



ORGANIZATIONAL  
**RESILIENCY**  
STARTER



# RESILIENCY PROGRAM

We believe in a full scale resiliency program that encompasses the notion of full scale peer support. We approach these programs through the following things. This starter resiliency toolkit is meant to spark idea and help be a jumping off point for you resiliency program.

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## THE PROGRAM

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### UPSTREAM

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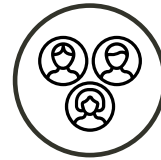
Education is key in driving the culture of resiliency. Knowledge is power and helps everyone to build their own Personal Resiliency Strategy.



### IN-THE-MOMENT

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Suck-it-up is required to do the job that you do. Training is a large part of that. Knowing in the moment strategies to help capitalize on that training is power.



### DOWNSTREAM

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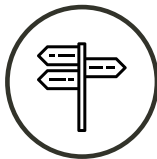
Yes, you have to suck it up, but then what? Knowing the Downstream Echelons of Care, who they are and why they might is key to Post-Traumatic Growth,

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## THE PLAYBOOK

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Create a playbook with resources that make sense for your people. You likely have more than you know!



### GUIDANCE

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Guidance and tools to help each agency make effective personal and professional decisions that foster resiliency.



### INTERNAL RESOURCES

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Policies, procedures and checklists designed to optimize effective use of your current resources.



### COMMUNITY RESOURCES

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Featured and additional resources designed to provide agencies with vetted community referral sources to provide for their people





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# 7-STEP PROCESS



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## I'M GOING UPSTREAM

*A parable to drive resiliency*

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*Imagine a beautiful winding river surrounded by trees, snaking calmly throughout the landscape, and nurturing the trees and the animals along its path. As it gets further downstream, the waters begin to stir, winding and flowing around rocks and down small easements, until it ends at a high waterfall. You can hear the rush of the water and the chaos at the bottom of the falls.*

*Imagine that your team has been called to the scene at the bottom of the waterfall. You arrive and the first thing you notice is that there are several people trying to pull individuals out of the water. As you assess the situation, you notice that more and more people begin to fall over the edge of the waterfall, and many of them are drowning.*

*Your team instantly goes into action to begin rescuing people from the water. Training clicks in like clock work. There is a scene commander and coordinated efforts to pull people from the water, perform CPR when necessary, and transport to the hospital. But no matter how effective your efforts, people continue to fall over the waterfall and land in the waters down below.*

*Finally, exhausted, you stumble out of the water and begin walking away from the scene. Your scene commander and team yell at you, "Where are you going? Get back in here. This is all hands on deck." To which you reply, "I'm going upstream to find out why so many people are falling into the river."*

**When asked "which is worse, the critical or the chronic stress?" many first responders will tell you, "the chronic stress, hands down." Research is beginning to prove that a diagnosis of PTSD is more likely if a person walks into a critical event with a plate full of chronic stress. First responder organizations should focus on building a full-scale, sustainable culture of resiliency in order to effectively support the needs of their people.**



# The Foundation:

## Understanding Full-Scale Resiliency



### Upstream Resiliency

Upstream resiliency is all about the strategy for managing chronic stress in personal lives and organizations. Examples could be:

- working past trauma off of your plate
- building an inspiring routine for health
- positive emotion practices
- cultivating strong relationships in your life
- aligning your personal and professional why

### In-The-Moment Resiliency

In-the-moment resiliency is all about managing the acute event. This is the "suck it up" period that is required to do your job. Examples could include:

- detaching emotionally to be able to kick in to training mode
- using breathing strategies such as box breathing or parasympathetic breathing to strengthen your ability to focus
- having strong trust in your team to have each other's backs

### Downstream Resiliency

Downstream resiliency is the "Suck It Up, **THEN WHAT?**" portion of resiliency. The primary goal of these strategies is post-traumatic growth. Examples could include:

- Full-Scale Peer Support Conversation
- Talking through the five senses
- Workout including "heavy work"
- EMDR/Counseling

# #1 - How to:

## Build A Member Assistance Pathway

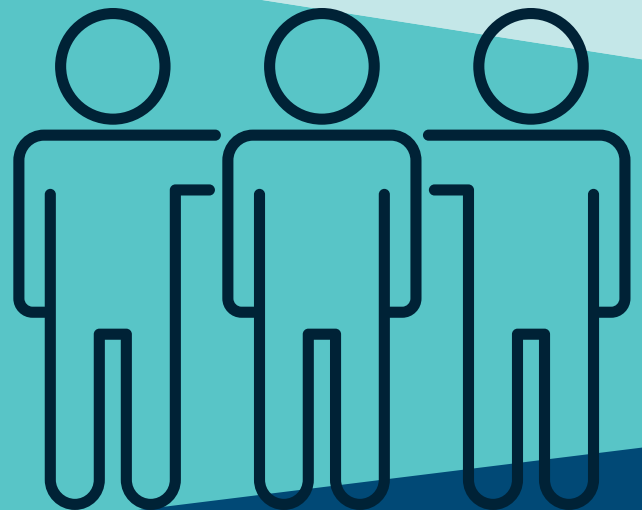


### Full Scale Resiliency Program

The philosophy is to get left of boom. What that means is full scale resiliency encompasses preventative measures and interventions. We strive to equip individuals and organizations with a resiliency plan that allows them to work through both chronic and critical stress to be stronger on the backside.

### Full Scale Peer Support

If every person is a peer then everyone in your organization is willing to have a conversation. This is not just after a bad call, but it is also about the daily stressors that each of your members face. The chronic stress is often what takes up the most capacity and critical stress is the tipping point. If every one of your team members is equipped to have an informal peer support conversation, your team will have the tools to work things off their plate.



### TOOL: MEMBER ASSISTANCE PATHWAY

We have found building a Member Assistance Pathway to be a great driving force behind many of our programs. This should be a simple, 1-page document that provides an overview of supportive resources for all of your people.



# #2 - How to:

## Build a Strategic Plan & Executive Summary



First responders:  
4-5x more likely  
to be diagnosed  
with PTSD

Ruderman Family  
Foundation, 2017

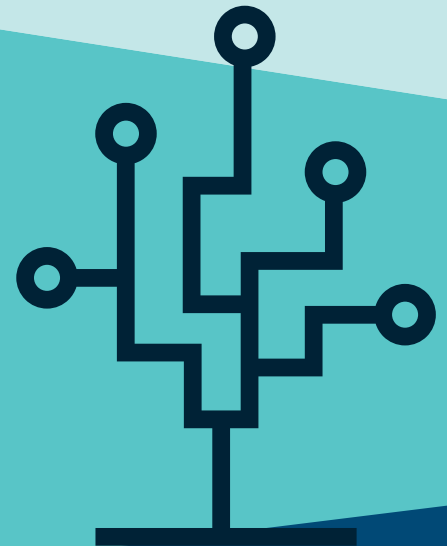
### Why is Resiliency Important?

Check out the statistics. Suicide is becoming a larger number of accounted for deaths than LODDs.

Additionally, health risks for first responders are significantly higher than civilian populations.

### Encapsulating a Resilient Culture

1. A culture of resilience needs to be built from the ground (peers) with support from the top (leadership)
2. A culture of resilience should capitalize on the already established strengths and resources of your department.
3. A culture of resilience sets the tone for prevention as well as intervention



### TOOL: STRATEGIC PLAN & EXECUTIVE SUMMARY

We use a Strategic Plan & Executive Summary as a tool to gain buy-in and support from leadership. The Strategic Plan is the "How" behind your Member Assistance Pathway. The Executive Summary is a quick, one-page summary of the program for leadership.



# #3 - How to:

## Gain the Buy-In of Your People

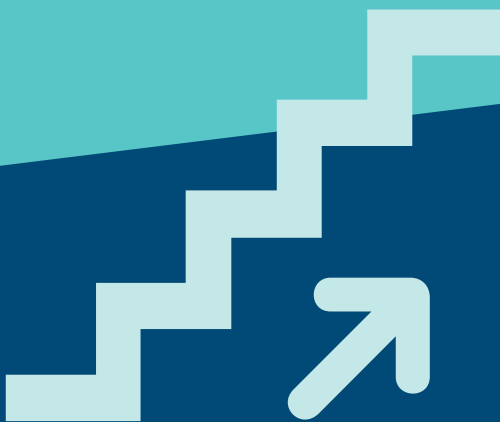


**What Education does my team really need?**

What have you already done? What still needs attending to? Do you need leadership buy-in, a science of trauma training, a family resiliency workshop? Knowing what would help your department most is a good place to start.

### Know the Major Topics

1. Science of Trauma
2. Every Person a Peer
3. Full Scale Resiliency
4. Family Resiliency
5. Resiliency for Leaders
6. CISM



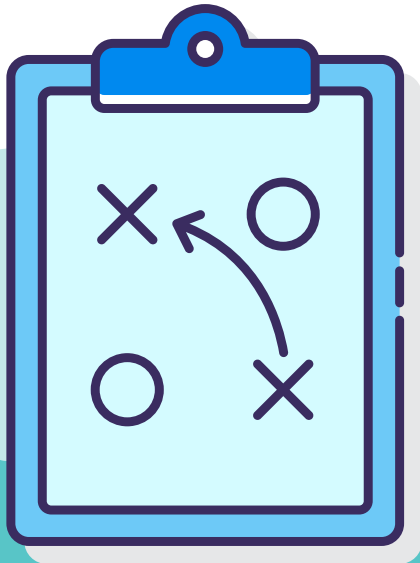
### TOOL: GAINING BUY-IN

Once leadership is on board, it is important to begin the challenging task of gaining buy-in from the people in your organization. The most effective tool to accomplish this is through education. Typically, a combination of a short workshop on the science of trauma and what your program offers with mini shift-change videos is an effective method for gaining trust.



# #4 - How to:

## Choose Your Tactics



**What is the most effective way to reach my people?**

The culture of every agency is different. Choose tactics that meet and work for that culture. Is it virtual trainings that are broadcasted through Police One? Is it short shift change videos? Is it lunch and learns? What would resonate well with your people?

**How do we continue the conversation?**

Once you've reached your people through education, how do you keep resiliency front and center in your agency? Find very simple tactics that incorporate things like health (walking lunches), gratitude (start meetings with gratitudes), jolts of joy (funny video challenge), Every Person a Peer (peer support conversation plaque on the kitchen table), etc.



**TOOL: CHOOSE YOUR TACTICS**

Be intentional about these tactics and choose them wisely. Hone in on what will resonate well with your people. Assign a member of the resiliency team to implement the tactics and add them to your Strategic Plan for execution.

# #5 - How to:

## Establish Echelons of Care

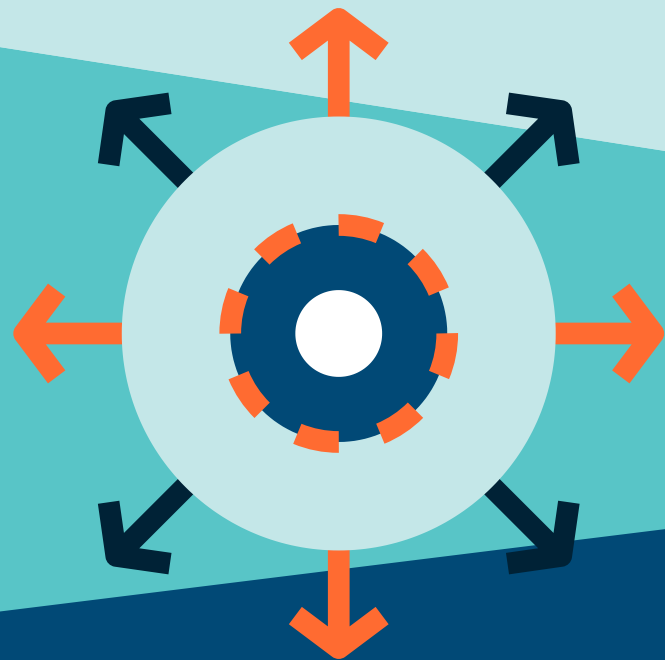


### Internal Resources

You likely already have several resources within your department that you may not even know about. Call HR and ask about the benefits that are already available to you. Do you have a chaplain? A CISM team? An EAP? Access to extra online trainings?

### External Resources

Your community likely has several resources to turn to as well. Are there other regional CISM teams you can partner with? What local counseling agencies can you develop a relationship with? Are there any apps that you can look into downloading for your people?



### TOOL: ECHELONS OF CARE

Recognizing your echelons of care is important. Examples include:

- #1 - Personal Resiliency Strategy
- #2 - Every Person a Peer
- #3 - Formal Peer Conversation
- #4 - Vetted Community Resources (Financial, Spiritual, etc.)
- #5 - Agency Counseling Resources
- #6 - Vetted Community Counseling Resources
- #7 - Vetted Inpatient & Residential Treatment



# #6 - How to:

## Ensure Multiple Entry Points Into Your Program



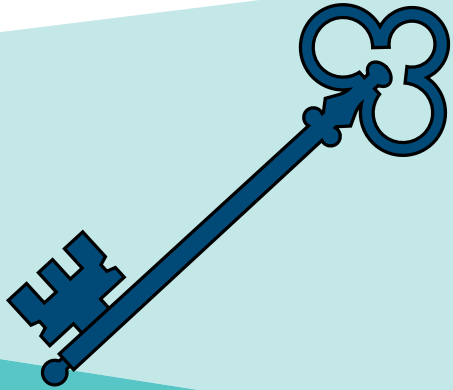
## Understand the Journey of Resiliency

In order ensure that the needs of ALL of your people are met, it's important to take into account that everyone is on their own journey of resiliency and your program needs to have multiple entry points to allow entry into the program at all stages. Examples of entry points can include:

- Resiliency Education Program
- Resiliency Program App &/or Website
- Stories of Resiliency (on video or told in person)
- Shift Change Videos
- Informal Peer Support (Every Person a Peer)
- Formal Peer Support
- Crisis Management

# #7 - How to:

## Ensure Long-Term Maintenance with an Organizational Resiliency Playbook



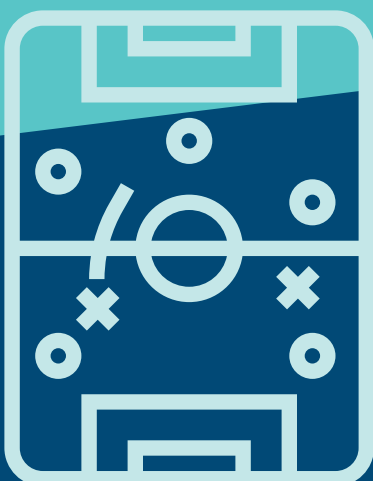
### Build procedures

Ensure your program is supported with procedures that are approved by leadership to maintain the efficacy of the program. This could include:

- Critical Incident Response Procedures
- Team Selection Procedures
- Echelons of Care
- Resource Vetting Procedures, etc.

### Build Processes

Ensure that you have processes in place for continued training of your team, managing turnover, maintaining confidentiality, etc.



### TOOL: LONG-TERM MAINTENANCE

Ensure long-term maintenance of your program by building an Organizational Resiliency Playbook. Make this a "living document" that is updated frequently and choose your audience: just the resiliency team or the team and agency leadership.



# 7-STEP PROCESS FOR BUILDING YOUR PROGRAM



**MEMBER ASSISTANCE PATHWAY** - A one-page document that gives your agency a picture of what is available to take care of your people.

**STRATEGIC PLAN & EXECUTIVE SUMMARY** - Two documents designed to map out the implementation of your program and provide a summary of high-level details used to inform leadership of your plan

**GAINING BUY-IN** - A "marketing plan" for your program to educate your people, build their trust, and gain their buy-in.

**PROGRAM TACTICS** - Upstream, Peer Support, and Downstream tactic sheets that allow you to choose tactics to enhance your program.

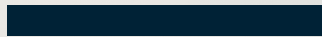
**ESTABLISH ECHELONS OF CARE** - In order to simplify the process, formalize the Echelons of Care promoted by your program and educate your people.

**PROGRAM ENTRY POINTS** - An entry point planning sheet to ensuring that there are multiple entry points to meet the needs of your entire organization.

**LONG-TERM MAINTENANCE** - The long term and ongoing plan for maintaining and continuing to improve your program.



**BETWEEN STIMULUS AND  
RESPONSE THERE IS A SPACE.**



**IN THAT SPACE IS OUR POWER TO  
CHOOSE OUR RESPONSE. IN OUR  
RESPONSE LIES OUR GROWTH  
AND OUR FREEDOM.**

**WE WOULD LOVE TO COLLABORATE WITH YOUR  
DEPARTMENT IN BUILDING YOUR CULTURE OF  
RESILIENCY. IF YOU WANT MORE INFORMATION,  
EMAIL US AT [SUPPORT@READINESSGRP.COM](mailto:support@readinessgrp.com)**

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