THE INCIDENT COMMAND SYSTEM (ICS) 100
For KY Long Term Care Facilities

Approved by the Kentucky Hospital Association (KHA) as the KY Long Term Care Facility Equivalent for FEMA’s National Incident Management (NIMS)

ICS 100

Revised May 2011
Please replace any previous versions with this edition.
ICS-100: Introduction to the Incident Command System (ICS)

This course was developed in order to:

- Train in ICS 100 all LTC staff, supervisors and management
- Familiarize LTC facilities with emergency planning and response utilized by Healthcare Preparedness Coalitions and Hospital Preparedness Programs (HPC/HPP)
ICS 100
Networking & Funding

Prior to an emergency, LTC facilities can qualify for HPC/HPP funding for equipment & supplies and network with other LTC providers. Basic requirements for funds include:

- Certification in NIMS/ICS
- Active participation in HPC/HPP meetings
- Registration and/or provision of LTC facility data
- Meeting other requirements as stipulated by KY Department for Public Health
Regional HPP Coalitions

• Administered by KDPH on behalf of the US Department of Health & Human Services, Office of the Assistant Secretary for Preparedness & Response (ASPR)

• Managed by the KY Hospital Association and organized into 14 regions

• Members meet regularly to enable all hazards preparedness for hospitals, LTC facilities and other health care organizations

• Members include regional and local emergency management, hospitals, LTC, Emergency Medical Services, Veterans Administration, fire, education, public health and social services.
ICS 100 Objectives

1. Explain the purpose of the Incident Command System

2. List the four elements of the Incident Action Plan (IAP)

3. Define the responsibilities of the General Staff

4. Define the responsibilities of the Command Staff
Why was the Incident Command System (ICS) Developed?

ICS was developed in order to address weaknesses that emerged in dealing with prior emergencies/disasters such as Western U.S. wildfires, Terrorist attacks of 9/11/01 and Hurricane Katrina.

Major weaknesses included:
- Lack of accountability
- Poor communication
- Lack of a planning process
Objective 1: Purpose of Incident Command System (ICS)

ICS is a Management System that allows multiple agencies and responders to adopt a structure to match the complexities and demands of emergencies without being hindered by jurisdictional boundaries, such as city, county, state laws or emergency operation plans.

- Allows workers from various agencies to come together and rapidly form an effective response
- Utilizes common terminology
- Enables readiness to respond to all hazards
Or …in common language…

During a facility drill/exercise or actual emergency, the Incident Command System enables everyone to

- Talk the same talk
- Know who is in charge
- Know what you are supposed to do
- Know what others are supposed to do
- Know what to change to make the response better the next time
What is an Incident?

An incident is an emergency or event, natural or manmade, that requires a response to protect life or property. Most likely in KY:

- Flood
- Tornado
- Severe Weather
- Earthquake
- Energy Related Hazards
- Fire
- Chemical Spill
- Landslide
- Mine/Sinkholes
- Transportation Accidents
- Water Shortfall
Basic Principles of ICS

• The Incident Command System (ICS) grows or shrinks to meet the needs of incidents of any kind or size

• The ICS provides logistical & administrative support to operational staff

• The first Incident Commander is responsible until authority is delegated to another Incident Commander: *You see it - You own it…until passed on to another*

• Position titles and organizational structures are standardized to reduce confusion across agencies and jurisdictions, such as city, county, region or state
Incident Command System (ICS) Benefits

- Internal flexibility meets the needs of incidents of any kind or size
- Allows personnel from a variety of agencies to come together quickly into a common management structure
- Provides logistical and administrative support to operational staff

The LTC facility will have its own Incident Command System during an event established by the facility’s Emergency Plan
Incident Command System (ICS) Basic Features

• Common Terminology (Clear Text)
• Modular Organization
• Management by Objectives
• Incident Action Planning
• Manageable Span of Control
• Incident Support Locations
• Resource Management
• Integrated Communications
• Common Command Structure
Common Terminology
Use of Plain English

- Communications should be in plain English or clear text
- Avoid radio codes, agency-specific codes, or jargon

Even if you use codes on a daily basis, you should use plain English during an incident response
Why Plain English?

- EMT = Emergency Medical Treatment
- EMT = Emergency Medical Technician
- EMT = Emergency Management Team
- EMT = Eastern Mediterranean Time
- EMT = Effective Methods Team
- EMT = Effects Management Tool
- EMT = El Monte, CA (airport code)
- EMT = Electron Microscope Tomography
- EMT = Email Money Transfer
Scope of Incidents

**Self-Contained** - The Long Term Care facility can manage the incident independently without any need for outside responders. *Example: A small unit fire that can be controlled with a fire extinguisher by LTC facility staff.*

**Site-Specific** - Impacts the LTC facility to the extent that a local outside response is required. *Example: A fire that spreads throughout the LTC facility and requires a response by the local Fire Department, Police and Emergency Management.*
Scope of Incidents

**Neighborhood Specific** – Impacts the LTC facility and the surrounding area. *Example: A fire that spreads throughout the neighborhood, a tornado, power outage or chemical spill that requires county, state and/or regional level response.*

**Community Wide** – Impacts a large area such as the county, state, region, USA or world. *Example: A wild fire, pandemic, chemical spill, earthquake, major flood, hurricane winds that require substantial state and federal response.*
As the incident increases in complexity, the organization expands from the bottom up
Management by Objectives

A six-step management approach for achieving a goal

• Understand agency policy & direction
• Assess incident situation
• Establish overarching objectives
• Develop and issue assignments, plans, procedures, and protocols
• Direct efforts to meet the objectives
• Document results to measure performance and facilitate corrective action

This is Incident Action Planning!
Objective 2: Basic Four Elements of the Incident Action Plan (IAP)

1. What do we want to do and how are we going to do it?
2. Who is responsible for doing it?
3. How do we communicate with each other?
4. What if incident personnel are injured – what is the procedure?
The Incident Action Plan (IAP) Must

- Specify the incident objectives
- State the activities to be completed
- Cover a specified timeframe (called an operational period or shift)
- Be oral or written (Note: Hazardous materials incidents require a written Incident Action Plan)
- Provide all incident supervisory personnel with direction for taking actions based on objectives identified in the plan during the operational period/shift
Chain of Command

Chain of command is an orderly line of authority within the ranks of the incident management organization.
Single Command

- There is only one jurisdiction, for example, the Long Term Care facility.

- The Incident Commander has complete responsibility.

- Single Command applies when the incident is self-contained within the facility and no outside responders are involved.

- The LTC facility’s emergency plan and command structure direct the response and manage the event.
Unified Command

- Enables all responsible agencies to manage an emergency together by establishing a common set of incident objectives and strategies
- Allows Incident Commanders to make joint decisions by establishing a single command structure
- Maintains unity of command; Each employee only reports to one supervisor
Unity of Command

Under unity of command

- Workers report to only **one** supervisor
- Workers receive work assignments only from that one supervisor
- The worker’s supervisor during an incident may be different from the everyday supervisor
Span of Control

Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.

ICS span of control for any supervisor is between 3 and 7 workers

Optimally does not exceed 5 workers
ICS Support Locations

- Incident Command Post
- Base
- Staging Area
- Camp

• Locations established by the Incident Commander; Related to the requirements and complexity of the incident
• Activated only when needed; Some incidents may require locations not included on the standard list
ICS Support Locations

Incident Command Post (ICP) – *Every incident/emergency must have some form of an Incident Command Post for operations oversight*. Generally only one per incident/emergency; May change locations (vehicle, trailer, tent, building); Should be positioned outside hazard zone but close enough to maintain command

**Base** – One per incident/emergency; Often co-located with the Incident Command Post; Used to coordinate and administer primary logistics and administrative functions
ICS Terms (continued)

**Staging Area** - The temporary location at an incident where personnel and equipment are kept while waiting for tactical assignments.

**Camp** - The location where resources may be kept to support incident operations if a Base is not accessible to all resources; Not all incidents will have Camps.

**Helibase** - The location from which helicopter-centered air operations are conducted, generally used on a more long-term basis and include services like fueling and maintenance.

**Helisports** – Temporary locations used for loading and unloading personnel & cargo; There may be multiple Helispots.
Resources: Tactical & Support

Tactical Resources
Personnel and major equipment available or potentially available to Operations:
- Assigned: Working under a supervisor
- Available: Assembled/ready for assignment
- Out-of-service: Not ready or not available

Support Resources
All other resources to support the incident:
- Food, communications, equipment, supplies, vehicles, staff, Information Technology and Services, financial tracking, etc.
ICS Structure

• The ICS organizational structure should include ONLY the functions and positions needed to achieve the incident objectives

• Five Management Functions
  • Incident Command
  • Operations
  • Planning
  • Logistics
  • Finance/Administration
Incident Commander Responsibilities

- Provides overall leadership and manages the incident until authority is delegated to another Incident Commander
- Performs all major ICS management functions unless delegated/assigned to another person
- Assesses need for staff
- Establishes incident objectives
- Directs staff to develop Incident Action Plan

In a Unified Command situation, the LTC Incident Commander may take general direction from another Incident Commander
Changing Incident Commanders

Command may change to meet the needs of the incident when the emergency…

• *Expands or contracts*

• *Changes in jurisdiction or discipline*

• *Becomes more or less complex*

Transfer of command requires both:
A transfer of command briefing for the incoming Incident Commander *and* Notification to all personnel of the change in command
Objective 3: General Staff Functions

General Staff are responsible for the functional implementation of the Incident Response

- **Operations** – implements plan, authorizes tactical resources
- **Planning** – collects and manages operational data, supervises preparation of Incident Action Plan
- **Logistics** – provides resources for response, including transportation, communication, supplies
- **Finance/Administration** – manages financial and administrative aspects of operations
Responsibilities: Operations Section Chief

- Develops and manages the Operations Section
- Develops tactical objectives and organization of response
- Directs all tactical resources (personnel & equipment)
- Works closely with other members of the Command and General Staff to coordinate tactical activities
Responsibilities: Planning Section Chief

- Facilitates documentation of the LTC facility Incident Action Plan
- Facilitates Planning briefings during the incident
- Ensures that supervisors receive critical information/data, including the Incident Action Plan
- Gathers resource projections from all section chiefs and initiates planning for returning facility to pre-emergency status
Responsibilities: Logistics Section Chief

- Ensures emergency personnel are fed, have communications, medical support and transportation
- Uses standard and emergency acquisition procedures to acquire supplies and services from internal and external sources
- Makes requests to the local Emergency Operations Center (EOC) or the Long Term Care Facility Command Center for assistance when needed
Responsibilities: Finance/Administration Section Chief

- Manages costs related to the incident, provides accounting, procurement, time recording and cost analyses
- Oversees contract negotiations
- Tracks personnel and equipment time. Processes claims for accidents and injuries
- Works with Logistics to ensure resources are procured
- Oversees the acquisition of supplies and services necessary to carry out the Long Term Care facility’s medical mission
- Supervises documentation of expenditures relevant to the emergency
Command Staff

Incident Commander

Public Information Officer

Liaison Officer

Safety Officer

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

General Staff
Objective 4: Responsibilities of Command Staff

- **Public Information Officer (PIO)** – develops timely, accurate information for communication with the media, mayor/county judges, staff and resident families.
- **Liaison Officer** – serves as point-of-contact for responding agencies and Long Term Care facility to the Incident Commander.
- **Safety Officer** – reviews Incident Action Plan for safety implications and identifies and prevents hazardous situations.
ICS Position Titles

- Provide a common standard for all users
- Help to ensure that qualified individuals fill positions
- Speed up requests for personnel
- Enhance clear communication
# ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown in the table below:

<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Title</th>
<th>Support Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>Incident Commander</td>
<td>Deputy</td>
</tr>
<tr>
<td>Command Staff</td>
<td>Officer</td>
<td>Assistant</td>
</tr>
<tr>
<td>General Staff (Section)</td>
<td>Chief</td>
<td>Deputy</td>
</tr>
<tr>
<td>Branch</td>
<td>Director</td>
<td>Deputy</td>
</tr>
<tr>
<td>Division/Group</td>
<td>Supervisor</td>
<td>N/A</td>
</tr>
<tr>
<td>Unit</td>
<td>Leader</td>
<td>Manager</td>
</tr>
<tr>
<td>Strike Team/Task Force</td>
<td>Leader</td>
<td>Single Resource Boss</td>
</tr>
</tbody>
</table>
LTC Personnel Responsibilities in an Emergency

- Prepare for lengthy assignments (at least 2-3 days)
  - Have family emergency plan in place for self/family
- Understand your roles and responsibilities during an emergency
  - Remember that safety is the #1 priority for everyone
  - Check in with your assigned supervisor for an Initial Incident Briefing
  - Understand your decision-making authority
  - Complete all documentation during and after the emergency response
Initial Incident Briefing

The initial incident briefing should include the following:

• Current situation assessment and objectives
• Specific job responsibilities and shifts/operational periods
• Location of work area/s
• Eating/sleeping arrangements
• Procedural instructions for obtaining additional resources
• Safety hazards and required safety procedures/personal protective equipment (PPE) as appropriate

**NOTE: Always Attend the Briefing**
Mobilization to Other Facilities

• In an emergency evacuation situation, you may be asked to assist at other locations such as a receiving LTC facility or a community shelter
• Only mobilize to an incident when requested or when sent by an appropriate authority
• Make sure that you receive a complete briefing on what you will need to know and to do when sent to other locations
LTC Facility Incident Response Scenario

1. Emergency Event Happens

2. Initial Incident Commander is the first one on the scene to identify the event and to perform the initial assessment
   • Type of event, fire, power outage, etc.
   • Need for outside assistance, if warranted
   • Location of the event
   • Magnitude of the event
   • Possible duration/scope of the event
   • Immediate impact on LTC facility and residents

3. Incident Commander continues until authority is delegated to another Incident Commander
LTC Facility Incident Response

4. Initial Priorities -- •Save Lives
   •Stabilize the Event
   •Preserve Property

5. The Incident Commander alerts & notifies key LTC staff/management and activates LTC facility emergency plan

6. Emergency plan goes into full scale operation

7. Staff are mobilized and staff responsibilities are assigned

8. Operations are coordinated with outside responder/s for effective and efficient incident response/containment

9. Enter recovery phase to return facility and residents to pre-event status
Primary Goals in an Incident/Emergency

- **Mitigation**
  - To prevent or to lessen severity
- **Preparedness**
  - To develop effective Emergency Management / Operations Plans
- **Response**
  - To ensure safety of residents, personnel and facility
  - To ensure business continuity
- **Recovery**
  - To enable operational, business and financial recovery
  - To restore “normal” operations
Summary

1. Explain the purpose of the Incident Command System

2. List the four elements of the Incident Action Plan (IAP)

3. Define the responsibilities of the General Staff

4. Define the responsibilities of the Command Staff
Please Stop Here!
Complete the ICS 100 Quiz Questions on the Handout
Begin ICS 100 Quiz Questions

**Question 1: Designers of the system recognized early that ICS must**

A. Require that a minimum number of personnel be deployed to perform administrative and logistics functions

B. Use certified emergency responders to serve as incident commanders and section chiefs

C. Allow personnel from a variety of organizations and/or agencies to come together rapidly into a common management structure

D. Compensate for incident response failures likely to result from a lack of resources
Question 2: A basic ICS principle is that the first Incident Commander is responsible until

A. Five management functions are activated
B. The next operational period has begun
C. The event or incident has demobilized
D. Authority is delegated to another Incident Commander
Question 3: To ensure efficient, clear communication, ICS requires the use of

A. Agency-specific codes
B. Common language
C. Radio codes
D. Technical terms
Question 4: Every incident must have a verbal or written Incident Action Plan to provide all incident supervisory personnel with direction for

A. Taking actions based on the objectives identified in the plan during the operational period/shift

B. Maintaining documentation and tracking resources assigned to the incident

C. Monitoring the number of staff that report to any one supervisor

D. Obtaining and maintaining essential personnel, equipment, and supplies
Question 5: In a Unity of Command situation, which of these statements is true?

A. Worker supervisor is the same as in a non-emergency situation

B. Worker reports to one supervisor who may not be the same as in a non-emergency

C. All workers report to the Finance/Administration Chief as their primary supervisor

D. The optimal Unity of Command is eight workers reporting to each supervisor
Question 6: For a relatively small, internal LTC emergency, the Incident Commander oversees the response from which location?

A. Incident Command Post
B. Helibase
C. Labor Pool
D. Staging Area
Question 7: Which position is the only one that is always staffed in ICS applications?

A. Operations Section Chief

B. Incident Commander

C. Public Information Officer

D. Safety Officer
Question 8: In order for the Incident Commander to change, which of these conditions must be met?

A. The overall situation must become more complex

B. New commander must have a higher rank than the outgoing commander

C. New commander must be briefed and all personnel notified of the change

D. New commander should be a member of the General Staff
Question 9: Expanding emergencies may require the delegation of authority for the performance of Operations, Planning, Logistics, and Finance/Administration.

These staff are called:

A. Deputy Staff
B. Director Staff
C. Command Staff
D. General Staff
Question 10: Which General Staff position prepares the Incident Action Plan, collects and evaluates information, and maintains documentation for incident records?

A. Finance/Administration Section Chief
B. Logistics Section Chief
C. Operations Section Chief
D. Planning Section Chief
Question 11: Which General Staff position is responsible for making sure staff have food, medical support, communications and transportation as needed to meet the operational objectives?

A. Finance/Administration Section Chief

B. Logistics Section Chief

C. Operations Section Chief

D. Planning Section Chief
Question 12: Which Command Staff position serves as the main contact for agencies and organizations that are assisting in an emergency?

A. Public Information Officer
B. Liaison Officer
C. Resource Officer
D. Safety Officer
Question 13: Each level of the ICS organization has distinct titles and they are important because:

A. Titles provide a common standard for all users

B. Distinct titles help clarify the activities undertaken by specific staff

C. Position titles help to maintain the normal lines of supervision within agencies

D. Importance associated with certain titles helps to motivate responders
Question 14: When responding to another facility’s need in an emergency, which of the following is most important?

A. Checking in at several check points so that the Incident Commander knows you are there

B. Mobilizing only when requested or when sent by an appropriate authority

C. Doing whatever you see that is most needed at the time

D. Packing for a short assignment to minimize baggage
Question 15: After check-in at the incident, the first thing you should do is:

A. Locate your incident supervisor and obtain your initial briefing

B. Determine your mode of transportation for traveling to and from your assignment location

C. Locate your fellow co-workers

D. Identify the equipment and supplies that are most needed

End ICS 100 Quiz Questions
For More Information

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