

Incident Command System

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Objectives

- Describe ICS for Prehospital
- Describe HICS for Hospital
- Practical Example

How does disaster management differ from the usual day-to-day activities of the Emergency Medical System?




Coordination

- Often in day-to-day activity individual agencies work in isolation

 EMS

 Hospitals

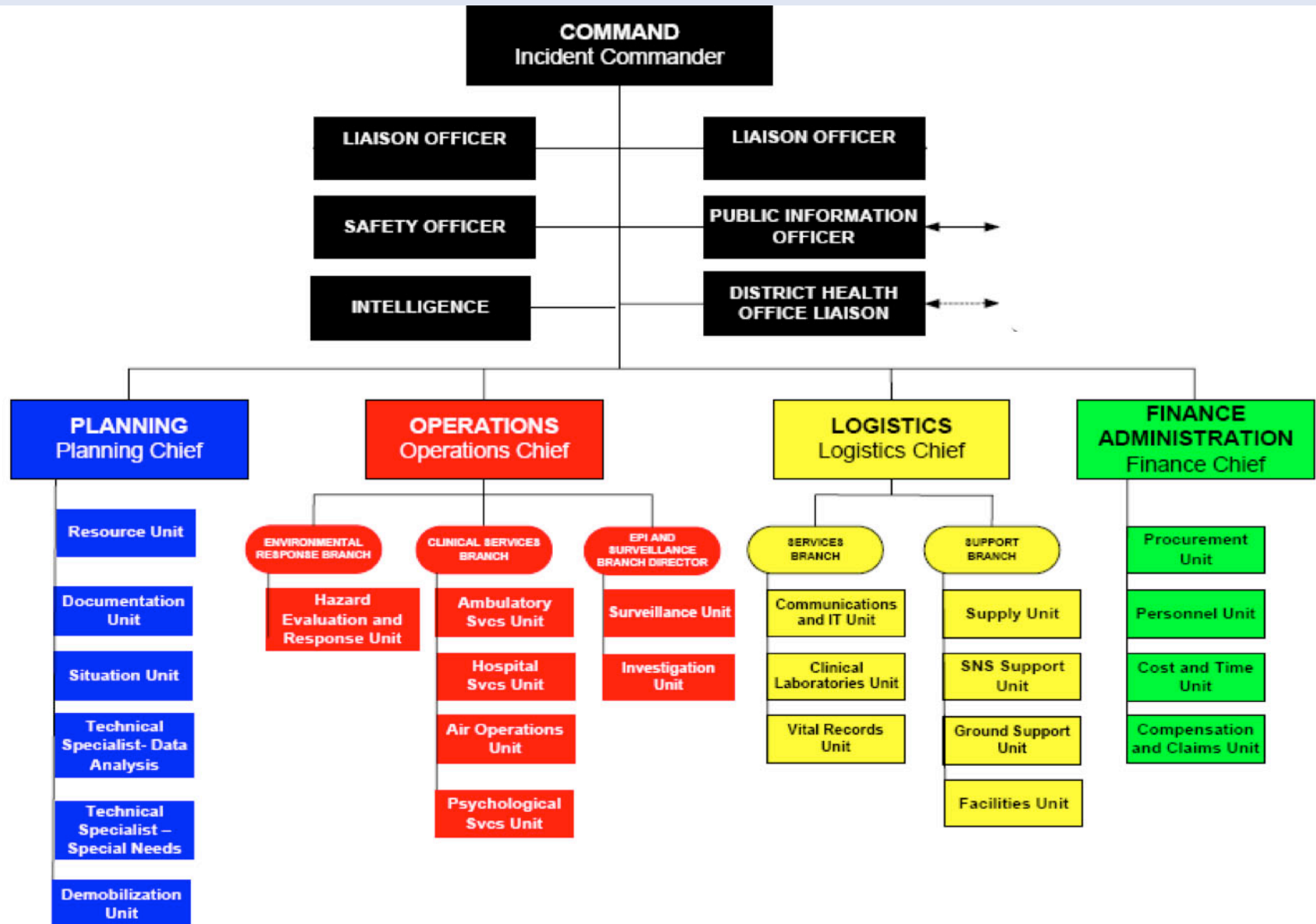
- Departments

 Physicians

Need for a Coordinated Response

- Coordination
 - ☒ Between physicians
 - ☒ Between departments
 - ☒ Between hospitals
 - ☒ Between EMS / Hospital
- Cannot be solved simply by adding more resources
- Decisions take place at a lower level
- New non-routine tasks with no clear responsibility

Incident Command System



ICS: Definition

- Model for command structure
- Coordination of emergency response
- Can be Used for events of ANY size or type
- WARNING: Not a simple structure:
Designed to manage CHAOS

ICS: Jef's Five Second Summary

- First qualified person on scene is the incident commander (IC)
- The IC is initially responsible for all duties
- IC recruits staff as needed
- Add positions to the Org Structure ONLY WHEN NEEDED
- IC develops middle managers as needed
- **Initial IC is responsible until authority delegated to another person**

ICS: Twelve Principles

1. Five Primary Management Functions
2. Establish / Transfer Command
3. Single or Unified Command
4. Management by Objectives
5. Consolidated Action Plans
6. Comprehensive Resource Management
7. Unity and Chain of Command
8. Manageable Span of Control
9. Modular Organization
10. Personnel Accountability
11. Common Terminology
12. Integrated Communications

ICS Principles


1. Five Primary Management Functions

Five Primary Management Functions

- 1) **Command**
- 2) **Planning**
- 3) **Operations**
- 4) **Logistics**
- 5) **Finance / Administration**

Command

- Every incident has an Incident Commander (IC)
- IC is the ONLY mandatory position
- Accepts and maintains overall responsibility at the incident
- INCIDENT COMMAND POST is where IC manages on scene command functions

A rectangular button with rounded corners, a green-to-blue gradient, and a black border. The text "Incident Commander" is centered on the button in a white serif font.

Incident
Commander

Command Staff

- Three possible positions
 - ☒ Liaison Officer
 - ☒ Safety Officer
 - ☒ Information Officer
- Directly responsible to IC
- Added when IC unable to fill duties
- Only one staff for each position, but may have assistants

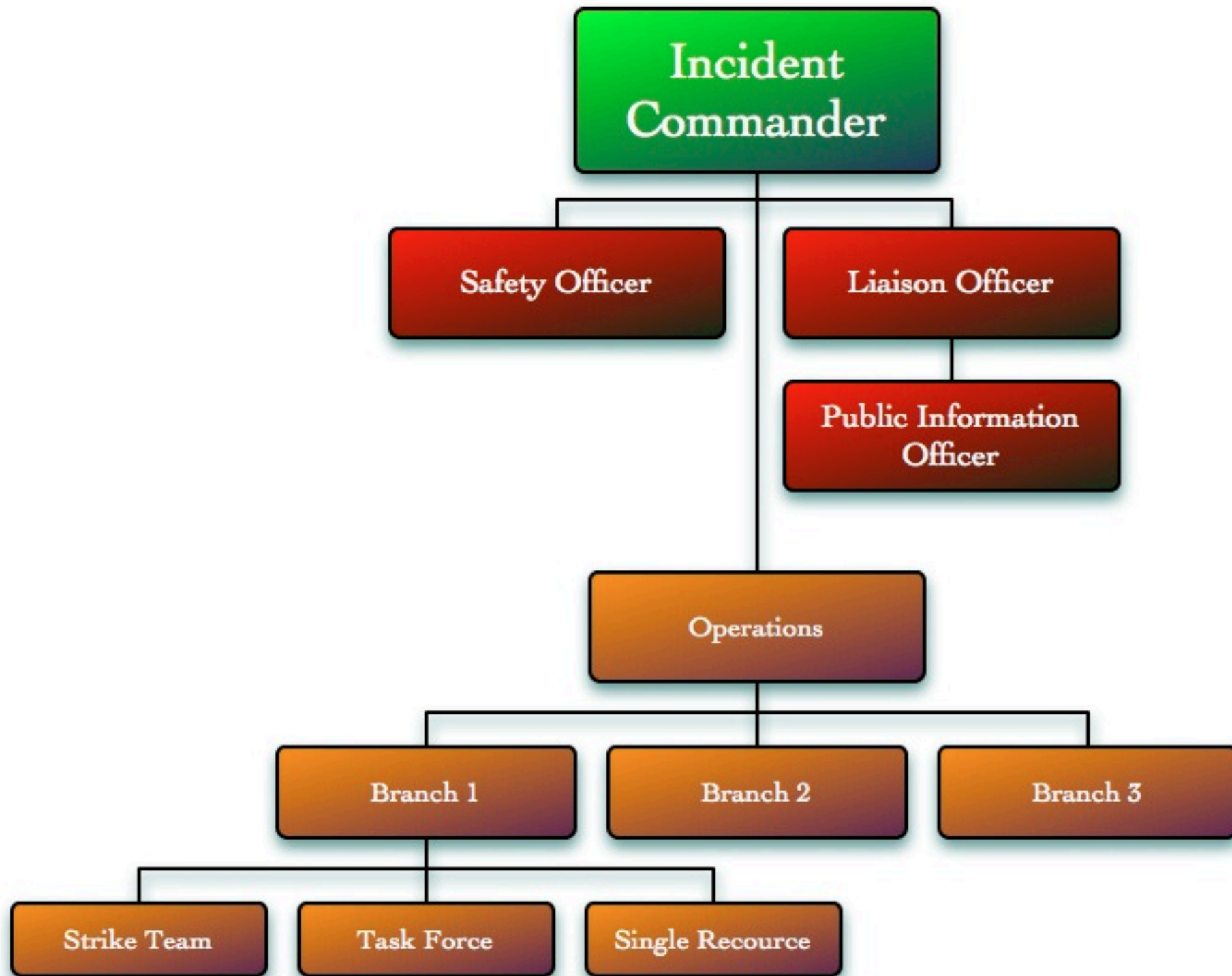


General Staff

- In small incidents, IC may supervise resources directly
- As incident grows, general staff positions are activated
 - ☒ Operations Section Chief
 - ☒ Planning Section Chief
 - ☒ Logistics Section Chief
 - ☒ Finance Section Chief

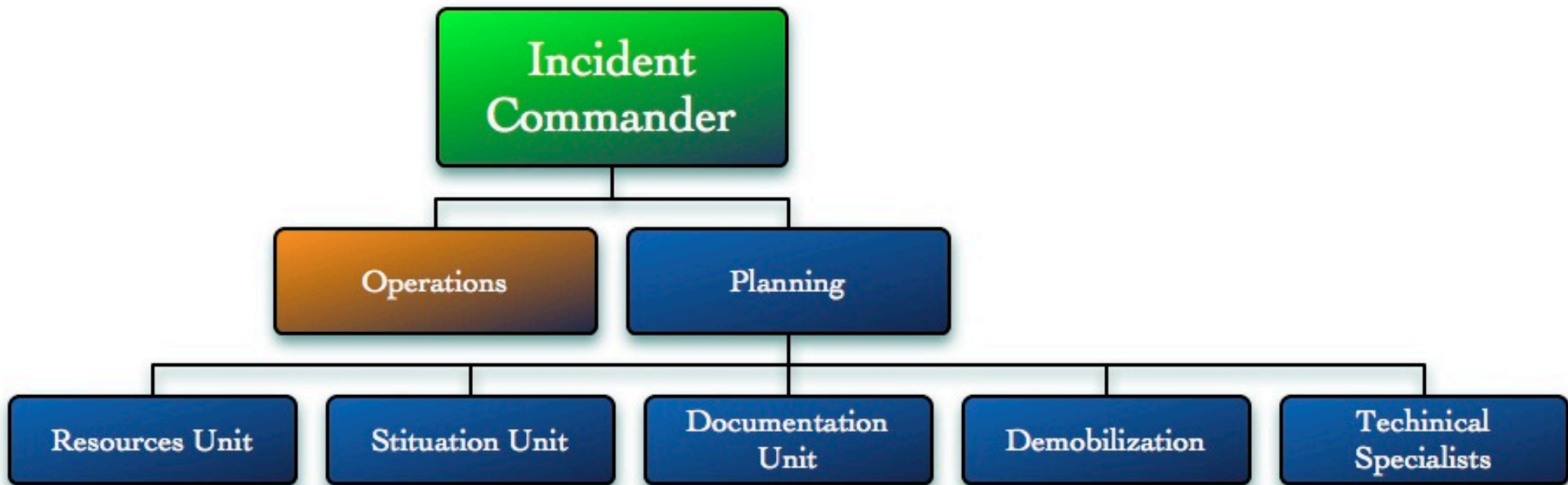
Operations Section

- Operations section responsible for carrying out all tactical operations
- Duties of the Operations Section Chief
 - Direct and coordinate all tactical operations
 - Set up and maintain organizational structure
 - Determine resources needed
 - Request resources through IC
 - Keep IC informed of resource status



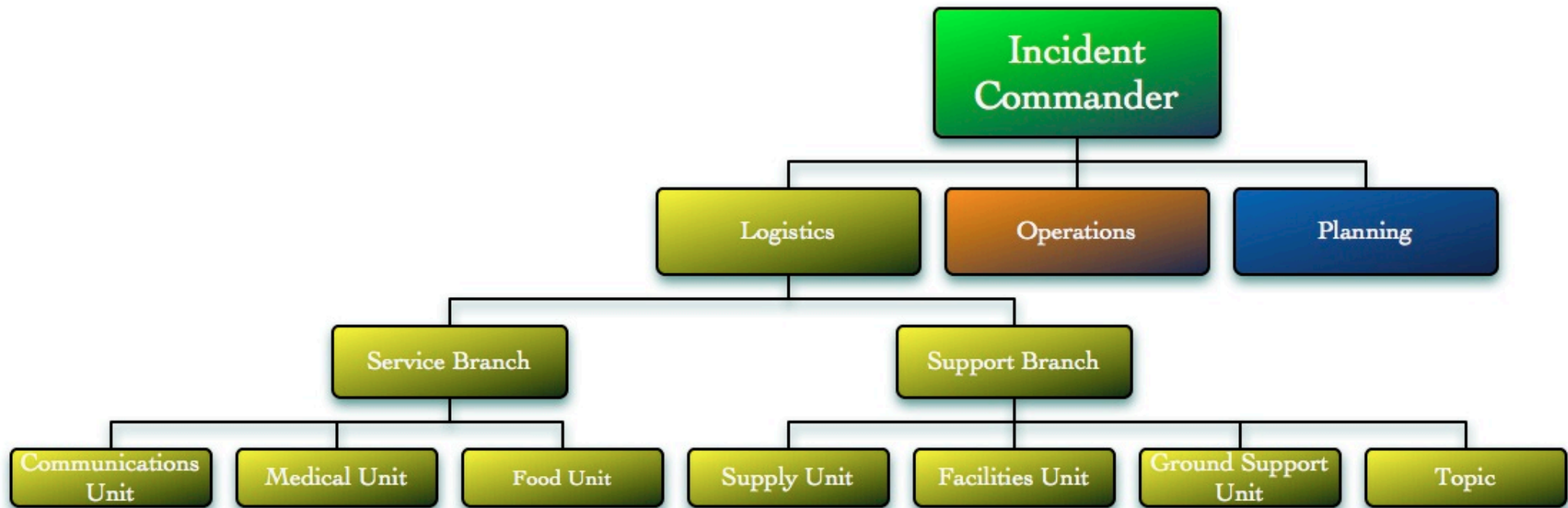
Planning

- In smaller incidents, Command is responsible for planning.
- As incident grows, a planning section is added.
- May contain 5 units
 - ☒ Resources Unit
 - ☒ Situation Unit
 - ☒ Documentation Unit
 - ☒ Demobilization Unit
 - ☒ Technical Specialist



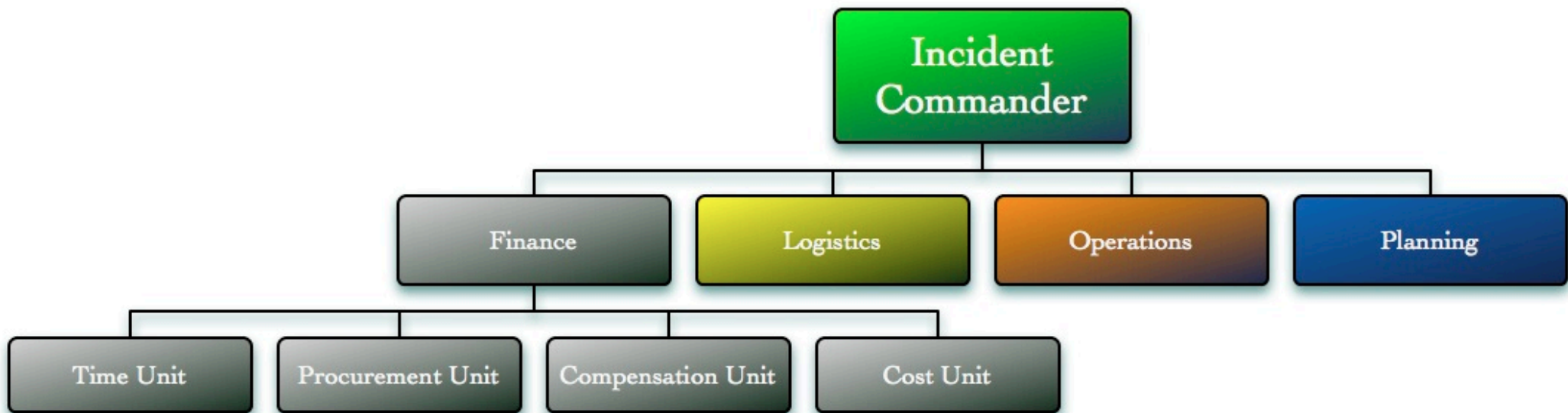
Logistics

- Responsible for all service and support needs of the incident
 - Manages the BASE and CAMPS
- Need for logistics section determined by IC
- Can be divided into two branches
 - ☒ Service Branch
 - ☒ Support Branch



Finance / Admin Section

- For larger incidents requiring off site management
- Four units
 - Time Unit
 - Procurement Unit
 - Compensation / Claims Unit
 - Cost Unit



ICS Principles

2. Establishing and Transferring Command

Establish / Transfer Command

- First Trained person on scene is IC
- TRANSFER OF COMMAND
 - ☒ More qualified individual is available
 - ☒ Long operational period
 - ☒ Another agency has jurisdictional or legal authority

ICS Principles

3. Single or Unified Command Structure

Unified Command

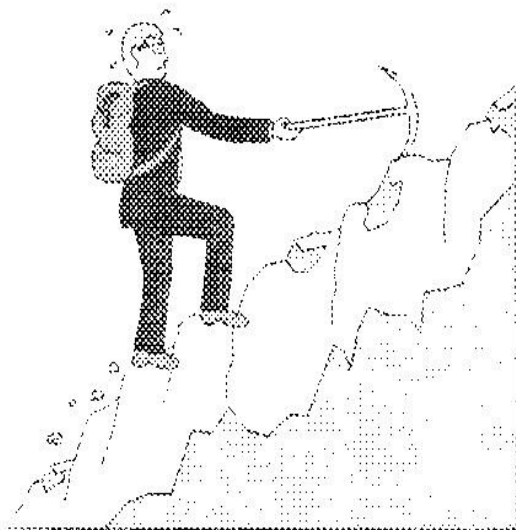
- Responding agencies or jurisdiction may share incident management
- Allows multiple agencies to share command
- The agencies work together to....
 - Determine overall objectives
 - Plan for operational activities
 - Maximize use of all assigned resources
 - This is NOT group consensus

ICS Principles

4. Management by Objectives

Management by Objectives

Achieve your goal.



Achieve Goal

4 - Tactical direction

3 - Select strategy

2 - Establish incident objectives

1 - Agency policy and direction

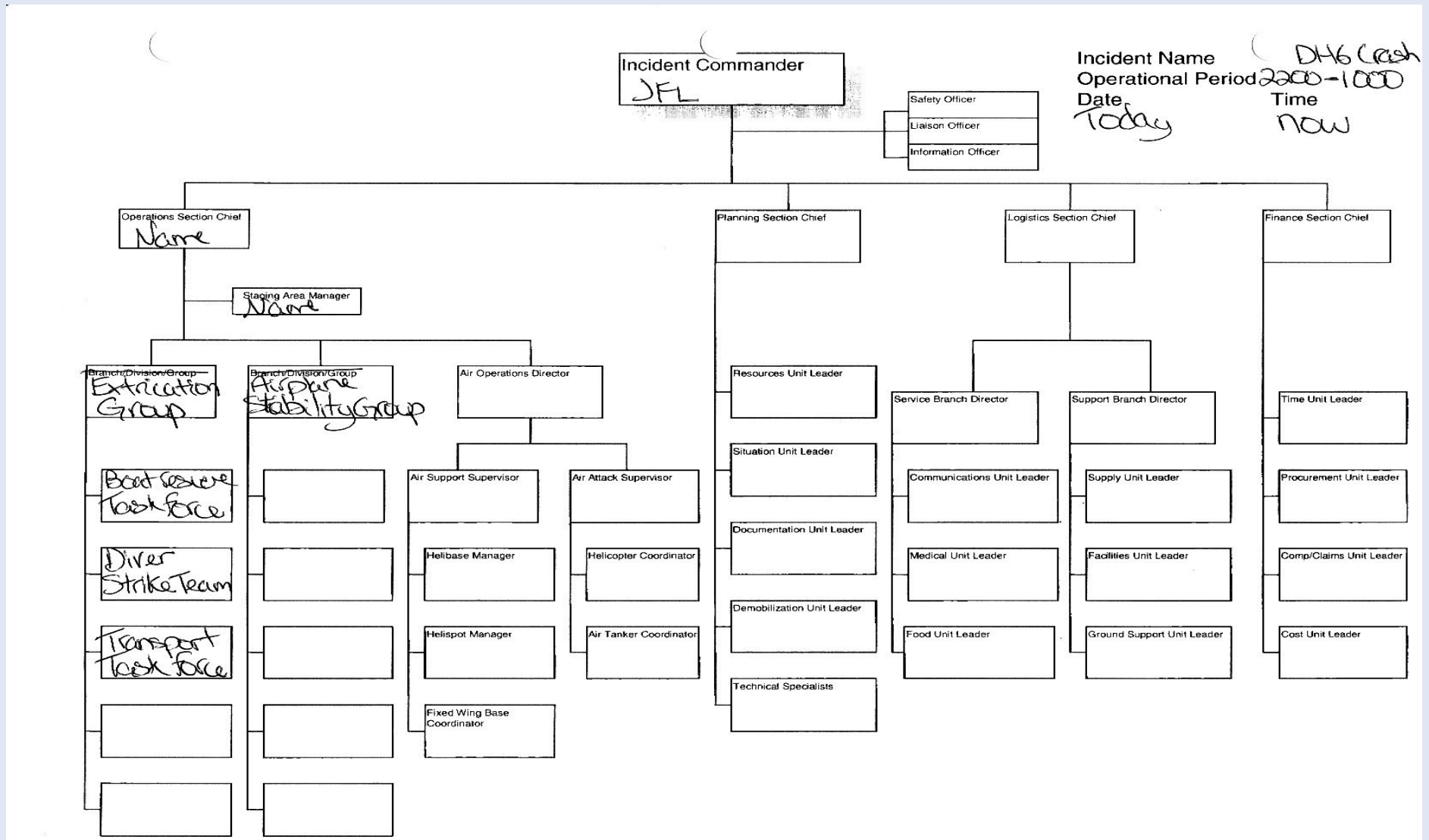
ICS Principles

5. Consolidated Action Plans

Action Plan: Briefing

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
	DH6 Crash	Today	Now
4. SUMMARY OF SITUATION AND CURRENT ACTIONS (INCLUDING OBJECTIVES, STRATEGIES AND TACTICS)			
<p>Situation: DH6 crash into Lake and struck small speed boat. Occupants of boat have not been located. Multiple survivors suspected in plane but have not been extracted. Thunder storm expected.</p>			
<p>Objective #1: Extrication from plane Strategy 1: Boat Rescue at surface Strategy 2: Under water Extrication Tactic 1: Dive team to evaluate site and remove survivors Tactic 2: Fire department to transport survivors to shore via boat</p>			
<p>Objective #2: Prevent Boat ^{PLANE} from Sinking Strategy 1: Tactic 1: etc,</p>			
<p>Safety: Plane has potential to sink Fuel spilled</p>			
<p>Weather: Wind 20km/hr West Thunderstorm expected.</p>			
FORM 201	PAGE 1	5. PREPARED BY JFL	

Action Plan: Organization



ICS Principles

7. Unity and Chain of Command

Unity and Chain of Command

- Unity of Command: Each person reports to only one supervisor.
- Chain of Command: Orderly line of progression from IC to resource

Unity and Chain of Command

- Information can flow any direction within the organization
- Requests for assistance or resources go ONE LEVEL UP ONLY

IMPORTANT

ICS Principles

8. Manageable Span of Control

Manageable Span of Control

- ICS Range is 1:3 to 1:7
- Ideal is usually 1:5

Manageable Span of Control

- Too Large: Create more “middle management” positions
 - ☒ Organization expands
- Too Small:
 - ☒ Organization contracts

ONE OF THE MAJOR ADVANTAGES OF ICS

ICS Principles

9. Modular Organization

Modular Organization

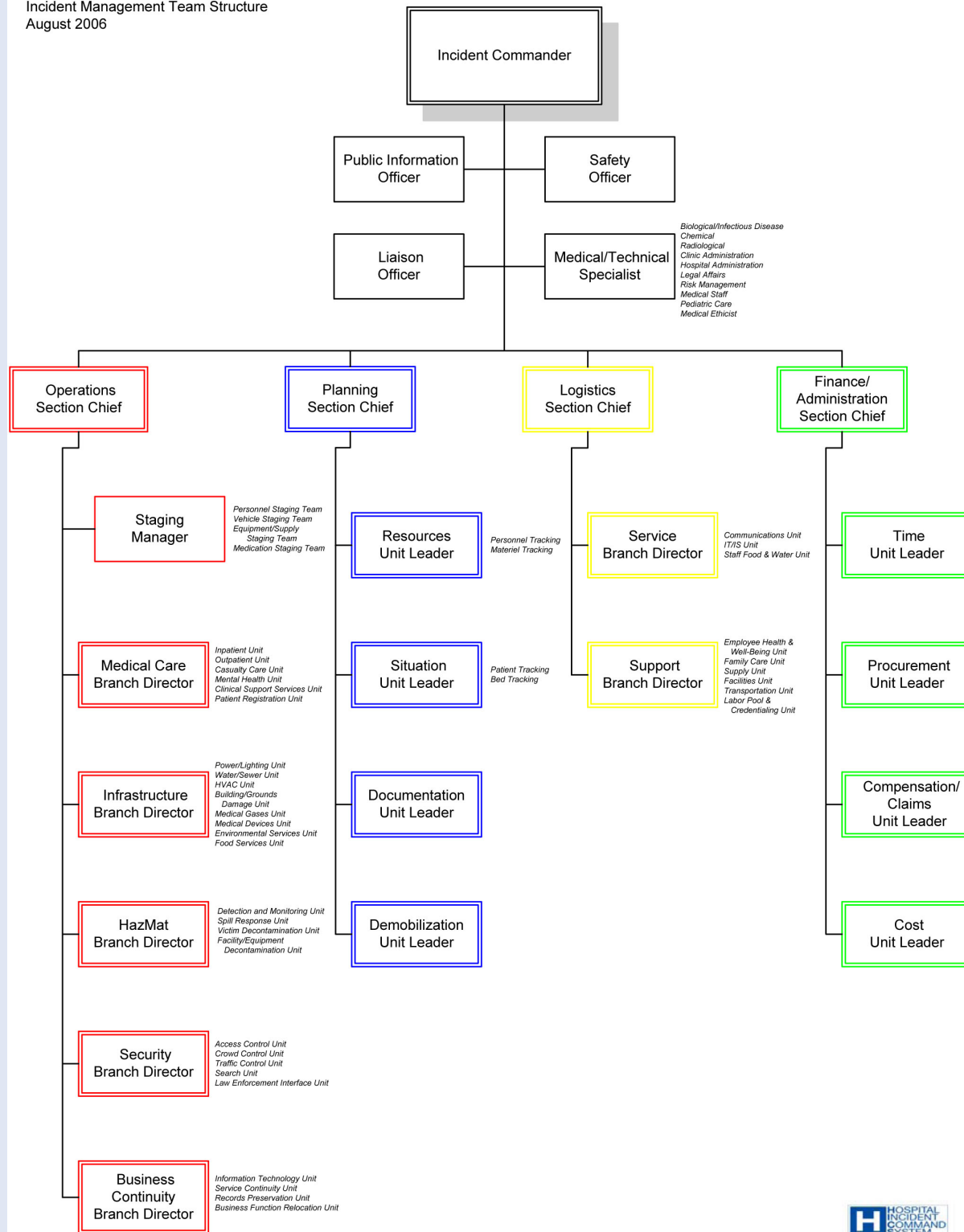
- 95% of incidents are managed by IC alone
- Development of command starts from the top down.
- Development of resources starts from bottom up.

Incident Command System

Questions?

Hospital Incident Command System





HICS: Basics

- Based on ICS
- For use in hospital any time a comprehensive resource management strategy is needed
- Particularly helpful if multiple agencies involved
- Provides standardized job descriptions

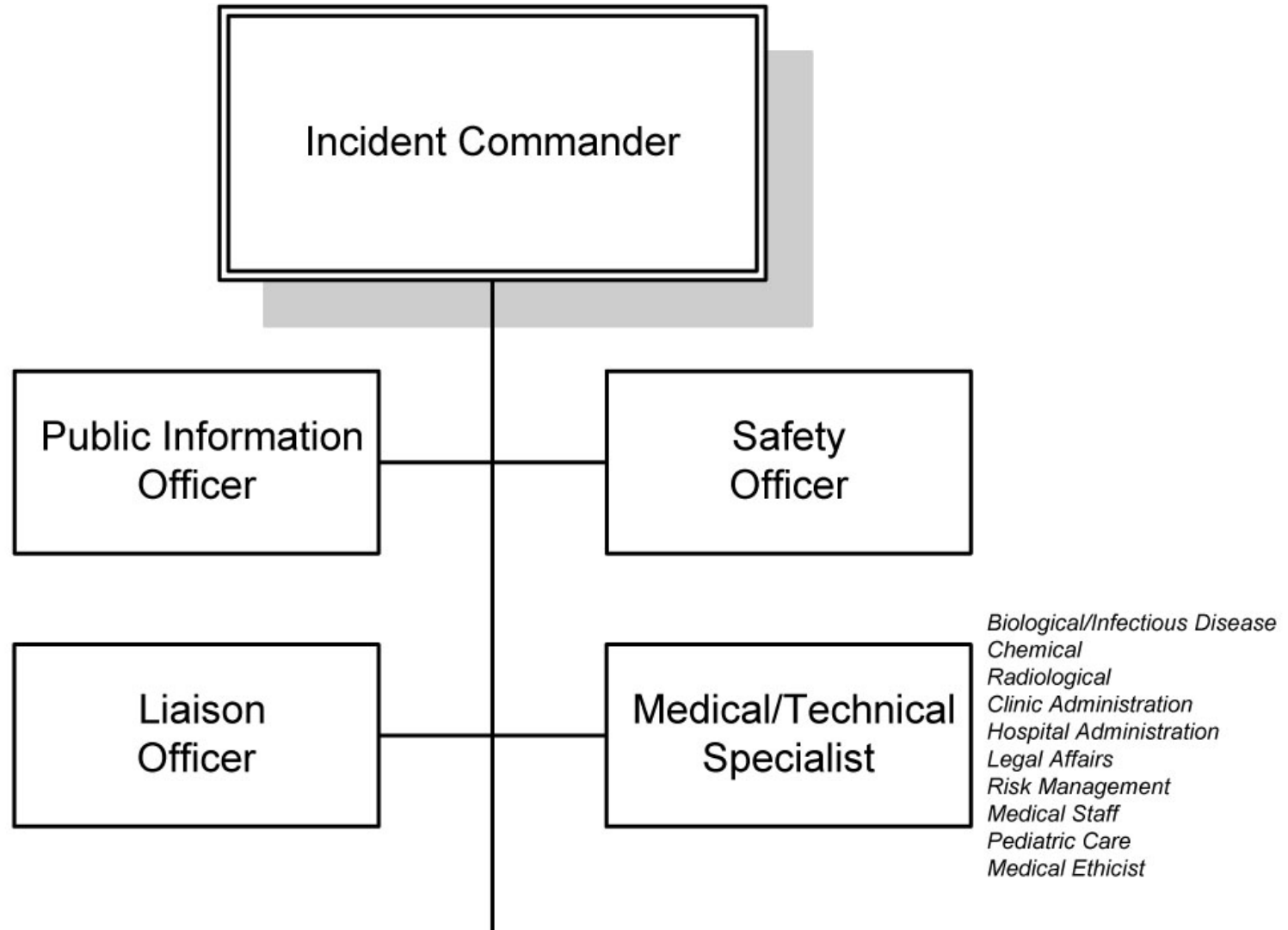
HICS and ICS

All the basic 12 principles remain
the same.

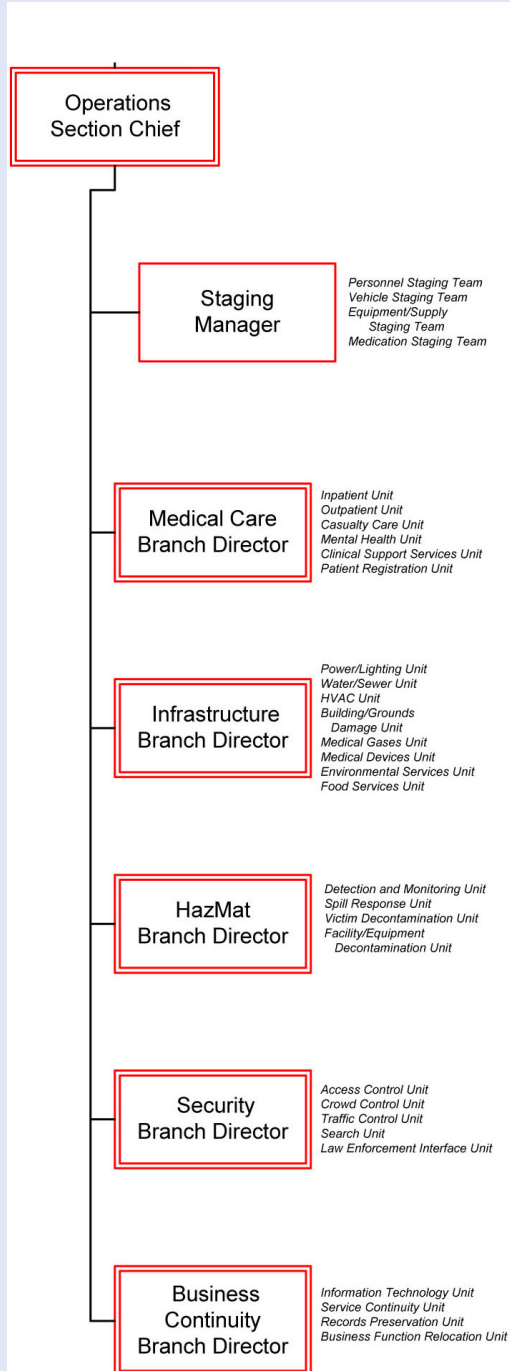
HICS: Command

- Public Information Officer
- Safety and Security Officer
- Liaison Officer
- Medical Staff Officer (added)

HICS: Command



HICS: Operations



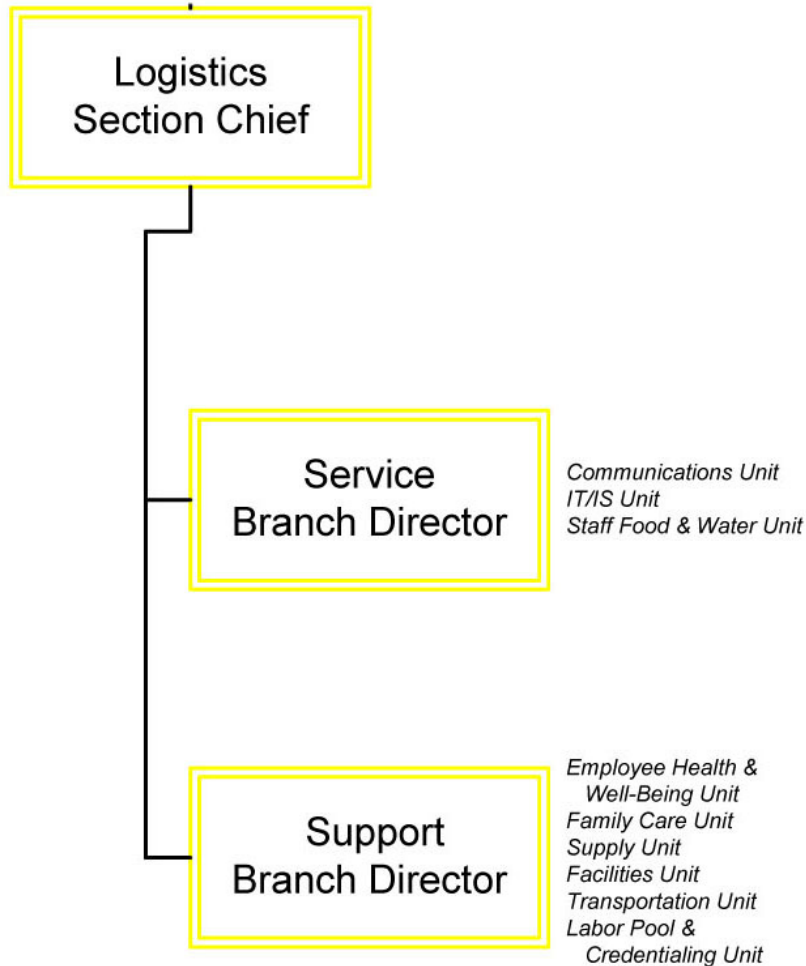
- Headed by Operations Section Chief

HICS: Medical Care Group

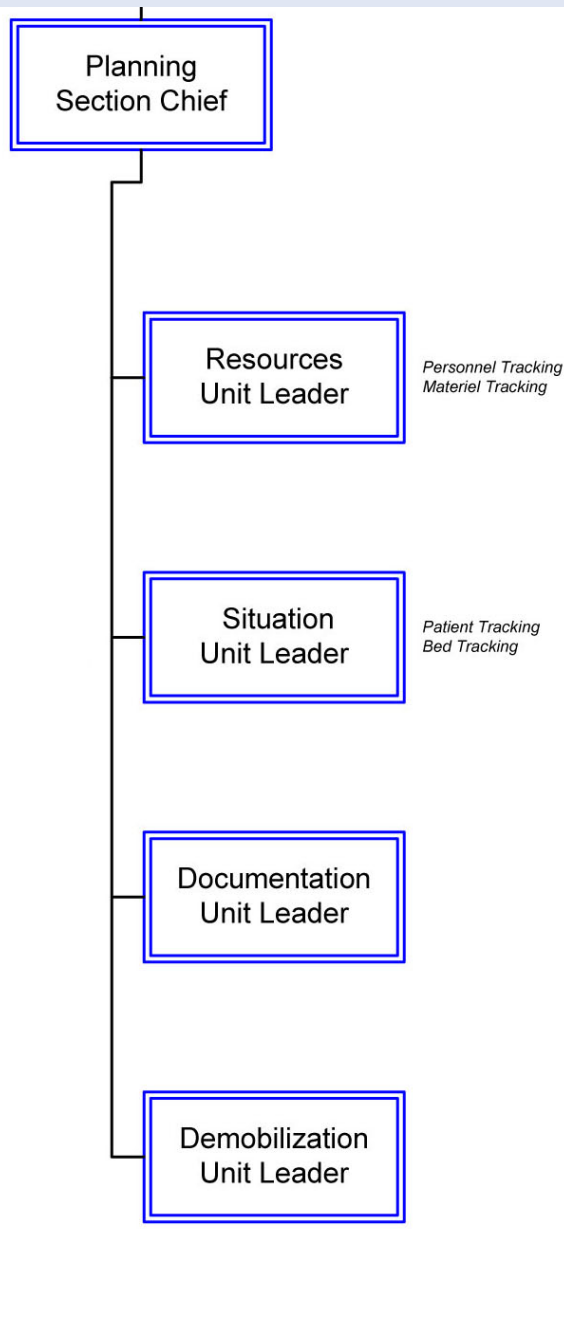
- Medical Care Director supervises..
 - ☒ In-Patient Areas Supervisor
 - ☒ Treatment Areas Supervisor
 - Triage Unit Leader
 - Immediate Treatment Unit Leader
 - Delayed Treatment Unit Leader
 - Minor Treatment Unit Leader
 - Discharge Unit Leader
 - Morgue Unit Leader

HICS: Logistics

Service Branch
Support Branch



HICS: Planning



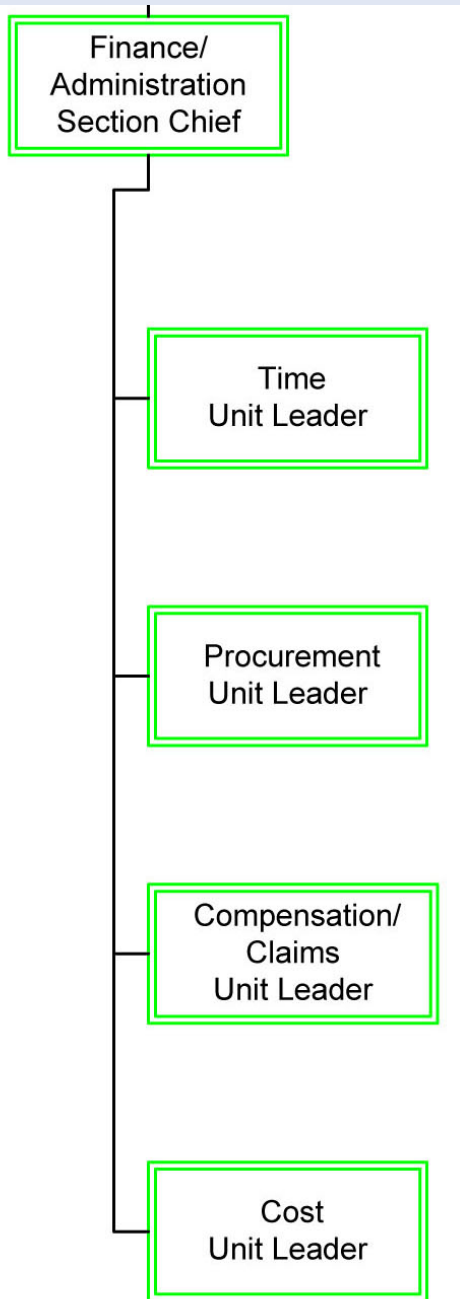
Resources Unit

Situation Unit

Documentation Unit

Demobilization Unit

HICS: Finance / Admin



- Time Unit
- Procurement
- Claims Unit
- Cost Unit

HICS: Job Action Sheet

- One sheet for each position of HICS
- Allow anyone to quickly assume a role
- Organized with most important tasks at top
- HICS recommends that job title and mission Statement should not be changed
 - ☐ Allows compatibility between facilities

HICS: Comments

- HICS is a tool, it is NOT and Emergency Management Plan in-itself
- HICS does not include a structure to directly manage resources

HICS: Comments

- Hospitals will still need to provide policies and procedures....
 - Policy for activation of plan
 - Policy for termination
 - Evacuation procedure
 - Volunteer credentialing
 - Personnel recall
 - etc

HICS

The completed disaster manual will
above all be simple.

(HEICS, third edition, 1998, p1-7)

Questions??????????

Scenario

How to create an ICS
Structure:

A practical Example

Scenario

You are working in the Geyserville Hospital.

At 1500 you are notified of an impending disaster.

At present there is you, and two other physicians.

Luckily, the Hospital has an existing disaster plan based on ICS.

How will you organize the structure?

ICED: Incident Command Emergency Department



Scenario

You are now the newly
appointed incident
commander.

What is the first thing you
will do?

Incident Commander

Mission Statement: Give overall direction to the Emergency Department response management.

Name: _____ Date: _____

Reports to: _____

	Time	Initials
Immediate <ul style="list-style-type: none"> Initiate the hospital disaster plan Read this entire job action sheet Put on identification tag or vest Establish a location for the incident command post Using Form 1 (Incident Command Organizational Chart) place your name as incident commander Designate the following if sufficient staffing exists in this order: <ol style="list-style-type: none"> Resuscitation Unit Leader Pediatric Unit Leader Emergent Treatment Unit Leader Triage Unit Leader Urgent Treatment Unit Leader Non-Urgent Treatment Unit Leader Advise all newly appointed staff to read their job action sheets Anounce a meeting of all Unit Leaders to be held within 5 to ten minutes Meet with the Charge Nurse to discuss Assign additional staff as they arrive to the appropriate units. Maintain a list of staff using Form 3 (Incident Check In). Ask all assigned staff to report to their Unit Leader for further instructions. 		
Intermediate <ul style="list-style-type: none"> Designate a Liaison officer if necessary to facilitate communication with other departments or agencies Designate Administration, Planning, and Logistics chiefs if necessary Designate an Operations Chief if the Administration, Planning, and Logistics session have been activated and IC workload is becoming unmanageable 		
Extended		
Demobilization		

Tools / Documentation

- Form 1: Incident Command Organizational Chart

Incident Command Emergency Department ICED:

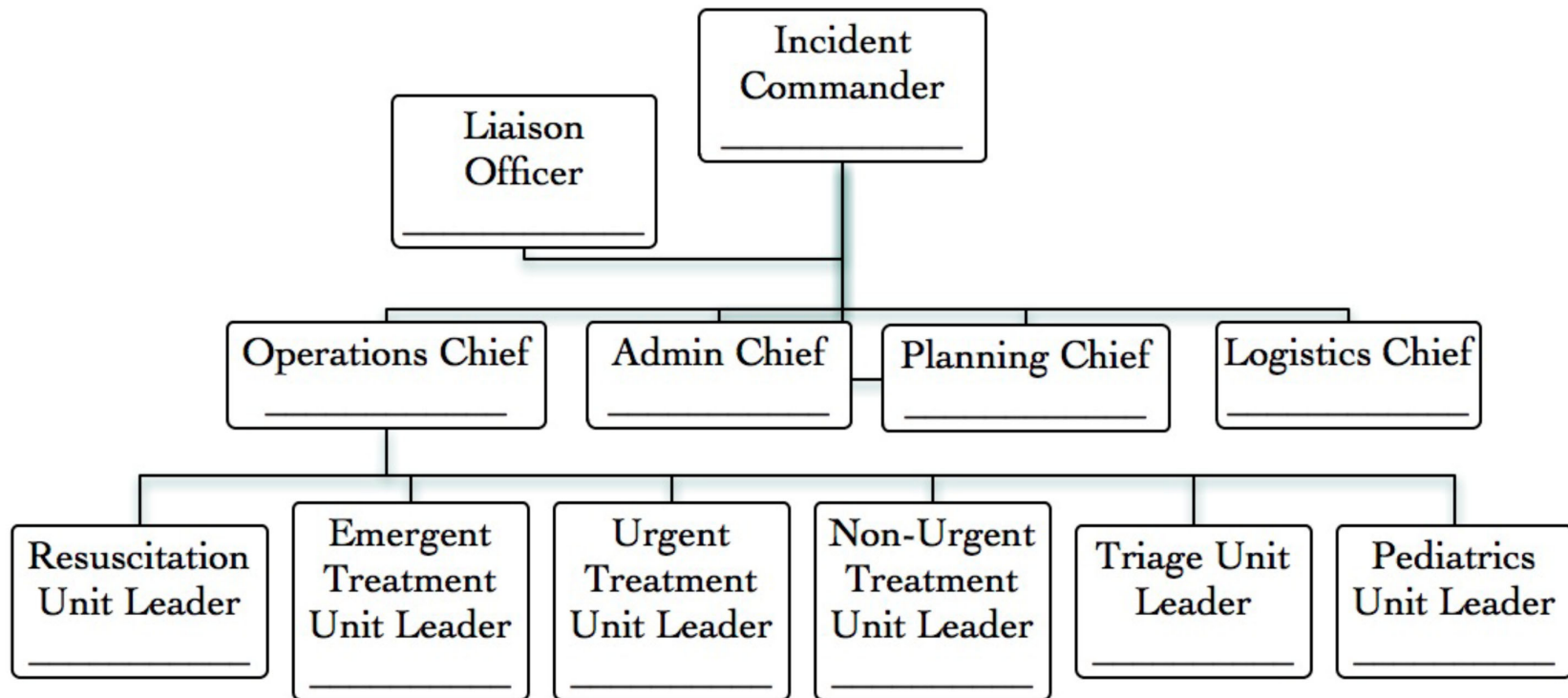
Documentation

- Start documentation here, as you initially develop the organization
- ICED Form 1: Organizational Chart
- HICS Form 207: Organization Chart

ICED: Incident Command Emergency Department



Incident Command Organizational Chart



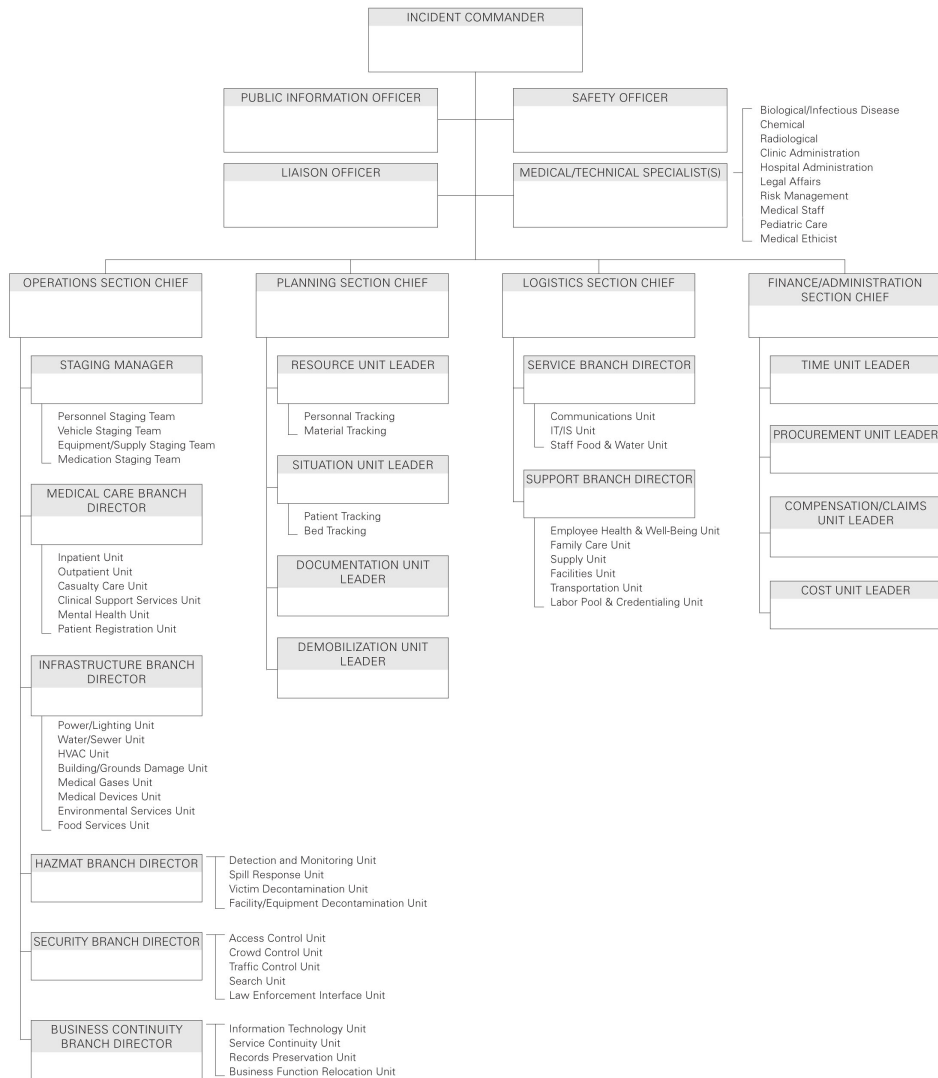
HICS: Form 207



ORGANIZATION CHART

1. INCIDENT NAME 2. DATE PREPARED 3. TIME PREPARED 4. OPERATIONAL PERIOD DATE/TIME

5. ORGANIZATIONAL CHART



6. FACILITY NAME

- Form 207
- Can be inflexible
- Does not include resources

Scenario

Within 15 minutes you have two more physicians. Now how will you organize the structure?

ICED:

Incident Command Emergency Department



Documenting Resources

- As staff arrives you will need to keep track of who is working where
- ICED Form 3: Incident Check-in
- ICS Form 211: Check-in

ICED: Incident Command Emergency Department



ICED
Incident Command Emergency Department

Incident Check In

Incident Name: _____

Date: _____

	Name	Agency	Initial Assignment	Contact Phone/pager/etc	Time	
					IN	OUT
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						

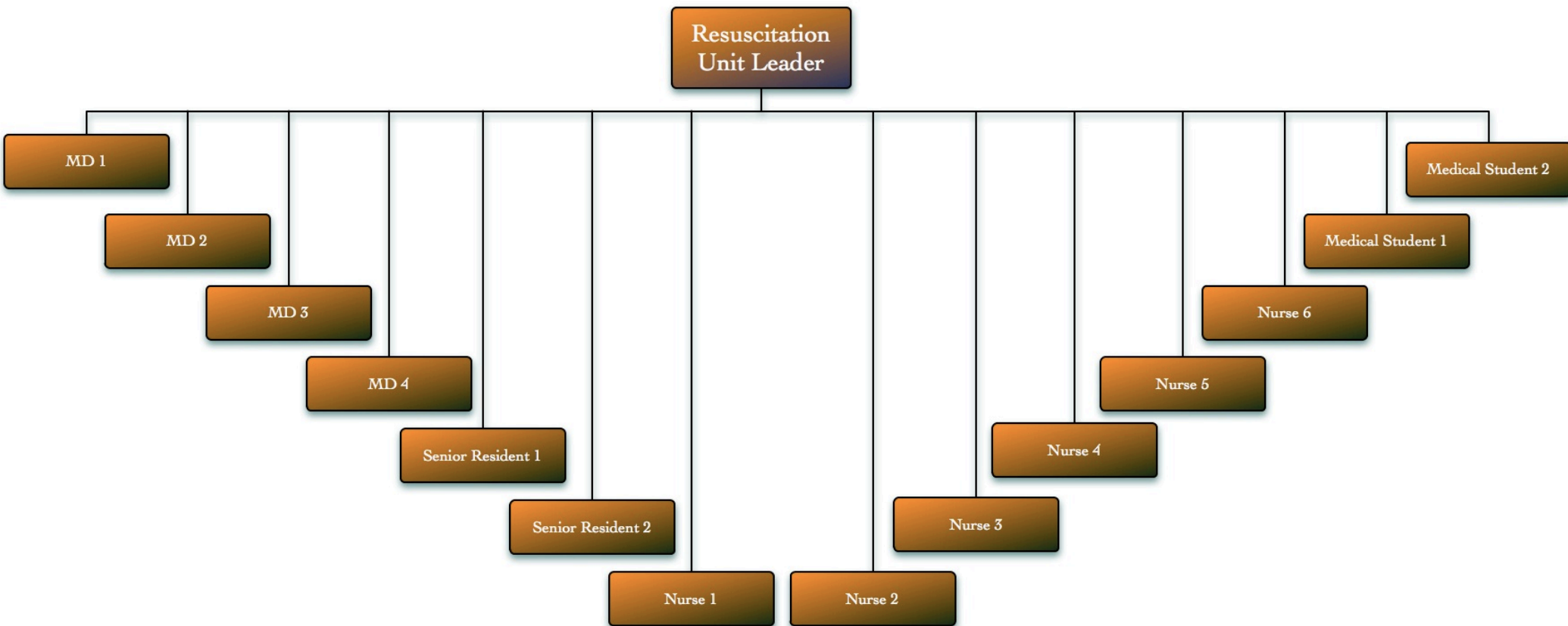
Scenario

You are the Resuscitation Unit
Leader

In your unit there are 4
physicians, 2 Senior Residents, 3
medical Students, and 6 nurses.

How will you supervise them?

ICED: Incident Command Emergency Department



Resource Management

Resources can be managed as:

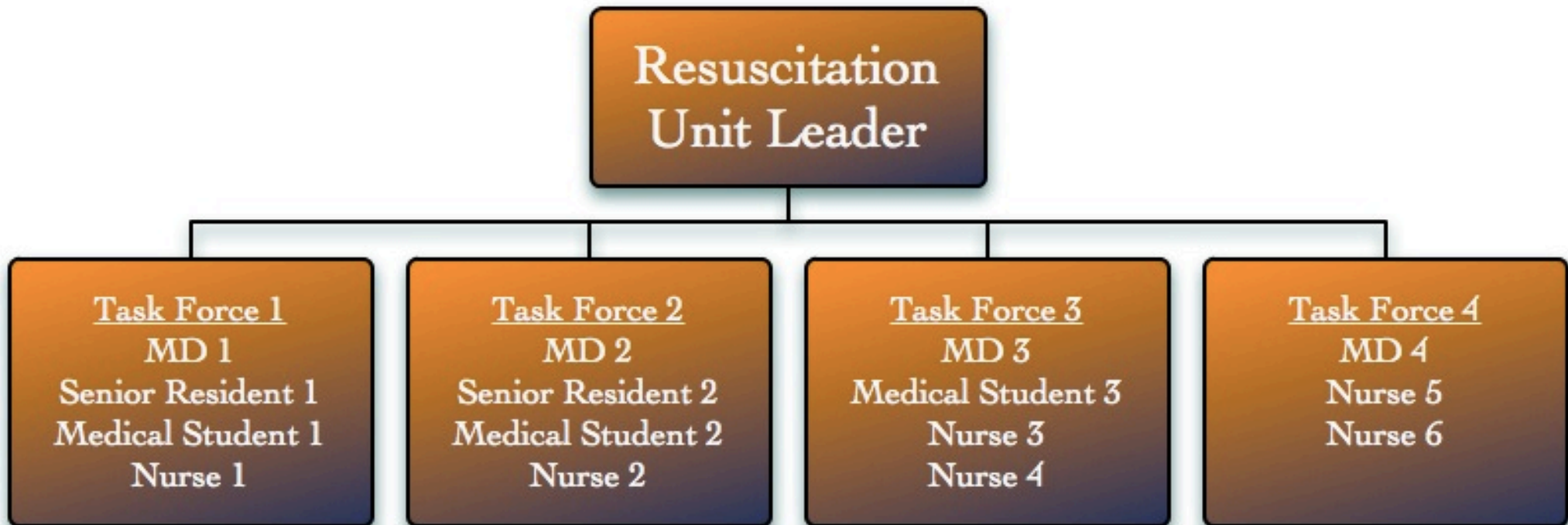
Single Resources

Strike Teams

Task Forces

ICED:

Incident Command Emergency Department



Documenting Assignments

- As the organization becomes more complicated, better documentation is needed
- ICED Form 4: Task Force List
- HICS Form 203: Organization Assign
- Freehand drawing **

Task Force Assignment List

UNIT (check)

- Resuscitation Unit
- Emergent Treatment Unit
- Urgent Treatment Unit
- Non-Urgent Treatment Unit
- Pediatrics
- Triage

Unit Leader: _____

Date: _____

Reports to: _____

Task Force #1		Task Force #2		Task Force #3	
MD		MD		MD	
Nurse		Nurse		Nurse	
Resident		Resident		Resident	
Student		Student		Student	
RT		RT		RT	
Other		Other		Other	

Task Force #4		Task Force #5		Task Force #6	
MD		MD		MD	
Nurse		Nurse		Nurse	
Resident		Resident		Resident	
Student		Student		Student	
RT		RT		RT	
Other		Other		Other	

Incident Command Emergency Department ICED:

HICS: Form 203

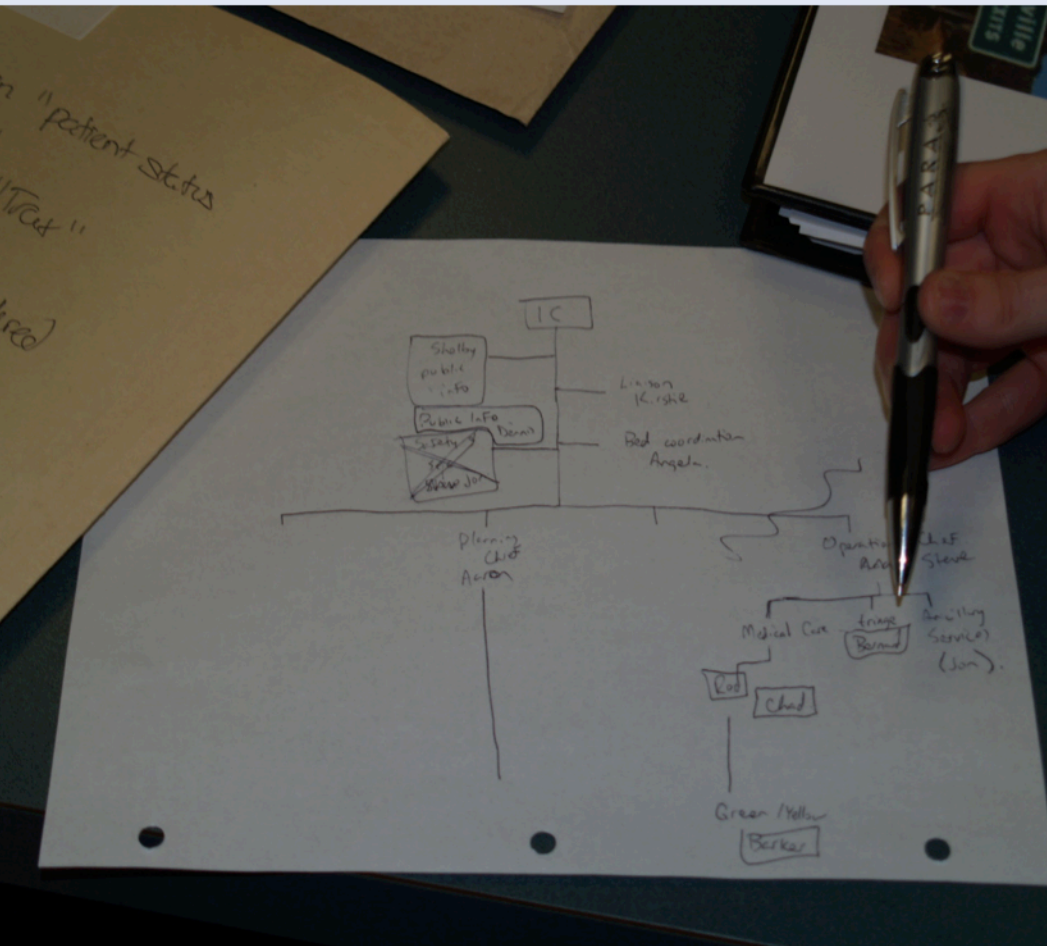


ORGANIZATION ASSIGNMENT LIST

1. INCIDENT NAME	
2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD DATE/TIME	
POSITION	NAME/AGENCY
5. INCIDENT COMMANDER AND STAFF	
Incident Commander	
Public Information Officer	
Liaison Officer	
Safety Officer	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
6. OPERATIONS SECTION	
Chief	
Staging Manager	
Medical Care Branch	
Infrastructure Branch	
HazMat Branch	
Security Branch	
Business Continuity Branch	
(Other) Branch:	
7. PLANNING SECTION	
Chief	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
8. LOGISTICS SECTION	
Chief	
Service Branch	
Support Branch	
9. FINANCE/ADMINISTRATION SECTION	
Chief	
Time Unit	
Procurement Unit	
Compensation/Claims Unit	
Cost Unit	
10. AGENCY REPRESENTATIVE (IN HOSPITAL COMMAND CENTER)	
11. HOSPITAL REPRESENTATIVE (IN EXTERNAL EOC)	
Name	External Location
12. PREPARED BY (RESOURCES UNIT LEADER)	
13. FACILITY NAME	

- List organizational positions as they are added
- Sometimes difficult to understand if you don't know ICS structure

Hand Drawn Diagram



- Chart organization & resources

Scenario

How will the new “Resuscitation
Unit Leader” know what to do?

Resuscitation Unit Leader

Mission Statement: Supervise all aspects of patient care and organization for the Resuscitation Unit. Be prepared to provide direct patient care until sufficient resources arrive and allow you to assume solely a supervisory role.

Name: _____	Date: _____
Reports to: _____	

	Time	Initials
Immediate <ul style="list-style-type: none"> Read this entire Job Action Sheet Put on identification tag or vest as well as your hospital name tag Obtain briefing from the Incident Commander Ensure that all staff working in your area are informed that the Disaster Plan has been activated Using Form 4 indicate your unit assignment as Resuscitation (Task Force Assignment List) and place your name as Unit Leader When staff are assigned to your Unit by the Incident Commander, assign each to a task force using Form 4. Advise all assigned staff to read their job action sheets. Be prepared to provide direct patient care to patients in your unit until sufficient staffing arrives. 		
Intermediate <ul style="list-style-type: none"> Meet with the Incident Commander to discuss which patients the Resuscitation Unit will receive Meet with your task force leaders: <ul style="list-style-type: none"> Inform them what type of patients they will be receiving Advise them to discharge current patients if appropriate Meet with the Triage Unit Leader to discuss how patients will be assigned to available beds in the Resuscitation Unit. 		
Extended <ul style="list-style-type: none"> Assess personal and equipment needs for your area. If additional resources are required, notify the Incident Commander 		
Demobilization <ul style="list-style-type: none"> When the Disaster Plan is deactivated ensure your staff are aware Assist staff in returning to normal Emergency Department operations Identify need for post incident debriefing if necessary 		
Tools / Documentation <ul style="list-style-type: none"> Form 4: Task Force Assignment List 		

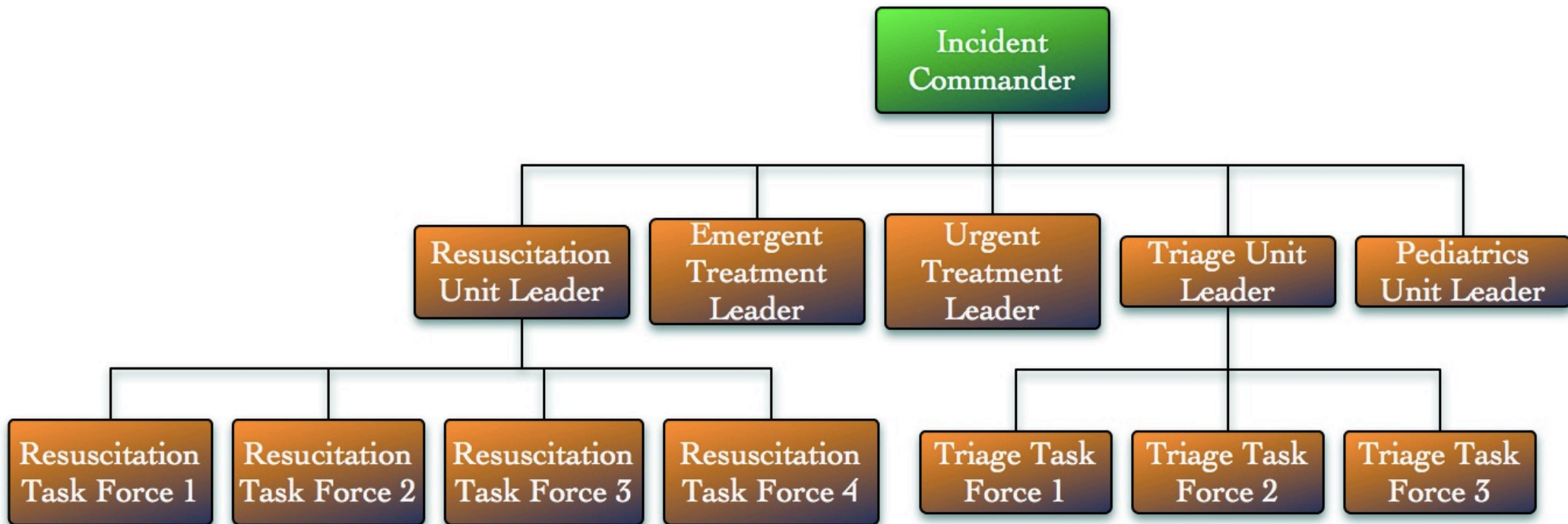
Job Action Sheet
ICED:

Scenario

Triage is becoming overwhelmed.
They are requesting 3 more
physicians.

How could you organize the
structure?

ICED: Incident Command Emergency Department



Continued Expansion

- Same expansion can be made for...
 - Emergent Treatment Unit
 - Urgent Treatment Unit
 - Non-Urgent Treatment Unit
 - Pediatrics

Scenario

Don't forget the job action
sheets!!!

Scenario

The incident commander is having difficulty dealing with the multitude of external agencies...

Media..

Regional Deployment...

EMS supervisor...

Mayor....

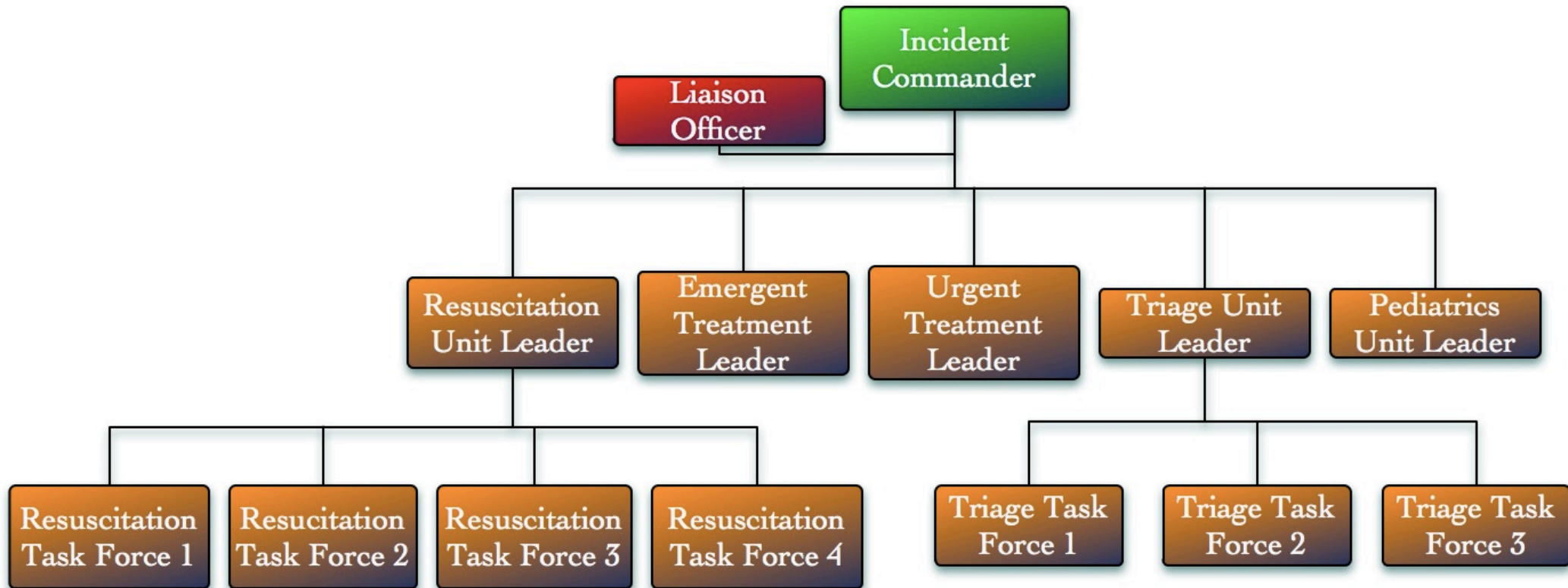
Premier....

What position could be added?

Options

- Add a deputy Incident Commander
- Add a Liaison Officer

ICED: Incident Command Emergency Department



Change of Command

You are working as the IC.

The director of the department (your boss) Arrives

What are the options for command?

Change of Command

- 1) Present command remains
- 2) Handover command
 - 1) Stay on as Unit Leader
 - 2) Move to another position
- 3) Enter joint command

Recording the Org Chart

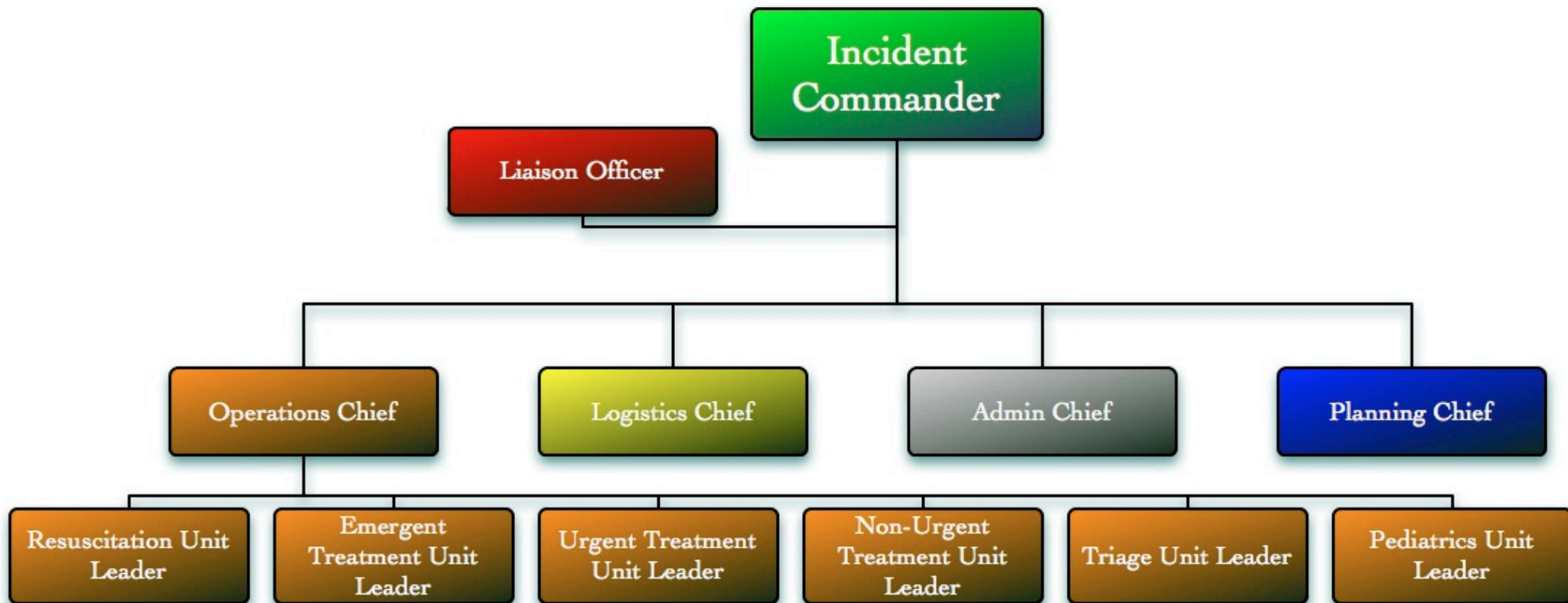
As the system becomes more complicated, recording the organization is very important!

Outside of Operations

Logistics
Administration
Planning

For most disasters that are not prolonged, only the Operations Section and Command positions are likely to be needed.

ICED: Incident Command Emergency Department



Communications

Remember.....

Command flows one step down...

Requests for resources go one step
up...

Information can go anywhere.

Objectives

- Describe ICS for Prehospital
- Describe HICS for Hospital
- Practical Example

Incident Command System

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