
**ICS-200: Applying ICS to Healthcare
Organizations**

EMI Course Number: IS-200

**Instructor Guide
February 2007**

Purpose This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). This course primarily focuses on the management of an initial response to an internal incident. It follows the National Incident Management System (National Incident Management System (NIMS)) guidelines and meets the National Incident Management System (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 National Incident Management System (NIMS) ICS requirement for operational personnel. Descriptions and details about the other ICS courses in the series may be found on <http://training.fema.gov>.

Who Should Attend ISC-200 provides training to healthcare professionals whose primary responsibility is emergency management, including middle management within a hospital or healthcare system. Such professionals may include physicians, department managers, unit leaders, charge nurses, and hospital administrators who would have a leadership role during an incident.

ICS Instructor Guidelines The NIMS Integration Center (NIC) is responsible for facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels. As such, this document provides guidelines for Incident Command System (ICS) instructors.

While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.

The NIC recommends the following ICS general instructor guidelines:

Instructor Levels

- Lead instructors must be capable of last-minute substitution for unit instructors.
- Unit instructors must be experienced in the lesson content they are presenting.
- Adjunct instructors may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. They must be experienced, proficient, and knowledgeable of current issues in their field of expertise.

ICS-200 Instructor Qualifications

- One instructor required, two recommended
- Lead instructor successfully completed ICS-300
- Unit instructors successfully completed ICS-200
- Lead instructor should have served as Incident Commander (IC), command or general staff and have training and experience in adult education

Course Objectives

The course objectives are to allow course participants to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use Incident Command System (ICS) to manage an incident or event.

Training Content

The training is comprised of the following units:

- Unit 1: Course Overview
- Unit 2: ICS and the Emergency Management Program
- Unit 3: Functional Areas & Positions
- Unit 4: Leadership & Management
- Unit 5: ICS Management Process
- Unit 6: Course Summary

The table below presents the recommended training agenda.

Day 1	Unit 1: Course Overview	1 hour, 25 minutes
	Unit 2: ICS and the Emergency Management Program	2 hours
	Unit 3: Functional Areas & Positions	3 hours, 20 minutes
Day 2	Unit 4: Leadership & Management	3 hours
	Unit 5: ICS Management Process	3 hours, 25 minutes
	Unit 6: Course Summary	1 hour

ICS Training and NIMS

The National Incident Management System (NIMS) National Standard Curriculum: Training Development Guidance outlines the system's ICS concepts and principles, management characteristics, organizations and operations, organizational element titles, and recommendations for a model curriculum. It also provides an evaluation checklist for content that may be used to make sure that the training meets the "as taught by DHS" standard. The guidance document is available for download from the NIMS homepage at www.fema.gov/nims.

The model NIMS ICS curriculum organizes four levels of training: ICS-100, Introduction to ICS; ICS-200, Basic ICS; ICS-300, Intermediate ICS; and ICS-400, Advanced ICS. ICS training provided by the Emergency Management Institute (EMI), the National Fire Academy (NFA), the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA), and the U.S. Coast Guard (USCG) follows this model.

According to the NIMS Integration Center, emergency management and response personnel already ICS trained do not need retraining if their previous training is consistent with the DHS standard. This would include ICS courses managed, administered, or delivered by EMI, NFA, NWCG, USDA, EPA, or USCG. For more information about NIMS ICS, e-mail the NIMS Integration Center at NIMS-Integration-Center@dhs.gov, or call 202-646-3850.

Course Materials and Logistics

Listed below are the materials that you will need in order to conduct this course:

- **Instructor Guide and Resource CD:** Obtain one copy of the Instructor Guide and Resource CD for each trainer.
- **Student Manual:** Secure one copy of the Student Manual for each person attending the session.
- **PowerPoint Files CD:** The course visuals are stored on a CD. **Transfer the course visuals from the CD to the hard drive of a computer.** The visuals will operate more effectively if they are accessed from the computer's hard drive instead of the CD. Complete the following steps for copying the folders and files from the CD:
 1. Insert the Visuals CD in your CD drive.
 2. Using Windows Explorer, access the list of folders and files on your CD drive.
 3. Highlight the folder on the CD titled "Visuals."
 4. With the Visuals folder highlighted, click on the Edit pull-down menu and then select Copy.
 5. Select a location on your computer's hard drive. When you are in that drive (and folder), click on the Edit pull-down menu and then select Paste.
 6. All of the visuals should now be copied onto your hard drive. Test the visuals to make sure that everything transferred correctly.
- **Course Evaluation Forms:** Make sure that you have one copy of the course evaluation form for each person attending the training.

**Course
Equipment**

The following equipment is required for conducting this course:

- **Computer and Projection Device:** Make arrangements to have a computer with a PowerPoint slide projector. Be sure to try out the projector in advance of the training, in case you need help getting it to work properly. Make sure all equipment is functioning properly. Test the PowerPoint projector and the lights. If you do not have equipment for projection, plan to refer participants to their Student Manuals. The visuals are reproduced in the Student Manual, but the training is more effective with the projection of the visuals. Arrange for technical assistance to be available during training in the event of equipment malfunction.

Copyright

This course makes no use of copyrighted/proprietary material.

Unit 1: Course Overview

INSTRUCTOR GUIDE

Course Objectives

The course objectives are to allow course participants to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
 - Use Incident Command System (ICS) to manage an incident or event.
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Scope

- Unit Introduction and Objectives
 - Participant and Instructor Introductions
 - Participant and Instructor Expectations
 - Course Structure
 - Case Study
 - Course Logistics
 - Successful Course Completion
 - Incident Command System (ICS) Review
 - ICS: Part of a Comprehensive Emergency Management Program
 - Homeland Security Presidential Directives
 - National Response Plan (NRP) and National Incident Management System (NIMS)
 - Activity: ICS Features Review
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Methodology

The instructor will introduce the unit by displaying a visual which outlines the unit objectives. After reviewing the unit objectives, the instructor will ask participants to introduce themselves, providing their name, job title, and organization, and ICS qualifications or experience. The instructor will then ask participants to individually share their course expectations and facilitate a discussion clarifying these expectations. Next, the instructor will present etiquette/protocol guidelines for the course, followed by an overview of course structure and logistical concerns.

After explaining the post-test and the criteria for successful course completion, the instructor will begin a review of ICS concepts addressed in ICS 100. Students should be familiar with this content. Specifically, the instructor should overview: the history of ICS and its relationship to comprehensive emergency management programs; Homeland Security Presidential Directives; the National Response Plan (NRP); and the National Incident Management System (NIMS).

The unit will conclude with an activity in which participants are challenged to recall key ICS concepts from previous coursework or experience. (See activity for fuller instructions.)

After answering any questions that participants have, the instructor will summarize the unit's key points and transition to Unit 2.

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 Introduction and Objectives	5 minutes
Student Introductions and Expectations	20 minutes
Instructor Expectations	10 minutes
Course Structure and Logistics	5 minutes
ICS Review	15 minutes
Activity: ICS Features Review	30 minutes
Total time	1 hour, 25 minutes



Visual Description: Title Slide

Key Points

Explain that the Course Overview unit reviews the Incident Command System (ICS) features.



ICS-200 Course Objectives

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.



Visual Description: Course Objectives

Key Points

Describe how by the end of this course, participants should be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use the Incident Command System (ICS) to manage an incident or event.

Note that this course is designed to provide **overall incident management skills** rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.



Student Introductions

- Name, job title, and organization
- Overall experience with emergency or incident response
- ICS qualifications and most recent ICS experience



Visual Description: Student Introductions

Key Points

Ask participants to introduce themselves by providing:

- Their name, job title, and organization.
- Their overall experience with emergency or incident response.
- Their Incident Command System (ICS) qualifications and most recent Incident Command System (ICS) experience.



Expectations

What do you expect
to gain from this
course?



Visual Description: What do you expect to gain from this course?

Key Points

Ask participants to jot down some notes below on what they expect to gain from this course. Write them on a flip chart and facilitate a discussing clarifying expectations.



Instructor Expectations

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

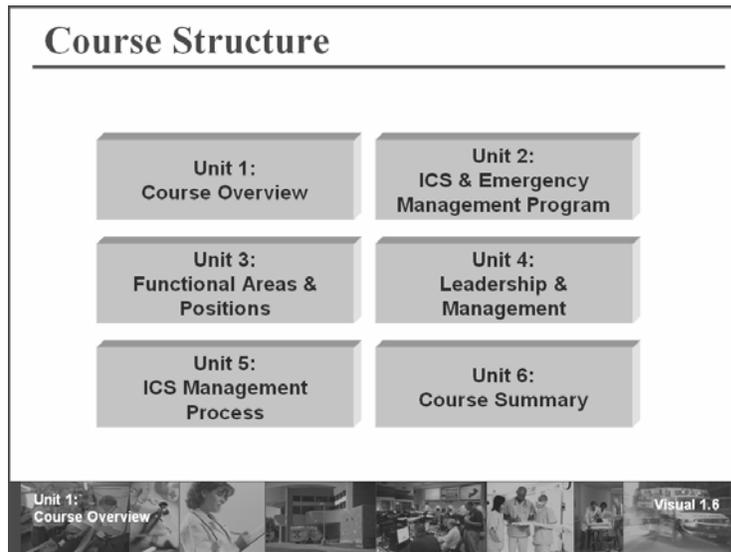


Visual Description: Instructor Expectations

Key Points

Explain that during this course, participants will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what participants learn in the course to perform effectively within an Incident Command System (ICS) organization.



Visual Description: Course Structure

Key Points

Explain that this course is divided into six instructional units and a post-test. The six units are as follows:

- Unit 1: Course Overview
- Unit 2: ICS and the Emergency Management Program
- Unit 3: Functional Areas & Positions
- Unit 4: Leadership & Management
- Unit 5: ICS Management Process
- Unit 6: Course Summary



Course Logistics

- Course agenda
- Sign-in sheet
- Housekeeping:
 - Breaks
 - Message and telephone location
 - Cell phone policy
 - Facilities
 - Other concerns



Visual Description: Course Logistics

Key Points

Explain rules and procedures on the following logistical information:

- Course agenda
- Sign-in sheet
- Housekeeping:
 - Breaks
 - Message and telephone location
 - Cell phone policy
 - Facilities
 - Other concerns



Successful Course Completion

Evaluation includes:

- Participate in unit activities/exercises
- Achieve 75% or higher on the final exam
- Complete the end-of-course evaluation



Visual Description: Successful Course Completion

Key Points

Stress that successful course completion requires that participants:

- Participate in unit activities/exercises
- Achieve 75% or higher on the final exam
- Complete the end-of-course evaluation



Incident Command System (ICS)

- ICS has evolved from its original application.
- ICS is an incident-focused organizational structure.
- Public health agencies and healthcare organizations must learn and use ICS to integrate into the larger emergency management system.



Visual Description: Incident Command System (ICS)

Key Points

Note the following key points:

In the ICS-100 course, participants learned that the Incident Command System (ICS) is used to ensure the effective management of incidents and events.

Remind the class that 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 of dollars, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Incident Command System (ICS) has evolved from its original application for managing large forest fires to a universally-accepted management tool.

Incident Command System (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 Incident Command System (ICS) in order to be able to integrate into the larger emergency management system.



ICS: Part of a Comprehensive Emergency Management Program

- JCAHO requires an all-hazards, comprehensive emergency management program and an ICS consistent with that in use by the community.
- Program addresses all hazards through four phases of activity:
 - Mitigation (including prevention).
 - Preparedness.
 - Response.
 - Recovery.
- ICS is a management system used for response, recovery, and preparedness.



Visual Description: ICS: Part of a Comprehensive Emergency Management Program

Key Points

Note the following key points:

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 (ICS) 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.
- Recovery.

The Incident Command System (ICS) is a management system used for the response and recovery phases of an incident, as well as for preparedness pre-planning activities.



Homeland Security Presidential Directives

In 2002 and 2003, President Bush issued the following Homeland Security Presidential Directives (HSPDs):

-  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.

Unit 1: Course Overview 

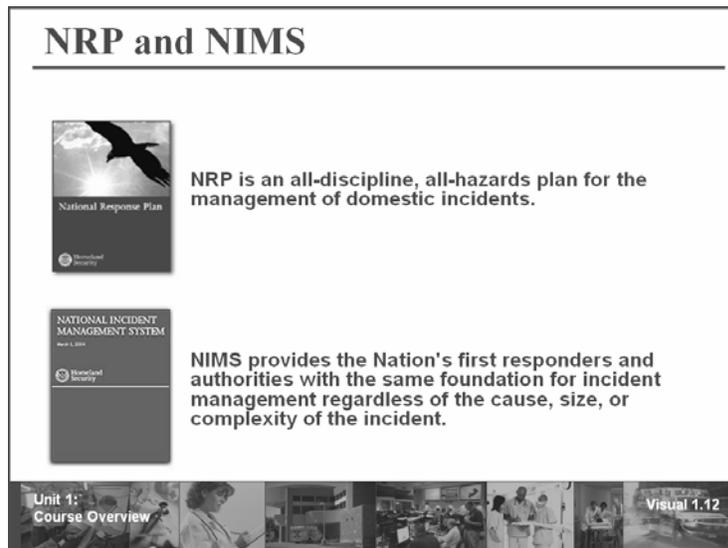
Visual Description: Homeland Security Presidential Directives

Key Points

Note the following key points:

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 also established the need for a National Response Plan (National Response Plan (NRP)) and a National Incident Management System (National Incident Management System (NIMS)).
- HSPD-8 describes the way Federal departments and agencies will prepare for disasters or catastrophic events. It requires the Department of Homeland Security (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.



Visual Description: National Response Plan (NRP) and National Incident Management System (NIMS)

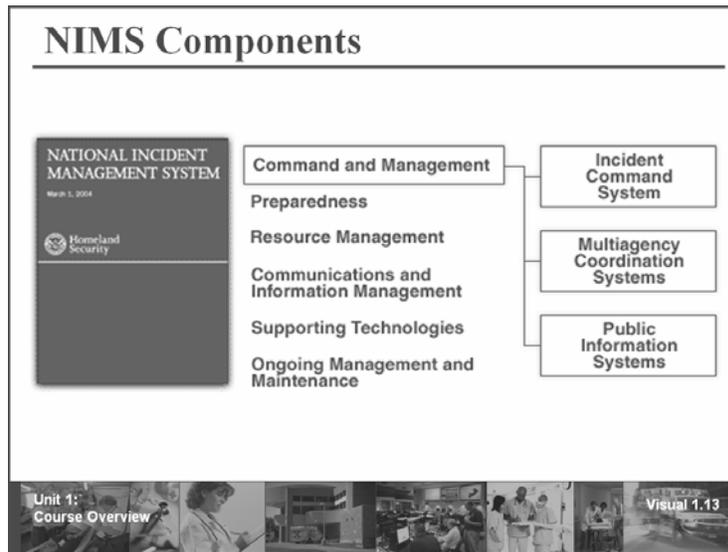
Key Points

Note the following key points:

The National Response Plan (NRP) is an all-discipline, all-hazards plan for the management of domestic incidents. The National Response Plan (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.

The National Incident Management System (NIMS) provides the Nation's first responders and authorities with the same foundation for incident management regardless of the cause, size, or complexity of the incident. The National Incident Management System (NIMS) requires that Incident Command System (ICS) be institutionalized within governmental agencies and private/non-profit organizations.

The NIMS compliance requirements for hospitals can be accessed at the following website: <http://www.fema.gov/emergency/nims/index.shtm>.



Visual Description: National Incident Management System (NIMS) Components

Key Points

Note the following key points:

The National Incident Management System (NIMS) integrates existing best practices into a consistent, nationwide approach to domestic incident management. As illustrated above, six major components make up the National Incident Management System (NIMS) systems approach.

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.



Activity: ICS Features Review

Instructions:

1. This course builds on what you learned in ICS-100 about ICS features. Let's see how much you remember!
2. Your team will have 3 minutes to try to list as many ICS features as you can remember. Hint: There are 14 features.
3. Select a spokesperson and recorder.
4. Start writing when your instructor says "go."
5. Stop when the instructor calls time.



Visual Description: Activity: Incident Command System (ICS) Features Review

Key Points

Purpose: The purpose of this activity is to see how much participants remember from ICS-100. Ask participants to jot down as many Incident Command System (ICS) features as they can remember.

Read the following instructions:

Each team:

1. Will have 3 minutes to list as many Incident Command System (ICS) features as can be remembered. Hint: There are 14 features.
2. Should select a spokesperson and recorder.
3. Should start writing when the instructor says "go."
4. Should stop when the instructor calls time.

Ask participants to list the ICS features that they can remember. This page is intended as a blank worksheet for brainstorming.



ICS Features: Review

- Common terminology
- Modular organization
- Management by objectives
- Reliance on an Incident Action Plan (IAP)
- Chain of command and unity of command
- Unified command
- Manageable span of control
- Predesignated incident locations and facilities
- Resource management
- Information and intelligence management
- Integrated communications
- Transfer of command
- Accountability
- Deployment



Visual Description: Incident Command System (ICS) Features: Review

Key Points

Note the following key points:

Key features of Incident Command System (ICS) include:

- **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.