



CalvertHealth

Hospital Incident Command System Education

Updated March 2025

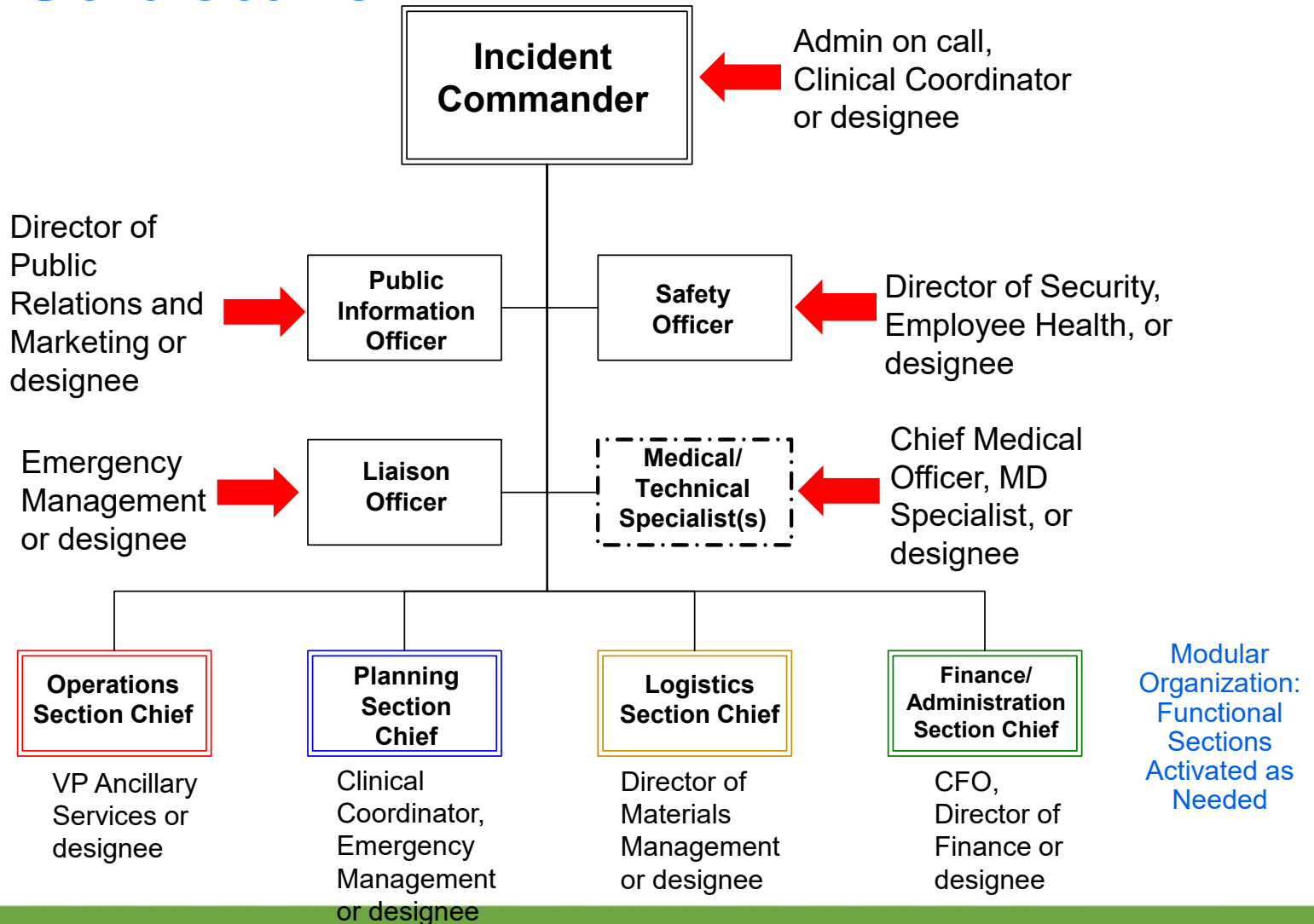
HICS Overview

- Assists in emergency management planning, response, and recovery capabilities for unplanned and planned events
- Consistent with ICS and the National Incident Management System (NIMS) principles
 - ✓ Logical management structure
 - ✓ Defined responsibilities
 - ✓ Clear reporting channels
 - ✓ Common nomenclature

HICS Features

- Hospital Incident Management Team Chart
- All hazards approach
- Incident Action Planning
- Job Action Sheet
- Incident Planning Guides (IPG)
- Incident Response Guides (IRG)
- HICS Forms
- Demobilization and Recovery

Basic Incident Command Structure



Hospital Incident Command System

The system is **scalable** so that *more* or *fewer* positions -depending on the emergency - may be implemented

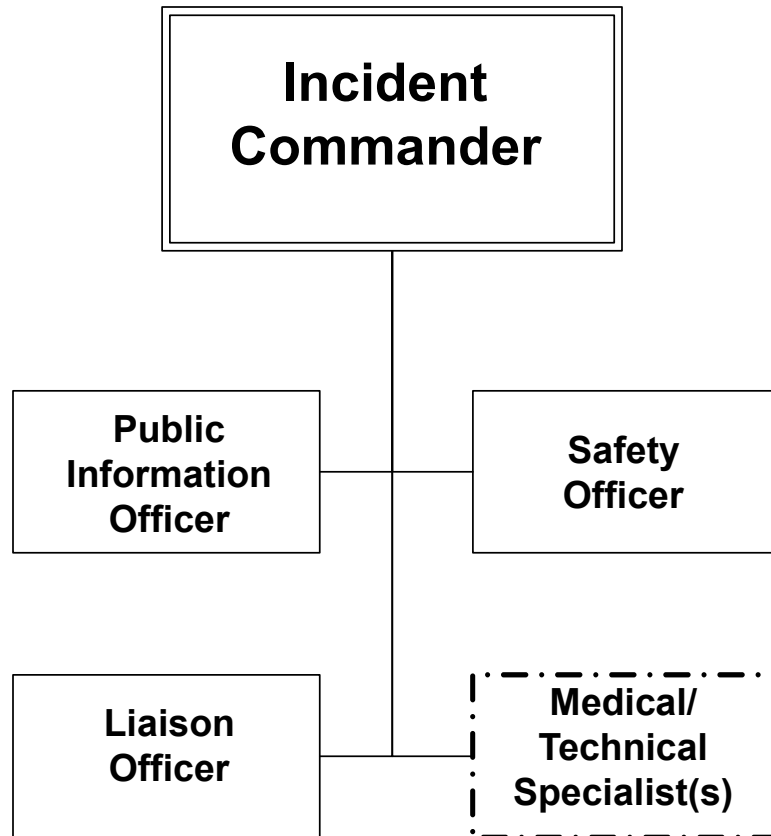


Command

Command functions

- Maintain overall management of the incident
- Sets incident objectives and priorities
- Devise and approve strategies
- Ensure mission completion

Command



Incident Commander Description and Duties

- Determine scope, magnitude and facility impact
- Activates Hospital Incident Management Team (HIMT) down to the Chief level
- Activate and direct Hospital Command Center
- Give overall strategic direction for the hospital
- Initiate and approve the Incident Action Plan
- Authorize total facility evacuation if warranted
- Completes 201 Incident Briefing
- *The only position always activated*

Public Information Officer

Description/Duties:

- Communicate with internal and external stakeholders including:
 - ✓ *Staff*
 - ✓ *Patients, visitors and family*
 - ✓ *Media*
- Determine information to be released
- Collaborate with local community officials (Joint Information Center) for consistent content
- Obtains Incident Commander approval on messages

Reports to: Incident Commander

Safety Officer

Description/Duties:

- Ensure safety of staff, patients and visitors
- Monitor and have authority over the safety of rescue operations and hazardous conditions
- Determine safety risks
- Initiate corrective/protective actions
- Completes the HICS form 215A, Incident Action Plan Safety Analysis
- *Has authority to halt any operation that poses immediate threat to life and health*
- **Reports to:** Incident Commander

Liaison Officer

Description/Duties:

- Hospital contact to external supporting agencies and organizations
- Make facility needs and requests for assistance and resources
- Provides Situation Reports (SitRep) to government partners

Reports to: Incident Commander

Medical/Technical Specialist

Description/Duties:

- Subject matter experts that advise the Incident Commander and/or assigned section as needed
- May be assigned as technical advisor in the Hospital Command Center
- May be assigned to advise and oversee specific hospital operations
- **Example:** Decontamination operations during a chemical exposure situation

Reports to: Incident Commander

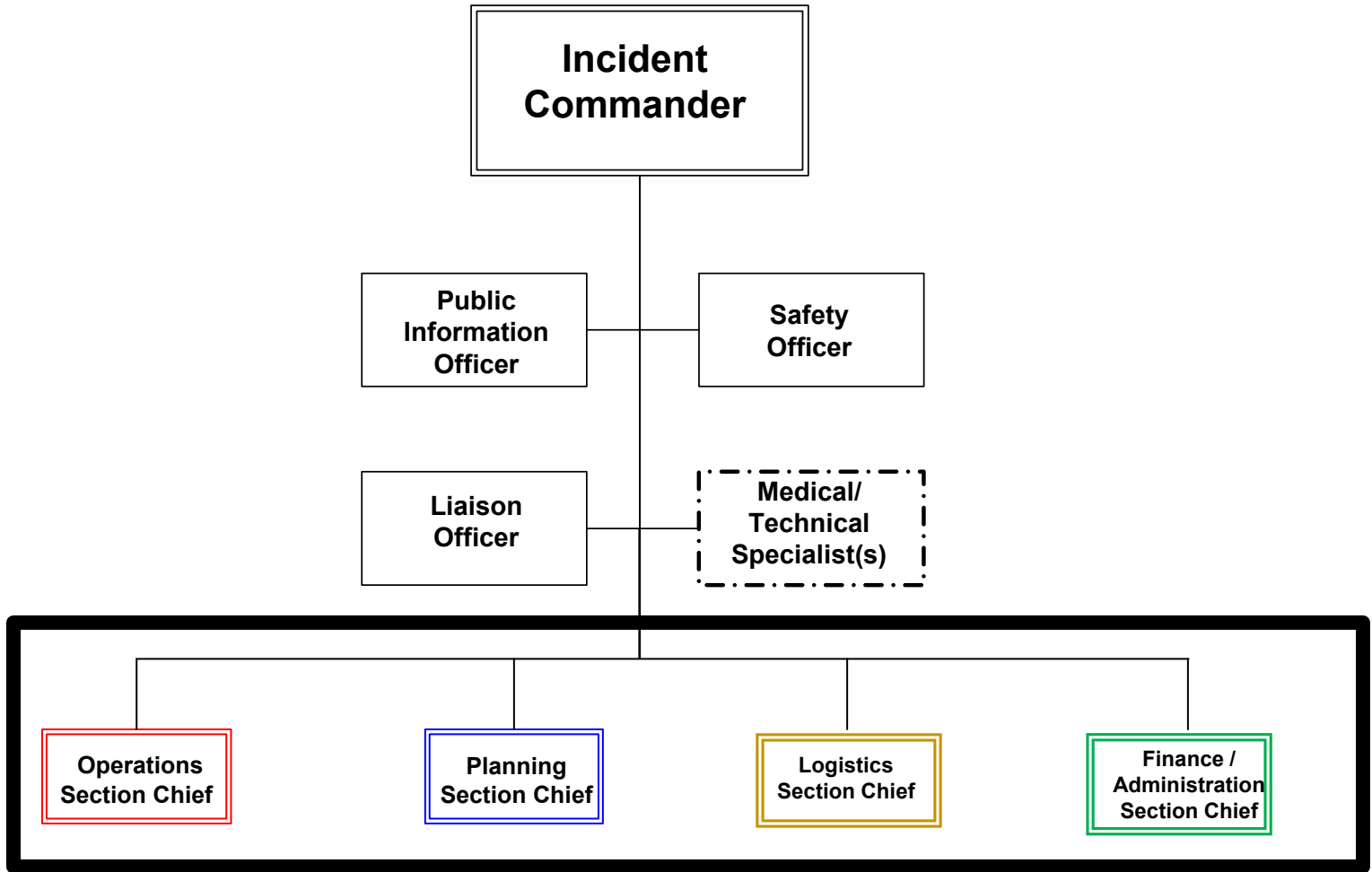
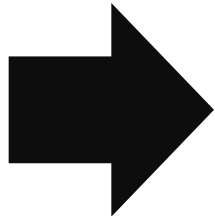
Medical/Technical Specialist

Examples Include:

- Biological
- Infectious Disease
- Chemical
- Radiological
- Legal Affairs
- Medical Staff
- Risk Management
- Pediatric Care
- Medical Ethicist
- Clinical Administration
- Hospital Administration
- The list goes on...

Reports to: Incident Commander

Sections



Operations Section

Operations Section

Mission:

- ✓ Manage tactical operations
 - ✓ Direct all tactical resources
 - ✓ Carry out the mission and Incident Action Plan
-
- Directs all tactical resources
 - Led by the Operations Section Chief



Logistics Section

Section Mission:

- Organize and direct maintenance of the physical environment – providing human resources, material, and services to support the incident
- Provides support (*stuff*) to other sections
- Acquires resources from internal and external sources
- Through Liaison, links to local Emergency Operations Center for resource requests
- Led by the Logistics Section Chief

Logistics, Operations and Finance

Logistics, Operations and Finance are closely linked and must work collaboratively

- Logistics Section are the “getters”
- Operations Section are the “doers”
- Finance Section are the “checkbook”

Scope and Responsibilities overlap

- Logistics Supply Unit and Operations’ Infrastructure Branch
- Labor Pool and Credentialing Unit and Staging Manager– Personnel Tracking Manager

Service Branch Director

Mission:

- Organize and manage services to maintain hospital communication, food and water supply and information technology and systems

Oversees:

- Communications Unit Leader
- IT/IS and Equipment Unit Leader
- Food Services Unit Leader

Support Branch Director

Mission:

- Manage supplies, facilities, transportation, and labor pool. Provide logistical, psychological, and medical support to hospital staff and their dependents

Oversees:

- Employee Health and Well-Being Unit Leader
- Employee Family Care Unit Leader
- Supply Unit Leader
- Transportation Unit Leader
- Labor Pool and Credentialing Unit Leader

Planning Section

Mission:

- Collect, evaluate, and disseminate incident action information and intelligence to Incident Commander
- Prepare status report
- Develop the Incident Action Plan
- Led by the Planning Section Chief

Planning Section Chief

Supervises:

- Resources Unit Leader
 - ✓ *Personnel Tracking*
 - ✓ *Material Tracking*
- Situation Unit Leader
 - ✓ *Patient Tracking*
 - ✓ *Bed Tracking*
- Documentation Unit Leader
- Demobilization Unit Leader

Planning Section Chief

The Planning Section is responsible for:

- Collecting, evaluating and disseminating incident situation information to the Hospital Command Center
- Completing HICS 202 Incident Objectives
- Maintaining status of resource requests
- Developing the Incident Action Plan (IAP) and obtaining Incident Commander approval on the IAP
- Archiving response and recovery documentation
- Assisting with After Action Report development

Finance/Administration Section Chief

Mission:

- Monitor the utilization of financial assets and the accounting for financial expenditures
- Supervise the documentation of expenditures and cost reimbursement
- Coordinates documentation of any incident-specific injuries as a result of the response activities

Finance/Administration Section Chief

Supervises:

- Time Unit Leader
- Procurement Unit Leader
- Compensation/Claims Unit Leader
- Cost Unit Leader

Works closely with Logistics in coordinating funding and cost accounting response

The Hospital Incident Management Team

Putting it all together: Choosing the Hospital Incident Management Team:

- Incident Commander is the only position that must be activated
- The Incident Commander activates positions down to the Chief Level
- Each Section Chief appoints positions under their section needed to complete the mission, based on available personnel

Job Action Sheets

Series of action steps to “prompt” team members to take needed actions related to their roles and responsibilities

- One for each position
- Includes title, mission/function and duties
- Can be adjusted to meet hospital needs
- Refers to supporting HICS forms for the position
- Located in the Hospital Command Center

Job Action Sheet Format

Action Steps and Considerations

- Job Action Sheet provides position action steps and considerations

Actions listed by Response Time Periods

- Immediate 0 – 2 hours
- Intermediate 2 – 12 hours
- Extended Beyond 12 hours
- Demobilization/
System Recovery

Job Action Sheet Use

- **Job Action Sheets are used continuously**
 - ✓ *Actions in all operational periods should be continued and monitored*
- **Job Action Sheets should transfer to your replacement and actions continued**
 - ✓ *Upon shift change or position change*

Hospital Incident Action Planning

Key to Effective Response and Recovery

1. Assess the Situation
2. Set the Operational Period
3. Determine Safety Priorities and Incident Objectives
4. Determine Branch/Section Objectives
5. Determine Strategies and Tactics
6. Determine Needed Resources
7. Issue Assignments
8. Implement Actions
9. Reassess and Adjust Plans

The Incident Action Plan

- Provides Hospital Incident Management Team with direction for the Operational Period
- Uses the elements of Management by Objectives
- Developed by Command and General Staff
- Essential for effective response and recovery

Incident Action Plan Responsibilities

The Incident Commander

- Develops the Incident Briefing (HICS 201)
- Provides overall Incident Objectives
- Sets the Operational Period
- Develops major strategies (priorities)
- Activates Hospital Incident Management Team
(Command and General Staff)
- Establishes policy for resource orders
- Approves initial actions and the Incident Action Plan

Incident Action Plan Responsibilities

The Safety Officer

- Advises the Incident Commander and Section Chiefs on safety issues and measures
- Develops the Safety Plan (HICS 215A)
- Oversees the safety of operations and tactics
- Has responsibility and authority to halt response activities based on safety concerns

Incident Action Plan Responsibilities

The Operations Section Chief

- Determines/assesses areas of operation
- Advises Incident Commander of activated Operations positions and work assignments
- Determines Section/Branch objectives, strategies and tactics, resource requirements and issues assignments (HICS 204)
- Communicates needs with Logistics

Incident Action Plan Responsibilities

The Planning Section Chief

- Completes HICS 202 Incident Objectives
- Prepares for the Planning Meetings
 - ✓ *Gathers information for the Incident Action Plan (HICS 201, 202, 203, 204s and 215A)*
 - ✓ *Develops demobilization plans*
- Conducts the Planning Meeting
- Coordinates and submits the Incident Action Plan to the Incident Commander for approval
- Disseminates the Incident Action Plan

Incident Action Plan Responsibilities

The Logistics Section Chief

- Activates Logistics positions and advises Incident Commander of work assignments
- Determines Section/Branch objectives, strategies and tactics, resources and issues assignments (HICS 204)
- Communicates with Operations and Finance
- Ensures resources to support Incident Action Plan and develops plans as needed that support the Incident Action Plan such as:
 - ✓ *Communications Plans*
 - ✓ *Transportation Plans*

Incident Action Plan Responsibilities

The Finance/Administration Section Chief

- Determines Section/Branch objectives, strategies and tactics, resource requirements and issues assignments (HICS 204)
- Tracks personnel and materiel costs and provides cost implications of the Incident Objectives
- Ensures the Incident Action Plan is within cost limitations
- Advises the Incident Commander on Finance/Admin activated positions

Demobilization and Recovery

Preparation for Demobilization

Demobilization

- The **Demobilization Plan** is created by the Demobilization Unit Leader and approved by the Planning Section Chief and Incident Commander
- Demobilization begins
 - ✓ *As incident objectives are met*
 - ✓ *Follow-on objectives are more focused upon recovery and returning to “normal”*
 - ✓ *The demobilization of resources no longer Needed should occur rapidly and efficiently*

Preparation for Demobilization

Demobilization Considerations

- Demobilizing must be a part of the Incident Action Plan
- Managing public perception
- Equipment rehabilitation and restocking
- Financial restoration
- Addressing hospital personnel concerns

Recovery

- Recovery follows response and focuses upon returning to baseline level of functioning
- The starting point for recovery begins early in the response
- Transition from response to recovery is rarely obvious
- Recovery may extend over a long time, from weeks to years

Organizational Learning

The recovery plan includes principles of organizational learning and improvement:

- After Action Report and Improvement Plan
- Evaluate hospital response/recovery operations
- Identify strengths, weaknesses, and strategies to:
 - ✓ *Lessen future vulnerability*
 - ✓ *Improve ability to respond to future incidents*
 - ✓ *Revise the Emergency Operations Plan*

HICS During Off Hours and Small and Rural Hospitals

The same principles for large hospitals is used at smaller hospitals or during off hours, holidays and weekends at all size hospitals

- Activate the Hospital Incident Management Team members needed to respond
- When not enough staff, it may be necessary to blend job roles into a single Job Action Sheet

For example, the Incident Commander may assume the role of the Public Information Officer and even the Liaison Officer.

**This concludes the module.
Please proceed to the test**