Incident Management (NIMS, ICS, HICS)

Presentation to:

Basic Healthcare Emergency Management Course

We Protect Lives.
Objectives

Define:

• National Incident Management System (NIMS)
• Incident Management (IM)
• Incident Command System (ICS)
• Integrated Incident Management System (IIMS)
• Hospital Incident Command System (HICS IV)
Objectives

• Identify the role of NIMS
• Identify the NIMS implementation activities for Georgia’s hospitals and healthcare organizations
• Identify the command and general staff functions within ICS
• Recognize the purpose of each command staff role within ICS
• Discuss components of the HICS IV
National Incident Management System (NIMS)

All agencies that receive federal emergency preparedness funding must be NIMS compliant.
What is NIMS?

The National Incident Management System:

- Standardizes the nation’s **command and management structure** at all levels (private industry, as well as federal, state and local governments/agencies and nonprofits)
- Promotes a **unified approach**
- Allows for **effective and efficient mitigation, preparedness, response**, and **recovery** from incidents of any kind
- Emphasizes **preparedness**

...thus facilitating **interoperability, communication, and other factors to assure an effective and efficient management process**.
NIMS: Critical Concepts

**Standardization**
- Terminology
- Concepts
- Command

**Flexibility**
- Applicable to all types of incidents
- “All-hazards” capable
NIMS Integration

• Mandated for Federal agencies
• Required for use by state, local, and non-governmental agencies, organizations, and/or institutions
• $$$ - Grants and contracts are dependent on NIMS integration and compliance
NIMS Compliance

• Healthcare Organizations
  - Integrate the objectives and the 11 Elements of NIMS

• Objectives
  - Adoption
  - Preparedness: Planning
  - Preparedness: Training and Exercises
  - Communications and Information Management
  - Command and Management
## NIMS Implementation Objectives & Elements

### OBJECTIVES

### Adoption
1. Adopt NIMS throughout the healthcare organization to include appropriate departments and business units.
2. Ensure Federal Preparedness grants and cooperative agreements support NIMS Implementation (in accordance with the eligibility and allowable uses of the awards).

### Preparedness: Planning
3. Revise and update emergency operations plans (EOPs), standard operating procedures (SOPs), and standard operating guidelines (SOGs) to incorporate NIMS and National Response Framework (NRF) components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.
4. Participate in interagency mutual aid and/or assistance agreements, to include agreements with public and private sector and nongovernmental organizations.

### Preparedness: Training and Exercises
5. Implement ICS-700: NIMS, An Introduction, ICS-100: Introduction to ICS, and ICS-200: ICS For Single Resources training to appropriate personnel
6. Implement ICS-800 National Response Framework (NRF): An Introduction training to appropriate personnel
7. Promote and integrate, as appropriate, NIMS concepts and principles (i.e. the Incident Command System) into all healthcare organization-related training and exercises.

### Communications and Information Management
8. Promote and ensure that hospital processes, equipment, communication, and data interoperability facilitates the collection and distribution of consistent and accurate information with local and state partners during an incident or event.
9. Apply common and consistent terminology as promoted in NIMS, including the establishment of plain language communications standards.

### Command and Management
10. Manage all emergency incidents, exercises, and preplanned (recurring/special) events with consistent application of ICS organizational structures, doctrine, processes, and procedures.
11. Adopt the principle of Public Information, facilitated by the use of the Joint Information System (JIS) and Joint Information Center (JIC) ensuring that Public Information procedures and processes gather, verify, coordinate, and disseminate information during an incident or event.
Becoming NIMS Compliant

Adoption:

1. Adopt NIMS throughout the healthcare organization to include appropriate departments and business units.

2. Ensure Federal Preparedness grants and cooperative agreements support NIMS Implementation (in accordance with the eligibility and allowable uses of the awards).
Becoming NIMS Compliant

Preparedness Planning:

3. Revise and update **emergency operations plans** (EOPs), standard operating procedures (SOPs), and standard operating guidelines (SOGs) **to incorporate NIMS and National Response Framework (NRF) components**, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.

4. Participate in interagency **mutual aid and/or assistance agreements**, to include agreements with public and private sector and nongovernmental organizations.
Becoming NIMS Compliant

Preparedness Training and Exercises:

5. Implement **ICS-700**: NIMS, An Introduction; **ICS-100**: Introduction to ICS; and **ICS-200**: ICS For Single Resources training for appropriate personnel.


7. Promote and integrate, as appropriate, NIMS concepts and principles (i.e., the **Incident Command System**) into all healthcare organization-related training and exercises.
Becoming NIMS Compliant

Communications and Information Management:

8. Promote and ensure that hospital processes, equipment, communication, and data interoperability facilitates the collection and distribution of consistent and accurate information with local and state partners during an incident or event.

9. Apply **common and consistent terminology** as promoted in NIMS, including the establishment of **plain language communications standards**.
Becoming NIMS Compliant

Command and Management:

10. Manage all emergency incidents, exercises, and pre-planned (recurring/special) events with **consistent application of ICS organizational structures, doctrine, processes, and procedures**.

11. Adopt the principle of Public Information, facilitated by the **use of the Joint Information System (JIS) and Joint Information Center (JIC)** ensuring that public information procedures and processes gather, verify, coordinate, and disseminate information during an incident or event.
Following the events of September 11, 2001, the Department of Justice (DOJ), National Institute of Justice (NIJ)/Office of Science and Technology (OS&T) conducted an evaluation of what is now known industry-wide as…

Integrated Incident Management System (IIMS)

or

IIMS
Georgia IIMS Products

HEALTHCARE

GHA911 (WebEOC):
• Serves as the information repository for healthcare data during the preparedness, response, and recovery phases.
• GHA 911 is the main notification pathway between GHA and healthcare partners during an emergency
• [http://www.gha911.org/](http://www.gha911.org/)

PUBLIC HEALTH & EMERGENCY MANAGEMENT

WebEOC:
• Serves as the information repository for Public Health and GEMA data during response and recovery phases.
• Used by local, district, and state emergency management and Public Health officials
Share your experiences with the version of WebEOC you use.

Internally?

Externally?
Process by which an agency, institution, facility, or organization effectively and efficiently manages resources and personnel, through internal or cooperative networks, in an attempt to gain, obtain, or retain control over a situation or incident, whether routine, emergent, or disastrous.
Consequences of Failure to Manage

- Injuries or death
- Compromised property or infrastructure
- Environmental damage or contamination
- Poor public image of facility, agency, institution, or organization
Factors Influencing Incident Dynamics

- Constant situational changes
- Information management challenges
- Difficulty seeing the big picture
- Critical time considerations

These types of situations can be:
- Complex
- Confusing
- Dynamic
- Unpredictable
- Overwhelming
- Dangerous
Effective Incident Management Requires:

- Planning and exercising *prior to* an incident
- Accurate assessment of the incident
- Establishment of realistic objectives
- Setting of priorities
- Management and assignment of resources
- Working with outside agencies/organizations
- Frequent reassessment
- Recovery in a timely manner
Incident Management Priorities

1. Preservation of safety, health, and life
2. Property and infrastructure protection
3. Mitigation of harm, destruction and long term effects on the community
Incident Management

- Many incidents will be so large or complex as to require multi-organizational responses.

- All partners share a common goal, yet retain their unique responsibilities:
  - Fire/EMS
  - Law Enforcement
  - Public Health and Medical
  - Community stakeholders
Keys to Incident Management

- Standardization
- Communication (effective and efficient)
- Flexibility
Incident Command System (ICS)

Emergency Management

First Responders

Healthcare Partners

We Protect Lives.
Incident Command System (ICS)

• A standardized organizational response system designed to expand and contract operationally in order to meet the needs of a given incident

• Uses management and business principles to facilitate effective and efficient incident management
History of ICS

• Late 1960s and early 1970s - Southern California Wildfires
  - Challenges with response due to a lack of:
    • Span of control (overloaded Incident Commanders)
    • Accountability
    • Effective communication
    • Systemic planning
    • Integrated interagency cooperation
ICS Regulations and Laws

• National Integration Center, Health and Human Services, and HICS Working Group
  - NIMS implementation by September 2008

• National Fire Protection Association (NFPA)
  - NFPA 1561 Emergency Services Incident Management System

• Commission on Accreditation of Law Enforcement Agencies (CALEA)
  - CALEA 46.1.11 Unusual Occurrences and Special Operations
Specific Georgia ICS Regulations

• GA SB243
  - O.C.G.A. 38-3-57
  - Required by all local agencies to incorporate ICS by 1-Oct-2004
ICS Key Components

- Chain/Unity Of Command
- Comprehensive Resource Management
- Unified Command Structure
- Common Terminology
- Integrated Communications
- Pre-designated Incident Facilities
- Manageable Span-of-Control
- Transfer Of Command
- Incident Action Plan (IAP)
- Management Of Objectives
- Accountability And Mobilization
- Modular Organization
- Information & Intelligence Management
<table>
<thead>
<tr>
<th>ICS is...</th>
<th>ICS is NOT...</th>
</tr>
</thead>
<tbody>
<tr>
<td>- A means to facilitate the rapid melding of various organizations into a common structure</td>
<td>- A means to gain control over others</td>
</tr>
<tr>
<td>- For all entities</td>
<td>- Only for the government</td>
</tr>
<tr>
<td>- For all types and kinds of incidents</td>
<td>- Restricted to large incidents</td>
</tr>
<tr>
<td>- Complimentary to management principles</td>
<td>- A competitor of usual chains of command</td>
</tr>
</tbody>
</table>
ICS Challenges

- Lack of pre-defined methods to integrate ICS and interagency requirements into the planning process and incident management structure
- Lack of planning pertaining to recovery - demobilization, rehabilitation, and a return to normalcy
ICS Terminology

**Incident Commander (IC):**
- Has overall responsibility at the incident or event
- Sets incident objectives

**Command Staff:**
- Leaders in safety and protection, liaison between different agencies, and management of public information

**General Staff:**
- Handlers of Operations, Logistics, Planning, and Finance and Administration
ICS Command Staff and General Staff

Agency Executive

Incident Command
- Public Information Officer
- Safety Officer
- Liaison Officer

Command Staff:
The Command Staff provides Information, Safety, and Liaison services for the entire organization.

Operations Section
Planning Section
Logistics Section
Finance/Administration Section

General Staff:
The General Staff are assigned functional authority for Operations, Planning, Logistics, and Finance/Administration.
ICS Structure

- As incidents become more complex, the IC can expand the system to meet operational needs.
- As incidents become resolved, the system can contract accordingly.
ICS - Incident Commander (IC)

- In a hospital setting, the facility director or CEO is known as the **Agency Executive**
  - Authority from this position is delegated to the **IC**

- While not all of the ICS positions are required to be filled, the IC position is always staffed.
Roles and Responsibilities of the Incident Commander (IC)

**Roles**
- Provide overall leadership for incident response
- Manage incident objectives
- Delegate authority to others
- Take general direction from the agency executive

**Responsibilities**
- Ensure safety from the incident
- Provide information services to internal and external stakeholders
- Establish and maintain contact with other organizations involved with a given incident
ICS Command Staff

Designated by the IC:

- Public Information Officer (PIO)
- Safety Officer
- Liaison Officer
ICS General Staff

Incident Command (IC +/- Command Staff):

- **Finance/Administration**: Provides accounting, procurement, time recording, and cost analyses

- **Logistics**: Provides support, resources, and other needs required for operational objectives

- **Operations**: Conducts tactical operations and directs all tactical resources

- **Planning**: Prepares and documents the Incident Action Plan (IAP), collects and evaluates information, maintains resources status and documentation

F. L. O. P.
Basic Structure of ICS

Incident Commander

- Operations Section (Chief)
  - Branches (Directors)
  - Divisions / Groups (Supervisors)
  - Resources*

- Planning Section (Chief)
  - Units (Leaders)

- Logistics Section (Chief)
  - Units** (Leaders)

- Finance / Admin Section (Chief)
  - Units (Leaders)

*Officers Include (Command Staff): Safety, Liaison, Public Information

**Resources Include: Single Resources, Strike Teams, Task Forces

We Protect Lives.
The Hospital Incident Command System (HICS) is like the Incident Command System (ICS) in regard to purpose, application, components, principles, functions, and structures.
History of HICS

1987…. Hospital Council of Northern California adapts FIRESCOPE ICS to hospitals

1991…. Hospital Emergency Incident Command System (HEICS) I first released

1993…. HEICS II released

1998…. HEICS III released

2006…. Revised HEICS creating the NIMS-compliant HICS IV

2013?... Awaiting the release of HICS V
Valuable Resources Found in HICS IV

- **Drill/ Exercise Scenarios**
  - 13 Homeland Security
  - 14 Hospital Specific

- **Incident Planning Guides (IPG)**

- **Incident Response Guides (IRG)**

- **78 Job Action Sheets (JAS)**
  - Subdivided into five sections

- **HICS Forms/Checklists**

- **Training Materials**

- **Lists for 69 critical positions**
  - IC
  - Section Chiefs
  - Branch Directors
  - Tech/Specialists
  - Unit Leaders
  - Officers
  - Managers
Basic Structure of HICS IV

Command Staff

Section Chiefs - General Staff
HICS IV Command Staff

PIO

“I obtain and share approved information with the media.”

“Talker”

Liaison

“I coordinate with external agencies supporting the operations.”

“Coordinator”

Safety

“I ensure safety of staff, patients, and visitors, and monitor and correct hazardous conditions.”

“Enforcer”

Med/Tech Specialist

“Depending upon need, I serve as an in-house consultant to the Commander.”

“Consultant”
HICS IV General Staff

I collect, track, document, plan, and manage information and resources.

I oversee the tactical execution of incident goals and objectives.

I assure hospital personnel are fed, have communications, medical support, and transportation resources to meet the operational objectives.

I am responsible for tracking and approving expenditures, claims, and costs.

“Thinkers”  “Doers”  “Getters”  “Payers”

We Protect Lives.
HICS IV Operations Section

Manages:
- Medical operations needed to carry out the tactical plan
- Patient care resources

Ensures:
- Business continuity
- Facility and personnel protection - security
- Infrastructure operations
- Patient decontamination
HICS IV Planning Section

• Collects and evaluates information
• Maintains resource status
• Prepares the incident action plan
• Maintains documentation
• Facilitates demobilization plan
HICS IV Logistics Section

• Provides support/service to operations
• Manages internal and external resources
• Utilizes standard and emergency requisition protocols
• Cooperates with local EOC, Public Health, and hospitals as needed
• Serves internal clients only
HICS IV
Finance/Administration Section

• Manages all costs related to the incident
• Provides accurate accounting, procurement, and time recording
• Manages and accounts for claims and cost analyses
Nursing Home Incident Command System

Incident Commander

- Medical Director/Specialist
- Safety Officer
- Liaison Officer
- Public Information Officer

Operations Section Chief
- Resident Services
  - Nursing
  - Admit/Transfer & Discharge
  - Psychosocial
- Infrastructure
  - Dietary
  - Physical Plant/Security
  - Environmental
- Situation
  - Documentatio

Planning Section Chief

Logistics Section Chief
- Service
  - Communication Hardware
  - IT/IS
- Support
  - Supply
  - Transportation
  - Staffing/Scheduling

Finance/Admin Section Chief
- Staff Time
  - Procurement/Costs/Claims

SOURCE: California Association of Health Facilities

We Protect Lives.
Summary

Keys to Incident Management

- Standardization
- Communication (effective and efficient)
- Flexibility

ICS Structure

- As incidents become more complex, the IC can expand the system to meet operational needs.
- As incidents become resolved, the system can contract accordingly.
Summary

NIMS

- National standardization for incident management
- Effective and efficient mitigation, preparedness, response, and recovery from incidents of any kind
- Incorporates private industry as well as federal, state, tribal, and local governments and agencies
Summary

HICS IV is:

- ICS
- NIMS compliant
- “All hazard”
- Hospital and healthcare specific