Critical Stress Incident Management at Frankfurt Airport (CISM Team Fraport AG)

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Summary

FRAPORT AG, the owner and manager of Frankfurt Airport, has expanded its emergency management system with a component for crisis intervention and so-called “psychological first aid”.

The counseling service that is being formed will support the responsible persons in emergency management and disaster relief management to cope with crisis and emergency situations by providing qualified and competent psychosocial “first aid” to affected persons, relatives, and helpers.

Introduction

In recent years many German Rescue Services have developed activities to ensure professional treatment of traumatized persons during a current problematical situation in life.

During all major national and international catastrophes in recent years the press media has always reported on the counseling provided by the “professional helpers” (fire department, police, medical personnel) and have also demanded professional counseling and guidance (psychological first aid) for helpers spending so much time at the site of the catastrophe.

This was organized in the end (examples: aircraft accident 1988 in Ramstein, ICE train accident in Eschede in 1998, Concorde accident in 2000 in Paris).

FRAPORT AG, as operator of the airport, is responsible for the safe operation of the airport without disturbances. Consequently, an organized emergency management system must be set up - in addition to the present service provided by the experts of the medical services - which can go to work immediately in case of a so-called major accident or catastrophe.
This applies for the case of such an accident/catastrophe occurring at the airport or in the immediate vicinity (so-called airport-related events) or further away (so-called flight-related events).

Chart 1
Traffic data on Frankfurt Airport

- Approx. 52,000,000 passengers expected in 2005
- Direct link to 2 train stations (local trains and high-speed long distance trains)
- Two major highways in direct vicinity
- 14,000 employees at Fraport AG
- Over 60,000 employees at Frankfurt Airport
- 500 companies operating at the airport
- Employees from 30 different nations work at the airport

Special Requirements for Airports

If one intends to successfully establish a CISM Team at an international airport it will be important to consider a number of different interfaces that will decisively contribute to the success of such a team.

Responsibilities

At an early stage it must generally be clearly defined who is in charge of what task and resulting responsibilities. The airport (as a service-provider) – if not otherwise agreed by contract – is not responsible for passengers, meeters, customers and employees of other companies. In other words, the responsibility is in the hands of external persons.

Meeters/greeters and media representatives are generally requested to turn to the airport operator.

An airport operator is well advised to set up internal structures to appropriately handle incidents with varying dimension. Based on image questions and media reporting in recent years, the airport operator will be heavily focused on by media reporters.

Cooperation agreements with airlines and their care teams serve to have a defined interface which will help ensure good cooperation in handling a possible incident.
**Airlines**

National and international airlines must stick to the instructions of the home base and will possibly only cooperate to a limited extent. In addition, they will exclusively keep the interests of the airline in mind.

The cultural particularities of various people from different countries at an international airport must always be inquired about and considered.

Current political events (for example wars) must always be taken into consideration when helping affected persons with different cultural backgrounds.

Depending on the "size" of the airline, there will be several representatives and in some cases no (!) representative will be able or authorized to make decisions.

This means that in case of doubt the representatives will make decisions after having consulted the home office which will not always benefit the affected persons (for example no or lack of communication with family members).

Considering the above, there is an absolute necessity to discuss this topic before occurrence of a major incident and to define interfaces in agreements to ensure that responsibilities are assigned beforehand.

At Fraport AG, the Airport Operational Committee (AOC) regularly holds meetings and exercises with the responsible persons. This ensures that “key players” get to know one another and a trustful working relationship is established.

**Meeters/Greeters**

Should there be a catastrophe, we must generally expect a large number of meeters and greeters because the airport will always be the place to go to if there is an airline accident.

This means at least three times the number of people (900 to 1,200 persons per aircraft) which will have intensive emotions in different constellations at any time of the day or night at the airport.

These persons require care of a continuously operating care team in order to keep these persons informed as best as possible.

They must be isolated from the press and other persons at the airport in order to be provided with “bad news” or joined with their family members.

Helpers having to give “bad news” must be trained for this. Furthermore, a sufficient number of helpers must be on hand.

Facilities/rooms and catering – after having clarified the responsibility for this – must be made available to meeters and greeters free of charge.
**Different Religions**

In this day and age of globalization we are confronted with a multitude of religions which must be appropriately taken into consideration. This means early cooperation with the representatives of various religious congregations in the area/region and to better acquaint them with the specifics of an airport. There are contacts with representatives from various religious groups for years now and their names are on file in the Crisis Management Center and at Medical Services.

Some religious representatives have already set up a hotline and a 24-hour “on call” service. This proved to be useful in the past. For example, during Christmas Eve 2005 when a Fraport employee committed suicide. Care and giving the notification of death was done by the Protestant pastor and a representative of the company. CISM care for the colleagues was requested and ensured by the doctor in charge at the airport on December 24, 2005, at about 2200 hours.

Regular meetings at the airport (invitation comes from Fraport AG) have proven to be a success for many years now. “One gets to know one another” is the most frequent statement and this is important in order to assist one another.

**Different Nationalities**

In case of a catastrophe at the airport or due to an airline-related accident at the airport or in the vicinity of the airport, we must generally assume that many persons with different nationalities will be affected.

The different cultural backgrounds will play a major factor in dealing with the problems (screaming, grief, persons collapsing, blaming others, aggression against persons or items) and there is no telling what will happen in advance. It is a big asset of an international airport to be able to utilize its workforce which also is made up of people having various cultural backgrounds.

Even if these colleagues are not already members of the care teams, their presence alone would be of major assistance in dealing with affected foreigners because by translating or helping with minor tasks the grief and suffering of affected persons could be minimized to a greater extent. Lists of the names of foreign employees with their cell phone numbers should be on file.

**24 Hour Shift / Shifts of Helpers**

When setting up a team of helpers at the airport, one must make a clear decision in regard to how many employees per shift should be at the airport and thereby take the shift operations at the airport into consideration.

As early as possible, one must attempt to estimate the time frame of the needed work of the helpers in order not to request all (!!) helpers to come to the airport at once. A reserve team must be ready to go to work in order to replace some colleagues or take the place of an already working team that is exhausted.

As a general rule about 30 % of the helpers should be kept in reserve and not be involved in the “hot phase” of the work to be done.
Contacting/Commuters

Many of the helpers are commuters. This means that they are dependent on car pools or it is not possible to precisely determine how long they will be able to help during the early phase. The responsible team managers must at an early phase also determine how team members can get back home safely after they have worked. It may be necessary to offer team members to take a taxi home free of charge or have them driven home by company drivers. Such matters must be clarified as soon as possible to ensure that the helpers can best concentrate on their work and duties.

Catering/Relax Room

Catering is an important element for the affected persons and the helpers, too. Free of charge catering must be ensured for all members of the help team in a separate room so that the individual can relax for a limited period of time, talk with other helpers and have a “cushion” to lean back on. A room for relaxing in total silence should also be provided if the work of the help team is expected to last longer than 6 to 8 hours.

Multitude of Companies

The multitude of companies, which operate at the airport or in the vicinity, offers great possibilities of cooperation in many sectors such as logistics, communications, catering, rooms/shelter, transportation capacities. Here cooperation will be needed and should be initiated.

Government Agencies (Customs, Police, Federal Police)

After a catastrophe several government agencies will rush to the scene with different responsibilities. It is not always clear who has the “primary” authority to do what, specifically during the first hours after the catastrophe.

For example, approximately 14,000 passengers returned from Asia at the end of 2004/early 2005 (tsunami victims) within 7 days. Many of them had no money, no clothing, no documents and were in a traumatized state. They understandably had little understanding for questions from government authorities such as:

- Do you have something to declare?
- May I see your passport?
- Where are your family members?
- Who will take care of you?
- Where do you live in Germany?
Here, too, improvements are being made by regular meetings and exercises involving key players of the airport operator and key players of the government agencies to establish better cooperation and trust.

It was also noticed that representatives of government authorities and agencies cooperated very efficiently with airport personnel and did everything in their power to help the affected persons as best as they could.

For example, many tsunami victims received new temporary identification cards immediately, the customs formalities were reduced to the absolute minimum, airlines gave out tickets for the victims to continue travel by rail or handed out hotel vouchers. A special care team of one airline started immediately taking care of smaller groups of affected persons.

What can our team expect in case of a catastrophe? (number of flights after 2004 tsunami)

It is very important to immediately estimate how many affected persons and, subsequently, how many meeters/greeters we can expect.

- What is our current manpower?
- How much can we take on at maximum with the existing team?
- When will we need our backup team?
- Must we activate a crisis team?
- Our experience tells us that at maximum two flights can be handled parallel and then the capacity limit will be reached.

Handling two flights means immediate handling of up to 600 passengers and approximately 1,800 meeters/greeters in addition (above-mentioned 1 to 3 ratio).

Backup Team (Cooperation)

A catastrophe at an airport will always mean the handling (providing assistance) of many affected persons and a high number of meeters/greeters. Good and efficient cooperation with partners in the airline business (airlines, airports, air traffic controller, airport pastors, etc.) will be a top requirement in order to tackle such a catastrophe and thereby also assist the helpers in the best possible manner.

In the opinion of the author, external helpers without any “airline-related experience” (usually these persons volunteer their help) should not be included in the mission for security reasons and operational reasons (media persons? want to get the spotlight on themselves?).
Confidentiality

Confidentiality is a very important factor for persons working in help teams. The affected persons must always have the feeling that personal data and statements will never be passed on to friends, interested parties or media representatives. Consequently, the confidentiality factor should always be raised at the briefing session before the start of a mission.

Should anybody on the team disregard the confidentiality rule, the team manager should remove this person from the team. This should also be done to protect the team.

Compensation/Pay

“Last but not least” this topic must also be discussed. Training expenses for team members are most usually paid by the company. During a mission the team members should be paid as they would be paid for a normal day/night at work.

The author is of the opinion that no extra pay or compensation should be awarded for this highly stressful work.

At our company, a member of the board of management will come to a meeting (small party) of all helpers a few weeks after the mission has been completed and express the gratitude of the board of management and thank all persons involved.

Checklists

Upon a catastrophe several airlines and government agencies at the airport will become active immediately. Thus there is an absolute necessity for structured procedures. We have set up a checklist which must be discussed, modified and agreed upon by all.

An airport representative should take charge here but only function as a “coordinator”. Responsibilities are at the involved government agencies and airlines.

Experience gained over the past 10 years tells us that up to 20 different “key players” may be involved with varying interests which have to be coordinated. Individual actions or measures – without coordination – must be prevented by all involved persons because they are not productive and often harm the mutual interest of involved parties to handle the catastrophe the best possible way.
## Checklist

<table>
<thead>
<tr>
<th>Subject</th>
<th>Comments</th>
<th>Done (?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is responsible ?</td>
<td>➢ Are we responsible ?&lt;br&gt;➢ If not, who is our contact partner ?&lt;br&gt;➢ What is expected from us ?&lt;br&gt;➢ Who bears the expense ?</td>
<td></td>
</tr>
<tr>
<td>We ?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airline ?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gov. Agency ?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alarm</td>
<td>➢ Is my team informed?&lt;br&gt;➢ Who coordinates ?&lt;br&gt;➢ When, what feedback ?&lt;br&gt;➢ Backup team !!&lt;br&gt;➢ (do not call in but inform)</td>
<td></td>
</tr>
<tr>
<td>Religion</td>
<td>What religions will we probably deal with ?&lt;br&gt;Are the various religious representatives already informed in advance ?</td>
<td></td>
</tr>
<tr>
<td>Catering</td>
<td>Has sufficient catering been ordered for ➢ affected persons ➢ employees ➢ team members</td>
<td></td>
</tr>
<tr>
<td></td>
<td>food ➢ warm/cold ➢ beverages ➢ warm/cold ➢ sweets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>24 hours/365 days !!!&lt;br&gt;cell phone numbers of responsible persons</td>
<td></td>
</tr>
<tr>
<td>Special parking position for aircraft</td>
<td>Has the aircraft been assigned a special parking position ?</td>
<td></td>
</tr>
<tr>
<td>Clothing</td>
<td>Sufficient amounts ?&lt;br&gt;➢ Shoes ➢ Jogging suits ➢ Shirts ➢ Clothes for children</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Transportation ➢ Aircraft – “special rooms” ➢ Meeters/greeters of passengers ➢ Team members</td>
<td></td>
</tr>
<tr>
<td>Rooms/Facilities</td>
<td>Separate rooms/facilities for ➢ Meeters/greeters ➢ Affected persons ➢ Handling the groups of persons</td>
<td></td>
</tr>
</tbody>
</table>
| Handling (Taking Care) | Meeters/greeters  
| Passengers  
| Team members  
| Others  
| e.g. Airline members  
| Check-in  
| Ramp  
| Terminal  
| Tower  |
| Government Agencies | Contact partners  
| Customs  
| Police  
| Federal Police  
| Tower  
| Security  
| Department of Health  |
| Other | Taxi vouchers  
| Hotel vouchers  
| Passport / ID card (temporary)  
| Telephone vouchers  
| Train tickets  
| Coordination meeters/greeters  |
| Care Team | Ensure taking care of helpers after end of shift; nobody leaves the scene without having been taken care of  |
| Cooperation | Ensure cooperation for setting up a qualified backup  |
| Quality | Regular training and thus ensure international standard according to Mitchell  |

**Implementation of CISM at Fraport**

For dealing with traumatized persons we intend to train personnel working in security and emergency management (security operations center, airport security, technical operations center, fire department, medical services, operative units) and personnel from other operative and administrative units of our company.

Trained employees can (partially, temporarily) provide assistance to the professionals in the rescue and medical fields in case of an emergency event.

The trained employees can be made available for external customers (airlines, passengers) as well as for internal employees and colleagues as contact partner or counselor.
Knowledge of the procedures, facilities, responsible persons, work areas, etc. in the own company – like an international airport – we know to be a big advantage.

Experience in mutual work areas with external customers and specifically airlines (DLH, Delta Airlines, United Airlines, Air France) is helpful as well as the Catholic and Protestant pastors working at Frankfurt Airport.

Focus of training measures is also on sensitivity and developing skills of employees to be moderators for internal debriefings after stressful work or missions connected to “critical incident stress management” according to Mitchell and Everly (CISM).

The Medical Services unit at Frankfurt Airport has already conducted several training sessions based on the Mitchell concept for their employees (doctors, emergency doctors, nurses, medics, psychologists, drug counselors) in close cooperation with DFS/ATC (German Air Traffic Control) in Langen/Germany.

The training sessions take place – with focus on a possibly extensive network generation – together with managing supervisors of the company fire department, emergency management and in cooperation with employees of DFS/ATC.

Special stress for our employees was noticed in the past upon the occurrence of fatal accidents of passengers in the terminals, life-threatening and sudden medical problems, unsuccessful reanimation, suicides, fatal accidents on the apron, fatal vehicle accidents of colleagues.

In dealing with affected and stressed employees and colleagues it is of major assistance if experienced and trained colleagues (peers) can speak openly about what has happened.

This experience is confirmed by other counseling teams (for example by German Rail). The offer of a colleague to help in a situation is often accepted much easier than counseling by a person unknown to the affected person.

The training together (as described above) does not only enable getting to know one another better. Furthermore, there is the possibility to learn about the individual responsibilities and job functions of the colleagues, the necessity for certain procedures and trustworthy cooperation in the twilight zones of the own ability to help.

The limits of the own abilities can be noticed and accepted much easier in such a group.

The implementation of subsequent mission briefings, group discussions, debriefings - whereby taking the own stress under consideration - is a significant step in a medical sense to ensure primary and secondary prevention of stress disturbances or posttraumatic reactions. These prevention services are available to colleagues in the emergency management center, call center and other information departments.
Chart 2
Training Module for Crisis Intervention Team

- Information meetings
- Personal and confidential talks, if requested
- Selection procedure by individual interviews and group talks
- 2 day long training with internal and external psychologists
  (with experience in therapy for posttraumatic stress disturbances)
- Refresher courses (1 day)

Development of “Counseling“ Services

Not only since 1996 have there been situations that required the work of the counseling team.

Chart 3

Examples for missions of the Fraport AG medical team providing counseling for victims of accidents and/or their relatives.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
<th>CISM Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td>Terror bombing Terminal 1 (RAF = Red Army Fraction))</td>
<td>No CISM activities (help) except mutual debriefing 1:1 by the Medical Services unit</td>
</tr>
<tr>
<td>1986</td>
<td>Terror bombing Mail Distribution Center at the Airport (RAF)</td>
<td>No CISM activities (help) except mutual debriefing 1:1 by the Medical Services unit</td>
</tr>
<tr>
<td>1986</td>
<td>Terror bombing at US Airbase</td>
<td>No CISM activities (help) except mutual debriefing 1:1 by the Medical Services unit</td>
</tr>
<tr>
<td>1986</td>
<td>Suicide attempt by hanging (18 year old woman after sexual abuse)</td>
<td>1:1 activity (help) by the director of Medical Services</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Support Provided</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>February 1996</td>
<td>Crash of an aircraft of Birgen Air near the Dominican Republic</td>
<td>Counseling (help) for relatives once being informed of death after presentation of passenger list (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>1988</td>
<td>Crash of aircraft of Pan American Airways in Lockerbie, Scotland</td>
<td>Immediate counseling (help) by the airport clinic for flight attendants and station employees 1:1 activity (help) by the director of Medical Services</td>
</tr>
<tr>
<td>September 1997</td>
<td>Terror firebombing of a bus of German tourists in Cairo, Egypt</td>
<td>Counseling (help) for less seriously injured tourists during their travel home Upon request of the Foreign Ministry a memorial service for the relatives upon return of the murdered German tourists and activities (help) for the relatives Assistance involving identification procedures of the German FBI (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>November 1997</td>
<td>Terror attack on tourists in Luxor, Egypt</td>
<td>Upon request of the Foreign Ministry a memorial service for the relatives upon return of the murdered German tourists and activities (help) for the relatives (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>November 1997</td>
<td>Traffic accident of tourist bus in South Africa (death of a tourist and injuries of accompanying relatives)</td>
<td>Counseling (help) for the returning tourists and meeting their relatives (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>March 1998</td>
<td>Murder of German foreign aid worker in Kenia</td>
<td>Counseling (help) for relatives upon return of his wife (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>July 2000</td>
<td>Concorde crash in Paris (Air France)</td>
<td>Counseling (help) for relatives of crash victims before their flight to the memorial service in Paris Assistance for employees of the affected airline (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>December 2000</td>
<td>Attack on tourist camp in Sri Lanka</td>
<td>Counseling of traumatized victims and relatives picking them up (Mental Health P. and Peers)</td>
</tr>
<tr>
<td>Year</td>
<td>Event Description</td>
<td>Type of Help</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1986-2005</td>
<td>Multiple suicides at Frankfurt Airport and nearby hotels (Sheraton, Steigenberger and others)</td>
<td>1:1 counseling (help) by airport clinic physicians</td>
</tr>
<tr>
<td>Sept. 11, 2001</td>
<td>Activities (help) for United Airlines flight attendants</td>
<td>1:1 counseling (help) by director of Medical Services</td>
</tr>
<tr>
<td>2002</td>
<td>Crash of 2 aircraft in Überlingen, Southern Germany</td>
<td>Counseling (help) for the tower crew in Zurich by DFS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Debriefing of DFS colleagues by the director of Medical Services at Fraport AG</td>
</tr>
<tr>
<td>2003</td>
<td>Dramatic accident (death) of a young employee on the apron (was run over by a 30 ton tractor)</td>
<td>1:1 counseling (help) for employees and debriefing of the medical emergency crew</td>
</tr>
<tr>
<td>2004</td>
<td>Death of an employee on his way home from work (motorcycle accident)</td>
<td>1:1 counseling (help) and defusing by employees of Medical Services and Pastor, Ms. Johanns</td>
</tr>
<tr>
<td>2004</td>
<td>Death of the managing supervisor on duty in the operations center</td>
<td>1:1 counseling (help) and defusing by employees of Medical Services and Pastor, Ms. Johanns</td>
</tr>
<tr>
<td>2004/2005</td>
<td>Tsunami in Asia 140,000 passengers within 7 days; 3,600 passengers with the need of medical and CISM support</td>
<td>1:1 counseling Peer support Debriefing and defusing of our own team (120 employees) with external support (ATC Langen)</td>
</tr>
<tr>
<td>December 24, 2005</td>
<td>Suicide of Fraport employee (jumped of a building, 14th floor)</td>
<td>1:1 counseling (help) and defusing by employees of Medical Services and Pastor, Ms. Johanns</td>
</tr>
</tbody>
</table>

The “official” team in charge of counseling and help was formed in 1996 and consists of doctors, psychologists and employees of the security unit at Frankfurt Airport.

This team conducted all response missions with different setups and is in charge of the concept for the development of a larger team.
**Structure of CISM at Fraport**

In addition to the core team (12 team members) in 2005 there is a group of approximately 140 trained employees (peers) which are available for critical events.

The members are primarily responsible for taking care of meeters and greeters.

This team will be basically supplemented by employees of the internal and external pastors.

The taking care of

Helpers
Others involved in the mission
Airline (crew, staff, check-in, terminal)

will be done by the CISM team of Medical Services. If required, this team will be supported by CISM pastor team members and ATC supervised by J. Leonhardt (Langen).

The team from ATC will be our "backup team" for own support.

Training measures will continue. The counseling team is to include a total of 280 persons.
Chart 4

"Taking Care"

Zero hour

Crash etc.

End of taking care

"Critical Incident Stress Management"

Med. Services
Fire Dept.
Police
Security
KIT Team Fraport
Maintenance
Others

CISM Team
PSL-G
ATC-AP Team

Crew

Airlines

Cockpit

Cabin

Chart 5

Interface

Erstellt: 21.11.2005
Interface

**KIT Team (Fraport)**
- Taking care of pax
- Taking care of meeters/greeters
- Others after agreement

**CISM Team PSL-G ATC-AP Team**
- Taking care of KIT Team Fraport
- Directly affected employees (security, firefighters among others)
- Airlines (crew, cabin)
- Airlines (ramp, terminal)

**Comment:** The CISM Team Fraport PSL-G and DFS (ATC-AP Team) is a licensed (at ICISF in the USA) international team for the aviation sector. It is available to airports, airlines and air traffic controllers in Germany and in foreign countries with its qualified team including mental health professionals.

* ICISF= International Critical Incident Stress Foundation

Erstellt: 21.11.2005

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**Status of Qualification of Medical Services (2005):**
The peers are continuously offered 1 day refresher courses in cooperation with ATC, Langen/Germany to exchange information and the experience gained.

Furthermore, the refresher course includes exercises.

It is generally planned to deploy the peers (out of different units) quickly at the airport location and then deploy the "experts" (mental health professionals of Medical Services) in the second stage for counseling (debriefing, defusing) the team members on the scene.

If required, counseling of the counselors will be assisted by the colleagues of DFS/ATC (German Air Traffic Control).

The counseling (help) functions will be coordinated with other teams by way of directives.

Measures to ensure quality assurance are planned as well as the participation of a counseling team during emergency exercises.
It is intended to have contacts with other task forces and professional groups at the airport to ensure good and cooperative work in case of a real emergency.

Together with DFS/ATC in Langen, a core team of Fraport Medical Services and the DFS team – refer to chart 5 – (in close coordination with the Mitchell Foundation) will offer their services to airlines and other airports in Europe.

Fraport AG has already close cooperation with the airports in

- Hahn, Germany
- Hannover, Germany
- Saarbrücken, Germany
- Leipzig, Germany (partnership)
- Dresden, Germany (partnership)
- Cairo, Egypt (management since 2005)
- Lima, Peru, (management since 2002)
- Antalya, Turkey, (management since 2003)

Many airlines such as

- Delta Airlines (USA),
- United Airlines (USA),
- British Airways,
- Ethiopian Airlines,
- Air France already used the experts of the Medical Services at Frankfurt Airport whenever there was a need of medical and (!) CISM support.

This international group can react quickly and is well qualified based on the number of languages spoken.

Questions about the training program have already been received from national (Leipzig) and international airports (Antalya).

Basic Training was held in Antalya (Turkey) in December 2005. Airport Leipzig Germany) got the first basic training in October 2005 with the DFS (ATC, Langen, Germany).

This kind of service will be always provided in close cooperation with our partner DFS/ATC. Chart 7 illustrates the system where two different companies will cooperate under the team leadership of the so-called team coordinator and clinical director.

By operating an international airport there are many different organizations such as Federal police, police, customs, management etc. which in general have different interests that have to be coordinated. At Frankfurt Airport we set up the so-called ERIC (Emergency Response and Information Center) unit where all the managers meet in one of the above-mentioned cases.
**Rules and Procedures**

Considering many past missions with a different setup of the involved teams and varying challenges, there is the necessity to have clear structures and "rules". The reason for this is that team members have different personalities, handle stress in different ways and have varying qualifications. Now they come together as a team (maybe for the first time) and must function as "experts" when facing a large number of affected persons. Similar to the work of pilots, it turns out that it is good to work with checklists in order to ensure uniform and qualified assistance for all affected persons. This gives team members more security if they can rely on checklists, notes and other "instructions". This is something very normal and in no way means that the helper does not have the situation under control.

Nobody would accuse a pilot of not doing his job well because he is using checklists.

**Lessons learnt**

- use existing “procedures”
- create trust
- "know" your partner
- regular communication (3 to 4 times a day)
- make agreements/decisions
- keep the agreements (no independent actions of an individual)
- the co-operation with external partners must be optimized

**Advantage and Benefits**

An international airport is subject to a huge number of incidents and influences based on many different situations. These are not always reasonable or understandable for an outsider. However, an intervention or cut in the chain of procedures calls for a tremendous and long-time development and coordination process to in the end guide the “monster” airport with its 52,000,000 passengers without major problems.

This means continuous information and involvement of external organizations who bring themselves into the procedures and structures based on clear guidelines to ensure smooth operation of the airport.

Fraport AG, as owner and manager of Frankfurt Airport, is well prepared for different scenarios up to a “disaster” due to their long-time experience and international consulting activities.
The procedures and operating instructions for emergencies (BANOT) are a cornerstone for cooperation with external partners (health department, city fire department, Federal police, customs, airlines etc.).

Yet this was also an outstanding event where the employees of the company were required to go to their physical and mental limits. The medical care for the team in action for the purpose of debriefing according to Mitchell by internal and external experts of the German Air Traffic Control (DFS) as cooperation partner is now a priority task for executive management at our company.

Generally, the airlines are responsible for the passengers (transportation and other services to fulfill the needs of passengers).

For logistic reasons the airlines must often rely on competent assistance in order to react to not planned situations/events and to ensure immediate and extensive counseling for affected persons in addition to all further special measures that are required.

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