

## **ICS-100: Introduction to ICS for Healthcare/Hospitals Lesson 1 Summary**

### **Course Welcome**

The Emergency Management Institute developed IS 100, Introduction to ICS for Healthcare/Hospitals to provide fundamentals training on the Incident Command System (ICS) to healthcare and hospital professionals.

IS-100 follows the National Incident Management System (NIMS) guidelines and meets the NIMS Baseline Training Requirements for IS-100.

This is the first in a series of ICS courses designed to meet all-hazard, all-agency NIMS ICS requirements for operational personnel. Descriptions and details about the other ICS courses in the series may be found on our web site:

<http://training.fema.gov>.

This course introduces the principles of the Incident Command System (ICS). At the end of this course, you should be familiar with:

- The major ICS functions and their primary responsibilities.
- The major incident facilities and the function of each.
- What an Incident Action Plan is and how it is used at an incident.
- The common responsibilities associated with incident assignments.

### **Lesson Overview**

The **Welcome/ICS Overview** lesson introduces you to:

- The background and development of ICS.
- ICS as the standard for incident management across the country.
- ICS as interdisciplinary and organizationally flexible.
- Illustrations of ICS applications in healthcare situations.
- ICS as a key feature of the National Incident Management System (NIMS).

### **Lesson 1 Objectives**

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

- Describe the background of ICS.
- Describe how ICS relates to NIMS.
- Identify how ICS can be used by healthcare organizations.
- Identify three purposes of ICS.

## ICS for Hospitals and Healthcare Systems

ICS is widely used in the emergency services community by such agencies as fire, police, and emergency medical services. In view of recent events and the potential threats to our infrastructure, it is important for healthcare organizations to participate in the planning and response to crisis situations. The formal adoption of ICS by healthcare organizations will result in many benefits, including:

- **Greater Efficiency** - Since ICS is designed for use by trained personnel to direct and coordinate efforts in a crisis situation, healthcare organizations will be able to more efficiently manage both internal and external crises.
- **Better Coordination** - Healthcare organizations will be able to better coordinate with outside agencies and organizations during a crisis if ICS is implemented.
- **More Effective Communication** - Healthcare organizations will be able to more effectively communicate with outside agencies and organizations when they use common terminology. Using common titles for command and general staff positions facilitates communication with external, local responders.

## The Incident Command System (ICS)

An incident is an occurrence, caused by either human actions or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.

Examples of incidents include:

- Fire, both structural and wildland.
- Natural disasters, such as tornadoes, floods, ice storms or earthquakes.
- Human and animal disease outbreaks.
- Search and rescue missions.
- Hazardous materials incidents.
- Criminal acts and crime scene investigations.
- Terrorist incidents, including the use of weapons of mass destruction.
- National Special Security Events, such as Presidential visits or the Super Bowl.
- Other planned events, such as parades or demonstrations.

Given the magnitude of these types of events, it's not always possible for any one agency or organization alone to handle the management and resource needs.

Partnerships are often required among local, State, Tribal, and Federal agencies. These partners must work together in a smooth, coordinated effort under the same management system.

The Incident Command System, or ICS, is a standardized, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost effective and efficient management approach for both small and large situations.

The Hospital Incident Command System (HICS) is one example of how ICS can be adapted to suit particular disciplines.

### **History of the Incident Command System (ICS)**

The 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, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. What were the lessons learned?

Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Weaknesses in incident management were often due to:

- Lack of accountability, including unclear chains of command and supervision.
- Poor communication due to both inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- No common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- No predefined methods to integrate interagency requirements into the management structure and planning process effectively.

A poorly managed incident response can be devastating to our economy and our health and safety. With so much at stake, we must effectively manage our response efforts. The Incident Command System, or ICS, allows us to do so. ICS is a proven management system based on successful business practices. This course introduces you to basic ICS concepts and terminology.

### **National Incident Response System (NIMS)**

In response to attacks on September 11, President George W. Bush issued Homeland Security Presidential Directive 5 (HSPD-5) in February 2003.

HSPD-5 called for a National Incident Management System (NIMS) and identified steps for improved coordination of Federal, State, local, and private industry response to incidents and described the way these agencies and organizations will prepare for such a response.

The Secretary of the Department of Homeland Security announced the establishment of NIMS in March 2004. One of the key features of NIMS is the Incident Command System.

### **Healthcare's Use of ICS**

ICS is part of the organization's all-hazards emergency management program that includes mitigation (including prevention), preparedness, response, and recovery activities. ICS is used to manage the response and recovery activities.

Using ICS concepts and principles enables organizations to meet one component of NIMS compliance and promotes collaborative participation in a larger, national system. NIMS promotes a coordinated effort among all primary and secondary response agencies to better prevent, prepare for, respond to, and recover from events and incidents.

Many healthcare organizations have incorporated ICS into their emergency management programs since 2001 to comply with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) standards.

### **NIMS Compliance for Healthcare Organizations**

Compliance with NIMS is a condition for any healthcare organization receiving Federal assistance, including grants and contracts from such agencies as the Human Resources Services Administration (HRSA), the Agency for Healthcare Research and Quality (AHRQ), and the Centers for Disease Control (CDC).

NIMS compliance involves a series of activities aimed at improving institutional preparedness and integration with a community-based response system. Some of the compliance requirements include engaging in preparedness efforts, resource management, communications and information management, supporting technologies, and training and exercises.

More information on NIMS and its compliance requirements can be found on the NIMS Web site: [www.fema.gov/pdf/emergency/nims/imp\\_hos.pdf](http://www.fema.gov/pdf/emergency/nims/imp_hos.pdf).

## **ICS and the Hospital Incident Command System (HICS)**

Hospital emergency preparedness efforts have been influenced for decades by a variety of Federal, State, and local regulations and non-governmental guidelines which must be addressed in a hospital's emergency management program.

In response to these requirements, a group of hospitals in the early 1990s developed the Hospital Emergency Incident Command System (HEICS) as a foundation for preparing for and responding to various types of disasters. The latest version of HEICS, renamed the Hospital Incident Command System (HICS), reflects consistency with the National Incident Management System (NIMS). Hospitals are not required to use HICS. It is only one of several models that present ICS for hospitals.

### **The Hospital Incident Command System (HICS)**

HICS was developed by a National Work Group of hospital subject matter experts from across the US representing all hospital types and government representatives from FEMA, the Department of Health and Human Services/Human Resources Services Administration (HRSA), the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), and the American Hospital Association (AHA)/American Society for Healthcare Engineering.

HICS provides guidance for developing a hospital Emergency Management Plan (EMP) and for adopting a flexible incident management system, with the goal of helping hospitals of all sizes better prepare for and respond to both emergency and non-emergency incidents.

In its evolution from HEICS to HICS, the system changed to:

- Expand the fundamental concepts of HEICS.
- Clarify system components and its relationship to NIMS.
- Broaden its response capability to a wider array of incident type.
- Incorporate new hospital practices in emergency management.
- Establish a closer alignment with community partners through the incorporation of NIMS, released March 2004, and the NIMS Implementation Activities for Hospitals and Healthcare Systems, released September 2006.

### **ICS is Built on Best Practices**

ICS is:

- A proven management system based on successful business and military practices.
- The result of decades of lessons learned in the organization and management of emergency incidents.

ICS has been tested in more than 30 years of emergency and nonemergency applications, by all levels of government and in the private sector. It represents organizational "best practices," and as a component of NIMS has become the standard for emergency management across the country.

NIMS requires the use of ICS for all domestic responses. NIMS also requires that all levels of government, including Territories and tribal governments, adopt ICS as a condition for receiving Federal preparedness funding.

### **What ICS is Designed To Do**

Designers of the system recognized early that ICS must be interdisciplinary and organizationally flexible to meet the following management challenges:

- Meet the needs of incidents of any kind or size.
- Allow personnel from a variety of agencies and organizations to meld rapidly into a common management structure.
- Provide logistical and administrative support to operational staff.
- Be cost effective by avoiding duplication of efforts.

ICS consists of procedures for controlling personnel, facilities, equipment, and communications. It is a system designed to be used or applied from the time an incident occurs until the requirement for management and operations no longer exists.

Remember that ICS is separate from a hospital's day-to-day organizational structure. ICS is used during specific events and incidents, and is not intended to replace a hospital's existing organizational structure.

### **Applications for the Use of ICS**

Applications for the use of ICS by healthcare organizations include both planned events, such as exercises, and incidents, such as bioterrorist attacks. As the organization works through the NIMS compliance process, ICS will be incorporated within the overall emergency management program. This means that ICS will become the method that is used to manage limited response emergencies (such as a child abduction) to major ones (such as evacuations or mass casualty events).

Since ICS may be used for small or large events, it can grow or shrink to meet the changing demands of an incident or event.

### **Additional Resources**

For more information on NIMS implementation activities for hospitals and healthcare systems, consult the following resources:

- The National Incident Management System (NIMS) (<http://www.dhs.gov/xlibrary/assets/NIMS-90-web.pdf>).
- HSPD-5 in its entirety (<http://www.whitehouse.gov/news/releases/2003/02/20030228-9.html>).
- The Emergency Management (EM) Principles and Practices for Healthcare Systems (<http://www1.va.gov/emshg/page.cfm?pg=122>).
- The HICS Implementation Manual (<http://www.emsa.ca.gov/hics/hics.asp>).

## **Lesson Summary**

You have completed the Welcome/ICS Overview lesson. This lesson addressed how:

- ICS has become a standard best practice for the management of both planned events and incidents.
- Designers of ICS recognized that it must be interdisciplinary and organizationally flexible.
- Applications of ICS have included planned events, natural disasters, and acts of terrorism.
- One of the key features of the National Incident Management System (NIMS) is the ICS.

The next lesson will provide an overview of the features and principles of ICS.