



University at Albany
Center for Public Health Preparedness

Grand Rounds Series

Thursday, March 9, 2006,
10–11:30 a.m. & 4-5:30 p.m. (EST)

**Making Sense of the National
Incident Management System
(NIMS)**

Presented by the
University at Albany School of Public Health
A Member of the New York Consortium for
Emergency Preparedness Continuing Education
(NYCEPCE)
In Association with the University at Albany
School of Public Health

Sponsored by

- Centers for the Disease Control and Prevention
- Health Resources and Services Administration

Call-In

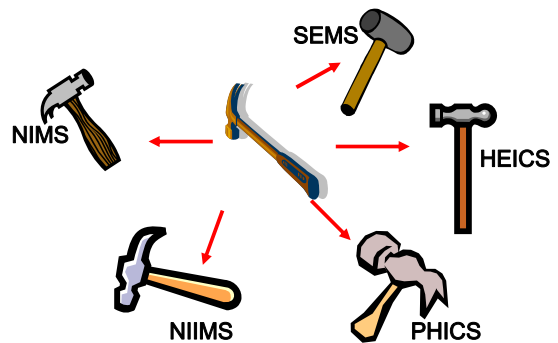
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Evaluation

<http://tinyurl.com/edj3v>

NIMS Ancestors & Relatives



Making Sense of the National Incident Management System

Presentation by

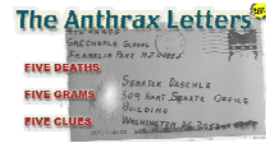


The Origin of NIMS

- Firescope
- 9/11
- Anthrax
- HSPD-5
- HSPD-8



- Katrina / Rita



FIRESCOPE* Found: (Firefighting RESources of California Organized for Potential Emergencies)

- Lack of common organizational structures
- Lack of common terminology among departments
- Poor on-scene and inter-agency communications
- Inadequate joint planning
- Lack of varied and timely intelligence
- Inadequate resource management

Homeland Security Presidential Directive (HSPD-5, issued 2/28/03)

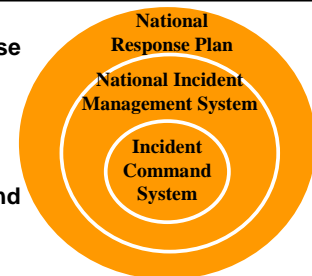
- To enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System (NIMS)
- To prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies

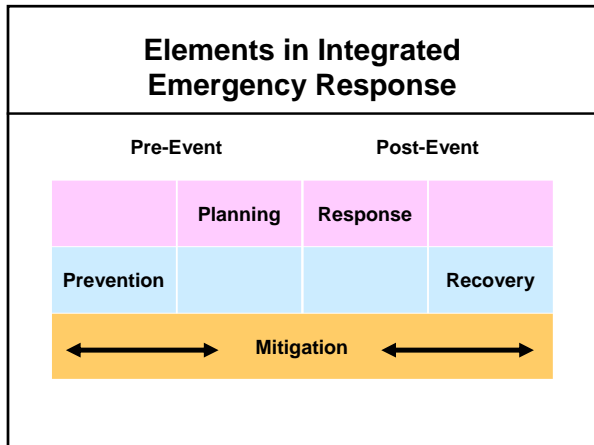
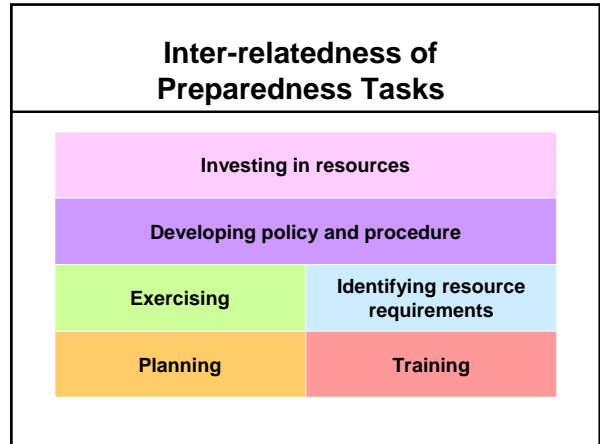
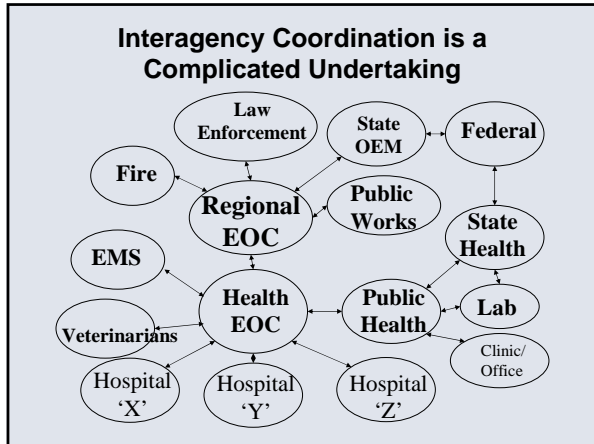
HSPD-8 Overview

- On December 17, 2003, the President issued Homeland Security Presidential Directive 8 "National Preparedness" (HSPD-8).
- The purpose of HSPD-8 is to "establish policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities."

Interrelationships – Persons, Plans and Policies

- National Response Plan
- National Incident Management System
- Incident Command System





NIMS is...

NIMS is a management philosophy with a core set of:

- Concepts
- Principles
- Terminology
- Organizational processes

...which is applicable to all hazards.

NIMS is NOT:

- An operational incident management plan
- A resource allocation plan
- A terrorism/WMD-specific plan
- Designed to address international events

What is an Incident?

- An incident is anything out of the ordinary day-to-day activities that necessitates a response.
 - Emergencies and Disasters
 - Outbreaks
 - Vaccination Programs
 - Important meeting/conference

Public Health Activities Which Could Benefit From the Use of ICS:

- Establishing disease control and prevention measures
- Establishing and publicizing protective action guidelines
- Evaluation of the health and medical impact on the public and on emergency and medical personnel
- Communication with the public, policy makers, and the media

From the Simple to the Complex, the Routine to the Unexpected

- Food-borne illness outbreak from one restaurant
- Health Fair
- Back-to-school clinic
- Mass-immunization clinic
- State Fair food safety and sanitation
- West Nile investigation & prophylaxis
- Major contaminant spill on highway
- Measles epidemic in school system
- Deployment of Strategic National Stockpile
- Bioterrorism event in jurisdiction

Everyone Manages Something at Some Level of Complexity



Organizations are Different

	Public Health Organization	Preparedness Organization	Response Organization
Strategy	Plan, develop, implement and assess programs and services	Plan, train, exercise for worst-case events	Mitigate impact of emergency events
Critical Tasks	Operations & program delivery	Planning scenarios, info and resource needs, training	Incident management and leadership
Formal Organization	Strategic groupings into program & service areas	Part-time planning & training 'borrowed' from formal org.	Incident Command System
Culture	Science-based, rooted in social justice, prevention oriented, collaborative in nature. Process oriented. (Dr. James Marks, CDC&P)	Broad internal & external view, inclusive, cultivate non-traditional partners	Adapt to needs of incident, rapid decisions and actions, risk taking in info-poor environment. Action oriented.
People	Technical & professional skills, e.g. advanced degrees in specialized fields	Apply multi-organizational technical & professional skills	Emergency management expertise blended with health responsibilities

Human Perception is Not Consistent

How many Fs do you count?

Finished files are the result of years of scientific study combined with the experience of years.

Human Perception is Not Consistent:

How many did you find?

Finished files are the result of years of scientific study combined with the experience of years.

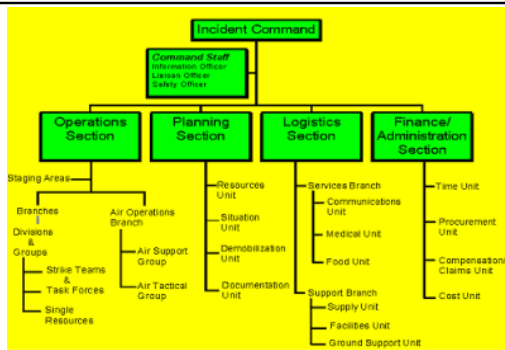
Six Components of NIMS:

1. Command and management
2. Preparedness
3. Resource management
4. Communications and information management
5. Supporting technologies
6. Ongoing management and maintenance

Key Features of NIMS:

- Incident Command System (ICS)
- Communications and Information Management
- Preparedness
- Joint Information System (JIS)
- NIMS Integration Center (NIC)

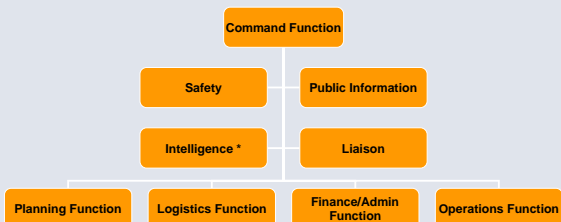
Incident Command System



Five Major Functions Within IC

1. Command & Command staff
 - a. Safety
 - b. Public information
 - c. Liaison
 - d. Intelligence
2. Operations
3. Planning
4. Logistics
5. Finance/Administration

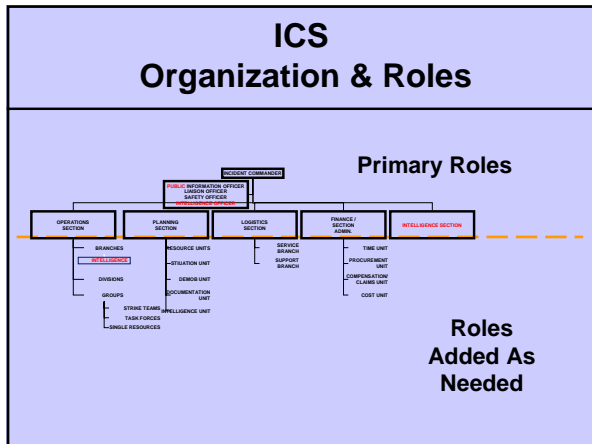
Five Functions in the Incident Command Management System



If it isn't delegated, it remains in the command function !

Added Element in NIMS: Intelligence (and Information) Function

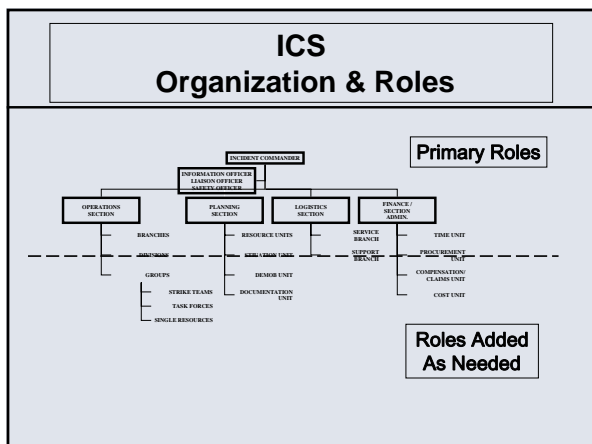
- May be organized in one of the following ways:
 - Officer within the Command staff
 - Unit within the planning section
 - Branch within the operations section
 - Separate general staff section



- ## ICS Functional Responsibilities
- Command = Overall responsibility
 - Operations = Carries out the plan (“doers”)
 - Planning = Determines future options
 - Logistics = Supports – gets the “stuff”
 - Finance/admin=Keeps records, tracks costs



- ## Features of ICS
1. Common terminology
 2. Organizational resources
 3. Manageable span of control
 4. Organizational facilities
 5. Use of position titles
 6. Reliance on an Incident Action Plan
 7. Integrated communications
 8. Accountability



- ## Span of Control
- Adequate span of control drives the expansion and contraction of the ICS
 - The optimum span of control for emergency response is a ratio of 5:1
-
- A diagram showing a yellow box labeled 'LEADER' at the top, with five lines extending down to five yellow boxes labeled '1', '2', '3', '4', and '5', representing a 5:1 span of control.

Chain of Command

- Chain of command:
 - Each “boss” is clearly designated and every “boss” knows exactly whom they supervise. The line of authority within the ranks is clear.
- Unity of command:
 - No one reports to more than one person.
 - “span of control”
 - Expandability / contractibility

Methods of Multi-agency Coordination

Joint Information System (JIS)

- Involves developing and delivering coordinated messages

Methods of Multi-agency Coordination

Cont.

Joint Information Center (JIC)

- Includes representatives of each jurisdiction, agency, private sector, and non-governmental organization involved
- Single location is preferable
- Demands the development of procedures and protocols to communicate and coordinate effectively with other JICs, and other appropriate components of the ICS organization

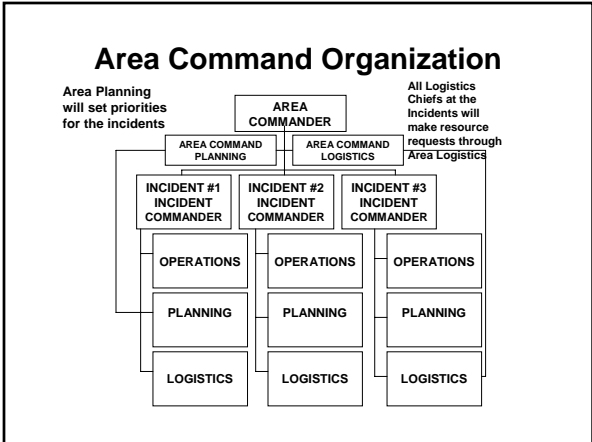
Command Types

Area Command:

- Oversees the management of multiple incidents handled by a separate ICS organization

or

- A very large incident that involves multiple ICS organizations, such as incidents that are non-site specific, geographically dispersed, or evolve over longer periods of time, (e.g., a biological or health event)



Command Types

Unified Command:

- Used when incidents involve more than one political jurisdiction, multiple agencies within a jurisdiction, or several political and functional agencies.
- Integrates all agencies into the incident action plan and command structure.

Unified Command

Cont.

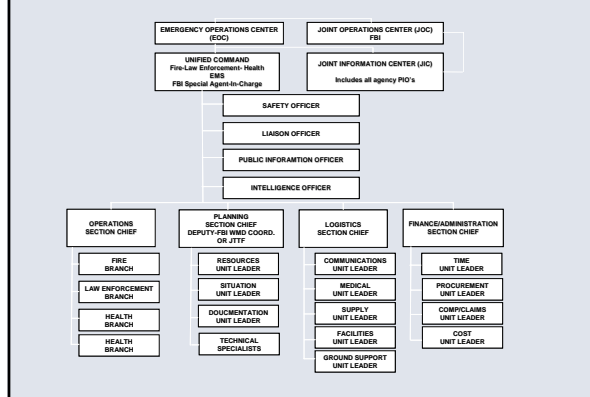
- Involves all participating agencies and organizations; every unit is represented in the top tier of the command structure
- Utilizes objectives and work plans of all involved agencies in a consolidated Incident Action Plan
- Emphasizes (and demands!) teamwork and shared leadership

Unified Command

Cont.

- Requires well established and extremely skilled communications infrastructure
- Addresses the coordination and utilization of the specific capabilities and resources of each organization involved
(An assessment of these resources prior to any incident is imperative)

An Illustration of Unified Command



Unified Command

- Involves all participating agencies and organizations; every unit is represented in the top tier of the command structure
- Utilizes objectives and work plans of all involved agencies in a consolidated Incident Action Plan
- Emphasizes (and demands!) teamwork and shared leadership

Four Elements of Unified Command

Policies, objectives, and strategies:

- Policy responsibility belongs to agency administrators who set policy
- All done in advance of tactical operations
- Coordinated from some location other than where the action takes place

Cont.

Four Elements of Unified Command

Cont.

Organization:

- Consists of various statutory, jurisdictional, or agency on-scene representatives
- They operate in a Unified Command structure

Description of Unified Command

Unified Command:

- Is a team effort process
- Allows multiple agencies to set common objectives and strategies
- Agencies do not lose authority
- Responsibility, or accountability

Description of Unified Command

Cont.

Unified Command is not a new process:

- U.S. military has used it for years
- United Nations uses a similar method for multinational forces

Clear Communication is Difficult

"I know you think you understand what you thought you heard me say, but I'm not sure if what you heard was what I really meant."



Emergency Operations Center (EOC) Incident Command Post (ICP) Joint Operations Center (JOC)

- Every agency should have an identified EOC as a part of its emergency plan
- The Joint Operations Center is activated when using Unified Command
- The ICP is determined as the event unfolds

Resource Management

This includes coordination and oversight of:

- Tools
 - Processes
 - Systems
- ...from mobilization to demobilization

Communications

- NIMS communications and information systems enable the essential functions needed to provide a common operating picture and interoperability across the incident
- NIMS communications includes:
 - Incident management communications
 - Information management
 - Interoperability standards

NIMS Integration Center
<ul style="list-style-type: none"> • Responsible for overall coordination of preparedness and use of the NIMS system • The NIC will maintain and manage national preparedness guidelines, protocols, and standards • Facilitate definition of general training requirements and approved courses • The NIC is a virtual resource: www.fema.gov/nims/nims.shtm

NIMS Integration Center
<p>The NIMS Integration Center (NIC) is tasked with:</p> <ul style="list-style-type: none"> • Facilitating national standards, guidelines and protocols for incident management training • Facilitating use of models in simulations in training and exercises <p style="text-align: right;">Cont.</p>

NIMS Integration Center
<p>Cont.</p> <ul style="list-style-type: none"> • Defining general training requirements for all NIMS users • Reviewing discipline specific training requirements • Certifying and credentialing key personnel and equipment as meeting NIMS standards

NIMS Integration Center
<ul style="list-style-type: none"> • Under NIMS, the NIC is to prepare national standards for qualification and certification of emergency response personnel • The NIC is to certify that equipment performs to certain standards, including interoperability standards • The NIC will manage publications dealing with domestic incident management and response, and manage a wide range of publications

NIMS Management Benefits
<p>The benefits of the NIMS system will be significant</p> <ul style="list-style-type: none"> • Applicable across jurisdictions and functions • Standardized organizational structures, processes and procedures • Standards for planning, training and exercising, and personnel qualification • Equipment acquisition and certification standards

NIMS Management Benefits
<p>The benefits of the NIMS system will be significant</p> <ul style="list-style-type: none"> • Interoperable communications processes, procedures and systems • Information management systems • Supporting technologies such as voice and data communications systems, information systems, data display systems and specialized technologies

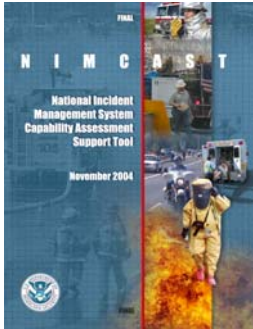
The Importance of Exercises

- The best way to test your agency's preparedness capacity is to participate in drills and exercises
- Exercises allow you to test these concepts in "real time" relying on the people with whom you really will be responding

Action Steps


- The National Incident Management System Capability Assessment Support Tool (NIMCAST) is a tool you can use in your agency to assess your agency's NIMS compliance
- www.fema.gov/nimcast/index.jsp

Action Steps




Summary Statement

The use of NIMS is intended to enable all responders to work together to achieve desired outcomes for the health, safety and well-being of our citizens.



The question is not...
Who is in charge?
 The question is...
How can all responders work together for the best results for all those involved?



Contact Information

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Live Q&A and Call-in

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- **Fax: 518-429-4098**

Evaluation

<http://tinyurl.com/edj3v>

April 13, 2006

**Systems or Symptoms?
Finding the Right Balance in
Preparing for Emergencies**

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