall
North Farms (CT) Volunteer Fire Dept
firewallco7@sbcglobal.net

Vice Chair

Chief Charles Flynn
Suffield (CT) Vol Fire Dept
cflynn@suffieldct.gov

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Savvie Island (OR) Fire District
chief.collins@sifire.org

International Director

Chief J. Daniel Eggleston
Albemarle (VA) County Fire Rescue
deggleston@albemarle.org

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Duck (NC) Fire Department
dblack@townofduck.com

Chief Jason Catrambone
Williston (ND) Fire Department
jasonc@ci.williston.nd.us

Chief Randy Larson
Pagosa (CO) Fire Protection District
rklarson81@gmail.com

Chief Ed Rush
Hartsdale (NY) Fire District
erush@hartsdalefire.org

Chief James P. Seavey, Sr.
Cabin John Park (MD) Volunteer Fire Department
mdfire0412@aol.com

Chief Fred Windisch
Ponderosa (TX) Fire Department
fwindisch@ponderosavfd.org



Slide

Welcome - Opening Slide - Introduce yourself to the students. Name, years of service, active or retired, rank or highest rank attained. Depending on the students you may ask that they introduce themselves.

Slide - VCOS Board Members

Instructor Notes

VCOS - formed in 1994 - 9 Board members - at-large Board member of the IAFC

Slide - Contributing Authors

Developed by the IAFC Volunteer Combination Officers Section

Contributing Authors

John M. Buckman III

Elizabeth Fletcher

Pat Kenny

Skip Straus

Slide - Introductions of Instructors

Slide

Mission

Slide

Group Introductions - if appropriate / depending on size of class and length of presentation.

DISCUSSION

Explain the levels of training and use comments from the report

Recruit - basic information about the issue / sandwich

Firefighter - programs and actions /

Chief Level - leadership responsibilities

Build the sandwich - IS HOW YOU BUILD A BEHAVIORAL WELLNESS PROGRAM

How do you build a sandwich - put all of the parts together.

ASK the students how they build a sandwich - you are relating the story to the components of a behavioral wellness program.

As an example Spread mayo, butter or cream cheese all the way to the edges of each slice of bread to create a seal against wet **sandwich** fillings. Also, try packing high moisture ingredients, like tomatoes, pickles, and cucumbers, separately.

Ask students - is there a correct order to make a sandwich?

From Bottom up: Bread - Meat - Cheese - Condiments - Lettuce - Bacon - Bread. Use Condiments wisely - some things don't mix - like peanut butter and anchovies. Tip: Put

condiments like mustard, mayo, on the meats - not on the bread. You can then lay lettuce on top to keep the bread from getting mushy.

Slide - Training Objectives

The student shall be able to identify his/her:

- role in managing personal behavioral wellness
- shared responsibility for behavioral wellness within the organization
- role in organizational culture change toward behavioral wellness
- responsibility to share emotional response following each traumatic events
- awareness of training programs and other resources available relative to behavioral wellness

Slide - Training Objectives

The student shall be able to define:

- Employee Assistance Program (EAP)
 - Understand the services associated with an EAP for their specific employer.
- Critical Incident Stress Management (CISM)
 - Define the components of a CISM program?

Slide - Training Objectives

The student shall be able to describe:

- Post Traumatic Stress Disorder (PTSD)
 - Symptoms of PTSD
- Suicide Prevention
 - Actions to take related to preventing suicide
- Suicide Intervention
 - Actions to take related to suicide intervention

Slide - Training Objectives

The student shall know the statistics about behavioral wellness for firefighters.

- Line of Duty Death (LODD) (2016 - 89)
- Suicide (2016b - 189)
 - **Source - United States Fire Administration**

NOTES

In 2016, 89 firefighter deaths in the line of duty were recorded. And 130 committed suicide. In 2015, 135 firefighters committed suicide, and 89 lost their lives in the line of duty. The number was a bit lower in 2014 – 114 suicides and 92 line-of-duty deaths, but you can clearly see the trend. These numbers are confirmed by the U.S. Fire Administration (USFA).

Slide - Behavioral health affected firefighters for years...

Instructor Notes

Page 8 of the report is where this statement is located.
Ask students - why is it that we ignore our own mental health.

Slide - Cultural Change / Behavioral Health

Instructor Notes

Page 16 and page 27 of the report.

Ask students to review the organization size up questions and then facilitate a discussion about their organization and where they are in the behavioral wellness initiative?

Slide - Share the load

Instructor Notes

Discuss the contents of the video with the class. Instructor role is to get the students to open up and talk about the behavioral wellness initiative.

Slide - As firefighters, you will...

Instructor notes

From the Gary Ludwig book titled Blood, Sweat, Tears and Prayers.
Discuss with students. Who has experienced any of these issues? How did you deal with the event?

Slide - Action statement 1

Instructor Notes

Review the statement from the report. Ask students what they are doing individually and organizationally in relationship to this statement?

Slide - Exercise

Instructor Notes

Pass out 3x5 cards
Ask students to write down an event that has had an impact on your mental wellness?
Collect 3x5 cards
Shuffle cards
Pass cards back out
Can't get their own card.

Ask student to read one of the cards.as
Ask students to elaborate on one of the cards.

Ask students after their story what were some of their emotions?

Anger
Frustration
Incompetent
Devastation
Etc.

Slide - What are the consequences of ignoring behavioral wellness issues?

Instructor Notes

Why are firefighters killing themselves?

- PTS
- and money issues
- Firefighting/EMS is a high-stress job
- CareerCast.com
 - 1st - enlisted active duty military
 - 2nd - Firefighting

Slide - Firefighter Suicide - Nicole Mittendorf

Instructor Notes

Nicole Mittendorf, a 31-year-old firefighter/paramedic in Fairfax County, Virginia was missing for 6 days until her body was found in Shenandoah National Park; her death was ruled a suicide by hanging. After her death, reports emerged alleging cyber-bullying as a possible contributor

For chiefs' training—Chief Richard Bowers lost his job over this—announced his retirement after a 41-year career February 18, 2016. Bowers' retirement followed the resignation of Battalion Chief Kathleen Stanley, who headed Fairfax County Fire and Rescue Department's women's program; her resignation letter included details of at least half dozen allegations of sexual harassment.

Sources:

https://www.huffingtonpost.com/entry/nicole-mittendorf-firefighter-bullying_us_571e2959e4b0d0042da9b3d6

<https://www.sebastiandaily.com/news/vero-beach/irc-rescue-firefighter-commits-suicide-after-facebook-post-1526/>

<https://ffxfirerescue.wordpress.com/2018/02/16/fire-chief-richard-bowers-announces-retirement/>

Fairfax County fire chief announces retirement amid complaints about handling of sexual harassment

By Justin Jouvenal

February 16

Email the author

Fairfax County's fire chief announced his retirement Friday, a little more than a week after county officials said they would investigate allegations that the department had failed to curb sexual harassment.

Richard R. Bowers Jr. has received high marks during his five-year tenure for the department's firefighting work, but was dogged by complaints and a handful of lawsuits claiming that women were mistreated in the ranks. Bowers's last day will be April 30. The chief declined to comment, but county officials said Bowers offered to retire after a meeting this week with the county executive, who expressed frustration by the Board of Supervisors with the pace of progress in changing the culture of the department. Still, Sharon Bulova (D), the chairwoman of the Fairfax County Board of Supervisors, praised Bowers's work.

"Chief Bowers has been an outstanding chief in that he has been over the top with community outreach and engagement, and making improvements to some of the response issues the department has had," Bulova said. "As we are looking for a new fire chief we will be looking for someone who has those skills and can deal with behavioral issues."

Bowers was appointed chief in February 2013, following a 35-year career with the Montgomery County Fire and Rescue Service in Maryland. The department achieved a top-tier ranking for fire protection under his watch, created its first strategic plan and built and renovated stations.

[Female firefighter's suicide is a 'fire bell in the night']

But the department was plunged into controversy in 2016 after firefighter Nicole Mittendorff committed suicide. Her family has not given a reason for her suicide, but sexist and sexually suggestive comments were made about her on a local Internet forum that appeared to come from people with knowledge of the department.

In the aftermath of Mittendorff's death, other female firefighters came forward and some sued, alleging problems with sexual harassment in the department, a lack of leadership on the issue and problems with women advancing to higher ranks.

Bowers promised to change the culture of the department and instituted a number of changes, including revising policies for investigating sexual harassment claims and providing retraining on the issue.

County officials also commissioned a report analyzing the department's culture that was released last year. A survey accompanying it found that nearly 40 percent of firefighters reported experiencing or witnessing harassment, bullying and discrimination. It also showed that some were dissatisfied with the department's leadership.

Then last month, Battalion Chief Kathleen Stanley outlined fresh allegations in a scathing letter, submitting her resignation as interim director of the fire department's women's program. Department leaders disputed the claims.

[After a female firefighter's suicide, the ugly sexual harassment was supposed to end. It hasn't.]

"This position is for show with no legitimate authority, respect or value," Stanley wrote in the letter. "Advice, advocacy and suggestions are humored, at best, and routinely dismissed."

Stanley detailed a long list of complaints, including saying that a group of men received privileges that women did not, that a female firefighter was retaliated against after seeking an apology for sexual harassment and that the department's "zero tolerance" policy for sexual harassment was not acted upon.

"I hope with the new administration we will get through all these problems," Stanley said Friday. "We are a great department. We deserve a great leader."

Bulova said the county will begin a wide-ranging search for Bowers's replacement. It hopes to have a new chief in place by the time he retires at the end of April.

Slide - Fire Chief Suicide

Instructor Notes

David Dangerfield, a Florida Battalion Chief in Indian River County Fire Rescue, dies by suicide Saturday night shortly after writing a Facebook post about PTSD, according to the Sheriff's Office.

Deputies found Battalion Chief David Dangerfield a short distance away in a wooded area off State Road 60 west of Interstate 95. They were responding to a call about the incident at about 10:30 p.m. Saturday, according to Sheriff's spokesman Lt. Eric Flowers.

Flowers said Dangerfield drove his pickup on State Road 60 near I-95 and made a call to 911 to tell dispatchers where deputies could find his body.

Deputies drove to the scene and found Dangerfield dead from a self-inflicted gunshot wound, the Sheriff's Office said.

IRC Emergency Management Director John King notified Dangerfield's co-workers about his death, according to Assistant Chief Brian Burkeen.

"It is with great sadness I share with you the passing of Battalion Chief David Dangerfield this evening," King wrote in the email to his staff. "Please keep Dave's immediate and extended family in your thoughts and prayers."

Just before his death, Dangerfield wrote this on his Facebook page:

"PTSD for firefighters is real. If your love one is experiencing signs get them help quickly. 27 years of deaths and babies dying in your hands is a memory that you will never get rid off. It haunted me daily until now. My love to my crews. Be safe, take care. I love you all."

Dangerfield was named Emergency Service Provider of the Year by the Treasure Coast Fire Chiefs' Association in 2013.

Dangerfield was also a fire instructor at the Indian River State's Fire Academy and a field training officer for the dive rescue team.

The veteran firefighter provided Thanksgiving Day meals through the Big Heart Brigade of Indian River County. Dangerfield also founded the annual Firefighters Chili and Salsa Cook-off, a charity fundraiser.

According to the IAFF (International Association of Firefighters):

"PTSD is a serious and chronic condition that can ruin the careers of fire fighters and paramedics, destroy families and jeopardize public and fire fighter safety. According to the Journal of Occupational Health, approximately 20 percent of fire fighters and paramedics have PTSD.¹

Furthermore, according to a 2015 Florida State University study, nearly half of the fire fighters surveyed (46.8 percent) have thought about suicide, 19.2 percent had suicide plans and 15.5 percent had made suicide attempts.² In fact, those with PTSD are six times more likely to attempt suicide compared to demographically matched controls.” The Dangerfield family is still coping with the fact the battalion chief had been getting counseling for PTSD. But it’s a disorder that sometimes can haunt the individual. Bruce Dangerfield said his son went to the doctor three times a week for about 1 1/2 years. He says PTSD has “hurt a lot of people” and they can’t control what they do.

Slide - What creates stress in your life?

Instructor Notes

Wait for students to answer the question. Engage them in an open discussion about stress and how it can impact the quality of their life and their families.

What does the fire service do?

Help people - pure and simple.

Mrs. Smith calls 911 and wants a fast response - take care of her problem and to be nice to her.

You will experience society for many on the worst day of their life.

You are human and should understand what you see will affect you in ways that you won’t understand or accept today BUT it will affect you.

Show the video...

After the video

Ask the students if any have experienced something like what you have just seen
Limit discussion to about 10 minutes about their experiences

Reference the student manual list of items from Chief Gary Ludwig book Blood, Sweat and Tears. (next 2 slides)

You may discuss some of those experiences from the list if you desire.

<https://vimeo.com/140738377>

Slide - Self Care / Coping Mechanism

Instructor Notes

The air filter keeps the bad stuff out and let’s the good air in.

Talking it out is the first step

Recognize the signs and symptoms of stress

Express your emotions, write or journal

Relaxation – yoga, meditation, tai chi

Breathe, unplug

Talk it out – stay connected with family, friends

Set goals and priorities (triage)

Be realistic, resist perfectionism

Cultivate gratitude and appreciation

Be in the present – practice mindfulness, meditation

Self-care...

Do something nice for yourself? We all use the excuse we are too busy to take better care of ourselves.

Important way of maintaining our well-being and allowing us to be more resilient in dealing with stress.

Self-care can be an important way to help cope with the distress or uncertainty you might feel.

Self care activities include:

Relaxation

Exercise - most common - good for our brain as well - lowers depression and improve cognitive skills

Eating well

Support from people close to us

Adequate sleep

Go home from work at a reasonable hour

Take self-care actions before you need it.

Self-care activities help us to handle stress.

Be nice to yourself

Self-care has demonstrated a positive effect on our overall health and wellness.

Self-care actions create a habit for what is best for us.

Does not have to require a lot of time.

Learning to take yourself lightly and your problems seriously may improve your quality of life only a little, but small changes can have great consequences.

Page 16 of the report

Let's be clear, the "Suck it up, Buttercup" mentality is NOT the approach to take.

What does this statement mean to you.

What statements are used in today's environment? "Not long ago, veteran firefighters derided comrades for wanting to put on air packs before walking into a burning structure. Even today, rookies might express their feelings after their first horrific scene, only to be told by the "seasoned veteran" to "Suck it up, Buttercup." Let's be clear, the "Suck it up, Buttercup," mentality is NOT the approach to take."

Page 24

Life is short.

Life is intended to be enjoyable.

Faith, family, work should be the priorities of life and our focus.

"Find the joy in your life" Lisa Greco PhD

Comedy is one way to deal with emotional issues - each of us our different and we will find the joy differently.

Kenny Cheney - Don't blink song

Are you proud of how you lived your life (at least up till this point)?

If you can't describe the reasons, the ideas and the life examples that make you feel alive, you might look back at your life realizing that you breeze through life without ever having lived.

"Don't be scared of dying; Be scared of leaving without ever having lived."

When you live a fulfilling life that's abundant, the thought of dying becomes less scary because you are not focusing on the fact that you might die, but the wonders and the possibilities you built. Someday, in the future, inevitability will take place and your entire life will flash before your eyes. Make sure it's a spectacle and majestic view worth watching.

Slide - Behavioral Health Sizeup

Instructor Notes

Students see the statement on the screen and the question. Give them a little time to think about the question and then begin a group discussion.

Slide - Behavioral Health Sizeup

Instructor Notes

Students see the statement on the screen and the question. Give them a little time to think about the question and then begin a group discussion.

Slide - What Brings Joy To Your Life?

Instructor Notes

Allow students time to answer the question. Engage the students in a discussion about where they spend most of their time.

The point of this discussion is to alert students to the facts that we have an opportunity to spend our time in a manner we determine.

Discussion about the students Bucket List

Ask the students about their bucket list?

In 2007, I watched this movie call "The Bucket List". It's about two terminally ill men (Jack Nicholson and Morgan Freeman) on their road trip with a wish list of things to do before they "kick the bucket". There is this particular scene that I remembered vividly, when both of them are on top of a pyramid drinking and chatting, Morgan Freeman asked Jack Nicholson 2 questions after telling him some story about entering heaven's gate;

- 1) Have you found joy in your life?
- 2) Has your life brought joy to others?

Isn't it a tough question at times? As we frantically try to give a "politically" correct answer before we give up totally? And seriously, how much we weigh upon our answers? Or even provide an answer with a clear conscience?

I'm thinking hard, and I personally believe it's never too early or too late to think about these 2 questions.

Have you found joy in your life? (Qn 1 of 2)

Early this year (2014) I saw an awesome video by someone who quitted his job, packed a bag, grabbed his camera and travelled around the world. His catchphrase caught my attention; 17 Countries. 343 Days. 6237 Photographs. One incredible journey. He compiled a time lapse of the many amazing places he visited and uploaded this YouTube video.

The Good Life (2008)

What really matters in life? Truth be told, you may find that it is already much closer than you think! Here is my take on things that matters, and of which I will definitely find the joy I'm searching for in my life:

Health matters—Poor health will both reduce the time you have in this world and your capability to live the life you want to live. “Nuff Said”

Relationship with our loved ones—They appear in our lives for a reason, and that is to complete us. We complete one another's lives. We are made that way.

Living a purpose-driven life—You can call it aspiration, life goals, whatever. What is the “YOU” in you? What makes you different to everyone else? Understanding your purpose is a journey that requires time and reflection. Personally, I feel I've only understood half of my own life-purpose and for all I know my life-purpose might even change in the near future! Find out what is it that truly makes you feel alive, and that is your life-purpose!

Have your life brought joy to others? (Qn 2 of 2)

This question is much harder to answer because it is a reflection, a third party thought. It is what we ultimately call a healthy relationship (with family, friends, colleagues and simply all humans). They need commitment to work, with lots of effort.

Forgive and forget—Forgiveness is the remedy. You have to let go of what's behind you before you can hold onto the goodness in front of you.

Admit when you make a mistake—No one is “error-free”. Admitting to a mistake makes you more human anyway.

Be sincere—The greatest power you have in this world is the power of your own self-transformation. Be true to everyone as you would to yourself.

“No matter how rich you become, how famous or powerful, when you die the size of your funeral will still pretty much depend on the weather.” (Click to Tweet)

Other Quotes from the Movie

There are also some other interesting “quotes” from the movie which I would like to provide here. So sit back and enjoy!

Quote No.1

Carter Chambers: You measure yourself by the people who measure themselves by you.

Quote No.2

Edward Cole: We live, we die, and the wheels on the bus go round and round.

Quote No.3

Carter Chambers: Forty-five years goes by pretty fast;

Edward Cole: Like smoke through a keyhole.

Quote No.4

Carter Chambers: Even now I cannot understand the measure of a life, but I can tell you this. I know that when he died, his eyes were closed and his heart was open. And I'm

pretty sure he was happy with his final resting place, because he was buried on the mountain. And that was against the law.

Quote No.5

Edward Cole: The simplest thing is... I loved him. And I missed him. Carter and I saw the world together. Which is amazing... When you think that only three months ago, we were complete strangers! I hope that it doesn't sound selfish of me but... the last months of his life were the best months of mine. He saved my life... And he knew it before I did.

Quote No.6

Carter Chambers: [in his letter to Edward] Dear Edward, I've gone back and forth the last few days trying to decide whether or not I should even write this. In the end, I realized I would regret it if I didn't, so here it goes. I know the last time we saw each other, we weren't exactly hitting the sweetest notes—certain wasn't the way I wanted the trip to end. I suppose I'm responsible and for that, I'm sorry. But in all honesty, if I had the chance, I'd do it again. Virginia said I left a stranger and came back a husband; I owe that to you. There's no way I can repay you for all you've done for me, so rather than try, I'm just going to ask you to do something else for me-find the joy in your life. You once said you're not everyone. Well, that's true-you're certainly not everyone, but everyone is everyone. My pastor always says our lives are streams flowing into the same river towards whatever heaven lies in the mist beyond the falls. Find the joy in your life, Edward. My dear friend, close your eyes and let the waters take you home.

Quote No.7

Edward Cole: ... He saved my life, and he knew it before I did. I'm deeply proud that this man found it worth his while to know me. In the end, I think it's safe to say that we brought some joy to one another's lives, so one day, when I go to some final resting place, if I happen to wake up next to a certain wall with a gate, I hope that Carter's there to vouch for me and show me the ropes on the other side.

I do hope that you will be able to provide good answers to the above two questions, but as of now I'm still searching for mine. I sure hope that when the time comes I will have the answers.

"In the end, it's not the years in your life that count. It's the life in your years." (Click to Tweet)

2 Simple Questions to Ask Before We Die

The Bucket list is a great film. The two questions are very important

Slide "It's About Being Alone"

DISCUSSION

Instructor you do not need to read the words from the PowerPoint. The students can read.

Instructor - read the quote from Mother Teresa.

Mother Theresa once said "The biggest disease today is not leprosy or cancer or tuberculosis, but rather the feeling of being unwanted, uncared for and deserted by everybody." That loneliness is devastating is not new information; everyone who has felt alone understands how painful it can be. For the lucky many, loneliness is a fleeting

feeling but for those who cannot find the escape hatch, loneliness can be a terrible, and fatal, trap.

Instructor - ask the students the following questions and solicit discussion.

How does that statement relate to our topic today - behavioral wellness?

Can Loneliness Really Kill You?

Can you be alone and be in a crowd? Why? How?

Ask students the following question - Why are our firefighters killing themselves?

The short answer has to do with post-traumatic stress disorder (PTSD), but both the FBHA and the USFA say more factors are at play here. Family and money issues combined with the fact that firefighting/EMS is a high-stress profession. In fact, CareerCast.com just completed their annual survey of the most stressful careers in the nation. First, of course, are our enlisted active duty military personnel. Firefighting was number two. Number two! Ahead, even, of commercial airline pilots (the complete survey results can be found here). Career Cast factors in environment, life risk, and on the job hazards, among other things.

Slide - Triggers

Instructor Notes

Page 18, 19 and 20 of the report have an explanation.

Triggers create positive or negative emotions.

Ask students of the photos on the slide which ones create a positive and negative response?

Ask students what triggers have they experienced?

Slide - this is your brain...

Instructor Notes

PTS is related to Traumatic Brain Injury - NFL is dealing with this issue today.

Traumatic brain injury usually results from a violent blow or jolt to the head or body. An object that penetrates brain tissue, such as a bullet or shattered piece of skull, also can cause traumatic brain injury.

Mild traumatic brain injury may affect your brain cells temporarily. More-serious traumatic brain injury can result in bruising, torn tissues, bleeding and other physical damage to the brain. These injuries can result in long-term complications or death.

Post Traumatic Stress

According to mental health professionals, post-traumatic stress disorder (or PTSD) is a mental condition that results in a series of emotional and physical reactions in individuals who have either witnessed or experienced a traumatic event. Events that cause the individual to fear for personal life and wellbeing—such as a car collision or other accident, a physical or sexual assault, long term abuse, torture, a natural disaster, living in a war zone, or life-altering experiences like the death of a loved one—can all spur the following PTSD symptoms

Slide - Behavioral Wellness Support Programs Available?

Chaplain	EAP
Peer to Peer Support	In Patient Treatment

Instructor notes:

Were the support systems of value? In what way?
 If the support system was not helpful why not?

Page 25 Support Model and Infrastructure

Ask the students to look at page 25 of the yellow ribbon report under support model and infrastructure give them 2 minutes to read the information about the different programs. After the reading is done / ask about the programs available locally and how to access them.

This slide requires the instructor to complete research before the presentation on what is available for his/her specific fire department and how to access.

Peer-support	Behavioral Health	Other organizations
Chaplaincy	resources	
EAP	Treatment programs	

Slide - Behavioral Wellness Problem Clues

- | | |
|-------------|-----------------------------|
| • Trapped | • Withdrawing |
| • Burden | • Rage / Aggression |
| • Substance | • Humiliation |
| • Anxiety | • Seeking Revenge |
| • Reckless | • Saying goodbye to friends |
| • Sleepless | • Giving away possessions |

Instructor Notes

[Page 18](#)

These are some of the clues of suicidal behavior. Being mindful of a change in a colleague’s overall demeanor can drive a conversation, which lead to getting help for that person. The above clues are behavioral changes, that if observed, may indicate that a person is in distress.

Instructor—emphasize that these clues should never be ignored. Emphasize that if firefighters in a department have an overall awareness of the clues, and are encouraged/expected to watch for these in their colleagues, they could potentially save a life.

Slide - “It’s not as easy as cleaning your gear”

Instructor Notes

Ongoing process that requires a long term commitment. You can’t talk about a situation one time and wash away all of the dirt associated with that event.

Slide - Cumulative Effects

Instructor Notes

Page 11 of the YRR

We often hear the public say of us:

“They are a different breed—it takes a special type of person to run toward danger while everyone else is running away.”

This statement captures the essence of what first responders do. Whether it be bravery, courage, selflessness, valor, or heroism (with a little excitement and curiosity thrown in), first responders are somehow instinctively “programmed” in their DNA to help and protect others. First responders seem to have a brain that is uniquely wired to respond to crises with an uncanny focus to get the job done, yet the necessary resilience to cope with the resultant exposure to highly stressful situations. First responders are exposed to scenes and situations that are beyond the comprehension and coping capabilities of the average person; they see, hear, and smell what no human being should ever have to experience. It is no wonder that constant exposure to such events can result in cumulative stress that can potentially impact the individual’s emotional well-being. The reactions to these stressors and the resulting emotional toll can create behavioral health issues, many times beyond the understanding of the person affected. The manner in which the first responder copes with this cumulative stress can impact one’s career, family, enjoyment of life, and overall well-being.

Slide “One size doesn’t fit all” applies to options for components of a system.

Instructor Notes

A department of fifteen volunteers probably won’t need every component on the “menu.” But, you do need something.

What kind of programs are there?

- Employee Assistance Program
- Chaplaincy Program

- Peer Supporty
 - Crisis Response Team
 - In Patient Counseling
 - Office Counseling
- “Develop and implement the support system that is best for your organizational culture and infrastructure.”*

Slide Dealing with Stress

DISCUSSION

Page 21 of the report

Exercise - huge dividends

Respect - plenty of sleep

Breathe - deep breathing exercise - 5 minutes

Talk it out - saying the words out loud - friend, co-worker, counselor, religious leader or whomever you can open up

Get control - consciously plan and live your life / focus on purpose

Practice - live in the present - here and now / put less importance on yesterday and tomorrow - pay attention to what is happening in the moment

Slide - We will close with these words...

Slide - Infrastructure Support

Instructor Note

Show video “when those sirens are gone”

Slide - Questions

Go Make A Difference. Be The Difference.

Slide - VCOS Board with the Red Noses

Slide - Option / Tim Conway Dentist Video from the Carol Burnett Show