

DIVISION OF STRATEGIC NATIONAL STOCKPILE

The Incident Command System (ICS) in a Public Health Emergency



Purpose

To increase the student's knowledge of the Incident Command System (ICS), and to describe how Public Health organizations can integrate ICS into their command and control system.

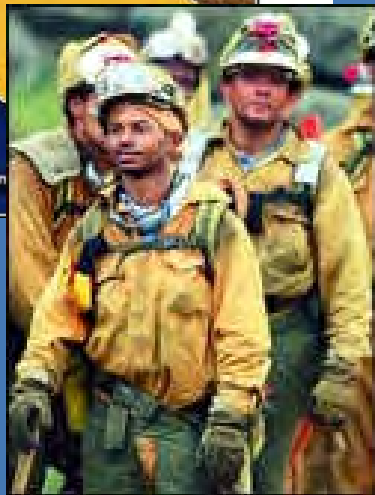


Learning Objectives

- Describe why it is important for public health personnel to understand the Incident Command System (ICS)
- Describe key concepts and principles of ICS
- Identify the five ICS functions and list the main responsibilities of each function.
- Design a Point of Dispensing (POD) organizational structure using ICS



The History of ICS



- 1970 - A series of forest fires hit southern California burning 600,000 acres and 772 structures, and resulted in 16 fatalities in 13 days.
- Thirteen of the largest fires were burning on federal, state, county, & city jurisdictions simultaneously without coordination or plans or resources.
- As a result, Congress funded FIRESCOPE (Firefighting Resources of Southern California Organized for Potential Emergencies).

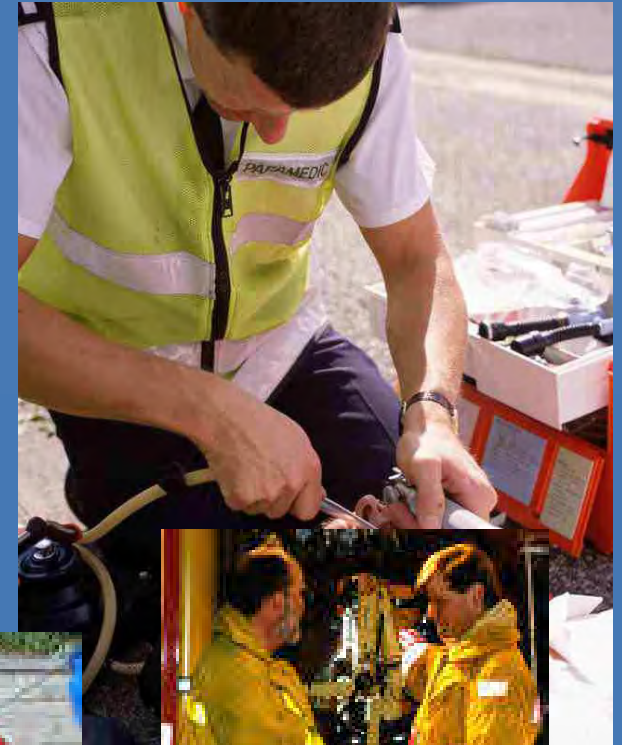
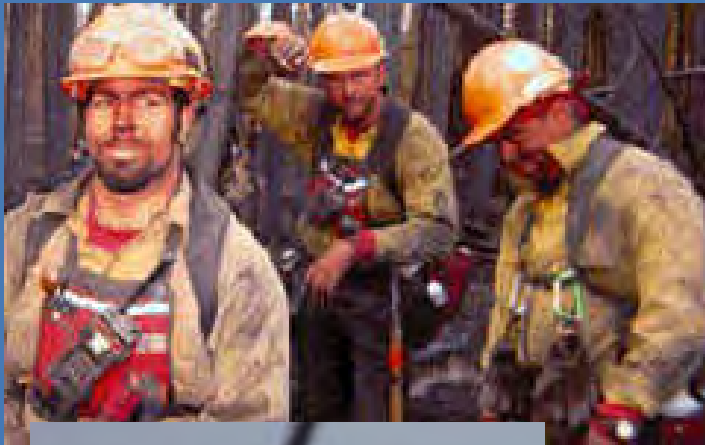


FIRESCOPE Findings

- **Too many people reporting to one supervisor**
- Different emergency response organizational structure
- Lack of reliable incident information
- **Inadequate and incompatible communications**
- **Lack of planning between agencies**
- Unclear lines of authority
- Terminology differences between agencies
- Unclear incident objectives



Incident Command System



What is ICS?

- The standard **model tool** for the command, control and coordination of resources at the scene of an emergency.
- The standard **management tool** with procedures for organizing personnel, facilities, equipment, communication or other resources at the scene of the emergency.
- Adapted for all-hazards (fire, police, HAZMAT, public health)

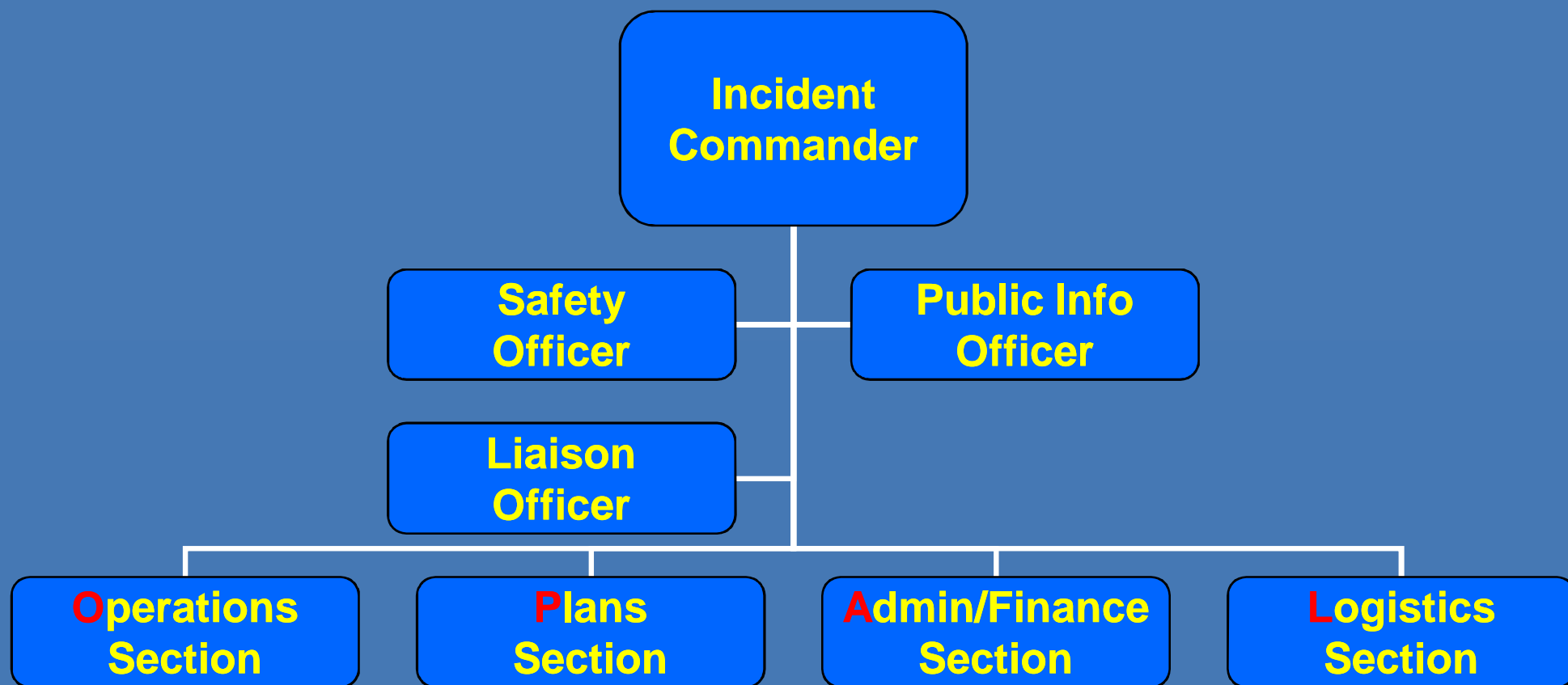


ICS Structural Organization

| | | |
|-------------------------------------|---|---|
| COMMAND | = | OVERALL RESPONSIBILITY |
| OPERATIONS | = | DIRECT TACTICAL ACTIONS |
| PLANS | = | COLLECT/ANALYZE DATA, PREPARES INCIDENTACTION PLAN |
| ADMINISTRATION / FINANCE | = | COST ACCOUNTING & PROCUREMENT |
| LOGISTICS | = | PROVIDE SUPPORT |



ICS Structural Organization – Key Personnel



Why should medical and public health personnel know ICS?

- Public Health has its own Emergency Support Function - (ESF) 8 (Public Health and Medical Services) in the National Response Plan
- Public Health personnel and resources may be assigned to planning, logistics, operations or administrative functions, and become part of a Unified Command
- First responders are asking hospitals and health departments to provide on-scene technical assistance
- In a chemical or bioterrorism threat situation, health and medical professionals will be expected to play a major role in the response



Public Health ICS Applications

➤ Disease Outbreaks:

- ✓ Plague
- ✓ Smallpox
- ✓ Anthrax
- ✓ Influenza
- ✓ E. coli
- ✓ Meningitis
- ✓ West Nile Virus
- ✓ SARS



➤ Non-Outbreak Situation: Contaminated water due to flooding, ice storms, chemical exposure



➤ Emergency Medical Services: Multi-patient, Mass Casualty disasters



National Response Structure

- Homeland Security Presidential Directive (HSPD) 5 requires Federal departments and agencies
 - ✓ To adopt the National Incident Management System (NIMS).
 - ✓ To make adoption of NIMS by State and local organizations a condition for Federal preparedness assistance.
 - ✓ **FY 2005 NIMS compliance required adoption of ICS**



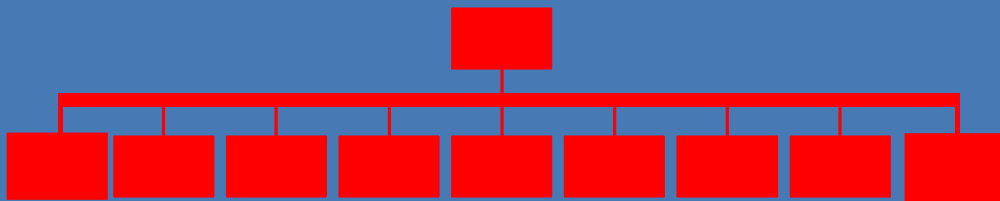
ICS Concepts and Principles

- **An ICS-based response structure should include:**
 - ✓ Unity of Command
 - ✓ A Unified Command Structure
 - ✓ Consolidated Incident Action Plans
 - ✓ **A manageable span of control**
 - ✓ **A modular organization**
 - ✓ Integrated Communications
 - ✓ Common Terminology
 - ✓ Designated incident facilities
 - ✓ Comprehensive resource management

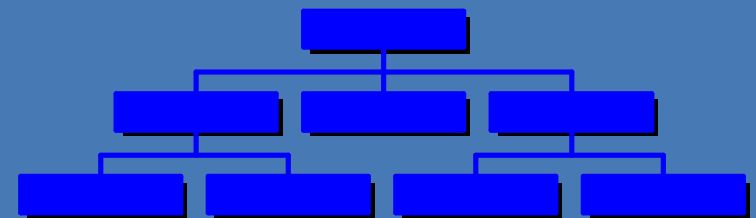


ICS Concepts and Principals – Span of Control

The number of subordinates that a superior can manage effectively.



Ineffective



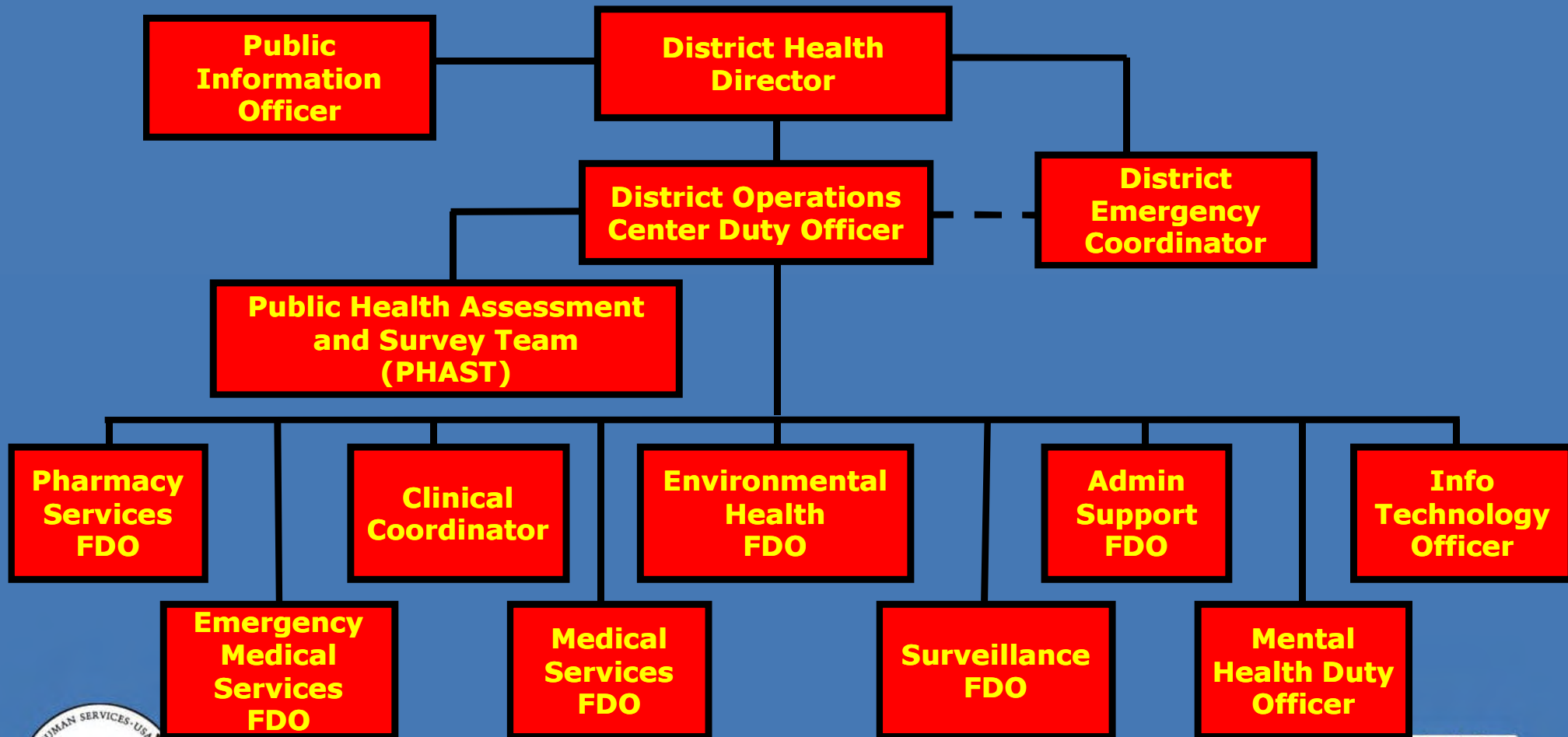
Effective

Ideally, each supervisor (section chief, etc.) should only responsible for a maximum of **three to seven** subordinates (1:5 command ratio is considered ideal).



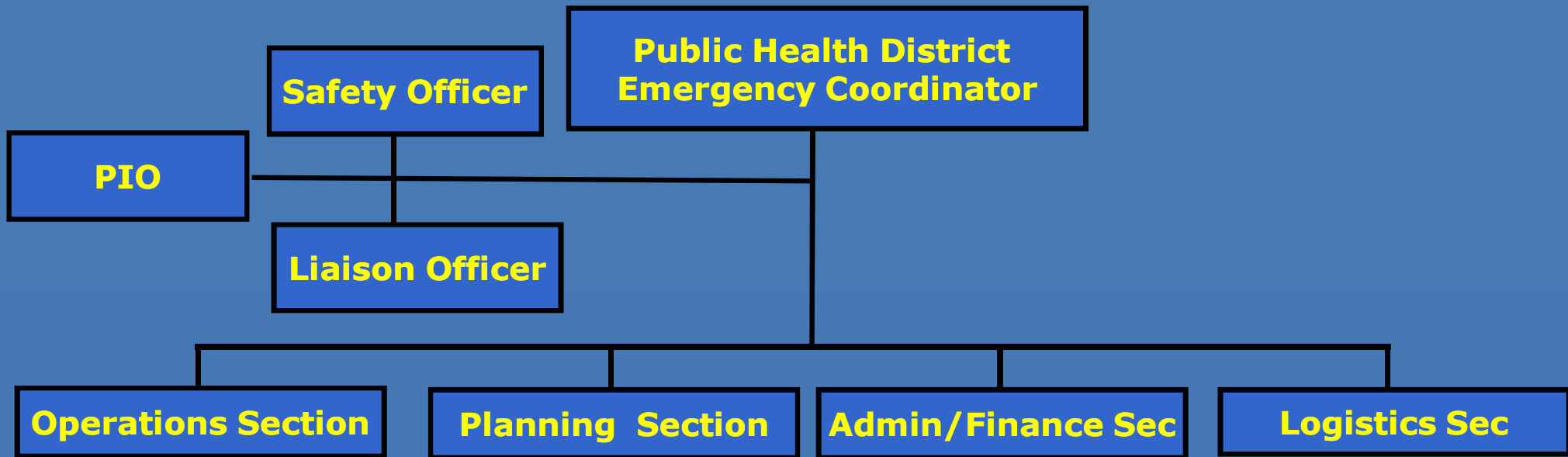
ICS Concepts and Principals – Span of Control

Ineffective Span of Control



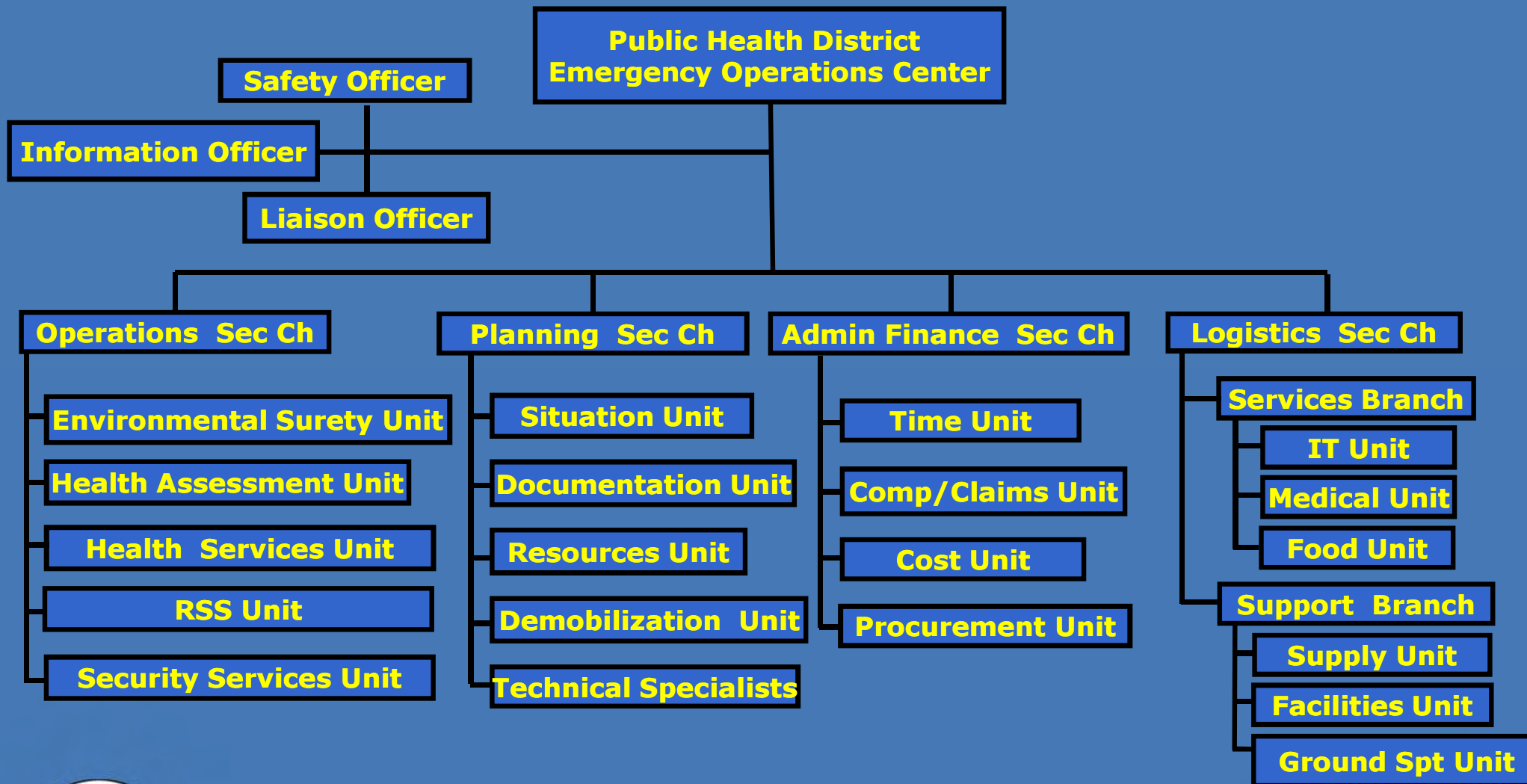
ICS Concepts and Principals – Span of Control

Effective Span of Control



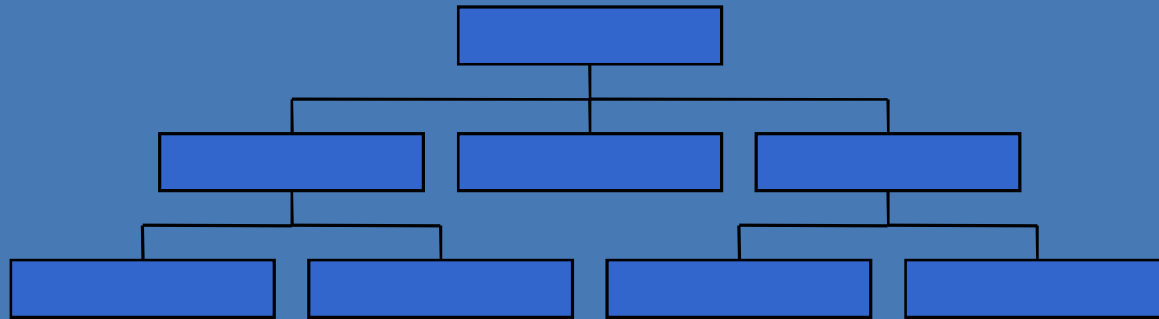
ICS Concepts and Principals – Span of Control

Effective Span of Control



ICS Concepts and Principals – Modular Organization

An effective ICS Organization is *Flexible*

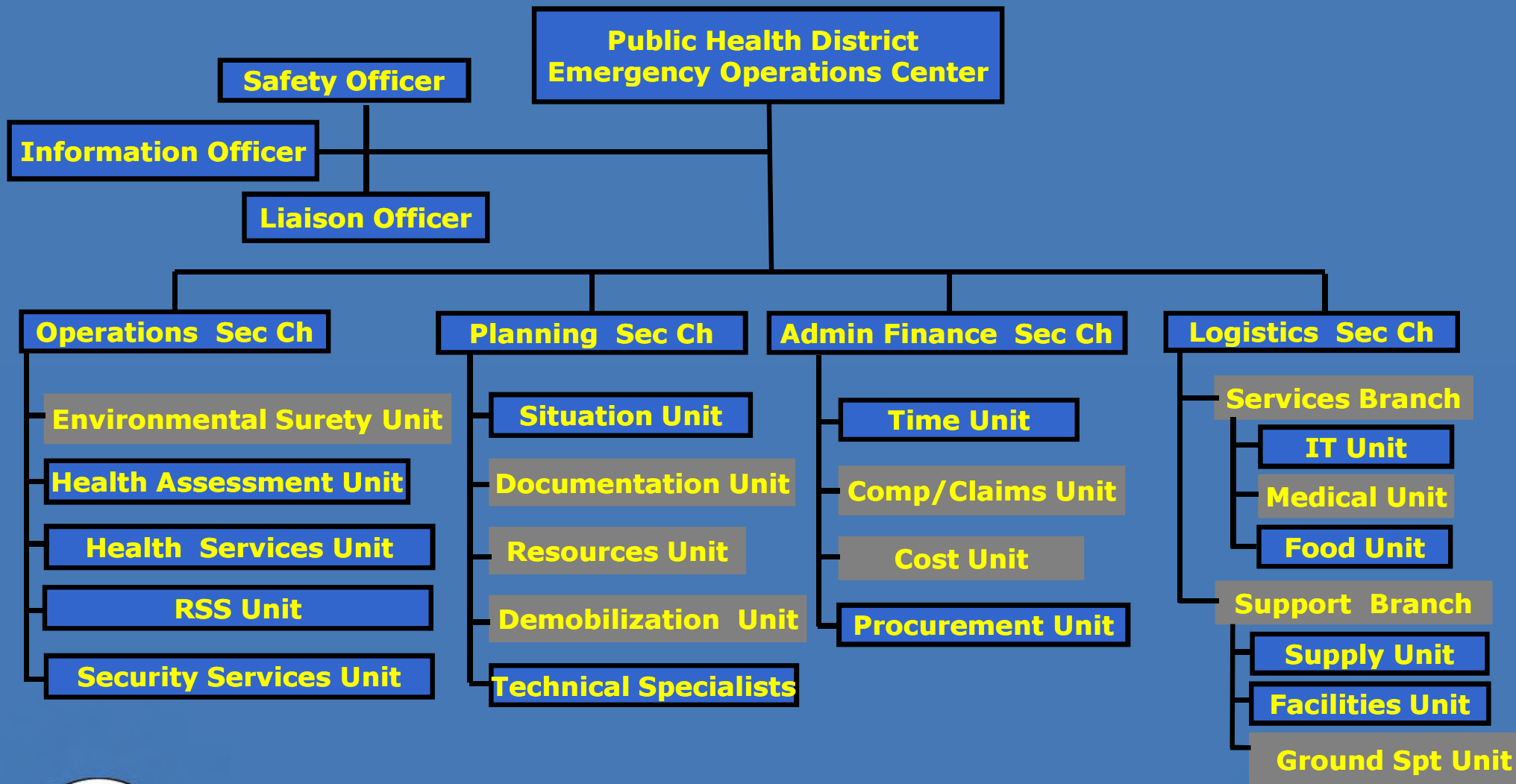


- The needs of each incident will dictate the needed organization.
- The needs will continuously be *reassessed*.
- Organization will *expand and contract* based on the most current needs assessment.



ICS Concepts and Principals – Span of Control

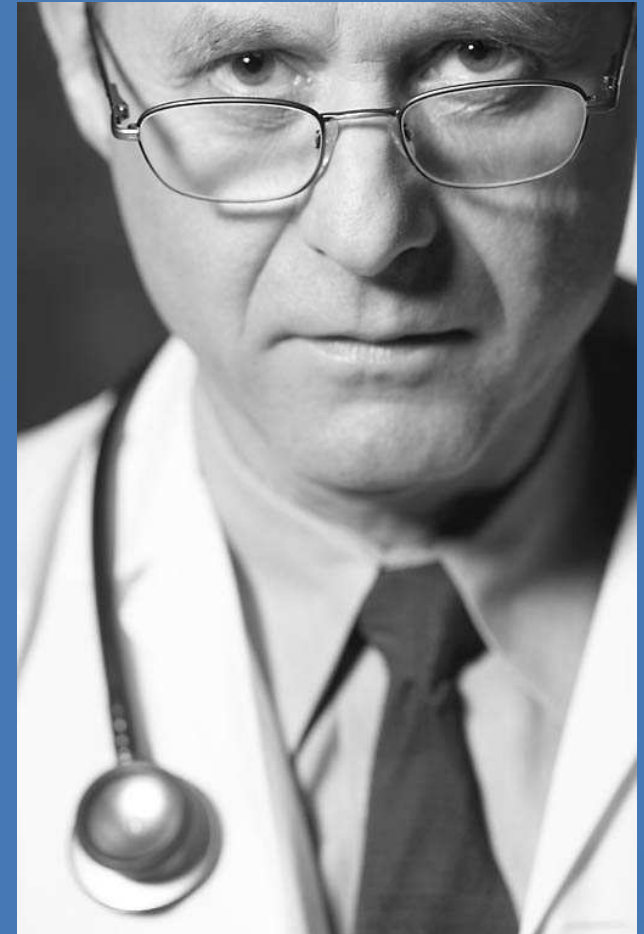
Effective Span of Control



ICS Structural Organization – Key Personnel

Incident Commander

- Public Health personnel will not usually serve as a traditional Incident Commander
- May staff and lead Public Health Emergency Operations Centers
- May staff and support Local Emergency Operations Centers (Unified Command)
- Will staff clinics and may serve as POD Site Coordinators or POD Clinical Coordinators



ICS Structural Organization – Key Personnel

Command Staff



**PUBLIC
INFORMATION
OFFICER**



**LIAISON
OFFICER**



**SAFETY
OFFICER**



ICS Structural Organization – Key Personnel

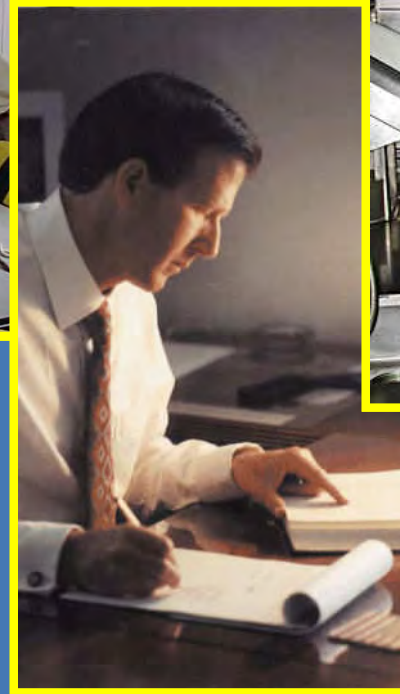
General Staff



**Operations
Section Chief**



**Plans
Section Chief**



**Administration/
Finance Section Chief**



**Logistics
Section Chief**



ICS Structural Organization – Key Personnel

Operations Section Chief

- Directs/coordinate all operations.
- Assist the Incident Commander in developing response goals and objectives.
- Implements the Incident Action Plan (IAP).
- Requests (or releases) resources through the Incident Commander.
- Keep the Incident Commander informed of situation and resource status within operations.



ICS Structural Organization – Key Personnel

Plans Section Chief

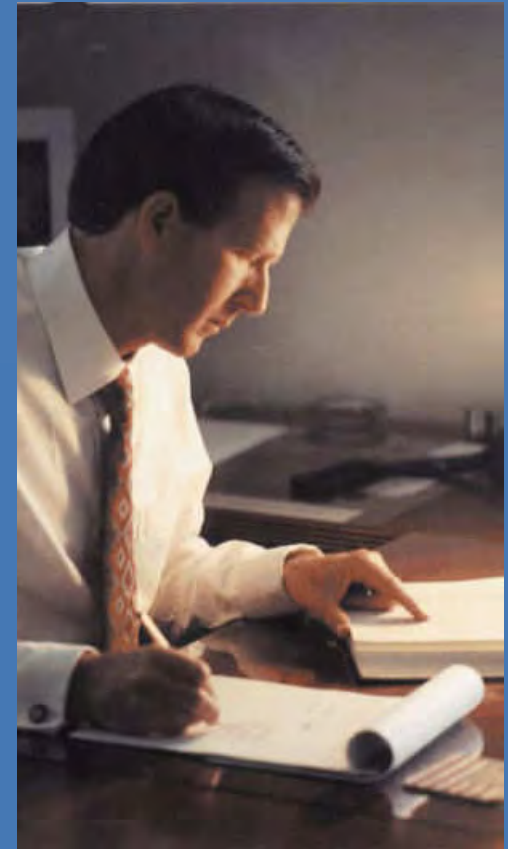
- Collects, analyzes, & displays key information.
- Prepares Incident Action Plan.
- Maintains situation & resource status.
- Maintains documentation.
- Prepares for demobilization.



ICS Structural Organization – Key Personnel

Administration & Finance Section Chief

- Monitors incident costs.
- Maintains financial records.
- Administers procurement contracts.
- Performs time recording.
- Legal Issues and provides administrative support to the incident.



ICS Structural Organization – Key Personnel

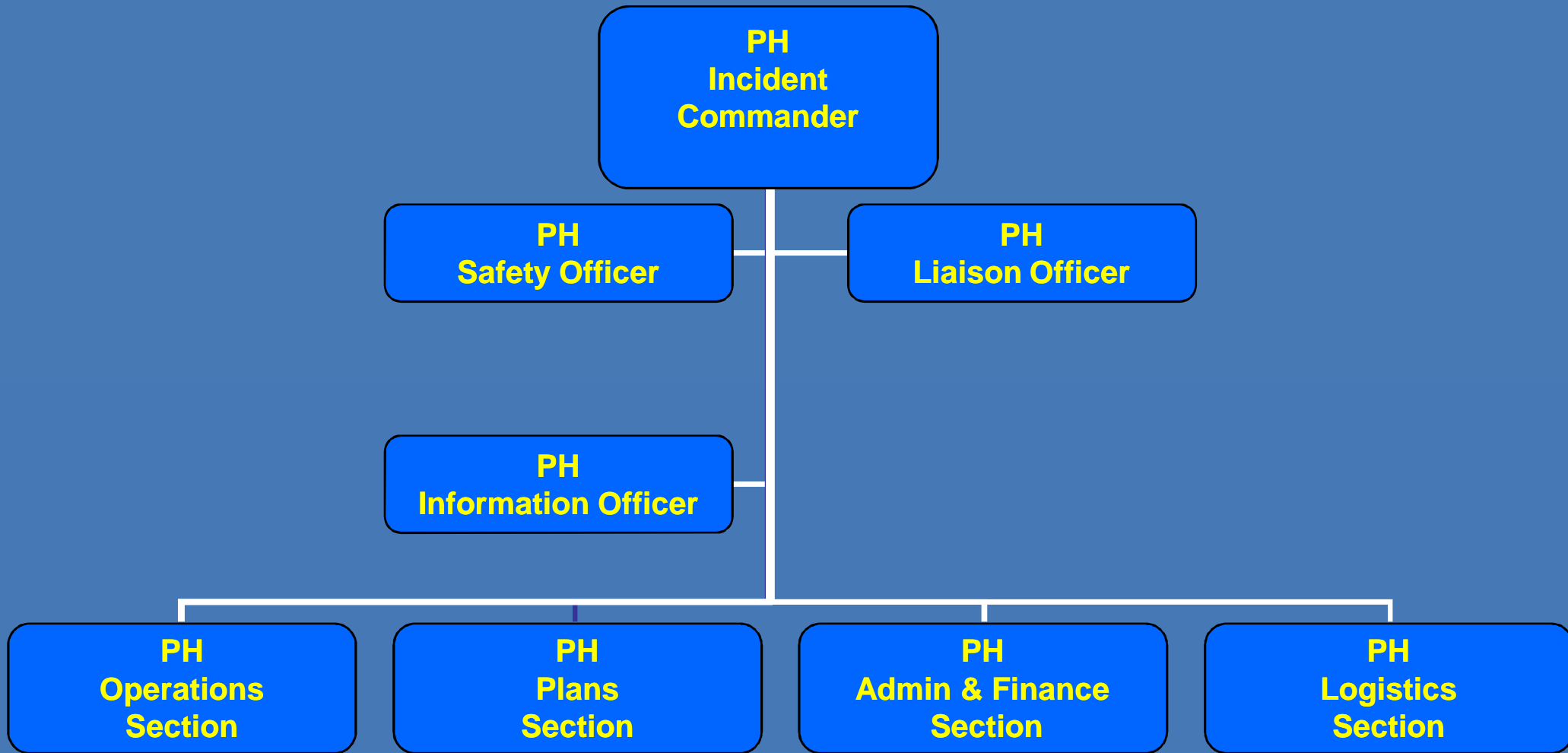
Logistics Section Chief

- Support
 - ✓ Supplies
 - ✓ Transportation
 - ✓ Facilities
- Services
 - ✓ Housing
 - ✓ Feeding
 - ✓ Communications/IT
 - ✓ Medical



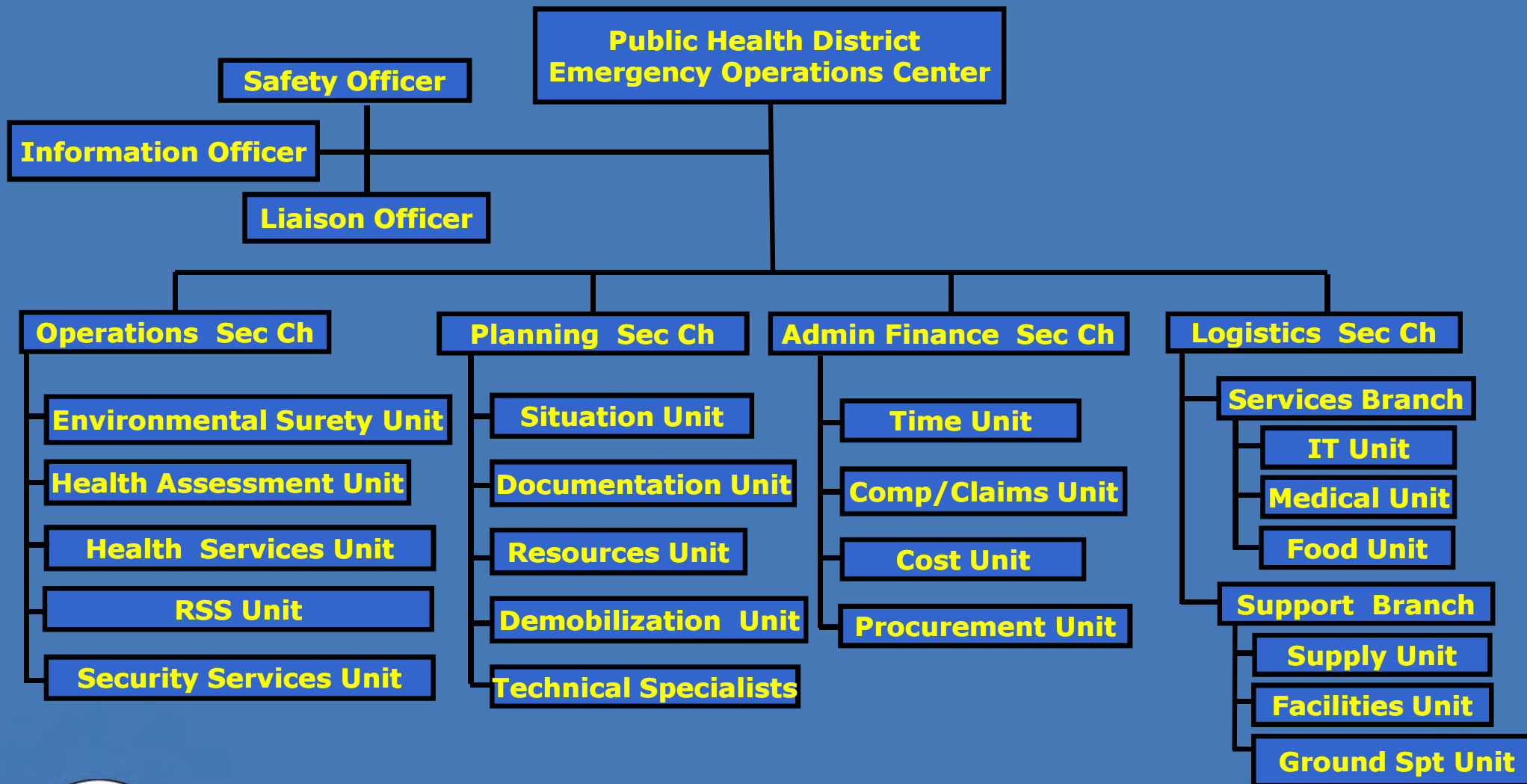
ICS Structural Organization

Public Health



ICS Concepts and Principals – Span of Control

Effective Span of Control



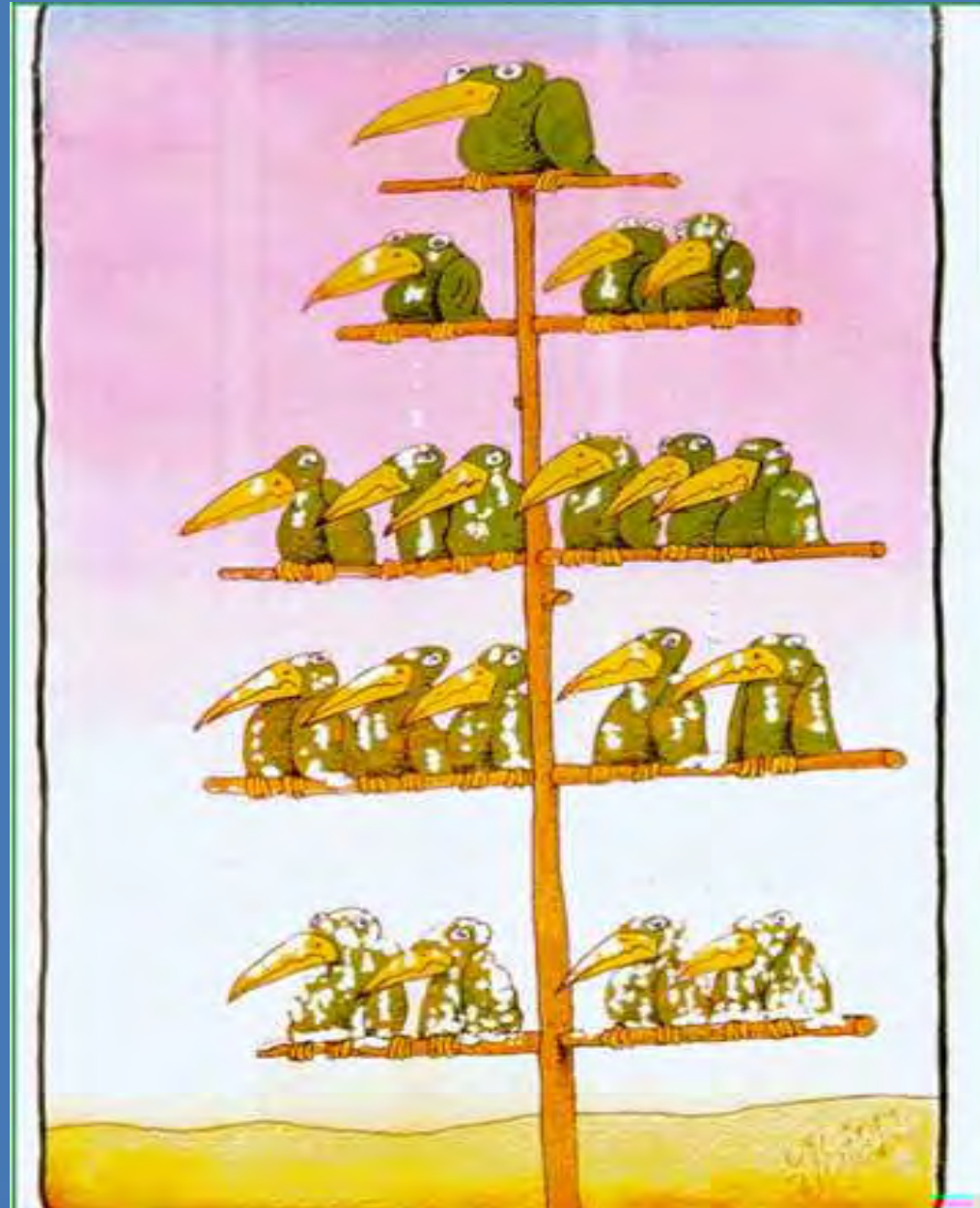
POD Structural Design



CENTERS FOR DISEASE CONTROL & PREVENTION



Every organization must have a structure

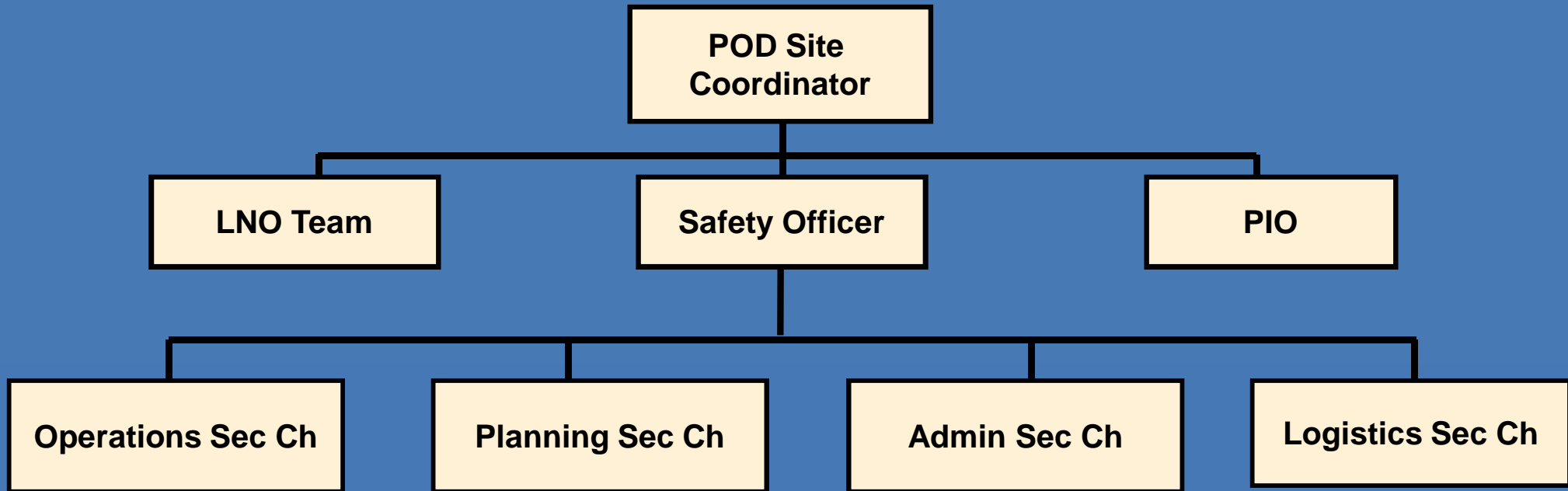


CENTERS FOR DISEASE CONTROL & PREVENTION



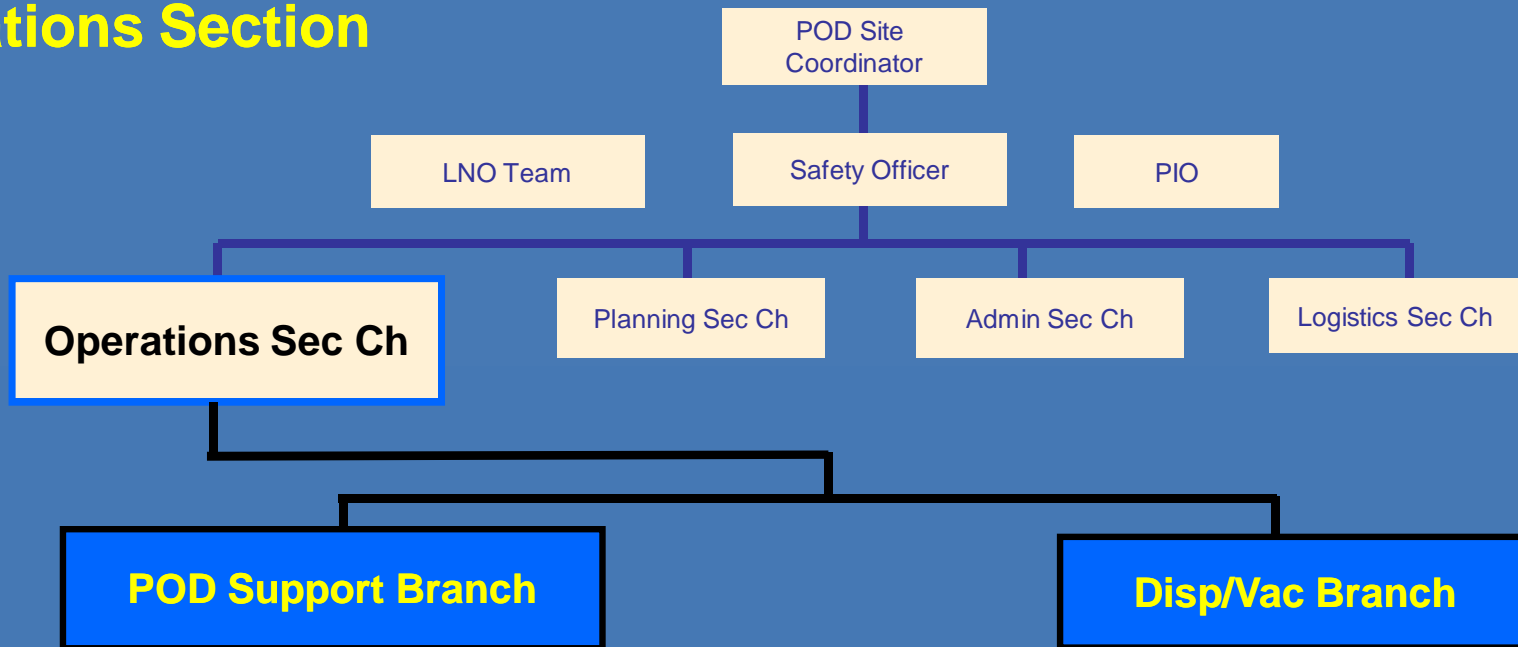
Responsibilities & Management Structure

POD ICS Example



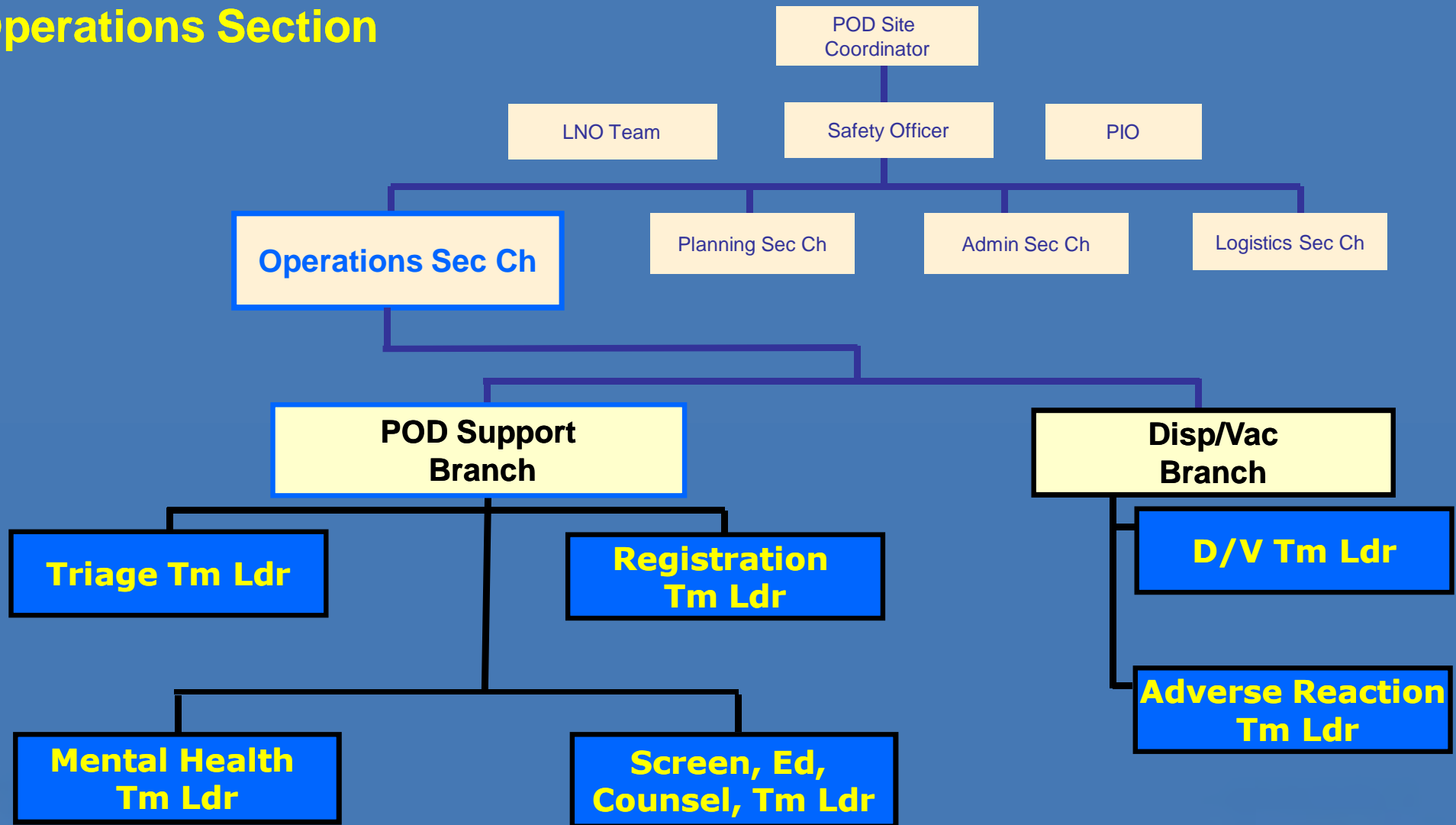
POD ICS Example 1

Operations Section



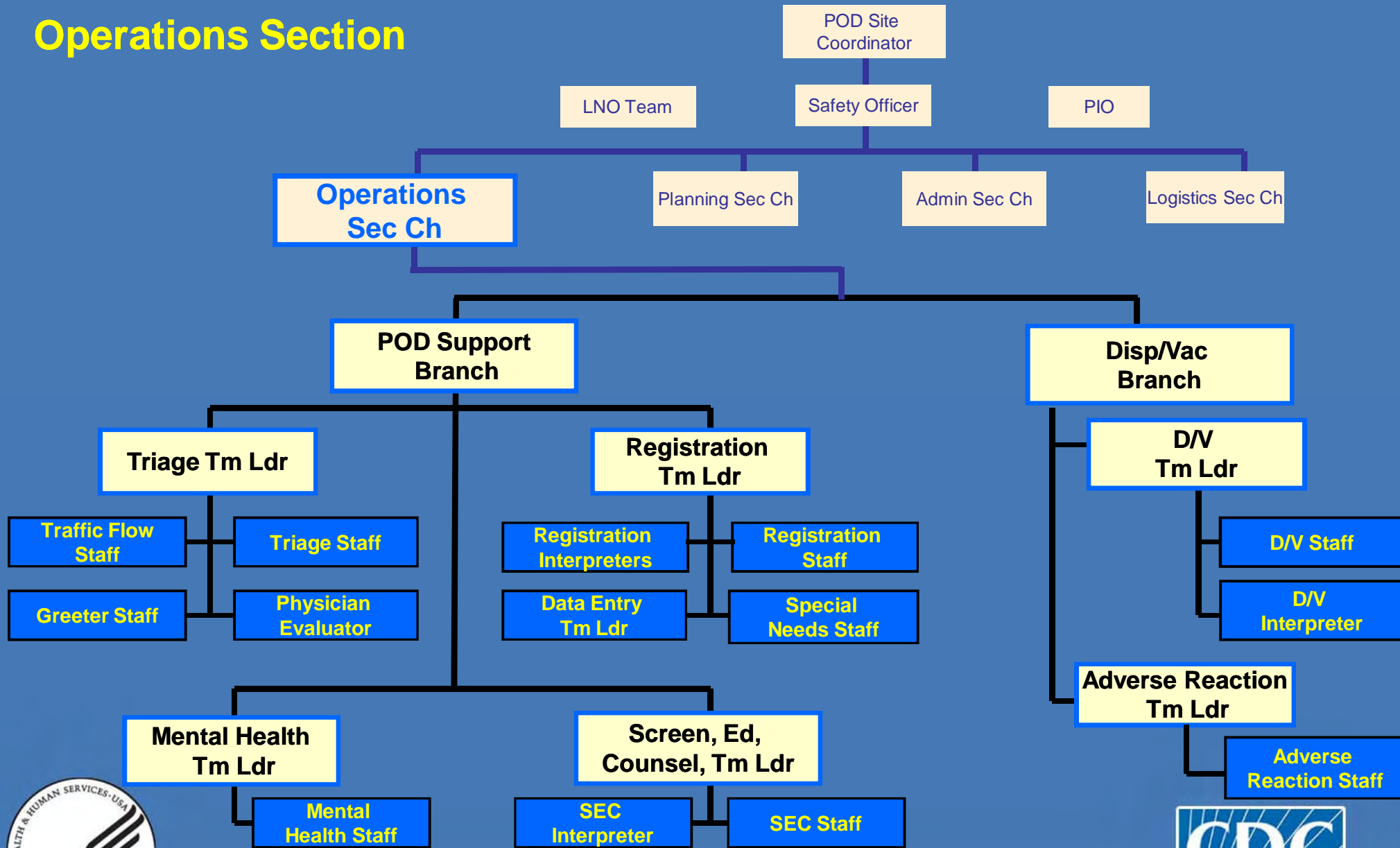
POD ICS Example 1 (Cont'd)

Operations Section



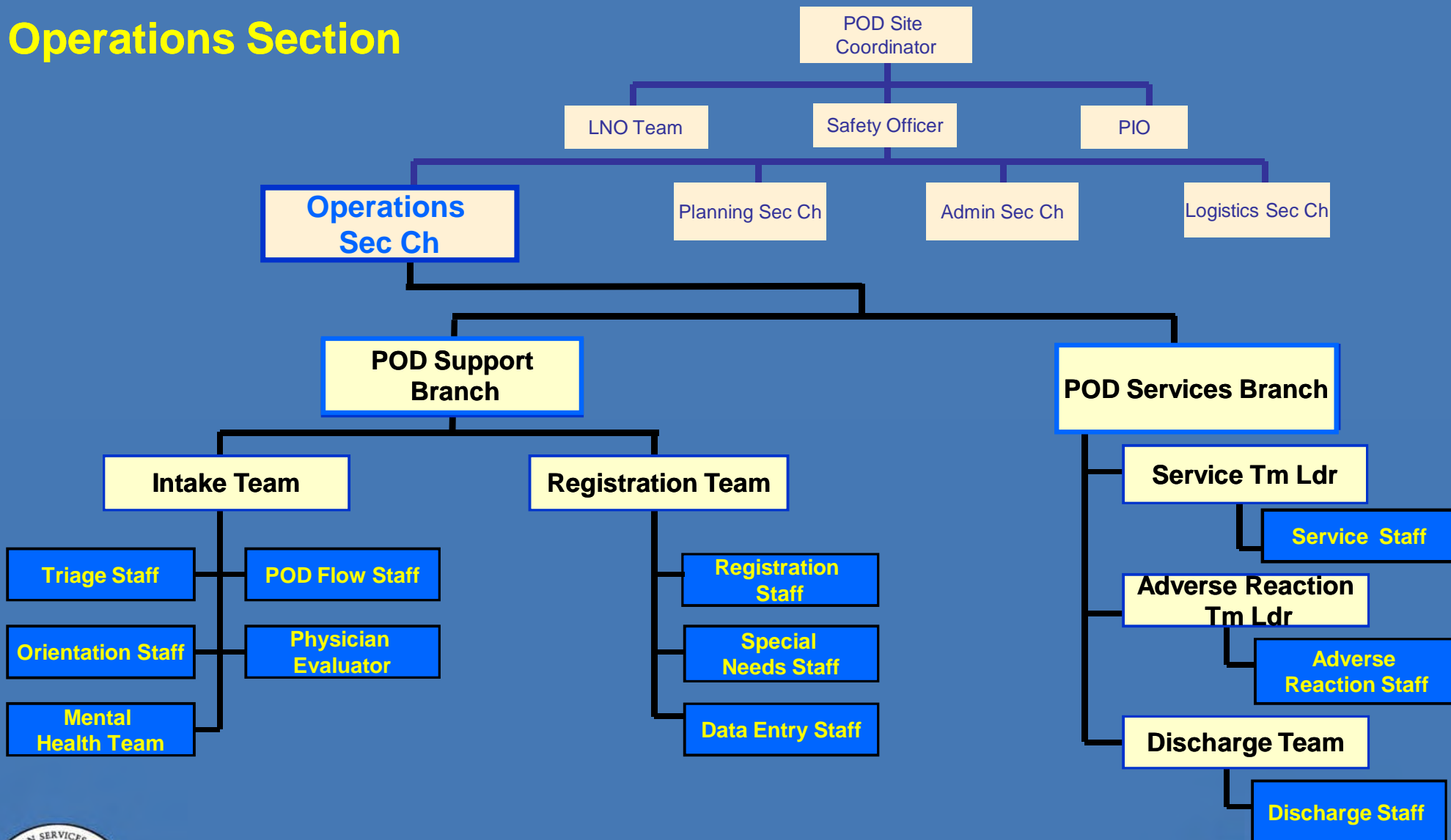
POD ICS Example 1 (Cont'd)

Operations Section



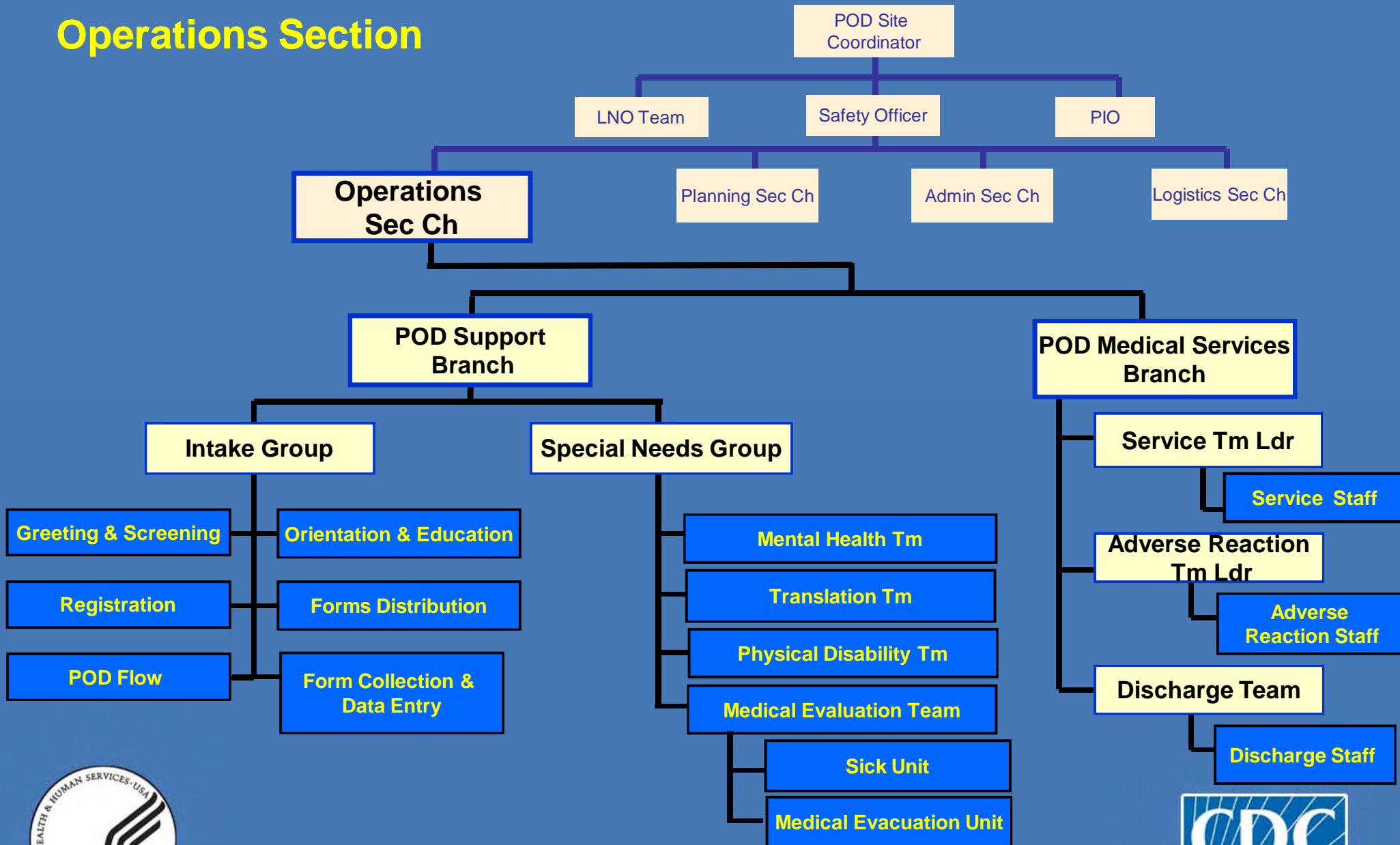
POD ICS Example 2

Operations Section



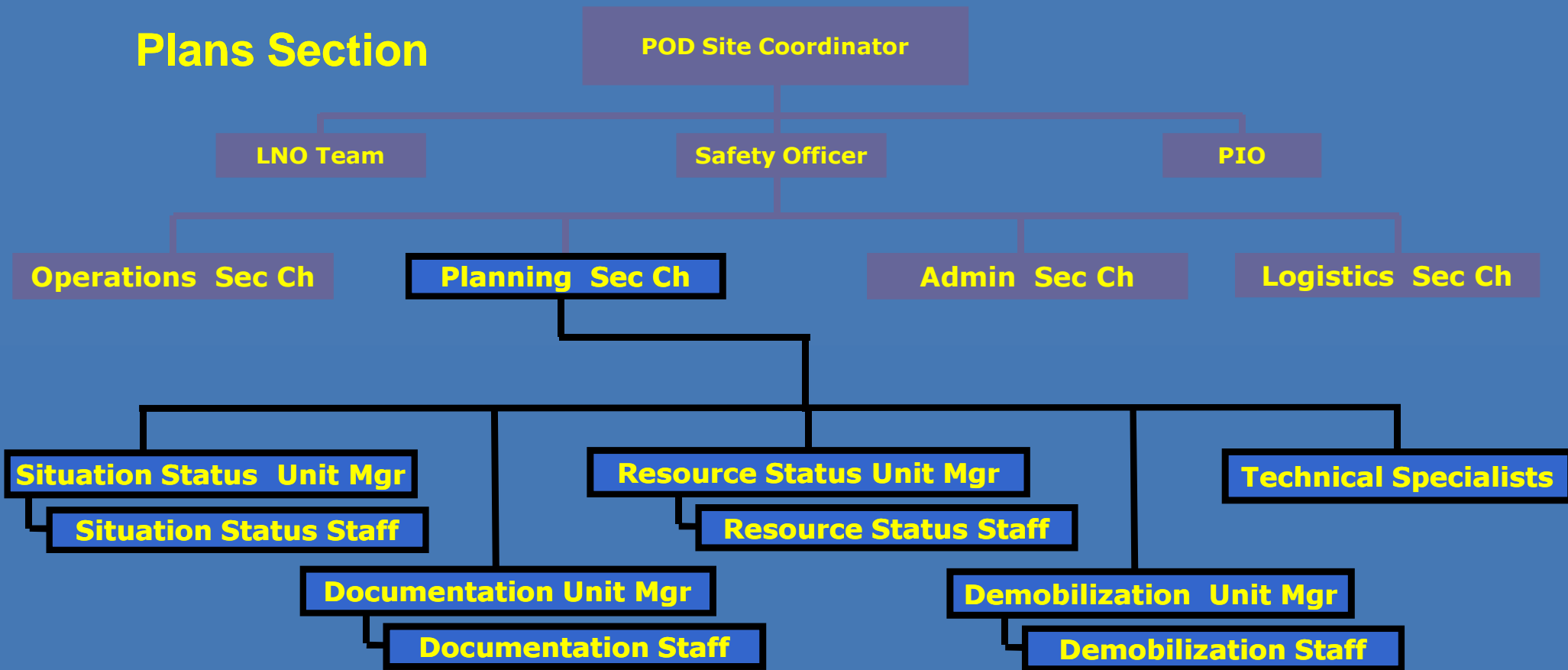
POD ICS Example 3

Operations Section



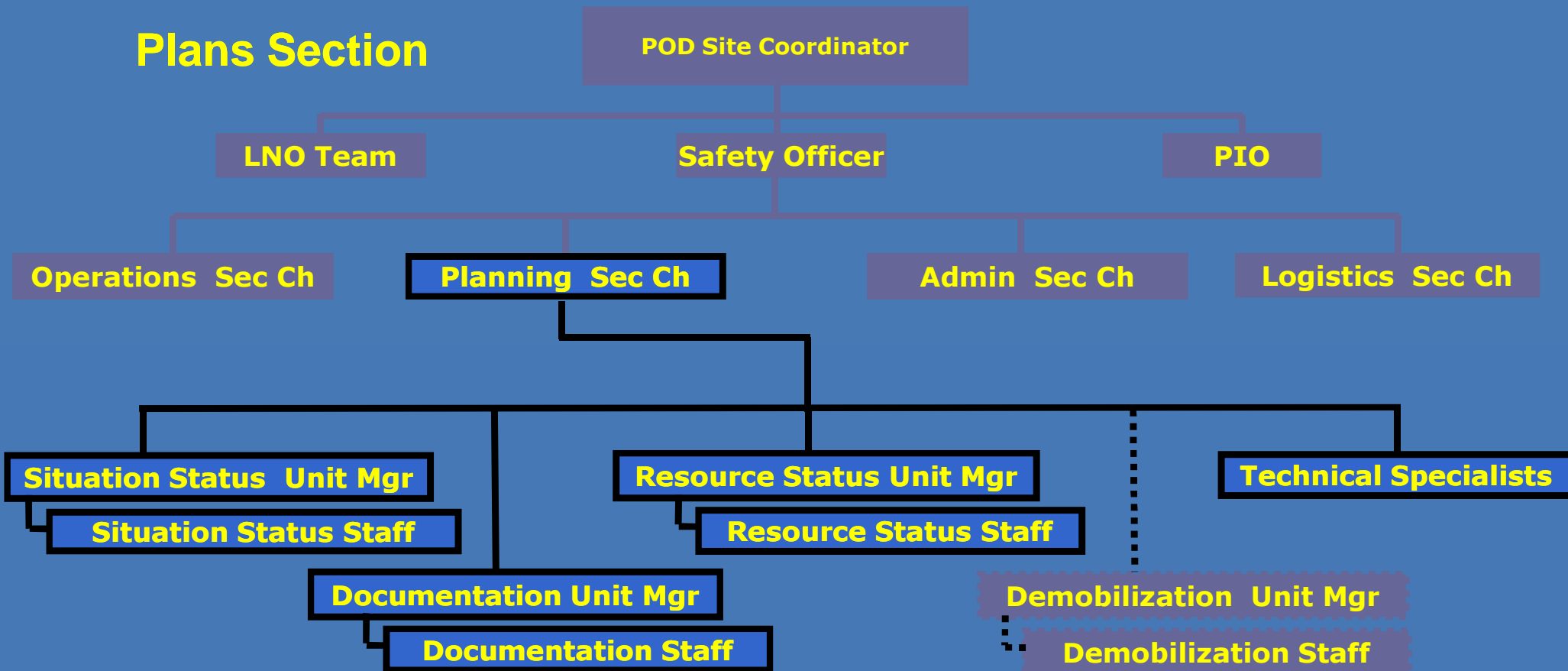
ICS Structural Organization

Point of Dispensing (POD) ICS Example



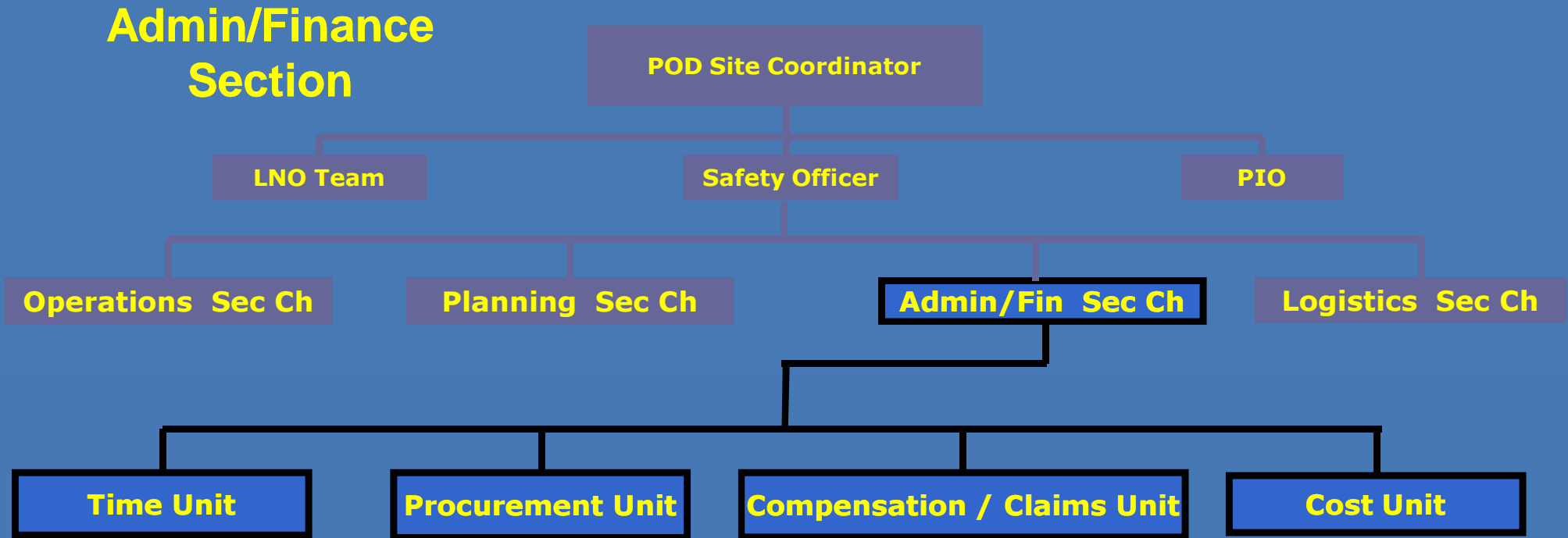
ICS Structural Organization

Point of Dispensing (POD) ICS Example



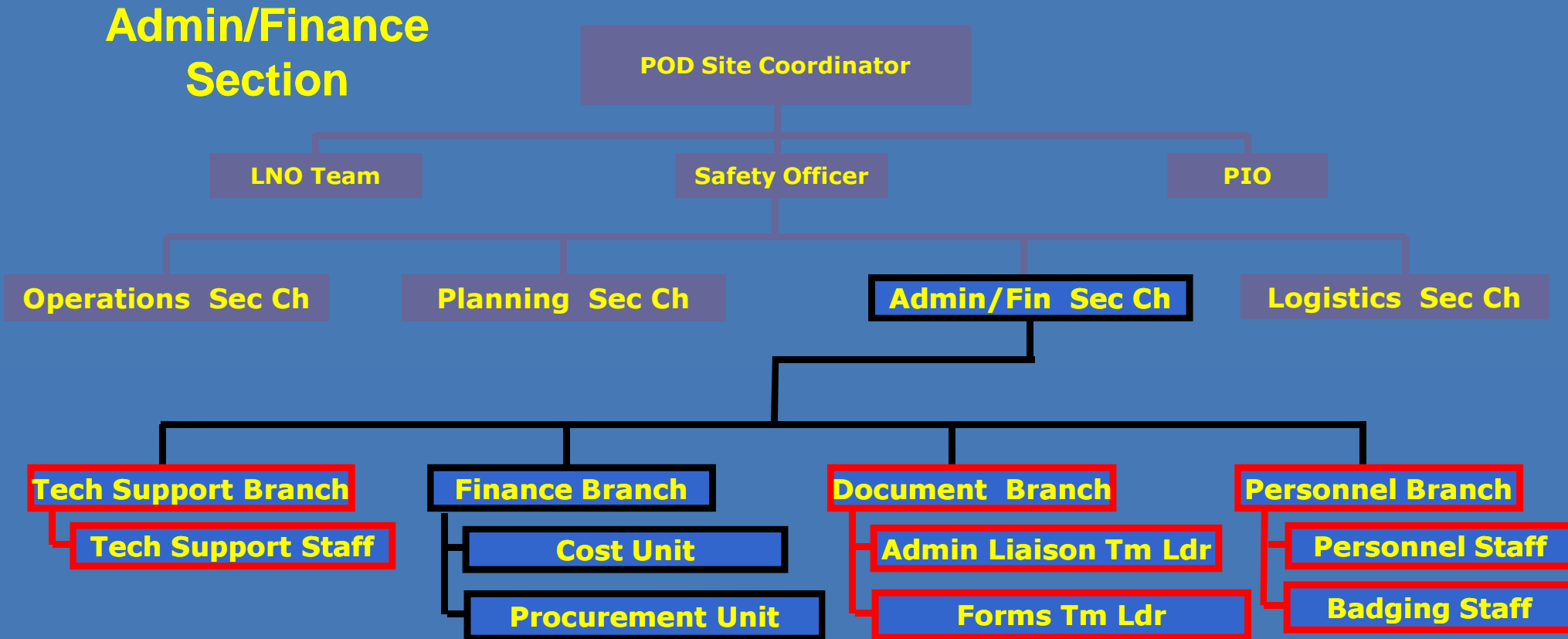
ICS Structural Organization

Point of Dispensing (POD) ICS Example



ICS Structural Organization

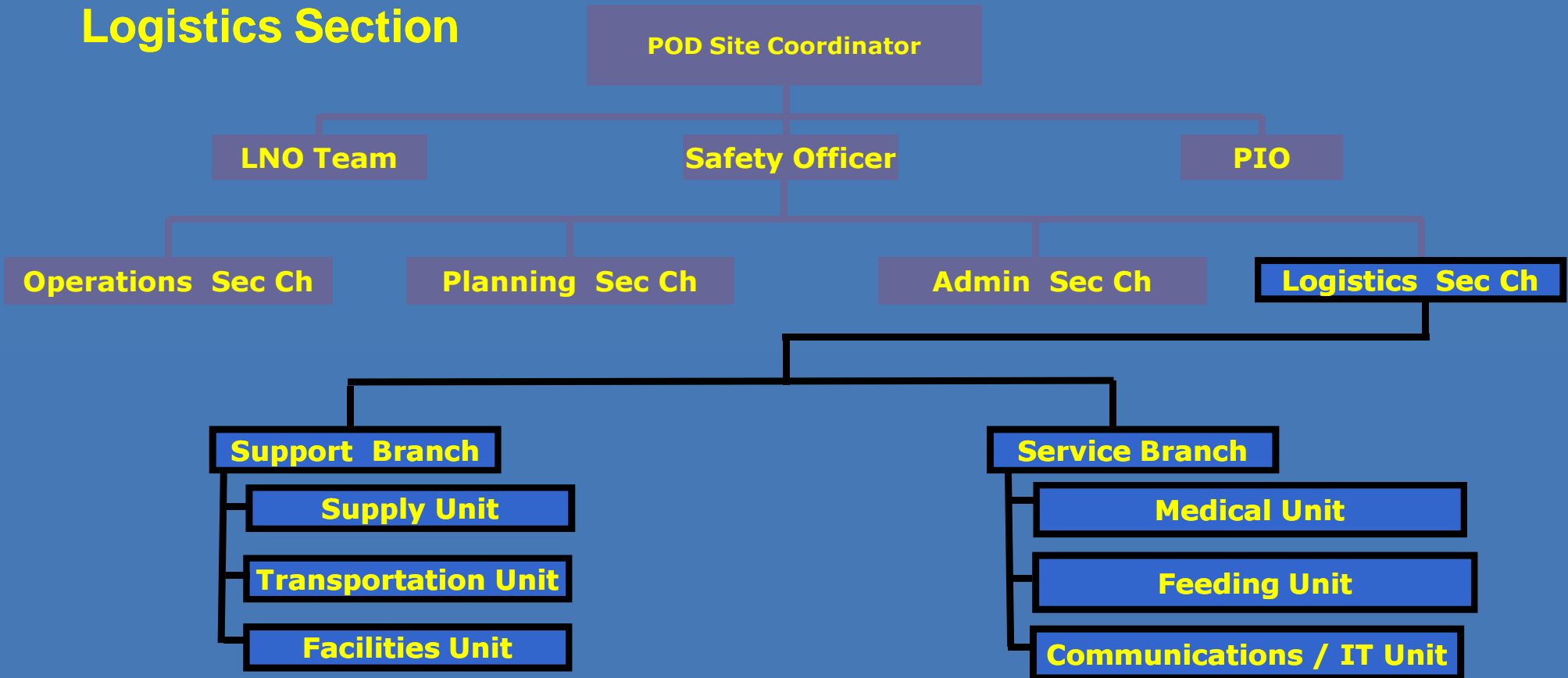
Point of Dispensing (POD) ICS Example



ICS Structural Organization

Point of Dispensing (POD) ICS Example

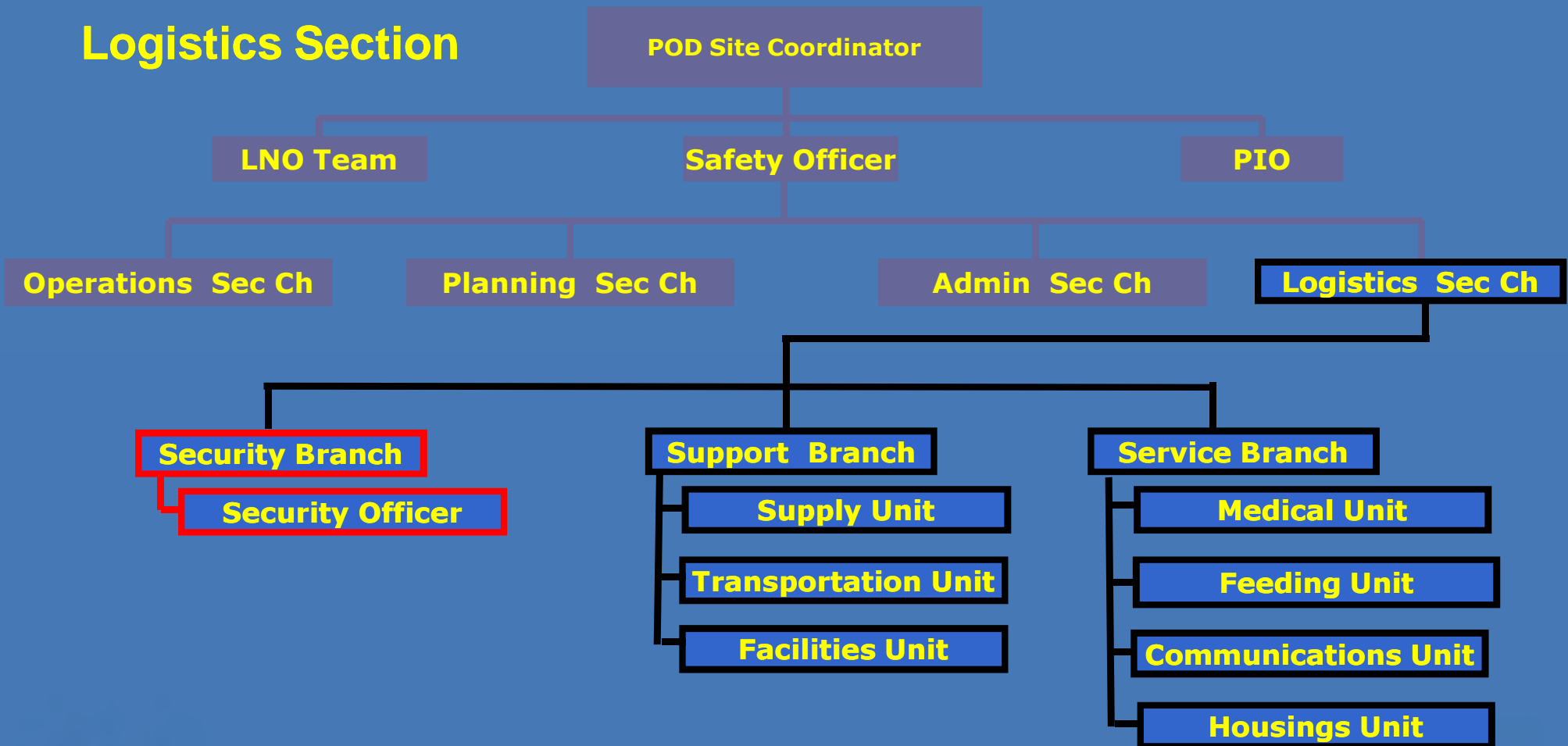
Logistics Section



ICS Structural Organization

Point of Dispensing (POD) ICS Example

Logistics Section



**Bioterrorism and Other
Public Health Emergencies**
Tools and Models for Planning and Preparedness

Community-Based Mass Prophylaxis: A Planning Guide for Public Health Preparedness

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1. Prepared by:

Walt Whitman College of Coastal Carolina, Department of Public Health

Richard Hays, MD, MPH
Jason Coombs, MPH
Mark A. Callahan, MD
~~Alan J. White, MD, ScM~~

Columbia University Mailman School of Public Health, Center for Public Health Preparedness
Stephen S. Morse, Ph.D.

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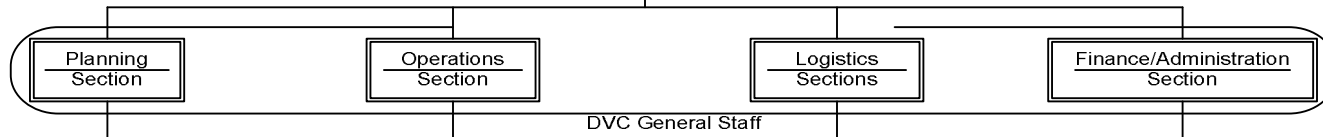
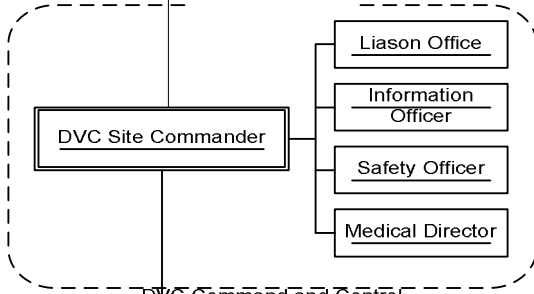


**COMMAND and CONTROL:
EMERGENCY OPERATIONS CENTER (EOC)**

Dispensing
Operations
Commander

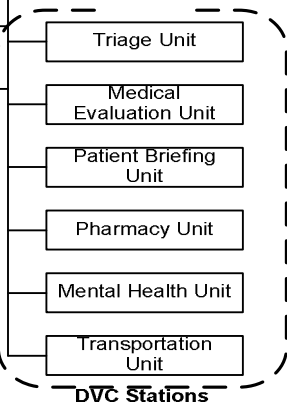
INDIVIDUAL DISPENSING/VACCINATION CENTER (DVC)

Additional DVCs
...



- Situation Unit
- Resource Unit
- Documentation Unit
- Demobilization Unit

- Staging Area
- Security

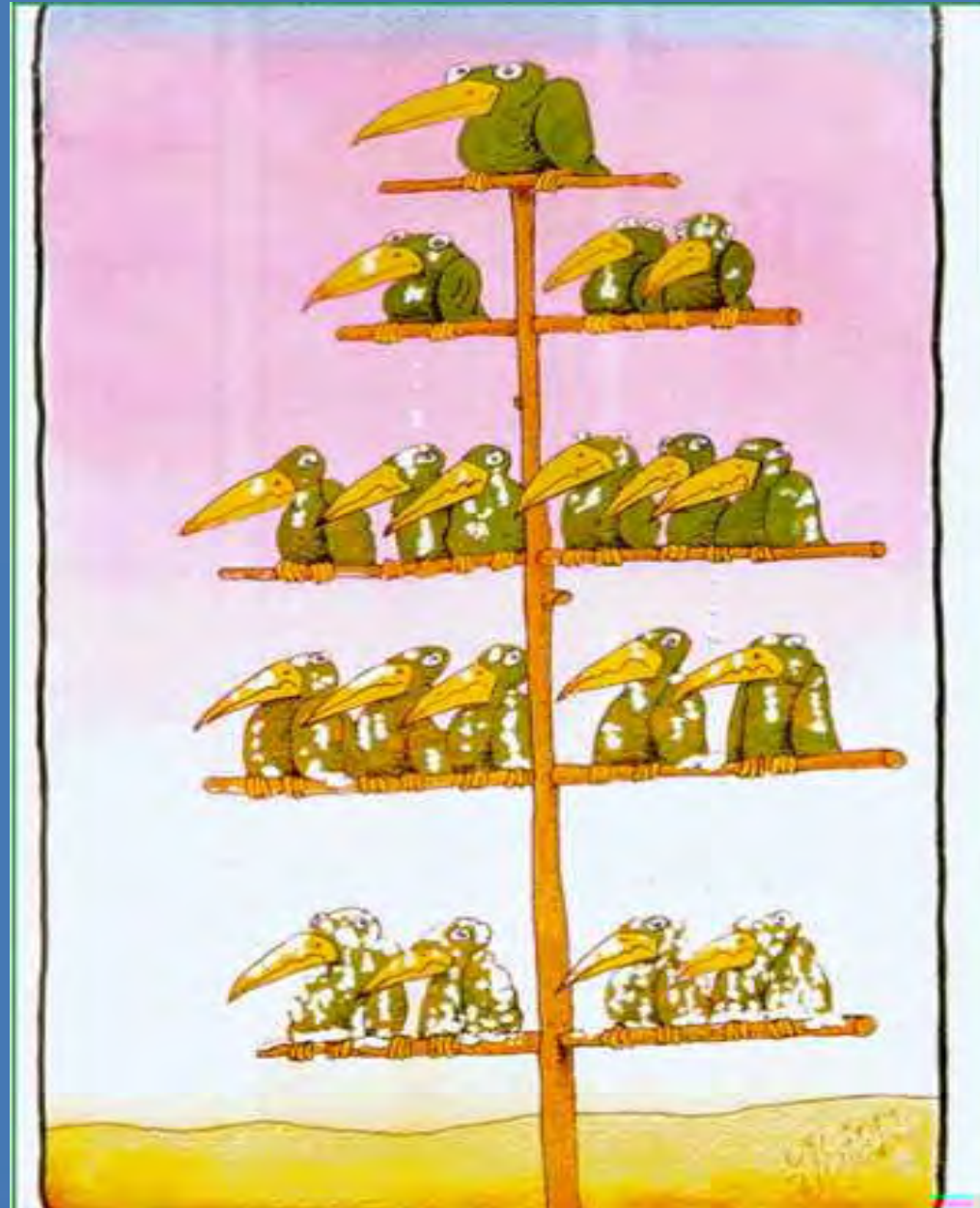


- Services Branch
 - Communications Unit
- Support Branch
 - Staff Room/Board Unit

- Patient Flow Unit
- Procurement Unit
- Unused SNS Inventory Unit
- Translation Unit



Every organization must have a structure



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Responsibilities & Management Structure

Common Mistakes in ICS

➤ Ego

- ✓ Causes turf battle
- ✓ Impacts planning/decision making

➤ Communications

- ✓ Interoperability issues

➤ Micromanagement

- ✓ Lack of trust in subordinates
- ✓ Tunnel vision

➤ Lack of Documentation

➤ Lack of Practice

- ✓ Unfamiliarity of Terminology
- ✓ Use as much as possible

➤ Failure to Delegate

- ✓ Taking on too much power
- ✓ Too wide of span of control
- ✓ Second guessing!!!

➤ Security

- ✓ Unauthorized personnel



Learning Objectives Review

- Describe why it is important for public health personnel to understand the Incident Command System (ICS)
- Describe key concepts and principles of ICS
- Identify the five ICS functions and list the main responsibilities of each function.
- Design a Point of Dispensing (POD) organizational structure using ICS



References

IS-195 Basic Incident Command System

Emergency Management Institute
Federal Emergency Management Agency

<http://training.fema.gov/EMIWeb/IS/is195.asp>

Basic Incident Command System for Medical and Public Health Professionals

Anthony J. Carbone, MD, MS, MPH
The Harvard Center For Public Health Preparedness
Harvard School of Public Health

*In Cooperation with the Maine Office of Public Health Emergency
Preparedness*



QUESTIONS ?



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Responsibilities & Management Structure