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Emergency Program (E-001)  
"All Hazards" Emergency Management



**E-001 (Program) References All of the Other Tags**

Addresses your Residents' Unique Clinical and Support Need

Focuses on the Facility's High Risk Threats

Reflects Local Emergency Planning Capabilities

Includes:

- System for Command & Control
- Communications
- Resources and Assets and Supply Needs
- Safety and Security
- Staff Responsibilities

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**AR Tornado December 2021**

*"Cover up! Cover up! Here we go!"*  
*Barbara Richards, LVN*



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**Car Crashes into LTC Facility**



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**West, Texas- April 2013**



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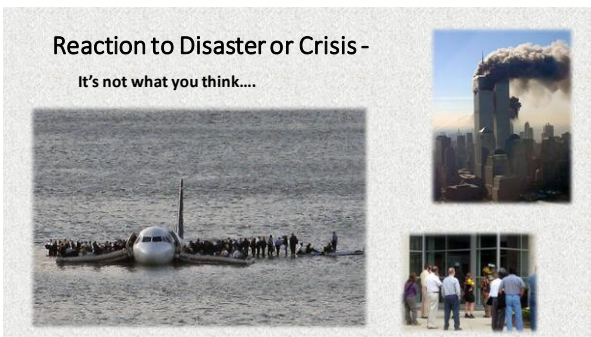
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Reaction to Disaster or Crisis -  
It's not what you think....

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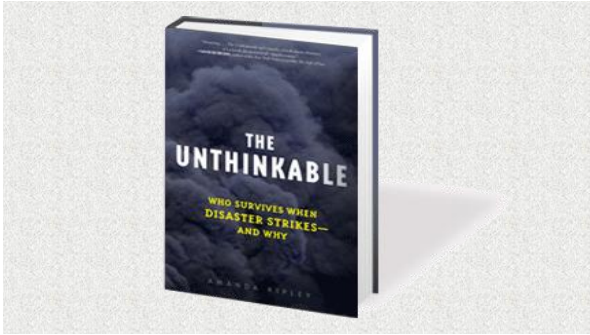
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### Failure to Respond.....

- Subconscious Need for Normalcy
- Overwhelming Sense of Denial
- Optimistic Bias
- Unable to Comprehend Scope of Event
- Acclimation to a "New Normal"
- Lack of Safety Culture
- No Planning / Preparedness
- Poor Training
- No Practice / Rehearsal

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### Four Phases of Emergency Management

- **Mitigation:** efforts to identify hazards and reduce their impact
- **Preparedness:** efforts to prepare for likely hazards
- **Response:** actions taken to respond to an emergency or disaster
- **Recovery:** efforts to restore community to pre-disaster condition

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## "All Hazards" Emergency Management




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## "All Hazards" Emergency Management

- Addresses your Residents' Unique Clinical and Support Need
- Focuses on your High Risk Threats
- Reflects Local Emergency Planning Considerations
- Includes
  - System for Command & Control = ICS
  - Communications
  - Resources and Assets and Supply Needs
  - Safety and Security
  - Staff Responsibilities

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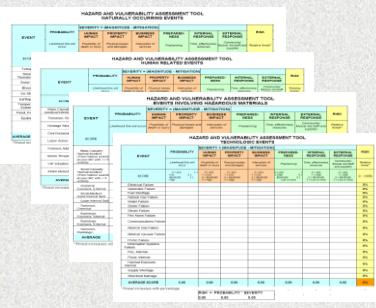
Emergency Prep Rule

Risk Analysis (E-006)

Hazard Vulnerability Assessment (HVA)



**RISK**



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How is an HVA Created?



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Where are your Hazards Hiding?

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What are your Identified Hazards?

- Weather-related hazards
  - Hurricanes, tornadoes, mud-slides, forest fires, flood, extreme cold, extreme heat, earthquake, drought, tsunami, landslide, etc.
- Fire
- Internal flood
- Infectious disease outbreak
- Hazardous material/waste emergency
- Drinking water supply
- Power outage / disruption
- Food supply emergency
- Missing resident
- Communication / telephone failure
- Hostage situation
- Water contamination
- Suspicious package
- IT systems outage
- Chemical exposure
- Bomb threat / explosion
- Active shooter / armed assailant
- Gas leak
- Generator failure
- HVAC failure
- Civil unrest
- What else could possibly happen?

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Emergency Prep Rule

**Incident Management Process (E-006)**

- "All Hazards" Approach
- Incident Command System

**NHICS**  
**Nursing Home**  
INCIDENT COMMAND SYSTEM

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graph TD; IC[Incident Commander] --- PIO[Public Information Officer]; IC --- SIO[Safety Officer]; IC --- LO[Liaison Officer]; IC --- OSC[Operations Section Chief]; IC --- PSC[Planning Section Chief]; IC --- LSC[Logistics Section Chief]; IC --- FSC[Finance Section Chief]; OSC --- OSC1[ ]; OSC --- OSC2[ ]; OSC --- OSC3[ ]; PSC --- PSC1[ ]; PSC --- PSC2[ ]; PSC --- PSC3[ ]; LSC --- LSC1[ ]; LSC --- LSC2[ ]; LSC --- LSC3[ ]; FSC --- FSC1[ ]; FSC --- FSC2[ ]; FSC --- FSC3[ ]
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How Do “They” Manage?



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**NIMS and the Incident Command System (ICS)**

One of the most important 'best practices' that has been incorporated into the NIMS is the Incident Command System (ICS), a standard, on-scene, all-hazards incident management system already in use by firefighters, hazardous materials teams, rescuers and emergency medical teams.

The ICS has been established by the NIMS as the standardized incident organizational structure for the management of all incidents.  
[www.fema.gov/is/nims/nims\\_ics\\_position\\_paper.txt](http://www.fema.gov/is/nims/nims_ics_position_paper.txt)

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**ICS – What is it? (simply)**



- A standardized, all-hazards approach to preparedness & incident management
- Used to manage all types of emergencies and disasters by establishing a clear chain of command
- ICS ensures
  - Safety of responders and others**
  - Achievement of tactical objectives
  - Effective use of resources



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## Fundamental Features of ICS

- **Management by objectives**
- Common terminology
- Common command structure
- Modular organization
- Reliance on an Incident Action Plan (IAP)
- Manageable span of control
- Pre-designated incident locations/facilities
- Resource management
- Integrated communications



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
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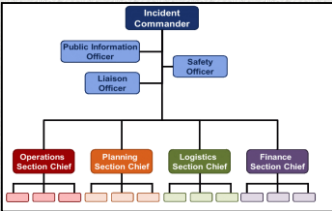
**Emergency  
Prep Rule**

**Incident Management  
Process (E-006)**

- "All Hazards" Approach
- Incident Command System





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## Incident Action Planning & Management by Objectives

S.M.A.R.T Objectives  
Identified Time-Frames (Operational Period)

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## Where to Begin?

Establish Objectives Based on....



**L** Life Safety

**I** Incident Stabilization

**P** Protect Property/Environment

**S** Societal Threat

\* Pandemic = Infection Control

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
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Emergency Management 101- "The Basics"

- Objectives



**ob·jec·tive** ˈɒ ˌjɛk.tɪv [Show IPA](#)

**noun**

1. something that one's efforts or actions are intended to attain or accomplish; purpose; goal; target: *the objective of a military attack; the objective of a fund-raising drive.*

<b>S</b>	<b>SPECIFIC</b>	Details exactly what needs to be done
<b>M</b>	<b>MEASURABLE</b>	Achievement or progress can be measured
<b>A</b>	<b>ACHIEVABLE</b>	Objective is accepted by those responsible for achieving it
<b>R</b>	<b>REALISTIC</b>	Objective is possible to attain (important for motivational effect)
<b>T</b>	<b>TIMED</b>	Time period for achievement is clearly stated

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
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Emergency Management 101- "The Basics"

- Objectives



**ob·jec·tive** ˈɒ ˌjɛk.tɪv [Show IPA](#)

**noun**

1. something that one's efforts or actions are intended to attain or accomplish; purpose; goal; target: *the objective of a military attack; the objective of a fund-raising drive.*

**NHICS =**  
**Emergency Management by "Objective"**

- Objective is typically stated in a word or phrase (concise)
- Communicates what needs to be accomplished
- Examples:
  - Provide nutrition and hydration to residents and staff
  - Evacuate the building as quickly as possible
  - Shelter-in-place
  - Lockdown the community
  - Restrict in-coming contaminated air (ex.- haz-mat)
  - Account for all staff and residents

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## → The Leader

- Some one identified - Everyday - Every shift
- Trained to the “all hazard” plan and the high risk events for this facility
- Authority to make decisions
- The only position that is always activated
- Duties: Assess the situation, establish priorities, prepare assignments, determine objectives and decide strategy
- NHICS calls this the **“Incident Commander”**




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## Someone Needs to Lead the Charge!




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## Incident Commander = Leader / Conductor




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Incident Commander – Sets the Tone of the Operation




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Incident Commander – Confident & Calm




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Who Can be IC ?


**\*\* Anyone \*\***





Incident Management Process (E-006)

- "All Hazards" Approach
- Incident Command System



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**Incident Management Process (E-006)**

- "All Hazards" Approach
- Incident Command System



**Who Should be IC ?**

**"It Depends."**

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
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**Emergency Prep Rule**



**Incident Management Process (E-006)**

- "All Hazards" Approach
- Incident Command System



**Incident Type & Availability Dependent**

- Fire
- Flood
- Power Failure
- Infectious Disease Outbreak
- Shelter-in-Place
- Evacuation
- Mechanical Failure
- Wildfire
- Mass Casualty

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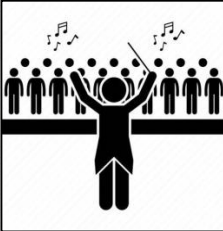
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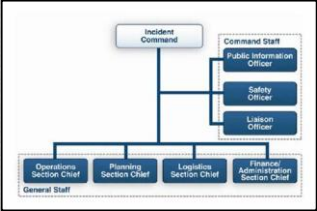
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**Incident Commander owns All ICS Positions**

**Wears all the hats (or vests)**





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### Primary NHICS Positions

- Incident Commander = **Leader**
- Command Staff Positions
  - Safety
  - Public Information Officer
  - Liaison
- Operations = **Doers**
- Planning = **Thinkers**
- Logistics = **Getters**
- Finance / Admin. = **Payers**

```

graph TD
    IC[Incident Commander] --- CS[Command Staff]
    IC --- GS[General Staff]
    CS --- PIO[Public Information Officer]
    CS --- SO[Safety Officer]
    CS --- LO[Liaison Officer]
    GS --- OSC[Operations Section Chief]
    GS --- PSC[Planning Section Chief]
    GS --- LSC[Logistics Section Chief]
    GS --- FASC[Finance/Administration Section Chief]
            
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## ➡ The Helpers

- Called **"Command Staff"**
- May or may not be needed, depending on incident
- Assist and answer to the Incident Commander:



- ➡ Safety Officer
- ➡ Public Information Officer
- ➡ Liaison Officer
- ➡ Medical Director/Specialist

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## ➡ The Doers

- Coordinate tactical activities and implement actions consistent with the objectives identified by the Incident Commander
- Resident care
- Search and rescue
- First aid
- Assess physical plant and clean up or repair
- Supervises the actual response duties
- NHICS calls this **"Operations"**




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## ➡ The Thinkers

- Gather information for all functions
- Prepare action plans
- Keep abreast of changes (intelligence)
- Analyze the situation and prepare recommendations and reports
- Documentation of response
- NHICS calls this **"Planning"**




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## ➡ The Getters

- Acquire needed staff, supplies and equipment in support of operations
- Arrange for transportation
- Keep track of resources
- Set up alternate communications
- Establish staffing patterns
- NHICS calls this **"Logistics"**




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## ➡ The Payers

- Track personnel overtime
- Screen volunteers
- Procurement and purchasing
- Track costs
- Handle claims
- Handle the administrative elements
- NHICS calls this **"Finance/Administration"**




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## Job Action Sheets

- Job Action Sheets (JAS) provide IMT staff with position-specific responsibilities (checklist)
- JAS should be reviewed:
  - In the planning phase (prior to activation)
  - Immediately upon receiving an IMT assignment
    - At the onset of activation to ensure all tasks and activities are considered and acted on if necessary
- Tasks in the Job Action Sheets are grouped according to time periods:
  - Immediate Response (0-2 hours)
  - Intermediate Response (2 – 12 hours)
  - Extended Response and Recovery (greater than 12 hours)




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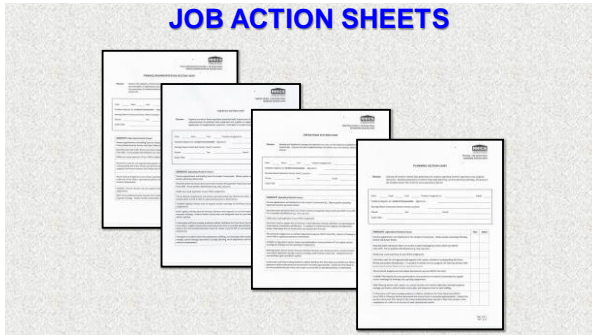
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
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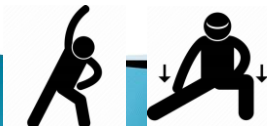
**Emergency Management 101- "The Basics"**

- Objectives
- Operational Periods
- Delegation



## NHICS Warm-up

# Emergency Management 101



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
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**Emergency Management 101- "The Basics"**

- Objectives



**Objective Development – X**

**Develop 2 SMART "Immediate" Objectives for Each Scenario**

- Chlorine leak at ice manufacturing facility down the street
- Strong smell of smoke in main dining room during lunch
- Notification of contaminated city water supply
- Notification of active shooter at train station
- Helicopter crash on top of a high rise building

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
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**Emergency Management  
101- "The Basics"**

- Operational Period



**NHICS =**  
**Emergency Management by "Objective"**  
*In alignment with an Operational Period*

- The amount of time estimated to successfully complete an objective or series of objects (operation)
- Communicated in minutes, hours or days
- Duration depends on the complexity of the operation in the following phases of the incident per NHICS protocol:
  - Immediate
  - Intermediate
  - Extended
  - Demobilization/System Recovery

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
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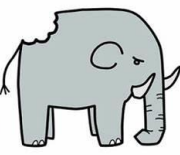
**Emergency Management  
101- "The Basics"**

- Operational Period



**NHICS =**  
**Emergency Management by "Objective"**  
*In alignment with an Operational Period*

HOW DO YOU EAT  
AN ELEPHANT?  
ONE BITE  
AT A TIME!



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
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**Emergency Management  
101- "The Basics"**

- Operational Period



**NHICS =**  
**Emergency Management by "Objective"**  
*In alignment with an Operational Period*

- Emergent Situation = Shorter Ops Period
  - Typically measured in minutes
- Stabilized Situation = Longer Ops Period
  - Measured in minutes or hours
- Recovery Phase = Prolonged Ops Period
  - Measured in days, weeks or months

**Note:** When multiple objectives are being executed, the Ops Period will align with the objective that requires the **most** amount of time

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
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Emergency  
Prep Rule

**Emergency Management  
101- "The Basics"**

- Operational Period



**Ops Period Allocation—X**  
**Develop Ops Periods for 2 Immediate Objectives**

- Chlorine leak at water station across the street  
○ Ops Period?
- Strong smell of smoke in main dining room during lunch  
○ Ops Period?
- Notification of contaminated city water supply  
○ Ops Period?
- Notification of active shooter at high school  
○ Ops Period
- Helicopter crash in ocean front apartment building  
○ Ops Period?

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
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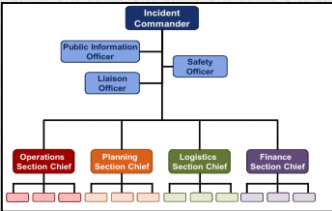
Emergency  
Prep Rule

**Emergency Management  
101- "The Basics"**

- Delegation





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Emergency  
Prep Rule

**Emergency Management  
101- "The Basics"**

- Operational Period



**Delegation—X**  
**Delegate Workforce for 2 Immediate Objectives**

- Ammonia leak at water station across the street  
○ Ops Period  
○ Delegation
- Strong smell of smoke in main dining room during lunch  
○ Ops Period  
○ Delegation
- Notification of contaminated city water supply  
○ Ops Period  
○ Delegation
- Notification of active shooter at high school  
○ Ops Period  
○ Delegation
- Helicopter crash in ocean front apartment building  
○ Ops Period  
○ Delegation

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<p><b>7. HEALTH AND SAFETY BRIEFING</b> IDENTIFY POTENTIAL INCIDENT HEALTH AND SAFETY HAZARDS AND DEVELOP          NECESSARY MEASURES (PERSONAL PROTECTIVE EQUIPMENT, PROTECTIVE CLOTHING, HAZARD ZONE OF THE HAZARD)          TO PREVENT RESPONSIBILITY FROM THESE HAZARDS</p> <p style="text-align: right;">- NWS 202, 210A-</p> <div style="background-color: #e0e0ff; padding: 5px; margin-bottom: 5px;">1.</div> <div style="background-color: #e0e0ff; padding: 5px; margin-bottom: 5px;">2.</div> <div style="background-color: #e0e0ff; padding: 5px; margin-bottom: 5px;">3.</div> <div style="background-color: #e0e0ff; padding: 5px; margin-bottom: 5px;">4.</div>							
<p><b>8. ATTACHMENTS</b> (MAXIMUM OF 10 EXTRA DOCUMENTATION IS ATTACHED)</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><input type="checkbox"/> NWS 202- FACILITY SYSTEM STATUS REPORT</p> <p><input type="checkbox"/> NWS 204- INCIDENT/EMERGENCY INVESTIGATION</p> <p><input type="checkbox"/> NWS 202- MASTER INCIDENT EXPLANATION TRACKING</p> <p><input type="checkbox"/> NWS 210A- INCIDENT ACTION PLAN (IAP) SAFETY ANALYSIS</p> <p><input type="checkbox"/> TRAFFIC PLAN</p> </div> <div style="width: 45%;"> <p><b>INCIDENT MAP</b></p> <p><input type="checkbox"/> OTHER: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> </div> </div>							
<p><b>9. PREPARED BY</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; border-bottom: 1px solid black;">PRINT NAME</td> <td style="width: 20%; border-bottom: 1px solid black; text-align: center;"><b>RED</b></td> <td style="width: 40%; border-bottom: 1px solid black;">SIGNATURE</td> </tr> <tr> <td style="border-bottom: 1px solid black;">DATE/TIME</td> <td></td> <td style="border-bottom: 1px solid black;">FACILITY</td> </tr> </table>		PRINT NAME	<b>RED</b>	SIGNATURE	DATE/TIME		FACILITY
PRINT NAME	<b>RED</b>	SIGNATURE					
DATE/TIME		FACILITY					
<p><small>             P-000001 : CHANGING NUMBER 0000-0000-0000-0000              OBSERVATION : INCIDENT COMMANDER'S JOURNAL SECTION 0007              COPYRIGHT © ALL, 00000000           </small></p>							

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INCIDENT ACTION PLAN (IAP) QUICK START			
COMBINES NIMCS FORMS 201-202-203-204-205A			
INCIDENT OBJECTIVES			INCHS 201-202
6a. OBJECTIVE	6b. STRATEGIES/TACTICS	6c. RESOURCES REQUIRED	6d. ASSIGNED TO
Desired Outcomes	How to accomplish the desired outcomes	What is needed to reach the desired outcomes	Who gets it done

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**Operationalizing ICS...**



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**The *POWER* of the Vest...**



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**Think Like an IC !**



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### Wrap-up

- Emergencies and disasters go sideways – Your response as IC needs to be a combination of following protocols and problem solving along the way
- The expanding scope of an event can be overwhelming- Clear leadership is critical and delegation with ICS is essential
- As IC, trust but verify - teamwork is absolutely required
- Over communicate rather than under communicate




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# THANK YOU!

Stan Szpytek  
Life Safety / EP Consultant




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