

## **ICS-200: Applying ICS to Healthcare Organizations Lesson 1 Summary**

### **Course Welcome**

The Emergency Management Institute developed ICS 200, Applying ICS to Healthcare Organizations (IS-200), to provide training on the Incident Command System (ICS) to healthcare professionals whose primary responsibility is emergency management, to include middle management within a hospital or healthcare system. Such professionals may include physicians, department managers, unit leaders, charge nurses, and hospital administrators that would have a leadership role during an incident.

IS-200 follows the National Incident Management System (NIMS) guidelines and meets the 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 NIMS ICS requirement 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 is designed to enable personnel to operate efficiently during an incident or event within ICS. This course primarily focuses on the management of an initial response to an internal incident. At the end of this course, you should be able to:

- Describe the ICS organization appropriate to the complexity of the incident or event.
- Use the ICS to manage an incident or event.

### **Incident Command System (ICS)**

In the last 30 years, ICS has evolved from its original application for managing large forest fires to a universally-accepted management tool any organization can use. 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 ICS in order to be able to integrate into the larger emergency management system.

### **ICS: Part of a Comprehensive Emergency Management Program**

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 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,

and recovery. These phases exist in a cycle with recovery leading back to mitigation/prevention. ICS is a management system used for the response and recovery phases of an incident as well as preparedness pre-planning activities.

## **Homeland Security Presidential Directives**

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 requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies, State, local, and tribal governments, and the private sector. HSPD-5 established the need for a National Response Plan (NRP) and a National Incident Management System (NIMS).
- HSPD-8 describes the way Federal departments and agencies will prepare. It requires 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.

## **NRP and NIMS**

The NRP is an all-discipline, all-hazards plan for the management of domestic incidents. Using the template established by the NIMS, the 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.

NIMS provides a consistent framework for incident management regardless of the cause, size, or complexity of the incident. Building upon ICS, NIMS provides the Nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies. NIMS requires that ICS be institutionalized within governmental agencies and private/non-profit organizations.

## **Institutionalizing NIMS**

According to the NIMS Integration Center, "institutionalizing the use of ICS" means that government officials, incident managers, and emergency response organizations at all jurisdictional levels adopt the Incident Command System. Actions to institutionalize the use of ICS take place at two levels — policy and organizational/operational.

At the policy level, institutionalizing the ICS means government officials, i.e., governors, mayors, county and city managers, tribal leaders, and others:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system; and

- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS in their response operations.

At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:

- ICS is being integrated into functional and system-wide emergency operations policies, plans, and procedures;
- ICS training is planned or under way for responders, supervisors, and command level officers;
- Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multi-disciplines and jurisdictions.

## **NIMS Components**

NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management. As illustrated below, six major components make up the NIMS systems approach.

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance

## **NIMS Command and Management**

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.

## ICS Features

As you learned in the previous lesson, ICS is based on proven management principles, which contribute to the strength and efficiency of the overall system.

ICS principles are implemented through a wide range of management features including the use of common terminology and clear text, and a modular organizational structure.

ICS emphasizes effective planning, including management by objectives and reliance on an Incident Action Plan.

ICS helps ensure full utilization of all incident resources by:

- Maintaining a manageable span of control.
- Establishing predesignated incident locations and facilities.
- Implementing resource management practices.
- Ensuring integrated communications.

The ICS features related to command structure include chain of command and unity of command as well as unified command and transfer of command. Formal transfer of command occurs whenever leadership changes.

Through accountability and mobilization, ICS helps ensure that resources are on hand and ready.

And, finally ICS supports responders and decisionmakers by providing the data they need through effective information and intelligence management.

This lesson covers each of these ICS features in detail.

This course builds on what you learned in ICS-100 about ICS features. The ICS features are listed below.

- **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.

### **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 Completion**

You have completed the **Course Overview** lesson.

The next lesson will describe how ICS is incorporated within the overall emergency management program.