

1. Policy Title

Critical Incident Management Plan

2. Purpose

This document is designed to address various types of possible scenarios following a critical incident with Two Wheel View (TWV). Preparation for, response to, and recovery from a critical incident affecting a trip or program, the management and Board of Directors, staff or participants and parents of participants of TWV requires awareness and the cooperative efforts of the all staff and Directors in partnership with the functional areas supporting the programs of TWV.

The objectives of this Critical Incident Management Plan (CIMP) are to make sufficient preparations for responding to a critical incident in order to minimise the effect upon the operations of TWV.

A CIMP is necessary to consider the legal responsibility of staff, trip leaders and the Board of Directors and the effect of an interruption to operations due to a critical incident which affects the business, its staff or its participants. Any interruption to the normal operations of TWV could be damaging to the future relationships with participants and other stakeholders (including funders) and could affect the public image of TWV. The costs of not taking precautions could be much more damaging and costly than preparing for critical incidents.

This CIMP is not designed to provide an answer to each and every type of critical incident that could happen, but rather is provided to identify the methods on how to handle and recover from a critical incident if one was to occur.

3. Background

Critical incidents are extraordinary events because of their scope, intensity or duration. This CIMP focuses on emergency plans specifically for TWV Trips and aims to minimise the damage incurred during an emergency, by providing guidelines for a rapid and effective response to an emergency situation.

The CIMP is designed to complement procedures outlined in trip leader policy documents and trip specific Emergency Response Plans for the destinations where TWV leads trips. Nothing in this plan is to be taken as contrary to guidelines and procedures outlined elsewhere concerning these matters. The plan assumes that:

- A trip specific Emergency Response Plan has been prepared according to TWV policy.
- Normal safe trip practices are followed routinely and staff are familiar with tactics, policies and procedures for trips.

4. Examples of Critical Incidents:

Critical incidents may be classified as:

Real Emergency: A genuine or imminent risk to participants or staff, or a disturbance that has already occurred. Examples: political coup, civil unrest, natural/manmade disaster, incarceration, physical/emotional illness, accident, physical assault, disappearance for an inordinate period of time, kidnapping, terrorist threat and/or attack.

Perceived Emergency: No significant or imminent risk, but perceived as threatening by others in the U.S. or Canada or back home. Examples: Sensationalized reporting of an event at home or abroad, distortion of information provided by a participant, nervousness of a family member or participant. Because perceived emergencies and crises can affect individuals as strongly as real emergencies or crises, they need to be treated seriously and addressed in a timely manner.

Examples of Critical Incidents:

- Serious Illness/Injury
- Assault or Rape
- Missing Person/Hostage Situation
- Arrest
- Political Emergency
- Natural/Man-Made Disaster (including Terrorism)
- The destruction of whole or part of essential trip equipment
- A natural or other major critical incident in on the trip
- The breakdown of key trip and group dynamics, either by trip leaders, participants, or local resources

5. The Plan in Action:

The action of this CIMP is based on three major steps:

1. Assess
2. Communicate / Document
3. Review

Assess and Communicate

Immediate response to a critical incident

- The TWV Trip Leader must be contacted in the event of an emergency.
- Given the potential need for immediate local responses to real or perceived emergencies, the initial response is most likely to occur on location by the program Trip Leader.
- If the TWV Trip Leader is unavailable, the remaining group should identify a person to be in charge of communication and reporting.

Determine whether the emergency is real or perceived

When a critical incident occurs on a trip, the assigned Trip Leader will notify the Executive Director and/or the TWV Crisis Management Team to help coordinate the emergency response and communication plan with parents and emergency contacts of participants. The contact details for the staff and Board of Directors occupying these positions and their alternates are detailed in the Appendix of Trip Specific Emergency Response Plans.

When a critical incident occurs, it is important that key people are notified. In all emergency situations, the primary objective is the safety of trip participants and staff. Getting “back to normal” will be of secondary importance, and will take place only when the incident has been declared resolved.

The TWV Trip Leader will coordinate the gathering of the necessary information needed to assess the emergency. There are some guidelines for questions to collect the information needed to understand the emergency situation in Appendix A of this document.

If Emergency Support Services such as fire, ambulance or police are required, contact details are listed in Appendix of the Trip Specific Emergency Response Plan.

- A. Perceived emergencies. If the TWV Trip Leader determines, on the basis of the information available, that the situation is best described as a perceived emergency, the TWV Trip Leaders will attempt to diffuse the situation:
1. Will consult with on-location leadership and TWV Executive Director to decide a course of action for responding to the emergency. *Note: Communication with the Executive Director and/or the TWV Crisis Management Team must happen before any communication with parents or emergency contacts of participants.*
 2. Contact and reassure concerned parties (parents, etc.) that inquiries have been made; the individuals involved are safe and secure, the program is proceeding normally.
 3. Offer interested parties helpful contact information in the event of additional concerns (e.g., how to reach the TWV Trip Leader phone contact information for the relevant Embassy or local authorities Office, etc.).
 4. Continue close monitoring of the situation.
- B. Real emergencies of any nature. If the TWV Trip Leader determines, on the basis of the information available, that the situation is best described as a real emergency of any nature (i.e., death, abduction, missing person, significant political or civil crisis, significant natural or man-made disaster, terrorism), the TWV Trip Leader will request that a TWV Crisis Management Team be convened immediately. Requests to convene the Crisis Management Team are made directly to the Crisis Management Team. Contact details are in Trip Specific Emergency Response Plans.
1. Will consult with on-location leadership and when time permits, TWV Executive Director and/or Crisis Management Team to decide a course of action for responding to the emergency. *Note: Communication with the Executive Director and/or the TWV Crisis Management Team should happen before any communication with parents or emergency contacts of participants.*
 2. The TWV Trip Leader will document information in preparation for the contacting the TWV Crisis Management Team:
 - a. nature and extent of crisis, imminent danger to participants, actions/steps already taken
 - b. proposed recommendations of possible actions and issues to consider: recommended course of action; issues surrounding evacuation and implications of a return home.
 - c. current communication with emergency contacts (and families) of participants.
 3. a course of action will be prepared and may include the following additional elements:

- a. reassure the participants involved that everything is being done to insure their safety, TWV is experienced in dealing with emergencies, and we are counting on their cooperation in responding effectively to this emergency.
 - b. inform the participants that we are contacting their “persons to notify in case of an emergency.”
 - c. direct the participants to maintain close contact with the on-location leadership overseeing their abroad activity (i.e., communicating precise whereabouts throughout the crisis, reporting any new information or concerns)
 - d. register with the Embassy or local authorities or the nearest Consulate if they have not already done so, and maintain contact with them throughout the crisis.
4. if the nature of the emergency is political or civil unrest, the course of action may also:
 - a. ask participants to exercise common sense in responding to the crisis, and to avoid travel to the affected area (if they are not located at this area).
 - b. request that the participants keep a low profile (e.g., avoid dress and behavior that will attract attention, avoid places where other tourists are known to congregate).
 5. In addition to communicating the course of action verbally to the participants, the TWV Trip Leader will e-mail a written version of the detailed course of action to the Crisis Management Team.
 6. TWV Trip Leader will prepare a brief description of the emergency to accompany the written course of action for distribution to:
 - a. TWV Executive Director
 - b. TWV Board of Directors
 7. The TWV Trip Leader will share information with the emergency contacts of the participants. This information should correspond with what was included in the prepared course of action document. Emergency contact persons will also be given contact information in the event of additional concerns (e.g., how to reach the TWV Trip Leader phone contact information for the relevant Embassy or local authorities Office, etc.).
 8. Media inquiries will be directed to the Executive Director and/or Crisis Management Team of Two Wheel View. The TWV Executive Director and/or Crisis Management Team will handle all other requests for information (e.g., parents, participants, members of the TWV community).
 9. The TWV Trip Leader will continue close monitoring of the situation and provide regular updates, as appropriate, to those affected by the emergency, The TWV Executive Director and/or Crisis Management Team, and emergency contacts of participants.

The first moments and hours

- As a first responder, you are never required to place yourself in a situation which might put you in danger. Remember, you cannot help a victim if you become a victim yourself. When you are called upon to deal with a critical incident, you must always remember to safeguard yourself in the first instance and then assess the situation. Make sure the scene is safe.
- As you assess a critical incident situation or scene, you need to be aware of the dangers which might be posed to you, to the victim or the rest of the group. These can include obviously dangerous factors such as traffic, other people, buildings on fire or falling objects. While many courses may focus on obvious dangers such as these, it is important not to neglect everyday factors which could be a danger. There are also human factors, such as bystanders in the way, the victim not being co-operative, or an aggressor in the vicinity who may have inflicted the injuries on the victim. If these factors are present, retreat until the police or emergency services are able to control the situation.
- Once you have assessed the scene for danger, you should continue to be aware of changes to the situation or environment that could present danger to you or your victim until you have left the scene.

- If there are dangers which you cannot mitigate by your actions (such as falling masonry, an assailant, or a structure fire), then STAY CLEAR and call the emergency services. Remember to never put yourself in harm's way.
- Consult with on-location leadership and, where appropriate, TWV Executive Director and/or Crisis Management Team to decide a course of action for responding to the emergency.
- Gather and document accurate facts and information.
- Make a plan or meeting point with the Trip Leadership team for how to re-group once the immediate care or services have been provided.
- Make a plan for on-going communication with the Trip Leadership team if the group is separated.
- If possible, re-establish a sense of routine within TWV. Staff members and participants will feel safe once the regular patterns of management and organisation have been re-established.

Within the first 6 to 12 hours

- Provide formal communication and follow up with TWV Executive Director and/or Crisis Management Team.
- Restore routines while taking into account the needs of staff and participants.
- Engage on-location leadership and TWV Executive Director and/or Crisis Management Team to act on the course of action for responding to the emergency.
- Monitor the support services provided.
- Provide additional assistance if required and when necessary.

The day and days after the critical incident

- Monitor progress of those hospitalised or injured.
- Stay alert for delayed reactions from staff and participants.
- Provide relevant information to those who require it.

Review

After the critical incident has been dealt with it is essential that TWV undertakes an evaluation to determine if there are any improvements that can be made to better handle critical incidents in the future. Evaluation of the CIMP and the roles and functions of the Trip Leader, TWV Executive Director and Crisis Management Team and relevant support staff are an essential part of the process. The Executive Director should conduct a formal evaluation of the process involved in the management of the critical incident after debriefing has occurred. Formal evaluation provides opportunities for feedback on the strengths and weaknesses of the CIMP and provides an opportunity for continuous improvement, including changes that may be required to policies and procedures. Feedback should be sought from those who have been involved in various aspects of the operation of the CIMP as part of the evaluation.

Appendix A

Below are some guidelines for questions to collect the information needed to understand the emergency situation.

If Emergency Support Services such as fire, ambulance or police are required, contact details are listed in Appendix of the Trip Specific Emergency Response Plan.

GENERAL QUESTIONS

1. What happened?
2. What makes the event critical?
3. When did the incident occur?
4. Where did it happen?
5. Who was involved?
6. Who needs assistance?
7. What is the most appropriate intervention?
8. What is the current physical and psychological condition of the affected participant(s) and/or staff?
9. Is there ongoing communication now with the affected participant(s) and/or staff?
10. What is the proximity of the event to the participant(s) and/or staff?
11. What is the imminent risk to the participant(s) and/or staff if they remain where they are?
12. Are all program participants and/or staff, whether directly involved or not, aware of the emergency?
13. How are they responding?
14. Is adequate food, water and medical attention available?
15. How long will this food and water be available?
16. Is there access to other food and water, if needed?
17. Is adequate and secure housing available?
18. How long will this housing be available?
19. What other appropriate housing options are available as a backup, if needed?
20. Is safe transportation available locally and internationally (land and air)?
21. Should the participants and/or staff be evacuated?
22. Have you confirmed the list of participants and/or staff?
23. Have you prepared information for notification to Two Wheel View staff and directors or participant emergency contacts (when, where, how, by whom)?

Information may be gathered from:

- Individuals who are involved in or familiar with the incident.
- TWV participants who may have information relevant to the situation.
- Government agencies and professional organizations who monitor international affairs. The contact details for Government agencies and professional organizations are detailed in the Appendix of Trip Specific Emergency Response Plans

SPECIFIC QUESTIONS

In addition to the general questions, specific questions have been identified for the following areas below:

- A. Serious Illness/Injury
- B. Assault or Rape

- C. Missing Person/Hostage Situation
 - D. Arrest
 - E. Political Emergency
 - F. Natural/Man-Made Disaster (including Terrorism)
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- A. SERIOUS ILLNESS/INJURY
 1. Has the TWV Crisis Management Team been notified?
 2. Where is the victim?
 3. Who is the attending physician (if any)?
 4. Does the attending physician speak English?
 5. What is the diagnosis?
 6. What is the prognosis?
 7. What medical treatment has the victim received?
 8. What is the prescribed treatment?
 9. What has the on-site response been?
 10. What are the details of the accident?
 11. Were there witnesses to the accident?
 12. Are other participants at risk (physical or psychological)?
 13. Are rescue operations needed?
 14. Have they been initiated?
 15. Is airlift a desirable and/or viable action?
 16. Does the victim want to return home?
 17. What are the likely financial consequences of returning home?
 18. Are the victim and other trip participants aware of these consequences?
 19. Has the participant's insurance company been contacted?

 - B. ASSAULT OR RAPE
 1. Has the TWV Crisis Management Team been notified?
 2. Where is the victim?
 3. What are the major details of the incident?
 4. Were there witnesses to the incident?
 5. Has appropriate local law enforcement been notified?
 6. What has the on-site response been?
 7. Who is the attending physician (if any)?
 8. Does the attending physician speak English?
 9. What medical treatment has the victim received?
 10. What is the prescribed treatment?
 11. Is counseling available? In English?
 12. Does the victim want to return to home?
 13. What are the likely financial consequences of returning home?
 14. Are the victim and the other participants aware of these consequences?
 15. Are other participants at risk (physical or psychological)?
 16. Has the participant's insurance company been contacted?

 - C. MISSING PERSON/HOSTAGE SITUATION
 1. Has the TWV Crisis Management Team been notified?
 2. If the person left and was expected to return at a specific time, what was the date and time of the expected return?
 3. When and where was the missing person last seen or heard from?
 4. How was the person traveling (e.g., alone, hiking, biking, taxi)?
 5. Did the person tell anyone of plans to be absent?

6. Does anyone know or have an idea about where the person went?
7. Have the local missing person's officials been notified?
8. What is the agency and case number assigned?
9. Has the Embassy or local authorities been contacted?
10. Who is the contact at Embassy or local authorities (name, title, and phone)?
11. Has the Embassy or local authorities initiated a Welfare and Whereabouts check? For which countries?
12. Are reliable search and rescue operations available on site?
13. Have they been initiated?
14. Should they be initiated?
15. What was the Embassy or local authorities response and advice?
16. Have the kidnappers made contact?
17. Have the kidnappers identified themselves?
18. Who are they and what do they want?
19. Is negotiation support available on site?
20. Is there a no-ransom policy established?

D. ARRESTS

1. Has the TWV Crisis Management Team been notified?
2. What agency made the arrest?
3. What are the names, addresses and phone numbers of the arresting authorities?
4. What is the case number?
5. Have charges been filed?
6. What are the charges?
7. Has the participant been detained?
8. Were there witnesses?
9. Has the Embassy or local authorities been notified?
10. Who is the contact person at the Embassy or local authorities (name, title, and telephone)?
11. What was the Embassy or local authorities response and advice?
12. What rights have been granted?
13. Is the participant entitled to place a phone call?
14. Does an attorney represent the participant?
15. Does the attorney speak English?
16. What is the name, address and phone number of the attorney?
17. When does Two Wheel View intervene? How?

E. POLITICAL EMERGENCY

1. Has the TWV Crisis Management Team been notified?
2. What is the nature of the emergency?
3. Who or what is the target of the unrest?
4. Has any particular group or organization been threatened?
5. Has the Embassy or local authorities advised participants to take appropriate precautions or actions?
6. Have all participants been made aware of these precautions/actions, and in writing?
7. Is everyone in the group following these precautions/actions?
8. What kind of military or other security or public safety personnel are present?
9. Have local authorities imposed a curfew?
10. How is the military behaving with respect to the civilian population?
11. Is the group in danger?
12. Is travel in or out of the country being restricted in any way?
13. Is airlift a desirable and viable action?

F. NATURAL/MAN-MADE DISASTER (INCLUDING TERRORISM)

1. Has the TWV Crisis Management Team been notified?
2. Are participants injured? If so, where is (are) the victim(s)?
3. Who is the attending physician (if any)?
4. Does the attending physician speak English?
5. What medical treatment has the victim received?
6. What is the prescribed treatment?
7. What has the on-site response been?
8. What are the details of the incident?
9. If terrorism, what is the target of the unrest?
10. Has any particular group or organization been threatened?
11. Are other participants at risk (physical or psychological)?
12. Is the group in danger?
13. Is travel in or out of the country being restricted in any way?
14. Has the Embassy or local authorities advised the participants to take appropriate precautions or actions?
15. Have all participants been made aware of these precautions/actions, and in writing? Is everyone in the group following these precautions/actions?
16. Are rescue operations needed?
17. Have they been initiated? Is airlift a desirable and/or viable action?
18. Does the victim want to return to home?
19. What are the likely financial consequences of returning home?
20. Are the victim and the other participants aware of these consequences?

The TWV Trip Leader will then prepare a written chronological sequence of events describing the emergency and contact the TWV Crisis Management Team.