



Incident Command System for Severe Acute Respiratory Syndrome

Emergency

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Preparedness

- Apathy is the greatest obstacle that a nation, hospital or department needs to overcome to be prepared for an incident/disaster

“Interest in disaster preparedness is proportional to the recency and magnitude of the last disaster”

Now, post-SARS, before winter 2003-2004, is the window of opportunity to raise awareness and preparedness



Incident Planning Strategy

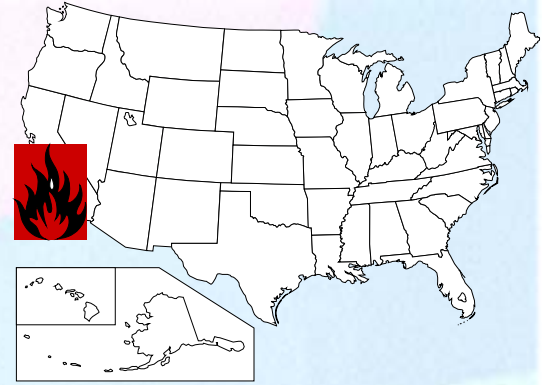
Two observations

- Incidents/disasters produce unexpected challenges that call for flexibility and innovation
- Though each incident/disaster is different, there are patterns and problems that occur with such regularity that they are predictable

Two prong-approach

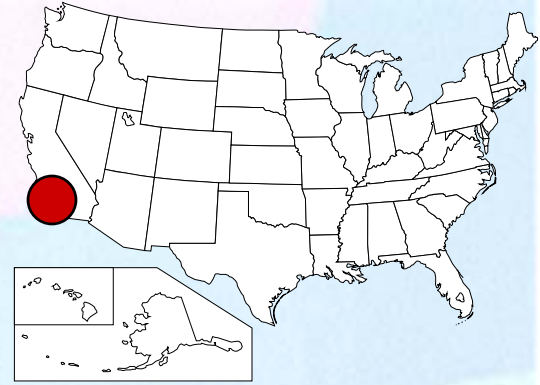
- Plan for what is likely
- Prepare for planned improvisation

Incident Command System (ICS)



History of ICS

- Autumn of 1970: over 13 days, a series of fires in Southern California
 - Ravaged 600 000 acres of land
 - Destroyed 772 buildings
 - Killed 16 persons
- Many agencies and services from city, county, state and federal jurisdictions were involved in fighting the fires



History of ICS

- Post-incident debrief identified these inter-agency coordination problems
 - Lack of common organization
 - Poor on-scene and inter-agency coordination
 - Inadequate joint planning
 - Lack of valid and timely access to information
 - Inadequate resource management





History of ICS

- 1972: consortium of city, county, state and federal agencies formed to resolve inter-agency coordination problems
 - Incident Command System developed as a standardized emergency incident management program
- Versions and principles of ICS have been adapted for use in emergency and rescue services and in hospitals



Definition of ICS

- An inter-agency incident management tool for
 - Commanding
 - Controlling and
 - Coordinating
- the efforts of different agencies as they work towards the common goal of stabilizing an emergency in order to
 - Protect life
 - Protect property and
 - Protect the environment





Structure of ICS

- Unity of command
- Unified command structure
- Common terminology
- Modular organization
- Consolidated incident action plans
- Integrated communications
- Manageable span of control



A common organizational structure
Key management principles in a
standardized way



For ICS to work...

- The process of ICS-hospital disaster planning is more important than the written document that results
- Once a written document is produced, regular exercises enhances familiarity with the plan





Incident Management

Commanding, controlling and coordinating the efforts of different agencies means:

- Establishing command
- Ensuring responder safety
- Assessing incident priorities
- Determining operational objectives
- Developing, implementing the Incident Action Plan
- Developing appropriate organizational structure
- Maintaining a manageable span of control
- Managing resources
- Coordinating activities of outside agencies
- Authorizing information release to media
- Keeping track of costs





Functions of ICS

Incident Command

Information
Safety
Liaison

Planning
Section

Operations
Section

Logistics
Section

Finance /
Admin Section



Incident Commander

- Establish an Incident Command Post
- Establish immediate priorities
- Determine objectives, strategy, tactical direction
- Monitor scene safety
- Establish and monitor incident organization
- Implement Incident Action Plans
- Approves requests for and release of resources
- Authorizes information release to media
- Command staff – information, safety, liaison



Incident Commander



TTSH CEO Dr SW Lim



ED Chief Dr E Seow

- Assertive
- Decisive
- Objective
- Calm
- Quick thinker
- Adaptable
- Flexible
- Realistic
- Able to delegate



Incident Command Post



TTSH Command Post



ED Command Post

- The “Nerve Centre” where Incident Commander is located
- Away from the “action” and in safety, BUT
- Identifiable and accessible to the necessary staff



Command Staff



TTSH
Command Staff



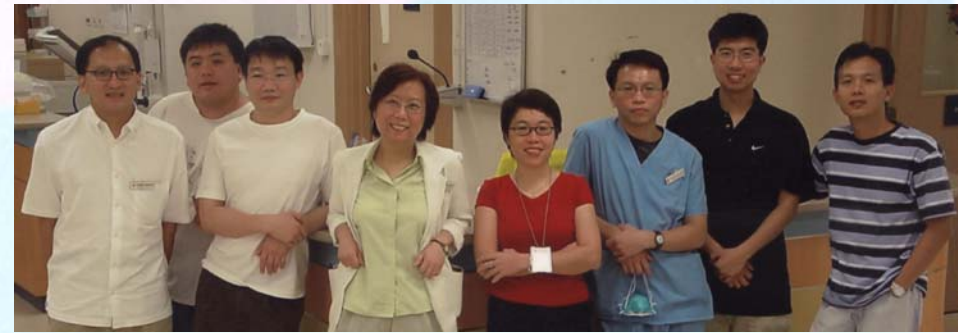
ED Command Staff



- Information officer
 - Handles media inquires and release of information to media
- Safety officer
 - Monitors safety and develops measures to ensure safety
- Liaison officer(s)
 - Contact for other agencies involved in the incident



Planning Section



TTSH Emergency Physicians

TTSH Chiefs

- Collection, evaluation and dissemination of information of information about development of the incident and use of resources
- Creation of Incident Action Plan



Operations Section



- Direct and coordinate all operations
- Ensure safety of operations and frontline staff
- Assist Incident Commander in developing goals and objectives
- Implement the Incident Action Plan
- Request or release resources through Incident Commander
- Update Incident Commander



Logistics Section



Supplies & services



Facilities & equipment

- Provides facilities, services and materials to support the frontline responders
- Especially important in an extended incident



Finance / Administrative Section



TTSH Finance Staff



ED Administrative Staff

- Tracking incident costs and reimbursement accounting



Benefits of ICS

- Prevents chaos
- Prevents individualism
- Ensures safety, prevents injury and further damage
- Prevents prolongation of incident





Drawbacks of ICS

- Time and labor intensive to develop and plan
- Terminology intensive
- Paper and form intensive
- Requires training for entire department / hospital
- Requires buy-in from entire department / hospital





Summary

- Incident preparedness means
 - Plan for what is likely
 - Prepare for planned improvisation
- Principles of ICS are
 - A common organizational structure: unity of command and a unified command
 - Key management principles in a standardized way
- The process of ICS-hospital disaster planning is more important than the written document that results
- Once a written document is produced, regular exercises enhances familiarity with the plan

Thank You

**SARS
Screening**

非典型肺炎检验



சாஸ் பரிசோதனை

**PEMERIKSAAN
SARS**



AMBULANCE +
The Safe Way Back!

