**The Manager’s Role in C.A.R.E.S**

Tragic incidents that happen in the workplace (i.e., team member deaths, difficult patient deaths, hurricanes or other destructive weather events, workplace violence) can negatively impact our team members.

In the past we referred to these events as “critical incidents” in which professionals, typically through EAP, would be called to do Critical Incident Stress Debriefing or CISD services for our team members. Manager roles in these events were relegated to calling EAP to request a Counselor come immediately onsite to help “debrief” the team members.

In reviewing best practices at other major Medical Centers (Duke and University of Pennsylvania), the Manager played a much more vital and engaged role in this process. The old CISD model assumed what the team member needed and defined the steps a professional was to take. Such a model minimized the manager’s role while emphasizing the role of the mental health Counselor.

Managers play an integral role in a team member’s work life. They wear many different hats throughout the course of the day and may function at times as a supervisor, mentor, confidante, and disciplinarian. The role that has not been so prominent in recent years is that of the first line of defense for team members when an incident takes place at work. The manager has a wealth of knowledge about the team members under his/her supervision and this knowledge can be valuable in the aftermath of a workplace incident. Knowing that Jane Doe lost her 10 year-old son the previous month in an auto accident is something to consider when she happens to be working in the ED and a young boy dies unexpectedly from what seemed to be minor injuries from an auto accident. Jane may feel that she is managing her reactions well and doesn’t need additional support, but she appreciated you checking in with her. That kind of information is not so readily available to someone who is unfamiliar with your workgroup.

This training has been designed just for you. It has been developed with the understanding that in some circumstances it might not be possible to tell team members to take a break. Your department has to run no matter what, yet support can be offered in many different ways. Your EAP is there to offer you a variety of options to meet the needs of your team members with your help.

The following C.A.R.E.S. Checklist outlines how to gather information from your team members, who should receive the information, how to engage EAP support and services that all contribute to a successful resolution of the incident.

**C.A.R.E.S CHECKLIST FOR MANAGERS**

**Communicate:** Before calling your EAP, take a few minutes to think through (if possible write down) the following facts. This will help your EAP Counselor to better understand what’s happening in your department or unit. It’s also helpful for you to keep track of things that can happen very quickly.

* What happened?
* How did it happen?

1. Is the information first hand, second hand, third hand?

* Who/how many were involved?
* Who needs to know?

1. Your manager or administrator? Others?

* What support do you need to manage your team members at this time?
* Call your EAP Counselor at 847-4357 to describe what’s currently known about the incident. Leave your phone number with the EAP for return calls.
* Your EAP Counselor will give you the name and phone number of your EAP Counselor who will be reaching out to you prior to coming onsite.

**Assess your team members:** Use “empathetic rounding”

* *You know your team members the best*.
* Walk around and ask them, “How can I support you?” “What can I do for you?” “How are you?”
* Questions to keep in mind:

1. Are any team members directly involved or have a special relationship with the victim?
2. Are there any *reports* of team member reactions to the incident?
3. Are there any *observations* of team member reactions to the incident?
4. Have any team members had similar incidents happen to them? This can make them more vulnerable.

**Respond:**

* Your EAP Counselor will call you to arrange a location and time to meet with you prior to coming onsite.
* Meet as a management team with your onsite EAP Counselor prior to seeing staff.
* Direct your EAP Counselor to team members that could benefit from a psychological first aid visit.
* After your EAP Counselor completes their rounding, meet again with EAP.
* If needed, coordinate a time for the EAP Counselor to return to your workgroup.
* Get the name, number of your returning EAP Counselor.

**Evaluate:**

* This step is an important source of information for your EAP to improve outcomes and future services for the hospital or your work group.
* Check in with your team members once services are complete (a couple of days after services).
* The manager who requested the “incident response” services will be emailed a satisfaction survey link which will allow us to see what did and didn’t work.
* Remember, your EAP can always provide additional services if needed.

**Support:**

* You will receive an outreach call from your EAP Counselor.
* Provide your EAP with feedback about the responses.
* Did you get the support you and your team members needed?
* Were there services you and your team members wanted but did not get?
* Any team members displaying ongoing performance issues?
* Remember, team member behavioral changes can occur anytime in the future: be sure to talk with your team members about ongoing support options via EAP if needed.
* Complete the online satisfaction survey sent from EAP.