

Welcome to managing the unexpected, responding to workplace crises. My name is Jeannie Kuehler, I am here with my colleague Melanie. I would like to turn this over to Sherry. Welcome Sherry.

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Thank you Jeannie . As Jeannie told you my name is Sherry, I have been with Magellan for the last 26 years. I have the pleasure of being the clinical case manager, supervisor, account management, now I am on the workplace support team. Since 2004. I am really happy to be able to do this presentation today. And talk to you about managing the unexpected when there is a workplace crisis. Before we get to the objectives, I want to take a moment to acknowledge the current challenges that has happened to our country and to the world. That challenges, first there is the pandemic that we are dealing with, COVID 19 and the deaths of George Floyd. What I want to talk about throughout the webinar, and I hope it will be beneficial to all of the leaders. In helping you navigate the current crises I am going to share more information on important resources. And one of the most important of course is that Magellan workplace support team. I hope you will find this information helpful grandma so you can receive support, guidance and things that you may need be on today's trading. So let's get started. Let's review the learning objectives. For today's training, I hope that you will be able to identify workplace crisis, we will discuss strategic efforts. And the EAP services for employees, management and the company. I hope you will plan for employees to return after the crisis. And that you will be able to explore recovery efforts for your employees. There are all kinds of different workplace crisis. It depends on what article you read. What book you read. There are 1000 different ways that you can define it. But one thing that you need to pay attention to is the fact that, no matter who is in the workplace, there are three elements no matter what definition you will look at. I want to look at these three common elements a little closer. One is the threat to the organization. And that threat can be an individual who is making a threat to the organization or a person within the organization. Or it could be a group of people. Who are doing some kind of activity or behavior that is threatening to the organization. There is the element of surprise. Usually crises are unexpected. And there is a short decision-making time. And HR responding to the crises, have a very short amount of time. Because they can have a long-term impact. I want to talk a little bit more about the characteristics have for each crisis. Let's look at some examples. Perhaps it can be weather related like hurricane or hailstorm. I do not know if you paid attention to the news in March, there was the terrible hailstorm. There could be something like an active shooter, bomb threats . National disasters like hurricanes and earthquake. And personal safety events, which we are going through right now which is COVID 19. And most crises has an element of surprise or they are unexpected. And sometimes it can be unexpected as far as may be, it was forecasted like that tornado in Nashville. Anna Nashville tornado was never supposed to be the biggest one. So the impact of that tornado was very unexpected. And sometimes the events are more serious, though workplace may have preparation for things that can happen like an earthquake. So if an earthquake happens, if it was a strong magnitude, it could have been so strong that you could not [Indiscernible]. There should be a plan in place. If the company has a plan in place, the emergency response plan, a surprise can be mitigated. Crises always have a short decision time. Leadership and managers, have little time to make major decision that might impact the workplace. Because the event can happen so quickly. And so if there is a plan you can put it in place quickly. Sometimes we do not have time to think because it does happen so quickly. So it is time for a poll question. The question is this, think about some of the examples of the crises that we just talked about, what kind of reaction would you expect to see from the employees or people who are impacted?

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Please type in your response into the chat box. And please submit it by clicking to the right.

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Shock, absolutely. Uncertainty. Anxiety. Problems focusing. Bayer free. Yes people do want to run away quickly. It is either fight or flight reaction. The fear of the unknown. Nervous. These are all really insightful answers. I think we are ready to go on. Let's talk about reactions that you can expect to see. When the unexpected event happens, the events that happened that are unexpected, it grabs our attention and it shakes us up. It has a global effect back it also can have a personal effect. And it will impact your employees in a very individual manner. And reactions can happen in multiple facets. There are emotions. Physical reactions can include, loss of sleep. Loss of appetite. They could be crying a lot. Emotional reactions can include shock, disbelief, heightened anxiety reaction , anger and fear. How the individual reacts depends on so many different factors. And people are individuals. So the reactions are going to be individual as well. Alan it is impacted because of the person's personality. Their past history of trauma. They are impacted by past and current health conditions. Physical and emotional. And their own level of resiliency on how they can back bounce back. You also have to keep in mind, the individual reaction, can also have a collective impact as well. Let me give you an example on what I mean. Let's say in the workplace there is a team that has a colleague who passes away unexpectedly. One employee on that team might be in shock. They might be just

staring at their computer. Another employer might be crying at their desk. Or somebody may want to keep the team afloat. They want to do business as usual. But they tried to answer the telephone, but when they answered they are not making any sense. So all of these reactions together will have an impact on the team's productivity. That is why the individual action can have a collective impact as well. So what do reactions look like? At work, you may see poor performance on a task, the inability to concentrate, being impatient. Sometimes they cannot talk about anything else except for the event that occurred. And some of you identified when we did the poll question, the inability to stay in the workplace. They have flashbacks on what had happened. They will be calling in sick. Some people cannot even make it through the front door. As you can imagine those reactions will follow the employee home. And often times, we will hear employees talk about having nightmares about what has happened. They are more emotional. They are snapping at the family members. Their work is not getting done. Oftentimes, employees who I talked to that went through a crisis, talk about the fact that they cannot get out of bed. They cannot do daily activities like brushing their teeth or taking a shower. They are not even interacting with people because they cannot get out of bed. You can imagine when the crisis hits, someone is already dealing with mental health, you will probably see an increase in anxiety, and isolation. I think that is been one of the biggest concerns that the industry literature is looking at right now, and when I say industry I am not talking about psychology industry but I am talk about HR, and other industries are looking at the impact that COVID 19 has had on people. Because it forced you into be an isolated situation. And many people are dealing with anxiety or other mental illness. Many cannot even come to work. And now they have to work from home and nobody else's with them. Or they were at their family and everybody is sitting on top of one another. It is hard to be able to control that. But it is something they have to do in order to stay safe. Management can help them work through the difficult reactions. Especially when they are moving back to doing business. Management support is important before and after the crisis hits. Before means proactive and having a plan in place. And afterwards, the ability to assess how good the plan was and how to respond to the particulars of what just occurred. So it is time for another poll question. Jeannie can you bring up the next question?

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Does your workplace have a disaster emergency work plan? Please answer, yes, no or I do not know.

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Just click on the radio button to the left. And that will send your response over to Sherry.

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I am very excited to see, many are saying that they know the workplace has an emergency disaster plan. For those who say, I do not know, I would guide you to your leadership. And start that discussion. Maybe there is one in place but you have not seen it before. If there is not one in place, this might be the perfect time to start to have that discussion. It looks like the attendees are saying that their workplace has a emergency disaster plan in place. Okay let's go on. As a manager, you are not gonna have a lot of time to react. So you have to prepare in advance. I want to talk just for a few minutes on what managers that HR can do proactively before the crisis event hits. If you have any questions, about the crisis management plan, ask. Find out. If they do not think about developing one. You might have to put together a process, procedures, protocols. Get other departments involved. No one department wants to take on this responsibility solely, because if there is a plan in place, because when a crisis happens in the workplace it will affect everybody. So this is important because part of the plan, there are going to be different tasks and different roles that each department will have to play. Everybody wants to be very clear about their roles and expectations under the plan. Once you have a plan in place you want to trade all of the employees and the managers. It is very important, to make sure employees understand, if something happens what they need to do. Where they need to be and who they need to communicate with. And have training workshops regarding crisis. And this training is available through EAP. Consider looking ads at a plan that is going to focus on employees. Looking at the immediate needs and long-term needs. That plan needs to focus on the response of the physical. Who does what, where people go, and the emotional. Outline the way that you can respond immediately and long-term. And have someone take on the responsibility to put together a list of resources. And identify resources that are specifically related. What I mean by that, there are agencies, they exist solely to help employers, communities deal with crisis. Like the American Red Cross, United Way. So they are always there, and they always have the ability to help identify resources for people in need. But also there are groups that will respond to a specific crisis. And make it available specific with the resources. You want all of this information. An example of that, is the Nashville tornado appeared there were churches that had food pantries, there were organizations that had a clothing drive. They made clothing available to people who were affected by the tornado. So that was a set of resources that was specifically related to the event. It is good to have somebody identify, the resources and put that in the plan. Communication plan. This is one please that you want to share, it is so important. You want to have a specific communication plan. This is a

sub plan of the crisis plan. But it is important to identify how you are going to communicate with employees. Email, so how are you going to communicate? Who is going to be responsible? CEO? The managers? How often are you going to communicate? What are you going to say to the employees to help them deal with what is going on right now? And how do you communicate about the things that will happen after the event? And the last step, test the plan. Put together a crisis event. Role-play. See how that plan develops. See how it actually works. So your organization has a plan in place, we are just gonna make that assumption moving forward. What you as the manager should do? What are the responses? It does depend on the event and who has been impacted. I would like to talk to you about the immediate response. In advance you should know who is to be on the crisis management team. These are the people who are in charge and they know what to do. They have the ability to activate the plan. And gather all of the employees in a secured area. You need to be able to account for all of the employees. All employees must know where they need to be if something happens. And here we go. Communicate to employees what needs to happen immediately. What is management doing? What do they need to do in order to move forward? Have a formal debriefing or a meeting that will allow the employees to take a deep breath and tell you what the manager or HR person, if they have any kind of immediate concerns. Then you begin to assess for counseling. It might be valuable for your employees, to have this set up within 72 hours. I have a few action steps that I would like to go over. Communicate proactively. In foreign staff about the actions that you and the organization are taking and your expectation of the staff. Emails, informal discussion, team meetings, talk about what is going on. And what you need the employees to do. It is important for leadership to remain sensitive. Some employees want to talk about what is going on. Others feel vulnerable and others do not even want to engage. Because it might be in their nature not to talk about these things. So with the leadership we want to honor the individual who wants to handle things in their own way. You can encourage them to talk to their managers or their supervisors but it is important to let them know the appropriate lines of communications and what they are. Everybody has their own way in handling things. We want to encourage, their reactions going on and how people are talking about what was going on. Be available and be present in the moment. And of course, contact EAP. One of the most valuable resources that EAP has to offer is that critical incident response and follow-up support that they can offer moving forward as the days go on. I read an article recently, it was an online article. It was from Landscape, they were talking about issues and mental health issues. And of course the article was about COVID 19. But I thought this was very appropriate. The impact on the crisis, is not just the day after but months afterward. So you want to take [Indiscernible], and I can definitely tell you that the next steps that you will take will have an impact. Not just that day, or a couple of days after, but it will have an impact moving forward in the weeks or even months. Add 50% of people are impacted by a anxiety or posttraumatic stress system. The critical response service well minimize the long-term effects on the staff and the organization. Critical incident services to help managers to know what to expect and help with the impact, now and long-term. When you call in EAP, and if you say you need a counselor on site, you will be transferred to the workplace support team. We are the front-line people. We will be there to listen to you when you tell us what has happened. And we will ask certain questions on how people are doing. What kind of responses you are seeing. Who else was involved. We can help you look at a plan. The counselors who actually involved in doing the critical incident report, they can assess not only the employees but also the managers. Usually the counselors will meet ahead of time with management. And they will want to talk to management about how the event has impacted them. They will review and give guidance on how to support the employees and what to expect. And the best way to handle that reactions. That same counselor who is working with the management team will also work with the staff. To help them process and cope with the emotional and physical reactions that are going on. And they can certainly come on site to meet with the employees, right now with COVID 19 we are doing virtual interventions. We can have counselors available, via a virtual platform. And the counselors are working with the employees to help them, and try to figure out what is impacting them. Helping them deal with it. And try to come up with a plan on how they are going to cope. They also help employees put together a plan, on what is good happen short-term and what may happen long-term and how they are going to be impacted. Critical incident services is something that employers look at, that is in place for approximately 72 hours after something that happens. There are services of EAP. We specialize in taking care of employees and their families. We focus on help employees look at, how this tragedy or this crisis has impacted them. Tragedy does impact people in so many different ways. And employees are gonna look to management to provide guidance and support and care. At one of the best tools that you can offer your employees, the information on EAP. And EAP is very good to offer employees who call us and it is kind of like a tailor process for them. If it is a manager going to EAP, that manager will be transferred over to the support team. They will have a tailored approach on how they will support employees. We are always focusing on the human response of the crisis. And remember EAP provide individual [Indiscernible] to counseling, coaching, therapy, and not EAP benefits are in person. It

depends on the contract that the employer has with EAP. And again it is a very individualized plan, so they can process their feelings. And really strengthening their current coping skills. And it is again, very confidential. So let's assume that you and the company have worked through a crisis. And it is time to get back on your feet. Sometimes people will say, business as usual. About what HR is trying to do is regain the balance in the organization. Employees will welcome the chance to get back to work. It is a good distraction. It is a welcoming distraction. And for some it is the hope of the future. You as the leader have to take into account, the particulars of what happened and how it impacted the employees and the organization. There are some events that are very small scaled weird they have a targeted impact. And some are such that they really impact not only the organization but the community and the general public. Let me give you an examples about what I am talking about. The death of a colleague may only impact the team that that person was on. It may not have an impact on the rest of the organization. The workplace shooting on the other hand, you can imagine it impacts the total workplace. And it is due because of media coverage. And it does impact the general public. If there was a fire in the workplace, there is a physical impact. And recovery is done in phases and it will take time so when people are coming back to the workplace, you know, they are coming back to a place that might look different. Actually employees may be coming back but recovery and restoration still might be going on. The pandemics such as COVID 19, we really have had no precedents to guide employers. And all employers now, to return to the workplace has to be very well organized. But even now, there are still so many unknowns. And things are changing daily. I will tell you right now, this move beyond acknowledging that we do not have [Indiscernible] to see it in industry literature, not just psychology but there is HR and occupational health and other industries. You are gonna see a lot of articles about how to getting prepared to return to work. I encourage you all, to read those articles. And talk to your leadership about the plan that is going to be put into place. And once you work on the return after a traumatic event or crisis, there are some steps that you really want to look at. For you and for your employees and for your organization. This is going to help accelerate the recovery process. As I go through all of these I want to make sure that that I let you know this is not in any particular order. And depending on the severity of the crisis, you know, employees can be very concerned and very worried about coming back to work. As I have said, they may not even be able to come through the front door. Or they may make it through the front door but they may not be able to get into the elevator or into their area or even a certain floor. And depending on the severity of the crisis that took place, that will dictate the level of apprehension you may see in your employees. So a couple of things to consider as employees start becoming knowledgeable about returning to work. Everybody needs to look out for everybody else. And what I mean by that, encourage the staff to look out for each other. Act as a support system. And again there are going to be certain people who do not want to talk to others. But for the most part what we have seen in the industry is that, one of the best support systems is each other. Leadership, HR, managers and supervisors, need to remain sensitive of the needs of their employees. And there could be problems that might be cropping up. Just because the employee has come back to work does not mean they are not feeling they are at 100%. We have to look at the timetable. We need to make sure as leaders we consider each employee as an individual. And make sure, that you as a leader or HR, are visible. And that you make sure that you display to management and leaders, [Indiscernible]. And how this can impact you from the leadership or management perspective. That you are working together to restore the organization. And that it is a priority. And being visible is a way to show that you are approachable and you understand what others are going through. And managers and supervisors are the key. Be aware of unusual behavior trends or performance trends that are developing. Certainly, you may see an increase in absenteeism. People might be coming to work but they are not really present, they cannot focus on their job duties. Or they are having difficulty concentrating. They could be confused. You might see high or low patterns of productivity. Maybe accident rates are going up. Maybe people who were getting along with each other and now they are not. And personal relationships and friendships on the job are disintegrating. You may see that people have friction with other people. Especially this is something that has been brought to our attention as we look at COVID 19, there can be an increase in alcohol and drug abuse. So if you start to see this, call the EAP. You can ask to be transferred to the workplace support team. We can certainly help you figure out how to get your employees a trained professional. We can help you put the plan together. I know one call that I get quite often, from managers is, I have an employee, we had something happen here. Everybody is pretty much back to normal productivity. But we have one person that is struggling but we had a counselor on site. And that seemed to help at this one person is struggling. I have told them about EAP, I gave them the brochure, I gave them the number. And they still are struggling and if I asked them did you call? They say they lost the number. The workplace support team is certainly happy to help you to figure out a way that you can actually sit down with the employee, talk about the EAP in a very positive manner. And even help the employees dial the number, so they are connected with us. And then it is up to the individual. Once you have looked at all of the challenges, that come along to returning to work after

a crisis, really the next step that you want to focus on is, how do you breathe and promote recovery? Caring leadership does count. All of you who are managers or supervisors, you want to continue to let your employees know that you care. And that you stay focused on them. I think we are all able to recognize that there is no getting back to what we call normal. I will tell you that, no matter what the crisis is, and what people's reactions are, you always want to expect the unexpected through this process. What you may think is best for the employees, because it was something that was suggested, may not work for a particular person. If you get stuck, that is when you talk to the workplace support. There is that piece about communication again. And I cannot say this enough, it is important to communicate often paired let your employees know what is going on. What steps will be taken. And practical and up-to-date information. And you can also send inspirational messages. I would like to share with you what a gentleman who answered our number. We were up and running very quickly. I have never seen a plan like this go so smoothly. One day I went out to the mailbox, there was an envelope, from a gentleman, it was a big brown envelope. So I opened it up. Out came a travel size package of Kleenex, and there was a sticker on it, and it was from management and it had a picture with flowers. And it said, we want to let you know we are with you. Encourage people to tell their stories. And talk to each other. It is a two-way communication, that it is a very effective tool in dealing with trauma and recovery. Remind employees about the resources that the company has to offer to help them cope. It is not just EAP, and EAP is very important but there are other resources. Make sure that the people know what resources are out there. And of course, always talk about your EAP benefits. Let the employees know. And let them know where they can access it. When I do a consultation with employers and we talk about critical incident services I asked them how do you communicate EAP to your employees? Not every method is going to work for everybody. There are some people who want to call the number and talk to us. And that number is staff 24 hours. We have counseling for managers. Some people may not want to call. Maybe they just want to look at the website. There are lot of self-help tools on the website. There is the EAP network. They also have virtual services. Then there is information on how to access those. And some people are more comfortable with looking at information and making a decision about how they want to access that information instead of just picking up the telephone and calling. As we move our word and forward, dealing with recovery does take time. It moves in stages and it is very individualized. And managers should be able to help the organization and employees begin the recovery process. Look at what works. Look at where improvements or tweaks can be made. You might have to adjust your plans as necessary. Pay attention to the feedback from employees. From the industry and from the community. Keep the lines of communication open . I know it sounds like I am a broken record, but I cannot stress how important communication is. And, you know, let your employees know you have an open door policy. You are open to employee requests when they are returning. Crisis events and trauma events can have an impact, where we have to redefine what is professional. You can redefine professionalism to fit the situation. Managers, supervisors and HR, you do not have to be a robot, it is our right to let employees know we are having difficulty. But we do not want to cause any more confusion. And let them know that you are there. And that it had an impact on you. It will also help the employees better connect with you. And really it can help them heal themselves. Sometimes it is hard when managers and supervisors, and HR specialist in small businesses, I have met so many who wear multiple hats. Reach out to your colleagues. Talk to things over with your boss and your manager. Find out who within the organization can be supportive of you. When you are informed about what resources are out there for you and in the employees, it will help you be more in control about what will happen next. And finally, this goes without saying, take care of yourself. There is no way that you can take care of others if you cannot take care of yourself. So I am going to offer my opinion and my suggestions on how you can do that. Practice stress management. Get out of your office. If you need to do a little dance to shake off what has happened or the stress of the day go for it. Be aware of your own feelings. Be aware that it impacted you. Be aware of how the employees are reacting has an impact on you. Do not keep it inside. Except that you cannot have all of the answers and make everybody happy. I am going to tell you to put your plan together, but there is always someone who does believe that it did not go the right way. You cannot make everyone happy. Talk things out with each other. And with the employees. Do some reality testing. Maybe it seems like no one is being productive and everybody is falling apart. And it has only been six hours in the event. Reality says they need more time. But check it out with somebody. Call EAP or talk to the workplace support system. And make sure you have a journal, I am a big one on journaling. You do not have to write down in your journal you can even put in pictures. And use these mistakes as a learning opportunity. You are gonna go back and look at the plan and make adjustments and tweak it so if something happens in the future, it might go a little bit better. Be tolerant of yourself and those around you. Stress and crisis affect people. Sometimes you will see people react in a way you never thought they would react. So be tolerant. And finally, Bree. Breathe. I know it is difficult because of our masks. But take a deep breath. And knowing that you have a good plan in place. You are taking all of the steps to help your employees. And you

are doing the best in taking care of yourself. The last slide that I have is a good read. I put together a few articles that I thought that have really good tips. And all of these articles are recent. One of the ones that I like the best, how to get through a crisis. This is the book, on compassion. This is one of the leading books on how to deal with crisis. At this point, I really hope that I was able to share with you some helpful tips. Food for thought. I really encourage you, if you need us to call us. Jeannie I am going to turn it back over to you .

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Thank you Sherry. Thank you for a well put together presentation. And sharing all of your knowledge and experiences. It is so important, it was a timely presentation. So thank you for that. I think Sherry talked about EAP and workplace support services within EAP. I suggest that we iterate that EAP is here for you. For you and your family and the household, coworkers. And for your employees. Please reach out. It is not just about counseling but it is about resources. And anything that we can do to help. If you have not reached out to EAP lately give it a try and see what is there for you. Sherry mentioned the website earlier. Our website has specific information and resources around COVID 19. And it is continuously being updated. So please log onto the website and check those resources out. If you do not know the number, you can reach out to your HR department. Please do not let that stop you. And Sherry, it looks like we have a few minutes and we can take a few questions.

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I see one that is super important so I want to address this upfront. I see there was a question how critical incident services is different from EAP ?Critical incident services is a response that is requested within 72 hours after the event has happened. This is where the organization is requesting assistance from a counselor who was trained and crisis response. And crisis response in the workplace. We have a provider network, counselors who are specifically trained in how to work in the workplace when something happens. EAP is a little broader in the fact that EAP, critical incident services is specifically for employees that have been impacted and usually it takes place off-site. Looking that employer [Indiscernible]. And EAP is available 24 seven. It is counseling services, coaching, for employees, and their family members. And it is available as long as the person is employed by the organization. They can access EAP any time.. How do you access critical incident services ? Call the EAP number. When we answer the phone, all you have to say is who you are. And that you really need to talk to someone about getting a counselor on site. They will get you over to the workplace support team. You do not need to ask for the support workplace. Just say I am from HR we had a trauma, and we need a counselor on site and they will get you over to the workplace support.

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Unfortunately we are out of time. I am going to pull up and exit poll question. Please pray if you were satisfied with today's presentation. Click the radio button, for your response one time. We also have a certificate of completion to download if you would like. And the handouts are available also, because there were questions about the slides and resources, if you download you will get a copy of the slides. And when we post the recording on the website, it will also have a copy of the slides as well. I want to thank everyone for attending today. And this includes our webinar. [Event Concluded] This message is intended only for the use of the Addressee and may contain information that is PRIVILEGED and CONFIDENTIAL. If you are not the intended recipient, you are hereby notified that any dissemination of this communication is strictly prohibited. If you have received this communication in error, please erase all copies of the message and its attachments and notify us immediately.