

Standard Operating Procedure Line of Duty, Life-Threatening Injury or Death of an Employee	PEORIA FIRE-MEDICAL DEPARTMENT Administration 100.19 Rev. 09/05/2019 Page 1 of 9
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PURPOSE

This procedure is to guide the Peoria Fire-Medical Department on how to provide employees and their family’s appropriate emotional care for dealing with the stress of a seriously injured, ill or deceased family member. This is accomplished by creating and maintaining a Unified Command structure that allows both Labor and Management to operate in their capacities to provide for both the member(s) and their families during and after any critical incident.

POLICY

This policy will guide Labor/Management personnel in the handling of a seriously injured, ill or deceased employee or family member. This policy will include four phases: pre-incident, incident, post-incident and review.

PROCEDURE

PRE-INCIDENT PHASE:

1. Employee photos shall be kept up-to-date.
2. Employees shall complete, and keep up-to-date, all paperwork related to critical incidents and notifications.
 - a. In order to make prompt notification to an employee’s family, in the case of a serious injury or death, an Employee Emergency Notification File will be kept in a secure folder on a server with limited access. This alphabetical file will contain a notification sequence for each employee of the Peoria Fire-Medical Department, indicating who should be notified first, second, third etc., their addresses and phone numbers. Employees should include in this sequence someone who would be able to contact/locate dependents who are in school or additional people to contact. (template attached)
3. Honor Guard policies and practices should be in place and up to date.
4. Employees should be aware of the City PARs and Department policies on benefits pertaining to serious injuries, illness or line of duty death.

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INCIDENT PHASE:

1. The initial Incident Commander (responding Battalion Chief/Captain- IC#1) will be responsible for getting the Unified Command structure started by contacting their immediate supervisor (Management personnel) and a member of the Labor Executive Board (Labor personnel). Those members will begin their assigned organizational responsibilities and notify the initial IC of progress as soon as possible with a status update.
2. The Fire Chief or designee may choose to assemble an Incident Management Team under Unified Command with Command and General Staff Positions assigned to Labor/Management personnel (Appendix A). The Unified Command representatives will be responsible for coordinating all department functions related to the incident.
 - a. The Management Representative will be responsible for:
 - i. Controlling staffing for involved unit and station
 - ii. Contacting City and Department Officials through Chain of Command
 - iii. Contacting Alarm room for move up units
 - iv. Notifying the Chaplain
 - v. Contacting the Medical Director
 - b. The Labor Representative will be responsible for:
 - i. Contacting other Executive Board members
 - ii. Communicating with Peoria Firefighters Charities (PFFC), Professional Firefighters of Arizona (PFFA) and International Association of Firefighters (IAFF)
3. The Shift Battalion or designee assigned to the unit/employee shall retrieve the Employee Emergency Notification File and work with the Incident Management Team to make notifications to family.
 - a. Notification should never be delayed if it would allow loved ones to reach the hospital prior to demise.
 - i. At least two people will be present for the notification; preferably Labor and Management representatives.

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- ii. Speak slowly, clearly and honestly about what has occurred. If the employee is deceased, say so. Do not provide false hope.
 - iii. Consider bringing medical care to the notification, or having them stage nearby.
 - iv. If family desires to go to the hospital, it should be suggested that the family not drive themselves. Alternative transportation will be provided by the Labor/Management representatives.
 - v. Be prepared for any and all responses that the loved ones may have.
 - vi. Assure the family member(s) that the Peoria Fire-Medical Department will do everything we can to provide support.
4. Employees should contact their loved ones to provide up to date information as soon as possible.
 5. The Unified Command Team will appoint an Operations Section Chief to run the incident. The Operations Section Chief (OSC) will identify divisions as needed.
 6. The OSC will make a hospital liaison as soon as practical (can be Labor or Management). This liaison will be responsible for coordinating with hospital staff.
 - a. Arrange an area in the hospital for family and an area for coworkers.
 - b. Arrange for the family to get updates as soon as they arrive.
 - c. Arrange for the family to visit the injured or deceased, prepare them for what they will see and accompany them.
 - d. Notify hospital billing and registration that this is Workers Comp related and all billing should be done as such.
 - e. Share information with the Medical Director, Labor Group, Peer Support Team, Firefighters Charities, 493 Member Services and Chaplain.
 - f. Communicate and work with those who made the notifications.
 - g. Communicate with the Operations Section Chief with daily briefings on needs or changes in priorities.
 7. The OSC will work with the Unified Command Team to identify a Family Support Team. **The Family Support Team, generally three people**, are Family Liaisons

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who assist the injured/ill/fallen's family before, during and after the incident. The Family Liaisons perform as the single point of contact between the fire department and the fallen firefighter's family. The Family Liaisons would serve in this capacity from incident to post incident phase. The Family Support Team members may also serve in other capacities within the Incident Management Team. Whenever possible, the Fire Chief should consider removing the Family Liaisons from their day-to-day responsibilities until their assignment is complete. Some responsibilities of the Family Support Team could be:

- a. Arrange for any transportation needs, childcare or other needs from the loved ones.
 - b. Identify a shift schedule for members to sit with the involved personnel at the hospital
 - c. Arrange for support services for the family members of the involved personnel
 - d. Fill the needs that arise pertaining to member services to their capabilities.
 - e. Act autonomously, but communicate with the Operations Section Chief with daily briefings on needs or changes in priorities.
8. The OSC will work with the Peer Group representative. This representative will be responsible for coordinating with the Peer Support Team and Department Chaplain. The Peer Support Team could be activated in the following ways:
- a. Gather critical facts from the Unified Command Team and OSC.
 - b. Determine who was most directly involved and provide immediate diffusing.
 - c. Provide an informational debriefing for all personnel from the affected shift prior to the end of their tour of duty, along with the Shift Battalion and Labor Representative if possible.
 - d. Contact the IAFF for additional resources for this type of incident.
 - e. Communicate with the Operations Section Chief with daily briefings.
9. The OSC and Unified Command Team will work together with the PIO to control the flow of information. They will draft a written statement for the Fire Chief or his/her designee. The PIO will release the information only after the family has

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been notified. The Unified Command Team will establish that only authorized members be allowed to speak with the media. **The Department members will be notified as needed through the WENS system or Joint Communications email drafted by the PIO and approved by the Unified Command Team.**

POST INCIDENT PHASE:

The Unified Command Team will fill all necessary command and general staff positions to assist the seriously ill, injured or deceased member and their families as needed. In the event of a Line of Duty Death, Labor and management will work together following the procedure outlined below.

1. The PSC will make a Funeral Coordinator as soon as practical. The Funeral Coordinator will work together with the Family Support Team. The Funeral Coordinator will coordinate all necessary functions involving all funeral events in accordance with the City of Peoria. Coordination with police department, fire department, clergy, and mortuary services/cemeteries will be necessary. Additionally, the Funeral Coordinator will:
 - a. Recognize that plans and desires of the family and designees will supersede that of the Department.
 - b. Assign a Viewing Coordinator and an Honor Guard Coordinator to assist with the tasks. Should be familiar with the employee, but not too emotionally invested to be effective. Responsibilities include:
 - i. Meet with family and Family Support Team to explain their role
 - ii. Provide a contact number and be available.
 - iii. Make sure that family's wishes are heard and met.
 - iv. Assist with any arrangements needed.
 - v. Make family aware of what choices are available.
 - vi. Provide the details on the funeral and relay wishes for desired inclusions and exclusions.
 - vii. Select eight (8) Pallbearers from the Fire Department. Family may choose to have certain individuals act as pallbearers.
 - viii. Coordinate Honor watch at the hospital and continue until the deceased is laid to rest.

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2. As the Funeral is being planned, the PSC should work together with the OSC and Peer Support Team to keep all members, past and present informed of the progress. The Peer Support Team will be needed to:
 - a. Schedule a debriefing for employees involved.
 - b. Offer a debriefing for involved family, to include spouses, significant others, children, parents and siblings.
 - c. Conduct follow-up meeting to keep all other employees supported.
 - d. Encourage and assist family and affected coworkers in obtaining professional help.
 - e. Create a plan for ongoing support for at least two years. This should include, but limited to, calls, check-ins, cards, and remembrance of significant dates.
 - f. Invite family to all memorials and events related to their family member.
 - g. Provide information on other organizations that exist to offer survivor support.

3. The FSC will make a Human Resources Coordinator (HRC). The HRC will expand his/her support staff to include a Benefits Coordinator and Workman's Compensation Coordinator if necessary. The fire department should maintain an up-to-date list of death benefits that may be available to survivors. The HRC will help the family with policy details along with assistance from the Family Support Team. The HRC will:
 - a. Ensure that proper paperwork is completed, in a timely manner, for all benefits.
 - b. Follow up with the family approximately one month later and continue to do so until all benefits are received.
 - c. Inform the family on continuation of City Health Insurance.
 - d. Work with the City of Peoria HR representative to ensure all benefits are covered.
 - e. Contact the Arizona LAST Team and the PFFA. Contacting the Arizona LAST and the PFFA will maximize the resources available to assist the family, the fire department, and its members. All entities will have already

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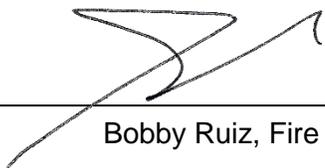
been notified by the Unified Command Team.

REVIEW PHASE:

In the unfortunate event that this Procedure is implemented, we must perform the duties we swore to uphold to the best of our abilities for the good of our members and their families. These uncertain times will undoubtedly test all of our resolve and we must unite as a Department to get the job done for those who cannot do it for themselves.

In order for the process to improve, an After Action Review (AAR) will be held with the Unified Command Team along with all members of the Command and General Staff. The intent is to share what areas went well and which areas need improvement. After the information sharing has occurred, this policy shall be amended to incorporate the findings of the group through the continued Labor/Management process.

Approved:



 Bobby Ruiz, Fire Chief

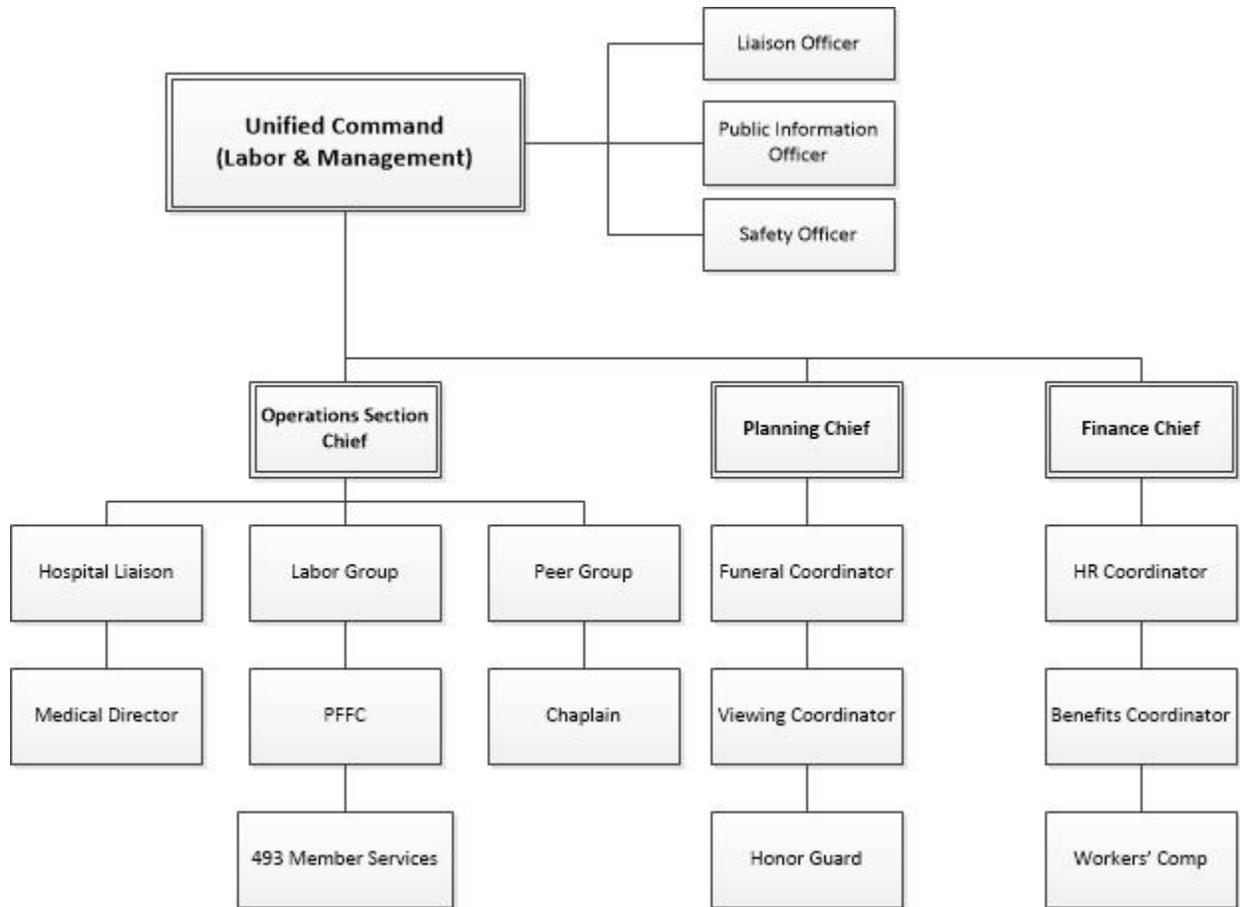
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Appendix A: Organizational Chart
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Incident Name:	Operational Period:	Date & Time From:	Date & Time To:



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Appendix B: Resources for Fire Departments

Effective: 09/05/2019

Benefits

Public Safety Officers' Benefits Program Information

Available online at www.firehero.org

Public Safety Officers' Educational Assistance Program

Available online at www.firehero.org

National Fallen Firefighters Foundation, State Benefits

Available online at www.firehero.org

See State Benefits section

Funeral Guides

Final Farewell to a Fallen Firefighter: A Basic Fire Department Funeral Protocol,

Fire Engineering Magazine, 1993

Contact: Fire Engineering Magazine

E-Mail: williamm@pennwell.com for reprint

Park 80 West, Plaza Two, 7th Floor, Saddle Brook, NJ 07663

201-845-800.1 Fax: 201-845-6275

Funeral Procedures for Firefighters, National Volunteer Fire Council, 1991

Contact: NVFC at <http://www.nvfc.org/hot-topics/funeral-procedures>

17th Street, NW, Suite 490, Washington, DC 20036

202-887-5700/1-888-ASK-NVFC Fax: 202-887-5291

IAFF Recommended Protocol for Line of Duty Deaths. The IAFF will provide this protocol at the request of the IAFF District Vice President or local IAFF affiliates.

Contact: IAFF at www.iaff.org

1750 New York Avenue, NW, Washington, DC 20006

202-737-8484 Fax: 202-737-8418