

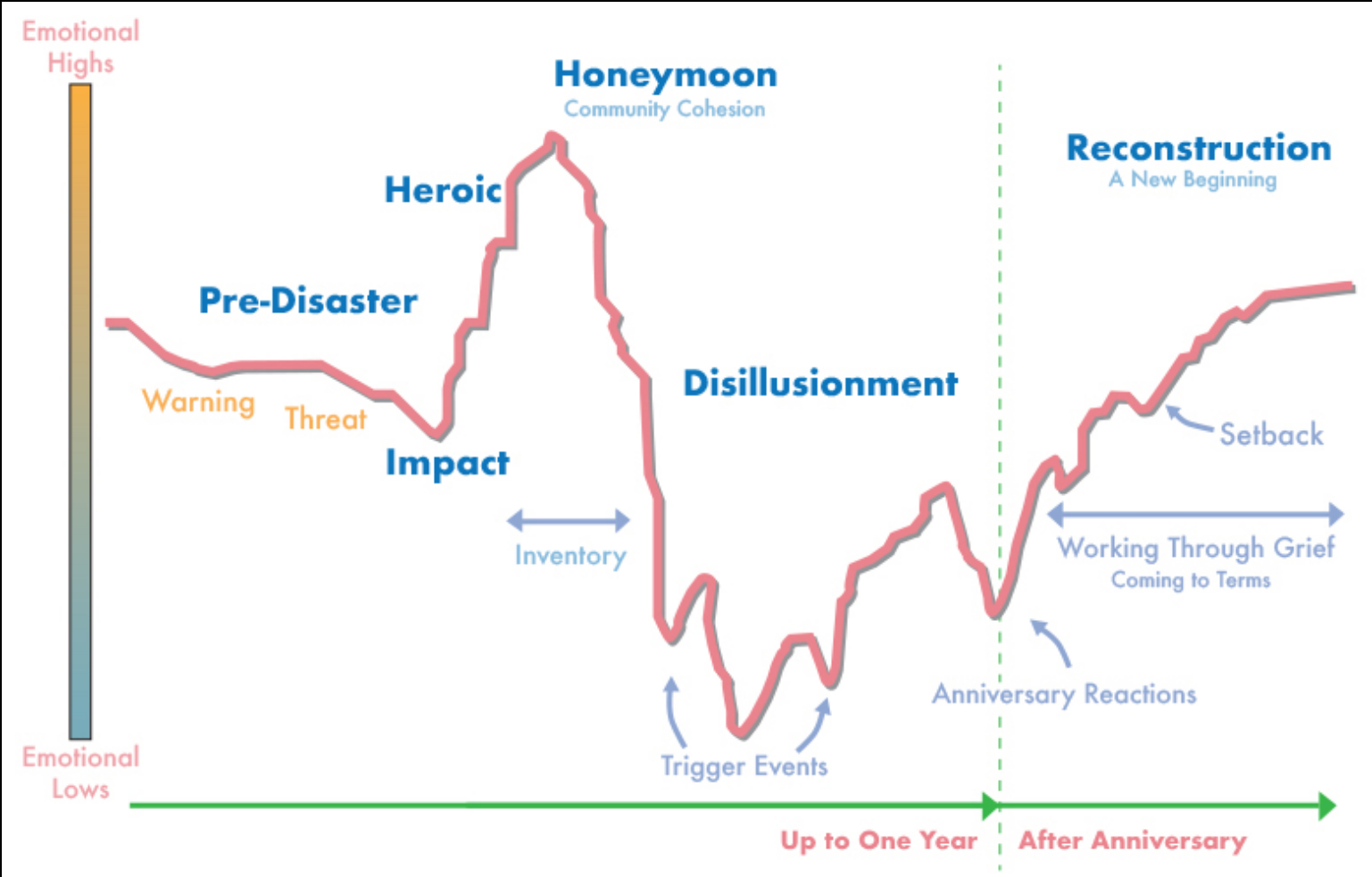
# Managing Mental Health in Cultural Heritage Emergency Response:

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A Safety Approach for Operational Resilience

Rebecca Kennedy, Curae Collections Care, LLC  
Nora Lockshin, Smithsonian Institution Archives

# Mental Health



# Critical Incident Stress

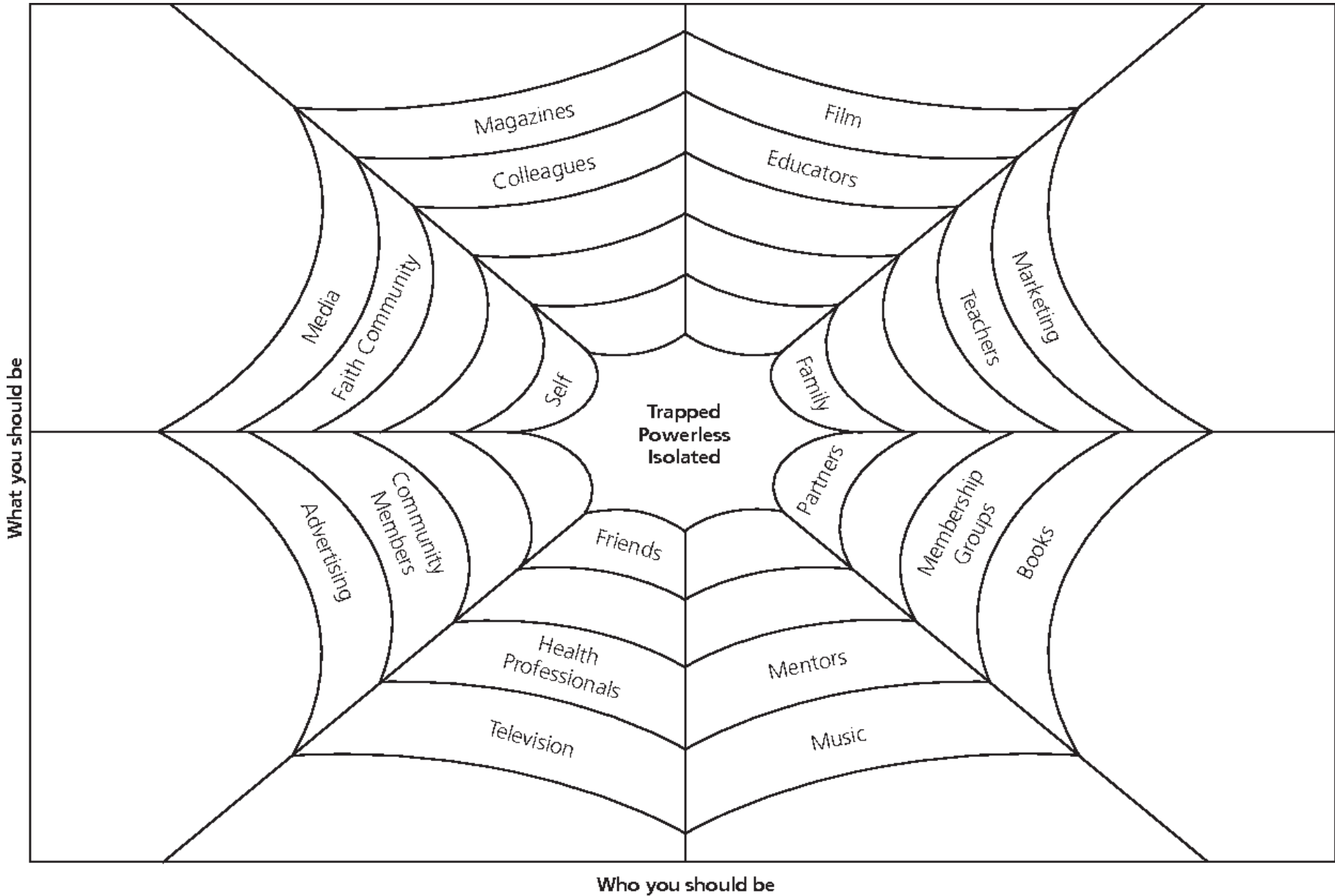
## **CRITICAL INCIDENT**

- Any significant event which has emotional power to overwhelm a person's or a group's ability to cope with a situation

## **SECONDARY TRAUMA**

- Any situation that causes unusually strong emotional reactions and feelings, which have the potential to interfere with your ability to function in your prescribed professional role

# The Shame Web



# Physical Safety Compromised

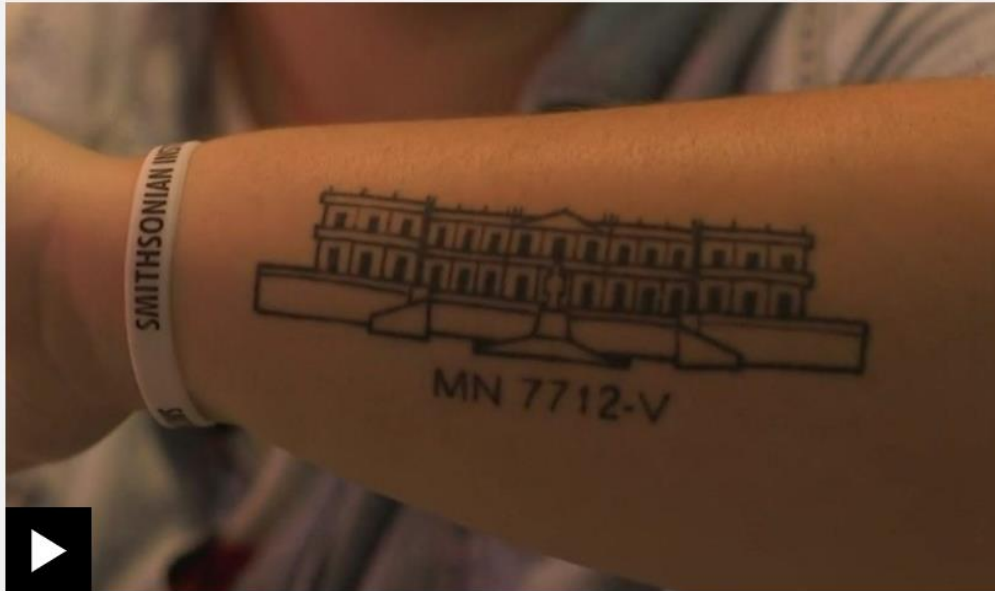
1. Ignore Re-entry Protocol
2. Inappropriate or Ineffective PPE
3. Increased Rate of Accidents
4. High-staff Turnover or Divisiveness



Image Courtesy of UNESCO, Netherlands

# Case Studies

## Clip



### The museum on my skin

DURATION: 03:12

Screenshot: The Museum of Lost Objects, BBC podcast

## ARTFORUM

artguide

NEWS

SHOWS

PRINT

COLUMNS

VIDEO

BOOKFORUM

### NEWS



Notre Dame Cathedral reconstruction rendering by Studio NAB.

April 29, 2019 at 1:47pm

### EXPERTS WARN FRENCH PRESIDENT EMMANUEL MACRON NOT TO RUSH NOTRE DAME RESTORATION

More than 1,150 artists, curators, academics, and leading conservators have signed an open letter rejecting French President Emmanuel Macron's plan to rebuild Notre Dame Cathedral in five years. The French daily *Le Figaro* reports that experts are urging Macron not to rush reconstruction following the massive fire that devastated the beloved cultural heritage site on April 15. The cause of the blaze that scarred "Our Lady" of Paris remains unknown

but may have been the result of an electrical short-circuit.

Screenshot: Artforum.com

# Promoting Positive Workplace Environment

- ✓ Effective Management Structure and Leadership
- ✓ Clear Purpose, Goals and Training
- ✓ Functionally Defined Roles
- ✓ Administrative Controls
- ✓ Team Support
- ✓ Plan for Stress Management

- "A Guide to Managing Stress in  
Crisis Response Professions"  
- SAMHSA



# Resources

2018 Stress Management

**Recovery**

American Psychological Association. *Five Tips to Help Manage Stress*. Retrieved from APA website: <https://www.apa.org/helpcenter/manage-stress>

Mayo Clinic. *Stress Management*. Retrieved from Mayo Clinic website. <https://www.mayoclinic.org/healthy-lifestyle/stress-management/basics/stress-basics/hlv-20049495?reDate=18092019>

HelpGuide.Org International (Updated 2019). *Stress Management: Using Self-Help Techniques for Dealing with Stress*. Retrieved from HelpGuide.org website: <https://www.helpguide.org/articles/stress/stress-management.htm>

Substance Abuse and Mental Health Services Administration. U.S. Department of Health and Human Services. (2005). *Guide to Managing Stress in Crisis Response Professions*. Retrieved from SAMHSA Publications website: <https://store.samhsa.gov/product/guide-managing-stress-crisis-response-professions-2/sma05-4113>

Substance Abuse and Mental Health Services Administration. U.S. Department of Health and Human Services. (2017). *Tips for survivors of a disaster or other traumatic event: coping with retraumatization* (Fact Sheet No. SMA-17-5047; p. 4). Retrieved from SAMHSA Publications website: <https://store.samhsa.gov/system/files/sma17-5047.pdf>

Crimando, S. (2017, April). *Operational stress control in disaster response and recovery*. Presented at the NJVOAD Conference 2017. Retrieved from <http://www.njvoad.org/wp-content/uploads/2017/01/Op-Stress-Control.pdf>

*Nevertheless, what will happen to Notre-Dame in the year to come commits us all, well beyond this calendar year. The issue of this work will exceed the policy mandates of this generation, and it is with their help that we will be judged.*

- Letter to President Emmanuel Macron from Cultural Heritage Professionals April 29, 2019

## Managing Mental Health in Cultural Heritage Emergency Response: A Safety Approach For Operational Resilience

Rebecca Kennedy, Collections Care Specialist, Curae Collections Care, LLC

Nora Lockshin, Conservator, Smithsonian Archives

*I looked at the artifacts sitting in water, and now, my heart truly sank. This was a disaster.*

- Alice M. Greenwald, 9/11 Memorial Museum Director Following Hurricane Sandy, Our Beacon of Hope, The Memo Blog

**Team Support**

✓ **Plan for Stress Management**

- "A Guide to Managing Stress in Crisis Response Professions" - SAMHSA

*The holdout museum staff was reportedly forced to leave the facility by the National Guard last week, and the current status of the artworks left behind remains unclear.*

- Antiquesandtharts.com, Mississippi Museums Blasted by Hurricane Katrina September 13, 2005

erician Institute for the Conservation of lth during disaster situations. In *Sink or ng to a disaster*.

rieved from <http://www.conservation-Safety in Emergency Response 2016>.

recovery. (2014). *Helping Staff Manage visors of Disaster Responders* (Fact Sheet 'store.samhsa.gov/product/Helping-/sma14-4871

h, Pittsburgh Research Laboratory and Survival in the Wake of Disaster. website: <https://www.niosh.gov/publications/NIOSH-154/0154-010108-everly.pdf>

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**Shame Resiliency Theory**

TedTalk2012 (2012). *Listening to Shame*. Retrieved from YouTube: [https://www.ted.com/talks/brene\\_brown\\_listening\\_to\\_shame?utm\\_campaign=tedspread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/brene_brown_listening_to_shame?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

Tagney, June Price and Ronda L. Dearing (2004). *Shame and Guilt*. The Guildford Press

Brown, Brene (2015). *Daring Greatly: How the Courage to be Vulnerable Transforms the Way we Live, Love, Parent and Lead*. Avery Press.

*I feel like it's a part of me as much as I am a part of the museum.*

- Igor Rodrigues, Brazil National Museum Educator *The Museum on My Skin*, BBC