

Incident Response Guide: Explosive Incident

Mission

To safely and effectively respond to a pre detonation, ongoing, and post detonation explosive incident.

Directions

Read this entire response guide and review the Hospital Incident Management Team Activation chart. Use this response guide as a checklist to ensure all tasks are addressed and completed.

Objectives

- Ensure the safety of patients, staff, and visitors
- Initiate and maintain a coordinated response with law enforcement, public safety, regulatory officials, hazardous materials responders, and others
- Maintain clinical operations within the constraints of the response and recovery phases

Immediate Response (0 – 2 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Confirm the accuracy and validity of the incident or threat.	
			Activate Emergency Operations Plan, Explosive Incident Plan, Hospital Incident Management Team, and Hospital Command Center.	
			Approve and activate partial or complete hospital evacuation to ensure safety of patients, staff, and visitors.	
			Establish a liaison role with law enforcement or public safety response agencies who arrive to assist hospital response.	
			Notify hospital Chief Executive Officer, Board of Directors, and other appropriate internal and external officials of situation status.	
			Establish operational periods, objectives, and regular briefing schedule. Consider use of Incident Action Plan Quick Start for initial documentation of the incident.	
	Public Information Officer		Activate the Risk Communication Plan and media staging site.	
			Maintain communication with patients, staff, and families regarding the current situation and what is being done to address it.	
			Develop information release for media; work with law enforcement or public safety officials on details to be released; ensure families of impacted patients and staff are aware prior to release of information.	
			Monitor media outlets for updates on the incident and possible impacts on the hospital. Communicate information via regular briefings to Section Chiefs and Incident Commander.	
	Liaison Officer		Notify community partners in accordance with local policies and procedures (e.g., consider local Emergency Operations Center, other area healthcare facilities, local emergency medical services, and healthcare coalition coordinator), to determine incident details, community status, estimates of casualties, and establish contacts for requesting supplies, equipment, or personnel not available in the facility.	

			Liaise with law enforcement as applicable.	
	Safety Officer		Oversee the safe movement of patients, staff, and visitors from hazardous areas.	
			Provide incident specific information and intelligence if the incident involves hazardous materials or if incident may impact combustible or explosive agents on site.	
			Oversee the selection of relocation sites, Hospital Command Center, external command posts, media center and staging areas to ensure safe distance from the incident site.	

Immediate Response (0 – 2 hours)

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Medical Care Branch Director		Activate and oversee the evacuation of patient care areas when ordered by Incident Commander.	
			Identify evacuation priorities and transfer requirements.	
			With Logistics Section, determine and acquire supply and equipment for patients in relocated areas.	
			Identify procedures and appointments that will be impacted if partial or complete hospital evacuation is ordered.	
			With Liaison Officer and Public Information Officer, ensure notification of all impacted patients and visitors.	
	Infrastructure Branch Director		Identify and secure a safe perimeter from incident location (e.g., suspicious package, hazardous material leak, etc.).	
			Provide incident specific information to the Hospital Command Center and public safety, including Material Safety Data Sheet for identified chemicals or gases, current inventory of chemicals or gases, life safety restrictions, and policies in place.	
			Provide complete hospital blueprints, grids, and schematics to the Hospital Command Center and to law enforcement for search and response.	

			Determine the need for and impact of shutdown of infrastructure systems (e.g., medical gases, water, heating, ventilation, air conditioning, and power, etc.) as warranted by impact and response actions.	
	Security Branch Director		With Safety Officer and Infrastructure Branch, ensure a safe and secure perimeter.	
			Secure the hospital as indicated by threat and response actions.	
			Ensure activation of search procedures and collection of data.	
			Activate a Law Enforcement Interface Unit Leader to coordinate activities and information with responding law enforcement.	
			Provide access to camera surveillance, visitor logs, threat reports, bomb threat call logs, and incident specific policy and procedures.	
			Identify the need for additional staff to augment the response.	
		Law Enforcement Interface Unit Leader		Refer to the Job Action Sheet for appropriate tasks.
	HazMat Branch Director		Determine if the impacted or threatened area is vulnerable to a hazardous materials spill or explosion.	
			Provide situation specific information to responding agencies (e.g., Material Safety Data Sheet, inventories, etc.).	
			Provide decontamination support, if needed.	
			Assist with safe perimeter management, if needed.	
Planning	Section Chief		Establish operational periods, incident objectives, and the Incident Action Plan, in collaboration with the Incident Commander.	
			Assess current staffing levels and project staffing needs and shortages for the next operational period, in collaboration with Operations Section.	
			Review all surgeries, outpatient appointments, and procedures for cancellation or rescheduling, and make recommendations to the Incident Commander, with Operations Section.	

	Resources Unit Leader		If partial or complete evacuation is ordered, initiate staff and materials tracking.	
	Situation Unit Leader		Collect and collate information from all tracking efforts and project needs.	
			If partial or complete evacuation is ordered, initiate patient and bed tracking using HICS 254.	
Logistics	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Service Branch Director		Ensure deployment of interoperable communications equipment for use with outside response agencies.	
			Determine and activate alternate communication sources if routine systems are suspended.	
	Support Branch Director		Assist and support the evacuation of patients to pre identified areas.	
			Identify the transportation needs for evacuation, and secure the needed support.	
			Activate the labor pool to determine personnel resource capabilities.	
			Notify providers of regularly scheduled deliveries of a hospital lockdown, if ordered.	

Intermediate Response (2 – 12 hours)				
Section	Officer	Time	Action	Initials
Command	Incident Commander		With law enforcement or public safety responders, continue information sharing for coordinated response.	
			Establish a schedule to regularly update and revise initial Incident Action Plan, in collaboration with Planning Section.	
			Consider deploying a hospital representative to the local Emergency Operations Center, if applicable.	
	Public Information Officer		Maintain communications with media, staff, patients, and visitors in accordance with policy and in conjunction with law enforcement or other public safety officials.	
			Ensure notification of all persons scheduled for outpatient services.	

	Liaison Officer		Maintain communications with external partners for local, regional, and state bed availability, updating hospital situation status and critical issues and needs.	
			Continue to liaise with law enforcement.	
	Safety Officer		Oversee current evacuation or expansion of evacuated areas.	
			Ensure response areas and staging and evacuation sites are within a safe perimeter; expand the area if needed.	

Intermediate Response (2 – 12 hours)

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Prepare to expand the evacuation, if ordered.	
	Medical Care Branch Director		Continue patient care and management activities: <input type="checkbox"/> Provide triage and observation of all patients waiting for further care <input type="checkbox"/> Coordinate with Planning Section to provide crisis standard of care guidelines and prioritization of resources, if applicable	
	Security Branch Director		Ensure that search procedures are complete and all data and results are shared with law enforcement, hazardous materials (HazMat) responders, and the Safety Officer.	
Planning	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Resources Unit Leader		Continue staff and equipment tracking.	
	Situation Unit Leader		Gather and maintain information on status of situation, results of actions taken, and impact on clinical and nonclinical operations	
		Continue patient and bed tracking.		
Logistics	Section Chief		Continue to provide support and services to evacuated patients, visitors, and staff.	
	Support Branch Director		Provide food, water, and rest periods for staff.	
			Rapidly investigate and document injuries of employees; provide appropriate follow up.	
			Consider activation of or continue to maintain a Labor Pool to assist with search procedures.	

			Coordinate the transportation services (ambulance, air medical services, and other transportation) with the Operations Section (Medical Care Branch) to ensure safe patient relocation, if necessary.	
Finance/ Administration	Section Chief		Track costs associated with incident, including lost revenue. Identify all costs related to infrastructure repair if damages occur during the incident.	
	Time Unit Leader		Track hours associated with the emergency response.	

Extended Response (greater than 12 hours)				
Section	Officer	Time	Action	Initials
Command	Incident Commander		Determine return to normal operations in conjunction with law enforcement.	
			Initiate repatriation of patients and staff when the situation is deemed safe.	
	Public Information Officer		Maintain communications with patients, staff, visitors, and media in collaboration with law enforcement or Joint Information Center.	
			Address social media issues as warranted; use social media for messaging as situation dictates.	
	Liaison Officer		Maintain communications with external partners and key stakeholders.	
	Safety Officer		Work with law enforcement, hazardous materials (HazMat) team, or other response agencies to ensure continued safe practices and need for alteration in operations to maintain safety.	

Extended Response (greater than 12 hours)				
Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Ensure that all documentation, including damage assessments, repair costs, and materials tracking are submitted to Planning Section.	
	Medical Care Branch Director		Continue to monitor patient care services, any disruptions in service delivery, and the need for expansion of evacuation.	

	Infrastructure Branch Director		Conduct frequent hospital reassessments, and initiate hospital repairs and restoration plans.	
	Security Branch Director		Continue to provide security for the site and the operational response; augment security staff as needed.	
			Continue the collaboration with law enforcement and HazMat response to monitor impact of response on clinical services.	
Planning	Section Chief		Maintain and update the Incident Action Plan based on continued response actions and alterations in service delivery.	
			Ensure that updated information and intelligence is incorporated into the Incident Action Plan. Ensure the Demobilization Plan is being readied.	
Logistics	Section Chief		Provide staff and visitor rest areas, food and hydration, and communication services, if the incident warrants.	
Finance/ Administration	Section Chief		Track all incident related costs including lost revenue, procurement of supplies and equipment, and utilization of non-traditional areas for service delivery.	
			Coordinate with Risk Management for additional insurance and documentation needs, including photographs of damage, etc.	

Demobilization/System Recovery				
Section	Officer	Time	Action	Initials
Command	Incident Commander		Determine the ability to resume normal operations with law enforcement.	
			Communicate the current hospital status to the Chief Executive Officer, Board of Directors, and other appropriate internal and external officials.	
			Establish priorities for restoring normal operations using the hospital's Business Continuity Plan.	
			Monitor patients, staff, and visitors for adverse effects based on the incident.	
	Public Information Officer		Prepare and execute a final briefing to patients, staff, visitors, and media.	

	Liaison Officer		Notify all external partners, response agencies, regulatory authorities, and stakeholders of the incident resolution.	
	Safety Officer		Ensure that all operations have returned to normal within safe operating practice.	

Demobilization/System Recovery

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Medical Care Branch Director		Safely close all alternate care sites or non-traditional patient care areas.	
			Reschedule canceled surgeries, procedures, and outpatient appointments.	
			Repatriate transferred patients, if applicable.	
	Infrastructure Branch Director		Assess the hospital for the potential impact of the incident and initiate repair and restoration of normal operations.	
			Oversee the resolution of response actions that impacted normal operations. Ensure that fire doors and alarms are in working order.	
			Conduct or continue damage assessment surveys.	
			Ensure completion of hospital repairs.	
			Complete a hospital damage report, including the progress of repairs, and estimated timelines for restoration of hospital to pre-incident condition.	
	Security Branch Director		Ensure the resumption of normal services and security systems.	
			Attend the debriefing and after action review with local responding law enforcement.	
Planning	Section Chief		Finalize and distribute Demobilization Plan.	
			Conduct debriefings and hotwash with: <ul style="list-style-type: none"> <input type="checkbox"/> Command Staff and Section personnel <input type="checkbox"/> Administrative personnel <input type="checkbox"/> All staff <input type="checkbox"/> All volunteers 	

			Write an After Action Report and Corrective Action and Improvement Plan for submission to the Incident Commander, including: <input type="checkbox"/> Summary of the incident <input type="checkbox"/> Summary of actions taken <input type="checkbox"/> Actions that went well <input type="checkbox"/> Actions that could be improved <input type="checkbox"/> Recommendations for future response actions	
	Documentation Unit Leader		Collect, organize, secure, and file incident documentation.	
			Prepare a summary of the status and location of all incident patients, staff, and equipment. After approval by the Incident Commander, distribute it to appropriate external agencies.	
Logistics	Section Chief		Inventory all Hospital Command Center and hospital supplies and replenish them as necessary, appropriate, and available.	
	Support Branch Director		Deactivate the labor pool, when indicated.	
			Monitor the health status of staff; provide appropriate medical and behavioral health follow up.	
			Collect unused supplies distributed to alternate care sites and non-traditional patient care areas. Restock and redistribute all supplies and medications.	
		Repair and return borrowed equipment after proper cleaning and disinfection.		
Finance/ Administration	Section Chief		Contact insurance carriers to assist in documentation of structural and infrastructure damage, and initiate reimbursement and claims procedures.	
			Finalize all expense and time reports, summarize the costs of the response and recovery operations, and submit to Planning Section for inclusion in the After Action Report.	

Documents and Tools

Emergency Operations Plan, including:

- Explosive Incident Plan
- Evacuation, Shelter-in-Place, & Hospital Abandonment Plan
- Search Procedures
- Hazardous Materials Plan
- Surge Plan
- Triage Plan
- Patient, staff, and equipment tracking procedures
- Business Continuity Plan
- Behavioral Health Support Plan
- Alternate Care Site Plan
- Security Plan
- Fatality Management Plan
- Volunteer Utilization Plan
- Utility Failure Plan
- Emergency Patient Registration Plan
- Hospital campus blueprints, grids, and maps
- Risk Communication Plan
- Interoperable Communications Plan
- Demobilization Plan

Forms, including:

- HICS Incident Action Plan (IAP) Quick Start
- HICS 200 – Incident Action Plan (IAP) Cover Sheet
- HICS 201 – Incident Briefing
- HICS 202 – Incident Objectives
- HICS 203 – Organization Assignment List
- HICS 205A – Communications List
- HICS 214 – Activity Log
- HICS 215A – Incident Action Plan (IAP) Safety Analysis
- HICS 221 – Demobilization Check-Out
- HICS 251 – Facility System Status Report
- HICS 253 – Volunteer Registration
- HICS 254 – Disaster Victim/Patient Tracking
- HICS 255 – Master Patient Evacuation Tracking

Job Action Sheets

Access to hospital organization chart

Television/radio/internet to monitor news

Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

Hospital Incident Management Team Activation: Explosive Incident

Position	Immediate	Intermediate	Extended	Recovery
Incident Commander	X	X	X	X
Public Information Officer	X	X	X	X
Liaison Officer	X	X	X	X
Safety Officer	X	X	X	X
Operations Section Chief				
Medical Care Branch Director	X	X	X	X
Infrastructure Branch Director	X	X	X	X
Security Branch Director	X	X	X	X
Law Enforcement Interface Unit Leader	X	X	X	X
HazMat Branch Director	X	X	X	X
Planning Section Chief				
Resources Unit Leader	X	X	X	X
Situation Unit Leader	X	X	X	X
Documentation Unit Leader				X
Logistics Section Chief				
Service Branch Director	X	X	X	X
Support Branch Director	X	X	X	X
Finance /Administration Section Chief				
Time Unit Leader		X	X	X