ICS-200: Applying ICS to Healthcare Organizations

EMI Course Number: IS-200

Student Manual
February 2007

Course Background Information

Purpose

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). This course primarily focuses on the management of an initial response to an internal incident. It follows the National Incident Management System (National Incident Management System (NIMS)) guidelines and meets the National Incident Management System (NIMS) Baseline Training Requirements for I-200.

This is the second in a series of ICS courses designed to meet the all-hazard, all-agency National Incident Management System (NIMS) ICS requirement for operational personnel. Descriptions and details about the other ICS courses in the series may be found on http://training.fema.gov.

Who Should Attend

ISC-200 provides training to healthcare professionals whose primary responsibility is emergency management, including middle management within a hospital or healthcare system. Such professionals may include physicians, department managers, unit leaders, charge nurses, and hospital administrators who would have a leadership role during an incident.

Course Objectives

The course objectives are to allow course participants to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use Incident Command System (ICS) to manage an incident or event.

Training Content

The training is comprised of the following units:

- Unit 1: Course Overview
- Unit 2: ICS and the Emergency Management Program
- Unit 3: Functional Areas & Positions
- Unit 4: Leadership & Management
- Unit 5: ICS Management Process
- Unit 6: Course Summary

Unit 1: Course Overview

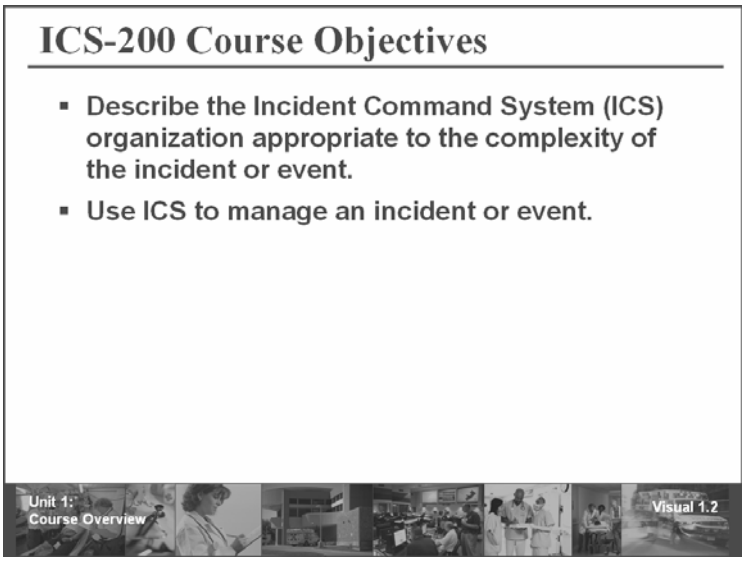
Topic: Course Welcome

Visual Description: Title Slide

Key Points

The Course Overview unit reviews the Incident Command System (ICS) features.

Topic: Course Objectives



Visual Description: Course Objectives

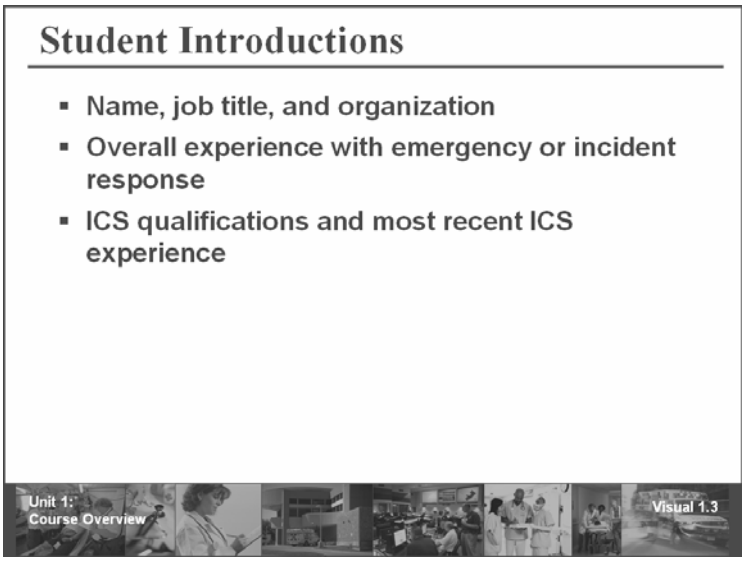
Key Points

By the end of this course, you should be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use the Incident Command System (ICS) to manage an incident or event.

This course is designed to provide **overall incident management skills** rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

Topic: Student Introductions and Expectations



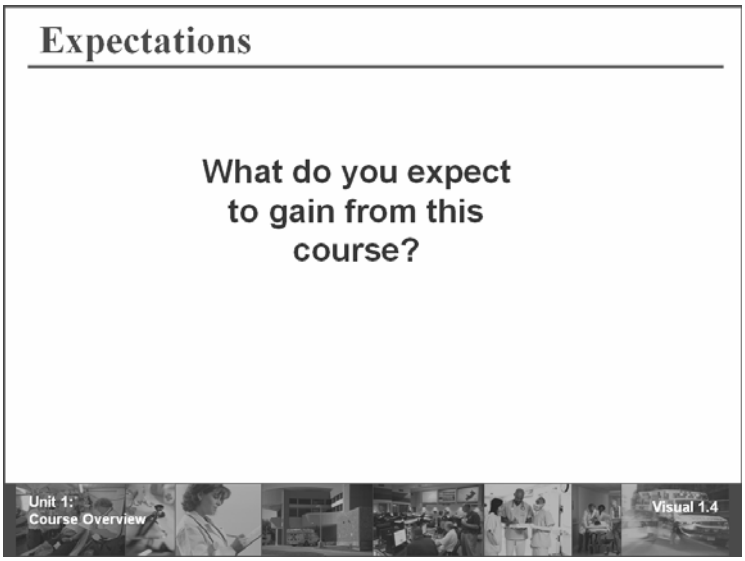
Visual Description: Student Introductions

Key Points

Introduce yourself by providing:

- Your name, job title, and organization.
- Your overall experience with emergency or incident response.
- Your Incident Command System (ICS) qualifications and most recent Incident Command System (ICS) experience.

Topic: Student Introductions and Expectations

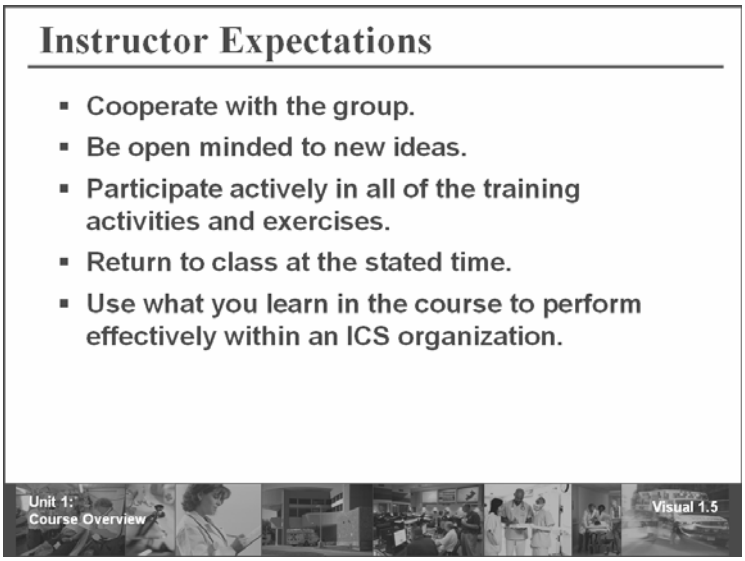


Visual Description: What do you expect to gain from this course?

Key Points

Jot down some notes below on what you expect to gain from this course.

Topic: Instructor Expectations



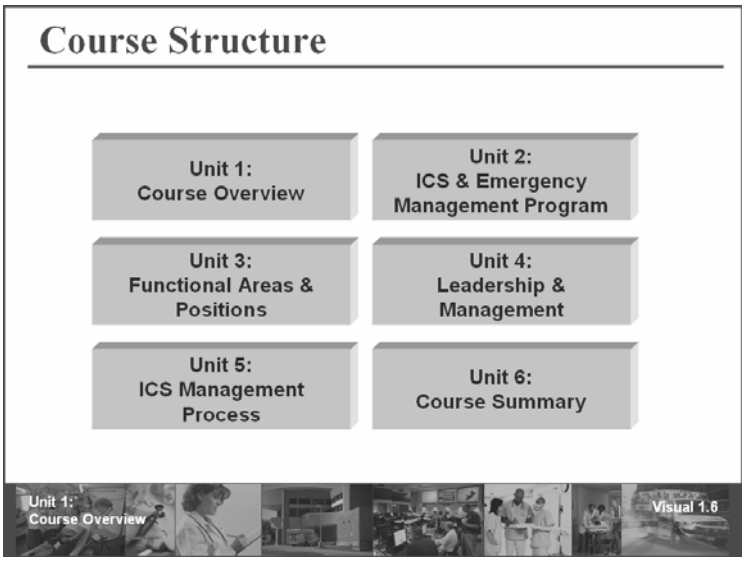
Visual Description: Instructor Expectations

Key Points

During this course, you will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an Incident Command System (ICS) organization.

Topic: Course Structure



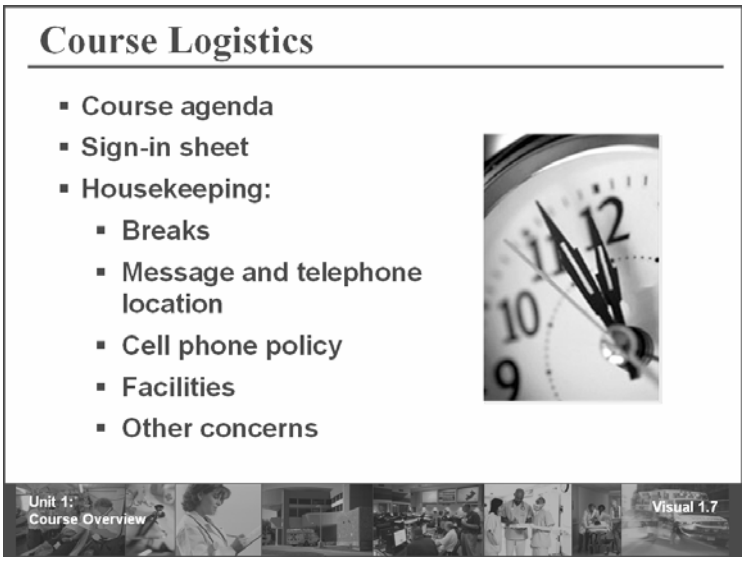
Visual Description: Course Structure

Key Points

This course is divided into six instructional units and a post-test. The six units are as follows:

- Unit 1: Course Overview
- Unit 2: ICS and the Emergency Management Program
- Unit 3: Functional Areas & Positions
- Unit 4: Leadership & Management
- Unit 5: ICS Management Process
- Unit 6: Course Summary

Topic: Course Logistics



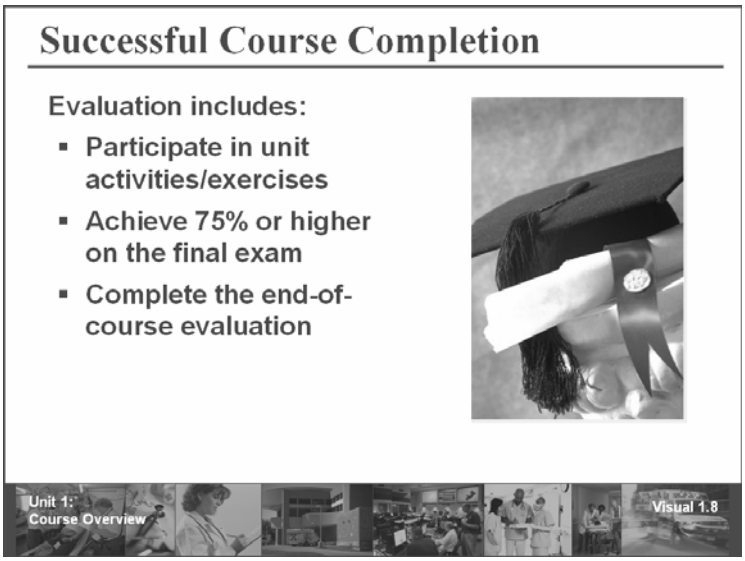
Visual Description: Course Logistics

Key Points

Your instructor will review the following logistical information:

- Course agenda
- Sign-in sheet
- Housekeeping:
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
  - Other concerns

Topic: Successful Course Completion



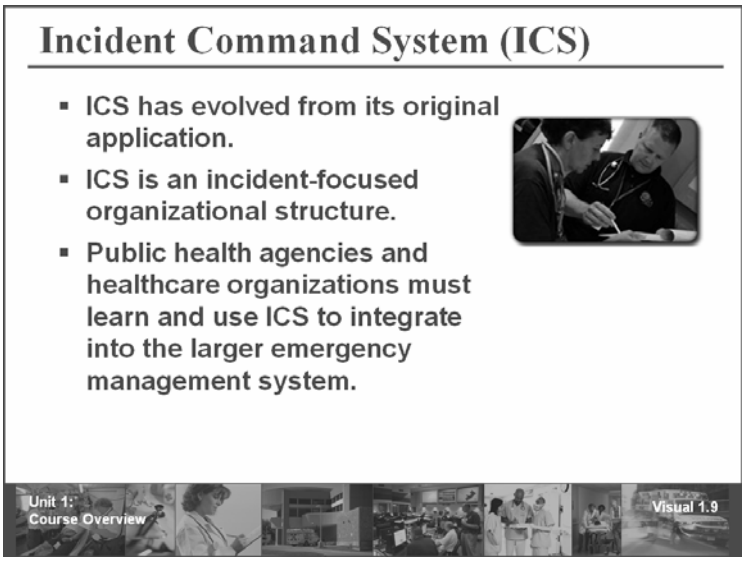
Visual Description: Successful Course Completion

Key Points

Successful course completion requires that you:

- Participate in unit activities/exercises
- Achieve 75% or higher on the final exam
- Complete the end-of-course evaluation

Topic: Incident Command System (ICS)



Visual Description: Incident Command System (ICS)

Key Points

In the ICS-100 course you learned that the Incident Command System (ICS) is used to ensure the effective management of incidents and events.

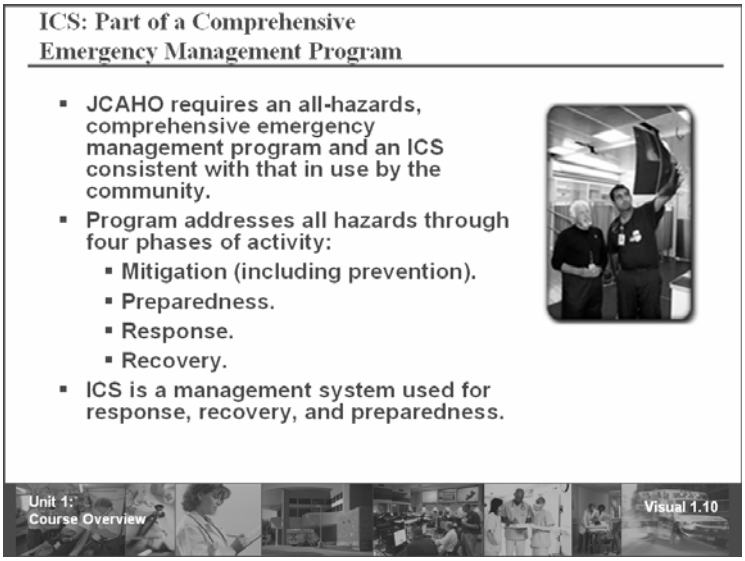
Remember: Incident Command System (ICS) was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions of dollars, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Incident Command System (ICS) has evolved from its original application for managing large forest fires to a universally-accepted management tool.

Incident Command System (ICS) is an incident-focused organizational structure that can be implemented along side of the day-to-day administrative structure of an organization.

Public health agencies and healthcare organizations must learn and use Incident Command System (ICS) in order to be able to integrate into the larger emergency management system.

Topic: Incident Command System (ICS): Part of a Comprehensive Emergency Management Program



Visual Description: ICS: Part of a Comprehensive Emergency Management Program

Key Points

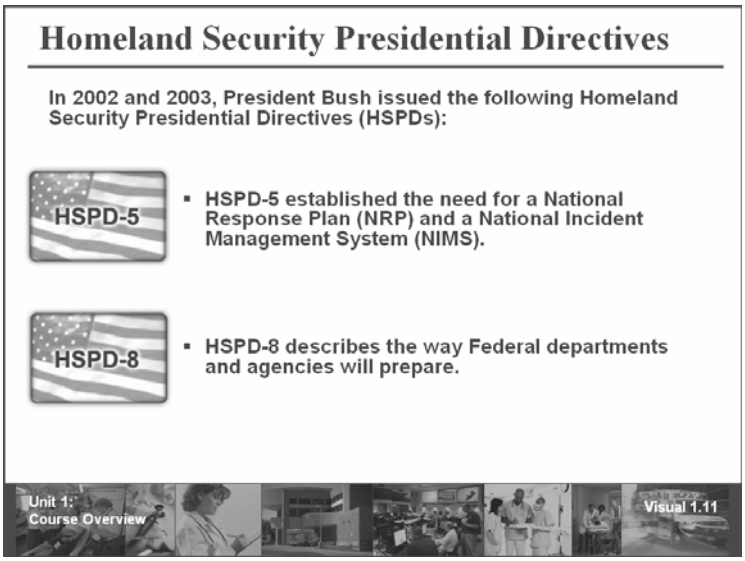
Since 2001, the Joint Commission for the Accreditation of Healthcare Organizations (JCAHO) has required an all-hazards, comprehensive emergency management program, and an Incident Command System (ICS) consistent with that in use by the community.

A comprehensive emergency management program addresses all hazards through four phases of activity:

- Mitigation (including prevention).
- Preparedness.
- Response.
- Recovery.

The Incident Command System (ICS) is a management system used for the response and recovery phases of an incident, as well as for preparedness pre-planning activities.

Topic: Homeland Security Presidential Directives



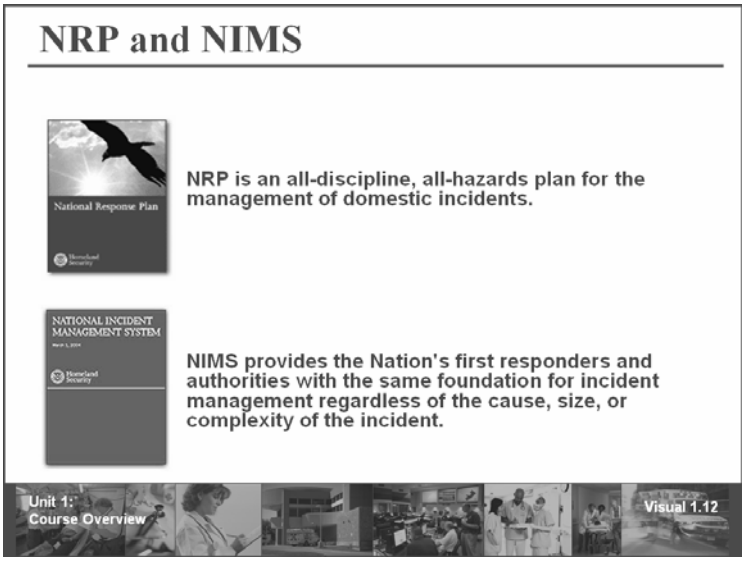
Visual Description: Homeland Security Presidential Directives

Key Points

In 2002 and 2003, President Bush issued the following Homeland Security Presidential Directives (HSPDs):

- HSPD-5 identifies steps for improved coordination in response to incidents. It also established the need for a National Response Plan (National Response Plan (NRP)) and a National Incident Management System (National Incident Management System (NIMS)).
- HSPD-8 describes the way Federal departments and agencies will prepare for disasters or catastrophic events. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop a National Preparedness Goal, which includes hospitals and healthcare systems.

Topic: National Response Plan (NRP) and National Incident Management System (NIMS)



Visual Description: National Response Plan (NRP) and National Incident Management System (NIMS)

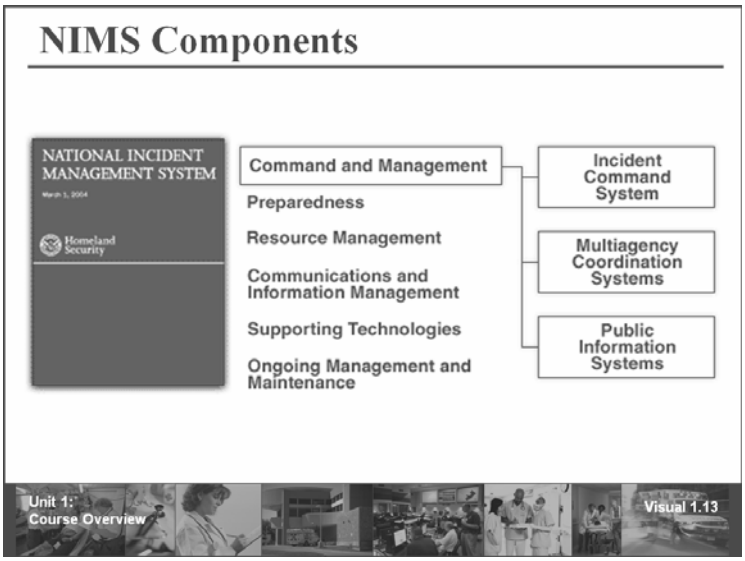
Key Points

The National Response Plan (NRP) is an all-discipline, all-hazards plan for the management of domestic incidents. The National Response Plan (NRP) provides the structure and mechanisms to coordinate and integrate incident management activities and emergency support functions across Federal, State, local, and tribal government entities, the private sector, and non-governmental organizations.

The National Incident Management System (NIMS) provides the Nation's first responders and authorities with the same foundation for incident management regardless of the cause, size, or complexity of the incident. The National Incident Management System (NIMS) requires that Incident Command System (ICS) be institutionalized within governmental agencies and private/non-profit organizations.

The NIMS compliance requirements for hospitals can be accessed at the following website: http://www.fema.gov/emergency/nims/index.shtm.

Topic: National Incident Management System (NIMS) Components



Visual Description: National Incident Management System (NIMS) Components

Key Points

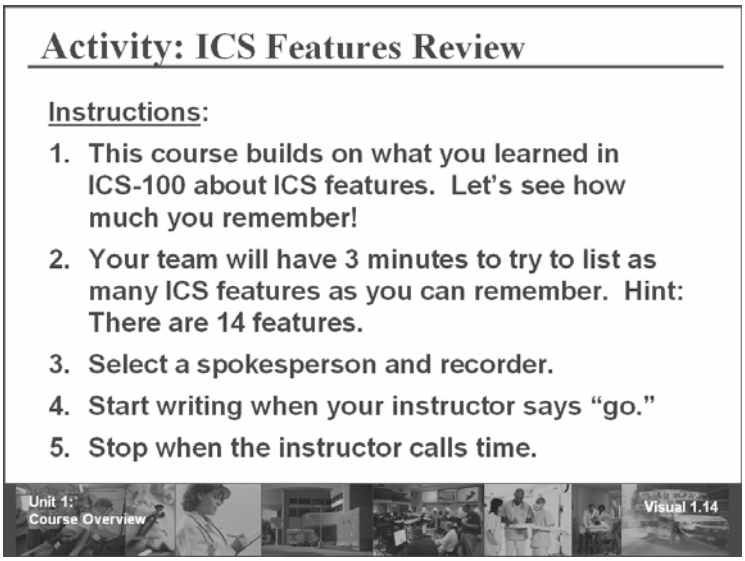
The National Incident Management System (NIMS) integrates existing best practices into a consistent, nationwide approach to domestic incident management. As illustrated above, six major components make up the National Incident Management System (NIMS) systems approach.

Following is a synopsis of the Command and Management component of the NIMS.

Command and Management. NIMS standard incident command structures are based on three key organizational systems:

- **ICS.** ICS provides an organizational structure and planning process any organization can use to manage the response to an incident or a planned event;
- **Multiagency Coordination Systems.** Multiagency Coordination Systems (MACSs) are the combination of facilities, equipment, personnel, procedures, and communications integrated into a common system that supports incident management. An Emergency Operations Center or Hospital Command Center is an example of a facility used to support a MACS.
- **Public Information Systems.** These systems refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Topic **Activity: Incident Command System (ICS) Features Review**



Visual Description: Activity: Incident Command System (ICS) Features Review

Key Points

Purpose: The purpose of this activity is to see how much you remember from ICS-100.

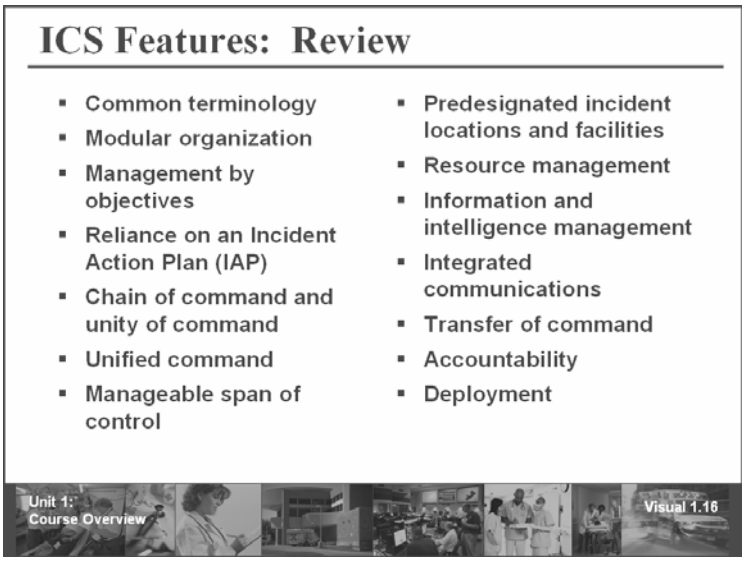
Instructions:

1. Your team will have 3 minutes to list as many Incident Command System (ICS) features as can be remembered. Hint: There are 14 features.
2. Select a spokesperson and recorder.
3. Start writing when your instructor says "go."
4. Stop when your instructor calls time.

Jot down as many Incident Command System (ICS) features as you can remember.

Write the ICS features that you can remember on this page.

Topic **Incident Command System (ICS) Features: Review**



Visual Description: Incident Command System (ICS) Features: Review

Key Points

Key features of Incident Command System (ICS) include:

- **Common Terminology.** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization.** The incident command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives.** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.
- **Reliance on an Incident Action Plan.** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.
- **Chain of Command and Unity of Command.** Chain of Command refers to the orderly line of authority within the ranks of the incident management organization. Unity of Command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
- **Unified Command.** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency or multi-organizational involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies and organizations with different legal, geographic, and functional authorities and responsibilities to work

together effectively without affecting individual entity authority, responsibility, or accountability.

- **Manageable Span of Control.** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility can range from three to seven subordinates. A ratio of one supervisor to five reporting elements is recommended.
- **Predesignated Incident Locations and Facilities.** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Staging Areas/Labor Pool, Helibases, and Helispots. Additional facilities such as Mass Casualty Triage Areas and others may be added as required.
- **Resource Management.** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Information and Intelligence Management.** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.
- **Integrated Communications.** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Transfer of Command.** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **Accountability.** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
    - **Check-In.** All responders, regardless of agency or organization affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
    - **Incident Action Plan.** Response operations must be directed and coordinated as outlined in the IAP.
    - **Unity of Command.** Each individual involved in incident operations will be assigned to only one supervisor.
    - **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
    - **Resource Tracking.** Supervisors must record and report resource status changes as they occur.
    - **Mobilization.** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.