Applied Incident Command for Public Health
Unit 2
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

- **COMMAND**
  - Determines objectives & priorities; delegates authority.

- **OPERATIONS**
  - Implements the incident action plan, strategy & tactics.

- **PLANNING**
  - Creates the action plan; shares intel; monitors resources.

- **LOGISTICS**
  - Provides for facilities, equipment, and support services.

- **FINANCE**
  - Tracks expenses & personell; elicits funding.
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
Incident Commander

What would a Public Health IC do?

Oversee a 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
Planning “P” Applicability

Events

Preparing for the Planning Meeting

Planning Meeting

IC/UC Sets Objectives

Tactics Meeting

Operations Briefing

New Start Ops Period Begins

Execute Plan & Assess Progress

Operational Period Planning Cycle

Initial IC/UC Meeting

Incident Briefing ICS 201

Initial Response & Assessment

Notification

Incident/Threat

Initial Response

Incidents
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
Operations

Responsible for management of all tactical operations for the incident

Operations should be implemented when necessary to maintain Command’s span of control

Managed by a “Section Chief” qualified to perform the duties, regardless of position
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 the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources

Managed by a “Section Chief”, qualified to perform the duties
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

Preparation

Planning Meeting

IAP Prep & Approval

Operations Briefing

New Start Ops Period Begins

Execute Plan & Assess Progress

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Initial IC/UC Meeting

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Incidents

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Initial Incident Briefing

ICS 201

Operational Period Planning Cycle

Initial Incident Briefing

ICS 201

Initial Response & Assessment

Notification

Incident/Threat
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
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
- Staff Epidemiologist or Medical Director
  - Case Identification
  - Vaccination Team
  - Study Team

Planning
- Director of Nursing
  - 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