



Under Pressure:

*Testing an EAO's Emergency Response Plan
through Critical Incident Simulation*



Overview

- Risk Management 101
- Crisis Management Keys to Success
- How to Test the ERP?
- Designing Critical Incident Simulations

Why?

Why should an Education Abroad Office focus on risk management – why not leave to the larger organization?

Many excuses NOT to:

- Takes time
- Lots of resources
- Inconvenient/too busy
- Lack of expertise



Start Here

Creating A "Just Culture"

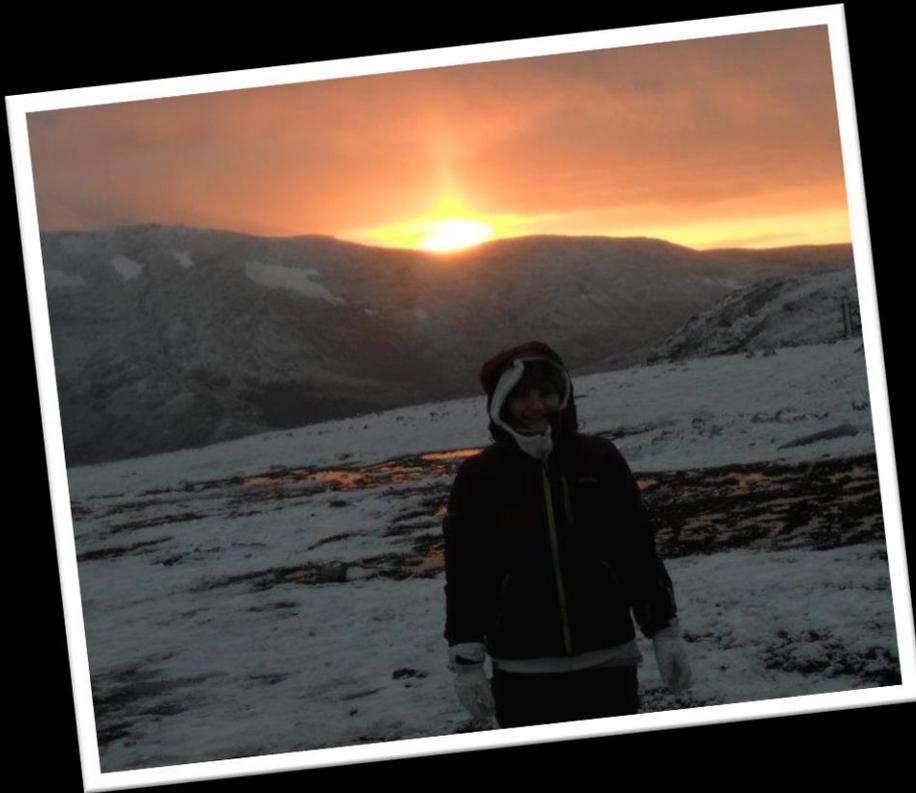
We have the power to create a **just culture** in our organization

In turn, will help create a just culture for the industry



Habitual excellence in risk management = Worth investment of time, energy and resources

Risk Management 101



- Risk management = mitigating or minimizing potential risks
- Assess hazards and benchmark based upon frequency and severity
 - Address any high frequency, high severity risks first
 - Proposed adjustments should be evolutionary, not revolutionary

Steps to Better Risk Management

10 most common recommendation areas
in risk management reviews

- Water Safety
- Lightning Safety
- Lost Participant
- Youth Protection
- Driver Training
- Vehicle Maintenance
- Role Clarification
- Subcontractors
- Crisis Response Drill
- Engage Staff

Do you have policies in place for each of these?

Keys to Success

- Define and set expectations for staff and faculty
 - Real vs Perceived
 - Case by Case vs Zero Tolerance
 - Levels of Response
- Give examples
- Provides consistency and structure
- When in doubt...



Keys to Success

- **Gut test**
- If you say 'yes' to any of these, you may need to consider sending participant home
 - Is condition beyond your ability to manage in the field?
 - Is the individual a danger to self or others?
 - Does harm to program outweigh harm to individual? (Single participant requires too much attention or energy at others' expense)

Quick Activity

Real vs Perceived

NAFSA Definitions

Real: those that pose a genuine and sometimes immediate risk to, or that have already disturbed the safety and well-being of participants.

Perceived: Those which pose no significant risks to the safety and well-being of participants, but which are seen as threatening by others (students, colleagues, family members)

Testing the ERP



- ERP = Emergency Response Plan
- Why test?
 - Clarify roles
 - Who is best in certain roles?
 - Identify gaps in knowledge, procedure or policies
 - Stress exposure training
 - Learn and retain knowledge best when heart rate is b/t 110-140bpm

Testing a hypothesis – what don't we know?

Testing the ERP

- There is no such thing as the right time
 - Best to do this **at least once a year** during the time an incident might occur as a refresher
 - Also hold simulations when you have new staff or changes in staff/admin roles or international environment



Critical Incident Simulation

- Simulation – less resources than you think
 - Tabletop
 - Open book
 - Crisis response speed dating
 - Full surprise



Can do in as little as 2-4 hours with only staff plus outside “actors” assisting by making scripted phone calls at predetermined times.

Common Elements of a Good Sim

1. Simulation incident occurs
2. Crisis response team is mobilized
3. Original briefing/overview of incident
4. Roles are clarified
5. Team goes into action
6. New information is learned
7. Incident is managed
8. Conclusion
9. Debrief
 - Most important step – this is where learning occurs!

Simulation Models

The Tabletop:

- Not a surprise
 - Everyone knows it is coming and what their roles are
- Entirely discussion based
- Training oriented
- Can be a difficult/serious scenario
- Easiest to manage or work through



Simulation Models

The Open Book Test

- Everyone knows when or where
 - Encourage “studying for the test”
- Parameters
 - 2-4 hours including debriefing
 - 2-4 updates/new information
 - Can be creative
 - Detailed script and timeline
- Brings Critical Response Team (CRT) together
 - Conversation around the table is valuable
 - Nonthreatening way to train
- May need to prepare multiple rounds for a large organization or in order to build confidence & competence



Simulation Models

Crisis Response Speed Dating

- Structure
 - Similar to open book test & variation of tabletop
 - Multiple staff can be trained to fill multiple roles; multiple teams
 - 20 min crisis management, 10 min debrief, repeat
 - 4 rounds in 2 hrs
 - Maybe one info update per round
 - Pre-arrange teams beforehand
- Good after trying the open book test
- Simulated management and calls
- All tabletop



Simulation Models



Full Surprise

- Like a fire drill
- Most realistic & intense
- Critical incidents don't happen at convenient times
 - Plan during off hours/odd times?
- Most intricate to plan
 - 4 hrs and up, but let play out
 - Multiple updates
 - Can people do “day job” + crisis management?
 - Game speed – as close to real time as possible
 - Debrief + follow up

*Best when experienced at ERP simulation testing

Simulation Design

- Establish desired outcomes
- What type of simulation and how complex?
 - Tabletop best for very first try, but open book and crisis dating simulation are better for achieving outcomes
- Closed doors or open to all?
- Scenario?
 - **Plausible over possible**
 - Can address commonalities or situations you may face in your organization
- Each simulation needs a simulation leader who knows what is coming next
 - Small offices might ask a former staff member or outside individual to conduct if you want entire office tested

Simulation Design

- Always start all communications with “This is a part of the Emergency Response Drill.”
 - Email subject line: “EMERGENCY RESPONSE DRILL – UPDATE”
- Be sure to create a line to use in case of actual emergency during simulation
 - i.e. “The Emergency Response Drill is now over. This is not a test.”

Simulation Design

- Testing to failure
 - Guaranteed to fail simulations can be overwhelming
 - Doomed to failure simulations won't give good results
 - Don't design an outrageous simulation
 - focus on **one variable** you want to test
- On the spot anxiety
 - Assure participants that you are testing the system and don't expect perfect results
 - If someone will be on the spot, they should be prepared for it



Action Steps



Where will your education take you?



- Review related policies and look for gaps
- Evaluate training objectives and methodology
- Test your ERP!



Go Anywhere

Questions?

- Thank you for your time!
- Contact info:

Erin Rasche

Education Abroad Advisor

Kennesaw State University

Email: erasche@kennesaw.edu

Nadine Northcutt

Sr. Education Abroad Advisor

Kennesaw State University

Email: nnorthcu@kennesaw.edu



Division of Global Affairs

Education Abroad

References

- Ajango, Deb. "The Ultimate Goal in Crisis Response." *Association of Outdoor Recreation & Education Conference Proceedings*. 2002. pp 152-162.
- Ajango, Deb. "Performing Under Pressure." *Wilderness Risk Management Conference*. 2014.
- Baum Mettenbrink, Katie and Ledingham, Emily. "Supporting Struggling Participants: Strategies for Managing Behavioral and Mental Health Issues." *Wilderness Risk Management Conference*. 2014.
- Bloom, B.S., Engelhart, M.D., Furst, E.J., Hill, W.H., Krathwohl, D.R. "Taxonomy of Educational Objectives: The Classification of Educational Goals. Handbook II: the affective domain." 1956.
- Borg, Bernard. "Predictive Safety from Near Miss and Hazard Reporting." 2001.
 - <http://signalsafety.ca/files/Predictive-Safety-Near-Miss-Hazard-Reporting.pdf>
- Carroll, Winslow, Gorban, Aaron and Wilson, Jess. "Beyond Read and Repeat: Training Staff to Understand and Analyze Risk Management Policies." *Wilderness Risk Management Conference*. 2014.

References

- Cole, Josh and Smith, Steve. “Near Miss Incidents are Telling You Something Important. Are you Listening?” *Wilderness Risk Management Conference*. 2014.
- “Education Abroad Standards of US Accrediting Agencies: A Survey.” 25 February 2005. The Forum on Education Abroad.
 - <https://www.forumea.org/documents/EdAbroadStandardsOfUSAccreditingAgencies-ASurveyForumEA.pdf>Scholarships and Financial Aid
- Kosseff, Alex. “10 Steps to Better Crisis Management.” 2014.
 - <http://bit.ly/10steps14>
- Mello, Natalie. “Standards Do Exist for International Programs.” *Wilderness Risk Management Conference*. 2014.
- “Standards of Good Practice for Education Abroad, 4th Ed.” The Forum on Education Abroad. 2011.
 - <http://www.forumea.org/documents/ForumEA-StandardsGoodPractice2011-4thEdition.pdf>
- Vermeal, Mark. “How to Prepare and Execute Effective Critical Incident Simulations with Administrative Staff.” *Wilderness Risk Management Conference*. 2014.