

Incident Response Guide: Hostage or Barricade Incident

Mission

To safely manage an incident involving a person with a weapon who has taken one or more hostages or has barricaded themselves within the hospital.

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
- Maintain communications with staff, patients, visitors, and the media
- Coordinate response, release of information, and ongoing operations with law enforcement
- Provide behavioral health support and stress management services to patients, staff, and visitors
- Return to normal operations as quickly as possible

Immediate Response (0 – 2 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Confirm a hostage or barricade incident has occurred.	
			Activate Emergency Operations Plan, Hostage or Barricade Incident Plan, Lockdown Plan, Hospital Incident Management Team, and Hospital Command Center.	
			Notify the hospital Chief Executive Officer, Board of Directors, and other appropriate internal and external officials of situation status.	
			Notify law enforcement and provide details of the event.	
			Suspend or postpone nonessential services.	
			Establish a liaison role with law enforcement upon their arrival.	
			Establish operational periods, objectives, and regular briefing schedule. Consider the use of an Incident Action Plan Quick Start for initial documentation of the incident.	
	Public Information Officer		Designate and establish a media staging area in coordination with law enforcement and the Incident Commander.	
			Establish contact with media and inform them of the media staging area; provide briefings as directed.	
			Develop information release for media; work with law enforcement on details to be released; ensure families of impacted patients and staff are aware prior to release of information.	
			Provide approved messages as directed, utilize social media to disseminate information to patients, staff, families, and stakeholders.	
			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 Hospitals, 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		Complete HICS 215A to assign, direct, and ensure safety actions are adhered to and completed.	

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 behavioral health services and deploy to needed areas.	
			Activate hospital diversion; notify emergency medical services authority and ambulance providers.	
			Identify evacuation priorities and transfer requirements.	
	Security Branch Director		Activate staging area for law enforcement.	
			Evacuate the area immediately surrounding the incident site.	
			Secure the hospital and campus. <input type="checkbox"/> Direct all persons trying to leave the hospital or campus to a designated safe holding area. <input type="checkbox"/> Coordinate movement with law enforcement. <input type="checkbox"/> Provide notification of all persons including patients, visitors, and vendors who may be arriving; coordinate with Public Information Officer.	
			Activate Law Enforcement Interface Unit Leader position to coordinate with responding law enforcement agencies.	

		Provide key information to law enforcement, including: <ul style="list-style-type: none"> <input type="checkbox"/> Existing restraining orders <input type="checkbox"/> Employee or patient information <input type="checkbox"/> Witness information <input type="checkbox"/> Activation of plans <input type="checkbox"/> Campus and hospital blueprints <input type="checkbox"/> Surveillance camera footage <input type="checkbox"/> Any other information requested 	
		Provide interoperable communications to law enforcement. Provide law enforcement with communications to contact Security Branch Director or Law Enforcement Interface Unit Leader.	
	Law Enforcement Interface Unit Leader	Provide law enforcement with surveillance camera footage, hospital maps, blueprints, master keys, card access, search grids, and other data as requested.	
Planning	Section Chief	Establish operational periods, incident objectives, and the Incident Action Plan in collaboration with the Incident Commander.	
	Situation Unit Leader	Initiate tracking of patients, staff, and visitors; provide tracking data to law enforcement in coordination with the Security Branch Director or Law Enforcement Interface Unit Leader.	
	Documentation Unit Leader	Gather critical information, policies activated, blueprints, search grids, and other critical data for inclusion in the Incident Action Plan.	
Logistics	Section Chief	Activate the Support Branch to provide the logistical needs of the hospital staff and law enforcement personnel.	
	Support Branch Director	Gather information on planned or expected deliveries or pickups for the day; provide information to Security Branch or Law Enforcement Interface Unit Leader.	
		Notify operators of planned deliveries or pickups of the need to postpone or reschedule.	
Finance/ Administration	Section Chief	Refer to the Job Action Sheet for appropriate tasks.	
	Cost Unit Leader	Ensure documentation of activities, events, cancellations, etc., for tracking of financial loss and impact.	

Intermediate Response (2 – 12 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Continue to assess the impact of the event on clinical and nonclinical operations; consider additional cancellations or postponements.	
	Public Information Officer		Continue media briefings and updates as directed; work within the Joint Information Center, if available. Continue to provide approved messaging to media, patients, visitors, and staff.	
	Liaison Officer		Maintain communications with local officials and hospitals to provide updated situational assessment and impact on continued operations.	
	Safety Officer		Conduct ongoing analysis of response actions for safety; implement corrective actions and update HICS 215A.	

Intermediate Response (2 – 12 hours)

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Reassess evacuations and the need for extended evacuation to maintain safety.	
	Medical Care Branch Director		Continue clinical and nonclinical operations under current restrictions in movement and entry to hospital campus.	
			Provide ongoing behavioral health services to all impacted persons.	
	Patient Family Assistance Branch Director		Establish a patient information center in collaboration with Liaison Officer. Provide support to families of patients as needed	
Planning	Section Chief		Prepare the Incident Action Plan for the next operational period; engage all sections to provide updates in staffing and alterations in strategies and tactics.	
	Resources Unit Leader		Initiate staff and equipment tracking.	
	Situation Unit Leader		Update and revise the status boards, Incident Action Plan, and other documentation tools.	
			Continue patient and bed tracking	

Logistics	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Support Branch Director		Ensure ongoing access to necessary supplies and equipment to support any relocated services.	
			Assess the impact of postponed or rescheduled deliveries and pickups on clinical and nonclinical operations; provide information to the Planning Section for documentation and revision of the Incident Action Plan.	
			Consider activation of the labor pool based on current and projected manpower needs; consider staffing for oncoming shifts if the campus remains in lockdown.	
Finance/ Administration	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Time Unit Leader		Track hours associated with the emergency response.	
	Cost Unit Leader		Identify all costs related to infrastructure repair if damages occur during the incident.	
			Track costs and expenditures of the response; include estimates of lost revenue.	

Extended Response (greater than 12 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Continue to monitor and assess the response actions by the hospital and law enforcement.	
			Continue the collaboration with law enforcement.	
	Public Information Officer		Continue scheduled briefings and notifications to patients, families, stakeholders, and media within a Joint Information Center.	
			Address social media issues as warranted; use social media for messaging as situation dictates.	
	Safety Officer		Continue monitoring the response to ensure the safety of patients, staff, visitors, and response partners.	

Extended Response (greater than 12 hours)

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Medical Care Branch Director		Review all canceled appointments and procedures. Determine the ability to reschedule as well as resources needed to expand services, if necessary.	
			Contact patients whose care was postponed; determine their clinical status and the timeframe necessary for evaluation.	
	Security Branch Director		Identify the necessary staffing to maintain enhanced security response and campus lockdown.	
Planning	Section Chief		Ensure that updated information and intelligence is incorporated into the Incident Action Plan. Ensure the Demobilization Plan is being readied.	
	Demobilization Unit Leader		Identify issues and necessary actions to return to normal operations, ensuring all cancellations and postponements are included.	
Logistics	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Support Branch Director		Continue to project impact of postponed deliveries and pickups on clinical and nonclinical operations.	
			Work with the Operations Section to identify necessary supplies and equipment for routine operations and any expansion of operations to restore postponed appointments and procedures.	
Finance/ Administration	Section Chief		Continue to assess the financial impact of the response.	
	Procurement Unit Leader		Work with the Logistics Section to determine the need to acquire supplies from nontraditional vendors if deliveries cannot be rescheduled.	
	Cost Unit Leader		Determine the cost of the impact of cancelled or postponed services, deliveries, etc.	

Demobilization/System Recovery

Section	Officer	Time	Action	Initials
Command	Incident Commander		Confirm with law enforcement that the hostage or barricade incident is resolved.	
			Ensure that all patients, staff, and visitors are notified of the status of the incident.	
			Communicate to all Command and General Staff that the incident is resolved. Begin to identify personnel and activities for demobilization.	
	Public Information Officer		Schedule media briefing; work within the Joint Information Center and law enforcement.	
			Determine appropriate personnel to address media; coordinate hospital and law enforcement speakers.	
			Use social media to notify patients, staff, visitors, and stakeholders that incident is resolved.	
	Liaison Officer		Notify all local hospitals, response partners, and stakeholders that incident is resolved.	
	Safety Officer		Ensure that any operational response changes undertaken to provide for the safety of patients, staff, visitors, and response partners are returned to normal operations. Update the HICS 215A.	

Demobilization/System Recovery

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Initiate activities to restore normal operations; work with the Planning Section to identify activities that were altered for restoration to normal.	
			Restore visiting hours if suspended; determine the need to expand normal hours and ensure behavioral health services are available as needed for patients and visitors.	
	Medical Care Branch Director		Arrange for the transfer of patients from alternate cares site back to reopened patient care areas.	
			Reschedule canceled surgeries, procedures, and outpatient appointments.	

			Repatriate transferred patients, if applicable.	
	Security Branch Director		Demobilize the hospital lockdown as directed.	
	Patient Family Assistance Branch Director		Ensure the debriefing of, and support for, families of affected patients.	
Planning	Section Chief		Finalize and distribute the Demobilization Plan.	
			Conduct debriefings and hotwash with: <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		Ensure that all documentation produced during the response and recovery is correlated and available for after action review.	
			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.	
	Demobilization Unit Leader		Work with all sections to ensure that postponed or altered services are identified and addressed.	
			Complete the Demobilization Plan and distribute it as per policy.	
Logistics	Section Chief		Inventory all Hospital Command Center and hospital supplies and replenish as necessary, appropriate, and available.	
	Support Branch Director		Provide sufficient space for law enforcement to interview impacted patients and staff in coordination with the Security Branch Director or Law Enforcement Interface Unit Leader.	

			Ensure behavioral health services are made available to staff.	
			Ensure all affected personnel are debriefed.	
			Reschedule all canceled deliveries and pickups; notify the Planning and Operations Sections of any delays that may impact services.	
			Work with the Finance Section to procure additional supplies and equipment, activate emergency contracts or use noncontract vendors, as needed.	
Finance/ Administration	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Compensation / Claims Unit Leader		Coordinate with Risk Management for additional insurance and documentation needs, including photographs of damage, etc.	
			Ensure claims related to the event are addressed and investigated; report all claims to Incident Commander and other hospital services per policy.	
	Cost Unit Leader		Complete an assessment of all costs incurred during the response, the loss of revenue, and the costs of recovery.	

Documents and Tools

Emergency Operations Plan, including:

- Hostage or Barricade Incident Plan
- Shelter-in-Place Plan
- Evacuation Plan
- Lockdown Plan
- Employee Health monitoring and treatment Plan
- Surge Plan
- Triage Plan
- Patient, staff, and equipment tracking procedures
- Business Continuity Plan
- Behavioral Health Support Plan
- Alternate Care Site Plan
- Security Plan
- Risk Communication Plan
- Interoperable Communications Plan
- Demobilization Plan
- Discharge policy
- Emergency procurement policy

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 Checklist
- 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

Security Access Control System

Security Closed Circuit Television (CCTV) System

Hospital and campus floor plans, maps, and blueprints

Television/radio/internet to monitor news

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

Hospital Incident Management Team Activation: Hostage or Barricade 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
Security Branch Director	X	X	X	X
Law Enforcement Interface Unit Leader	X	X	X	X
Patient Family Assistance Branch Dir.		X	X	X
Planning Section Chief				
Resources Unit Leader		X	X	X
Situation Unit Leader	X	X	X	X
Documentation Unit Leader	X	X	X	X
Demobilization Unit Leader			X	X
Logistics Section Chief				
Support Branch Director	X	X	X	X
Finance /Administration Section Chief				
Time Unit Leader		X	X	X
Procurement Unit Leader			X	X
Compensation/Claims Unit Leader				X
Cost Unit Leader	X	X	X	X