

Hospital Incident Command System

The Role of Plant Operations in Managing an Incident

Dennis Tomczyk

Director, Hospital Disaster Preparedness

Wisconsin Division of Public Health

Objectives

- To learn the principal concepts and features of Hospital Incident Command System (HICS)
- To understand the roles and relationships of the Incident Command System Team
- To understand the application and use of HICS to day-to-day Plant Ops projects
- To understand the application and use of HICS by Plant Ops in emergency/disaster situations

What Are Your Goals?

- **Preparedness**

- Develop effective Emergency Management Plans

- **Response**

- Ensure safety of patients, personnel and facility

- Triage, treat, transfer victims appropriately

- Ensure business continuity (“normal patients”)

- **Recovery**

- Operational/Business/ Financial Recovery

- Restoration of “normal” operations

***First, Let's Learn about
NIMS***

National Incident Management
System

Homeland Security

Presidential Directive (HSPD-5)

- A consistent, nationwide template to manage domestic incidents by
 - federal, state, local and tribal governments
 - private sector (e.g. hospitals)
- A template applicable across “all hazards” of all size and complexity
- Hospitals must adopt NIMS in order to receive federal preparedness funds after 10/1/07

Elements of Compliance

- Element 1 - Adoption of NIMS at all organizational levels
- Element 2 - Manage incidents in accordance with the Incident Command System
- Element 3 - Multi-Agency Coordination (MAC)
- Element 4 - Timely and accurate communication through Joint Information Center (JIC)

Elements of Compliance

- Element 5 - NIMS implementation tracking done annually so as to enhance Emergency Management Program
- Element 6 - Document preparedness funding received and implementation of funding
- Element 7- Revise and update plans to incorporate NIMS
- Element 8- Participate in and promote mutual aid agreements

Elements of Compliance

Hospital staff, who will serve in an ICS role, should complete:

- Element 9: IS (Independent Study) 700
 - Introduction to NIMS
- Element 10: IS 800
 - Introduction to National Response Plan
- Element 11: ICS 100 and 200
 - Introduction to ICS
 - Basics of ICS

Elements of Compliance

- Element 12 - Incorporate NIMS into all trainings and exercises
- Element 13 - Participate in all hazard exercise program, involving multiple partners
- Element 14 - Incorporate corrective actions into plans and procedures

Elements of Compliance

- Element 15 - Maintain inventory of hospital response assets
- Element 16 – Procurement follows national standards and guidance, to the extent possible, to achieve interoperability (resource typing)
- Element 17 - Apply standard and consistent terminology - use “plain English” – no acronyms

Now, Let's Review HICS

Origins of HICS

- Need, identified in 1970's, for a system for firefighters, fighting wildfires, to work together more efficiently
- "FIRESCOPE"
 - Firefighting
 - Resources of
 - California
 - Organized for
 - Potential
 - Emergencies
- Quickly adopted by other emergency responders

Why Is HICS Important?

- It is **the** tool used by all emergency responders **to manage** an incident
- Everyone is playing by the same playbook

What is Incident Command System?

- a standardized, on-scene, all-hazard incident management concept
- allows its users to adopt an integrated organizational structure
 - matching the complexities and demands of single or multiple incidents
 - not hindered by jurisdictional boundaries

Prior to ICS

- Prior to ICS, in many incidents, there was
 - lack of accountability
 - poor communication
 - lack of a planning process
 - overloaded Incident Commanders
 - no method to integrate interagency requirements
- ICS provides an organized system to manage incidents and addresses these weaknesses

Basic Features of ICS

- All-hazards approach
- A systems management tool
- Emphasizes preparedness efforts with community partners
- Scalable and adaptable for all hospitals
- All emergency responders are NIMS compliant

Basic Features of ICS

- Common terminology
- Modular organization
- Management by objectives
- Reliance on an Incident Action Plan (IAP)
- Chain of command
- Unified Command
- Manageable span of control

ICS Management Organization

- ICS is a management system and not an organizational chart
 - Every incident or event requires that certain management functions be performed:
 - o evaluate problems
 - o develop a plan to correct/address the problem
 - o implement corrective actions
 - o assign necessary resources

ICS Management Organization

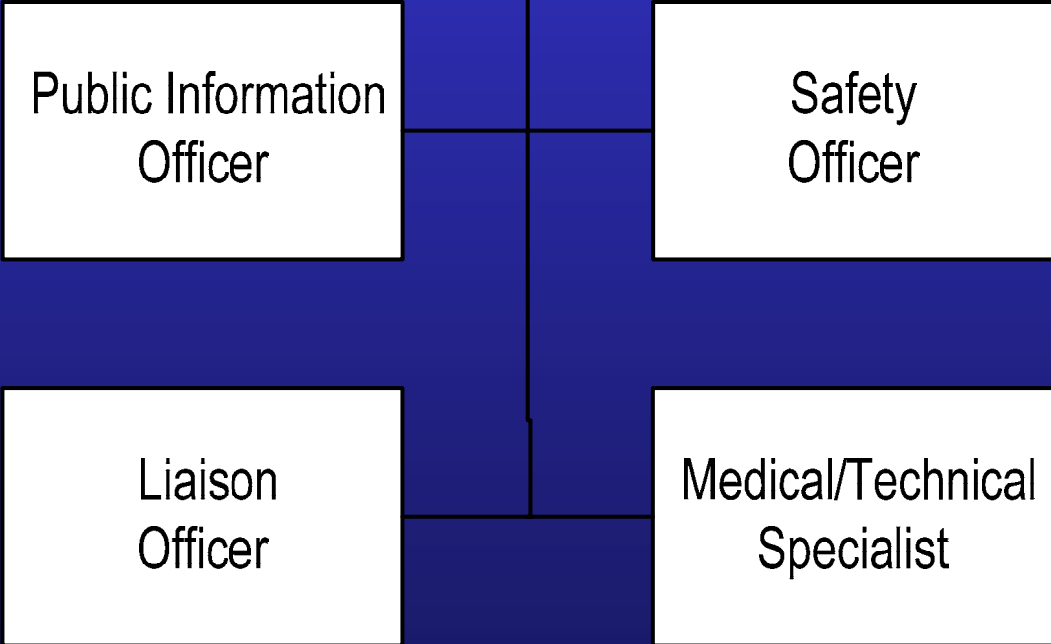
- The ICS organization does NOT correlate to the administrative structure of the agency
 - normal roles should not be assumed in ICS
- The “agency executive”, e.g. Hospital CEO, stays in charge of organizational operations
- ICS manages the incident

The Incident Command System



Incident Commander

Command



- Biological/Infectious Disease*
- Chemical*
- Radiological*
- Clinic Administration*
- Hospital Administration*
- Legal Affairs*
- Risk Management*
- Medical Staff*
- Pediatric Care*
- Medical Ethicist*

Command

- Sets the objectives to manage the incident
- Devises strategies and priorities
- Maintains overall responsibility for managing the incident

Command

- The Incident Commander
 - is the only position always filled in an incident regardless of its nature
 - may be able to accomplish all five management functions alone on small scale incidents
 - in larger incidents, effective management may require that other positions be added

Building the ICS

- The Incident Commander is responsible for building the ICS
- The ICS is built according to the incident:
 - scope and magnitude of the event
 - potential/real impact to the hospital
 - hospital size
 - available resources
 - special response needs (i.e., tree removal, HazMat, electricity, legal, IT)

Building the ICS

- Once appointed:
 - Section Chiefs and Branch Directors staff their own sections
- ICS position titles are standardized
 - describe the position's role and mission rather than the person
 - allows the position to be filled by the most qualified rather than by seniority
 - facilitates requests for outside qualified personnel

Building the ICS

- The ICS reflects a reasonable “Span of Control”
 - Definition: the number of individuals or resources one supervisor can effectively manage
 - Ratio of 3-7 reports per 1 supervisor
- The ICS structure does **not** exactly mirror the daily administrative structure
 - This is purposeful
 - Reduces role and title confusion during the response

Building the ICS

- Positions are appointed to meet the incident needs and do not have to be sequential from the top down
- Appoint only those positions to meet the immediate needs of the incident

ICS Command Staff

- **Public Information Officer**

- advises the Incident Commander on information dissemination and media relations
- obtains information from and provides information to the Planning Section
- obtains information from and provides information to the community and media

- **Safety Officer**

- advises the Incident Commander on issues regarding incident safety
- works with the Operations Section to ensure the safety of field personnel
- ensures safety of all incident personnel

ICS Command Staff

- Liaison Officer
 - serves as a point of contact for agency representatives, supporting the operations
 - provides briefings to and answers questions from supporting agencies
- Technical Specialist
 - may be more than one discipline
 - Provides technical assistance to the Command Staff, e.g. expert advice on a chemical spill

ICS Management: Sections

- Operations
 - conducts the tactical operations
 - carries out the plan, using defined objectives
 - directs all needed resources
- Planning
 - collects and evaluates information for decision support
 - maintains resource status
 - prepares documents such as the Incident Action Plan
 - maintains documentation for incident reports

ICS Management: Sections

- Logistics
 - provides support, resources, and other essential services to meet the operational objectives
- Finance/Administration
 - monitors costs related to the incident
 - provides accounting, procurement, time recording, and cost analyses

ICS Terminology

- Unified command
- Sections
- Divisions
- Groups
- Branches
- Task Forces
- Strike Teams
- Single Resources
- Transfer of command

Unified Command

- Enables all responsible agencies to manage an incident
 - establishes a common set of incident objectives and strategies
- Allows Incident Commanders to make joint decisions by establishing a single command structure

Sections

- 4 organizational levels with responsibility for the major functional areas of the incident
 - **Operations**
 - **Planning**
 - **Logistics**
 - **Finance/Administration**
- The person in charge is the “Chief”

Divisions and Groups

- Divisions
 - divide an incident geographically
 - are managed by a “Supervisor”
- Groups
 - established based on the needs of an incident
 - labeled according to the job that they are assigned
 - are managed by a “Supervisor”

Branches and Units

- Branches
 - established if the number of Divisions or Groups exceeds the span of control
 - have functional or geographical responsibility for major parts of incident operations
 - are managed by a “Branch Director”
- Units
 - organizational elements that have functional responsibility for a specific activity
 - are managed by a “Leader”

Task Forces

- Task Forces are a combination of mixed resources with common communications
 - Example: Plant Ops staff, housekeeping, IT staff doing repairs in rooms damaged by a flood
- Operate under the direct supervision of a “Task Force Leader”

Strike Teams

- Strike Teams are resources
 - of the same kind and type
 - with common communications
 - operate under the direct supervision of a “Strike Team Leader”
 - Example: Plant Ops personnel in charge of eliminating fallen trees after a storm

Transfer of Command

- Moves the responsibility for incident command from one Incident Commander to another
- Must include a transfer of command briefing

How To Learn ICS

Take a non-stressful project and
apply ICS principles to that project

Example

Plant Ops is responsible for selecting the site
for the hospital picnic

Let's set up the ICS to manage this task

What ICS Positions Are Needed?

- Incident Commander
 - Safety Officer
 - Liaison Officer
 - Site Selection Task Force
- Finance Chief

Incident Commander

- Person in charge of site selection
- Lays out Incident Action Plan (time-line, criteria for site, budget)
- Selects other positions needed to manage this objective
- Assigns Site Selection Task Force to look at various sites

Safety Officer

- Responsible for safety of all ICS members
- Provides guidance to Site Selection Task Force on safety criteria for site
- Responsible for reviewing the site selected so that it will be safe for all users

Liaison Officer

- Responsible for internal communications regarding site selection
- Responsible for communicating with owner of the site

Site Selection Task Force

- A multi-disciplinary team, e.g. Human Resources, Plant Ops, Housekeeping, Dietary, Volunteer Services
- Responsible for visiting various sites and making a recommendation to the Incident Commander

Finance Chief

- Responsible for setting the budget for the picnic and the rental fee for the site
- Responsible for signing the contract for the use of the site

This was a very simple example, but pick a Plant Ops project

-- assign new positions as needed

-- close positions when their task is completed

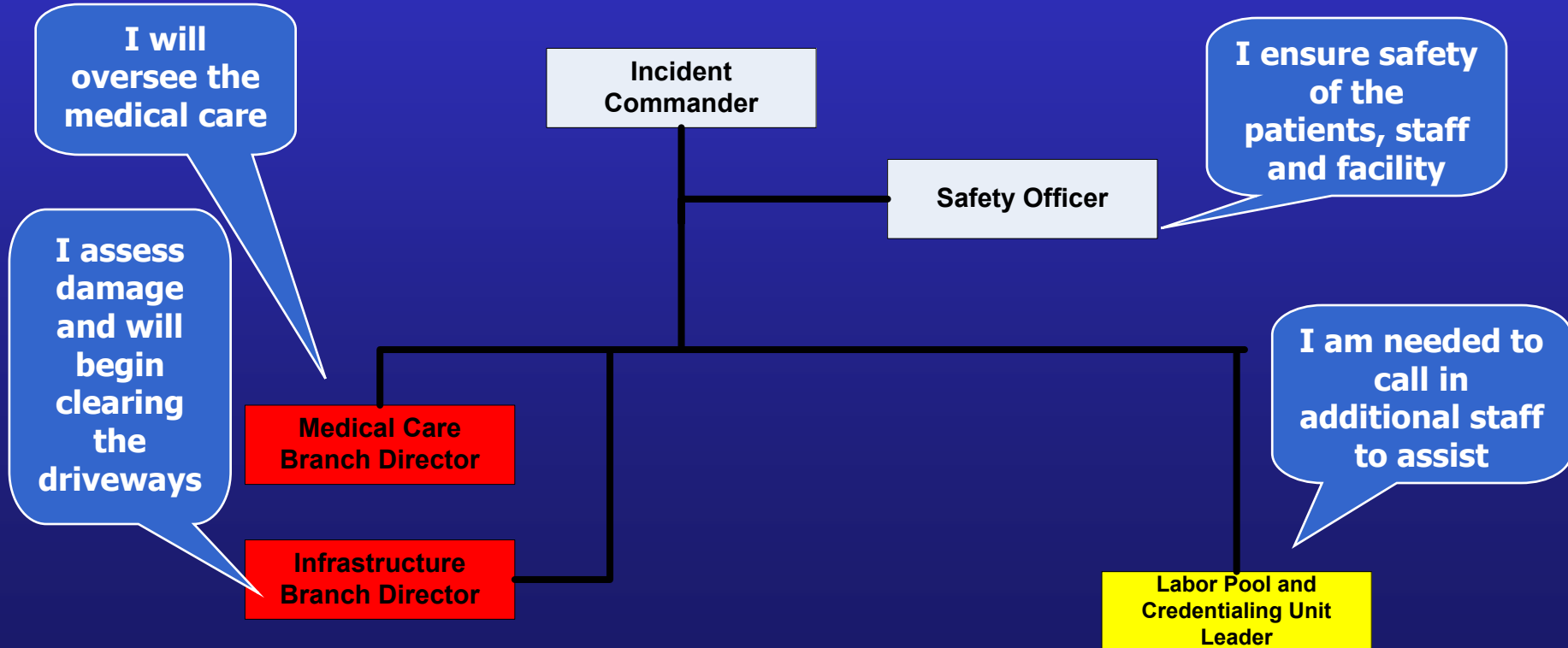
***Now, let's see how ICS can
work in an actual
emergency situation***

Scenario

A tornado has cut across the town, damaging many homes and causing about 50 injuries. The hospital is not damaged, but there are trees down on the hospital property and some driveways into the hospital are blocked because of downed trees

Building the ICS

The Incident Commander has decided to activate the following ICS positions immediately



Incident Action Plan

- The Incident Commander set the following objectives for the first 2 hours:
 - Deploy additional staff to the Emergency Department
 - Open surge beds on 3 West
 - Deploy additional staff to 3 West
 - Clear all driveways on campus

Safety Officer

My first task is to perform an assessment of conditions outside the hospital. I have set a meeting with the leader of the Tree Removal Unit to make sure that staff will follow all safety procedures while removing the trees.



Medical Care Branch Director



I am responsible for managing all medical care during the incident. Right now I am making sure that we have enough physicians to staff the Emergency Department. I just met with the Nursing Supervisors to look at staffing on the floors.

Infrastructure Branch Director



I am responsible for maintaining overall facility operations. I will identify and fix utility service-delivery failures. I may need to set up the Damage Assessment and Tree Removal Units.

Labor Pool Supervisor

My immediate responsibility is to maintain adequate numbers of both clinical staff to take care of the patients and non-medical personnel to manage the damage done to hospital property. I also need to assist in the maintenance of staff morale.



***Eventually, the Incident
Commander may add other
needed ICS positions***

Let's look at some ICS positions that the Incident Commander may deploy and what they will do in this scenario

Command Staff

Public Information Officer

My responsibility is to keep everyone informed, internally and externally, about what is going on.



Liaison Officer

I am the person who maintains contacts with other agencies, who are helping us to manage this incident .



Operations Section

Operations Section Chief

My section will manage tactical operations and direct all tactical resources to carry out the Incident Action Plan. I will set up the Staging Area, Tree Removal Unit, Damage Assessment Unit, Traffic Control Unit and Security Branch. I supervise the Infrastructure Branch Director.



Staging Manager

I organize and manage the deployment of supplementary resources, including personnel, vehicles, equipment, supplies, and medications. Logistics ordered additional chain saws and barricades from City Public Works.



Security Branch Director

I coordinate all of the activities related to internal and external personnel and facility security. One of my concerns is the large number of people arriving at the hospital to check on loved ones.



Damage Assessment Unit

I have a Unit ready to go to assess the damage to the hospital and the grounds and to make a report of what needs to be done first.



Tree Removal Unit

According to the Incident Action Plan, our first priority is to remove all the downed trees from the hospital driveways.



Traffic Control Unit



I have two problems to manage. I need to direct the large number of vehicles coming because of the influx of patients. Plus, we have some major driveways that are now blocked and I need to redirect traffic.

Business Continuity Branch Director

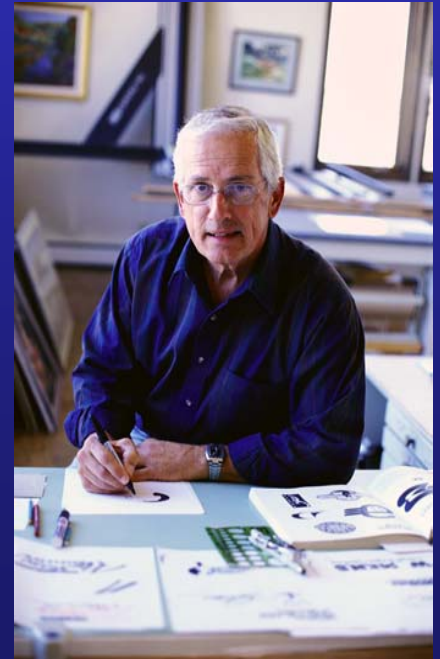


Despite this incident, I must make sure that business functions are maintained and have limited interruptions of essential business operations. In the last 30 minutes, we have had 1 heart attack patient, 2 births, 1 broken leg coming into the ED.

Logistics

Logistics Section Chief

I organize and direct those operations associated with maintenance of the physical environment and with the provision of human resources, materiel and services to support the incident activities. The Service and Support Branch Directors report to me.



Service Branch Director



I organize and manage the services required to maintain the hospital's communication system, food and water supply for staff, and information technology systems. Right now there are no service disruptions.

Supply Unit Leader

I acquire, inventory, maintain, and provide medical and non-medical care equipment, supplies, and pharmaceuticals. I just called the local Rental Store and obtained 5 chain saws.



Planning

Planning Section Chief

I collect, evaluate, and disseminate information about the incident to the Incident Commander. I prepare status reports and develops the Incident Action Plan. I supervise the Resources Unit Leader and Demobilization Unit Leader.



Resource Unit Leader

I maintain information on the status, location, and availability of personnel, teams, facilities, supplies, and major equipment to ensure availability of use during the incident. I supervise the Personnel and Materials Tracking Leaders.



Personnel Tracking Leader

I maintain information on the status, location, and availability of on-duty staff and volunteer personnel, especially those staff called-in to help with the incident.



Materials Tracking Leader

I am keeping track of all medical and non-medical supplies along with all the resources that are being requisitioned by Logistics.



Demobilization Unit Leader

I develop and coordinate an Incident Demobilization Plan along with specific instructions for all staff and resources that will require demobilization. This is a process that starts “early” in the incident.



Finance

Finance Section Chief

I oversee the purchase and payment of supplies and services to carry out the mission. I also document the expenditures relevant to the emergency incident.



***WOW! How Do I Remember
All This Stuff?***

Advisement

- ICS is a tool for the management of an incident
 - use only the “tools” (positions) you need
 - and take away the “tools” (positions) when they are no longer needed
- If you call a “leader” a “supervisor” or a “group” a “unit”, not to worry – there are no “ICS Police”!

Advisement

- The Wisconsin Hospital Emergency Preparedness Program has recommended that all hospitals adopt the “top 9 positions” so that there is consistency
 - among hospitals
 - with other emergency responders
- All other positions can be deployed at the discretion of the hospital
 - You can name groups, units, etc. whatever makes sense

Let's Look at Some ICS Tools

Job Action Sheets

Job Action Sheets

- An incident management tool to familiarize the user with critical aspects of the command position he or she is assuming.
- The series of action steps are intended to “prompt” the individual to take needed actions related to their roles and responsibilities
 - This serves as “just-in-time” training

Job Action Sheets

- Job Action Sheets provide position action steps and considerations
- Actions listed by operational periods:
 - **Immediate** 0–2 hours
 - **Intermediate** 2–12 hours
 - **Extended** Beyond 12 hours
 - **Demobilization/System Recovery**

Job Action Sheets

- The Job Action Sheet enables users to:
 - document each action undertaken with initials
 - record decision and action timeframes
- Many action steps are common to all positions
 - read the entire Job Action Sheet
 - put on position identification
 - notify your usual supervisor of your assigned position
 - document actions taken, using appropriate forms

Immediate Actions – Operations Chief

Immediate (Operational Period 0-2 Hours)	Time	Initial
<p>Receive appointment and briefing from the Incident Commander. Obtain packet containing Operations Section Job Action Sheets.</p>		
<p>Read this entire Job Action Sheet and review organization chart (HICS Form 207). Put on position identification.</p>		
<p>Notify your usual supervisor of your HICS assignment.</p>		
<p>Determine need to appoint Staging Manager, Branch Directors, and Unit Leaders in Operations Section; distribute corresponding Job Action Sheets and position identification Complete the Branch Assignment List (HICS Form 204).</p>		
<p>Brief Operations Section Branch Directors and Staging Manager on current situation and incident objectives; develop response strategy and tactics; outline Section action plan and designate time for next briefing.</p>		
<p>Participate in Incident Action Plan preparation, briefings, and meetings as needed; assist in identifying strategies; determine tactics, work assignments, and resource requirements.</p>		
<p>Obtain information and updates regularly from Operations Section Branch Directors and Staging Manager; maintain current status of all areas; inform Situation Unit Leader of status information.</p>		

Job Action Sheets

- The Job Action Sheets are designed to be customized for the needs of each hospital
 - Hospitals can use the HICS Job Action Sheets as prepared
 - Hospitals can modify the Job Action Sheets, based on:
 - o Hospital size
 - o Available resources
 - o Response needs
 - Hospitals can craft their own, unique Job Action Sheets

Incident Action Plans

Incident Action Plans

- Incidents Action Plans:
 - provide all ICS personnel with direction for actions based on the objectives during the operational period
 - a means of communicating the overall incident objectives
 - a tool to successful transition of operational activities to Hospital Command Center relief staff
- Incident action planning requires an understanding the hospital's policy and direction

Incident Action Planning

- The Incident Action Plan provides objectives for an Operational Period
- Elements of an Incident Action Plan
 - What must be done
 - When must it be done
 - What is needed
 - Who is responsible
 - How information is communicated
 - What should be done if someone is injured

Incident Action Plan

- The Incident Commander sets times for planning meetings
- The Section Chiefs develop their Section's action plan for the next operational period
 - Input from Branch and Unit staff
- Section plans submitted to Planning Chief
 - assimilated into a single Hospital Command Center Incident Action Plan

Incident Action Planning

- The Incident Action Plan is to be developed as soon as possible after the Hospital Command Center is operational
- The Incident Action Plan becomes the preliminary guidance for the “immediate” operational period
- The Incident Action Plan then is amended as the incident progresses

***Planning and
Resource Guides***

Incident Planning and Response Guides

Internal Guides

- Bomb Threat
- Evacuation
- Fire
- HazMat Spill
- Hospital Overload
- Hostage/Barricade
- Infant/child abduction
- Internal flooding
- Loss of HVAC
- Loss of Power
- Loss of Water
- Severe weather
- Work stoppage

External Guides

- Nuclear Detonation
- Biological attack - Anthrax
- Biological disease outbreak -Pandemic Influenza
- Biological Attack – Plague
- Chemical Attack – Blister Agent
- Chemical Attack – Toxic Industrial Chemicals
- Chemical Attack - Nerve agent
- Chemical Attack – Chlorine
- Natural Disaster – Earthquake
- Natural Disaster – Hurricane
- Radiological Attack – RDD
- Explosives Attack – IED
- Biological Attack – Food Contamination
- Cyber Attack

Incident Planning Guides

- Incident Planning Guides
 - outline strategic planning considerations for incident-specific situations
 - formatted to the emergency management phases
 - o Mitigation (including prevention)
 - o Preparedness
 - o Response
 - o Recovery
 - used to evaluate the facility's Emergency Operations Plan
 - used to develop Incident Response Guides

IPG: Example - Fire

Does your Emergency Management Plan Address the following issues?

Mitigation & Preparedness

	Does the fire alarm and overhead announcement sound loudly enough to be heard in all locations?
	Does the fire alarm system include both audible and visual systems (e.g. alarm tone and flashing strobe lights)?
	Does the hospital have lighted emergency exits in all areas?
	Does the fire alarm automatically notify the local fire department?
	Does the hospital have a fire plan that includes closing and securing all doors and windows?
	Does the hospital have procedures to immediately shut off valves that control oxygen and other gases?

Incident Response Guides

- are incident-specific
- are activated during response
- provide critical considerations and actions for the Command and General Staff
- are time based:
 - Immediate – 0-2 hours
 - Intermediate – 2-12 hours
 - Extended – Greater than 12 hours
 - Demobilization/System Recovery

IRG – Example: Fire

Mission: To reduce the loss of life and property during an internal fire incident.

Directions

- Read this entire response guide and review incident management team chart
- Use this response guide as a checklist to ensure all tasks are addressed and completed

Objectives

- Confine the fire/reduce the spread of the fire
- Rescue and protect patients and staff
- Implement internal emergency management plan – fire

IRG – Example: Fire

Immediate Actions (Operational Period 0-2 Hours)

Incident Commander:

- Activate the facility emergency operations plan and the Incident Command structure
- Appoint Command Staff and Section Chiefs
- Consider the formation of a unified command with hospital and fire officials
- -- Determine need for and type of evacuation

Public Information Officer:

- Establish a media staging area
- Conduct regular media briefings to update situation status and provide appropriate patient and employee information
- Oversee patient family notifications of incident and evacuation/relocation, if ordered

Forms

HICS Forms

- Purpose: to provide the incident management team with the documents needed to manage a response
- Use: each form has a specific purpose identified at the bottom of the form
 - Instruction Sheets for each form can be printed on reverse side of each form, if desired
- Hospital-specific: forms have been modified from existing FEMA ICS forms for use in hospitals

Value of Using HICS Forms

- Your facility will be consistent with other healthcare facilities and community responders
- Information can be more easily shared among all responders, especially in the development of “After Action Reports”
- Documentation guides your response and assists in your recovery efforts

HICS Forms

No.	Name	Responsible
201	Incident Briefing	Incident Commander
202	Incident Objectives	Section Chiefs
203	Organizational Assignment List	Resource Unit Leader
204	Branch Assignment List	Branch Directors
205	Communications Log	Communications Unit Leader
206	Staff Medical Plan	Support Branch Director
207	Organization Chart	Incident Commander
213	Incident Message Form	All Positions
214	Operational Log	Command Staff and General Staff
251	Facility System Status Report	Infrastructure Branch Director

No.	Name	Responsible
252	Section Personnel Time Sheet	Section Chiefs
253	Volunteer Staff Registration	Labor Pool & Credentialing Unit Leader
254	Disaster Victim / Pt Tracking Form	Patient Tracking Manager
255	Master Pt Evacuation Tracking Form	Patient Tracking Manager
256	Procurement Summary Report	Procurement Unit Leader
257	Resource Accounting Record	Section Chiefs
258	Hospital Resource Directory	Resource Unit Leader
259	Hospital Casualty / Fatality Report	Patient Tracking Manager
260	Patient Evacuation Tracking Form	Inpt Unit Leader Outpt Unit Leader, Casualty Care Unit Leader
261	Incident Action Plan Safety Analysis	Safety Officer

So, Why Is ICS So Important?

ICS provides hospitals with a process,
internally, to manage an incident
and, externally,
to work with other emergency responders
outside of the hospital

Coordination of an Incident

- Hospitals can no longer plan for, let alone respond to, emergencies in a silo
- Effective preparedness and response requires integration with other community responders
- Joint Commission requires community-wide planning and collaboration with responders

***What Do I Do After This
Presentation?***

Follow-Up

- Identify the top 3 hazards for your facility, e.g. power outage, loss of communications, storm damage
- Determine your and your staff role and responsibilities in each of these incidents
- Develop an Incident Planning Guide and Incident Response Guide for each incident
- **Develop Job Action Sheets for specific positions for your staff in each incident**
- Exercise, Exercise, Exercise

HICS Resources

- HICS Guidebook and Materials
 - California Emergency Medical Services Authority website at:
 - o www.emsa.ca.gov/hics/hics.asp
 - The Center for HICS Education and Training
 - o www.hicscenter.org

***Discussion
and
Questions***

Contact Information

Dennis Tomczyk

Director, Hospital Emergency
Preparedness

Wisconsin Division of Public Health

608-266-3128

tomczdj@dhfs.state.wi.us