

STUDENT HANDOUT – UNIT 2: HOSPITAL SCENARIO

Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a hospital scenario.

Instructions:

Work in teams to complete the following activity:

1. Review the scenario and scenario map in your handouts.
2. Complete the following steps:
 - Identify who would assume leadership of the ICS organization.
 - Develop initial incident priorities and SMART objectives.
 - Draw an organizational chart that supports the objectives and manages resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
 - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.

Scenario:

On a Tuesday morning at 10:30 a.m., an armed man walked into the lobby of the First Main Bank on 15th Street, approached the teller, and gave him a note demanding money. The clerk, following bank procedures, followed the gunman's orders and began to put money into a bag as demanded. While doing this, the teller surreptitiously activated the silent alarm. When the money bag was turned over to the armed man, he turned and began walking out of the bank only to be greeted by the sound of sirens converging on the bank.

Panicking, the gunman ducked into an alley and began running north in an attempt to elude police. As he ran along S. Street, the sound of sirens grew ever closer. Again in an attempt to avoid being seen, he ducked into the Emergency Department entrance to Faith Hospital located at S. and 14th Streets. Upon entering the ER the gunman grabbed the triage nurse and pulled her down the hall and into Exam Room 4. ER staff pursued the man to the exam room until he showed a gun and threatened to shoot the triage nurse. ER staff backed away and called police and hospital security.

Upon arrival, hospital security began closing hallway fire doors in an attempt to keep the gunman confined to the ER. Police units working with hospital security have established positions in the three hallways leading away from the ER to prevent the gunman from leaving the ER and entering the main areas of the hospital. ER staff is diverting ambulances to other hospitals and have begun to triage the remaining patients in the ER to determine which patients may need immediate transfer to another facility.

Police units have created a perimeter around the entrance to the ER and are requesting a SWAT team and negotiator to be dispatched to the hospital. Because of the gunman's location in Exam Room 4, no one is able to get in or out of the ER without being seen.

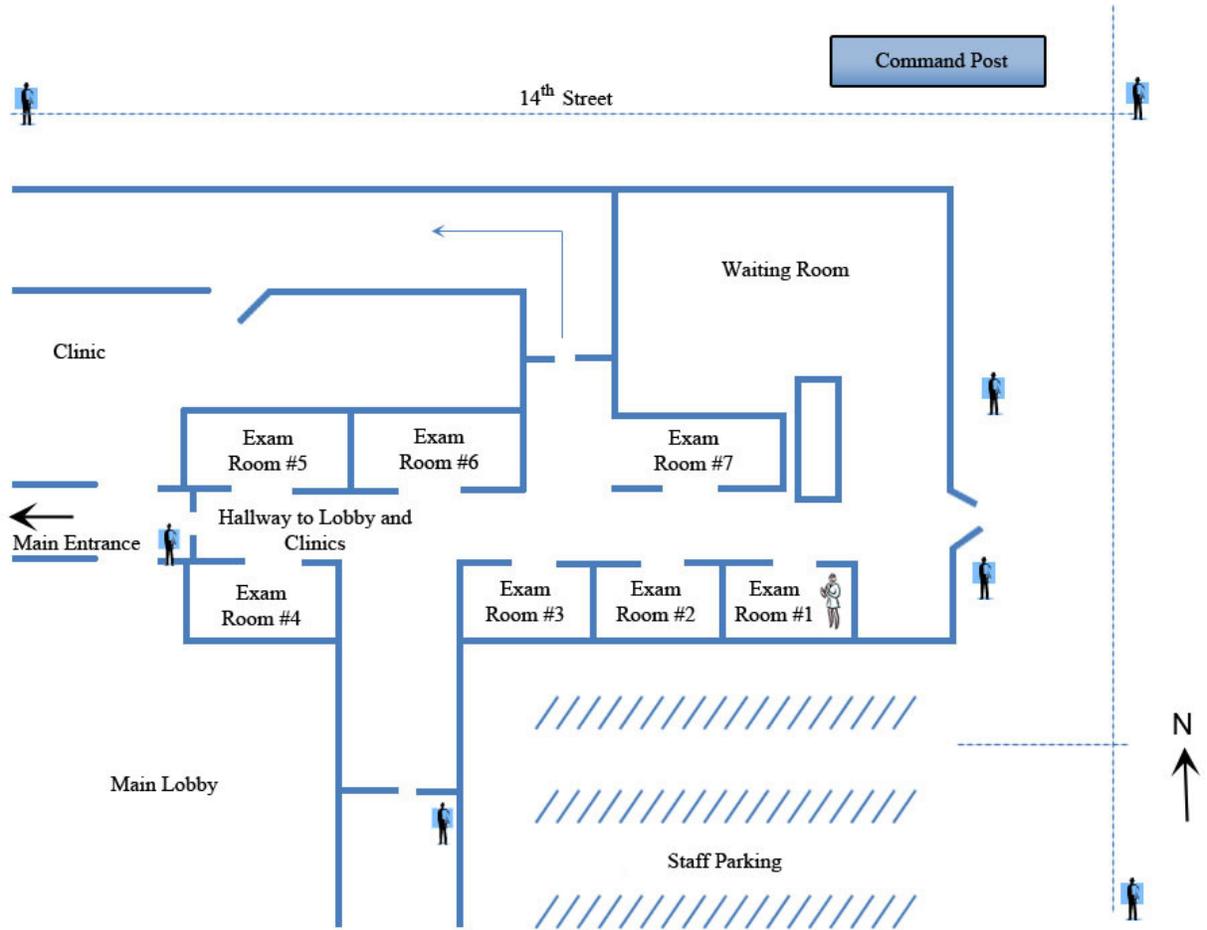
Currently there are 12 police officers on the scene. The shift supervisor, Sgt. Jones, has assumed command of the officers on the outside perimeter and the hallway checkpoints.

Faith Hospital is a four-story, 110-bed facility, with another 100 beds available in other hospitals if needed. There is an eight-bed combined medical/surgical intensive care unit. The hospital is an ACS certified Level II Trauma Center with one Trauma Suite located in the ER.

The hospital has a total of 40 doctors on staff with 2 on each night. There are 41 nurses, 23 on the day shift, 11 on the evening shift, and 7 on the night shift. In addition, there are an additional 17 part-time nurses on an on-call basis. The ER staffs a board-certified emergency physician on each shift along with three nurses. The senior management of the hospital is as follows:

- Harold Boyer, Administrator, 374-0690 x210
- Max A. Curry, M.D., Chief of Staff, 374-4842
- Jayne Herrington, Disaster Coordinator, 374-0690 x224 or x225
- Bill Tisdale, M.D., Chief ER Physician, 374-0690 x233
- Bill Newsom, R.N., Chief ER Nurse, 374-0690 x233

Map:



Your Notes:

STUDENT HANDOUT – UNIT 3: HOSPITAL SCENARIO

Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

Instructions:

Work in teams to complete the following activity:

1. Review the scenario update and resource list in your handouts.
2. Complete the following steps:
 - List who would be included in the Unified Command structure.
 - Describe the challenges facing the Unified Command.
 - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 3. Unified Command

Scenario Update:

Deputy Chief Johnson, Central City Police, has responded to the scene and received a briefing from the Sergeant, who then transfers command to the Deputy Chief. Hospital administrative and supervisory staff has been apprised of the situation by the ER physician and are currently meeting in the boardroom to formulate plans. Deputy Chief Johnson and his aide have made their way to the boardroom on the fourth floor via the main hospital entrance on 14th Street to discuss possible ways to mitigate the situation.

Resources (in addition to hospital staff listed in Unit 2):

Resource	Kind	Number & Type
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Central City EMS	BLS ALS Medevac Off-Duty Personnel (full-time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Central City Public Works	Front-End Loaders Dump Trucks	3 4
Other Local EMS	BLS ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2

Critical Issues Facing Hospital Staff and Law Enforcement:

- Safety of all patients and staff in the ER
- Safety of patients and visitors in the hospital
- Apprehension of the suspect
- Protect the public from the dangers of a hostage situation
- Prevent panic and confusion among hospital staff
- Continue to provide medical care to hospital patients
- Evacuate patients as medically and tactically appropriate
- Divert patients away from the hospital
- Provide public information and warnings as appropriate
- Cancel or postpone any non-essential procedures to decrease hospital and clinic population

STUDENT HANDOUT – UNIT 4: HOSPITAL SCENARIO

Purpose:

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

Instructions:

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Complete a hospital ICS chart on the ICS Form 201.
5. Complete the missing element within ICS Form 201.
6. By position, identify issues related to the incident.

You will have 30 minutes for this activity.

Scenario Update:

Reports from the ER indicate that the staff is being allowed to continue patient care in Exam Rooms 2, 3, 6, and 7.

The gunman has demanded the evacuation of Exam Room 5 due to lack of visibility. The most critical patients have been moved to the remaining exam rooms.

At this time the SWAT team is setting up their positions and the negotiator is trying to establish communications with the gunman.

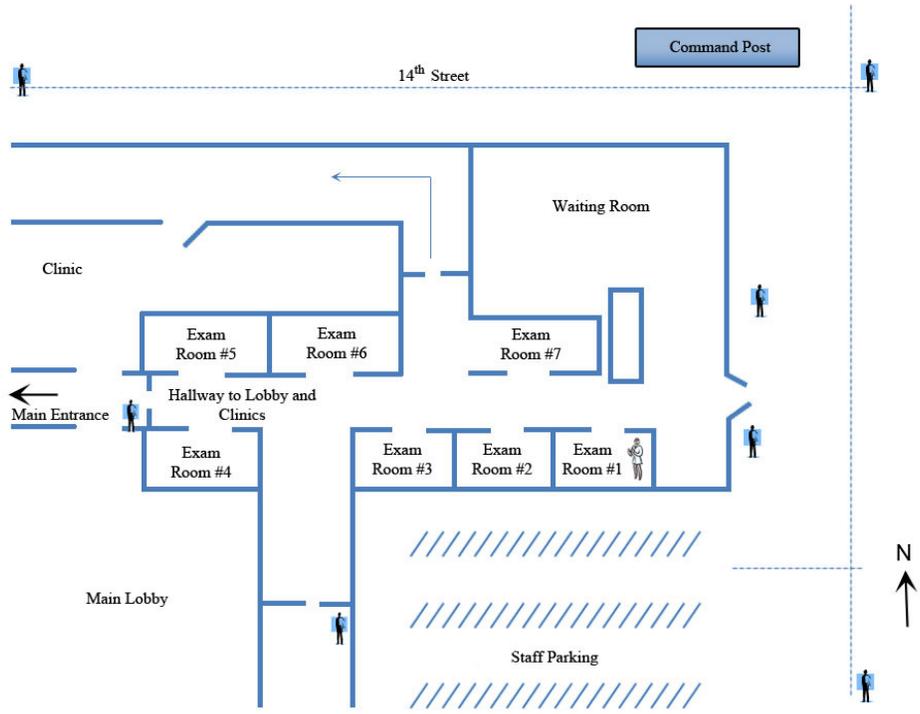
Reports from the ER indicate that at least two of the more critical patients may need to be transferred out of the ER soon. One patient is bleeding internally from wounds caused by a knife fight and the other patient is showing signs of a severe myocardial infarction.

The gunman is unwilling at this time to allow patients or staff to leave the ER. The ER physician is in telephone communication with the board room and is voicing his concerns for the safety of the staff and patients in the ER.

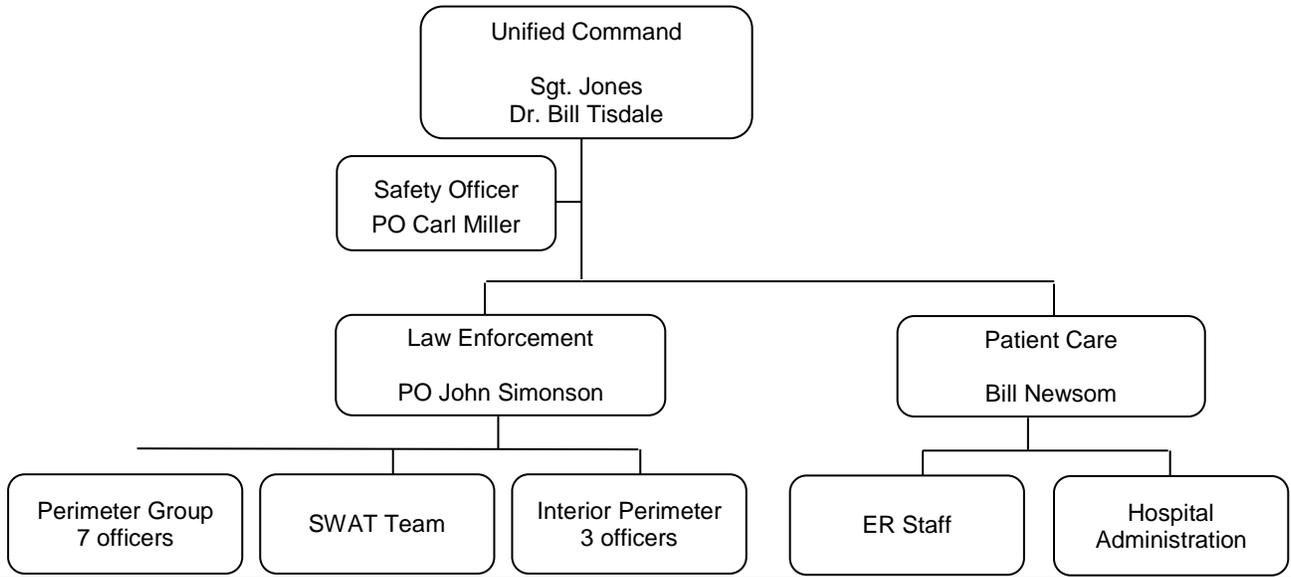
Unit 4. Incident/Event Assessment and Incident Objectives

	1. Incident Name ER HOSTAGE SITUATION	2. Date	3. Time
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4. Map Sketch



5. Current Organization



Page 1 of 2	6. Prepared by (Name and Position) IC Sam Jones
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Unit 4. Incident/Event Assessment and Incident Objectives

6. Resource Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
6 police vehicles	M-1, M-2, M-3, and M-4, M-5 and M-6		X	Outer perimeter and hallways around the ER
6 Sheriff's vehicles	O-1, O-2, O-3, O-4, O-5, and O-6		X	Outer perimeter
SWAT Team	SWAT Team	11:00		
EMS	MALS-1 and MALS-2		X	Staging
7. Summary of Current Actions				
<i>Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.</i>				
<p>Situation: Incident Command Post (ICP) located at the corner of S. and 14th Streets requested a SWAT Team. Contacted Central City EMS for ambulances to standby in staging. The emergency room suite has been closed down with hospital security guards and Central City Police. The Liberty County emergency management office has activated the Emergency Operations Center. Hospital Administrator Harold Boyer has briefed the mayor and police chief indicating we will need a full Command and General Staff. Chief Howard is concerned about the location of the ICP. The next operational period will begin at 1800 hours.</p>				
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STUDENT HANDOUT – UNIT 5: HOSPITAL SCENARIO

Purpose:

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

Instructions:

Work in teams to complete the following activity:

1. Review the following scenario update and the scenario materials in the previous units.
2. Complete the ICS Form 215 for hospital staff and resources.
3. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
5. Outline the agenda for the operations briefing.
6. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

Scenario Update:

It is now 1230 hours. Negotiators are in communication with the gunman and are working through his demands, which include safe passage out of the hospital and a getaway car for him and his hostage. TV and newspaper media are arriving at the security perimeter and are looking for a press release before their afternoon deadline. The families of many of the ER staff are calling to ask about their loved ones on the ER staff.

Because of the number of patients and staff in the ER, negotiators are indicating that this may be a prolonged standoff. Plans are being formulated to deploy the SWAT team into the ER, if necessary, but due to the large number of civilian personnel in the ER, this will be considered only as a last choice.

The clinic and lobby have been locked down and staff members are diverting clinic patients and visitors to neighboring hospitals and clinics. Many of the patients are ambulatory, but some will need transportation. The SWAT team commander is asking you to evacuate the hospital lab and x-ray areas as well as all treatment rooms and offices on the main floor. Security guards and police officers are guarding the stairwells, and the elevators have been disabled and guarded.

Recommendations:

- Evacuate the main floor of the hospital.
- Move patients that can't be safely transported to upper floors.
- Postpone all elective surgical procedures and notify patients with appointments in the hospital today.
- Screen and evacuate visitors through the west entrance to the hospital.
- Notify incoming staff and provide instructions on where to report when arriving for their shift.

The next operational period will begin at 1800 tonight and end at 0600.

Critical Issues Facing Hospital Staff and Law Enforcement:

- Safety of all patients and staff in the ER
- Apprehension of the suspect
- Continue to provide medical care to hospital patients
- Evacuate patients as medically and tactically appropriate

Resources Ordered After Initial Assessment

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
6 police vehicles	M-1, M-2, M-3, and M-4, M-5, and M-6		X	Outer perimeter and hallways around the ER
6 Sheriff's vehicles	O-1, O-2, O-3, O-4, O-5, and O-6		X	Outer perimeter
SWAT Team	SWAT Team 1		X	ICP
5 20-passenger buses			X	Staging
Engines (3)	ME 1,2,3		X	Staging
EMS	MBLS-1, MBLS-2, and MBLS-3		X	Staging
EMS	MALS-1 and MALS-2		X	Staging

Resources

Resource	Kind	Number & Type
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Central City EMS	BLS ALS Medevac Off-Duty Personnel (full-time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Central City Public Works	Front-End Loaders Dump Trucks	3 4

Unit 5. Planning Process

Resource	Kind	Number & Type
Other Local EMS	BLS ALS	5 units: OBL-1, OBL-2, OBL-3, OBL-4, and OBL-5 2 units: OALS-1 and OALS-2
Hospital Staff		
40 staff physicians		
23 day shift nurses		
11 evening shift nurses		
7 night shift nurses		
17 part-time nurses		
25 security guards		
100 maintenance specialists		

Additional Available Resources

State Police:

15 marked units

Hazardous Materials Response Team

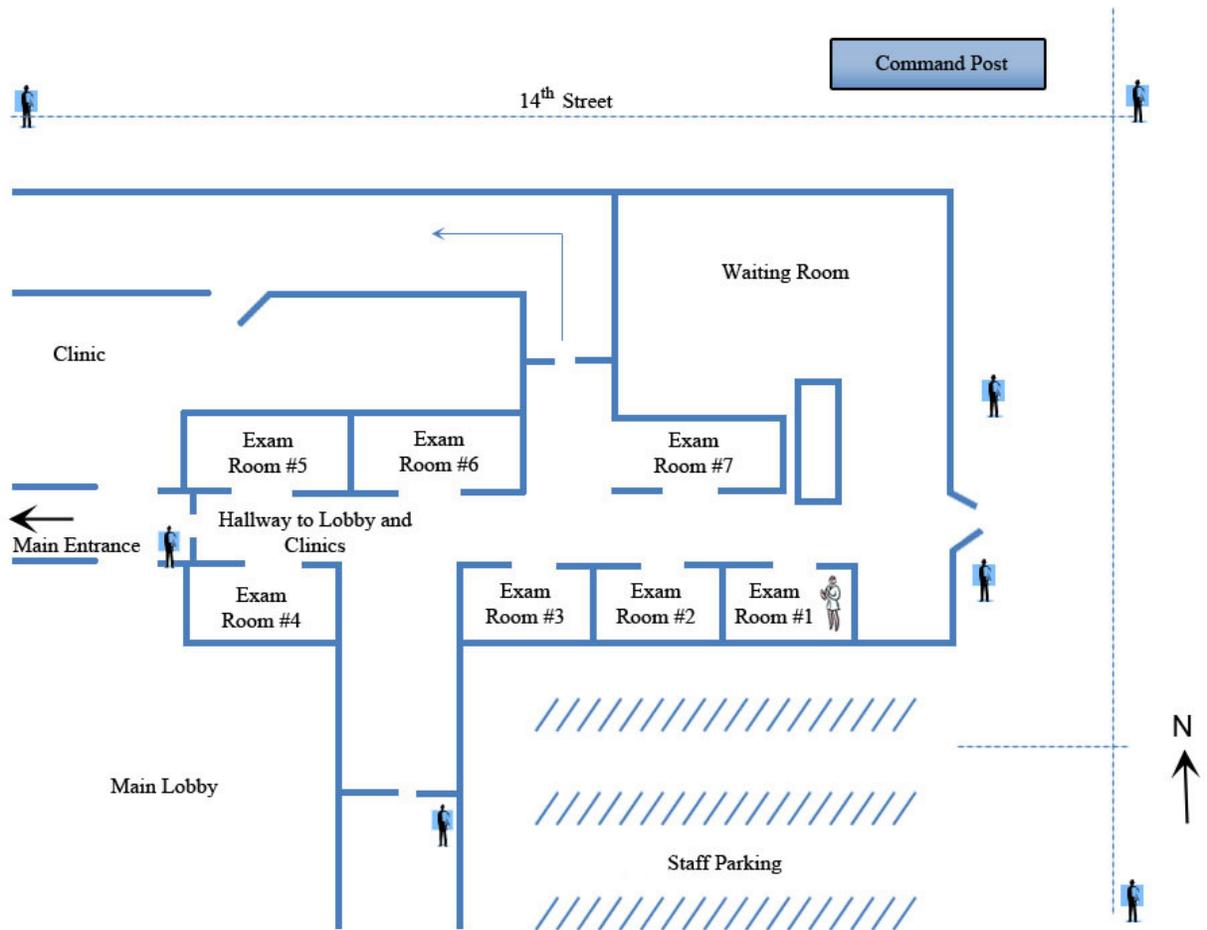
Incident Communications

Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

Unit 5. Planning Process

Map:



Your Notes:

STUDENT HANDOUT – UNIT 6: HOSPITAL SCENARIO

Purpose:

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

Instructions:

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

Your Notes:

STUDENT HANDOUT – UNIT 7: HOSPITAL SCENARIO

Purpose:

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

Instructions:

Work in teams to complete the following activity:

1. Review the information you developed in the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the mayor of Central City and the hospital board of directors.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

Scenario Update:

It has been 12 hours since the hostage situation began. SWAT negotiators were able to convince the perpetrator to release the triage nurse he was holding hostage, and after continued negotiations, he surrendered peacefully to law enforcement officers.

The outer perimeter has been released and visitors and employees have access to the hospital with the exception of the ER suite. Central City Police have closed off the ER suite while they continue their investigation.

Now the hospital staff must focus on continuing medical care for patients who are still in the hospital as well as providing emotional and psychological support for staff. Patients that were transported to other hospitals are being returned as medically appropriate.

Unified Command determines that the incident priorities will now be restructured to focus on resuming normal operations.