

Incident Response Guide: Missing Person

Mission

To manage the process of locating and recovering a lost or abducted person, whether infant, child, or an adult from 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 while initiating search procedures
- ☐ Coordinate with law enforcement in the response to and recovery of a missing person
- ☐ Provide behavioral health support to patients, staff, and families

Immediate Response (0 – 2 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Confirm that a missing person incident has occurred.	
			Activate Emergency Operations Plan, the Missing Person Plan, Lockdown Plan, Hospital Incident Management Team, and Hospital Command Center.	
			Notify 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 incident.	
			Establish operational periods, objectives, and regular briefing schedule. Consider using the Incident Action Plan Quick Start for initial documentation of the incident.	
	Public Information Officer		Establish a media staging area; coordinate its location with law enforcement.	
			Establish information release and messaging within the Joint Information Center.	
			As indicated, use social media to inform patients, staff, families, and stakeholders.	
			Develop information for release to the media with law enforcement. Ensure the family of the lost or abducted person is aware prior to the release of any information.	
			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, public safety officials, and healthcare coalition coordinator), to determine incident details, community status, and establish contacts for requesting supplies, equipment, or personnel not available in the hospital.	

			Coordinate with law enforcement to issue an "Amber Alert."	
	Safety Officer		Ensure the safety of patients, staff and visitors during hospital and campus search procedures.	
			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		Monitor patient care activities.	
	Security Branch Director		Secure the hospital and campus: <input type="checkbox"/> Deny entry or exit to all but known responders <input type="checkbox"/> Direct all persons trying to leave the building or campus to a holding site <input type="checkbox"/> Coordinate movement with law enforcement	
			Ensure activation of search procedure: <input type="checkbox"/> Assign staff to conduct a floor-to-floor and room-by-room search <input type="checkbox"/> Coordinate all search results and provide information to law enforcement on arrival <input type="checkbox"/> Provide all staff involved in search with basic information about missing or abducted patient	
			Activate the Law Enforcement Interface Unit Leader to coordinate activities and information with responding law enforcement.	
			Conduct staff and family interviews to gather information and evidence in conjunction with law enforcement.	
			Provide interoperable communications to law enforcement if available; if not available, provide law enforcement with communications equipment to contact Security Branch Director or Law Enforcement Interface Unit Leader.	

	Law Enforcement Interface Unit Leader		Provide law enforcement with patient information including: <input type="checkbox"/> Height, weight, hair color, etc. <input type="checkbox"/> Any available photos <input type="checkbox"/> Distinguishing features <input type="checkbox"/> Clothing worn, articles carried <input type="checkbox"/> Medical equipment in use, etc.	
			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 Command and General staff.	
	Situation Unit Leader		Gather critical information, policies activated, blueprints, search grids, and other critical data for inclusion in the Incident Action Plan.	
			Initiate the 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.	
Logistics	Section Chief		Activate the Support Branch to provide the logistics needs of hospital staff and law enforcement personnel.	
	Support Branch Director		Gather information on planned or expected deliveries or pickups for the day; provide this information to the Security Branch or Law Enforcement Interface Unit Leader.	
			Notify operators of planned deliveries or pickups of the need to postpone or reschedule.	

Intermediate Response (2 – 12 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Determine the need to cancel or postpone procedures, appointments, and visiting hours based on the projected length of the incident.	
			Activate Medical-Technical Specialists if needed (e.g., Risk Management, Legal).	
			Ensure patients, staff, visitors, and senior leadership are briefed on the incident and any alterations in services.	

	Public Information Officer		Continue media briefings and updates; work within the Joint Information Center if available.	
			Update social media sites if in use for incident.	
	Liaison Officer		Continue to update key stakeholders and local officials of the incident and the status of response.	
	Safety Officer		Conduct an ongoing analysis of executed response actions for safety issues; implement corrective actions and update HICS 215A.	
			Ensure the safety of patients, staff, and visitors during the closure of entry and exit points; coordinate with law enforcement as needed.	

Intermediate Response (2 – 12 hours)

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Refer to the Job Action Sheet for appropriate tasks.	
	Medical Care Branch Director		If the lost or abducted patient is an infant or child, consider moving the family away from the patient room to a secure location.	
			Plan for the safe and confidential reunification of the lost or missing patient with family members; ensure clinical staff is available for immediate patient assessment.	
	Security Branch Director		In consultation with law enforcement, determine the need to continue the search and the use of hospital staff at entry points. If staff are released, ensure briefing of personnel.	
			Work with law enforcement to ensure continued security of hospital and ongoing operations.	
	Patient Family Assistance Branch Director		Provide behavioral health services to the impacted families of patients.	
			In collaboration with Medical Care Branch, provide a safe location for the patient's family to ensure confidentiality while providing access to information and services; assign a staff member to remain with family members.	

Planning	Section Chief		Continue to revise and update Incident Action Plan.	
			Plan for the next operational period and shift change, including staff patterns, location of labor pool if activated, hospital campus entry and exit in view of lockdown, impact on canceled procedures and appointments, etc.	
	Situation Unit Leader		Continue patient and bed tracking.	
	Resources Unit Leader		Initiate staff and equipment tracking.	
	Documentation Unit Leader		Ensure complete documentation of all postponed or canceled appointments and procedures.	
Logistics	Section Chief			
			If the campus lockdown continues, consider the impact on scheduled deliveries and pickups.	
Finance/ Administration	Section Chief		Track costs and expenditures of the response; include estimates of lost revenue.	
	Time Unit Leader		Begin to track hours associated with the emergency response.	

Extended Response (greater than 12 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Continue to monitor operations, consider the length of onsite operations, and determine the need for expanded postponement of procedures.	
			With the Public Information Officer, prepare to speak with patients, staff, visitors, and stakeholders.	
	Public Information Officer		Continue to hold regularly scheduled media briefings in conjunction with Joint Information Center.	
			Address social media issues as warranted; use social media for messaging as situation dictates.	
	Liaison Officer		Ensure continued updates of appropriate information to partner organizations, local authorities, and others as determined by Incident Commander.	

	Safety Officer		Update safety plan for extended operations based on modifications in entry and exit points, visiting hours, entry onto campus, etc., and ensure updated plan is incorporated into the Incident Action Plan.	
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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		Assess impact on clinical operations of restricted movement, delayed vendor deliveries and pickups.	
	Security Branch Director		Continue to assess impact on clinical operations of modifications to entry and exit points.	
			Modify security procedures as needed and in conjunction with law enforcement.	
Planning	Section Chief		Ensure that updated information and intelligence is incorporated into the Incident Action Plan. Ensure the Demobilization Plan is being readied.	
Logistics	Section Chief		With Operations Section, assess impact on clinical operations of delayed vendor deliveries and pickups.	
			When approved by Incident Commander, reschedule all delayed deliveries and pickups.	
Finance/ Administration	Section Chief		Continue to record the ongoing and projected costs from modifications in normal operations.	

Demobilization/System Recovery

Section	Officer	Time	Action	Initials
Command	Incident Commander		Ensure notification to all impacted persons of the missing person incident resolution.	
			Approve the Demobilization Plan.	
			Oversee the hospital's return to normal operations.	
			With the Public Information Officer and Joint Information Center, prepare to speak with media.	
	Public Information Officer		Conduct media briefing to provide incident resolution; work with Joint Information Center.	

	Liaison Officer		Ensure that all stakeholders and response partners are notified of incident resolution.	
			Notify appropriate regulatory officials of the termination of the incident.	
	Safety Officer		Oversee the resolution of response actions that impacted operations; ensure entry and exit points are open and functioning. Ensure that fire doors and alarms are in working order.	
			Schedule and oversee a test of the hospital alarm systems.	

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		Ensure that impacted patient care areas that may have been out of service due to evidence collection are returned to service.	
	Security Branch Director		Restore normal security operations and demobilize non security personnel staffing, if activated.	
Planning	Section Chief		Finalize and distribute the Demobilization Plan.	
			Ensure that all impacted clinical and support operations are relayed to appropriate sections for resolution.	
			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		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.	
Logistics	Section Chief		Oversee the resumption of scheduled deliveries and pickups. Communicate delays in deliveries with the Operations and Planning Section.	
			Provide a cost summary due to delays in deliveries, additional charges, rescheduled pickups, etc., with the Finance Section.	
			Inventory all Hospital Command Center and hospital supplies and replenish them as necessary, appropriate, and available.	
Finance/ Administration	Section Chief		Compile a final response and recovery costs and expenditure summary and submit it to the Incident Commander.	

Documents and Tools

Emergency Operations Plan, including:

- ☐ Missing Persons Response Plan/Child Abduction Response Plan/Infant Abduction Response Plan
- ☐ Search policy and procedures
- ☐ Behavioral Health Support Plan
- ☐ Lockdown Plan
- ☐ Security Plan
- ☐ Patient, staff, and equipment tracking procedures
- ☐ Business Continuity Plan
- ☐ Risk Communication Plan
- ☐ Interoperable Communications Plan
- ☐ Demobilization Plan

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

Job Action Sheets

Access to hospital organization chart

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: Missing Person

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	X	X	X	X
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	X	X	X	X
Resources Unit Leader		X	X	X
Situation Unit Leader	X	X	X	X
Documentation Unit Leader		X	X	X
Logistics Section Chief	X	X	X	X
Support Branch Director	X	X	X	X
Finance /Administration Section Chief		X	X	X
Time Unit Leader		X	X	X