

Report PSR-CW-05-17

To: Warden Barfoot and Members of Grey County Council
From: Mike Muir, Director of Paramedic Services
Meeting Date: April 27, 2017
Subject: **PTSD Wellness Group**
Status: Recommendation adopted by Committee as presented per Resolution CW79-17; Endorsed by County Council May 11 2017 per Resolution CC22-17;

Recommendation

1. That Report PSR-CW-05-17 Paramedic Services Employee Wellness/Post Traumatic Stress Disease Prevention Plan be received for information.

Background

On April 5, 2016 the Ontario government passed the Supporting Ontario's First Responders Act which created a presumption that first responders suffering from a diagnosis of post-traumatic stress disorder (PTSD) would be considered a work related illness. Previously a first responder would need to establish a link between their PTSD and a work related event. Grey County paramedics are included in the list of workers affected under the new legislation.

Also included in the act are strategies to prevent or mitigate the incidents of PTSD including the employer's responsibility to develop and deliver workplace policies and prevention programs for first responders. Grey County Paramedic Services has completed its PTSD Prevention Plan and will submit it to the Ministry of Labour by April 23, 2017 as directed by the Minister.

The development of the plan has been a coordinated effort by Grey County Paramedic Services management, Human Resources, OPSEU Local 250 and paramedic staff. The Grey County Paramedic Mental Wellness Working Group was formed in May 2016 consisting of two management and five union members. A total of four meetings have been held to date with work consisting of the development of the PTSD Plan outline, creation of peer support teams, creation of a Traumatic Incident report forms and development of the communication strategy. An overview of the plan has been delivered during 2017 spring education sessions. Although the plan is ready for submission, it should not be considered final as the Employee Wellness and PTSD Prevention Plan should be considered as a living document.

Elements of the PTSD Program

The PTSD Prevention Program consists of three main components including Prevention, Intervention and Recovery/Return to Work. The details outlined below provide an overview of the key areas of the program:

1. Prevention

- PTSD Awareness Training for all paramedics
- Continued mental health training for managers and supervisors
- Post exposure education and awareness
- Education through peer support

2. Early intervention

- Peer Support Team
- Employee Assistance Program
- Stress management
- Debriefing
- Community support (TEMA, Mental Health Crisis Line - Grey Bruce)

3. Recovery and Return to Work

- Early and Safe Return to Work Program
- Accommodation
- Training
- Care and treatment support

Timelines for plan implementation are included below:

- May/June 2017– Peer Support Team member nominations
- Fall 2017 – Peer Support Team Member Screening
- Early 2018 – Peer Support Team Member training
- Spring 2018 (Continuing Medical Education 2018) - Activation of Peer Support Team

Financial/Staffing/Legal/Information Technology Considerations

The startup cost for the PTSD Prevention program will be approximately \$35,000 which will include program development and review and peer support team member selection and training. In addition, staff backfill costs will be approximately \$25,000. The cost for the program will be included as a request in the 2018 Paramedic Services budget. The 2017 budget has funding in the amount of \$5,000 which will be used to start the peer support team selection in late 2017. Future costs will include mental health training for paramedics and also continuing education for Peer Support Team members.

Link to Strategic Goals/Priorities

Goal 3 - Deliver Excellence in Governance and Service:

The development and implementation of the PTSD Prevention Plan will provide paramedic staff with the appropriate resources to help to mitigate the effects of PTSD in the workplace.

Attachments and Background Information

MS-PS-001-023 Grey County Paramedics PTSD Prevention
MS-PS-001-024 PTSD Prevention Plan

Respectfully submitted by,

Mike Muir
Director of Paramedic Services

Grey County Paramedics PTSD Prevention

Approved by: M. Muir

Date Approved: February 28, 2017

Last Revision Date: February 28, 2017

Scheduled for Review by: December 31, 2017

Policy Number: MS-PS-001-023

Section: Municipal Services

References and Related Documents

[Bill 162 affecting the Workplace Safety and Insurance Act](#)

[S.25\(2\)\(h\) of the Occupational Health and Safety Act](#)

Policy Statement

Grey County Paramedic Services considers mental health, well-being and psychological safety of its employees to be an important part of a productive, effective and healthy workplace. The County has established a vision and program for a safe and secure workplace that addresses stigma associated with mental illnesses. This is an organization-wide program involving all employees.

Purpose

Senior Leadership of Grey County Paramedics Services is actively involved in our mental health, well-being and psychological safety policy, program and services and is committed to building psychological health and safety into all aspects of our Service's operations, processes and procedures, particularly as this relates to incidents of traumatic mental stress and post-traumatic stress disorder.

- To achieve our goals we will: Increase awareness about mental health issues and create an open dialogue between employees, managers, leadership and the union.
- Develop policies, programs and services to help all members of our service and that are consistent with the principles of mutual respect, confidentiality and cooperation across the organization.
- Support managers to help address the mental health, wellbeing and psychological safety of our employees and provide them resources and tools to address demands, conflict, emotional distress or trauma experienced by our workers.
- Focus on the organizations impact on the health and well-being of all employees, not personal health status.

- Evaluate the success of our program at planned intervals.

Scope

This policy applies to all members of Grey County Paramedic Services.

Elements of Program

Grey County Paramedic Services has the following policies and procedures in place to prevent stigma and support PTSD prevention and management in our organization:

- [PTSD Prevention Plan](#)
- [County Discrimination and Harassment Procedure](#)
- [County Respectful Workplace Procedure](#)
- Job Hazard Analysis
- Traumatic Exposure Incident Reporting Form
- [Early and Safe Return to Work Program](#)

Supports

- Peer Support Team
- Employee Assistance Program
- Managing Mental Health Matters

Roles and Responsibilities

Management

- Trained to recognize signs
- Debrief staff after traumatic calls
- Ensure staff are trained on prevention of PTSD and County supports available
- Ensure staff are trained to recognize signs in self and others
- Develop resources and actively support Peer Support Team

Senior Leadership, Managers and Supervisors are expected to know how to recognize and respond to signs and symptoms of PTSD in a worker or fellow Manager, Supervisor or Senior Leader. If signs and symptoms are found to be presented it is expected that the Senior Leader, Manager or Supervisor will:

- Keep the communication lines open with the worker and ask how they or other team members can provide support to the worker.
- Deal with signs and symptoms directly and as soon as possible. If signs and symptoms are recognized it is best to open the dialogue and provide support so that the worker knows they are supported in the workplace.
- Provide information about the options the worker has to address PTSD. Help the worker access support and help resources, if they request or need assistance.

- Encourage the worker to talk to someone they trust about what has happened, this could be team members identified in the workplace to provide peer support, family members, friends, or a manager/supervisor.
- Share with the worker that what they are experiencing is a normal reaction. Provide information about signs and symptoms and when they should speak to a professional or seek additional help.

Workers

- Participate in training on prevention of PTSD
- Participate in training on recognizing symptoms of PTSD in self and others
- Utilize Peer Support Team as appropriate
- Utilize EAP and other County supports as appropriate
- Report instances of Traumatic Exposure

JHSC

- Review reports of occupational illness
- Encourage active involvement with the Peer Support Team
- Review policies and procedures

Evaluation

- This policy and plan will be evaluated on an annual basis.

PTSD Prevention Plan

Approved by: M. Muir

Date Approved: February 28, 2017 **Last Modified Date:** April 2017

Scheduled for Review by: December 31, 2017

Procedure Number: MS-PS-001-024 **Parent Policy:** MS-PS-001-023

References and Related Documents

[MS-PS-001-023 Grey County Paramedics PTSD Prevention](#)

Purpose

Grey County is committed to preventing and providing treatment supports for Post Traumatic Stress Disorder (PTSD) in our workplace. Specifically this program provides a holistic approach, encompassing our prevention, intervention and recovery and return to work policies and practices.

This is a living document which will be updated as our organization advances on our PTSD prevention journey.

Focus Areas

There are three main focus areas of the prevention program:

1. Prevention Focus Area

Prevention focuses on outlining the basic elements of occupational health and safety management such as understanding legal responsibilities, recognizing, assessing and controlling the hazard, developing policies and procedures, outlining roles and responsibilities and incident reporting procedures in an organization. The goal is to establish or integrate PTSD prevention practices for the promotion of a healthy and safe workplace that actively works to prevent harm to a worker mental health.

2. Intervention Focus Areas

Intervention focuses on outlining actions that can be taken to improve a situation. This includes ensuring that workers know how to report psychological injuries when they occur and are supported in doing so. It also highlights intervention options that are evidence based and that can be utilized in organizations.

3. Recovery and Return to Work Focus Area

The Recovery and Return to Work ensures that managers understand how to accommodate a worker who is suffering from PTSD and that there are clearly established roles and responsibilities for supporting workers through this process. Recovery and return to work is an important aspect of preventing future or further injury.

Visual Representation of the Three Focus Areas

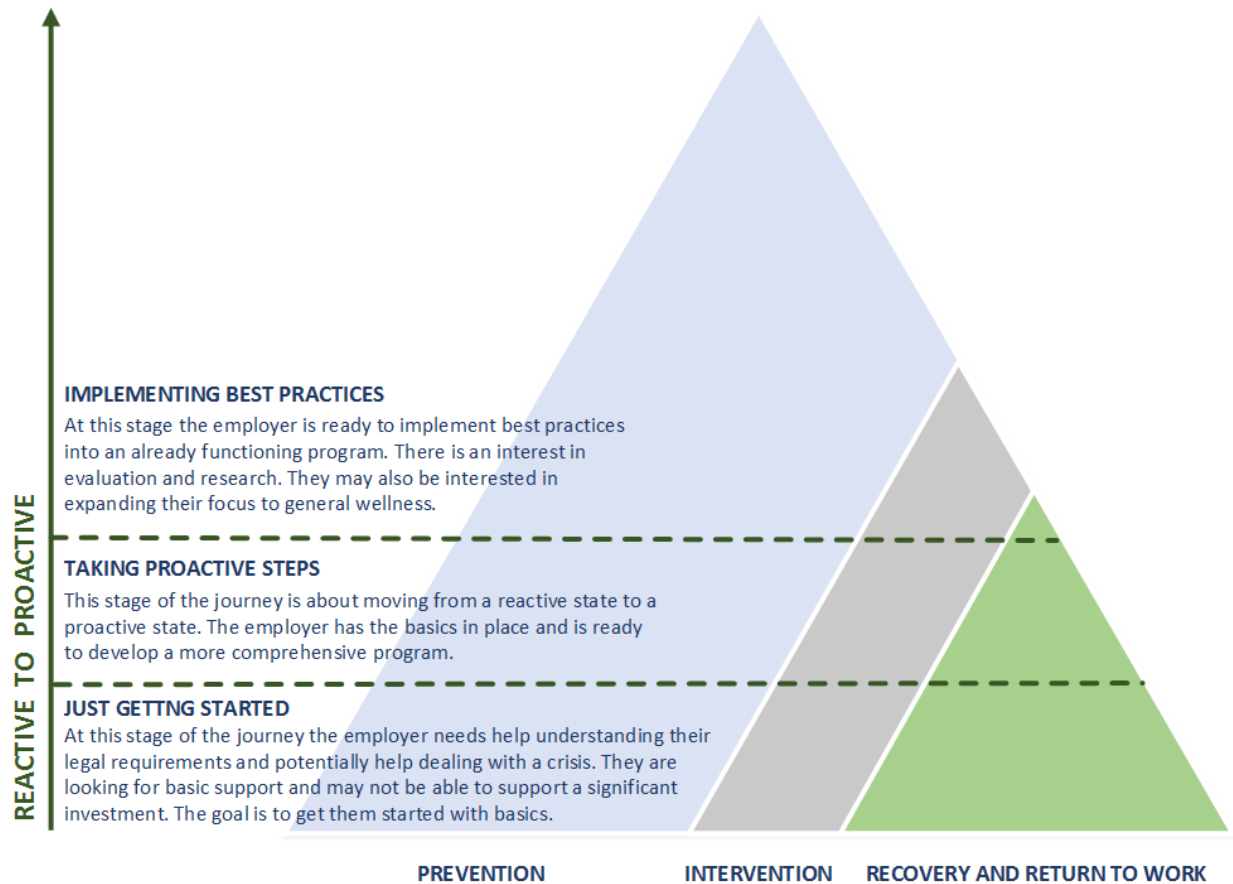


Figure 1: PTSD Framework

Goals and Objectives

The goal of the plan is to provide all Sr. Leaders, Supervisors, Managers and Workers clarity on how Grey County Paramedic Services is addressing PTSD prevention, intervention and recovery and return to work in our organization.

The specific objectives of the plan are to:

- Explain how to identify and respond to PTSD injures.
- Establish roles and responsibilities within the organization.
- Establish policies and procedures to support PTSD prevention in the organization.
- State crisis intervention expectations and screening protocols.

- Outline organizations intervention practices and procedures so that all supervisors and managers understand the available intervention options.
- Review the duty to accommodate.
- Provide examples of accommodations that may be utilized in the organization to support efficient and effective recover and return to work.

Overview of PTSD, Risk Factors, Signs and Symptoms

PTSD can develop when someone experiences, sees or learns about an event involving actual or threatened death, serious injury, or sexual violence.

Causes

It is believed that PTSD is caused by a complex mix of:

- Life experiences, including the amount and severity of trauma you have experienced since early childhood.
- The way your brain regulates the chemicals and hormones your body releases in response to stress.
- Inherited mental health risks such as an increased risk of anxiety or depression and other inherited aspects of your personality or temperament.

Risk Factors

- Being exposed to traumatic events.
- Experiencing intense or long-lasting trauma.
- Feeling horror, helplessness or extreme fear.
- Seeing people get killed or hurt.
- Having experienced other trauma earlier in life, including childhood abuse/ or neglect.
- Having other mental health problems such as anxiety or depression.
- Lacking a good support system of family and friends.
- Dealing with extra stress after the event, such as loss of a loved one, pain and injury, or loss of a job or home.
- Having relatives with mental health problems including PTSD or depression.

PTSD can increase the risk of other mental health problems such as:

- Depression and anxiety,
- Issues with drugs or alcohol use,
- Suicidal thoughts and actions.

Recognizing and Responding to Signs and Symptoms of PTSD

[See Appendix A- Signs & Symptoms](#) for indications of how intrusive memories, avoidance or hyperarousal may be exhibited at work.

Reporting Requirements

The County will fulfill their responsibilities with the WSIB in regards to reporting requirements and return to work. This includes:

- Employee Incident Reporting
- WSIB – Form 7
- Return to work

Organizational PTSD Policies & Support

Related Policies & Procedures

Grey County Paramedic Services has the following policies and procedures in place to prevent stigma and support PTSD prevention and management in our organization:

- [Grey County Paramedics PTSD Prevention](#)
- [County Discrimination and Harassment Procedure](#)
- [County Respectful Workplace Procedure](#)
- Job Hazard Analysis
- Traumatic Exposure Incident Reporting Form
- [Early and Safe Return to Work Program](#)

Supports

- Peer Support Team
- Employee Assistance Program
- Managing Mental Health Matters

Roles and Responsibilities for Prevention, Intervention, Recovery and Return to Work

This section outlines Grey County's specific roles and responsibilities regarding the prevention and management of PTSD.

Senior Management Roles

Our Senior Management will:

- Understand the impact that PTSD, and other occupational stress injuries have on the organization
- Identify gaps that need to be addressed.
- Determine how the organization should monitor trauma exposures.
- Establish policies, procedures, initiatives and services to support the Prevention Plan and Program and monitor implementation.
- Engage Managers and Supervisors in the development of policies and procedures.

- Set the tone and lead by example, reducing stigma and encouraging conversations and take every reasonable precaution to protect workers.
- Enforce the policies, procedures and program.
- Maintain the Prevention Plan and Program, evaluate it and look for opportunities to improve it.
- Invest in a coordinated Return to Work program that supports recovery and stay-at-work practices.
- Makes early and considerate contact with an injured/ill worker.
- Identify what health and safety programs already exist and how a PTSD Prevention program can be integrated into existing systems. This should consider:
 - Management Training
 - Employee Engagement
 - Harassment and Discrimination
 - Communication Strategies
 - Respectful Workplace
 - Positive Workplace
 - Critical Incident response and management
 - Managing Mental Health Matters
 - Employee Assistance Programs (EAP) or other benefits that support a mental health and wellness program
 - Training individuals in strategies for resiliency and health behaviour

Managers and Supervisors

Our Managers and Supervisors will:

- Be involved in the workplace assessment and participate in identifying controls.
- Participate in training to be aware and ready to address the day to day aspects of PTSD prevention and management.
- Receive training on how to recognize signs and symptoms of PTSD and understand the causes and risk factors and understand how to support workers suffering from PTSD.
- Participate and contribute in establishing policies, procedures, initiatives and services to support the program.
- Enforce the policies, procedures and Prevention Plan and Program.
- Provide advice on how to monitor trauma exposures.
- Identify individuals at risk of PTSD utilizing their training, reports, and signs and symptoms.
- Be prepared through training, coaching or other means to engage workers in discussions about psychological health and safety.
- Encourage active discussion with workers about mental health and psychological safety.
- Implement processes to report concerns and provide support to workers in need.
- Help identify control methods that support PTSD prevention such as workplace rotations for highly exposed individuals.
- Reduce stigma by participating in positive conversations.
- Understand how to accommodate a worker suffering from PTSD.
- Actively participate in a systematic, structured, and coordinated Return to Work process and plan.

Health and Safety Committee

Grey County Paramedic's Health and Safety Committee will be engaged in the development of a PTSD Prevention Plan and Program. To actively participate the committee will:

- Understand the factors of the job that impact psychological health and safety, in particular PTSD. They should develop awareness about what PTSD is, as well as the symptoms causes and risk factors.
- Be involved in the workplace assessment.
- Assist the organization in developing a process for identifying workplace mental health and wellbeing issues, and in particular PTSD.
- Help identify controls that can be put in place to address psychological health and safety.
- Help reduce stigma related to mental illness by participating in identifying the need for education, training, and resources to address PTSD, and participating in delivering these to the organization.
- Participate in training to enable support of the workforce as required.
- Engage in the development of a communication plan and strategies related to address psychological health and safety, particularly PTSD.
- Reduce stigma by participating in positive conversations.

Peer Support Team

The selection, training and scope of the Peer Support Team's responsibilities are actively under development.

Employees

Our Employees will:

- Comply with policies, procedures and the program.
- Participate in training and education about PTSD, and required training (resiliency, anti-stigma, policies, etc.).
- Report concerns, incidents so that they can be investigated and addressed.
- Listen to coworkers and encourage engagement in the program if needed.
- Reduce stigma by participating in positive conversations.
- Report incidents of traumatic exposure through Traumatic Exposure Reporting Form

Disability Manager

The Disability Manager will:

- Assist the injured/ill worker to remain or return to work while they recover, while also ensuring that the workers return to work date is sensible, flexible and safe for the worker.
- Help the worker return to the workplace post-injury/illness.
- Connect and consult with the injured/ill worker, treating health professional, and WSIB representative and make sure that everyone understands what to expect and what is expected of them.

- Monitor the workers progress towards returning to work.
- Take steps to prevent further injury/illness.
- Help resolve issues or disputes related to the return to work.

Unions

The Union will:

- Support worker in their return to work
- Support workers experiencing PTSD in the workplace
- Encourage workers to participate in training and resources available to them
- Be consulted about policies and procedures, through the Joint Health & Safety Committee.

Training

The County will offer mental health-related training, including training in regards to PTSD Prevention.

PTSD Awareness Training - Recognizing Signs and Symptoms and Responding to Signs of PTSD

All staff will receive training on how to recognize the signs and symptoms of PTSD and learn the organizations expectations on how to respond to and address these signs and symptoms. Managers will receive additional training on how to respond and address these signs and symptoms.

Return to Work Coordination and Accommodation

Managers, Supervisors and Disability Manager will receive training on the practices and principles of managing return to work. This includes the specific mandate that the County has with regards to supporting successful and safe return to work. The training will review the Return to Work process and how it relates to address the needs of a worker who is suffering from PTSD.

Orientation

The PTSD awareness training, as well as the policies and procedures related to PTSD hazard recognition, reporting and interventions will be incorporated into the Paramedic employee orientation program. All staff will receive general mental health training in Corporate orientation.

Post Exposure Education and Awareness

Specific interventions, including education, will be offered to those who have experienced a traumatic event. This education will focus on providing information about signs and symptoms, how to access care if needed and provision of contact information if they require assistance and/or resources. Management and the Peer Support Team will be involved in this process.

Training Roll-Out Plan and Documentation

The program roll out will take place at Spring CME 2017.

Screening Protocols and Early Intervention

Screening Protocols

Grey County recognizes that early intervention is important for the effective treatment and prevention of PTSD.

Management and the Peer Support Team are actively developing and implementing screening protocols to help identify workers who are potentially at risk for developing PTSD for workers who have been exposed to a traumatic event.

Early Intervention Strategies

When workers are exposed to a traumatic event, Grey County Paramedic Services will provide those workers with the following early interventions to minimize stress and promote prevention of PTSD. The specific early interventions that will be utilized include:

- Providing ongoing education that gives information on PTSD, stress management and actions that workers can take for themselves.
- Offering peer support programs (prevention and response options).
- Using of debriefing sessions that focus on helping the worker put their experiences in perspective to validate what they have seen, done, thought and felt.
- Allowing relief time for the workers who have been involved in a traumatic event the day of the event.
- Providing workers with appropriate counselling services to address the emotional aspects of what they have experienced.

Responding to a Crisis and Accessing Treatment

Peer Support Program or Crisis Intervention Teams

Grey County Paramedics is developing a Peer Support Team (PST). The PST will provide members and their families with the opportunity to receive emotional and tangible support through times of personal or professional crisis and help anticipate and address potential difficulties. The selection, training, and how to utilize the program is actively under development with plans to be completed within the 2017 calendar year. This will also include any policies and procedures and debriefing processes.

Employee Assistance Program

Grey County has an Employee Assistance Program through Ceridian LifeWorks. It is available 24/7, online or by phone 1-877-207-8833. There is no cost to employees, and it is a confidential service. Staff can identify that they are first responders upon calling to be directed to appropriate counselling and support.

Community Support

Tema.ca; 1-800-288-8036

Tema helps support emergency response personnel in the aftermath of the tragic events they respond to through research, education, training and through the provision of peer and psychological support.

Mental Health Crisis Line Grey-Bruce – 1-877-470-5200

Available 24/7. This telephone helpline is available to anyone in need during times of stress or crisis. The helpline also seeks to reduce the risk of suicide and can assist callers to access necessary services and resources.

Return to Work

Grey County's Return to Work program is built on the 7 Principles of Return to Work which supports positive outcomes for our workers. The return to work process is highlighted below:

1. The employer will make early and considerate contact with the injured/ill worker.
2. The employer will make an offer of modified work to the injured/ill worker so they can return to work safely.
3. The return to work plan will be developed so that it supports the returning worker, their coworkers and their supervisor.
4. The supervisor will receive training in work disability prevention and be included in the development of the workers return to work plan.
5. The worker will be provided an individualized Return to Work plan that focuses on the workers initial and ongoing needs.
6. The employer will maintain ongoing communications with healthcare providers and the WSIB to ensure that they understand the workers job and the workplaces ability to accommodate.
7. The workplace will have a strong commitment to health and safety which is demonstrated by the behaviours of the workplace parties.

Supervisor and Disability Manager Considerations

When considering how to accommodate a worker, the Supervisor and Disability Manager will review the following:

- What is the worker experiencing (signs and symptoms) and what are the limitations?
- How will these limitations impact the work that the worker needs to do?
- Are there specific job tasks that will be problematic as a result of these limitations?
- What accommodations can help address or remove these limitations?
- Has the worker been asked about possible accommodations, can they help identify specifically how the organization can assist?
- Does the workers Sr. Leadership team, Supervisor or Coworkers need training on PTSD to help facilitate a successful return?
- Is the worker currently receiving care or treatment and if so are they continuing to follow a treatment plan (if this is known)?

[See Appendix B – Providing Accommodation](#) for potential accommodations aligned to specific signs and symptoms.

Appendix A - Signs and Symptoms

Symptoms may start within 3 months of the event but can sometimes not appear until years after the event. The symptoms can make it hard for the affected person to live their everyday life and can be accompanied by depression, substance abuse, or other anxiety disorders. Following are three types of symptoms associated with PTSD¹:

Intrusive Memories	Avoidance	Hyper-arousal
<p>Also called re-experiencing symptoms, these memories can start from the persons own thoughts, or can be triggered by words, objects or situations that are reminders of the traumatic event. Intrusive memories include:</p> <ul style="list-style-type: none"> ♣ Recurring, unwanted distressing memories of the traumatic event, ♣ Reliving the event as if it were happening again, ♣ Upsetting dreams about the event, and ♣ Severe emotional distress or physical reactions (heart racing, hands sweating) to something that reminds you of the event. 	<p>Avoidance symptoms may cause a person to change their routine such as avoiding things that remind them of the event as well as negative changes in thinking and moods. This includes:</p> <ul style="list-style-type: none"> ♣ Trying to avoid thinking about the event, ♣ Avoiding places, objects, activities or people that remind you of the event, ♣ Increased negative feelings about self or others, ♣ Feeling emotionally numb or an inability to experience positive or negative emotions, ♣ Feeling hopeless about the future, ♣ Losing interest in activities that were enjoyable in the past, ♣ Feeling strong guilt, depression or worry, ♣ Memory problems including not remembering important aspects of the traumatic event, and ♣ Difficulty maintaining close relationships. 	<p>These symptoms are changes in emotional reactions usually constant and can make a person feel stressed, angry, overwhelmed and “on guard.” The symptoms include:</p> <ul style="list-style-type: none"> ♣ Irritability, feeling tense or “on guard,” ♣ Difficulty sleeping, ♣ Angry outbursts or aggressive behaviours, ♣ Being on constant guard for danger, ♣ Feelings of overwhelming guilt or shame, ♣ Self-destructive behaviours, ♣ Trouble concentrating or sleeping, and ♣ Being easily startled or frightened.

¹ Mayo Clinic, 2016, National Institute of Mental Health, 2016

Appendix B - Providing Accommodation

The chart below can be utilized by the Manager, Supervisor and Disability Manager to identify types of accommodations that can be used to support a worker suffering from PTSD. This chart is aligned to specific signs and symptoms and how they can manifest themselves at work.

Potential Accommodations

Signs and Symptoms	What this could look like at work	Impact on job tasks	Potential Accommodations
Intrusive Memories	Reduced concentration	Difficulty completing tasks with deadlines, time pressures or high expectations	Reduce distractions in the workplace <ul style="list-style-type: none"> - Sound proofed areas - Use of white noise - Soothing music - Uninterrupted work time
	Difficulty managing time and tasks	Inability to complete tasks in which error rate is impacted by reduced concentration	Manage completion of work <ul style="list-style-type: none"> - Flexible scheduling - Breaking large projects into smaller chunks, with easily achievable goals
	Increased errors in work	Inability to complete complex tasks or multi-task	<ul style="list-style-type: none"> - Provide memory aids such as schedulers, organizers, use of auditory or written cues - Weekly meetings with supervisor or mentor to assist with determining goals, reminding of important deadlines, create daily to do lists
	Difficulty completing complex tasks		Restrict tasks with immediate risk for injury if concentration lapses
	Reduced organizational skills		
	Social Withdrawal, irritability	Reduced motivation and productivity	Encourage use of stress management techniques
	Relationship problems	Increased stress, emotional outbursts	Allow support animals
	Difficulty maintaining close	Interpersonal difficulties with customers, supervisors and co-	Allow telephone calls to doctors or others for needed support
			Use a mentor or supervisor to alert employee if behaviour is becoming unprofessional or inappropriate
			Encourage the worker to walk away from frustrating situations and confrontations

Signs and Symptoms	What this could look like at work	Impact on job tasks	Potential Accommodations
Avoidance	<p>relationships</p> <p>Feelings of guilt, depression or worry</p>	<p>workers</p> <p>Decreased ability to deal with conflict or other emotionally charged events</p> <p>Reduced capacity to cope with stressful situations</p>	<p>Provide awareness training to supervisors and co-workers</p> <p>Provide partitions or closed doors to allow for privacy</p> <p>Assign supervisor or mentor to be available to answer employees questions</p> <p>Allow for a flexible work environment – scheduling, breaks, leaves for counseling, work from home</p> <p>may not be able to complete tasks with frequent customer contact</p>
Hyper-arousal	<p>Excessive fatigue</p> <p>Exaggerated startle response</p> <p>Hypervigilance</p> <p>Increase in self-medication practices</p>	<p>Reduced concentration, activity and productivity</p>	<p>Allow for flexible start time</p> <p>Provide a place for the employee to sleep during breaks if needed</p> <p>Allow the worker to work one consistent schedule</p> <p>Allow for a flexible work environment</p> <p>Provide goal-oriented workload</p> <p>Identify and remove environmental triggers such as particular smells, or noises</p> <p>Allow a support animal</p> <p>Allow for breaks and provide a place where the worker feels comfortable to use relaxation techniques or contact a support person</p>