

<p>ANNE ARUNDEL COUNTY DEPARTMENT OF DETENTION FACILITIES ADMINISTRATIVE DIRECTIVE</p>	<p>AD NO 03.35 DATE: December 13, 2022 SUBJECT: Personnel TITLE: Critical Incident Stress Management Team FOR PUBLIC RELEASE: Yes</p>
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- I. Reference: MCCS .02M, .08A, .08E, .08G; ADs 01.04, 03.01, 03.05, 06.06, 07.01, 07.02; Employee Relations Manual(ERM) I-03, Anne Arundel County Employee Assistance Program (EAP).
- II. Applicable To: Anne Arundel County Department of Detention Facilities (AACDDF).
- III. Purpose: To establish guidelines for staffing and activities of the Critical Incident Stress Management (CISM) Team.
- IV. Policy: It shall be the policy of the AACDDF to provide support to staff who witness or become involved in, critical/traumatic incidents that may cause significant emotional distress and negatively impact a person's physical or emotional health, work performance and/or professional or interpersonal relationships.
- V. Definitions:
- A. CISM Terms:
1. Critical Incident - An unusually challenging incident occurring on or off duty, which has the potential to create significant distress and interfere with one's usual coping mechanisms. Employees may experience significant emotional, behavioral and/or physiological responses.
 2. Critical Incident Stress Debriefing (CISD) - Formal debriefing which entails a confidential group discussion following a critical/traumatic incident. It is typically held within three (3) days of the incident; however, the specific time is dictated by a number of factors the CISM Team members are trained to assess on a case-by-case basis.
 3. Critical Incident Stress Management (CISM) - Comprehensive, integrated, systematic and multi-component approach to provide support to staff to help them cope with stress following a critical/traumatic incident.
 4. Critical Incident Stress Management Team - Group of trained AACDDF non-probationary personnel. Members of the Team shall include a mental health provider as the CISM Director, Team Leader, Team Coordinator and Peer Support Providers. CISM provider shall sustain sanctioned Critical Incident

Stress Debriefings and One-on-One Support and Resiliency services to the Departmental staff.

5. Debriefing - Any group intervention designed to mitigate acute symptoms, assess need for follow-up and provide a sense of closure following a critical/traumatic incident.
6. Defusing - A small group process conducted by CISM Team members. Defusing may take place immediately or within hours of a critical/traumatic incident.
7. Mental Health Professional (MHP) - A CISM-trained, Maryland licensed mental health clinician, social worker, psychologist, psychiatrist or any other mental health provider holding an active license.
8. Peer Support Provider - AACDDF CISM Team members trained in an approved CISM course. These members shall be able to identify the normal stress reactions associated with critical/traumatic incidents.

B. CISM Leadership:

1. CISM Team Director - The CISM Director shall be a Maryland licensed mental health professional appointed by the Superintendent to represent the Department on all matters related to CISM. The Director shall provide primary oversight of the CISM Team and activities and provides direction for all CISM related functions. The Director shall collaborate with the Team Leader and Coordinator to promptly respond to critical/traumatic incidents in order to plan interventions as deemed necessary.
2. CISM Team Leader - A CISM Team member who is responsible for the coordination of activities and assists with tasks as assigned and approved by the CISM Director. The Team Leader relays requests for CISM response to the Director and with approval from the Director, may dispatch the team. Works in conjunction with the CISM Director and Team Coordinator. The Team Leader shall participate in the member selection process. The CISM Team Leader is nominated by the Team members and approved by the Superintendent. Nominations for Team Leader shall occur every twenty-four (24) months at the start of the new calendar year or in the event of an immediate vacancy.
3. CISM Team Coordinator - The CISM Team member who is responsible for the administrative tasks of the Team, including data collection pertaining to CISM activities. Works in conjunction with the CISM Director and Team Leader. The Team Coordinator shall coordinate the member selection process

and notify applicants of results. The CISM Team Coordinator is nominated by team members and approved by the Superintendent. Nominations for coordinator will occur every 24 months at the start of the new calendar year or in the event of an immediate vacancy.

VI. Referral Resources or Support Services:

- A. EAP - Employee Assistance Program.
- B. Follow-Up - Services provided to staff by any CISM Team member after initial contact that follows a critical/traumatic incident.
- C. Individual Support - One-on-One support provided to AACDDF staff by any CISM Team member following any critical/traumatic incident that affects staff such as work related deaths, divorce, illness, disability, career concerns, family relationships or financial concerns.
- D. On-Scene Support Services - If requested, CISM Team members may provide support services at the site of a critical/traumatic incident to acutely impacted staff and to care for primary victims until other resources are mobilized.
- E. Referral - Recommendations, made by the CISM Team, to other professionals in supportive roles such as EAP, Chaplain or Community Mental Health Services. A list of public/community resources may be provided.
- F. Support Services - Consists of interventions involving a range of crisis support services used by CISM Team members to assist staff members as needed.

VII. Confidentiality:

- A. Staff seeking support from CISM Peer Support Providers shall be made aware unlike doctor-patient or attorney-client privileged relationships, CISM Peer Support Provider-Staff relationships have no legal privilege; therefore, AACDDF staff and Team members must agree to proactively protect confidentiality to foster trust among those aimed to support and to ensure and sustain program viability. It shall be the duty of AACDDF Management, CISM Director, CISM Leader, CISM Coordinator and CISM Team members to ensure staff understand all conversations and sessions are strictly confidential except when there is information revealing;
 - 1. Imminent threat of harm to self or others.
 - 2. Security concerns, to include one's ability to continue in the performance of their duties and responsibilities.

3. Insights derived from interactions with CISM Team members that could assist other team members in learning from the specific experience. Discussions for learning purposes shall not include names or other unnecessary identifiers and shall not be discussed outside of closed team sessions.
 4. Allegation of violation of confidentiality, including the disclosure of confidential information after the CISM Team member's tenure with the team shall result in;
 - a. immediate suspension of member's operational status until issue is resolved.
 - b. initiation of an internal investigation.
 - c. immediate removal of the CISM Team member if the complaint is sustained. In accordance with AD 03.01 and AD 03.05, there may also be disciplinary action or additional administrative charges and/or sanctions.
- B. The following information, even if obtained through participation with the CISM Team, must be reported to the Superintendent:
1. Threat of suicide/homicide.
 2. Admission or threat of criminal activity.
 3. Admission of child abuse.
 4. Sexual assault and/or sexual abuse.

VIII. CISM Team Membership:

- A. The CISM Team is open to all non-probationary classified and/or exempt AACDDF personnel. Staff interested in becoming part of the CISM Team must submit an Incident Report through their chain-of-command when an active recruitment is announced by the CISM Director.
- B. The selection process shall be as follows:
 1. Must have at least two (2) years of correctional experience with the AACDDF.
 2. Must be in good standing with the Department with no disciplinary action within the previous twelve (12) months from the time of submission.

3. Must have a satisfactory rating on their most recent performance evaluation and must not have any pending disciplinary action.
4. Interviews will be conducted by the CISM Director, Team Leader and/or Team Coordinator.
5. Names of all applicants selected shall be forwarded to the Superintendent for approval.

IX. Responsibilities: Prospective team members must agree to;

- A. Maintain confidentiality and sign a confidentiality agreement.
- B. Be empathetic, non-judgmental and possess effective interpersonal communication skills.
- C. Respond as often as needed. Support may not be limited to critical/traumatic incidents but to assist in issues that cause subjective distress for staff.
- D. Adhere to all Departmental and CISM policies.
- E. Complete required CISM training and other approved training, if requested and schedule permits.
- F. Understand and agree they are not mental health providers and to operate within the limits of their CISM training. CISM Team members shall not offer or engage in therapy with affected staff.
- G. Do not take notes or otherwise document the conversation content.
- H. Immediately notify the CISM Director or his/her designee such as the Team Lead or Team Coordinator and affected party's supervisor of any information that indicates a risk of self-harm or harm to others.
- I. Refer anyone that presents an issue outside of the CISM supportive role/scope or function after consultation with the CISM Director or his/her designee such as the Team Lead or Team Coordinator in accordance with section VI. of this policy.
- J. Not simultaneously hold investigative, administrative or disciplinary roles when intervening in a critical/traumatic incident.
- K. Not interfere with any ongoing investigations.

- L. Recuse him/herself from team support when directly involved in a critical/traumatic incident to prevent dual role conflict.
- X. Training: All training shall be conducted by approved CISM professional organizations or certified CISM instructors.
 - A. Initial Training - basic introduction by CISM certified instructors or professional organizations.
 - B. Annual Training - in accordance with CISM protocols to maintain current certification.
 - C. Team Meetings - conducted on a quarterly basis as needed.
- XI. Resignation or Removal:
 - A. Resignation - A two (2) year commitment to the team is required for selection; however, membership is voluntary and a member may resign at any time without administrative sanctions.
 - B. Removal - Recommendations for a CISM Team member(s) removal are subject to review by the Jennifer Road Detention Center (JRDC)/ Ordnance Road Correctional Center (ORCC) Assistant Correctional Facility Administrators (ACFA) and Correctional Facility Administrators (CFA) and evaluated on a case-by-case basis. A CISM Team member shall be removed;
 - 1. When the Team Director, Leader, Coordinator and/or Supervisors determine a Team member's performance and/or behavior conflicts with or degrades the reputation and/or operation of the CISM Team/Department.
 - 2. For failing to successfully complete required training in accordance with section IX.E. of this policy.
 - 3. For breach of confidentiality. This shall result in a permanent ban and could result in disciplinary action in accordance with sections VII.A and IX.A of this policy.

NOTE: REMOVAL FROM THE CISM TEAM SHALL BE NOTED IN THE EMPLOYEE'S SUPERVISORY FILE, NOT THEIR HUMAN RESOURCES FILE. REMOVAL SHALL BE REPORTED TO AACDDF MANAGER AND SUPERVISORS ONLY.

- XII. CISM Team Activation:

- A. Activation and deployment of the CISM Team shall be based on the Shift Supervisor's assessment of the nature and severity of the incident. Large scale activation shall be determined in consultation with Management, CISM Director, CISM Leader, CISM Coordinator or designee.
- B. The Shift Supervisor shall initiate notification to Administrators, in accordance with AD 01.04.
- C. The Shift Supervisor, CISM Director or the Management Team shall determine the category of critical/traumatic incident. Critical/traumatic incidents shall fall under the following categories:
 - 1. CATEGORY 1 - Automatic Activation of CISM Team.
 - a. Line of Duty Death (LODD).
 - b. Suicide/homicide of a staff member.
 - c. Death of an employee by natural causes (expected or unexpected). This may be treated as CATEGORY 2.
 - d. Serious injury to staff in the performance of job duties.
 - 2. CATEGORY 2 - Discretionary Activation - Deployment if the CISM Director, or designee determines a response is necessary.
 - a. Any critical/traumatic incident, work related or not, that may cause an employee to experience significant physical or emotional distress.
 - 3. CATEGORY 3 - Activation Requested by Management.
 - a. Based on Category 1, Management may contact the CISM Team at any time to request peer support.
 - b. Management may encourage affected staff to contact a CISM member of their choice (Team member list will be provided) and/or EAP services for themselves, their family member(s) and/or significant other(s).

NOTE: INCIDENT CATEGORIZATION SHALL BE DICTATED BY THE INTENSITY OF SUBJECTIVE FEELINGS EXPERIENCED BY AFFECTED STAFF REGARDLESS OF THE CATEGORIES ABOVE.

- D. The Shift Supervisor shall notify the CISM Team Director or designee and provide the following information:
 - 1. Category of critical/traumatic incident (in accordance with section XII.C.1-3 of this policy).
 - 2. Location of incident (JRDC/CHPC/ORCC).
 - 3. Time of incident.
 - 4. Number and type of staff involved.
 - 5. Impact, based on staff's response.
- E. The Shift Supervisor shall document the CISM Team activation on the Shift Commander's Report.
- F. The CISM Team, upon approval of the CISM Director, shall determine the type of crisis response needed to support staff.
- G. The Shift Supervisor shall;
 - 1. Cooperate with CISM Team members and understand, regardless of the CISM Team Members' rank, CISM members do not exercise related command authority.
 - 2. Facilitate the CISM Director or designee's autonomy to contact other team members so they may respond to the designated location if needed.
 - 3. Allow CISM members to wear plain clothes, if possible, or any identifiable CISM logos.
- H. The CISM Team shall document in an Incident Report and on general CISM documentation, recommendations based on their impression of the affected staff member's condition if believed it may interfere with his/her continued performance of duties, ability to remain at the site of the incident or to produce an Incident Report immediately following the critical/traumatic incident.
- I. The Shift Supervisor shall document all CISM Team recommendations in his/her Incident Report but shall make final determination based on the safety of staff and inmates and security of the facility.

NOTE: CISM TEAM MEMBERS ARE NOT REQUIRED TO ADHERE TO THE ABOVE ACTIVATION PROCEDURES WHEN CONDUCTING

INDIVIDUAL PEER SUPPORT. INDIVIDUAL PEER SUPPORT IS CONDUCTED ON A VOLUNTARY, ONE-ON-ONE BASIS WITH ANY STAFF MEMBER WHO IS EXPERIENCING OR HAS EXPERIENCED, A CRITICAL/TRAUMATIC EVENT. THE CISM TEAM MEMBER SHALL DOCUMENT THE ENCOUNTER FOR CISM RECORDS. TO SAFEGUARD CONFIDENTIALITY, DOCUMENTATION SHALL ONLY CONSIST OF THE TYPE OF EVENT AND DISPOSITION, STAFF NAMES SHALL BE OMITTED. THE COMPLETED REPORT SHALL BE SUBMITTED TO THE CISM DIRECTOR, CISM LEADER OR COORDINATOR.

- J. In the event of a major incident, the AACDDF CISM Team may reach out to other County and/or State CISM Teams for assistance.

This directive shall be reviewed at least annually and revised as necessary.



Christopher Klein
Superintendent

Appendix 1 – CISM Confidentiality Agreement
Appendix 2 – Incident Report

Rescinds: AD 03.35 dated February 8, 2022