Customizing HICS for Everyone

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CUSTOMIZING HICS FOR EVERYONE

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Philip Lo

PRESENTATION OBJECTIVES

- Show how we simplified HICS to teach Command Center coordination and improve response capabilities within various health care settings
- Share our 30-minute training program and how we use it across different facilities
- Share training tools and insights for implementation and evaluation
HOW DID WE GET HERE?
LESSONS LEARNED

- HICS is complicated
- It’s very different from daily operations
- Practice opportunities are limited
- Retention is challenging
- We are talking about disasters …
LEARNING OBJECTIVES

- Describe priority roles during a response
- Demonstrate critical actions to manage an incident
- Discuss how this can work for you

HOW DO WE KNOW AN INCIDENT HAS HAPPENED?
INCIDENT, EMERGENCY OR DISASTER?

- Broken water pipe
- Main water break
- Massive disruption

What do you think?

ACTIVATION TRIGGERS

Emergency or disaster occurs → Assessment → Decision Point

- Can we respond with daily operations?
- How big is it?
- Should we activate the Command Center?
COMMUNICATE: ALERT & NOTIFICATION

Alert (heads up)
- Telling someone that something has happened
- Information sharing

A water pipe burst in the parking lot. Engineering is working on it, and should be resolved in an hour.

Notification (action needed)
- Telling someone what you're doing
- Information and action reporting

The Chief Engineer found a break in the water main on the city side. Impact is greater than first assessed. We need to activate the Command Center.

HEY, LET’S ACTIVATE

Internal Notification
- Email/Text
- Overhead Page
- Your mass communication system
- Your Internal Hotline

External Notification
- Regulators
- County
- Other
- City
- Other
FIRST STEPS TO TAKE

You have received the notification that the Command Center has been activated

What happens next?

You join the Command Center

Do you know who to report to?

Assume your role

What happens once you put on that vest?

PRIORITY ROLES

Incident Commander

Public Information Officer

Safety Officer

Specialist

Liaison Officer

Command Center Coordinator

Operations

Planning

Logistics

Finance
### GENERAL RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Command Staff</th>
<th>Operations</th>
<th>Planning</th>
<th>Logistics</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The LEADERS</td>
<td>The DOERS</td>
<td>The THINKERS</td>
<td>The GETTERS</td>
<td>The Payers</td>
</tr>
<tr>
<td>Make decisions</td>
<td>Implements and puts the plan into action</td>
<td>Gathers information about the incident and tracks overall incident status</td>
<td>Provides the needed resources such as materiel and supplies</td>
<td>Tracks all incident related costs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tracks the resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develops and maintains the Incident Action Plan</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### COMMAND TEAM RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Incident Commander</th>
<th>Public Information Officer</th>
<th>Safety Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads and directs the Command Center</td>
<td>Develops internal and external messaging</td>
<td>Ensures health and safety of staff and visitors within the facility</td>
</tr>
<tr>
<td>Initiates and approves incident objectives</td>
<td>Coordinates with media as needed</td>
<td>Initiates corrective/protective actions (e.g., unsafe situations or actions, full or partial evacuation, etc.)</td>
</tr>
<tr>
<td>Responsible for all aspects of the response</td>
<td></td>
<td>Monitors ongoing risks or hazards</td>
</tr>
</tbody>
</table>
## COMMAND TEAM RESPONSIBILITIES (CONT.)

<table>
<thead>
<tr>
<th>Liaison Officer</th>
<th>Command Center Coordinator</th>
<th>Specialist</th>
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</table>
| • Point of contact for assisting and coordinating activities between the Command Center and supporting agencies (police, fire department, etc.) | • Open the Command Center  
• Facilitate and support Command Center operations  
• Be an Emergency Management subject matter expert | • Assigned only when needed  
• Technical subject matter expert that advises the Incident Commander and/or assigned section |
| • Coordinates requests for assistance and resources | | |

## INCIDENT MANAGEMENT

- **Assess the situation**
  - What happened?  
  - How has it impacted us?

- **Create objectives & strategies**
  - What are our priorities?  
  - How are we going to do it?

- **Communicate**
  - Who needs to know?  
  - What do they need to know?  
  - How will we tell them?
INCIDENT MANAGEMENT

1. Assess the situation
   Planning

2. Make objectives
   Planning

3. Return to sections and share objectives
   Everyone

4. Sections develop strategies to meet the objectives
   Everyone

5. Implement strategies
   Operations

6. Reconvene command team. Report, assess, and review progress/challenges
   Planning

7. Add or modify objectives as needed
   Planning

8. Cascade information to sections. Continue to employ or modify strategies
   Everyone

9. Repeat steps 6-8 until issue is resolved
   Planning
1. ASSESS THE SITUATION

- What happened?
- How did it impact us?
- Can we fix it?
- What and who do we need?

2. MAKE OBJECTIVES

- Identify priority actions
- Evaluate all options
- Establish timeframes
- Document objectives
- Issue assignments
3. RETURN TO SECTIONS & SHARE INFORMATION

Meet with your section

Ensure appropriate personnel are engaged

Share information

A NOTE ON SPECIALISTS...

Specialist

- Pediatrics
- HazMat
- Ethics
- Trauma
- Infection Control/Prevention
- Legal
- Labor Relations
4. SECTIONS DEVELOP STRATEGIES

- What do we need to do? (objectives)
- How are we going to do it?
- What do we need to do that?
- Who is doing what?
- Document strategies

5. IMPLEMENT STRATEGIES

Scenario: Major automobile pileup *(incident, emergency, or disaster?)*

First Objective = Prepare to receive patients

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<td>THINKERS</td>
<td>GETTERS</td>
<td>Payers</td>
</tr>
<tr>
<td>• Activate Command Center &amp; Surge Plan</td>
<td>• Initiate mass casualty triage</td>
<td>• Assess current census and staffing levels</td>
<td>• Set up triage space</td>
<td>• Determine cost center for purchases</td>
</tr>
<tr>
<td>• Establish communications with the ED and outside agencies</td>
<td></td>
<td>• Anticipate additional staff, staff and space needed</td>
<td>• Procure additional supplies</td>
<td>• Track costs</td>
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</table>
6. REPORT, ASSESS AND REVIEW PROGRESS/CHALLENGES

- Reconvene command team
- Share and evaluate progress
- Discuss actions and challenges
- Identify additional needs and resources

7. ADD OR MODIFY OBJECTIVES

- Re-Evaluate Objectives
- Modify Accordingly

Major automobile pileup scenario: 15 minutes forward – there are 80 autos involved

Added objective: Conduct rapid assessment of all hospital patients for potential downgrade or discharge
8. CASCADE INFORMATION, EMPLOY OR MODIFY STRATEGIES

- Engage appropriate stakeholders
- Communicate updates
- Implement strategies

9. REPEAT STEPS 6-8 THROUGH COMPLETION

6. Reconvene command team and report progress, challenges, needed resources, or guidance

7. Assess progress and add or modify objectives

8. Cascade information to all responders and continue to employ or modify strategies

9. Repeat steps 6-8 until issue is resolved
## SUMMARY OF STEPS

<table>
<thead>
<tr>
<th>Action</th>
<th>Primary Section</th>
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<tbody>
<tr>
<td>1. Assess the situation</td>
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<td>2. Make objectives</td>
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<td>3. Return to sections and share objectives</td>
<td>Everyone</td>
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<td>4. Sections develop strategies to meet the objectives</td>
<td>Everyone</td>
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<tr>
<td>5. Implement strategies</td>
<td>Operations</td>
</tr>
<tr>
<td>6. Reconvene command team by scheduling and holding a briefing. Report, assess and review progress / challenges</td>
<td>Planning</td>
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<tr>
<td>7. Add or modify objectives as needed</td>
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<td>8. Cascade information to sections. Continue to employ or modify strategies</td>
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Exercise Assumptions & Artificialities

• No fault learning environment - processes, NOT individuals, will be evaluated.
• The exercise scenario is plausible, and events occur as they are presented. (DO NOT FIGHT THE SCENARIO)
• Participants are expected to contribute as if their hospitals/facilities are impacted.

Exercise Objectives

1. Command, Control, and Communications
   • Reinforce Incident Management skills
   • Review disaster communication capabilities internally and externally

2. Review existing plans, policies and procedures
   • Discuss strategies in delivering services during a power outage disruption
   • Review Business Continuity Plans for critical resource requirements necessary if departments need to be moved to another location
TABLETOP EXERCISE: SCENARIO 1

It’s 7 p.m. on a Friday evening and a transformer outside of our facility explodes. Main power is lost. The lights flicker and the generators engage.

TABLETOP EXERCISE: INITIAL ASSESSMENT

Is this an incident, emergency or disaster?

How can this impact us?

Who do we alert/notify?

Should we consider activating our Command Center?
TABLETOP EXERCISE: SCENARIO 2

The power company reports that it may take up to 24 hours to repair the transformer and restore main power.

As a result, leadership decides to activate the Command Center.

TABLETOP EXERCISE: MAKE & SHARE OBJECTIVES

Who is our Incident Commander and what other positions do we need to respond?

What are our priority objectives?

How will we document, track, share and complete the objectives?
SAMPLE OBJECTIVES AND STRATEGIES

1. Confirm extent of outage
   • Conduct building assessments and walk-thrus
   • Determine which systems and/or functions impacted, can be suspended or need to be relocated

2. Establish internal and external communication
   • Collect information from official sources
   • Draft messages to members, staff and physicians

3. Monitor hospital and/or medical office building status
   • Establish conference call schedule with key stakeholders
   • Identify information needed to be shared amongst response teams

TABLETOP EXERCISE: SCENARIO 3

Engineering finds a clog in the generator fuel line that could cause the generator to fail.
TABLETOP EXERCISE:
PROCESS CHECK

- What do we do with this new information?
- Do we have a contingency plan?

TABLETOP EXERCISE:
RECONVENE COMMAND TEAM

- Reassess the situation.
- Report and review progress and challenges.
- Determine if we still have the right objectives.
TABLETOP EXERCISE: SCENARIO 4

The power company is now reporting that the estimated restoration time has changed to 3 hours from now.

TABLETOP EXERCISE: MODIFY & CASCADE

Does this change our objectives?

What about our strategies?

Who do we communicate with and how?
TABLETOP EXERCISE: SCENARIO 5

The power company has completed repairs to the transformer and main power to our facility is restored.

After conducting building checks, local teams confirm that all systems are fully back online.

TABLETOP EXERCISE: CONCLUSION

When do we deactivate the Command Center?

Is it over?
TABLETOP EXERCISE: DEBRIEF

Plus

• What went well?

Delta

• What would we do differently?

Exercise Objectives

1. Command, Control and Communications
   • Reinforce Incident Management skills
   • Review disaster communication capabilities internally and externally

2. Review existing plans, policies and procedures
   • Discuss strategies in delivering services during a power outage disruption
   • Review Business Continuity Plans for critical resource requirements necessary if departments need to be moved to another location
TOOLS AND EVALUATION

QUESTIONS?

Contact us!

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