


**Practicing your Worst Nightmare:
A Realistic Emergency Response**

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Outdoor Discovery Programs



ODS-

Skills courses, Tours, trips

Free to over \$3k

Half hour in-store clinic to week long trip

Over 12 activities: Fly fishing, road biking, kayaking, xc skiing

Flagship program in Freeport, ME ;

but have a program everywhere we have a store- over 38 locations- Program Coordinator and Instructor team in each location

Will work with about 40K people in our paid programs; over 100K including unpaid

Agenda

- Review Goals
- Scenario
- Group Discussion
- Action Steps



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Goals

- Practice thinking through different stages of crisis management in the field
- Assess your existing resources and documentation and identify refinements that would be helpful
- Identify stakeholders and discuss strategies for managing these groups in a crisis
- Practice specific actions that may need to be taken in incident response



Going to break down into 4 stages...

Originally developed with Frances for our field leaders...going to channel my inner Frances

Active session- you will get out of it what you put into it

Will be available online don't need to

Exercise Overview

- Groups of 4
- Multiple stages
- Short response time
- Issues to address
- Intentionally vague
- Focused on field response
- Scribe/reporter



While this scenario takes place in the front country on a short program, all of the issues that I have brought into it will be relevant to longer wilderness programs too.

Intentionally vague in some places because we don't want you to fixate on details

we would rather have you thinking about this scenario in your context and thinking about how this would apply to your programming.

Goal is more about thinking about the issues than having fact specific response.

Will not cover every issue that arises but this will help you think about the issues that might arise for your program.

After each phase, will debrief with whole group so you need someone to report from your small group.

Background

- The program
 - Paddling on local lake
 - In state park
 - 3 hour sunset tour, 7-10 PM
 - July
- Your role
 - Local manager of operations
 - You are 15 minutes from the site
- Your supervisor's location and additional help
 - Several hours away

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Your boss is far enough away that they won't be able to help you on the ground
Scenario will focus on the Field response but we will reference roles/activity/support that
would be provided by others offsite (this will vary depending on size of your organization)

Stage One: The Dreaded Call

- 9:30 p.m.
- Participant has disappeared
- 2 instructors and 11 participants
- Hasty search did not find the boat or the person
- Called 911
- EMS/SAR has a 10 minute response time

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Paddling back in dark/dusk, With glow sticks. Instructor did head count and realized one person missing.

Questions

- What questions do you ask your instructor?
- What do you tell your instructor to do?
- What do you do?

5 minutes to answer

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Key parts of the response:

- What did you find out?
- Call your boss/get support
 - Have clear notification structure (like green, yellow, red incidents)
- Use your ERP
 - Have clearly defined roles
- Priority is on finding Sam and taking care of other people. Set up time to talk again. Tell them you are on your way.

Information you Receive from Initial Call

- Participant is Sam Jones
- Age 17
- Sam's mother was a participant
- Sam has no known physical conditions (asthma, epilepsy, etc.)
- Weather: Sky is clear, winds are calm, air temp is 80 degrees, it is dark
- Mother is very upset. Others are okay
- Group is at launch site

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As a large group find out what questions people asked, and what they said to staff
We will give this info to them after we review step one as a big group

Gathering Information

Briefing and Information Gathering Form for Emergencies			
Gathering prompt answers to the following questions will be the responsibility of relevant staff involved in any emergency.			
These answers will help to guide communication strategy and decision-making.			
Since some critical information will not always be available during the early stages of the emergency, supplying updated information throughout the emergency response should be a priority.			
Date and Time of Call			
Name and Position of the Caller			
Phone # of Caller			
ODS Location			
Date and Time of the Incident			
Geographical Location of the Incident			
Weather			
Terrain			
Program Length			
Subject's Name		Gender	Age
Emergency Contact		Phone#	Relation
Subject's current condition/SGAP note updates			
Any preexisting conditions?			
Subject's current location			
Group current location			
Staff present on scene			
Has family/Emergency Contact Been Made? Were they attending program?			
What Happened? (focus on facts not cause or responsibility)			
What is the response so far?			
What support is needed?			
Who has been notified about the incident, and what were they told?			
EMS Agency	Phone #	EMS Contact	
Law Enforcement/Medical Examiner	Phone #		
Medical Facility	Phone #		
Physician	Phone #		
Customer Service Notification			


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Have a list of questions in advance so don't have to think of them on the spot.

Incidence Response Matrix

Level	Description	Managed by	Notification and Incident Report
Green	An incident or illness that does not require notification of 911. For example, but not limited to: <ul style="list-style-type: none"> <input type="checkbox"/> Injury/Illness: That requires basic first aid. <input type="checkbox"/> Behavioral/Motivational: That is resolved after talking to the participant. <input type="checkbox"/> Vehicles: Minor vehicle damage (e.g. backing into stump) or a citation for a moving violation or parking ticket. <input type="checkbox"/> Near Miss: Near miss that could have resulted in serious injury. 	Instructors Follow Incident Response Policy	NO CALL NECESSARY <ul style="list-style-type: none"> <input type="checkbox"/> Notification: Note incident on Daily Activity Report (DAR) <input type="checkbox"/> Incident Report and Incident Analysis: Entered into Medgate within 48 hours of event. Analysis within 1 week of event.
Yellow	Serious, but non-life or limb threatening injury, illness, behavioral incident, or vehicle collision that requires an immediate and timely response. Additional Resources (SAR/SARs) have been utilized to transport to medical care, for example, but not limited to: <ul style="list-style-type: none"> <input type="checkbox"/> Injury/Illness: That requires a call to 911 <ul style="list-style-type: none"> • A participant is missing for up to 10 minutes but then found. <input type="checkbox"/> Behavioral: Sexual behavior or harassment; racial, gender or verbal harassment or discrimination; credible threatening behavior. Suspicion of intoxication. <input type="checkbox"/> Vehicles: Incident with significant damage to an LLB vehicle but no personal injury, a vehicle incident resulting in an insurance claim, or involving multiple vehicles. <input type="checkbox"/> Other: Any credible expressed threat of legal action. 	Local ODS Leader Follow Incident Response Policy	CALL LEADER ASAP (after situation stabilized) <ul style="list-style-type: none"> <input type="checkbox"/> Notification: Field Operation Manager and Assistant Manager ME or Manager Regional notified immediately by Local ODS Leader. <input type="checkbox"/> Vehicles: ODS Senior Leader notify Risk Management Office. <input type="checkbox"/> Incident Report: Entered into Medgate within 2 hours of event. <input type="checkbox"/> Yellow Incident Analysis: Completed by ODS Regional Manager or ME Assistant Manager within 2 days of Incident Report.
Red	Critical, time-sensitive situations that require immediate response, and activation on the Emergency Response Plan by the ODS Sr. Manager and engagement of LL Bean senior leaders. An incident which involves: <ul style="list-style-type: none"> <input type="checkbox"/> Fatality <input type="checkbox"/> Injury/Illness: A serious bodily injury, including but not limited to: thermal injuries (extensive 2nd and any 3rd degree burns), cardiac event, spinal cord injury, amputation, brain injury, loss of eyesight or hearing, or potential for loss of limb or other permanent injury or illness. <input type="checkbox"/> Lost/Alone: <ul style="list-style-type: none"> • A participant is missing for more than 30 minutes on land and 10 minutes on water • Anytime SAR is notified for a Lost/Alone incident. • When severe or hazardous conditions exist in a Lost/Alone situation <input type="checkbox"/> Behavioral: Any incidents involving law enforcement including but not limited to: sexual misconduct, harassment, abuse, assault of any kind, serious self-harm, threatening behavior towards staff or fellow participants, or serious incidents involving members of the public. <input type="checkbox"/> Vehicles: Vehicle collisions/accidents that result in serious personal injury. <input type="checkbox"/> Air Evacuation: Any evacuation involving air transport. <input type="checkbox"/> Extensive property damage 	ODS Senior Mgr. or Designate Follow Emergency Response Policy	CALL LEADER ASAP (after situation stabilized) <ul style="list-style-type: none"> <input type="checkbox"/> Notification: <ul style="list-style-type: none"> • Local ODS Leader immediately notifies Field Operations Manager or ME Assistant Manager ODS per Emergency Call list. • ODS Sr. Manager activates the ERP and notifies LLB Senior Leaders immediately per plan. <input type="checkbox"/> Incident Report: Entered as soon as possible into Medgate as part of on-going documentation of the incident. <input type="checkbox"/> Red Incident Analysis: Facilitated by ODS Leadership.



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Discuss 'activating ERP' – who does this, when, is it clear? What happens in field and what gets supported from the office (this will vary by program)
 This is a sample. Bean's doc but evolved from OB and other orgs. You would need to cater to your program, your operations.
 Train staff to use the ERP.

Emergency Response Roles

Field:

- Victim/Family
- Other Participants
- Liaison with EMS/SAR

Headquarters:

- Incident Commander
- Communications: Media, Employees, Customers
- Legal/Risk Management

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Have clearly identified roles for who does what. If you are in a small org, you will likely have to have people with multiple roles. What other resources do you have? Do you have a friend who has a similar program or a lot of experience who could help you manage a crisis? This would all need to be coordinated in advance so person knows your ERPs and is willing to assist.

Communications Log

COMMUNICATIONS LOG

This form is intended to track communications with participants, a participant's family, law enforcement, land managers, the media, state agencies, insurance companies, etc. Attach copies of any written materials, correspondence, emails, or other documents given to any party.

Incident: _____
(Injured party, date, location)

Date of contact: _____

Staff member communicating with outside party: _____

Method of communications: (circle one)
Phone call Letter Email In person discussion

If conversation, how long did conversation last? _____


Person talked to and affiliation:
Name: _____
Affiliation: (circle one)

- Injured party
- Other Participant
- Family member of participant
- Family member of another participant
 - Name of other participant: _____
 - Relationship to participant (mother, brother, etc.): _____
- Law Enforcement
 - Name of Agency: _____
- Land Manager
 - Name of Agency: _____
- State agency
 - Name of Agency: _____
- Insurance representative
 - Company Name: _____
- Media
 - Name of newspaper, magazine, etc.: _____

Documents given (incident report, description of incident, statements, etc.): _____

Substance of communication (describe the communications including any pertinent comments by the person, any representations or promises by the staff member, etc.) _____

Follow up to be completed: _____



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Document your communications. Doesn't have to be formal. Just a record. The information is what is key.

Key Considerations

- Safety Policies and Protocols/ Training
- Have clear notification protocols – Green, Yellow, Red
- Follow Emergency Response Plan (ERP)
- Clear roles defined ahead of time
- Train staff to use tools in your manual and to have all relevant info before they call their supervisor
- Know what questions you will ask and what info you will convey to your instructors
- Get support from your organization

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Stage Two: Managing the Scene

- Arrive at scene
- Sheriff conducting search
- Found the boat and not Sam
- Group is still at the site

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4 pm

Questions

- What do you need to do?
- What do you say to the mother?
- Some participants want to leave. Do you have anything you need to tell them or do before they leave?
- The Sheriff is interviewing instructors and has asked them to write up statements. Do you allow that?

5 minutes to answer

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Key responses:

- Support for mother?
- Get witness statements. Take paper and pen with you to site.
- Collect evidence and get list of what sheriff took.
- Document the scene. Take photos or video if possible.
- Coordinate with sheriff—get copies of statements or at least list of who made. Can ask if anyone suspected of criminal activity to assess if needs an attorney before questioning. Unlikely.

Witness Statement Card

L.L.Bean ODS Incident Statement	Statement
<p><input type="checkbox"/> I was involved in incident <input type="checkbox"/> I observed incident</p> <p>Printed Name: _____ Date/Time: _____</p> <p>Permanent Address: _____</p> <p>Email: _____ Cell Phone: _____</p> <p>Proximity to Incident: _____</p> <p>Activity at time of incident: _____</p> <p>On the back of this card please describe what happened. Consider the following questions:</p> <ul style="list-style-type: none">Where were you when you when the incident occurred?When did the incident occur?Who was with you?What did you see?What did you hear?	<p>Please describe what you saw and heard: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>I agree the above statement and the information on the other side of this form is correct.</p> <p>Signature: _____ Date: _____</p>

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Notice phrasing—what you saw and heard—want observations, not opinions? Want to avoid speculation.

Another technique is to interview witnesses. Write up statements, get to review and sign. Better system. Even better if one person interviews and other takes notes. Let them make changes to statement if they want to.

Evidence log

APPENDIX D - Evidence Log

Evidence should be preserved in the same condition as it was at the time of the incident as much as possible. Any items collected should be kept in a temperature controlled location where access can be controlled and limited. Evidence should be transferred to Risk Management in Freeport as soon as feasible.

Evidence collected (describe item and its contents):

Collected by: _____

Date collected: _____

Original location of evidence (where collected from): _____

Describe any characteristics (i.e. weight, hot/cold, wet, pertinent smells, sounds, etc.)

Where evidence is to be kept: _____

Who has access to the evidence? _____

Attach any relevant photos, inventories, etc.

Transfer Log

The above evidence was transferred
 from: _____
 to: _____
 on (date): _____

Where evidence is to be kept: _____
 Who has access to the evidence in this location: _____

.....

The above evidence was transferred
 from: _____
 to: _____
 on (date): _____

Where evidence is to be kept: _____
 Who has access to the evidence in this location: _____

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Describe any conditions can see or might change—smell, wet, hot/cold, etc.
 Keep in secure location with limited access so can say it is the same or substantially same condition. Don't keep wet, etc. but protect from others or elements.

Key Considerations

- Role clarity
- Working with outside agencies
- Collecting witness statements-Practice
- Collecting evidence
- Customer service – communication with participants and family/friends
- Practice different conversations

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4:20

Show screen shots of witness statements and evidence collection

Law enforcement might take evidence but even if not, you should collect and segregate.

Practice sending participants home, practice talking to a parent about their child

Make this real for your staff- talk about real situations and show faces...Leah, Casey's presentations

Stage Three: The Media

- A bystander tweeted about the event
- Local media outlet has shown up with a news crew and camera
- Interviewing other participants
- Want to interview you and the instructors
- How do you respond?
- What resources are available to you?

5 minutes to answer

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Give 5 minutes to answer questions

Responding to the Media

- Train your staff not to talk to the media
- Practice

Responses to Media:

1. "The injured participant is our first priority and we're doing everything we can to take care of the person."
2. "Please contact LLB Public Affairs for further information." 1-207-552-6022

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We have this as a laminated card on our 1st aid kits

Buy Time Statement

- [LOCATION OF PROGRAM] [DATE] 1
- At approximately [time] on [date], [organization] personnel were notified that [very brief, top-level description of the NATURE of the incident] in/at [general description of the LOCATION of the incident].
- Pick one of the following: There are no known injuries or [Number of] injuries were reported. The exact nature of the injuries is not known at this time.
- Staff members from [name of the program] are en route to the scene, along with members of the [name of any law enforcement, SAR or other agency].
- The [Organization] is currently contacting family members of those involved. Additional information will be provided when it becomes available.

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Summary

may be sent via email, fax, or spoken aloud over the phone.

When logistics and resources permit, voice is preferable in most cases

unless you know that a situation is sufficiently dramatic and significant that it has high odds of becoming a major story. In this case, pre-emptive distribution to the emergency media list is generally recommended.

shelf life of a "Buy Time" statement is approximately one hour. If insufficient information is available after one hour to issue a more detailed release, it is permissible to update the "Buy Time" statement with new information, if available.

You may delete sentences and paragraphs that are not relevant to the situation.

Most senior person on site can read the statement; this is a good thing to practice ahead of time

reference Skip King as a great resource for handling media in an emergency

Key Considerations

- Anticipate the use of electronic devices by participants or witnesses
- You can't control what other people say or keep the media from talking to your participants
- Get professional help with media relations before incident
- Have a statement prepared; have roles identified and practice

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4:40

Participants or other people might have devices using to communicate about the event. If you try to stop media from talking to participants or other people, will look like you are trying to cover things up. Can ask to be respectful of family.

Stage Four: Location of Sam

- The sheriff notifies you and mom that Sam's body has been found.
- What immediate actions do you take?
- What long range actions do you plan for?

5 minutes to answer

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Give 5 minutes to discuss.
Will Marling's presentation

Stakeholder Communication

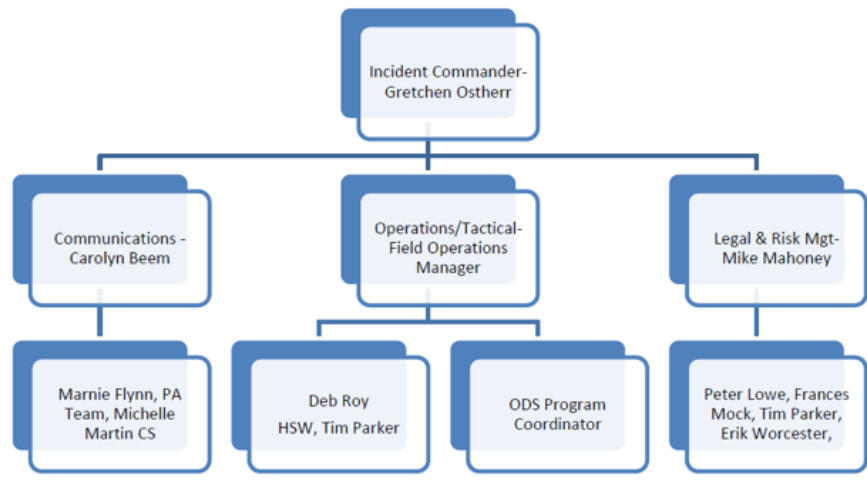
Affected Parties Contact List		
Tier 1	Responsible LLB Staff	Contact Date/Time
Directly affected ODS participants (victims)		
Victim(s) family	ODS Director, Operations Manager or FOM	
Directly affected ODS staff		
Staff(s) family		
Other ODS participants on event		
Other participants family		
Staff co-leaders		
Non-ODS victims		
Non-ODS victims family		
Witnesses or those who provided assistance		
Law enforcement/EMS/SAR contacts	FOM or Program Coordinator	
ODS Site Contact	FOM or Program Coordinator	
Tier 2		
Co-workers at the site	FOM or Program Coordinator	
Local Store	FOM	
Retail Field Leadership (RM and DMs)	Director Stores	
Other ODS Staff		
Customer Service / ODS Reservations staff	Snr. Mgr. CS Business Ops	
Barclays/Visa call center	Employee Communications Officer	
Tier 3		
Local partner organizations	FOM or Program Coordinator	
Other ODS sites	ODS Operations Manager	
All LL Bean Employees	Employee Communications Officer	
Tier 4		
Future course area participants/family	ODS Reservation Specialists	
Industry partners (REI, EMS etc.)		
Groups and Organizations seeking information from LLBean and ODS		
Media	Media Liaison	
Participant's legal counsel		
Participant's insurance company	Risk Management	
Staff's legal counsel (if different from LLB)		
Staff's insurance company/workers comp		
LLB insurance	Risk Management	
LLB legal counsel	SVP Public Affairs and Legal	

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Headquarters Response

Response Team Leaders



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Key Considerations

- Counseling support for staff and family/participants
- Investigations: internal and external
 - Collect documentation
- Risk management: notifying insurance co.
- Conferring with legal counsel
- Communicating with stakeholders

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Educate staff that what say about incident is likely to be discoverable if a claim arises. Assume what say and write will be discovered by someone suing you.

More time for questions and additional considerations

Action Steps

- Use realistic scenarios to train field leaders for responding to emergencies.
- Review your Emergency Response Plan (ERP) to identify gaps:
 - Clear roles
 - Gathering Info
 - 2 ERPs: Field and Headquarters
 - Collecting Evidence and Witness Statements
 - Stakeholders
- Confer with a professional on your media response before an incident arises.
- Have an attorney who can help you manage a crisis.
- Do similar scenarios with “headquarters” and instructors so they are prepared to respond in a crisis



Variation on this scenario for corporate partners/leadership: Public affairs; Communications; Risk Mgt. Senior leaders – because we are a business within a business, it is important to

Contact Info

- This presentation will be available on WRMC website
- Gretchen Ostherr, 207-552-4026
gostherr@llbean.com



APPENDIX

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Stage 2B: Practicing Skills

Taking Witness Statements:

– Pairs

- Participant
- Interviewer

5 minutes

LLBean ODS Incident Statement

I was involved in incident I observed incident

Printed Name: _____ Date/Time: _____

Permanent Address: _____

Email: _____ Cell Phone: _____

Proximity to Incident: _____

Activity at time of Incident: _____

On the back of this card please describe what happened. Consider the following questions:

- Where were you when you when the incident occurred?
- When did the incident occur?
- Who was with you?
- What did you see?
- What did you hear?

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Stage 2B: Practicing Skills

Sending Participants Home:

- 1 person be instructor
- Practice sending participants home
- What do you say? What do you not say?
- Give feedback

5 minutes

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Stage 2B: Practicing Skills

Ending an Event Early: What to Say:

- In the event of a Red incident (and some yellow incidents) you may need to end the event early and send other participants home before the incident is resolved. The Home Office will provide further direction, but if you need to send other participants home before getting this direction, you will want to say some variation on these things:
 - We are sorry that this incident happened and we think it best that you head home so that we can devote our full attention to the injured party/participant/ family.
 - Out of respect for the patient/family/victim we ask that you not share personal information about or pictures of this incident or the patient on social media.
 - A L.L.Bean customer service representative will be in touch soon to discuss getting you on another ____ (name of event, e.g. Kayak Discovery Course).
 - At L.L.Bean we take safety very seriously and we may also get in touch to ask you more questions about this incident as we seek to learn from it and prevent future incidents like it.
 - If you think of anything else you think we should know about the incident, please call us at 1-888-270-2326.
 - Please travel safely and if you feel unsteady to drive home, please let us know so we can help you get home safely.

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