Lack of Planning...

Can make a disaster out of any emergency!
Different Language and Priorities

**Emergency Management System**

Priority: Immediate Safety From Danger

**Long-Term Care Community**

Priority: Immediate and Long-Term Well-being

Impact on LTC...
The facility must have detailed written plans and procedures to meet all potential emergencies and disasters, such as fire, severe weather, and missing residents.

The facility must train all employees in emergency procedures when they begin to work in the facility, periodically review the procedures with existing staff, and carry out unannounced staff drills using those procedures.
Challenges......

Disaster!
Do we have a plan for EVERYTHING?

ALL HAZARDS PLANNING
READY TO WORK TOGETHER WITH RESPONSE PARTNERS

WE ARE THEIR “First Responders”
WE ARE THEIR MOST IMPORTANT RESOURCE IN A DISASTER

They are Counting on Us to be READY

- REALISTIC PLANS AND PROCEDURES
- TRAINED STAFF
- SUPPLIES AND EQUIPMENT
- COMMUNICATION STRATEGY
- LEADERSHIP
Leadership is critical to:
- Set the tone of calm
- Assess the situation
- Guide the response

Decisions need to be made about what to DO: NOW! ....NEXT and LATER

The second phase of the emergency event is MANAGEMENT

Events DRAG ON
- Hours
- Days
- Weeks
- Need to budget resources

Events go SIDEWAYS
- Have to have a dynamic planning process
- Need to monitor events and adjust the plan accordingly
How Do They Manage?

A System for Command and Control
Incident Command System

- Began in California in 1970s
- Began with the Fire Service
- Different jurisdictions had no way to coordinate
- Different agencies fought for command
- No system of organizing into a team
- Major inefficiencies and confusion
UNIFIED COMMAND

Legal Basis for ICS

HSPD-5  Management of Domestic Incidents
HSPD-8  National Preparedness

Mandates

National Response Framework

NATIONAL INCIDENT MANAGEMENT SYSTEM
One of the most important 'best practices' that has been incorporated into the NIMS is the Incident Command System (ICS), a standard, on-scene, all-hazards incident management system already in use by firefighters, hazardous materials teams, rescuers and emergency medical teams.

The ICS has been established by the NIMS as the standardized incident organizational structure for the management of all incidents.

www.fema.gov/txt/nims/nims_ics_position_paper.txt
What is NHICS?

NHICS IS A FRAMEWORK
Not A Plan

Healthcare Fire Safety

RACE
Recover
Act
Contain
Extinguish

PASS
Pull
Assess
Sweep
Safe
Does NHICS take the place of your Emergency Operations Plan?

NO! It is an addition to your plan that:

• Organizes your response
• Outlines a standardized chain of command
• Provides planning assistance in the structure of action planning and with “checklists” and forms
• Gives a common language for inter-facility and inter-agency communication

What are the Benefits of NHICS?

✓ Empowers staff
✓ Promotes interoperability
✓ Efficiency covered through delegation
✓ Accountability
✓ A process that applies to ALL HAZARDS
Key Features NHICS

Command Structure

Scalable

Incident Action Planning/Objectives

Common Terminology

Command Structure

INCIDENT COMMANDER

LIAISON OFFICER

SAFETY OFFICER

MEDICAL DIRECTOR SPECIALIST

PUBLIC INFORMATION OFFICER

OPERATIONS SECTION

PLANNING SECTION

LOGISTICS SECTION

FINANCE/ADMIN. SECTION
INCIDENT MANAGEMENT TEAM

The Leader

- Someone identified - Everyday - Every shift
- Ultimate authority to make decisions
- The only position that is always activated
- Duties:
  - Assess the situation,
  - Establish priorities, prepare assignments
  - Determine objectives and decide strategy
- NHICS calls this the

“Incident Commander”
The Helpers

- May or may not be needed, depending on incident
- Assist and answer to the Incident Commander:
  - Safety Officer
  - Public Information Officer
  - Liaison Officer
  - Medical Director/Specialist
- NHICS calls this the

  "Command Staff"

<table>
<thead>
<tr>
<th>Safety Officer</th>
<th>Med Director/Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prevents an emergency within the emergency due to unsafe conditions</td>
<td>• Consults with Incident Commander and Operations Chief</td>
</tr>
<tr>
<td>• Monitors for unsafe actions and situations</td>
<td>• Medical, biological, infectious, and/or haz mat implications of the incident</td>
</tr>
<tr>
<td>• Develops measures/strategies for ensuring personal safety of residents, and visitors</td>
<td>• Oversees medical care for the injured</td>
</tr>
</tbody>
</table>
Public Information Officer/Liaison

<table>
<thead>
<tr>
<th>PIO</th>
<th>Liaison</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides concise and coordinated info to residents, families, staff</td>
<td>• Coordinates with representatives from cooperating and assisting entities</td>
</tr>
<tr>
<td>• Interfaces with media</td>
<td>• Acts as contact person for outside agencies</td>
</tr>
<tr>
<td>• Develops key messages for the public</td>
<td></td>
</tr>
</tbody>
</table>

The Doers

- Perform the actual response duties
- Resident care
- Search and rescue
- First aid
- Assess physical plant and clean up or repair
- Security
- NHICS calls this “Operations”
The Thinkers

- Gather information
- Brief the IMT
- Prepare action plans
- Keep abreast of changes (intelligence)
- Analyze the situation and prepare recommendations
- Documentation of response
- NHICS calls this "Planning"

The Getters

- Acquire needed staff, supplies and equipment in support of operations
- Arrange for transportation
- Keep track of resources
- Set up alternate communications
- Establish staffing patterns
- NHICS calls this "Logistics"
The Payers

- Track personnel overtime
- Procurement and purchasing
- Track costs
- Handle claims
- Screen volunteers
- NHICS calls this

“Finance/Administration”

EXAMPLE

Fire Alarm System Activation....

INCIDENT COMMANDER is established
Smoke is confirmed in resident wing....

**OPERATIONS**
sector is activated

Evacuation of facility due to a confirmed fire is possible....

**PLANNING**
sector is activated
EXAMPLE

Moving records, supply, staff, etc. due to complete facility evacuation....

**LOGISTICS** sector is activated

EXAMPLE

Staff recalled, expenditures being made to manage the incident....

**FINANCE / ADMINISTRATION** sector is activated
**Wedding Management Sample Command System**

<table>
<thead>
<tr>
<th>INCIDENT COMMANDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTHER-IN-LAW</td>
</tr>
<tr>
<td>BRIDE-TO-BE</td>
</tr>
<tr>
<td>MOTHER</td>
</tr>
<tr>
<td>ANY EX-IN-LAWS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATIONS SECTION CHIEF</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATERER</td>
</tr>
<tr>
<td>FLORIST</td>
</tr>
<tr>
<td>PHOTOGRAPHER</td>
</tr>
<tr>
<td>BAKER</td>
</tr>
<tr>
<td>BARTENDER</td>
</tr>
<tr>
<td>JUSTICE OF THE PEACE</td>
</tr>
<tr>
<td>DJ</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PLANNING SECTION CHIEF</th>
</tr>
</thead>
<tbody>
<tr>
<td>INVITATION LISTS</td>
</tr>
<tr>
<td>SHOWER</td>
</tr>
<tr>
<td>OTHER PARTIES</td>
</tr>
<tr>
<td>LOCATION OF CEREMONY</td>
</tr>
<tr>
<td>LOCATION OF RECEPTION</td>
</tr>
<tr>
<td>RESERVATIONS</td>
</tr>
<tr>
<td>HONEYMOON</td>
</tr>
<tr>
<td>PRESS RELEASE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LOGISTICS SECTION CHIEF</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOOD</td>
</tr>
<tr>
<td>WATER</td>
</tr>
<tr>
<td>BOOZE</td>
</tr>
<tr>
<td>CARE/SHELTER (HOTEL)</td>
</tr>
<tr>
<td>COMMUNICATIONS</td>
</tr>
<tr>
<td>TRANSPORTATION</td>
</tr>
<tr>
<td>UTILITIES</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FINANCE/ADMIN SECTION CHIEF</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOM &amp; DAD</td>
</tr>
<tr>
<td>BANK</td>
</tr>
<tr>
<td>CREDIT CARD</td>
</tr>
</tbody>
</table>
**EVACUATION!**

What Position Am I?

- Activate positions and assign staff, conduct briefings, determines priorities
- Monitor the road and weather conditions to get updates for our action planning
- Track staff overtime, pay for the gas for the vehicles
- Care for and start moving the residents
- Set up back up communication, arrange for busses and ambulances

---

**INFECTIONOUS DISEASE OUTBREAK!**

What Position Am I?

- Advise the IC of the appropriate PPE for staff
- Track cases of staff exposure and prepare documents for workers comp
- Call staffing list and registries to arrange for staff
- Monitor the CDC and local health department websites for up to date outbreak guidance
- Administer vaccine and prophylactic medication to exposed residents
- Prepare key messages for family, residents, media
What Kind of Disaster is This?

- Around 9:00 a.m. on a Tuesday morning
- Strange car pulls in the parking lot
- Three women and a man get out
- They are all pulling briefcases on wheels behind them
- They come to reception, present their business cards, and ask for the administrator

SURVEY TIME!

Who is the....

- Incident Commander?
- Planning?
- Operations?
- Logistics?
- Finance/Administration?
**WHAT POSITION AM I?**

<table>
<thead>
<tr>
<th>Make staff assignments, conduct briefings, determine priorities, monitor incident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call the facility down the street to get updates from their survey last week</td>
</tr>
<tr>
<td>Get more paper for the copier, set up electronic records for the surveyors and go get the pizza</td>
</tr>
<tr>
<td>Track staff overtime, pay for pizza</td>
</tr>
<tr>
<td>Clean the facility like crazy, clean all residents, clean air filters, patch cracks in tile, tour with surveyors, run activities, prep meals etc..</td>
</tr>
</tbody>
</table>

---

**Key Concept**

The ICS organization frequently does not correlate to the daily structure of the facility. The most experienced available person is assigned, not necessarily the senior authority.
Discuss at your table: Which staff would you assign?

<table>
<thead>
<tr>
<th></th>
<th>MAIN SHIFT</th>
<th>OFF SHIFT/WEEK END</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance/Adm</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scalable

• ICS structure develops from the top down
• Positions activated as dictated by the incident size or complexity
• As complexity increases, the ICS organization expands
• As complexity decreases, the positions that are no longer needed are deactivated
The Incident Command position is the only position that is ALWAYS activated and the authority and responsibility for the incident management belongs to them.

Incident Management Team

*Missing Resident*

- Incident Commander
- Public Information Officer
- Operations
When a function is needed and the position is not activated, the duties are fulfilled by the next highest activated position or as assigned by the IC.

Incident Action Planning

Management by Objective

NHICS Functions

Operational Period
Incident Action Planning
First Things First

- Rescue
- Establish Command
- Assess Situation
- Activate IMT
- Set Objective and Operational Period
- Implement Strategies
- Report, reassess, revise

IAP

Operational Period

- Refers to the amount of time needed to complete the strategies identified in the response.
- May be revised to be long or short
- It is the role of the incident commander to set the operational period
Set the Operational Period according to the objectives

- Identified Time-Frames (Operational Period)
- Operational Periods set by Incident Command
  - Immediate 0-2 hours
  - Intermediate 2-12 hours
  - Extended – 12 hours and beyond
Common Terminology

- ICS requires the use of common terminology.
- Common terminology helps to define:
  - Organizational functions.
  - Resource descriptions.
  - Position titles.

SOME ICS LANGUAGE

<table>
<thead>
<tr>
<th>REVIEW OF TERMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>EOP</td>
</tr>
<tr>
<td>NHICS</td>
</tr>
<tr>
<td>IMT</td>
</tr>
<tr>
<td>Op Period</td>
</tr>
<tr>
<td>IAP</td>
</tr>
<tr>
<td>PIO</td>
</tr>
<tr>
<td>IC</td>
</tr>
</tbody>
</table>
KEY FEATURES OF ICS

- COMMAND STRUCTURE
- SCALABLE ORGANIZATION
- INCIDENT ACTION PLANNING/OBJECTIVES
- COMMON TERMINOLOGY

NHICS TOOLS

- Guidebook
- Training Modules (5 Power Points)
- Forms (18)
- Incident Planning Guides (6 Hazards)
- Incident Response Guides (6 Hazards)
- Job Action Sheets (One for 28 Positions)

Can be downloaded from:
http://www.cahfdisasterprep.com/NHICS.aspx
NURSING HOME INCIDENT COMMAND SYSTEM
A QUICK GUIDE TO JOB RESPONSIBILITIES & AUTHORITIES

<table>
<thead>
<tr>
<th>POSITION</th>
<th>JOB RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCIDENT COMMANDER (Conductor)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Responsible for all incident activities including development of Incident objectives, strategies, and tactics, and release of resources.</td>
</tr>
<tr>
<td></td>
<td>□ Overall authority and responsibility.</td>
</tr>
<tr>
<td></td>
<td>□ Makes assignments for IMT, authorizes evacuation.</td>
</tr>
<tr>
<td>SAFETY OFFICER (Incident Commander Helper)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Monitors and assesses for unsafe hazards or situations.</td>
</tr>
<tr>
<td></td>
<td>□ Develops measures for ensuring personnel safety of residents, staff and visitors.</td>
</tr>
<tr>
<td>MEDICAL DIRECTOR / SPECIALIST (Incident Commander Helper)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Consults with incident commander and/or operations section chief on medical, biological, infections and/or hazmat implications.</td>
</tr>
<tr>
<td></td>
<td>□ Oversees medical care for injured.</td>
</tr>
<tr>
<td>LIAISON OFFICER (Incident Commander Helper)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Coordinates with representatives from cooperating and assisting agencies. Acts as contact person for outside agencies.</td>
</tr>
<tr>
<td>PUBLIC INFORMATION OFFICER (Incident Commander Helper)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Interfaces with press to deliver messages to the public.</td>
</tr>
<tr>
<td></td>
<td>□ Provides concise and pertinent (coordinated) information to the media.</td>
</tr>
</tbody>
</table>

INCIDENT MANAGEMENT TEAM (IMT) CHART

[Diagram showing the structure of the IMT team with positions such as Safety Officer, Medical Director/Officer, and so on.]
**Job Action Sheets**

- One for each position
- Generic rather than incident specific
- Can be used for guidance and documentation
- Summarizes the mission and duties of a role
- Should be customized by the center to reflect the needs and resources of that facility.
NHICS 201 Incident Briefing & Operational Log

NHICS FORM 201 | INCIDENT BRIEFING & OPERATIONAL LOG

1. INCIDENT NAME:  

2. FACILITY NAME:  

3. DATE PREPARED:  

4. TIME PREPARED:  

5. PREPARED BY:  

6. INCIDENT SITUATION (EVENT HISTORY & CURRENT ACTION PLAN)

ASSUME YOUR POSITIONS
INCIDENT MANAGEMENT TEAM

INCIDENT MANAGEMENT TEAM

INCIDENT COMMANDER

LIAISON OFFICER

SAFETY OFFICER

MEDICAL DIRECTOR SPECIALIST

PUBLIC INFORMATION OFFICER

OPERATIONS SECTION

PLANNING SECTION

LOGISTICS SECTION

FINANCE/ADMIN. SECTION

Meet Your IMT
Are We Ready to Work Together?

Local Level...
Welcome to IS–700.A
National Incident Management System (NIMS), An Introduction

http://training.fema.gov/IS/NIMS.asp

Welcome to IS–100.HCb
Introduction to the Incident Command System (ICS 100) for Healthcare/Hospitals

http://training.fema.gov/IS/NIMS.asp
Everyone knows their own responsibilities
Everyone knows who is in charge
(even in the middle of the night)
Everyone knows to stay focused on safety
Everyone uses their best thinking skills