



RISKRESOLVE

Critical Incident Response Management #2

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*“A crisis is a brutal audit of
prepared plans”*

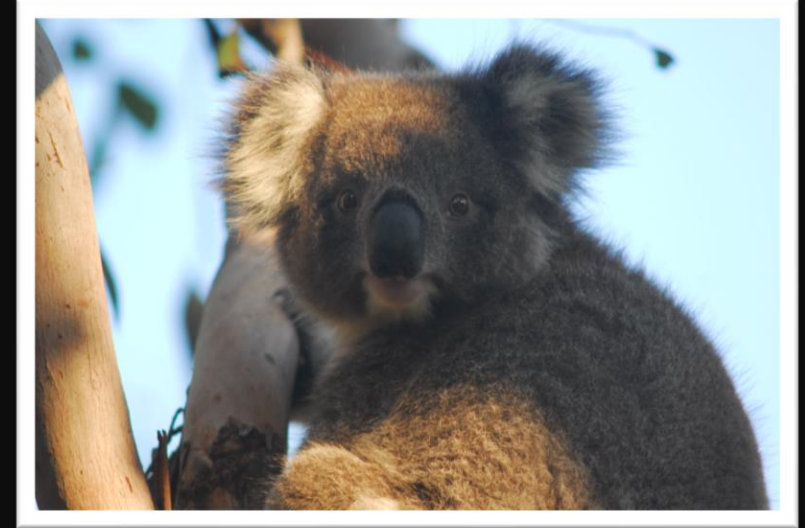
Weick & Sutcliffe, 2007

Aims of Workshop

- Review learnings from Workshop #1
- Hear what steps our colleagues have considered and/or implemented since Workshop #1
- Demonstrate an application of the incident command system to Critical Incident Response Management
- Identify key roles and associated tasks within the Incident Command System
- Compare the similarities and differences of exemplar ICS and our own organisation
- Critique the roles and tasks in the exemplar ICS system with current organisational practice.
- Develop an action plan for implementation upon returning to our organisations.

A few assumptions

- ‘What happens in Vegas...’
- The more we put in, the more we get out
- This can be a difficult topic which may trigger some past experiences.
- Please don’t be surprised if we check in with you if you need a break.
- By sharing, we’re improving how we prepare for and manage critical incidents. Please both share and listen.



Definition of a Critical Incident





“To be in hell is to
drift; to be in
heaven is to steer”.

George Bernard Shaw
(apparently)



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10 principles of Critical Incident Response Management

1. Trick the 'governor'
2. It's a marathon, not a sprint
3. Love you mean it, right now we're working
4. Non-key person dependent
5. Tasks and roles, not people
6. Surprises are a given
7. 'Known Knowns'
8. Trapping key information early, and quickly
9. Escalate early, de-escalate later
10. Always have a go-pack

Pair Share

Since last session, I...



First Rule of Critical Incident Response

It cannot be about you.

Critical Incident Management should *always* be centered around your students/customers/staff, and what you've done, are doing, and plan to do to make things right for them.



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Second Rule of Critical Incident Response

It will be about you if you don't plan.
Your reaction will be borne out of fear.

The Body Doesn't Lie...



What is a Critical Incident Management Plan?

- A reference tool, not a blueprint.
- A CMP saves time during a critical incident by:
 - Pre-assigning tasks
 - Pre-collecting information, and
 - Serving as a reference source
- Pre-assigning tasks presumes there is a designated Critical Incident Management Team
- Plans and teams are of little value if they are never tested.

(Barton, 2001; Coombs, 2007; Fearn-Banks, 2001)

The image shows two overlapping forms from RiskResolve. The top form is the 'INCIDENT FACT GATHERING CHECKLIST' and the bottom form is the 'CRITICAL INCIDENT FIRST NOTIFICATION FORM'.

INCIDENT FACT GATHERING CHECKLIST
This document was developed by Dr Clare Dallat, Director
To prepare objectives...

CRITICAL INCIDENT FIRST NOTIFICATION FORM

Date: _____ Time of First Contact: _____
Name of Person Calling In: _____ Phone #: _____
Current Location: _____ Program Name: _____
Staff Name (s): _____

WHAT IS THE INCIDENT?

<input type="checkbox"/> Fatality	<input type="checkbox"/> Serious Illness	<input type="checkbox"/> Vehicle (Injury)	<input type="checkbox"/> Other _____
<input type="checkbox"/> Life Threatening	<input type="checkbox"/> Vehicle (No Injury)	<input type="checkbox"/> Evacuation	
<input type="checkbox"/> Behaviour	<input type="checkbox"/> Serious Injury	<input type="checkbox"/> Lost/ Missing	
<input type="checkbox"/> Near Miss	<input type="checkbox"/> Attempted Suicide	<input type="checkbox"/> Assault	

HAVE THEY CONTACTED: ☐ AMBULANCE ☐ POLICE ☐ PARENTS ☐ OTHER _____

DESCRIPTION OF INCIDENT:

WHEN DID THE INCIDENT OCCUR? DATE: _____ TIME: _____ am / pm

WHAT TIME ZONE?
If other, name time zone and exact difference: _____
☐ QUEENSLAND ☐ OTHER _____

Ultimate Goals of Critical Incident Management

- To best support participants, staff and community (at a very difficult time);
- To keep organisation operating (at a very difficult time) and ensure it continues to do so.



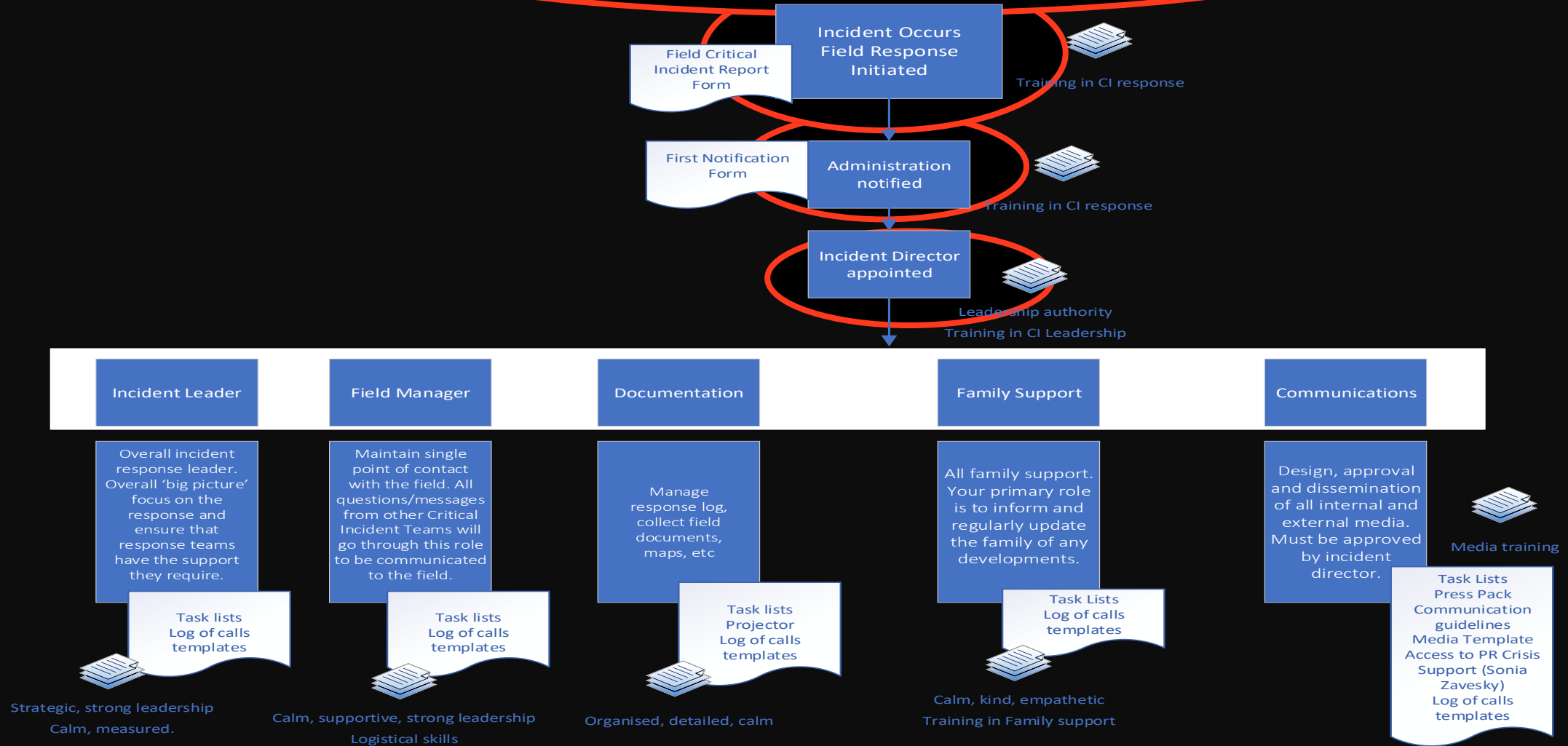
Incident Command System

The Incident Command System (ICS) is a management **system** designed to enable effective and efficient critical incident management

by integrating a combination of personnel, tasks, procedures, and communications operating within a common organizational structure.



Critical Incident Management Policy



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Critical Incident Management Policy

Key Elements

Scope

"The Critical Incident Management Policy is to be used to respond to any situation deemed to be (or likely to) become a critical incident. This relates to all xxxxx activities and events; on campus and away; in urban or remote settings; in Australia or overseas, and with incidents involving students, staff, parents or others impacted by xxxx activities".

Overview/ Definition

This system is designed for any incidents that meet the following definitions:

- *A Fatality*
- *A Serious Injury or Illness (or threat to life or limb)*

- *A Missing person(s) (not able to be located within 1 hour) or;*
- *Any other situation likely to have a negative impact on the school, as judged by any staff member (s).*

Responsibility

The overall responsibility for the coordination of xxxx response rests with the Critical Incident Response Team (CIRT) which consists of trained staff who will oversee specific roles to be fulfilled.

Activity - in small groups:

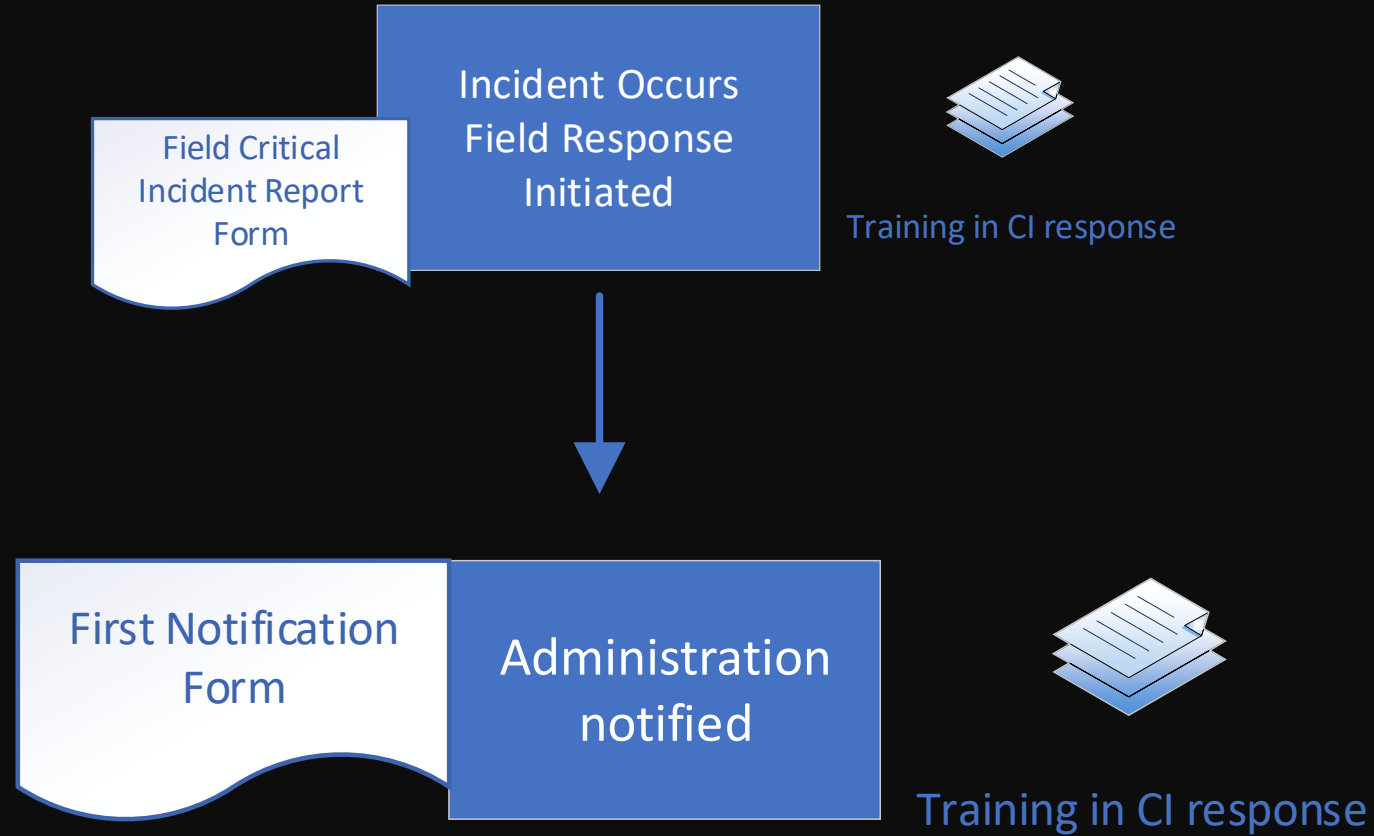
Compare the similarities and differences of exemplar ICS and your own organisation

Do you have an existing CIM Policy?

1. Does it include the Scope, Overview and Responsibilities?

The trapping of key information early will directly dictate the quality of the response of the entire team.

Trapping Key Information Early

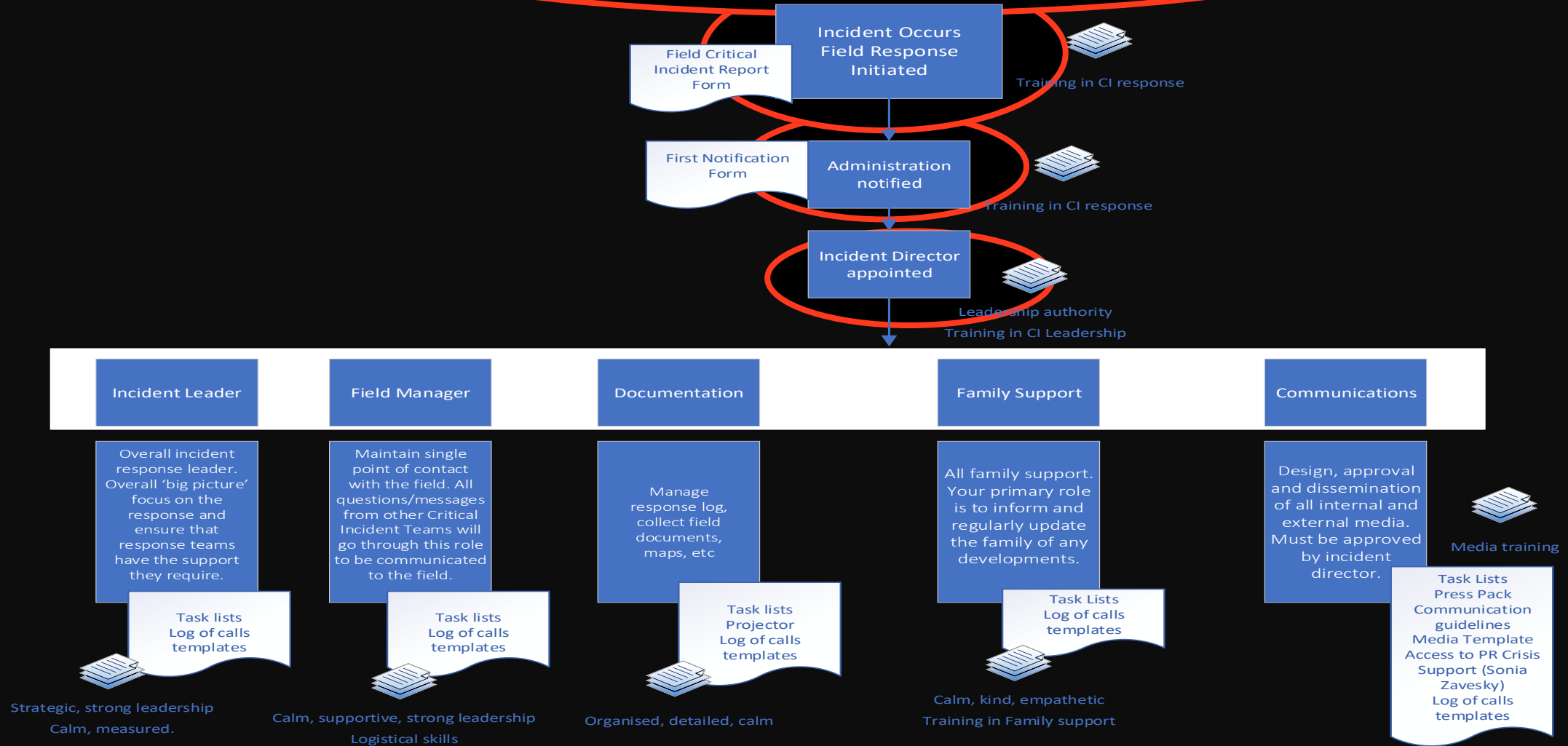


First Notification Scenario

- What are the desired outcomes of this first call?
- What skills, knowledge and abilities are required by the caller?
- What skills, knowledge and abilities are required by the receiver?

- Let's practice using the tools
 - Pairs
 - One calls in, one records

Critical Incident Management Policy



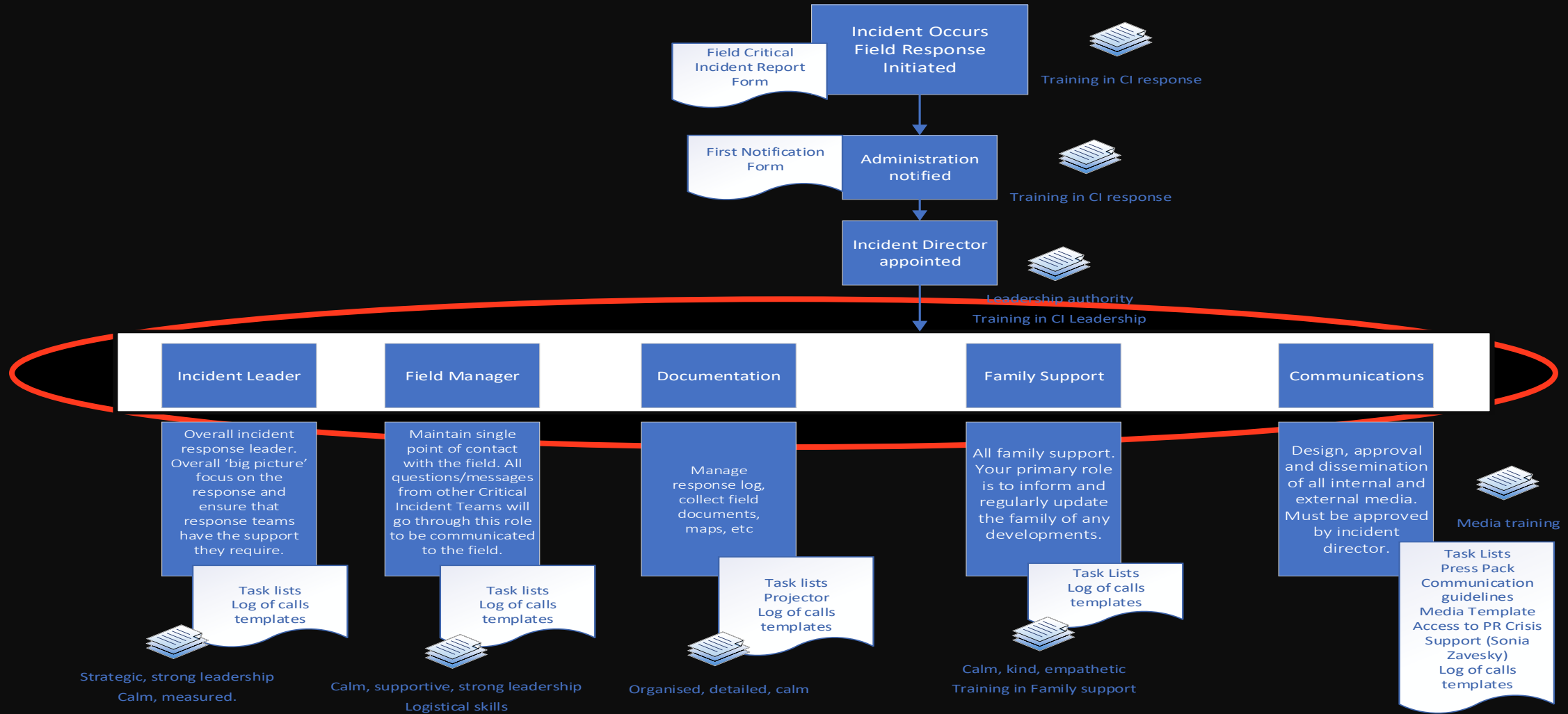
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Activity - in small groups:

Compare the similarities and differences of exemplar ICS and your own organisation

1. Do you have a documented process outlining:
 - A) Field Response incident notification?
 - B) Administration initial information collection/ dissemination?
 - C) Identification of an Incident Director?
3. What supporting artefacts/templates/tools support each of the above?
4. What training systems currently exist (or are required) for the above?

Critical Incident Management Policy



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Critical Incident Team Leader

This person is responsible for overseeing the incident response. They can also lead one of the primary teams but their main job is to maintain a big picture viewpoint of the incident and subsequent response. The CI Team Leader should ensure that regular meetings are being held between primary teams so that information is always up to date and shared.

Strategic, Strong Leadership. Calm. Measured.



Field Manager

This person is responsible for enacting the Critical Incident Plan and maintaining a single point of contact with the in-field staff. All questions/messages etc. from other CI Teams are delivered to this person for communicating to the field.

Calm, supportive, strong leadership. Logistical skills



Family Support Team Leader

This person is responsible for liaising with the family members of those affected. All communication between the organisation and the family are to come directly to this person. They will ideally maintain a long-term relation with the family and therefore a pre-existing positive relationship is helpful.

Calm, kind, empathetic

Training in Family support



Documentation

This person is responsible for gathering and evaluating all incoming information and reports from Critical Incident Teams.

Organised, detailed, calm.



Communications

This person is responsible for all internal and external communications. This includes formulating and releasing information to news media and proactively managing perception and reporting of the incident.

Media Training. Understands domain.



Do you have additional/other/different roles to support optimal critical incident response in your organisational context?

Break!



Zooming in: task lists

Capturing the “known knowns”

COMMUNICATIONS TASK LIST

ALL INTERNAL AND EXTERNAL COMMUNICATIONS SHOULD BE APPROVED BY THE INCIDENT TEAM LEADER

Circle Relevant

Yes N/A Do you have a phone dedicated solely for the media to contact you? Please provide a phone number to the people below and inform them that any media enquiries forwarded to you directly at this number.

1. All ICS Team Members
2. All ~~xxxx~~ Staff

Your Phone Number: _____

Yes N/A Re-familiarise yourself with the Crisis Communication guidelines located in the ~~xxxxx~~ folder.

Notes: _____

Yes N/A Set up the media waiting area in the ~~xxxxx~~. Have a senior ~~xxxx~~ representative ensure all access points are able to escort the media to the media room. Ensure the area is both secure (so that ~~xxxxx~~ representatives cannot wander around the area) and welcoming. Provide refreshments to the waiting media consistently throughout the day.

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FAMILY SUPPORT TEAM LEADER TASK LIST

Circle Relevant

Yes N/A What is the name of the student? _____

Yes N/A If student, what are their parents' names? _____

Yes N/A If a ~~xxxxx~~ staff member, who is their contact? _____

Yes N/A Have you received the most recent update from the Family Support Team Leader? _____

Notes: _____

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CRITICAL INCIDENT TEAM LEADER TASK LIST

Circle Relevant

Yes N/A Have knowledgeable and 'calm under pressure' person located at Reception. They will play an important role over the following hours and days.

Notes: _____

Yes N/A Get Critical Incident Response Folder from ~~xxxxx~~.

Notes: _____

Yes N/A Establish team and relocate to ~~xxxxx~~ Room. All initial CI team meetings should be held from here.

Notes: _____

Yes N/A Appoint and mobilize CI Team Leaders. Write their names below.

Activity:

Compare the similarities and differences of exemplar ICS task lists and role descriptions, and your own organisation

1. Do you have existing role descriptions and task lists?
2. What training systems currently exist (or are required) for applying the role descriptions and task lists?
3. Critique the exemplar role descriptions and task lists within your own context. What aligns and what can you adapt?

Action Plan


What's one belief/process/assumption/way of thinking that I'm going to leave behind after going through these two days of training?

What's two new beliefs/processes/assumptions/ways of thinking that I'll take with me as I'll leave? (one personal/one work)



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Thank You!

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