



UNIVERSITY
of Prince Edward
ISLAND



MCI Response: Is you ER ready?

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Island

Disclosures

- Relationship with commercial interests: none
- Commercial financial support: none
- Potential commercial conflict of interest: none

Chaos



Facts

8,086 people killed and
6,400 injured in terrorist
attacks

IED explodes every 317
minutes

Attack on market or mall
every 18 hours

Hospitals and medical
facilities are targeted every
12 days

of Jihadi incidents in the
US has doubled

Canadian link to Manchester
bombings. Same group a
Canadian released a
martydom video mentioning
Jihad on Canada

The Manchester bombers
spiritual leader was a radical
Canadian Libyan imam that
used to preach on the Scott
St mosque in Ottawa

Islamic radicals returned
from Syria and living in
Calgary

You never know. It will happen.





Management

No EMS at the table you have no response

No ER Nurses at the table you have no response

No disaster medicine specialists at the table you have
no response

Objectives

- Some Pearls and definitions
- Understand the basic principles of ICS management
- Describe how the HICS system has been adapted for hospital use
- Demonstrate the ability to set up an ICS based command structure using a simplified emergency department system

How does disaster management differ from the usual day-to-day activities?



Definition

Disaster:

Destructive event that claim so many victims that a discrepancy arises between the number of victims and the treatment capacity

MCI is one major part of a disaster

Nomenclature

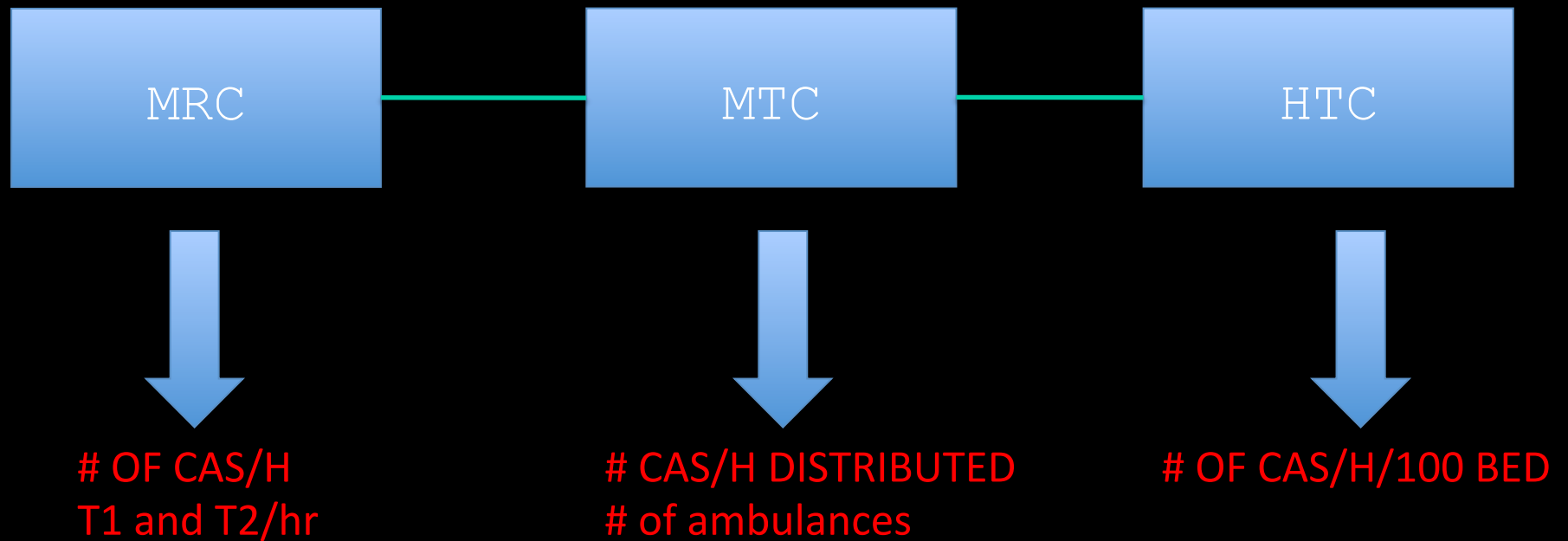
Level 1=Priority 1= Red= T1

Level 2=Priority 2= Yellow= T2

Level 3=Priority 3=Green=T3

Level 4=Priority 4=Black=T4

Medical Assistance Chain



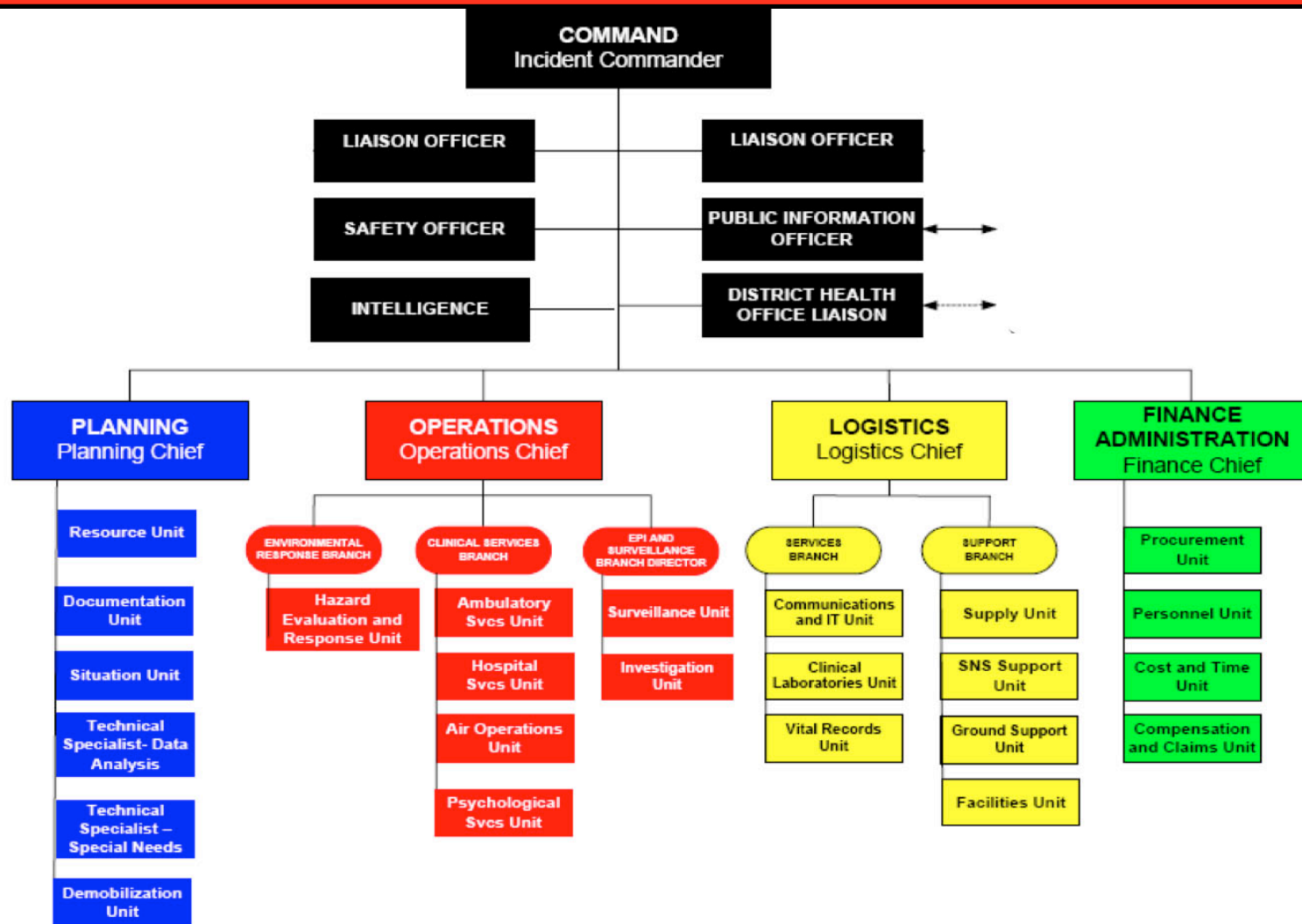
Coordination

- Often in day-to-day activity individual agencies work in isolation
 - EMS
 - Hospitals
 - Departments
 - Department Staff

Need for a Coordinated Response

- Coordination
 - Between staff / physicians
 - Between departments
 - Between hospitals
 - Between EMS / Hospital
- Cannot be solved simply by adding more resources
- Decisions take place at a lower level
- New non-routine tasks with no clear responsibility

Incident Command System



ICS: Definition

- Model for command structure
- Coordination of emergency response
- Can be Used for events of ANY size or type
- **WARNING:** Not a simple structure: Designed to manage CHAOS

ICS: Trevor's Five Second Summary

- First qualified person on scene is the incident commander (IC)
- The IC is initially responsible for all duties
- IC recruits staff as needed
- Add positions to the Org Structure **ONLY WHEN NEEDED**
- IC develops middle managers as needed
- ****Initial IC is responsible until authority delegated to another person****

ICS: Twelve Principles

Five Primary Management Functions

Establish / Transfer Command

Single or Unified Command

Management by Objectives

Consolidated Action Plans

Comprehensive Resource Management

Unity and Chain of Command

Manageable Span of Control

Modular Organization

Personnel Accountability

Common Terminology

Integrated Communications

ICS Principles

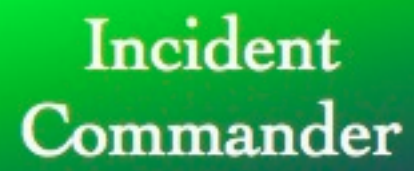
1. Five Primary Management Functions

Five Primary Management Functions

- 1) **Command**
- 2) **Planning**
- 3) **Operations**
- 4) **Logistics**
- 5) **Finance / Administration**

Command

- Every incident has an Incident Commander (IC)
- IC is the ONLY mandatory position
- Accepts and maintains overall responsibility at the incident
- INCIDENT COMMAND POST is where IC manages on scene command functions

A rectangular button with rounded corners, featuring a green-to-blue gradient. The text "Incident Commander" is centered on the button in a white, serif font. The button is set against a white rectangular background.

Incident
Commander

Command Staff

- Three possible positions
 - liaison Officer
 - Safety Officer
 - Information Officer
- Directly responsible to IC
- Added when IC unable to fill duties
- Only one staff for each position, but may have assistants

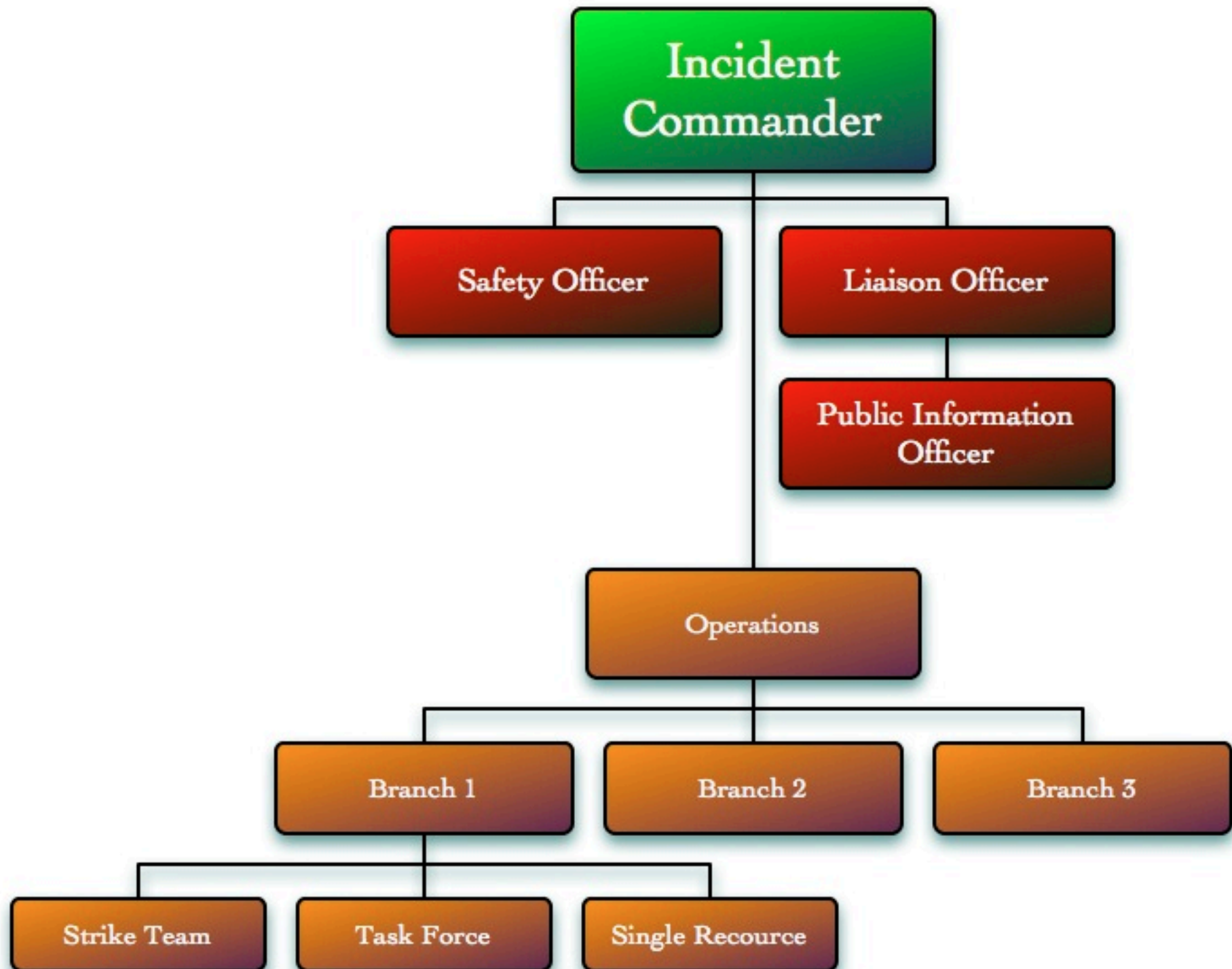


General Staff

- In small incidents, IC may supervise resources directly
- As incident grows, general staff positions are activated
 - Operations Section Chief
 - Planning Section Chief
 - Logistics Section Chief
 - Finance Section Chief

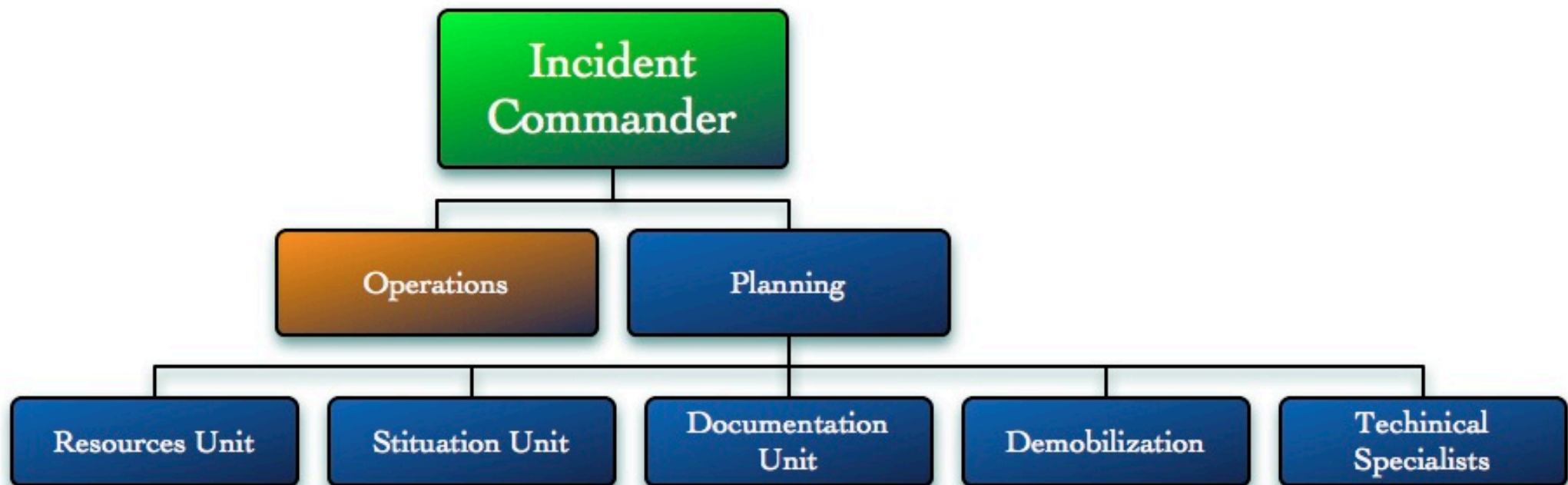
Operations Section

- Operations section responsible for carrying out all tactical operations
- Duties of the Operations Section Chief
 - Direct and coordinate all tactical operations
 - Set up and maintain organizational structure
 - Determine resources needed
 - Request resources through IC
 - Keep IC informed of resource status



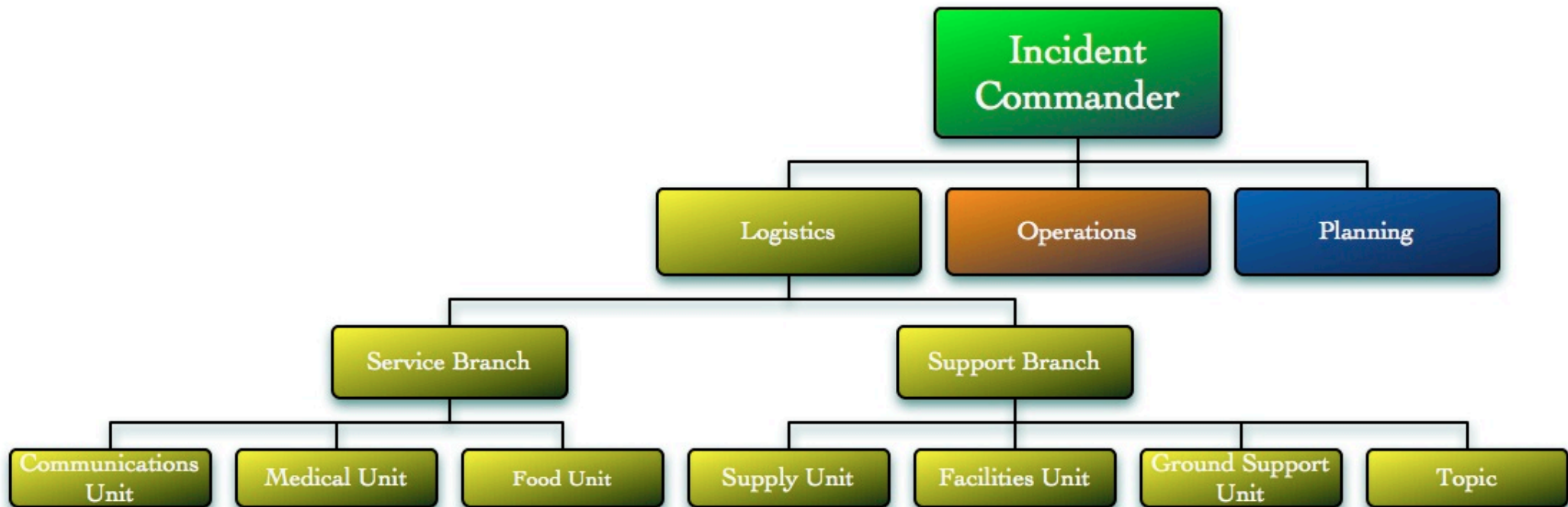
Planning

- In smaller incidents, Command is responsible for planning.
- As incident grows, a planning section is added.
- May contain 5 units
 - Resources Unit
 - Situation Unit
 - Documentation Unit
 - Demobilization Unit
 - Technical Specialist



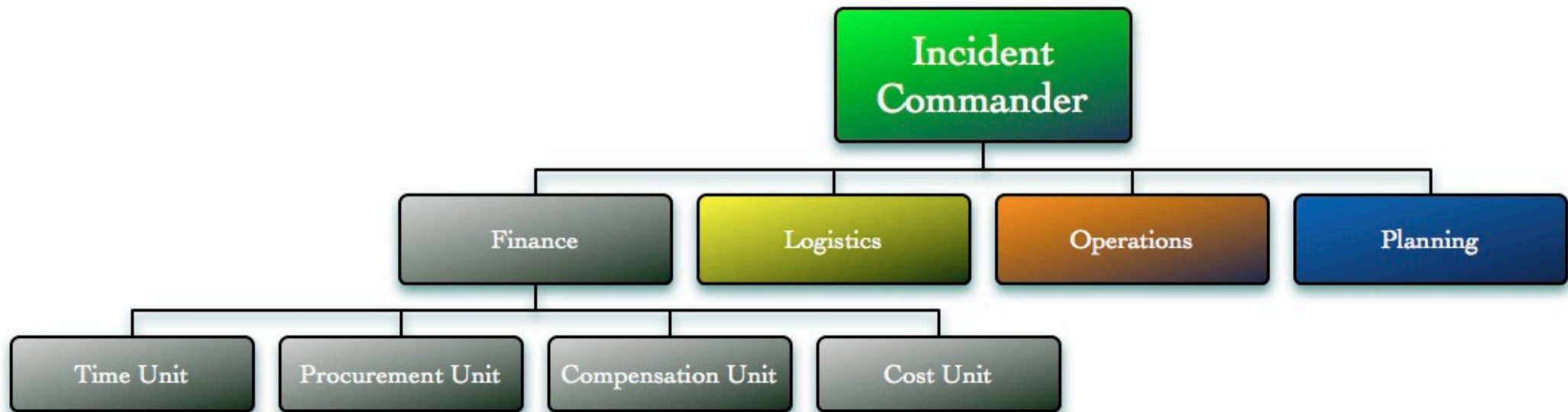
Logistics

- Responsible for all service and support needs of the incident
 - Manages the BASE and CAMPS
- Need for logistics section determined by IC
- Can be divided into two branches
 - Service Branch
 - Support Branch



Finance / Admin Section

- For larger incidents requiring off site management
- Four units
 - Time Unit
 - Procurement Unit
 - Compensation / Claims Unit
 - Cost Unit



ICS Principles

2. Establishing and Transferring Command

Establish / Transfer Command

- First Trained person on scene is IC
- TRANSFER OF COMMAND
 - More qualified individual is available
 - Long operational period
 - Another agency has jurisdictional or legal authority

ICS Principles

3. Single or Unified Command Structure

Unified Command

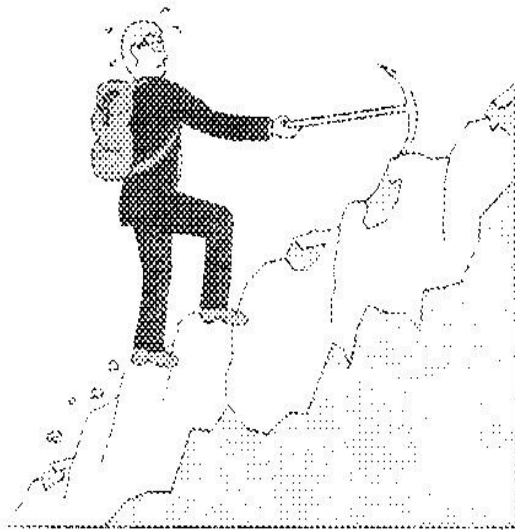
- Responding agencies or jurisdiction may share incident management
- Allows multiple agencies to share command
- The agencies work together to....
 - Determine overall objectives
 - Plan for operational activities
 - Maximize use of all assigned resources
- This is NOT group consensus

ICS Principles

4. Management by Objectives

Management by Objectives

Achieve your goal.



Achieve Goal

4 - Tactical direction

3 - Select strategy

2 - Establish incident objectives

1 - Agency policy and direction

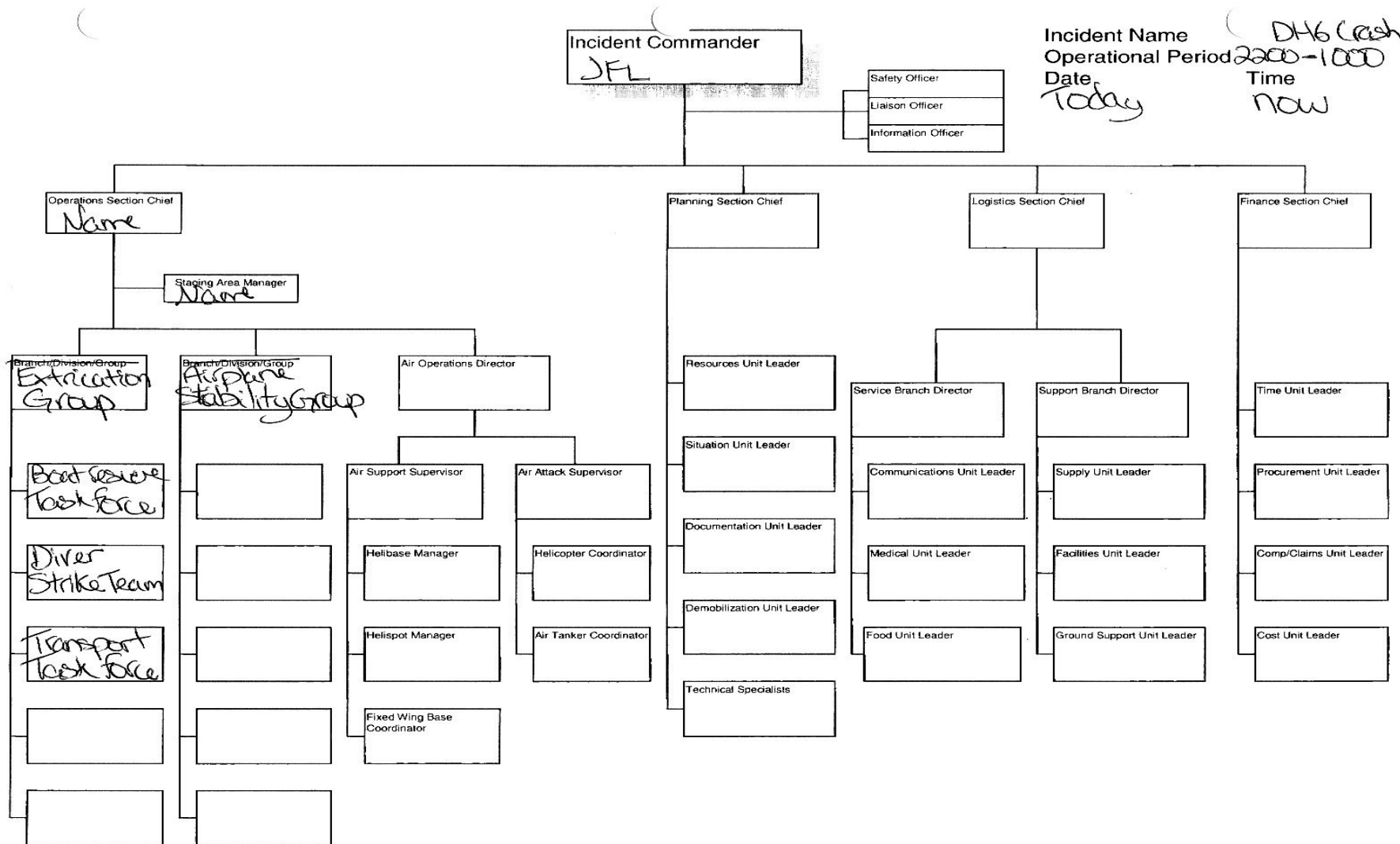
ICS Principles

5. Consolidated Action Plans

Action Plan: Briefing

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
	DH6 Crash	Today	Now
4. SUMMARY OF SITUATION AND CURRENT ACTIONS (INCLUDING OBJECTIVES, STRATEGIES AND TACTICS)			
<p>Situation: DH6 crash into Lake and struck small speedboat. Occupants of boat have not been located. Multiple survivors suspected in plane but have not been extracted. Thunderstorm expected.</p>			
<p>Objective #1: Extraction from plane Strategy 1: Boat Rescue at surface Strategy 2: Underwater Extraction Tactic 1: Dive team to evaluate site and remove survivors Tactic 2: Fire department to transport survivors to shore via boat</p>			
<p>Objective #2: Prevent boat PLANE from sinking Strategy 1: Tactic 1: etc,</p>			
<p>Safety: Plane has potential to sink Fuel spilled</p>			
<p>Weather: Wind 20km/hr west Thunderstorm expected.</p>			
FORM 201	PAGE 1	5. PREPARED BY JFL.	

Action Plan: Organization



ICS Principles

7. Unity and Chain of Command

Unity and Chain of Command

- Unity of Command: Each person reports to only one supervisor.
- Chain of Command: Orderly line of progression from IC to resource

Unity and Chain of Command

- Information can flow any direction within the organization
- Requests for assistance or resources go ONE LEVEL UP ONLY

IMPORTANT

ICS Principles

8. Manageable Span of Control

Manageable Span of Control

- ICS Range is 1:3 to ~~4:7~~ 1:10
- Ideal is usually 1:5

Manageable Span of Control

- Too Large: Create more “middle management” positions
 - Organization expands
- Too Small:
 - Organization contracts

ONE OF THE MAJOR ADVANTAGES OF ICS

ICS Principles

9. Modular Organization

Modular Organization

- 95% of incidents are managed by IC alone
- Development of command starts from the top down.
- Development of resources starts from bottom up.

Incident Command System

Questions?

Pitfalls

Buy In

Administration

“Rank from Role”

EMO

Physician Leadership

Push versus Pull System

SOP's do they exist?

Communication

Funding

Be careful of Lean mission creep (MCI is not all hazards)

ICS in other Departments

Scenario

How to create an ICS Structure:

A practical Example

What can my hospital do?

General rule

Aim for 3% of your acute care beds/hour max 8 hour

$0.03 \times 229 \times 8 = 55$ both red and yellow (T1 and T2)

How severe are are injuries?

$S = T1 + T2 / T3$ the higher the number the more resources consumed

Scenario

You are working in the Geyserville Hospital.

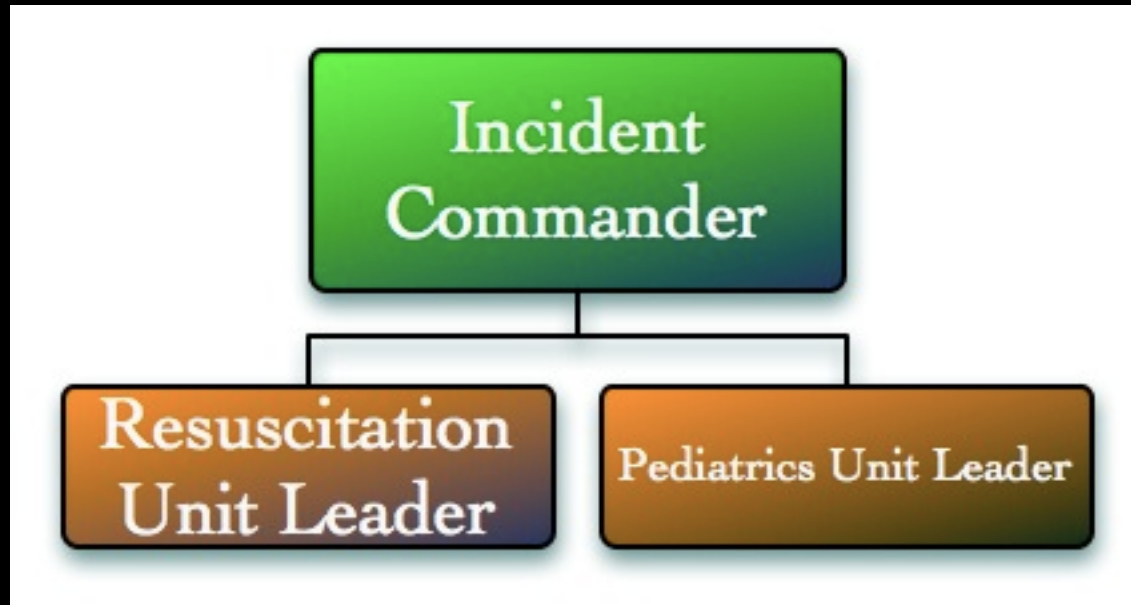
At 1500 you are notified of an impending disaster.

At present there is you, and two other physicians.

Luckily, the Hospital has an existing disaster plan based on ICS. (ICED)

How will you organize the structure?

ICED: Incident Command Emergency Department



Scenario

You are now the newly appointed incident commander.

What is the first thing you will do?

Incident Commander

Mission Statement: Give overall direction to the Emergency Department response management.

Name: _____	Date: _____
Reports to: _____	

	Time	Initials
Immediate <ul style="list-style-type: none"> Initiate the hospital disaster plan Read this entire job action sheet Put on identification tag or vest Establish a location for the incident command post Using Form 1 (Incident Command Organizational Chart) place your name as incident commander Designate the following if sufficient staffing exists in this order: <ol style="list-style-type: none"> Resuscitation Unit Leader Pediatric Unit Leader Emergent Treatment Unit Leader Triage Unit Leader Urgent Treatment Unit Leader Non-Urgent Treatment Unit Leader Advise all newly appointed staff to read their job action sheets Announce a meeting of all Unit Leaders to be held within 5 to ten minutes Meet with the Charge Nurse to discuss Assign additional staff as they arrive to the appropriate units. Maintain a list of staff using Form 3 (Incident Check In). Ask all assigned staff to report to their Unit Leader for further instructions. 		
Intermediate <ul style="list-style-type: none"> Designate a Liaison officer if necessary to facilitate communication with other departments or agencies Designate Administration, Planning, and Logistics chiefs if necessary Designate an Operations Chief if the Administration, Planning, and Logistics session have been activated and IC workload is becoming unmanageable 		
Extended		
Demobilization		

Tools / Documentation
<ul style="list-style-type: none"> Form 1: Incident Command Organizational Chart

Incident Command Emergency Department
ICED:

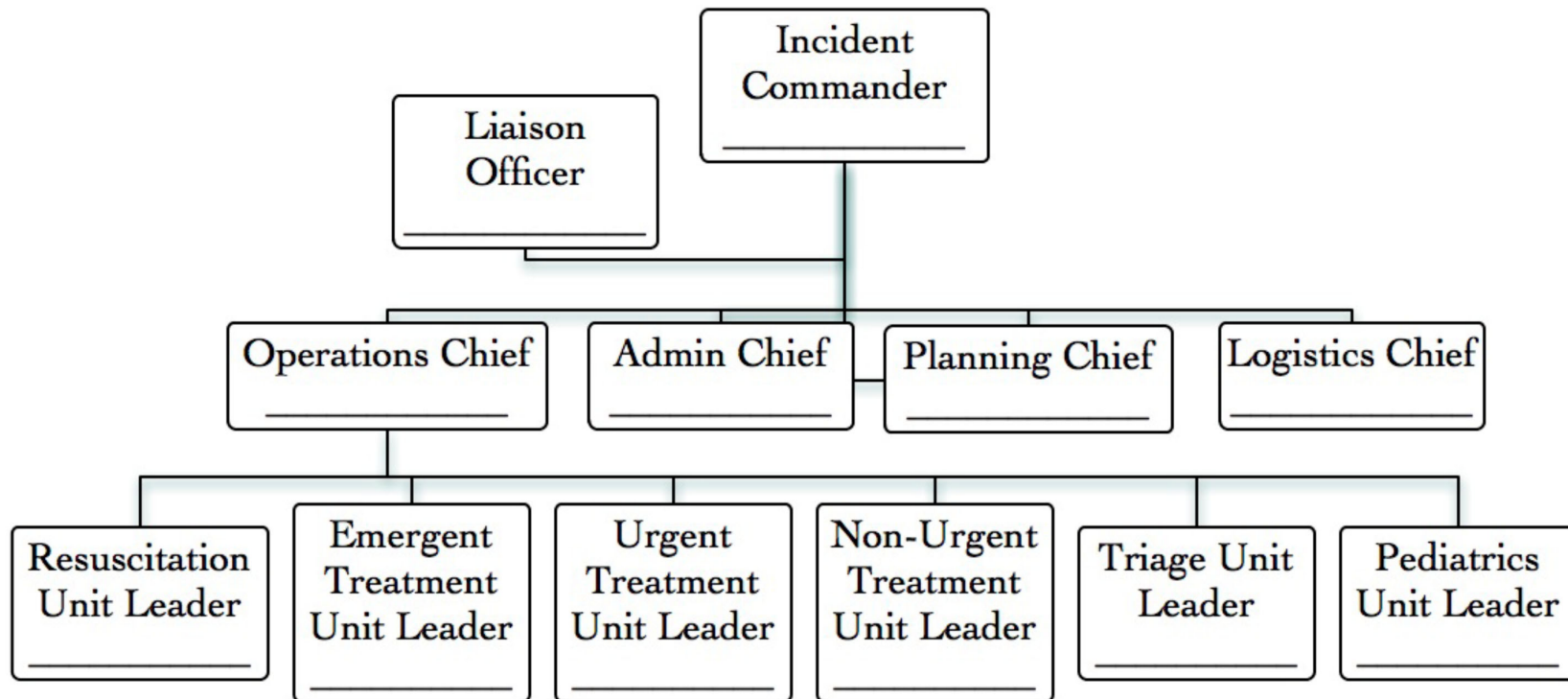
Documentation

- Start documentation here, as you initially develop the organization
- ICED Form 1: Organizational Chart
- HICS Form 207: Organization Chart

ICED: Incident Command Emergency Department



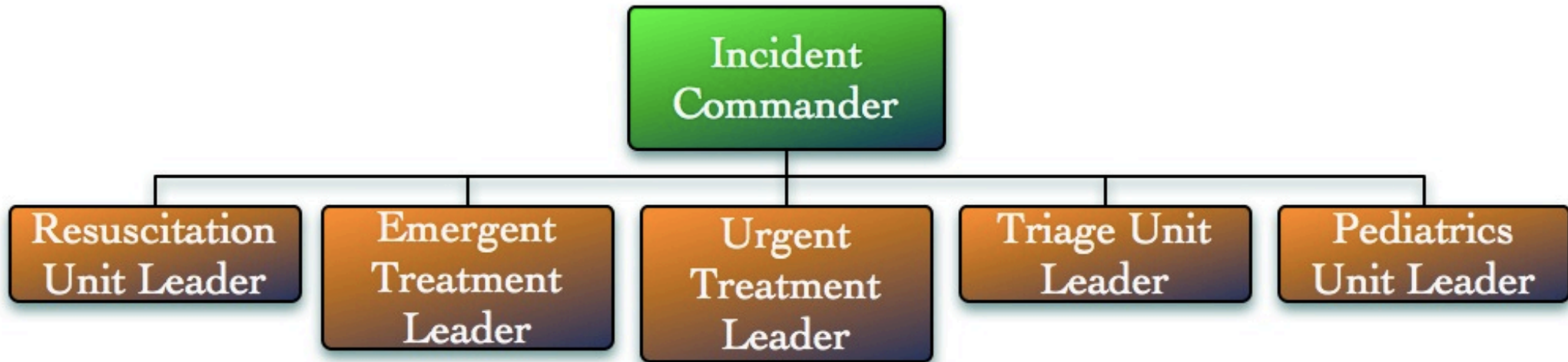
Incident Command Organizational Chart



Scenario

Within 15 minutes you have two more physicians.
Now how will you organize the structure?

ICED: Incident Command Emergency Department



Documenting Resources

- As staff arrives you will need to keep track of who is working where
- ICED Form 3: Incident Check-in
- ICS Form 211: Check-in

ICED: Incident Command Emergency Department



ICED
Incident Command Emergency Department

Incident Check In

Incident Name: _____

Date: _____

	Name	Agency	Initial Assignment	Contact Phone/pager/etc	Time	
					IN	OUT
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						

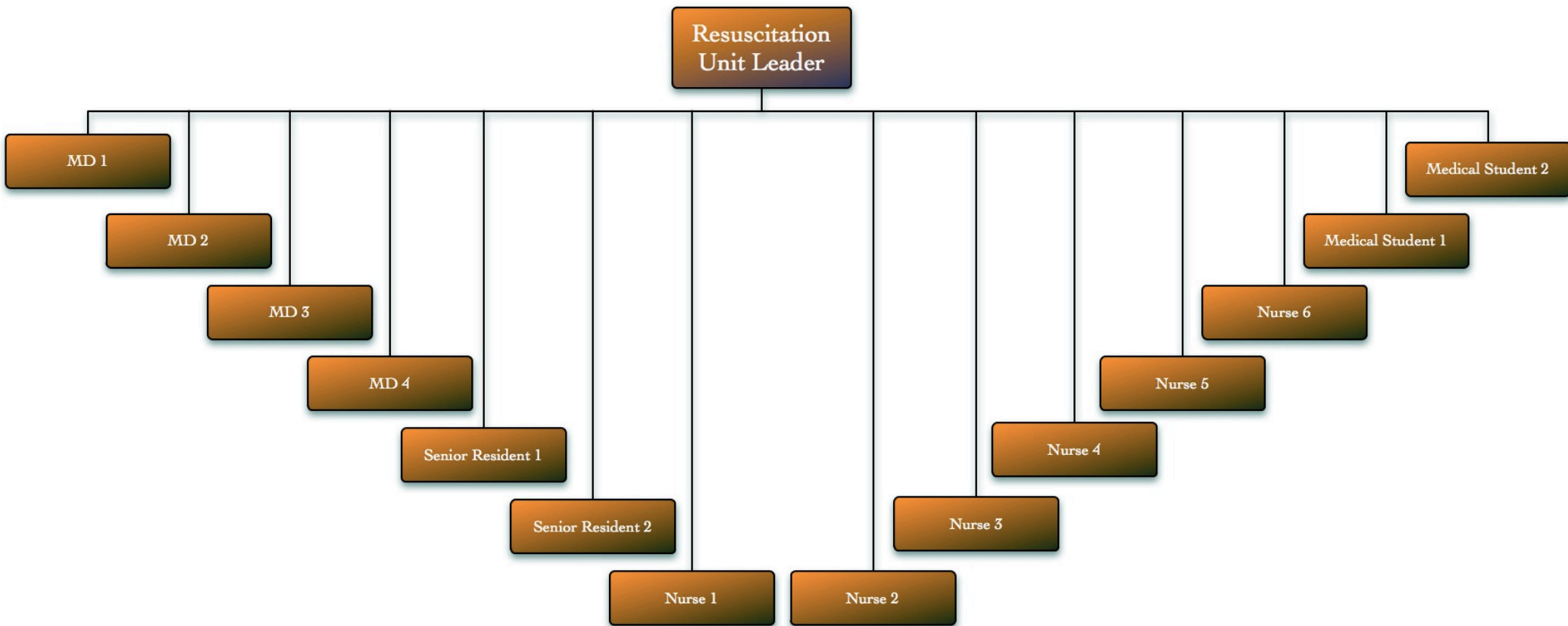
Scenario

You are the Resuscitation Unit Leader

In your unit there are 4 physicians, 2 Senior Residents, 3 medical Students, and 6 nurses.

How will you supervise them?

ICED: Incident Command Emergency Department



Resource Management

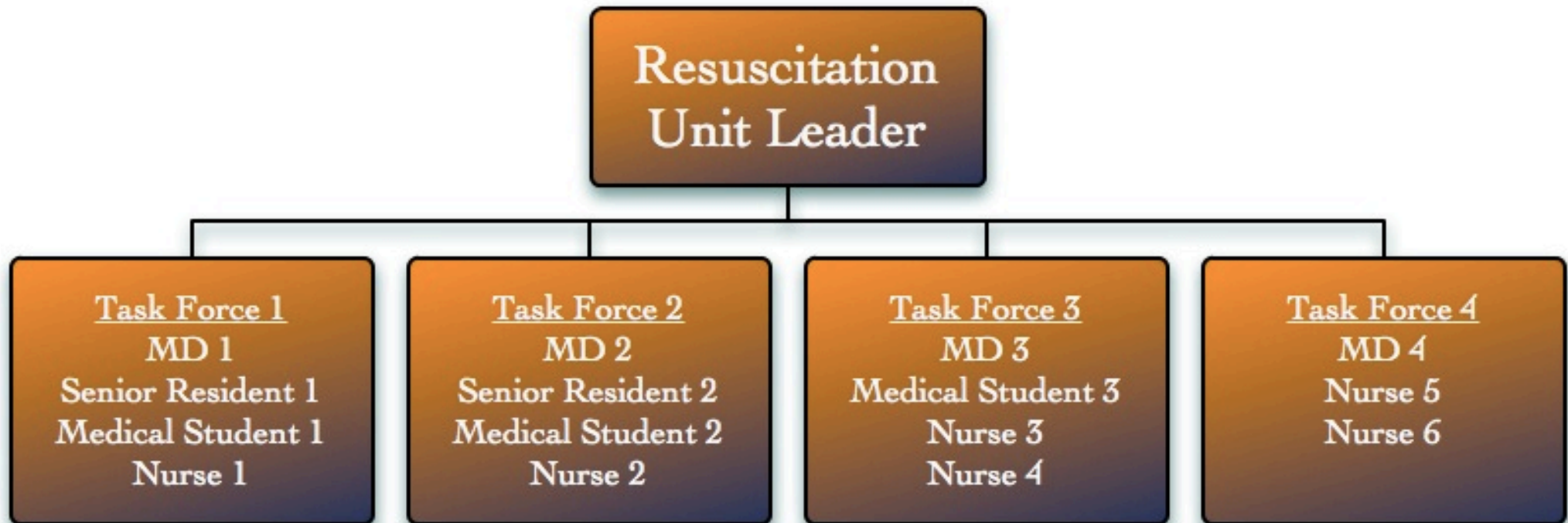
Resources can be managed as:

Single Resources

Strike Teams

Task Forces

ICED: Incident Command Emergency Department



Documenting Assignments

- As the organization becomes more complicated, better documentation is needed
- ICED Form 4: Task Force List
- HICS Form 203: Organization Assign
- Freehand drawing **

Task Force Assignment List

UNIT (check)

- Resuscitation Unit
- Emergent Treatment Unit
- Urgent Treatment Unit
- Non-Urgent Treatment Unit
- Pediatrics
- Triage

Unit Leader: _____

Date: _____

Reports to: _____

Task Force #1		Task Force #2		Task Force #3	
MD		MD		MD	
Nurse		Nurse		Nurse	
Resident		Resident		Resident	
Student		Student		Student	
RT		RT		RT	
Other		Other		Other	

Task Force #4		Task Force #5		Task Force #6	
MD		MD		MD	
Nurse		Nurse		Nurse	
Resident		Resident		Resident	
Student		Student		Student	
RT		RT		RT	
Other		Other		Other	

Incident Command Emergency Department
 ICED:

HICS: Form 203

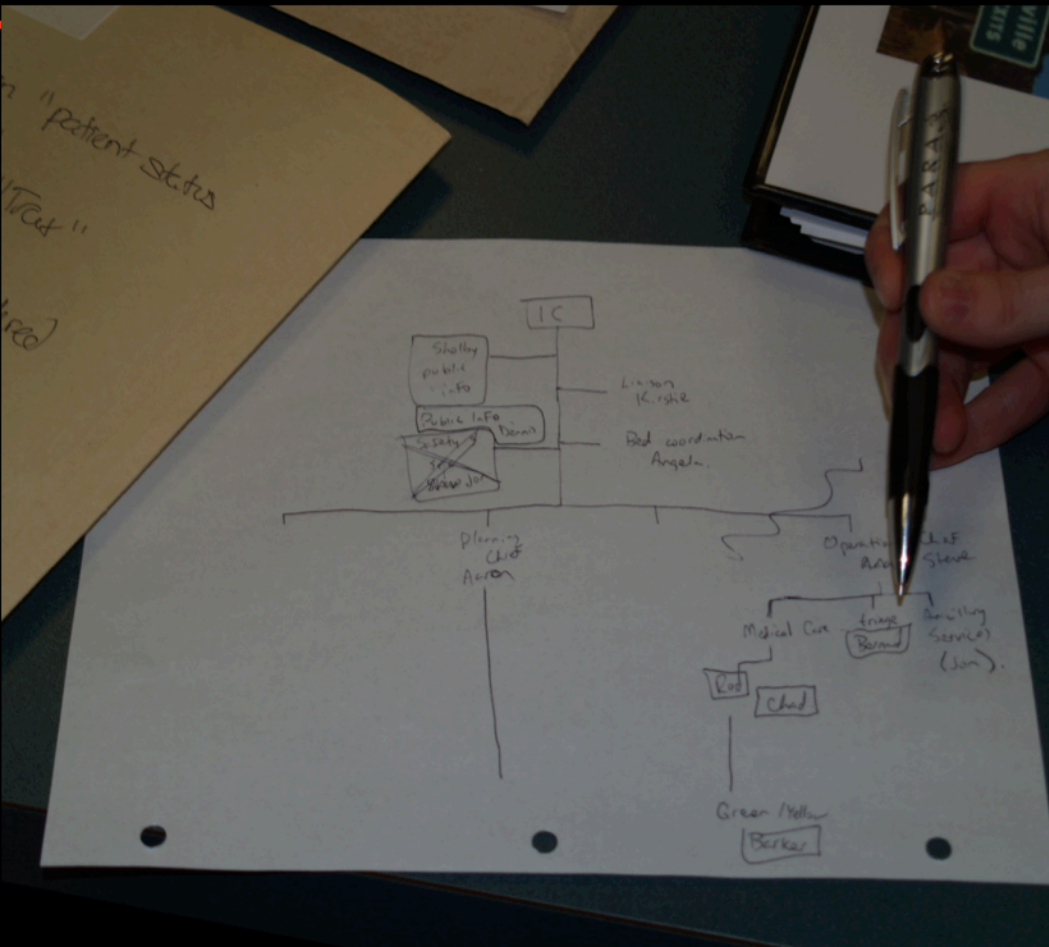


ORGANIZATION ASSIGNMENT LIST

1. INCIDENT NAME	
2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD DATE/TIME	
POSITION	NAME/AGENCY
5. INCIDENT COMMANDER AND STAFF	
Incident Commander	
Public Information Officer	
Liaison Officer	
Safety Officer	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
Medical/Technical Specialist (Type)	
6. OPERATIONS SECTION	
Chief	
Staging Manager	
Medical Care Branch	
Infrastructure Branch	
HazMat Branch	
Security Branch	
Business Continuity Branch	
(Other) Branch:	
7. PLANNING SECTION	
Chief	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
8. LOGISTICS SECTION	
Chief	
Service Branch	
Support Branch	
9. FINANCE/ADMINISTRATION SECTION	
Chief	
Time Unit	
Procurement Unit	
Compensation/Claims Unit	
Cost Unit	
10. AGENCY REPRESENTATIVE (IN HOSPITAL COMMAND CENTER)	
11. HOSPITAL REPRESENTATIVE (IN EXTERNAL EOC)	
Name	External Location
12. PREPARED BY (RESOURCES UNIT LEADER)	13. FACILITY NAME

- List organizational positions as they are added
- Sometimes difficult to understand if you don't know ICS structure

Hand Drawn Diagram



- Chart organization & resources

Scenario

How will the new “Resuscitation Unit Leader”
know what to do?

Resuscitation Unit Leader

Mission Statement: Supervise all aspects of patient care and organization for the Resuscitation Unit. Be prepared to provide direct patient care until sufficient resources arrive and allow you to assume solely a supervisory role.

Name: _____	Date: _____
Reports to: _____	

	Time	Initials
Immediate		
<ul style="list-style-type: none"> • Read this entire Job Action Sheet • Put on identification tag or vest as well as your hospital name tag • Obtain briefing from the Incident Commander • Ensure that all staff working in your area are informed that the Disaster Plan has been activated • Using Form 4 indicate your unit assignment as Resuscitation (Task Force Assignment List) and place your name as Unit Leader • When staff are assigned to your Unit by the Incident Commander, assign each to a task force using Form 4. • Advise all assigned staff to read their job action sheets. • Be prepared to provide direct patient care to patients in your unit until sufficient staffing arrives. 		
Intermediate		
<ul style="list-style-type: none"> • Meet with the Incident Commander to discuss which patients the Resuscitation Unit will receive • Meet with your task force leaders: <ul style="list-style-type: none"> ◦ Inform them what type of patients they will be receiving ◦ Advise them to discharge current patients if appropriate • Meet with the Triage Unit Leader to discuss how patients will be assigned to available beds in the Resuscitation Unit. 		
Extended		
<ul style="list-style-type: none"> ◦ Assess personal and equipment needs for your area. If additional resources are required, notify the Incident Commander 		
Demobilization		
<ul style="list-style-type: none"> ◦ When the Disaster Plan is deactivated ensure your staff are aware ◦ Assist staff in returning to normal Emergency Department operations ◦ Identify need for post incident debriefing if necessary 		

Tools / Documentation
<ul style="list-style-type: none"> ◦ Form 4: Task Force Assignment List

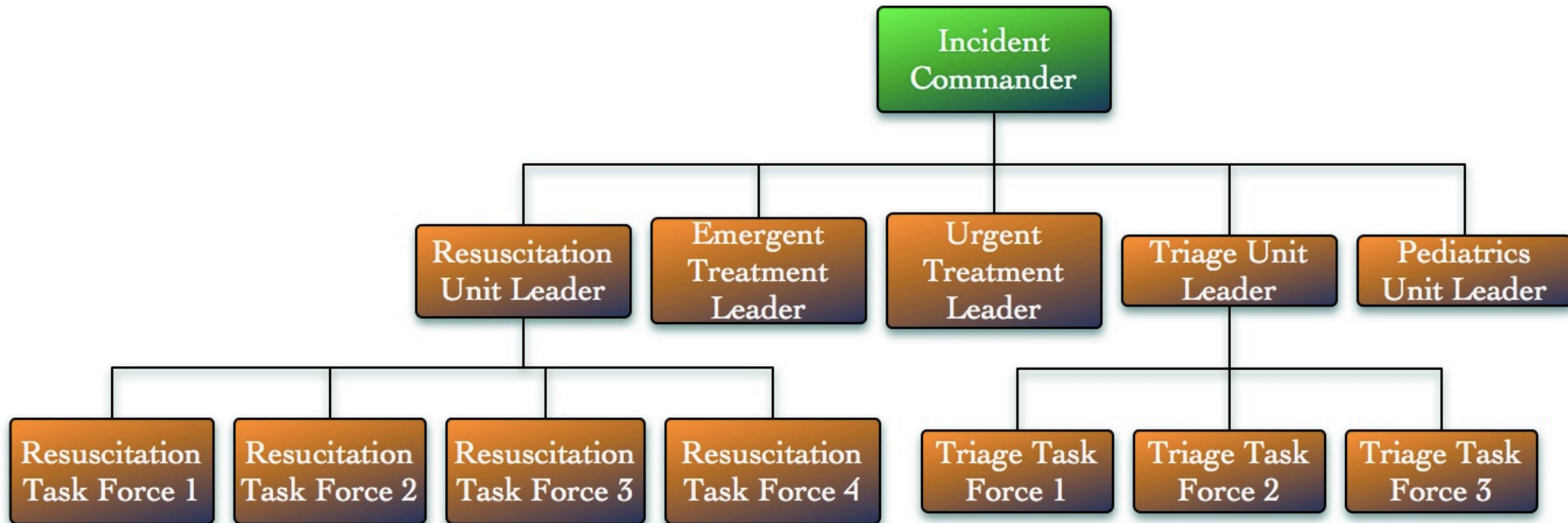
ICED:
Job Action Sheet

Scenario

Triage is becoming overwhelmed.
They are requesting 3 more physicians.

How could you organize the structure?

ICED: Incident Command Emergency Department



Continued Expansion

- Same expansion can be made for...
 - Emergent Treatment Unit
 - Urgent Treatment Unit
 - Non-Urgent Treatment Unit
 - Pediatrics

Scenario

Don't forget the job action sheets!!!

Scenario

The incident commander is having difficulty dealing with the multitude of external agencies...

Media..

Regional Deployment...

EMS supervisor...

Mayor....

Premier....

What position could be added?

Options

- Add a deputy Incident Commander
- Add a Liaison Officer

ICED: Incident Command Emergency Department



Change of Command

You are working as the IC.

The director of the department(your boss) Arrives

What are the options for command?

Change of Command

- 1) Present command remains
- 2) Handover command
 - 1) Stay on as Unit Leader
 - 2) Move to another position
- 3) Enter joint command

Recording the Org Chart

As the system becomes more complicated, recording the organization is very important!

Outside of Operations

Logistics **Administration** **Planning**

For most disasters that are not prolonged, only the Operations Section and Command positions are likely to be needed.

How do I communicate?

M: MCI

E: exact location of event

T: type of injuries

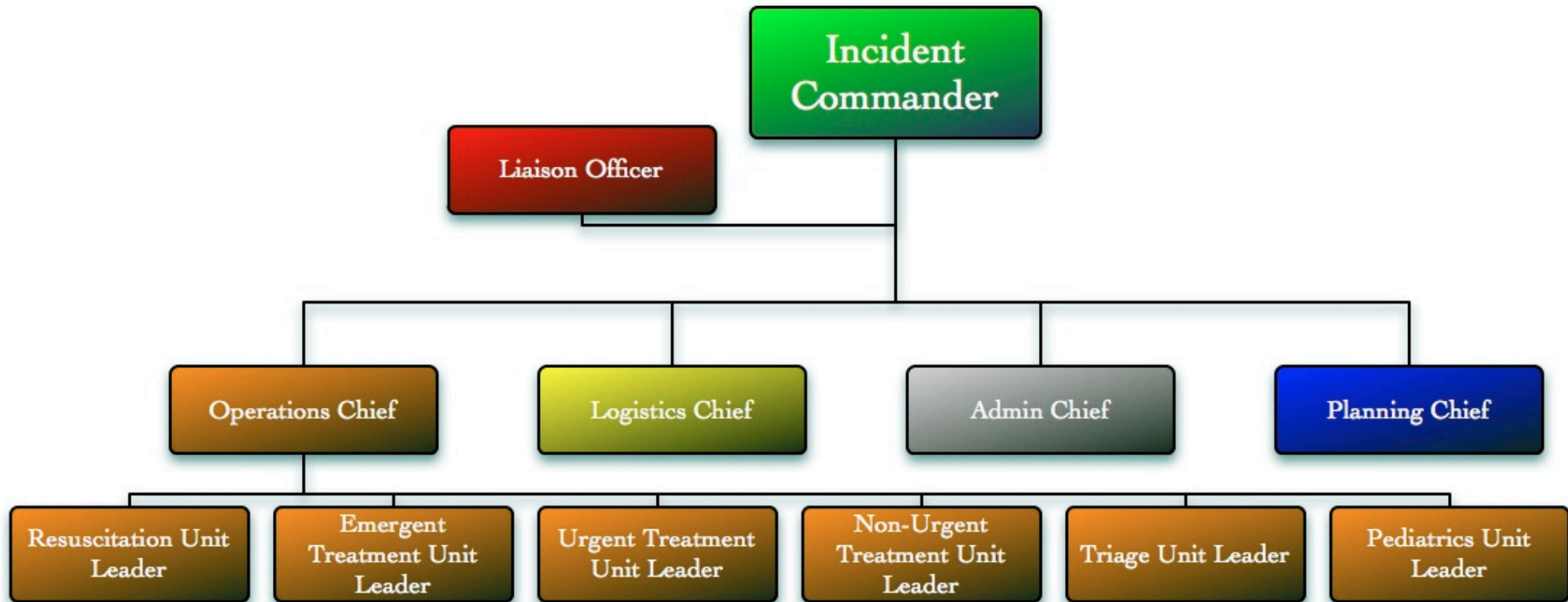
H: Hazards

A: access

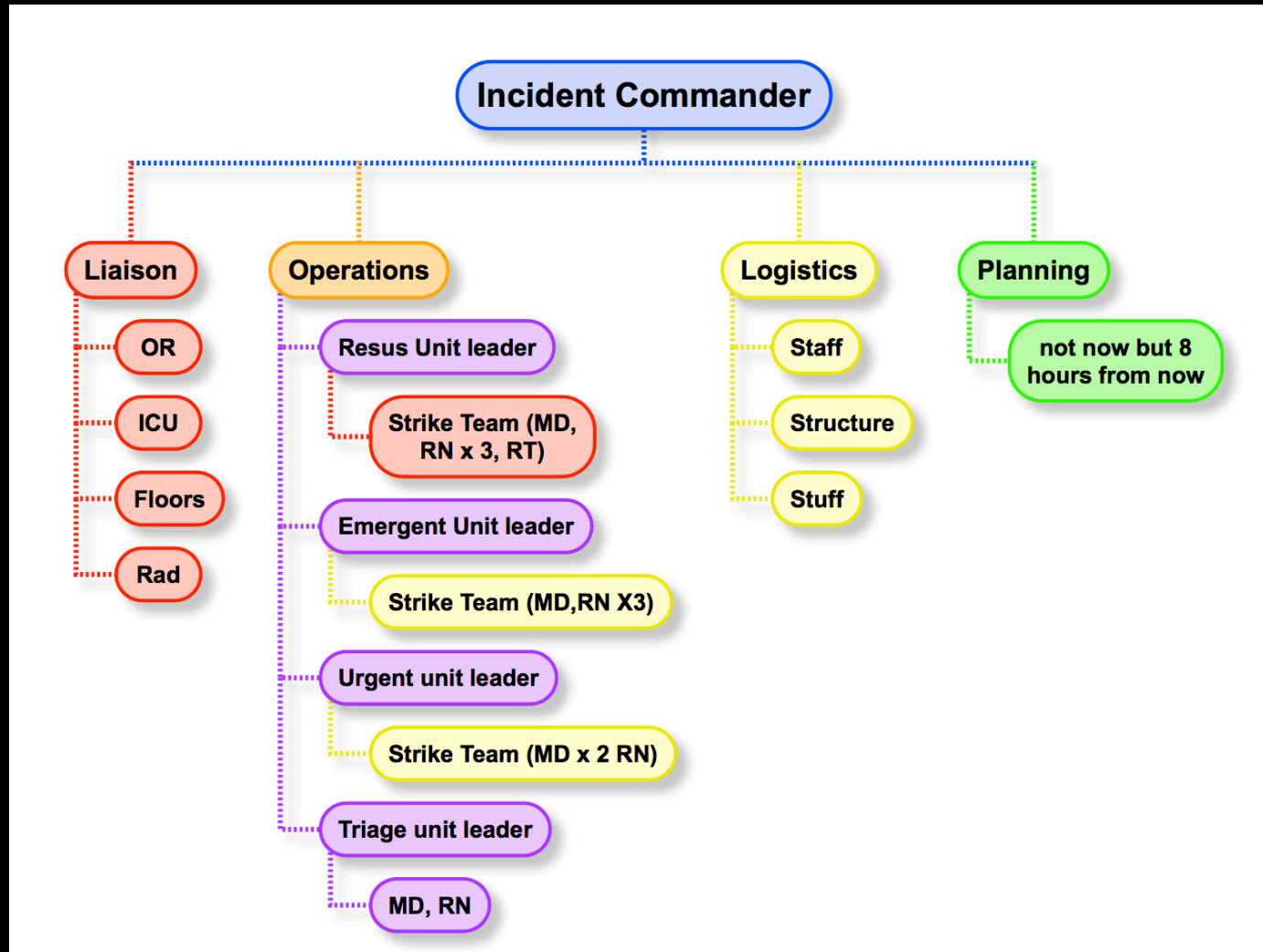
N: number of casualties

E: emergency services: what I need/what I got

ICED: Incident Command Emergency Department

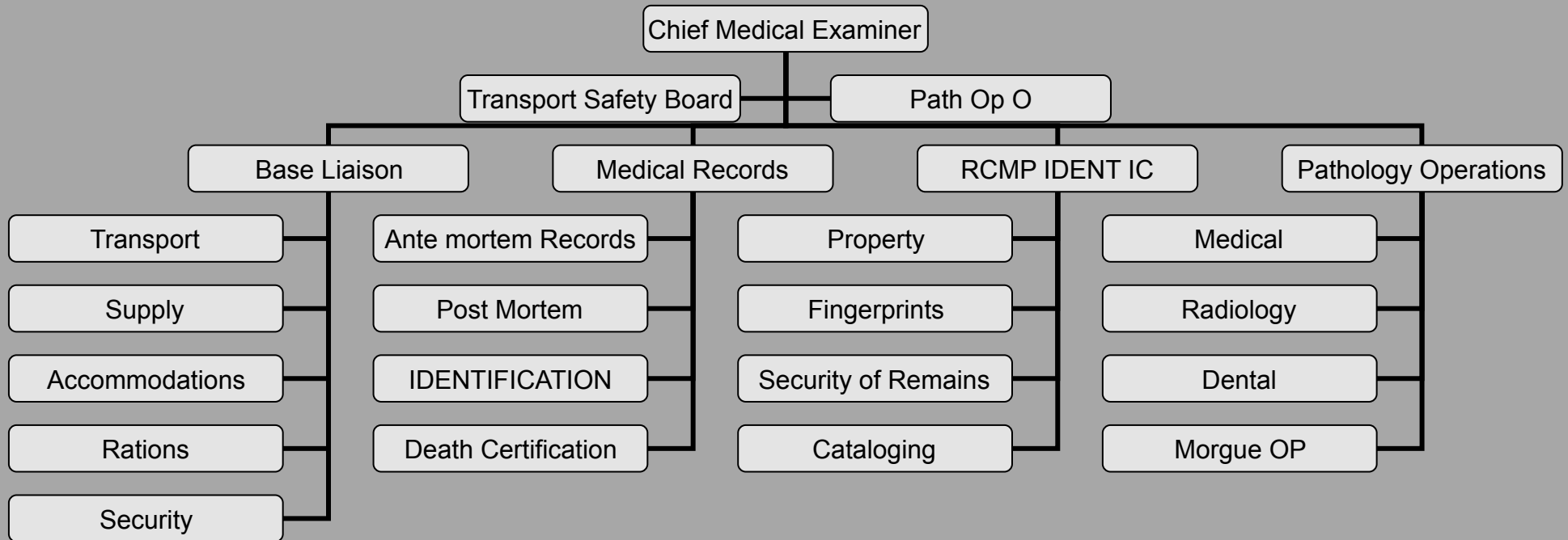


37 Bed ER (45-55K visit per year)



1 x MD Rad triage

Swiss Air Disaster



Points

Lab capacity

Rad capacity (don't xray extremities)

IC's deal with IC's ie is there ICS for other Dept

Don't bog down triage with documentation

Aim for 9 sec triage

Tags Suck

SOPS tht are not rehearsed do not exist.

Most organizations don't understand MCI management example.

Communications

Remember.....

Command flows one step down...

Requests for resources go one step up...

Information can go anywhere.

Taking Charge in a Crisis Situation

Establish your objective

Clearly state your intent

Act Boldly

Be decisive

Lead by example

Get rid of people that can't do the job

Hire people that can people that can

Lead follow or get our of the way