

ICS-200: Applying ICS to Healthcare Organizations

Lesson 4: Leadership & Management

Lesson Overview

The **Leadership and Management** lesson provides a more detailed look at the following ICS features:

- Chain of Command and Unity of Command.
- Span of Control.
- Leadership in Incident Management.
- Common Terminology.

Lesson 4 Objectives

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

- Describe Chain of Command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe span of control and modular development.
- Describe the use of position titles.

Chain of Command

An orderly line of authority is used for the flow of task assignments and resource requests. This line of authority flows down through the organizational structure.

Unity of Command means that each individual involved in incident operations will be assigned to only one supervisor to whom they report.

Chain of Command and Unity of Command help to ensure that clear reporting relationships exist and eliminate the confusion caused by multiple, conflicting directives. Supervisors at all levels must be able to control the actions of all personnel under their supervision.

Unified Command

A Unified Command is often established for incidents that occur in the community that require the involvement of several agencies, such as law enforcement, fire/rescue, and emergency medical services. A Unified Command structure in a hospital may be appropriate when community public safety agencies are on-site, responding to a fire or serious criminal incident. Unified Command:

- Enables all responsible agencies and organizations to manage an incident together by establishing a common set of incident objectives and strategies.

- Allows Incident Commanders to make joint decisions by establishing a single command structure at one Incident Command Post (ICP).
- Maintains Unity of Command. Each employee only reports to one supervisor.

Advantages of Unified Command

Advantages of using Unified Command include:

- A single set of objectives guides incident response.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all involved in the incident.
- All agencies and organizations have an understanding of joint priorities and restrictions.
- No entity's legal authorities will be compromised or neglected.
- Agencies' efforts are optimized as they perform their respective assignments under a single Incident Action Plan.

Communications Overview

Formal communications follow the lines of authority. However, information concerning the incident or event can be passed horizontally or vertically within the organization without restriction.

Formal Communication

As illustrated on the previous screen, formal communication must be used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

Other information concerning the incident or event can be passed horizontally or vertically within the organization without restriction. This is known as **informal** communication.

Informal Communication

Informal communication:

- Is used to exchange incident or event information only.
- Is **NOT** used for:
 - Formal requests for additional resources.
 - Tasking work assignments.

Within the ICS organization, critical information must flow freely!

Examples of informal communication are as follows:

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.
- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

Incident Leadership

As a leader during an incident, you must provide purpose, direction, and motivation for responders who are working to accomplish difficult tasks under dangerous, stressful circumstances.

Common Leadership Responsibilities

An effective incident leader:

- **ENSURES** safe work practices.
- **TAKES COMMAND** of assigned resources.
- **MOTIVATES** with a "can do safely" attitude.
- **DEMONSTRATES INITIATIVE** by taking action.

The safety of all personnel involved in an incident or a planned event is the **first duty of ICS leadership**. This is the overall responsibility of Team Leaders, Group or Division Supervisors, Branch Directors, Sections Chiefs, and all members of the Command or Unified Command staff. Ensuring safe work practices is the top priority within the ICS common leadership responsibilities.

In addition, an effective incident leader:

- **COMMUNICATES** by giving specific instructions and asking for feedback.
- **SUPERVISES** the scene of action.
- **EVALUATES** the effectiveness of the plan.
- **UNDERSTANDS** and **ACCEPTS** the need to modify plans or instructions.

Leadership & Duty

Leaders should know, understand, and practice the leadership responsibilities discussed in this lesson. Leaders need to recognize the relationship between these responsibilities and the leadership values.

Duty is how you value your job. Duty begins with everything required of you by law and policy, but it is much more than simply fulfilling requirements. A leader commits to excellence in all aspects of his or her professional responsibility.

Commitment to Duty

What can you do, personally, that demonstrates your commitment to duty to those you lead?

As a leader, you should try to:

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.

Leadership & Respect

In order to maintain leadership and respect, you should:

- **Know your subordinates and look out for their well-being.** The workers who follow you are your greatest resource. Not all of your workers will succeed equally, but they all deserve respect.
- **Keep your subordinates and supervisor informed.** Provide accurate and timely briefings, and give the reason (intent) for assignments and tasks.
- **Build the team.** Conduct frequent briefings and debriefings with the team to monitor progress and identify lessons learned. Consider team experience, fatigue, and physical limitations when accepting assignments.

ICS Management: Span of Control

ICS span of control for any supervisor is between three and seven subordinates, and optimally does not exceed five subordinates.

Lesson Review

You have completed the **Leadership and Management** lesson. You should now be able to:

- Describe chain of command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe span of control and modular development.
- Describe the use of position titles.

The next lesson will discuss the ICS Management activities that occur during an operational period.