
Unit 2: ICS Overview

INSTRUCTOR GUIDE

Objectives

At the end of this unit, the participants 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.
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Scope

- Unit Introduction
 - Unit Objectives
 - ICS for Hospitals and Healthcare Systems
 - ICS Overview
 - Video: ICS Overview
 - History of ICS
 - Video: History of ICS
 - NIMS Components & ICS
 - Healthcare's Use of ICS
 - ICS and the Hospital Incident Command System (HICS)
 - ICS Benefits
 - ICS Built on Best Practices
 - What ICS is Designed To Do
 - Knowledge Review
 - Applications for the Use of ICS
 - Knowledge Review
 - Activity: Management Challenges
 - Objectives Review
-

Methodology

The instructors will introduce the unit by displaying a visual which outlines the unit objectives. After reviewing the unit objectives, the instructors will show a video presentation that provides an overview of the Incident Command System (ICS). The instructors will then summarize the key points of the video.

The instructors will then show a video presentation that explains why ICS was initially developed. After the video, the instructors will summarize the key points of the video, as well as the relationship between the National Incident Management System (NIMS) and ICS, and ICS and the Hospital Incident Command System (HICS).

The instructors will review some of the key benefits of using ICS. To ensure comprehension, the students will answer four true/false questions about ICS. The instructors will then explain some applications for the use of ICS, followed by another set of four true/false questions.

The students will then break into small groups to participate in a scenario-based activity in which they explore how ICS can help to address incident management challenges.

After answering any questions that the students have, the instructors will summarize the key points from the unit and transition to Unit 3.

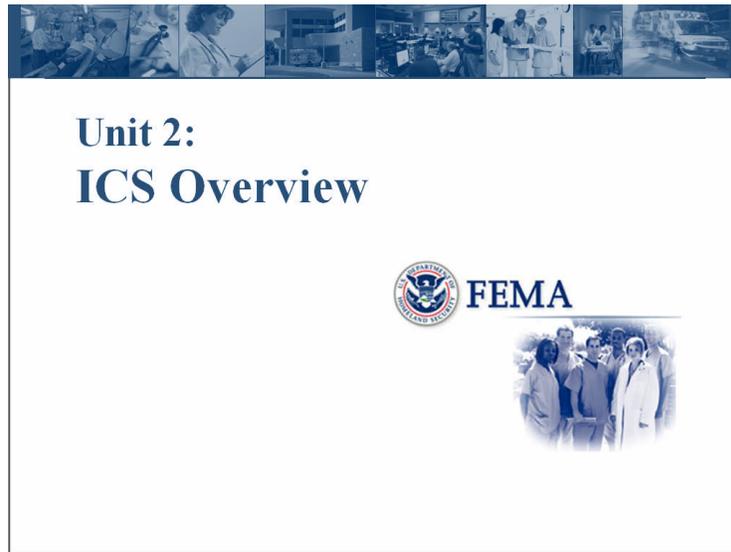
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	5 minutes
ICS for Hospitals and Healthcare Systems	5 minutes
ICS Overview	5 minutes
History of ICS	15 minutes
ICS Benefits	15 minutes
Activity: Management Challenges	15 minutes
Objectives Review	5 minutes
Total Time	1 hour, 5 minutes



Visual 2.1



Visual Description: Unit Introduction

Instructor Notes

Explain that Unit 2 provides a general overview of the Incident Command System, or ICS. The next visual will outline the objectives for this unit.

Optional Opening Activities:

Option A: Ask for a volunteer. Have the volunteer stand in the front of the classroom. Begin tossing the volunteer either nerf balls (or if possible stuffed monkeys). Continue tossing the items to the volunteer until he or she can no longer hold onto to them. Make the point that in an incident, the person in charge can become overloaded very quickly and important decisions or actions can be dropped unintentionally.

Note that in the Harvard Business Review article titled, "Who's Got the Monkey?" authors William Oncken and Donald Wass explain that managers must control the number of "monkeys" or problems that subordinates off load from their backs onto the back of the manager. Explain that this lesson demonstrates how ICS helps ensure the effective management of incidents or events, in other words, to keep the monkeys off your back!

Option B: Provide the group with information from a recent incident (from your organization or a national or international incident). Have the participants identify the lessons learned from the incident. Explain that this course is designed to build on the lessons learned from each incident.



Visual 2.2

Unit 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.



Visual Description: Unit Objectives

Instructor Notes

Review the unit objectives with the group. Tell the participants that by the end of this unit, they 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.



Visual 2.3

ICS for Hospitals and Healthcare Systems

Benefits of adopting ICS:

- *Greater Efficiency* – ICS is designed to direct and coordinate efforts in a crisis situation
- *Better Coordination* with outside agencies – ICS is widely used in the emergency services community
- *More Effective Communication* – common terminology and titles facilitates interaction with responders



Visual Description: ICS for Hospitals and Healthcare Systems

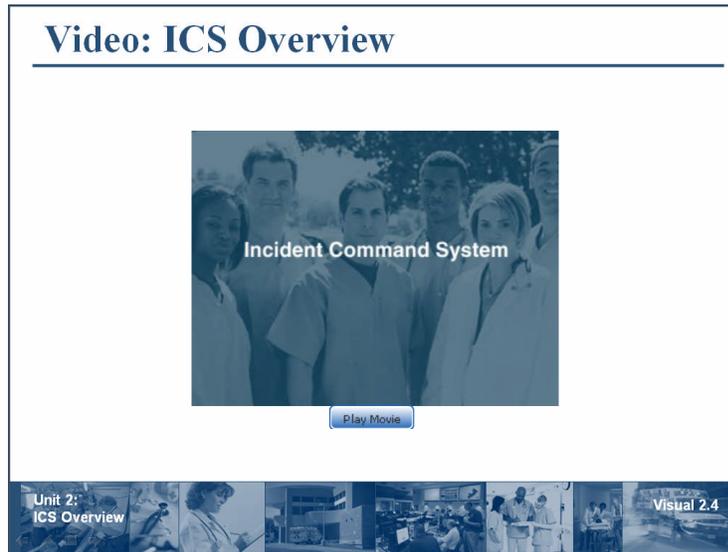
Instructor Notes

Explain to the participants that 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 communications with external, local responders.



Visual 2.4



Visual Description: Video Presentation: ICS Overview

Instructor Notes

Explain that this video presentation provides an overview of what the Incident Command System is and why it is used. A complete transcript of the video appears on the next page.

Instructions for playing video: The videos are activated by a single click on the play button in Slide Show mode. The videos will not work unless you are in Slide Show mode. The presentation can be reset by clicking on the play button.

The total running time for the video is 1:58.

Transcript: Incident Command System

An incident is an occurrence, either caused by humans 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.

In the next video segment, you'll learn about the origins of ICS.



Visual 2.5

ICS Overview – Video Key Points

- 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.
- ICS is flexible and easy to adapt to meet the changing requirements of any incident.
- The Hospital Incident Command System (HICS) is one example of how ICS can be adapted to suit particular disciplines.



Visual Description: ICS Overview – Video Key Points

Instructor Notes

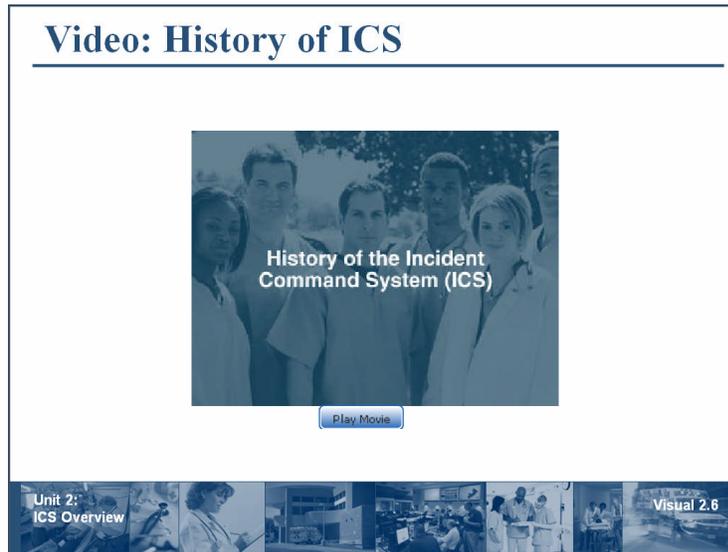
Explain that an incident is an occurrence, caused by either human actions or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.

Explain that the Incident Command System, or ICS, is a standardized, all-hazard incident management concept. ICS organizational structures are flexible and easy to adapt to meet the changing requirements of any incident.

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



Visual 2.6



Visual Description: Video Presentation: History of ICS

Instructor Notes

Tell the participants that this video explains why the Incident Command System was initially developed. A complete transcript of the video appears on the next page.

Instructions for playing video: The videos are activated by a single click on the play button in Slide Show mode. The videos will not work unless you are in Slide Show mode. The presentation can be reset by clicking on the play button.

The total running time for the video is 1:46.

Transcript: History of the Incident Command System

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.



Visual 2.7

History of ICS – Video Key Points

Weaknesses in incident management were due to:

- Lack of accountability.
- Poor communication.
- Lack of a systematic planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

The identification of these areas of management weakness resulted in the development of ICS.



Visual Description: History of ICS – Video Key Points

Instructor Notes

Display this visual to summarize the key points in the video.

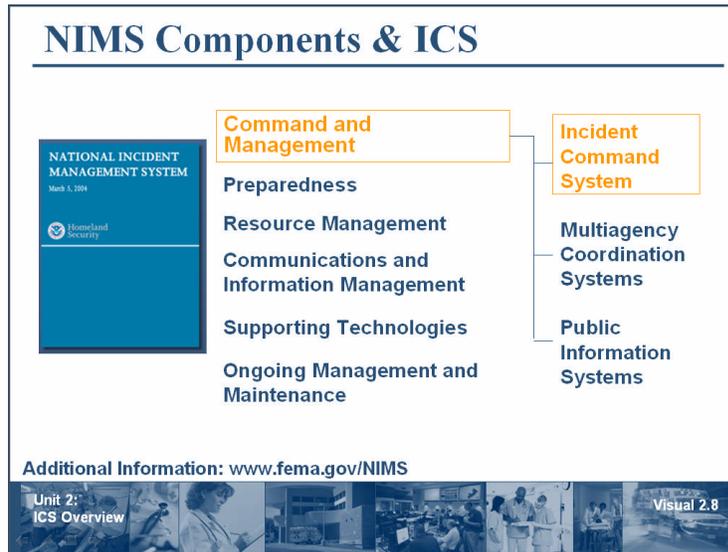
Emphasize that weaknesses in incident management were often due to:

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

Explain that the identification of these areas of management weakness resulted in the development of the Incident Command System.



Visual 2.8



Visual Description: NIMS Components & ICS

Instructor Notes

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

Explain that 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.

Explain that 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.



Visual 2.9

Healthcare's Use of ICS

Healthcare organizations have adopted ICS in order to:

- Manage response and recovery activities.
- Participate in the national response system.
- Comply with Joint Commission on Accreditation of Healthcare Organizations (JCAHO) standards.
- Meet NIMS requirements.



Visual Description: Healthcare's Use of ICS

Instructor Notes

Present the following key points:

- 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.



Visual 2.10

ICS and the Hospital Incident Command System (HICS)

- The Hospital Emergency Incident Command System (HEICS) was developed in the 1990s 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.



Visual Description: ICS and the Hospital Incident Command System (HICS)

Instructor Notes

Present the following key points:

- 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.



Visual 2.11

ICS 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.
- A product of 30 years of best practices, in emergency and nonemergency applications, by all levels of government and the private sector.



Unit 2: ICS Overview

Visual 2.11

Visual Description: ICS Built on Best Practices

Instructor Notes

Explain that 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.

Tell the participants that 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.

Emphasize that 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.



Visual 2.12

What ICS is Designed To Do

- 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.



Visual Description: What ICS is Designed To Do

Instructor Notes

Explain that the 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.

Explain that 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.

Remind the participants 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.



Visual 2.13

Knowledge Review (1 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

Hospitals and healthcare systems already use some elements of ICS as part of their emergency management programs.

Unit 2: ICS Overview Visual 2.13

Visual Description: True or False? Hospitals and healthcare systems already use some elements of ICS as part of their emergency management programs.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

Hospitals and healthcare systems already use some elements of ICS as part of their emergency management programs.

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 2.14

Knowledge Review (2 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

Three benefits of adopting ICS include greater efficiency during a crisis, better coordination internally and with external organizations, and more effective communication with external organizations.

Unit 2: ICS Overview Visual 2.14

Visual Description: True or False? Three benefits of adopting ICS include greater efficiency during a crisis, better coordination internally and with external organizations, and more effective communication with external organizations.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

Three benefits of adopting ICS include greater efficiency during a crisis, better coordination internally and with external organizations, and more effective communication with external organizations.

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 2.15

Knowledge Review (3 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

Adoption of ICS is one component of NIMS compliance.

Visual Description: True or False? Adoption of ICS is one component of NIMS compliance.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

Adoption of ICS is one component of NIMS compliance.

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 2.16

Knowledge Review (4 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

ICS is intended to replace a hospital's day-to-day organizational structure and procedures.

Unit 2: ICS Overview Visual 2.16

Visual Description: True or False? ICS is intended to replace a hospital's day-to-day organizational structure and procedures.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

ICS is intended to replace a hospital's day-to-day organizational structure and procedures.

Allow the participants time to respond.

Review the correct answer: This statement is false.



Visual 2.17

Applications for the Use of ICS

Both:

- Planned events, such as exercises, and
- Incidents, such as bioterrorist attacks.

This means that ICS will become the method that is used to manage response emergencies.

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.



Visual Description: Applications for the Use of ICS

Instructor Notes

Explain that 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).

Explain that 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.



Visual 2.18

Knowledge Review (1 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

The study of previous incident responses found that failures were more likely to result from a lack of resources.

Unit 2: ICS Overview Visual 2.18

Visual Description: True or False? The study of previous incident responses found that failures were more likely to result from a lack of resources.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

The study of previous incident responses found that failures were more likely to result from a lack of resources.

Allow the participants time to respond.

Review the correct answer: This statement is false. Failures were most likely to result from inadequate management.



Visual 2.19

Knowledge Review (2 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

The Incident Command System is the result of decades of best practices from both the business community and emergency management.

Unit 2: ICS Overview Visual 2.19

Visual Description: True or False? The Incident Command System is the result of decades of best practices from both the business community and emergency management.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

The Incident Command System is the result of decades of best practices from both the business community and emergency management.

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 2.20

Knowledge Review (3 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

ICS is used for personnel who only perform administrative and logistics functions in an emergency. The organizational structure is preset and does not include specialized personnel.

Unit 2: ICS Overview Visual 2.20

Visual Description: True or False? ICS is used for personnel who only perform administrative and logistics functions in an emergency. The organizational structure is preset and does not include specialized personnel.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

ICS is used for personnel who only perform administrative and logistics functions in an emergency. The organizational structure is preset and does not include specialized personnel.

Allow the participants time to respond.

Review the correct answer: This statement is false. The ICS organization is modular and flexible.

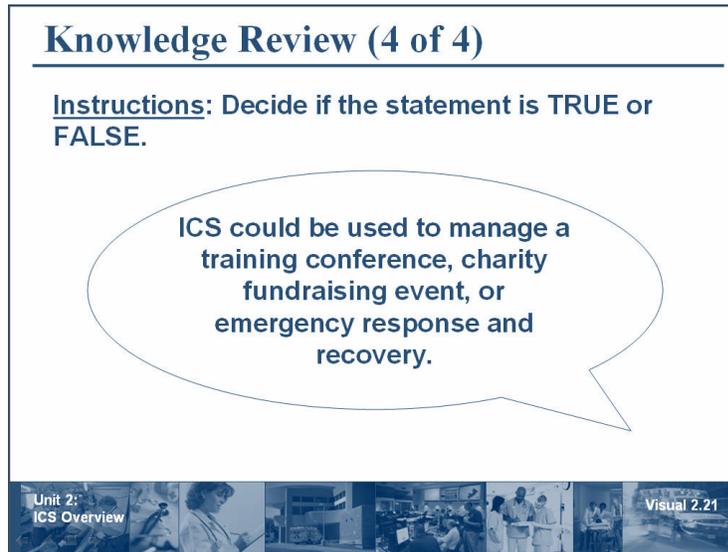


Visual 2.21

Knowledge Review (4 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.



Visual Description: True or False? ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 2.22

Activity: Management Challenges (1 of 2)

Instructions:

1. Working as a team, review the scenario presented on the next visual.
2. Identify the top three challenges for managing this incident. Write these challenges on chart paper.
3. Using what you have learned so far, describe how ICS could be used to address these challenges.
4. Select a spokesperson. Be prepared to present in 5 minutes.



Visual Description: Activity: Management Challenges (1 of 2)

Instructor Notes

Purpose: The purpose of this activity is to illustrate how ICS can be used to address incident management issues.

Instructions: Follow the steps below to complete this activity:

1. Assign the participants to groups of five or six.
2. Tell the participants to work as a team to review the scenario presented on the next visual.
3. Explain that each group should identify the top three challenges for managing this incident. Each group should write the challenges on chart paper. The groups should also discuss how ICS could be used to address these challenges.
4. Ask the participants in each group to select a spokesperson.
5. Inform the group that they will have 5 minutes to complete this activity.



Visual 2.23

Activity: Management Challenges (2 of 2)

Scenario: An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- The local hospital's emergency room is being overwhelmed by victims of the flood with a range of associated injuries.
- Other regional healthcare centers are offering assistance but need direction on how to help.



Visual Description: Activity: Management Challenges (2 of 2)

Instructor Notes

Review the following scenario:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- The local hospital's emergency room is being overwhelmed by victims of the flood with a range of associated injuries.
- Other regional healthcare centers are offering assistance but need direction on how to help.

Debrief:

Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present the challenges they identified and how ICS can address each. If not mentioned, tell the participants that by using ICS, you can create an organizational structure that matches the complexities of the incident.

Point out the similarities and differences among the groups' responses.



Visual 2.24

Objectives Review

You should now 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.



Visual Description: Objectives Review

Instructor Notes

Ask the students if they can now:

- 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.