

## HOSTAGE / BARRICADE

### SCENARIO

Over the past two days, a patient's son has been very upset about his mother's condition. She is in the critical care unit and may die. Every day when her son comes to the facility, he is angry and demands information about his mother from doctors and nurses. The nurses are uncomfortable with his behavior, so each day when the son comes to the unit. Security is called to standby just outside of the door.

Today, the son arrives at the critical care unit and seems calmer than previous days. He goes into see his mother and becomes agitated, demanding to see the doctor immediately. The nurses attempt to calm him, but he becomes increasingly agitated, finally pulling two hand guns from his jacket and fires twice into the ceiling. The security guard rushes into the unit and the gunman shoots him in the leg. The gunman demands that staff move equipment and beds to barricade the doors and announces that he will kill anyone who gets in his way and demands to see his mother's physician.

One employee from the critical care unit escaped before the doors were barricaded and reports the incident to hospital security and administration. Local law enforcement is immediately notified of the incident and patients close to the critical care unit are evacuated to other areas of the hospital for protection. The critical care beds are full and the unit fully staffed; there are visitors at many of the bedsides.



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## INCIDENT PLANNING GUIDE

### **Does your Emergency Management Plan Address the following issues?**

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#### **Mitigation & Preparedness**

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1. Does your hospital have a process to communicate the situation to law enforcement and provide a staging area for their arrival?

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2. Does your hospital have procedures to quickly obtain incident specific details (e.g., witnesses, security cameras, surveillance tapes)?

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3. Does your hospital plan have a mechanism to establish a unified command with local law enforcement, SWAT and/or FBI?

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4. Does your hospital have a plan to immediately evacuate patients from near-by areas for protection?

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5. Does your hospital have a way to notify and provide info to staff of a situation without causing unnecessary fear?

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6. Does your hospital have a policy to secure the immediate area and the facility and to restrict entrance or exit of non-essential personnel (i.e., visitors)?

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7. Does your hospital have mechanism for rapid notification of public relations (Public Information Officer)?

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8. Does your hospital have media contact policy limiting staff from speaking to the media without prior approval?

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9. Does your hospital provide regular staff training on managing aggressive behavior and hostage situations?

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#### **Response & Recovery**

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1. Does your hospital have procedures for evacuation of the immediate hospital areas and to regularly reevaluate the need for further evacuation, as the incident evolves?

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2. Does your hospital designate a person to liaison with arriving law enforcement and communicate with hospital officials?

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3. Does your hospital incident command plan include the establishment of a unified command with local law enforcement, SWAT and/or FBI?

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4. Does hospital have process to reevaluate need for further evacuation on an ongoing basis and implement safe and effective evacuation?

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5. Does your hospital have mechanism to address hostage support needs (water, medications, illness/injury), under the direction of law enforcement?

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6. Does your hospital plan ensure communications to the incident area?

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7. Does your hospital have process for evidence collection and preservation?

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8. Does your hospital have a plan to communicate the situation and provide regular updates to patient's family members, in coordination with law enforcement?

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## HOSTAGE / BARRICADE

### INCIDENT PLANNING GUIDE

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9. Does your hospital plan provide for the hostage family/friends to have a quiet room in secure area with support services while the incident evolves?
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10. Does your hospital have a plan for providing mental health support and debriefing services to the hostage(s)?
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11. Does your hospital have mechanism to provide mental health support and debriefing services hospital staff?
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12. Does hospital have procedure to reunite hostages with family?
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13. Does hospital have procedure to coordinate press conferences with hostages?
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14. Does hospital have procedure to restore critical care services and reopen the unit to normal operations?
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# HOSTAGE / BARRICADE

## INCIDENT RESPONSE GUIDE

**Mission:** To safely manage a hostage or barricade situation.

### Directions

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- Read this entire response guide and review incident management team chart.
  - Use this response guide as a checklist to ensure all tasks are addressed and completed.
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### Objectives

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- Protect safety of staff, patients, and visitors
  - Manage the media
  - Coordinate with law enforcement and other external response agencies
  - Provide for mental health support and stress debriefing/management services to patients, staff and families
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### Immediate (Operational Period 0-2 Hours)

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#### COMMAND

(Incident Commander):

- Notify law enforcement agencies of incident and provide details, as able
- Establish a unified command with law enforcement, upon arrival
- Safely evacuate the immediate area surrounding the unit, if possible or provide security to the nearby areas
- Determine need to activate Medical/Technical Specialist – Risk Management, as appropriate

(Public Information Officer):

- Establish a media staging area in a safe and secluded location
  - Provide regular media briefings and situation status updates

(Liaison Officer):

- Establish communication with area hospitals to notify of the incident and potential need for evacuation of patients

(Safety Officer):

- Ensure the safety of patients, families, visitors and staff in non-impacted areas of the hospital
  - Collaborate with law enforcement and hospital security staff on safe evacuation of nearby areas
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# HOSTAGE / BARRICADE

## INCIDENT RESPONSE GUIDE

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### OPERATIONS

- Suspend non-essential services
  - Secure the facility and do not allow entrance or exit of people except essential personnel
  - Evacuate the immediate area around the critical care unit, if safe to do so
  - Consider and prepare for additional gunman or perpetrators
  - Liaison with law enforcement and provide facility and utility drawings/schematics upon arrival
  - Provide space and communications systems near the unit for law enforcement operations including negotiations
  - Be prepared to maintain or shut off selective utility or HVAC systems upon the request of law enforcement
  - Ensure continuation of patient care management activities in the hospital
  - Institute ambulance diversion status; notify local EMS and ambulance providers
  - Notify family members of hostages of the situation, including staff, families and visitors
  - Prepare to render care to injured hostages and/or the perpetrator
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### PLANNING

- Establish operational periods, incident objectives and develop Incident Action Plan, in collaboration with the Incident Commander and law enforcement
  - Implement patient tracking
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### LOGISTICS

- Prepare for mental health support needs of hostages
  - Provide mental health support for on-duty staff, patients and visitors, patients, family and staff
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### Intermediate and Extended (Operational Period 2 to Greater than 12 Hours)

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#### COMMAND

(Incident Commander):

- Assess the impact of the situation and response on the hospital;
  - Update and revise the Incident Action Plan in conjunction with law enforcement and Planning Section Chief
  - Establish a procedure, in conjunction with local law enforcement, to provide care for hostages, when released
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## INCIDENT RESPONSE GUIDE

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### COMMAND

(PIO):

- Continue to conduct regular media briefings as the incident evolves
- Establish a patient information center, if needed, in collaboration with Liaison Officer
- Continue to provide staff, patients and visitors with situation status updates and information

(Liaison Officer):

- Continue to communicate with local officials to provide situation updates and hospital critical issues/needs

(Safety Officer):

- Conduct ongoing analysis of existing response practices for health and safety issues related to staff, patients, and facility, and implement corrective actions to address
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### OPERATIONS

- Reassess evacuations and need for further evacuation
  - Continue hospital/facility security and restriction of entry and exit except for essential personnel
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- Continue to liaison with law enforcement and provide requested supplies and services
  - Continue patient care and management operations
  - Ensure documentation of actions, decisions and activities
  - Provide ongoing victim family support
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### PLANNING

- Update and revise the Incident Action Plan
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- Continue patient tracking, if needed
  - Plan for demobilization and system recovery
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### LOGISTICS

- Continue to supply hostage support needs (water, medications, etc.) as directed by law enforcement
  - Assess impact of ongoing incident on services
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### FINANCE

- Track costs and expenditures of response, including lost revenues
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## INCIDENT RESPONSE GUIDE

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### Demobilization/System Recovery

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#### COMMAND

(Incident Commander):

- Ensure local law enforcement issues an “all clear” for the facility
- Oversee restoration of normal hospital operations
- Conduct immediate debriefing with law enforcement

(PIO):

- Conduct final media briefing providing situation status, appropriate patient information and termination of the incident

(Liaison Officer):

- Notify local emergency management, fire and EMS of termination of the incident

(Safety Officer):

- Oversee the safe return to normal operations and repatriation/relocation of patients
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#### OPERATIONS

- Restore normal patient care operations
  - Restore normal visitation and non-essential services
  - Facilitate clean up and repair of the critical care unit and reopening
  - Provide mental health support services to patients and patient’s families
  - Restore utilities to the unit, if needed
  - Reunite hostages with family
  - Immediately debrief staff hostages, as directed by law enforcement
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## INCIDENT RESPONSE GUIDE

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### PLANNING

- Finalize the Incident Action Plan and demobilization plan
  - Compile a final report of the incident and hospital response and recovery operations
  - Ensure appropriate archiving of incident documentation
  - Write after-action report and corrective action plan to include the following:
    - Summary of actions taken
      - Summary of the incident
      - Actions that went well
      - Area for improvement
      - Recommendations for future response actions
      - Recommendations for correction actions
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### LOGISTICS

- Provide staff debriefing, mental health support and stress management services
  - Continue providing support to hostages, as needed
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### FINANCE/ADMINISTRATION

- Compile final response and recovery cost and expenditure summary and submit to the Incident Commander for approval
  - Complete documentation and follow up of personnel injury and/or line of duty death as appropriate
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### Documents and Tools

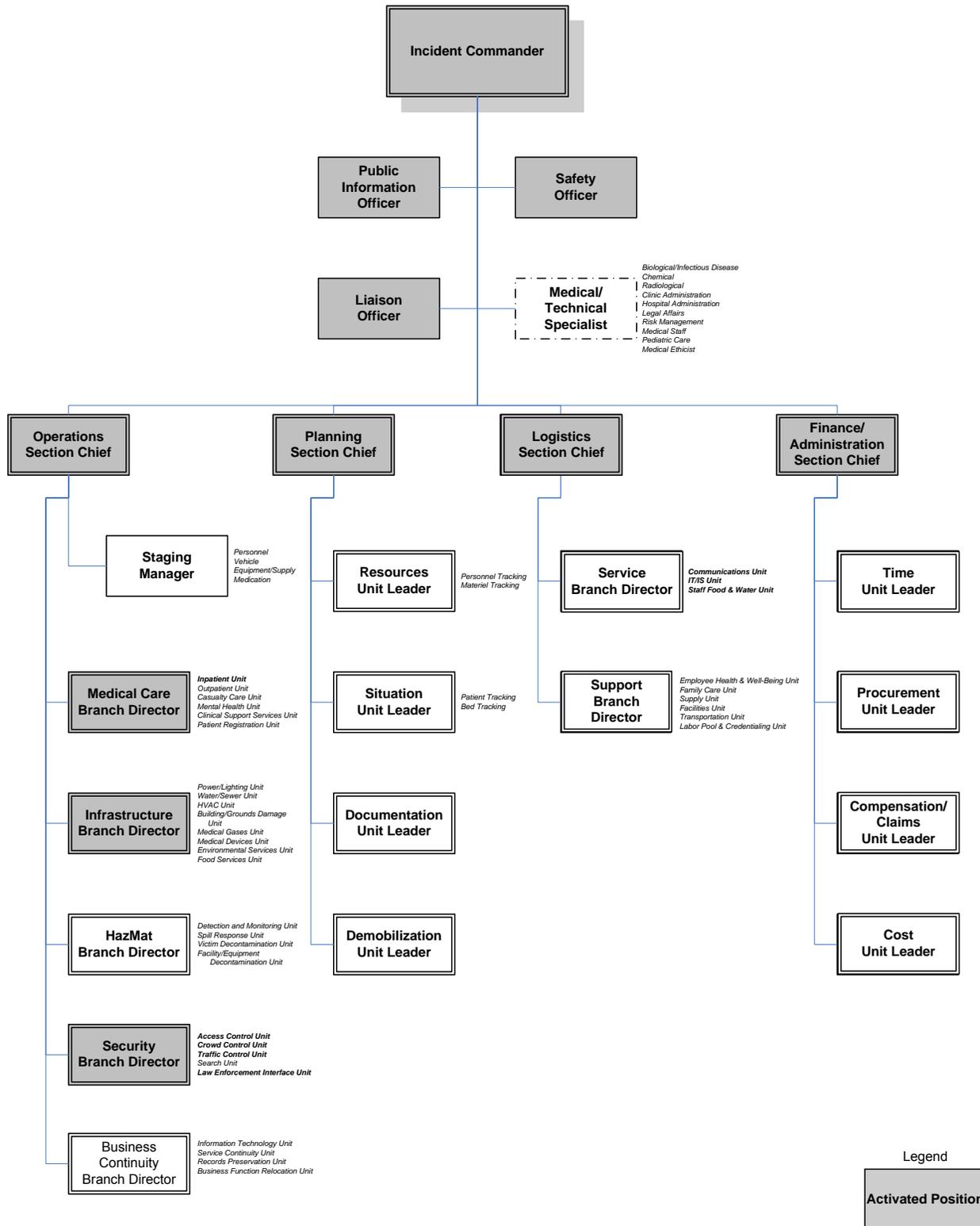
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- Hospital Emergency Operations Plan
  - Hospital Evacuation Plan
  - Hospital Building and Utilities Plans
  - Fatality Management Plan
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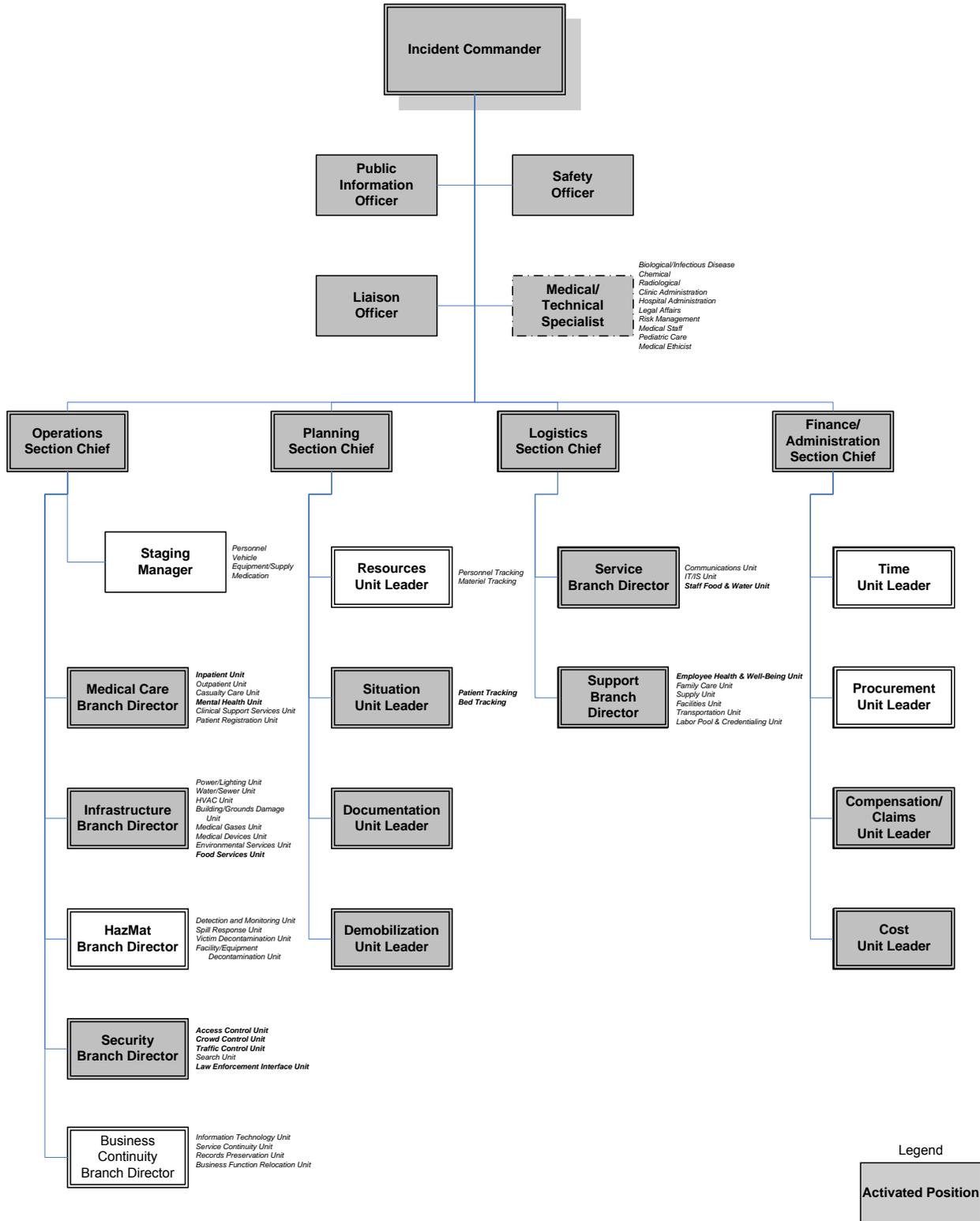
# HOSTAGE / BARRICADE

## INCIDENT MANAGEMENT TEAM CHART -- IMMEDIATE



# HOSTAGE / BARRICADE

## INCIDENT MANAGEMENT TEAM CHART – INTERMEDIATE AND EXTENDED



# HOSTAGE / BARRICADE

## INCIDENT MANAGEMENT TEAM CHART – DEMOBILIZATION

