Welcome!
Applied Incident Command for Public Health

Unit 1 Objectives

Upon completion of this unit student will be able to:

Recognize the similarities between incident management and business management techniques

Identify the application of ICS and UICS in a scenario

Identify the agencies with responsibilities to perform in the scenario.
Business Management Techniques

Applied To Emergency Incident Management

Tasks That Business Managers Perform

- Planning
- Directing
- Organizing
- Coordinating
- Communicating
- Delegating
- Evaluation
- Tasks That Business Managers Perform

- Marquette County Board of Commissioners
- Marquette County Board of Health
- Health Officer Medical Director
- Finance Administrative Services
- Environmental Health
- Dental Health
- Community Health
- Personal Health
### Factors That Affect Emergency Management

<table>
<thead>
<tr>
<th>DANGEROUS</th>
<th>DYNAMIC</th>
<th>COMPLEX</th>
<th>CONFUSING</th>
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### Dangerous
- Degree of Risk
- Civilian fatalities, illness, injuries, and property loss
- Exposure to toxic materials
- Responder health risks

### Dynamic
- Constantly changing situation
- Operational mode changes
- Control the situation or it will control “YOU”
- Incident priorities
- Negative impact on department
- Readiness for any type of incident
Complex

- Many responsibilities
- Incidents with complex problems
- Interagency cooperation required

Confusing

- Time constraints
- Persons calling for assistance
- Supervisors and staff under stress
- Communications network breakdown
- Need for on-going Communications
  - Progress Reports Between Agencies
  - Communications Order Model
    - Receiver from Sender
    - Repeat Message

Multidisciplinary Approach

- Cooperation among
  - Law Enforcement (LE)
  - Emergency Medical Services (EMS)
  - Emergency Management (EMA)
  - Fire Services (FS)
  - Hazardous Materials (HZ)
  - NGOs
  - Public Safety Communications (PSC)
  - Health Care (HC)
  - Public Health (PH)
  - Human Services (HS)
  - Private Security
  - Public Works (PW)
  - Governmental Administrative (GA)
Command Type

The command within the ICS may be conducted in one of the following ways:

- Single Command
- Unified Command
- Area Command

SINGLE COMMAND

- No overlap of jurisdictional boundaries exists.
- A single IC is designated by the agency having overall management responsibility.

ICS Organization

In the ICS organization:

- There is no correlation with the administrative structure of any other agency or jurisdiction. This organization’s uniqueness helps to avoid confusion over different position titles and organizational structures.
- Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.
**Chain of Command**

Chain of command is an orderly line of authority within the ranks of the incident management organization.

- **IC**
- Perimeter Control
- Traffic Control
- Investigation

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**Unified Command**

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.

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**Implementing UIC**

- Command established
- Select participants
- Decide on internal communications
- Conduct meeting
Area Command (AC)

- Implemented during multiple events
- Manages multiple ICS organizations
  - AC is non-site specific
  - AC events are Geographically dispersed
  - AC events evolve over longer periods of time
- AC does NOT replace the functions of an EOC or Command

SUMMARY

There are many reasons for implementation and use of an incident management system

Primary reason for adoption of an incident management system is safety

UIC is an "all-risk" system

SUMMARY

Business management techniques form the basis for an effective incident management system

Specific factors in an emergency make the management process more difficult
Group Discussion Questions

Would ICS or UICS be applicable for use in the botulism scenario and why?

What other local, State or Federal Agencies would be needed to mitigate this type of incident?

What objectives would local Public Health responders perform during this type of response?

What are the top 3 challenges?

Unit 2 Objectives

Upon completion of this unit student will be able to:

- Identify the elements of an effective emergency management system.
- Define and explain the responsibilities of Command, Operations, Planning, Logistics, and Finance/Administration as functions within ICS or UICS
- Recognize how the functions of Command, Operations, Planning, Logistics, Finance/Administration, and the Command Staff positions can provide the tools necessary to effectively manage any incident
Unit 2 Objectives

Upon completion of this unit student will be able to:

Identify the components and elements of ICS necessary to bring organization to your agency for response to a public health event.

Identify the strategies and tactics necessary to organize your agency within a NIMS compliant structure.

Components of an Emergency Management System

- Common Terminology
- Modular Organization
- Integrated Communications
- Command Function
- Consolidated Action Plans
- Manageable Span of Control
- Designated Incident Facilities
- Comprehensive Resource Management

Five Functions of the Unified Incident Command System
INCIDENT COMMANDER

Definition of COMMAND FUNCTION
Responsibility for overall management of the incident

UNIFIED COMMAND

Definition of UNIFIED COMMAND
“Shared” responsibility for overall management of the incident

Unified Incident Command (UIC) does not relieve any entity of their jurisdictional or legal responsibilities.
Command’s Responsibilities

- Assess incident priorities
- Determine strategic goals
- Determine tactical objectives
- Develop incident action plan
- Develop appropriate organizational structure

Command’s Responsibilities

- Manage incident resources
- Coordinate overall emergency activities
- Ensure personnel safety
- Coordinate activities of outside agencies
- Authorize release of information to media

Characteristics of an effective IC:

- Safety oriented
- Proactive
- Decisive
- Objective calm
- Quick thinking
- Adaptable and flexible
- Realistic about personal limitations
**Incident Commander**

**Examples**
- Fire Chief
- Police Chief
- County Emergency Management Director

**Public Health examples**
- County Health Officer
- Medical Director
- Emergency Preparedness Coordinator

**What would a Public Health IC do?**

- Oversee disease outbreak investigation
  - Hepatitis A (Buncombe County, October 2003)
  - Norovirus (Michigan 2006)

- Coordinate with traditional first responders in suspected bioterrorism events
  - Ricin threat in South Carolina (October 2003)
  - Anthrax outbreak (October 2001)

- Supervise planning for crisis response within a Health Department

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**Planning “P” Applicability**

- Events
- Incidents

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Personnel Accountability

Command Staff Positions

- Safety Officer
- Liaison Officer
- Information Officer

Safety Officer

Trumps EVERYONE
Approves or vetoes any incident activity on the basis of safety for responders

- **Public Health examples**
  - OSHA compliance nurse
  - Training supervisor
  - County Health Department Safety Officer
Public Information Officer (PIO)

- Produces and releases all announcements, news releases, education materials, etc.
- Spokesperson for the event
- Approval for all releases comes from IC

- Public Health PIO
  - Often Health Educator
  - Can be Deputy Health Officer...

Liaison

- Responsible for linking with representatives from other involved agencies

Public Health examples--disease outbreak

- Assure point of contact with local hospital
- Assure communication with Red Cross if shelter involved

General Staff Positions

- Operations Section
- Planning Section
- Logistics
- Finance/Admin Section
Operations

- Usually first section to be opened
- Responsible for DOING!!
- Carry out the mission
- Can be divided into branches, divisions and/or groups

Operations

- Public Health Examples
  - Mass vaccination clinic
  - Case investigation in disease outbreaks
  - Mass prophylaxis for meningitis
Planning

• Responsible for
  – Situation reports (updates)
  – Forecasting
  – Anticipating what resources will be needed
  – Documentation
  – Demobilization (dismissing participants and/or returning resources)

• Can be subdivided

Planning “P” Applicability

Events

Incidents
Planning

- Public Health Examples
  - Outbreak investigation
    - Types of studies to do
    - Plotting and forecasting epidemic trajectory
    - Keeping records
    - Estimating needed prophylactic medications or vaccines
  - Mapping with GIS (Geographic Information Systems)

Planning

- Public Health example:
  - Local Health Department crisis planning
  - Assessing current agency preparedness for disasters
  - Creating template for crisis plan and recommending participants in planning process

Logistics

Responsible for providing facilities, services, and materials for the incident

Managed by "Section Chief", qualified to perform the duties
Logistics

- “Nuts and bolts” of a response
- Service Unit that gives responders services they need (hotel rooms, food, etc.)
- Support Unit that gives responders supplies they need (radios, computers, clipboards, vehicles, etc.)

Logistics

- Public Health examples—disease outbreak investigation
  - Service:
    - IT help for computer glitches
    - Pizza for late-night data crunching
  - Support:
    - Laptops
    - Copying
    - Internet and email access
    - Extra telephone lines

Finance/Administration

- Responsible for all costs and financial aspects of the incident
- Managed by a “Section Chief”, qualified for the position
Finance/Administration

- Responsible for
  - reimbursement
  - allocation of funds for supply acquisition
  - time accounting
  - estimation of costs of response
  - processing injury claims

Finance/Administration

- Public Health examples—disease outbreak investigation
  - Logging overtime
  - Advancing cash for travel
  - Paying consultants
  - Allocating funds for purchase of medications or vaccines

Model Unified Incident Command System

- UIC
  - Safety
  - Liaison
  - PIO
  - Operations
    - Staging
    - Branch
  - Planning
  - Logistics
  - Financial/Administration
    - Time Unit
    - Procurement Unit
    - Comp/Claim Unit
    - Cost Unit
    - Supply Unit
    - Facilities Unit
    - Ground Support Unit
Sample Public Health Command Structure: Street Festival

Environmental Health Supervisor

Operations
  Restaurant Inspection Supervisor
    Booth Inspection A Team
    Booth Inspection B Team
    Booth Inspection C Team

Sample Public Health Command Structure: Outbreak

Health Officer

Safety Officer
  PIO – Health Education Supervisor
  Liaison – Deputy Health Officer

Operations
  Food Service Manager or Medical Director
    Case Identification
    Vaccination Team
    Study Team

Planning
  Disease of Outbreak
    Vaccine Supply
    Staffing
    Documentation

Logistics
  Facility Supervisor
    Facilities
    Vaccine supplies
    Transport

Finance/Admin
  Accounting Supervisor
    Overtime
    Cost
    Procurement

Summary

Appropriate use of the UIC provides for an effective span of control at all organizational levels.

Benefits of using UIC: Responder safety, effective use of resources, and improved incident management.

The UIC provides tools for Command. Command should use only the tools that are needed to manage incident resources.
Group Activity

Identify the local and regional Public Health resources needed to mitigate the botulism scenario

Develop a UICS flowchart for a response to the botulism scenario using the identified resources
Unit 3 Objectives

Upon completion of this unit student will be able to:

Identify the components of the National Incident Management System (NIMS) and the National Response Plan (NRP)

Identify the roles and responsibilities within the implementation of NIMS and the NRP.

Identify local, state, and federal partner agencies response to a public health event.


Directed the development of the National Incident Management System and the National Response Plan…

National Incident Management System

…a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for and respond to all hazards, including acts of terrorism.
National Response Plan

...built on the template of the National Incident Management System. It provides the structure and mechanisms for coordinating federal support to state, local and tribal incident managers.

...for exercising direct federal authorities and responsibilities, and Incidents of National Significance.

Development of NIMS and NRP

...involved extensive coordination with federal, state, local and tribal agencies, NGOs, private-sector, first responders and emergency management...also DHS Preparedness Directorate, Office of Grants and Training coordination with state, local and tribal organizations

NIMS released March 2004
NRP released January 2005

What NIMS is about....

Common incident management doctrine, practices and principles, and...

- Use of ICS
- Flexible response operations
- Common terminology for ordering, tracking resources
- Plans for staging and allocating equipment, supplies and assistance
- Effective communications among responders, EOCs and with the public
Why Do We Need NIMS?

Lessons learned have shown the need for:
• A coordinated response.
• Standardization.
• Interoperability.

ICS Tools

• ICS Forms
• Position Description and Responsibilities Document
• Emergency Operations Plan
• Agency Policies and Procedures Manual
• Maps

ICS Forms

• Purpose – What function does the form perform?
• Preparation – Who is responsible for preparing the form?
• Distribution – Who needs to receive this information?
Incident Complexity Types

Major/Complex Events Incidents

Components of NIMS

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance

Command and Management

- Incident Command System (ICS)
- Multiagency Coordination Systems
- Public Information Systems
**Preparedness, Exercise**

- Planning, training, and exercises
- Personnel qualification and certification
- Equipment acquisition and certification
- Publication management
- Mutual aid/Emergency Management Assistance Compacts

**Resource Management**

Includes standardized:
- Descriptions
- Inventories
- Mobilization
- Dispatch
- Tracking
- Recovery

**Communications/Information Management**

NIMS identifies requirements for:
- Communications.
- Information management.
- Information sharing.
Supporting Technologies

NIMS provides systems to standardize:

- Voice and data communications
- Information management
- Data displays

The National Integration Center (NIC)

The NIMS Integration Center

- Strategic direction for and oversight of NIMS and the NRP
- Support NIMS implementation through …

- Mutual aid, resource management, credentialing
- NIMS National Standard Training Curriculum
- Guidance and evaluation tools
- NIMS Advisory Committee
- Guides for Elected Officials
- EOP Guidance for States/Locals
- NIMS Communications

The NIMS Integration Center

- Gil Jamieson, Director
- Web Page: www.fema.gov/nims
- E-Mail: NIMS-Integration-Center@dhs.gov
- NIMS Training: www.training.fema.gov/emiweb/IS/is700.asp
- NRP Training: www.training.fema.gov/emiweb/IS/is800.asp
- Main Number: 202-646-3850
- Mailing Address: NIMS Integration Center, 500 C Street SW, Suite 706, Washington, DC 20472
Implementation Activities

FY06 - States and Territories

Command and Management

• Use ICS for all incidents
• Use integrated Multi-agency Coordination Systems
• Institutionalize NIMS Public Information System

Implementation Activities

FY06 - States and Territories

Preparedness Planning, Training, Exercises

• Establish NIMS baseline against FY05 and FY06 requirements
• Update plans and SOPs to include NIMS and NRP
• Leverage facilities for NIMS training
• IS-800 NRP: An Introduction
• ICS-100 and ICS-200
• Incorporate NIMS into exercises
• Participate in all-hazards exercises based on NIMS
• Utilize corrective actions

Implementation Activities

FY06 - States and Territories

Resource Management, Communication and Information Management

• Inventory state response assets using resource typing
• Develop plans for resources in NRP Catastrophic Incident Annex
• Ensure standards are incorporated into acquisition procedures
• Use plain English
The Role of the States, '07 and Beyond

Establish infrastructure to support NIMS implementation
Encourage a regional approach to implementation
Establish planning process to ensure NIMS implementation
- Communicate requirements to locals
- Measure progress and facilitate implementation reporting

Summary

All levels of government, the private sector, and non governmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events and natural disasters that exceed the capabilities of any single entity. Threats from natural disasters and human-caused events, such as terrorism, require a unified and coordinated national approach to planning and to domestic incident management.

Summary

The Incident Command System (ICS):
- Is a standardized management tool for meeting the demands of small or large emergency or non emergency situations.
- Represents "best practices," and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).
ICS is not just a standardized organizational chart, but an entire management system.
Group Activity

Develop a UICS flow chart identifying all agencies needed to mitigate the botulism scenario.