

Understanding the Hospital Incident Command System (ICS) Module 2



Objectives

Purpose:

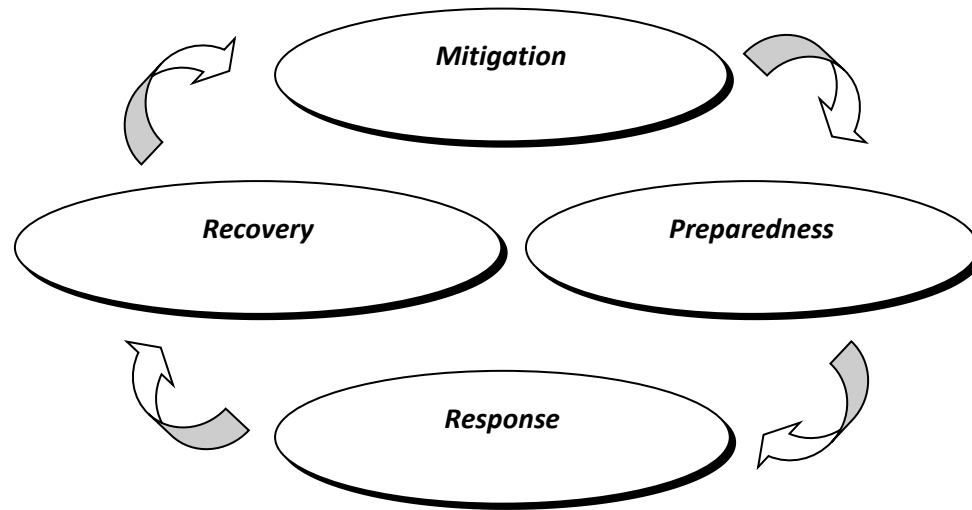
In this module, we will:

- Discuss the four phases of emergency management
- Define the Incident Command System (ICS) and Hospital Incident Command System (HICS)
- Understand the ICS and HICS structures and functions
- Understand the importance of chain of command and unity of command
- Explore the contents of the emergency operations plan

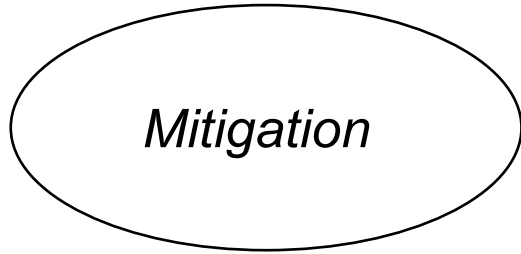
Four Phases of Emergency Management

The Four Phases of Emergency Management

“Current thinking defines four phases of emergency management: mitigation, preparedness, response, and recovery” (FEMA, 2018).



The Four Phases of Emergency Management



Preventing future emergencies or minimizing their effects

- Includes any activities that prevent an emergency, reduce the chance an emergency will happen, or reduce the damaging effects of unavoidable emergencies
- Mitigation activities take place before and after emergencies

The Four Phases of Emergency Management

Preparing to manage an emergency

- Includes plans or preparations made to save lives and to help response and rescue operations
- Preparedness activities occur prior to an emergency
- Evacuation plans and stockpiling food are both examples of preparedness



Preparedness

The Four Phases of Emergency Management

Responding safely to an emergency

- Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action
- Response activities occur during an emergency
- Seeking shelter from a tornado is an example of response



Response

The Four Phases of Emergency Management

Recovering from an emergency

- Includes actions taken to return to a normal or an even safer situation following an emergency
- Recovery occurs after an emergency
- Recovery includes repairing any damage or entering any downtime documentation and can take weeks, months and sometimes years.



Recovery

Emergency Operations Plan

“The purpose of the Emergency Operations Plan (EOP) is to provide an all hazards approach to emergency management to eliminate or minimize the disruptions that affect a facility’s ability to provide care and support to clients.”

Examples of Emergency Operations Plan Contents

- Plan Implementation
- Notification of Emergency
- Emergency Phone System
- Media Center
- Resource Procurement
- Child Care – Emergency
- Bed Utilization
- Surge Capacity/
Diversion
- Acute Care Site
establishment
- Crisis Staffing
- Shelter Availability
- Critical Incident Stress
- Debriefing
- Care of Deceased

Question 1:

The hospital decontamination team performs monthly donning and doffing drills. During the drill, the team will respond by taking all preventative actions before putting on personal protective equipment (PPE), then proceed to dress in the protective equipment. They are timed and critiqued based on effectiveness. These drills benefit the hospital decontamination team so they are able to reduce mistakes and readily respond in the case of an emergency.

This is an example of which phase of Emergency Management?

- A. Response
- B. Preparedness
- C. Mitigation
- D. Recovery

Question 1:

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A. Response

B. Preparedness

C. Mitigation

D. Recovery

The correct answer is B.

Incident Command System (ICS) Basics

What is ICS?

The Incident Command System (ICS) is a standardized approach to the command, control, and coordination of emergency response incident management.



(Federal Emergency Management Agency [FEMA], 2018)

When is ICS Used?

- ICS has evolved to an incident management system for “all hazards” and can be used in small or large-scale incidents. Essentially anything that may impact daily operations.
- Some examples include:
 - Hazardous Materials (HAZMAT) incidents
 - Planned events (e.g., concerts, official visits, sporting events, festivals)
 - Fires
 - Mass casualty incidents
 - Active shooter/ bomb threat
 - Lack of resources
 - High census
 - Technological incidents
 - Natural disasters
 - Wide-area search and rescue missions

Plain Language and Common Terminology

- ICS requires common terminology so all agencies have the ability to collaborate. The goal when using plain language and common terminology is to ensure efficient, clear communication among all parties involved in managing an incident.
- For effective communication:
 - Use common terms or clear text that any person can comprehend
 - Do not use radio codes, agency-specific codes, acronyms, or jargon

Chain of Command vs. Unity of Command

- Chain of command
 - Refers to the orderly line of authority within the ranks of the incident management structure.
- Unity of Command
 - Means that every individual has a designated supervisor to whom he or she reports when managing the incident.

These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.

Question 2:

What is the Incident Command System?

Select the correct multiple choice answer.

- A. Your organization's management structure
- B. Standardized approach to incident management
- C. Viable solution to manage both planned events and unplanned incidents
- D. A and C
- E. B and C

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The correct answer is E.

Question 3:

True or False?

Each nurse has a single designated supervisor they report to in an incident. This is an example of Unity of Command.

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True or False?

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The correct answer is **TRUE**.

Hospital Incident Command System

Hospital Incident Command System (HICS)

- The HICS structure is an ICS structure specifically designed for hospitals. The principles presented in the HICS framework overlap the mission areas: Prevention, Protection, Mitigation, Response, and Recovery.
- HICS can be used in both emergent incidents or non-emergent events.
- Functions are performed by the Hospital Incident Management Team (HIMT).

Hospital Incident Command System (HICS)

- Benefits of using HICS:
 - Flexible and adaptable to meet specific needs and capabilities of hospitals
 - Can staff anywhere from 1 – 70 positions as needed
 - Customizable
 - Component of an Emergency Operations Plan
 - Efficient response
 - Integration with community
 - Federal preparedness and response grant compliant
 - Accreditation compliance
 - Resource management

Question 4:

What are the benefits of managing incidents with the Hospital Incident Command System?

Select the correct multiple choice answer.

- A. Flexibility and adaptability
- B. Easy integration with community responders
- C. Compliant with federal preparedness and response grant requirements
- D. None of the above
- E. All of the above

Question 4:

What are the benefits of managing incidents with the Hospital Incident Command System?

Select the correct multiple choice answer.

- A. Flexibility and adaptability
- B. Easy integration with community responders
- C. Compliant with federal preparedness and response grant requirements
- D. None of the above
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The correct answer is E.

Question 5:

True or False?

Your organization's incident command structure should be implemented with any situation that may cause operational impact.

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True or False?

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The correct answer is **TRUE**.

Hospital Incident Management Team

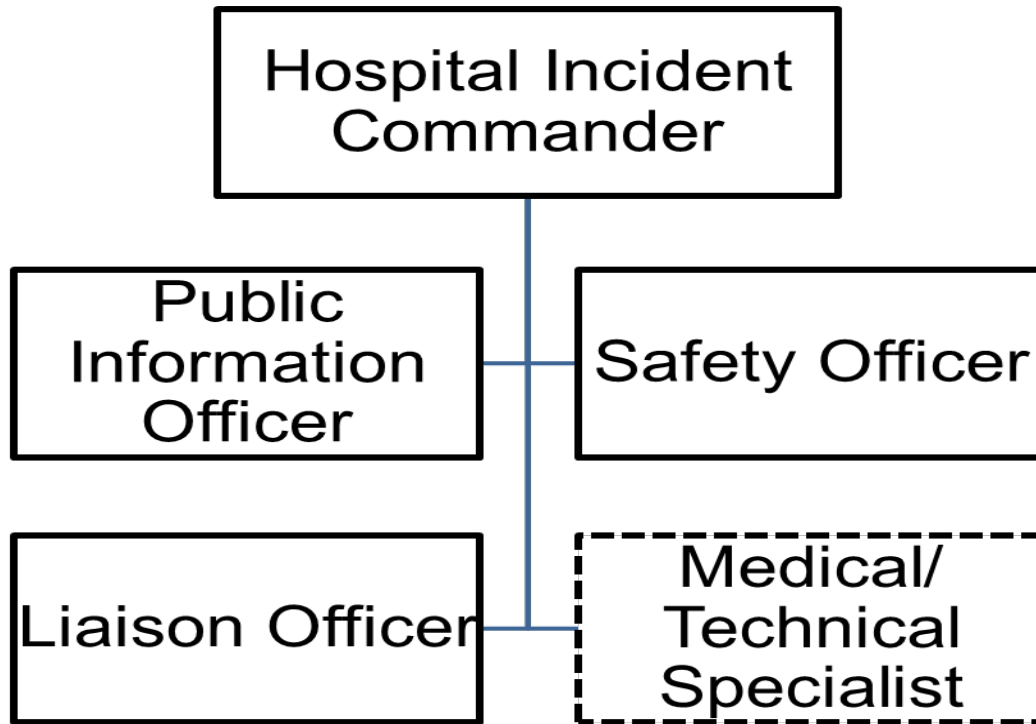
Hospital Incident Management Team (HIMT)

- The HIMT structure depicts HICS functions with identified roles for how responsibilities are distributed among the assigned team members.
- Color coded by function
 - Command (White)
 - Finance and Administration (Green)
 - Logistics (Yellow)
 - Operations (Red)
 - Planning (Blue)
- There should always be a succession plan for all key roles in HICS.
 - A “3-deep” approach allows for leaders who may be unavailable and for sustained events in which relief will be needed for key roles.

Hospital Incident
Command System
Command &
General Staff

HICS Command Staff

The command staff maintains the overall management of an incident through setting incident objectives, strategies, and response priorities.



HICS Command Staff

- **Incident Commander:** Every incident will have an incident commander. Typically, they are the most senior person on duty at the time of the incident and have the authority to make decisions for the organization and provide overall direction for the HIMT.
 - The first person responding to the incident fills the role of the Incident Commander until another person with more experience/ training has arrived
 - The Incident Commander should have the level of training, experience, and expertise to serve in this capacity
 - Qualifications to serve as an Incident Commander are not based on rank, grade, or technical expertise

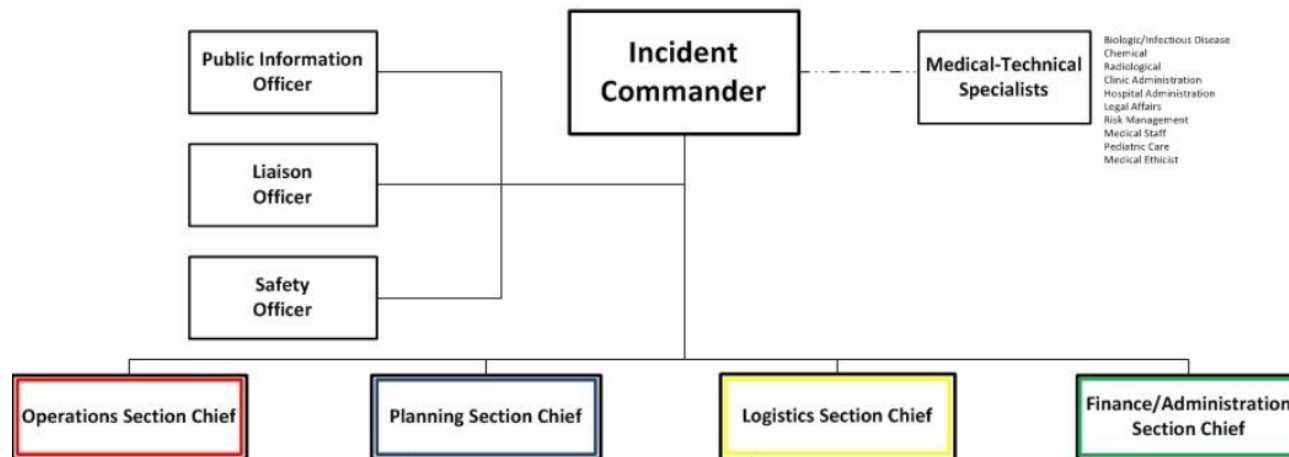
HICS Command Staff

- Liaison Officer
 - Serves as a bridge between the internal HIMT and external emergency response partners. This includes maintaining updates on the organization's status, bed availability, and participating in conference calls with the local or regional Emergency Operations Center and healthcare coalition and other community response partners.
- Safety Officer
 - Organizes and enforces scene and facility protection, traffic security, and safe practices for response personnel.
- Public Information Officer
 - Coordinates information sharing internally within the organization for staff messaging and hotline updates, and externally to media consistent with the local Emergency Operations Center.
- Medical/ Technical Specialists
 - Persons with specialized expertise (e.g., infectious diseases, legal affairs, medical ethics).

HICS General Staff

HICS General Staff are divided into sections and led by corresponding section chiefs.

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

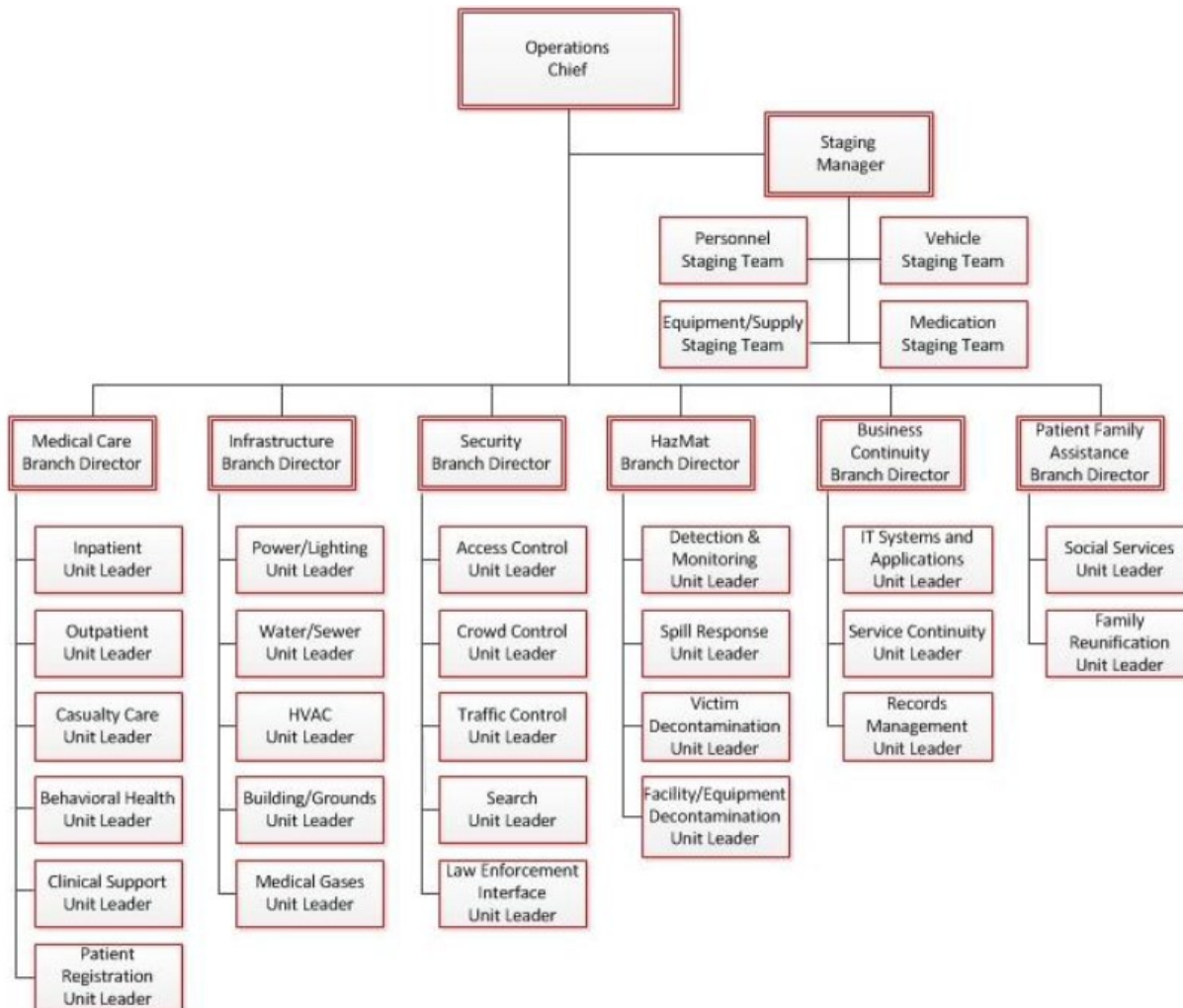


Operations Section Chief

The **Operations Section** Chief is responsible for:

- Implementing tactics based on incident objectives
- Organizing, allocating, and directing the strategic resources
- Managing the Staging Area if applicable
- Determining the need to assign resources to support mission objectives

Operations Section

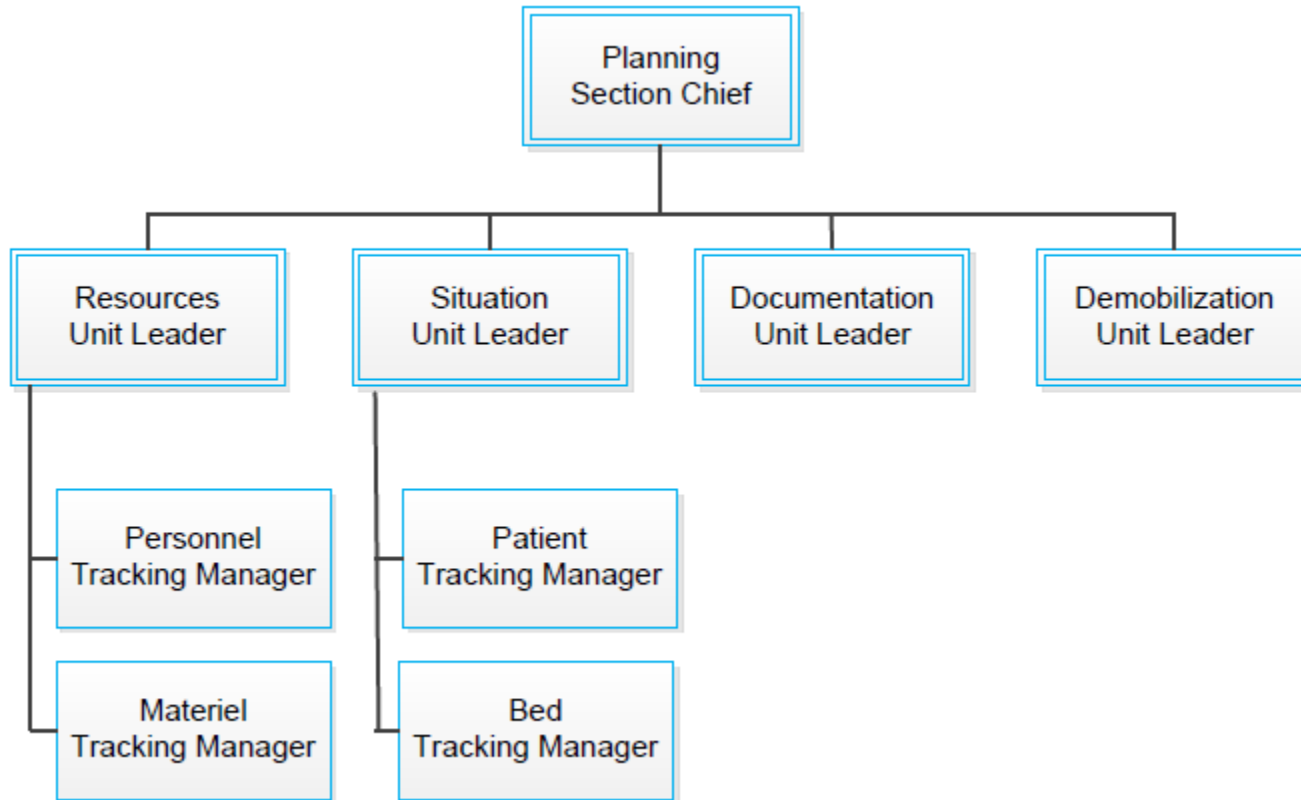


Planning Section Chief

The **Planning Section** Chief is responsible for:

- Developing plans for incident documentation
- Tracking the status of all resources given to the incident
- Gathering, evaluating, and disseminating situational awareness information
- Developing tactics for demobilization
- Preparing the Incident Action Plan (IAP) and leading the briefing

Planning Section

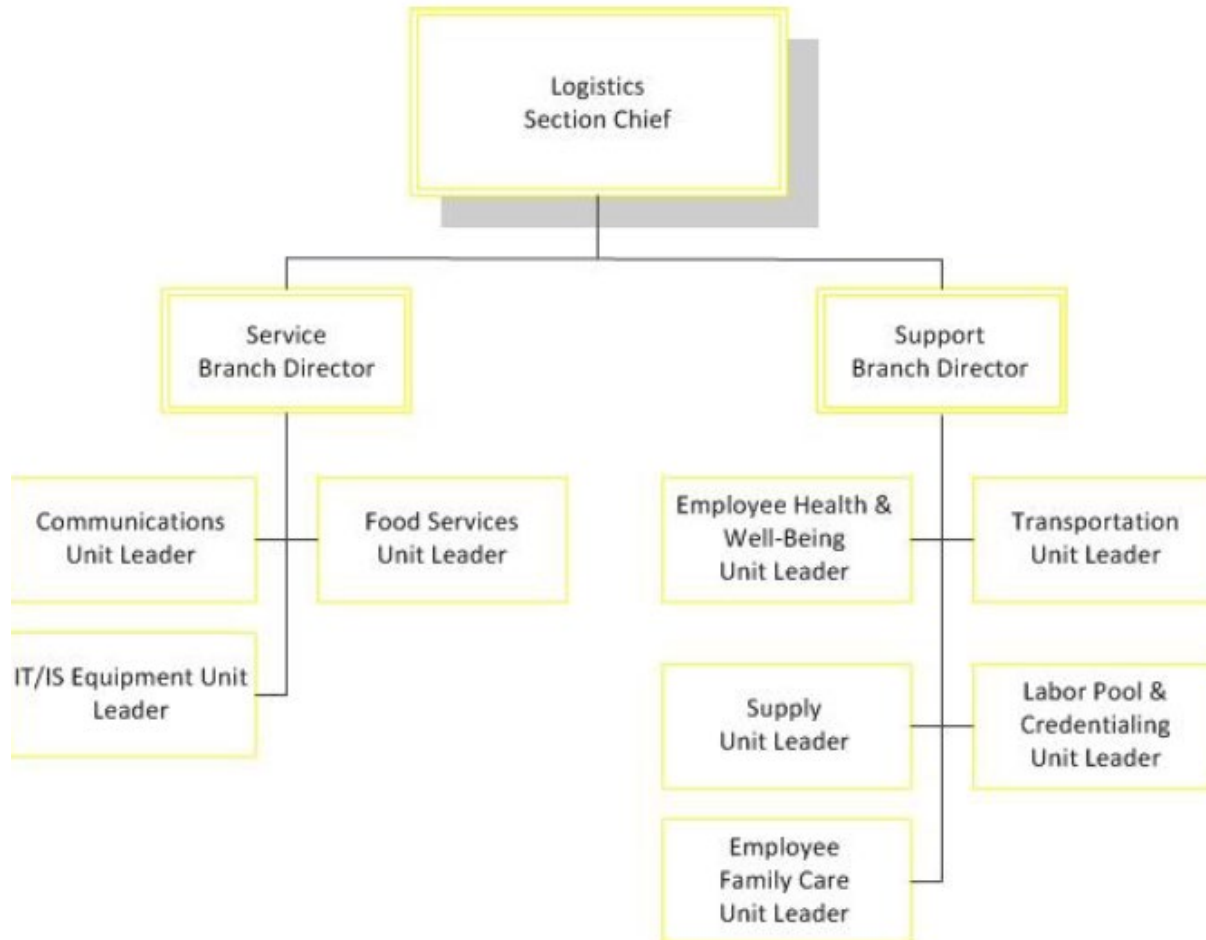


Logistics Section Chief

The **Logistics** Section Chief is responsible for:

- Providing communication for planning and establishing resources
- Setting up and maintaining incident facilities
- Organizing food services
- All support needs of the incident such as tracking and responding to resource requests
- Acquiring resources from internal and external sources

Logistics Section



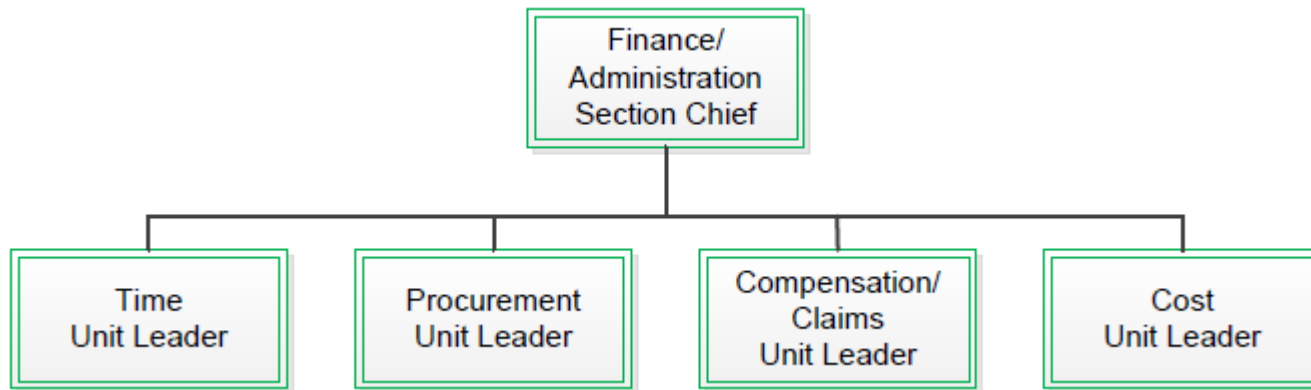
(HICS, 2014)

Finance and Administration Section Chief

The **Finance and Administration** Section Chief is responsible for:

- Monitoring personnel time
- Negotiating and monitoring any necessary contracts
- Analyzing costs
- Completing necessary reimbursement documentation related to compensation for injury and damage to property/fatalities

Finance and Administration Section



Question 6:

Who is in charge of organizing catering services during a hospital incident?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section Chief

Question 6:

Who is in charge of organizing catering services during a hospital incident?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section Chief

The correct answer is C.

Question 7:

Who is in charge of determining the need to assign tactical resources to support mission objectives?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section

Question 7:

Who is in charge of determining the need to assign tactical resources to support mission objectives?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section

The correct answer is B.

Question 8:

Who is responsible for preparing the Incident Action Plan (IAP) and leading briefings?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section Chief

Question 8:

Who is responsible for preparing the Incident Action Plan (IAP) and leading briefings?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section Chief

The correct answer is A.

Question 9:

Who is responsible for monitoring personnel time and negotiating contracts?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section Chief

Question 9:

Who is responsible for monitoring personnel time and negotiating contracts?

Select the correct multiple choice answer.

- A. Planning Section Chief
- B. Operations Section Chief
- C. Logistics Section Chief
- D. Finance and Administration Section Chief

The correct answer is D.

References

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