

ITN Emergency Action Plan



ISLAND
TRAILS
NETWORK

Island Trails Network
PO Box 301
Kodiak AK 99615

Phone (907) 539-1979
www.islandtrails.org

Tax ID 20-8024635
DUNS number 832309087

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DEFINITIONS OF TERMS

Accident or Incident: An unplanned occurrence that results in injury or damage. Does not imply human error or negligence.

Administrative EAP: All aspects of an emergency action plan (EAP) that are coordinated through ITN's office or office personnel. For example, all aspects of a crisis communication plan are considered part of an administrative EAP.

Contractor: Is a person who has a contract for work to ITN.

Crisis communication: Any and all communication that occurs following a serious incident. This might include, but would not be limited to, communication from the incident site to an office, and from the office to all interested parties. It would also include communication to/from family members and/or the media.

Field employees: Employees who leave the office and perform work in an outdoor environment, are considered field employees. ITN crew leaders are typically considered field employees.

Interested parties: Any and all affiliates of an organization, specifically associates who are directly affected by an organization's mission or programming, are considered interested parties. In this report, interested parties might include, but would not be limited to, employees, trainees, family members, supervisors, board members, attorneys, insurance representatives, and media representatives.

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ACRONYMS LIST

ITN	Island Trails Network
CISD	Critical Incident Stress Debriefing
CRT	Crisis Response Team
EAP	Emergency Action Plan
ED	Executive Director
EMS	Emergency Medical Services
FEMA	Federal Emergency Management Agency
PR	Public Relations
RMC	Risk Management Committee
USCG	U.S. Coast Guard

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EXECUTIVE SUMMARY

GOAL OF REPORT

The primary goal of this document is to promulgate and emergency action plan (EAP) that can be used to help stabilize a work-related emergency, communicate effectively at all levels within the organization following that emergency, and minimize the long-term ramifications that can result from a serious or fatal work-related incident.

We recognize that the final details of EAPs will vary, depending on a variety of circumstances. For example, in cases where ITN employees are used to lead trail crews, ITN would be expected to bear some significant responsibility for the welfare of the crew members during associated training. In these specific cases, ITN would also be expected to provide appropriate care to an injured crew member or injured crew leader following a work-related incident. Therefore, in cases where ITN employees are used to conduct work, an appropriate EAP is being established by ITN.

In cases where ITN contracts with non-ITN employees (e.g. a "partner") to conduct work or training, when ITN uses a partner to assist with a portion of a work project, or when a project occurs within a partner's jurisdiction who requests that their EAP supersede ours, ITN must ensure that first responder roles and responsibilities are clear between ITN and the contractor. Although ITN might not take the role of establishing an EAP in this situation, it should ensure that one exists and that roles are clear.

Given that ITN is responsible for the oversight of safety in our work environments, there is a possibility that following an incident—even in instances where the event is conducted by a partner—the quality and/or appropriateness of the training and/or equipment could be questioned or challenged, and ITN could end up having to legally defend itself, its training curriculum, and any approved training, policies or work procedures.

Therefore it is in ITN's best interest to 1) be notified as soon as possible following any serious or fatal training incident, and 2) potentially have a say in the actions taken (i.e., collection of equipment, witness statements, etc.) following a serious incident. In turn, clarification regarding any partner's EAP should likely be written into the project contract, grant, or work agreement.

In other words, regardless of the role ITN plays in any project, it is important that ITN is educated regarding what constitutes an effective EAP and where areas of concern might exist. It is equally important that ITN takes appropriate action to ensure that an EAP is in place at all sites where training occurs.

Specifically, an EAP involves three main components—managing the incident, crisis communication, and long-term considerations—and poor performance in one of these areas is not compensated by exceptional performance in another.

APPENDICES

Appendix A

EMERGENCY ACTION PLAN CHECKLIST

This Emergency Action Plan (EAP) Checklist will be used to help identify which items of the EAP are already in place and where modifications are needed. When evaluating emergency preparedness, ITN personnel should evaluate their readiness to deal with any potential emergency (whether they occur during mobilization, down time, work, or recreational trips, etc.)

Using the following checklist, identify which items are complete (C), partially complete (PC), or incomplete (I):

First Stage Items – Scene Maintenance

_____ There is appropriate medical and/or emergency equipment at all training sites. This might include, but would not be limited to, first aid kits, communications equipment, adequate materials for splints, shelters, etc. The equipment is well maintained. ITN staff are familiar with what equipment is available, and they are trained in its use.

_____ ITN staff are trained to stabilize the scene in the event of an emergency. They know which behaviors can help or hinder a crisis situation. They can provide first aid as needed.

_____ In the event of a life-threatening emergency, ITN staff have the means to quickly access emergency medical support. They know where phones are located and/or carry fully charged cell phones that are dependable. They can identify (to emergency medical service [EMS]) exactly where they are and what they need.

_____ Staff can quickly access applicable medical information about the patient, and this information can be provided to the emergency medical personnel or medical facility as necessary. (This information would include, but not be limited to, the patient's allergies, current use of medications, and/or health insurance information, if it is required.) In the event that this information is not available at the site of the incident, it can be quickly accessed and passed along. This should be available from student's Risk Assumption forms when they are asked to list medical/physical limitations.

_____ ITN staff are trained in what to do with the non-injured group members. They understand group needs following a serious incident.

_____ In the event that EMS is not used following an injury, ITN staff understand if/when it is appropriate for them to provide first aid, recommend or require professional follow-up, and/or if/when it is acceptable to transport a crew member to a medical facility.

_____ In the event that an incident occurs at a location that involves an outside party (e.g., Alaska State Parks, U.S. Coast Guard personnel, a guest/contracted instructor, etc.), there are clear guidelines regarding who is responsible for the injured person, including who will provide first aid (if it is needed), who will contact EMS, etc.

_____ ITN staff understand their legal obligations following a training fatality. This includes an understanding of what to do with the body, witnesses, and witness statements. The ITN staff have clear guidelines regarding the collection of ITN (or the training site's) equipment that was being used during the incident. If/when (and as soon as) appropriate, the ITN employee should

create a written document of the incident that includes facts but does not offer judgments. Preferably this written document will be drafted before the end of the first evening of the incident.

Second Stage Items – Administrative EAP and Crisis Communication

_____ Following a work-related incident, ITN staff are appropriately trained to contact the Executive Director and/or designated back-up. ITN staff know where to find these phone numbers at all times. ITN has identified a backup person/numbers in the event that the primary person is unavailable.

_____ ITN has a system for collecting any and all information (on the incident, status of the injured person, etc.) as it comes in. The information is maintained in writing, and it is stored appropriately.

_____ In the event that equipment and/or witness statements are collected following the incident, ITN has a system for storing the items in a secure location.

_____ ITN has emergency contact information for all participants—ITN staff, crew members, partners and volunteers—regardless of who is injured. This includes names and phone numbers of loved ones, as well as the relationships between the injured person and the loved ones.

_____ ITN has identified a family liaison who is in charge of notifying the family in the event that a trainee is seriously/fatally injured.

_____ ITN has clearly identified the family liaison's role, and the liaison has appropriate training or guidance in contacting loved ones in the event of an emergency.

_____ There are clear guidelines that identify what type of short-term assistance employees are expected or allowed to provide to an injured trainee's family. This might include, but would not be limited to, ongoing communication, meeting them at the airport, providing financial assistance, etc.

_____ ITN has completed an up-to-date notification list that identifies all interested parties, and their names and phone numbers are easily accessible. The list would include, but would not be limited to, (local and/or regional) supervisors, public relations/media spokespersons, legal counsel, a family liaison, and an insurance representative (if appropriate). The phone numbers are periodically checked/tested for currency.

_____ ITN has identified if/when a representative from ITN will be contacted (in the event of a serious or fatal injury). It has listed key personnel names/phone numbers, and it has contacted this person (persons) to clarify his or her role in the EAP.

_____ There is a system in place that clearly identifies the chain of communication (who should call whom). Employees at all levels understand the system.

_____ ITN has a designated media spokesperson. The spokesperson is trained in providing information to the press as well as TV reporters. In the event that a PR representative is used, the site has a system for providing accurate information about the ITN program. The site has considered questions that might be asked following an incident, and it has a prewritten response that can be accessed quickly (e.g., a working paper that can be used to guide responses).

_____ There is a system for assessing the status of the situation, identifying ongoing priorities, and identifying tasks/needs. The system is coordinated by a single designated person.

_____ ITN is prepared to provide information and updates to all employees and trainees, as soon as details are known and on an ongoing basis. This would include, but would not be limited to, the accurate distribution of information via verbal communication, use of the Internet (e-mail and web site), memos, and/or newsletters.

_____ ITN has clarified what its communication role will be in the event that a trainee is seriously or fatally injured. Guidelines might outline if/how information will be distributed, and who will be charged with notifying the site, the family, the media, etc.

_____ There is a system for keeping records on an ongoing basis. This includes documentation of incoming phone calls and inquiries, outgoing phone calls, requests for interviews, copies of press releases, news reports, etc. In the event that a trainee signed a release of liability form, the site ensures that the form is secured as well.

Third Stage Items – Long-Term Considerations

_____ ITN has identified sources for providing emotional support to uninjured ITN crew leaders and crew members following a serious work-related incident. These might include, but would not be limited to, names/phone numbers of local mental health professionals; an understanding of the Critical Incident Stress Management system, and access to local Critical Incident Stress Debriefing providers; and clarity in knowing what ITN can and cannot offer financially (that is, will ITN pay for any of these services?).

_____ There are clear guidelines that identify the type of ongoing assistance ITN will provide to crew members and crew leaders following a serious training-related incident or fatality. This might include, but would not be limited to, ongoing communication, hospital visits, etc. The guidelines also clarify what differences, if any, might exist in the event that the injury/fatality is to a crew member.

_____ There are clear guidelines that identify the type of ongoing assistance ITN will provide to family members and loved ones following a serious or fatal training-related incident. This might include, but would not be limited to, assistance with travel and accommodations, assistance with funeral expenses, on-going communication, involvement in an investigation, etc. The guidelines also clarify what differences, if any, might exist in the event that the injury/fatality is to a trainee or instructor.

_____ ITN has consulted an attorney (experienced in crisis response and/or with the site's overall EAP) prior to an incident, and the attorney has reviewed the EAP.

_____ ITN has contacted the applicable insurance representative, and the representative is familiar with the EAP. Steps have been taken to make sure the EAP does not contradict the insurance company's rules/regulations.

_____ Instructors would contact the appropriate ITN personnel for clarification regarding long-term expectations following a training-related incident. This would include, but not be limited to, the following: changes to or a moratorium on work practices following a fatality; directions regarding the initiation of an investigation following a fatality; directions regarding the chain of communication following a fatality; expectations regarding the long-term care of an ITN crew leader or crew member in the event of a serious injury; and expectations regarding assistance available to the family or loved ones in the event of a serious/fatal injury to an ITN crew leader or crew member.

_____ ITN has a plan for testing its EAP periodically, and conducts a post-incident evaluation.

Appendix B

GUIDE FOR INITIATING AN EMS RESPONSE

The following page is an example of a “who to call/what to say” card. The “what to say” card can help the caller maintain a sense of control over the situation and the card prioritizes the most relevant and applicable information first. Typically 911 is a conduit for all emergencies, regardless of the nature of the call. Crew leaders are encouraged to find out which means of communication (e.g. VHF, Sat Phone) and which number or frequency is most appropriate and use that number on the “who to call” card for the location. This type of card can be laminated and placed in a first aid kit. It should be easily accessible during any emergency situation.

FRONT OF CARD

Who to Call – Emergency Medical Services (EMS) and Office Contacts

Once you reach a phone or radio, call the following numbers/frequencies, in the following order, until you reach a person rather than a recorder. Once you reach a person, pass on the information listed under “What to Say” below.

If the accident is a life-threatening emergency and requires immediate assistance, contact:

- * 911 or the appropriate emergency medical number in your area. (Be aware that in some states or non-urban locations, non-911 numbers provide a more applicable, rapid response.)

After calling for medical support, or if the emergency is not life threatening, call the following people/phone numbers in the following order:

- * ITN Director (cell- 907-539-1979)
- * ITN President (home 907-xxx-xxxx)

BACK OF CARD

What to Say (to Coast Guard/EMS. Most importantly, SPEAK CLEARLY.)

- * Who you are
- * Where you are (Front country: use street address or milepost. Back country, use latitude/longitude AND noun name)
- * How many patients there are
- * What happened (be very brief)
- * Provide a very basic medical assessment, if it is available (e.g., patient is unresponsive, patient is not breathing, patient has serious burns to the hand, etc.).
- * Tell them what you need or would like (i.e., an ambulance, a paramedic, oxygen, etc.
- * Ask them how long it will take for someone to arrive.
- * Be prepared to stay on the line. It is important for you to stay with a seriously injured patient, use an assistant or qualified trainee to make the call and use this card as a guide.

Appendix C

COMMUNICATING WITH THE OFFICE

After a field emergency has been stabilized, it is important for the ITN instructor to convey accurate information to the main ITN office. The person making the call should be sure that the person receiving the information has written it down and that it is clearly understood. If the person contacted cannot help the caller, do not assume that the correct information will be passed on to the appropriate source. Also, in the event of a serious incident, it is important that a follow-up contact time/plan is established. That is, the instructor and the office should clarify what is going to happen once the phone call ends (e.g., will the group return to the camp site? and both parties should come up with a plan for remaining in contact in the event that someone has a question or requires a status report.

This type of guide can be laminated and placed in a first aid kit as well as posted at the ITN office. It should be easily accessible in any emergency situation.

What to Say: Communicating with the Office

Once you stabilize the field emergency, you need to pass along applicable information to designated office personnel. If you are a training site representative and receive a phone call from someone who is dealing with an emergency, you must be prepared to collect and document the following information.

The following information must be accurately passed from the field (ITN crew leader) to the ITN office:

- Name of person doing the calling
- Location of person doing the calling
- Nature of the incident
- How many patients there are
- Using a set of SOAP (subjective/objective information, assessment, and plan) notes, identify the patient's problem and treatment plan.
- What has been done up to this point (i.e., emergency medical services [EMS] has been called, the patient is on the way to the hospital, etc.)
- What you will do with the uninjured trainees (i.e., continue with the work, return to Kodiak, etc.)
- Is there anything the office can do to assist?
- Where/how can you be reached once you get off the phone/radio? (Consider arranging a follow-up contact.)

Appendix D

PATIENT INFORMATION

This handout can be used to help gather applicable information regarding an injured ITN crew leader or crew member. The form will likely be completed by office personnel following a serious incident. The information can then be used to help assure accurate transfer of information to multiple sources (e.g., supervisor, public relations/media representative, family liaison, etc.).

1. Patient identification. Name(s) of patient(s) and connection to the organization (e.g., new trainee in a three-week long hitch).

2. Personal details. Other details about the patient(s) (e.g., age, residence, reason for participating in activity that led to incident, etc.).

3. Circumstances of the incident, if known.

4. Assistance needs.

If the incident occurred away from the work site, is there any assistance the organization can provide? Please explain.

Is it appropriate for the organization to dispatch an official to the scene or to the hospital? If so, who is most appropriate to go?

Appendix E
INITIAL CONTACT WITH FAMILY MEMBERS OR LOVED ONES

Emergency contact(s) (i.e., family members, spouse, etc.):

Name(s):

Phone number(s):

Address and time zone:

Relationship(s) with injured party:

Guidance for the Initial Phone Call – Points to Cover in the First Call to Family

1. Provide information regarding the situation: what happened, who was involved, and where did it happen?
2. Provide information on the health status of the individual (if known), and information on where the person is (hospital) or can be reached (include phone numbers).
3. Offer sympathy (which is not the same as admission of fault).
4. Let the person know what will happen next from your standpoint.
5. Let them know what (if any) logistical support you can offer (travel arrangements, rides, help with housing, etc.).
6. Ask open-ended questions: “What can I do to help you?” or “Is there something else we can do to help?”
7. Provide contact information so that the loved one can reach you (or someone at the ITN office). Provide names and phone numbers for primary and backup contact persons at ITN.
8. Offer a plan for subsequent communication.
9. If possible, reassure the family that your site will coordinate public statements and media contacts with them in advance.
10. If you reach an answering machine, do not leave a message unless it is absolutely necessary. Keep calling back. If you do need to leave a message, do not mention any details. Just ask the person to call you as soon as possible.

Appendix F

NOTIFYING NEXT-OF-KIN IN THE EVENT OF A FATALITY

- Prior to any post-fatality notification, ITN should consider carefully who should present the news. Typically a person in an executive or high-level position is considered most appropriate, **this would be the Executive Director**. If a lower-level employee knows the deceased and his/her loved ones, it might be appropriate for him/her to make the initial contact instead.
- ITN should consider whether or not it is possible to present the news in person or if the message will need to be delivered via telephone. If the injured/deceased lives locally, it might be most appropriate to deliver the news face to face.
- In the event that the victim's emergency contact information lists two parents, be aware of the potential that the parents might be estranged and that you might need to contact both. In the event that the victim identified parents and spouse, the site should contact both (or all three).
- The caller should think about the timing of the call and try to consider what the loved one might be doing at the time (e.g., Is it likely the loved one is at home, driving in rush hour traffic, or at work? Has the caller considered the time zone difference?) Please note: This does not imply that the organization should wait to deliver the news.
- Contacting the next-of-kin following a fatality should be done as soon as possible. Delays in making the call will only make it more difficult and can ultimately result in bad feelings and/or suspicions.
- Great care should be taken in how any information is presented. The caller should maintain a high level of sensitivity to family members and their feelings. It is acceptable to offer condolences, which is not the same as admitting fault. In fact, it is important to offer sympathy and support.
- Statements made should be clear and factual. Facts should be written and accurate, and the caller should make sure to have the list of facts available and in front of him/her. **Do not speculate, assume, or pass judgment**. If facts are unknown, let the person know you will call back with details at the earliest possible date/time.
- The caller should be direct, avoid "beating around the bush," and yet use tact. In order to achieve this, the caller should organize his thoughts prior to the call, perhaps to the point of creating a written statement. The caller should work to identify key points but avoid sounding "canned."

- Prior to making the call, the caller might want to practice by role playing with co-workers and colleagues and rehearsing what he would like to say. It is important to demonstrate sincerity, and rehearsing a statement can help with the caller's presentation.
- The caller should not make promises he cannot keep. For example, he should take care to avoid committing to financial help and/or an investigation unless he is certain ITN will back the promises.
- Once the news of the fatality has been offered, find out if the person is alone. If this is the case, it is common for the caller to encourage the family member to contact a friend or loved one for company and support.
- The person may become very upset or angry. Be prepared for a strong emotional reaction.
- The person is often stunned. Do not expect him/her to carry out a conversation or ask a lot of questions. Often the person needs time to assimilate the news and/or is not prepared for details during the first call. Let him/her know you will call back at a particular time with additional details, or encourage the person to contact you at his/her convenience. Make sure there is someone available at the number you provide.
- Ask open-ended questions, such as, "Is there anything I can do to help?" Make sure you take the time to listen and give the person the opportunity to talk or vent.
- If the person does have questions or would like to know details about what happened, follow the guidelines offered in Appendix E—Initial Contact with Family Members or Loved Ones.
- If you reach an answering machine, hang up and call back immediately because some people screen their calls. If you cannot reach a live person, leave your name and number and ask the person to contact you as soon as possible. Let him/her know that there has been an emergency, and leave a number where you can be reached.

Appendix G
NOTIFICATION OF INTERESTED PARTIES

1. Identification of family liaison (i.e., the training site employee responsible for main contact with family)

Name: **EXECUTIVE DIRECTOR**

Phone numbers:

Time/date when contacted:

2. Identification of designated backup liaison

Name: **DIRECTOR OF OUTREACH, EDUCATION, MARINE PROGRAMS**

Phone numbers:

Time/date when contacted:

3. Identification of ITN's key personnel

Supervisor name: **ITN PRESIDENT**

Phone numbers:

Time/date when contacted:

Supervisor name: **ITN VICE PRESIDENT**

Phone numbers:

Time/date when contacted:

Supervisor name: **ITN SECRETARY**

Phone numbers:

Time/date when contacted:

Supervisor name: **ITN TREASURER**

Phone numbers:

Time/date when contacted:

(Be sure to coordinate media inquiries with the family. Do not disclose private information about the patient[s] or his/her condition without family approval.)

Attorney name: CONTACT DEB AJANGO FOR RECOMMENDATION at:

Phone numbers: (907) 696-3490

Time/date when contacted:

Insurance representative name: Sweeney Insurance

Phone numbers: **907-486-3101**

Time/date when contacted:

5. Record keeper (i.e., the person responsible for compiling copies of all records about the incident, including memos, notes, news reports, correspondence, bills, and other materials)

Name: _____ **Executive Director**

Phone numbers: **wk 907-539-1979**

Time/date when contacted:

6. Caller identification (i.e., name of person[s] responsible for notifying the above interested parties)

Name: **EXECUTIVE DIRECTOR**

Phone numbers: **wk 907-539-1979**

Time/date when contacted:

Appendix H
EXAMPLE OF WORKING PAPER
(Keep to two pages maximum.)

This handout provides basic information about the ITN program, and the history of accidents. For additional details, please contact (include name and number).

What is ITN? Island Trails Network is a non-profit organization with a mission to develop, maintain and promote sustainable trails, waterways, shorelines and access to those resources throughout the Kodiak archipelago through action advocacy and education.

Who are ITN crew leaders?

ITN crew leaders are either paid staff of ITN or interns from the Student Conservation Association (SCA). They lead youth and volunteer trail crews on conservation projects in the Kodiak backcountry and front country on a seasonal basis. They are typically recent college graduates or undergraduates pursuing a degree in the natural resources field.

All ITN crew leaders receive training in leadership, principles of conservation, equipment safety, and emergency procedures at the beginning of the season. They are required to maintain current Wilderness First Aid (16-hour) or Wilderness First Responder (80-hour) credentials. Crew leaders are subjected to background checks and driving safety checks before hire.

How are you funded?

ITN is funded through grants, fee-for-service contracts, and memberships.

How safe is the environment in which you work? Have you ever had an accident?

Because of the inherent risks of our environment--cold water, mountainous terrain, and bears to name a few-- we can never guarantee that a participant is free from all risk or is "safe" from potential harm. We are constantly refining and reassessing risk with the goal of lowering risk, while providing a valuable community and environmental service and a transformative life experience for our crews. *Insert refined risk policy here. www.islandtrails.org/risk_philosophy*

Despite the inherent risks, ITN has not had a reportable accident since its inception in 2006.

Who makes up the ITN Board of Directors?

Our nine-member board of directors are all volunteers, comprising a cross-section of recreational interests in the Kodiak community. Board members serve three year terms, with officers holding office for one year.

Appendix I MEDIA GUIDELINES

It is essential that each site has a media response plan in place, up to date, and readily available. The plan should be clear and concise, and all employees should be familiar with it. In fact, the site might consider providing training (perhaps during an employee's orientation) to provide guidance as to what each person should do (say or not say) in the event that he or she is contacted or confronted by a media representative following an incident.

Designate a spokesperson. One of the first steps a site should take prior to an incident is to designate one or two people to be personally responsible for media relations. These persons should be compassionate and an excellent communicator. He or she will be responsible for writing press releases and providing interviews, and staff members should be instructed to direct all media inquiries to him/her.

Create a working paper. The working paper should anticipate questions that reporters will/might ask and should include information on ITN, its history, the safety training curriculum, safety policies, and the site's accident history. It might also include information on the relationship between the ITN instructors, members and ITN.

Confirm the existence of an open route of communication between your spokesperson and the media. Make sure your spokesperson has up-to-date, accurate phone numbers, fax numbers, and e-mail addresses for all local radio and television stations, as well as newspapers. Take steps to make sure the media have your spokesperson's contact information as well.

Confirm the existence of open routes of communication within your organization. There should be a system in place to help ensure that the spokesperson can access current and accurate information on the training program, its personnel, and trainees. While much of this information can be obtained via the working paper described above, person-to-person contact is often needed as well. For example, a person who works directly with the training program can be used to confirm the accuracy of information about an employee, or a training exercise before it is forwarded to the media.

Minimize and/or counter rumors. Communication of rumors through the media can create chaos in an emergency situation. The best way to counter rumors and control misinformation is through regular, direct, and honest communication of what is known and not known. Establish a "baseline of knowledge" that outlines what you know to be true about the situation. Stick to the facts, and avoid speculation or judgments/blame. Use the baseline as the starting point for updates, clarifications, and revisions.

Media Checklist

The following checklist can be used to help a site determine whether or not it is prepared to meet with the media following a serious incident or fatality.

- ✓ A media spokesperson has been named.
- ✓ All employees know who the spokesperson is and have current contact phone numbers for the person.
- ✓ Employees of the organization know how to route calls from reporters to the spokesperson, and the site has a system for handling requests for information from the media.
- ✓ The site has an up-to-date working paper.
- ✓ The site has a system for providing the spokesperson with current and accurate information on an injured person and details of the incident. (This information should not be released to the media until family members have been notified.)
- ✓ The spokesperson knows how to identify and use key messages.
- ✓ The spokesperson has easy access to the names and phone numbers of local media.
- ✓ In the event that the spokesperson chooses to offer a press release, the fax numbers or e-mail addresses of applicable media sites are easily accessible.
- ✓ The site has a designated area for receiving the media.
- ✓ The receiving area is located a sufficient distance from working employees and trainees (i.e., in an area that will cause minimal disturbance).
- ✓ There is a plan for dealing with after-hour requests for information. There are procedures in place in the event that a reporter shows up at the facility.
- ✓ The site has a system for using its web site to disseminate (and update) information.

Appendix J

MAKING PUBLIC ANNOUNCEMENTS

Following a serious or high-profile incident, the media will most likely initiate contact with ITN. Having a press release handy when a reporter calls, however, can provide a greater sense of control and can help the site define the message it wants to send. The public announcement or press release should be issued by the designated spokesperson, and all questions should be referred to him/her.

Further, if a training incident has occurred, but it is not apparent that it will become high profile, a site might consider creating a press release that can be issued as soon as (or if) the first media call comes in.

A press release should be short but include the following basic elements:

- **FOR IMMEDIATE RELEASE**

If the information can be released to the public, let the media contacts know it by typing these three words just under your letterhead. Include the date this press release is being sent out.

- **CONTACT INFORMATION**

Identify who within your organization is allowed to provide information (e.g., the media spokesperson). Include this person's name, title, telephone number, pager number, and fax numbers. It is often expected that home and cellular phone numbers be included as well.

- **HEADLINE**

Describe the event within one or two sentences. This might be a statement such as, "Trail crew member fatally injured"

- **LEAD PARAGRAPH**

Your lead paragraph should address the main public concerns or questions. Make sure to include the five Ws: who was involved; where and when did the incident occur; what happened; and why (or how) was the student seriously/fatally injured. The information should not include speculation on a "how/why," but factual details can/should be included.

- **TEXT**

If there will be a follow-up press conference or opportunity for interviews, provide details.

- **RECAP**

Depending on the situation, it might be appropriate to summarize the event and its importance to the public.

Appendix K.
MEDIA CONTACT SHEET

The following list can help each site identify the appropriate news representative from the various local agencies. The names/contacts should list the reporters who would most likely cover an incident or the editorial supervisor who will choose the reporter.

PRINT

Local news contact—**Kodiak Daily Mirror**

Name **Jacob Brooks**

Phone number(s) **907-486-3227**

E-mail address **editor@kodiakdailymirror.com**

Date last checked **11/2/2012**

RADIO

Local news contact / **KMXT public radio station**

Name **Jay Barrett**

Phone number(s) **907-486-3181**

E-mail address: **jay.barrett@kmxt.org**

Date last checked **11/2/2012**

USCG

Name **Sara Francis**

Phone number(s) **907-250-8372**

E-mail address: **sarafrancis@mac.com**

Date last checked **11/2/2012**

Appendix L
RECORD-KEEPER FORM

The record keeper is charged with maintaining all incoming and outgoing information following an incident. This includes current and accurate information on the patient; it includes all requests for information from the media; it includes all press releases, articles, and news features that cover the incident; and it includes contact or correspondence between the site and the injured person and/or his/her family.

The staff position in charge of record keeping will be the **Executive Director**.

Checklist:

- Information about the incident and patient (including status)?
- Any equipment that was being used during the incident (i.e., safety/training gear)?
- Information on interested parties (including names/phone numbers)?
- All requests from media?
- All information presented from the site to the media?
- All information presented by the media to the public?
- All information given to or questions from the patient and/or his/her family?

Record Sheet

Name of caller: _____

Call received (time): _____

Caller's phone number: _____

Nature of call: _____

What action was taken? _____

Name of person receiving call: _____

Appendix M
PROVIDING FAMILY SUPPORT IN THE EVENT OF A SERIOUS
INJURY/FATALITY

In the event that an ITN crew leader or crew member is seriously or fatally injured during a work-related incident the training site should consider what (if any) steps can or should be taken to help support the family members and loved ones. While some of the suggestions offered below cost little to nothing, others require financial as well as time commitments.

Prior to making any commitments, ITN should be careful to ensure that promises made can be fulfilled. For example, unless ITN staff have authority to pay for a funeral, or for family members' travel to the area, representatives from the organization should be careful not to commit to or insinuate that this type of expense will be covered. On the other hand, if the organization believes that this type of support is appropriate and justified, these gestures can relieve stress and go a long way toward creating a positive relationship with the next-of-kin.

It is worthwhile for ITN to remember that family members and survivors who have experienced accidents associated with other organizations have repeatedly stated that the organization's post-incident response had a significant effect—positive and/or negative—on their ability to accept the injury/loss, on their long-term attitude, and on their tendency to seek litigation.

Above all, be aware of the family's needs throughout the ordeal. Be attentive and responsive to their particular situation. Offer condolences and spend time with them—as much as they wish and/or you can afford. Considering how important this type of outreach is—to family members as well as uninjured employees—ITN should identify what it can and will offer, whether the patient is a crew leader, crew member, or volunteer.

In all cases:

- Offer immediate sympathy and support to the injured person's loved ones.
- Consider sending flowers.
- Have someone from the site visit the family at the hospital.
- Check up on the family regularly the first week, and periodically thereafter.

If the family does not live locally:

- Consider assisting with travel arrangements, including helping defray costs.
- Consider having an ITN representative meet the loved ones at the airport.
- Consider finding (or helping pay for) accommodations and/or a rental car.
- Consider purchasing a phone card for the family.

Appendix N

GUIDELINES IF THE PATIENT DIES

As noted in Appendix O, ITN should consider what steps it might be willing to take to support the family of an ITN instructor or trainee. The following list provides considerations in the event the patient dies.

- Consider paying for or helping with funeral expenses.
- Have one or more employees—including those in positions of authority—attend the funeral.
- If funeral is not local, consider providing transportation for others who were close to patient, such as ITN instructors or other trainees.
- Send condolence notes from ITN staff, supervisors, and others.
- If the organization is going to conduct an investigation, consider giving the family a copy of the results.

Family members often state that “finding meaning” in their child’s or loved one’s death is an important component in healing. Consider ways in which you can help in this request. Consider offering a tribute meaningful to the family and appropriate to the individual. This might include but would not be limited to a local memorial, scholarship, safety workshop, etc.

Maintain contact with the family over the next year. Remember that the patient’s birthday and the one-year anniversary of the death will be particularly hard on the family.

Above all, remember that none of these actions is an admission of guilt: They are simply kind gestures that can help grieving loved ones through a difficult time. Steps such as these can truly make a difference.

Appendix O

WRITING A CONDOLENCE LETTER

Following a death, whether it is the death of an employee, contractor or crew member, ITN should consider sending a condolence letter to the next-of-kin. The following list or guidelines for writing such a letter is adapted from the “Guidelines for Composing Letters and Notes of Condolence” of the Western Washington University Counseling Center.

1. Acknowledge the loss.
2. Express your sympathy.
3. Note special qualities of the deceased.
4. Recount a memory about the deceased.
5. Note special qualities of the bereaved.
6. Offer assistance.
7. Close with a thoughtful word or phrase.

Appendix P
PROVIDING ON-GOING SUPPORT
TO THE SERIOUSLY INJURED EMPLOYEE
(From Insurance Underwriter Resources)

1. Be involved. It is your job to make sure that the injured employee receives immediate medical attention, even if this involves transporting the employee to the workplace's medical provider. If possible, make contact with the medical provider. In any case, talk to the injured employee or the family regarding his or her current medical condition, opportunities for work, and follow-up treatment required.

Remember, injured workers are worried about their jobs, their families, and their ability to pay their bills. Failure to respond to these fears and needs in a timely manner only creates stress and/or reinforces mistrust—of the employer, the insurer, and the system. Realize that accident reports do not typically move quickly through internal channels to the insurance carrier. The sooner you begin, the sooner the injured person will be compensated.

2. Explain Workers' Compensation procedures. Depending on the nature and severity of the injury, either the injured worker or the family should be told about the organization's Workers' Compensation procedures. If possible, let them know when payments will be made. Most injured workers get little, if any, information about the benefits to which they are entitled until almost a month after the accident.

Tell the employee if there will be out-of-pocket medical expenses. If the medical provider agrees to bill the insurance carrier directly, advise the employee of that fact so the employee can avoid paying a large sum up front. Also, let the employee know if mileage will be paid for authorized medical appointments.

3. Maintain contact with the injured employee. Insurance representatives note that concern for the employee is very effective in reducing claims and helping injured employees return to work. Therefore, talk to the employee about his or her injury status, well-being, and job status.

On lost-time cases, it is important that a worker not become disconnected from his/her job and coworkers. If there are problems, get in touch with the injured employee to minimize disputes and enhance positive relationships. Continue to maintain weekly communication. You can contact the injured employee by phone or in person, or write a short note; it doesn't have to be formal or extensive. Let the person know that his or her presence is missed; communicate coworkers' concerns; tell him or her that you are all looking forward to the day when he/she comes back to work.

Appendix Q

PROVIDING SUPPORT TO THE UNINJURED

In the event that an ITN crew leader or crew member is seriously or fatally injured, it is likely that employees, peers, and even new trainees will be affected to some degree. The affect a tragedy has on others will often increase significantly if the incident occurred in their presence. Do not underestimate the impact that a death can have on an organization, and consider ways in which you can provide emotional support to all.

What employers can do to help. To help employees (and trainees) work through a death or significant trauma, the National Mental Health Association recommends taking the following steps:

- Speak to the entire organization as soon as possible. Let employees and trainees know what happened. Leadership should meet with staff at all levels to express shared grief, as well as to promote available counseling services and other resources. Provide ongoing information as it is available.
- Educate your supervisors and managers about the signs of emotional distress, and identify local treatment resources. Make sure ITN crew leaders and crew members understand whether or not these services will be covered under their current health coverage. Provide educational resources to all employees, including common responses to death or critical incidents.
- Facilitate communication among employees: Support among colleagues can help employees work through difficulties.
- Consider allowing people to break from work periodically to talk. Provide a comfortable environment in which they can gather.
- Consider bringing a professional counselor/facilitator on site.
- Consider letting employees take extra time off.
- Make sure that your organization has local contact phone numbers for the Critical Incident Stress Debriefing at the USCG base. ITN is strongly encouraged to organize a critical incident stress debriefing within 72 hours of any serious incident or fatality.
- Consider addressing the injury/fatality in new trainings. It is very likely that new trainees will hear of the incident, even if it is not discussed formally. By acknowledging the incident directly, the organization can let new students know that ITN has taken the event seriously and has taken appropriate steps to minimize injury in the future.

Appendix R

CONDUCTING AN INVESTIGATION

Significant Accident/Incident Investigation Strategy. The following strategy can be used to guide ITN through a significant accident or incident investigation. It should be noted that neither public safety employees nor governmental groups typically investigate this type of incident unless criminal charges are expected.

The following process is to occur as soon after a significant accident as possible. A significant accident/incident will include any accident that involves a fatality or requires inpatient hospitalization. A significant accident/incident may also include any incident that the ITN Director or President deems important enough to warrant an investigation.

“As soon as possible” means as soon as the safety, health, and well-being of patients, ITN employees, and others have been addressed and stabilized. The following process must not interfere with the aid, rescue, or any criminal investigation associated with the accident.

The overall mission of an accident/incident investigation is to help ITN and industry prevent future fatalities and permanently disabling injuries.

The secondary goal of an accident/incident investigation is to determine primary and secondary causes of the accident.

The following strategy includes a two-part process: The first includes identifying all applicable facts; the second includes an analysis of the evidence. To ensure objectivity and eliminate any potential conflicts of interest, external team members should be used for one or both parts of this process.

PART ONE: FACT FINDING

1. The ITN Executive Director and President should talk in person or via telephone following any significant accident/incident. At that time, they will jointly determine the composition of the fact-finding team. Members from outside the organization who have relevant expertise should also be included. The fact-finding team should not be comprised of more than five members in all.
2. Team members should be selected based on their field experience, empathy, honesty, ability to have an open mind, good communication skills (written and verbal), and ability to respect confidentiality. The primary intent is to select a team that will be able to remain objective. This team is also expected to communicate with ITN and/or provide ongoing updates as information becomes available.
3. The fact-finding team will also make a recommendation to ITN Director and President on whether or not a separate, external review team should be identified/used as well. (Following fatalities, fully external teams are preferred.)
4. Once the fact-finding team is selected, the ITN Director and President will select a leader (from team members) for the fact-finding project.
5. The fact-finding team will meet to identify tasks and a strategy. This should include identifying team member assignments.
6. Tasks and assignments should include, but not necessarily be limited to, the following:

- Identify and secure equipment used during the training.
 - Identify any/all objective factors associated with the incident.
 - Interview ITN instructors, trainees, and witnesses.
7. Additionally, the fact-finding team might wish to review or complete the following:
 - Policies and procedures, and compliance issues
 - Full reconstruction of the incident
 - Photographic records (still or video)
 - All documentation associated with the training course
 8. Assignments should avoid duplication of effort; however, some tasks may involve more than one team member.
 9. The fact-finding team should identify any and all costs that could be associated with the fact-finding mission. This information should be forwarded to the ITN Director and the President.
 10. Once a strategy has been crafted and tasks assigned, the team's plan will be reviewed and ultimately approved by the ITN Director and President.
 11. Once the plan has been approved, all assignments should be completed as soon as realistically possible.
 12. Once the facts have been gathered, the team leader will be responsible for writing a fact-finding report. The fact-finding report will not include an analysis: Instead, the information in the report will be forwarded to an analysis team.
 13. The fact-finding report will be reviewed by the ITN Director and the President, and they will decide whether or not additional fact-finding is necessary or an analysis can be conducted using the information in the report.

PART TWO: ACCIDENT ANALYSIS

14. Once the fact-finding mission is complete, ITN and the President will decide whether or not the fact-finding team is the appropriate body to complete the analysis. If it is determined that an external team (or additional members) is necessary, the ITN Director and the President will identify the analysis-team members. Once the analysis team is selected, an accident analysis will be conducted, and the findings will be written.
15. The analysis should be written as honestly and objectively as possible and should be supported by the evidence. It should include a recommendation for avoiding similar accidents/incidents.
16. The analysis-team leader will present the findings to the ITN Director and the President, as well as key administrators, if appropriate. This will be done prior to the findings being released to family members, ITN employees, crew members, crew leaders or the media.
17. Once the analysis is reviewed by the ITN Director, the chair, and the administrators, it should be determined whether or not a second (fully independent) investigation is

needed. In the event that an independent team is used, no internal personnel should be selected as members.

CONSIDERATIONS FOR THE FACT-FINDING TEAM

- Decide who should and who shouldn't be interviewed.
- Create a list of interview questions.
- Create a plan for deciding when and how to seek outside assistance.
- Agree on a media response plan.
- Identify a timeline for assignments and mission completion.
- Select times or a schedule for team members to meet.

TOOLS FOR THE FACT-FINDING TEAM

- Note-taking equipment. (Do not rely on tape recordings.)
- Camera (still or video) and film/tape.
- Tags for identifying equipment or supplies as evidence.
- Secure and lockable storage for the tagged equipment.
- Depository for materials needed in the ongoing fact-gathering mission.
- Training goals, objectives, and outlines.
- Course literature.
- Contact information for students, instructors, witnesses, etc.
- Transportation (if applicable).
- Space (for interviewing, making phone calls, meeting with team members, etc.).

Appendix S

POST-INCIDENT EVALUATION GUIDELINES

The goals of a post-incident evaluation are to strengthen the existing emergency action plan (EAP) and crisis communication plan and to find areas of weakness that can be remedied through practice drills or further training.

Included in this appendix are steps ITN might use to evaluate EAP effectiveness and employee performance following a serious incident or fatality:

- Ask for feedback from the ITN instructor(s) who handled the initial incident. Ask him or her to evaluate her performance, and identify suggestions he or she might have to improve the process.
- Interview all interested parties. Find out how quickly they received news of the incident; find out who contacted them; and find out if any information was accurate.
- Review the log of all calls from the media, and document the nature of their calls or inquiries. Look at news clips and determine where ITN could have received better coverage.
- Establish a hot line or suggestion box for uninjured employees and trainees, and ask for comments. Consider allowing people to provide feedback via the Internet (web site or e-mail). Or conduct focus group sessions to obtain opinions from staff and trainees.
- Prepare a written questionnaire and distribute it to media members who were involved in the crisis response.
- Contact next-of-kin, if appropriate, and ask for their feedback.
- Meet with the crisis response team and review what worked and what did not, and determine ways to make the EAP more effective.

After completing the assessment, adjust the EAP as needed. Make sure that updated copies of the EAP are distributed, reflecting any changes that were made as the result of the evaluation process.

Further, although it is not considered part of the evaluation, consider giving employee awards for those who worked “beyond the call of duty” during the crisis, and write thank-you letters to anyone who helped in the management of the incident.

Appendix T

LONG-TERM CONSIDERATIONS

Most crises stabilize within one week after the events. That is, the person who has been seriously or fatally injured has been taken care of (medical needs have been addressed), family members have been contacted, interested parties have been notified, employees (and trainees) have been informed, and non-injured employees have gone back to work.

Nonetheless, following serious incidents, a number of challenging decisions often must be made in the long term. These might include, but would not be limited to, addressing Workers' Compensation issues; the need to offer ongoing support to family members; the need to offer support to non-injured employees and trainees; and/or the possibility of assisting with funerals or memorials in the event of a fatality.

Further, following a fatality, ITN will need to decide whether or not it will investigate the incident. Because there will likely be advocates on both sides of this issue, it will not be easy to meet everyone's needs. Family members will often have a strong desire to know what happened; employees will often want to know what went wrong so that similar incidents can be avoided; and attorneys sometimes argue against investigations for fear that findings can be used against the organization.

Finally, it is important for ITN to determine what, if any, assistance they can and will provide if a trainee is seriously/fatally injured. Decisions surrounding this issue could be particularly challenging if the instructor is hired on a temporary basis by ITN.

The following issues will likely need to be addressed . Each should be discussed prior to any accident happening, and input from all levels should be sought and considered.

1. ITN instructor/trainee injuries/fatalities:

- Will ITN pay for any medical costs associated with a serious/fatal injury during a training exercises?
- Will ITN help defer costs to the family (e.g., travel, lodging, etc.)?
- Will an ITN representative be allowed to visit the injured at the hospital?
- Will an ITN representative be allowed to meet the family at the airport?
- Will ITN offer flowers, food, phone card, etc.?
- Will ITN help defray costs associated with a memorial service or memorial events (in the case of a fatality)?

2. Post-incident investigations:

- Will ITN allow, initiate, or require an investigation following a serious training incident?
- If so, is ITN prepared to conduct such an investigation?
- In the event that an investigation is conducted, will the results be released to the family? To the media? To employees? To risk management committee members?
- Is ITN willing or prepared to learn from the incident and make modifications to the training program, as appropriate?

Appendix U
PRE-DEPLOYMENT CREW LEADER CHECKLIST

The following information should be carried by the instructor to every training exercise. It can be used as a laminated card, and attached to the exterior of a first aid kit or instructor's journal.

Instructor Checklist:

Did you remember to ...

- Check with on-site personnel to clarify roles/responsibilities in the event of an emergency?
- Check to see if your cell phone works (if you are carrying one), and verify that your cell contacts the nearest EMS dispatcher?
- Check battery levels and operation of all emergency communications equipment?
- Check your exact location in case you need to pass the information on to EMS?
- Give a "safety" talk to the students before starting?

Do you have ...

- A group first aid kit? Do you know what's in it?
- Required emergency equipment (such as fire extinguisher, oxygen, etc.)?

Don't forget to ...

- Let someone at the office know where you are and when you'll return.
- Have emergency contact information easily accessible.
- Review with the ITN Director what to do following a serious incident or fatality.

