Incident Command System
Overview of MCI Management

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Disclosures

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

- 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

- MRC
  - # OF CAS/H T1 and T2/hr

- MTC
  - # CAS/H DISTRIBUTED
  - # of ambulances

- HTC
  - # OF CAS/H/100 BED
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
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
4. Management by Objectives
Management by Objectives

Achieve your goal.

Achieve Goal

1 - Agency policy and direction
2 - Establish incident objectives
3 - Select strategy
4 - Tactical direction
ICS Principles

5. Consolidated Action Plans
### Action Plan: Briefing

#### INCIDENT BRIEFING

<table>
<thead>
<tr>
<th>4. SUMMARY OF SITUATION AND CURRENT ACTIONS (INCLUDING OBJECTIVES, STRATEGIES AND TACTICS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective #1: Extraction from plane</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: Boat rescue at surface</td>
</tr>
<tr>
<td>Strategy 2: Underwater extraction</td>
</tr>
<tr>
<td>Tactic 1: Dive team to evaluate site and remove survivors</td>
</tr>
<tr>
<td>Tactic 2: Fire department to transport survivors to shore via boat</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective #2: Prevent plane from sinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic 1:</td>
</tr>
<tr>
<td>Tactic 1:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

| Safety: Plane has potential to sink |
| Fuel spilled:                        |

| Weather: Wind 30kph, wind west |
| Thunderstorm expected:          |
Action Plan: Organization

[Diagram of organizational structure with roles and responsibilities]
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
8. Manageable Span of Control
Manageable Span of Control

- ICS Range is 1:3 to 1:7 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
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 \text{ both red and yellow (T1 and T2)}

How severe are the injuries?

S = \frac{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
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: ___________________

<table>
<thead>
<tr>
<th>Immediate</th>
<th>Time</th>
<th>Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate the hospital disaster plan</td>
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<tr>
<td>Read this entire job action sheet</td>
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<tr>
<td>Put on identification tag or vest</td>
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<tr>
<td>Establish a location for the incident command post</td>
<td></td>
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<tr>
<td>Using Form 1 (Incident Command Organizational Chart) place your name as incident commander</td>
<td></td>
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<tr>
<td>Designate the following if sufficient staffing exists in this order:</td>
<td></td>
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<tr>
<td>1. Resuscitation Unit Leader</td>
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<td>2. Pediatric Unit Leader</td>
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<td>3. Emergent Treatment Unit Leader</td>
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<td>4. Triage Unit Leader</td>
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<td>5. Urgent Treatment Unit Leader</td>
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<td>6. Non-Urgent Treatment Unit Leader</td>
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<tr>
<td>Advise all newly appointed staff to read their job action sheets</td>
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<tr>
<td>Announce a meeting of all Unit Leaders to be held within 5 to ten minutes</td>
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<tr>
<td>Meet with the Charge Nurse to discuss</td>
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<tr>
<td>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.</td>
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</table>

<table>
<thead>
<tr>
<th>Intermediate</th>
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<tbody>
<tr>
<td>Designate a Liaison officer if necessary to facilitate communication with other departments or agencies</td>
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<tr>
<td>Designate Administration, Planning, and Logistics chiefs if necessary</td>
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<tr>
<td>Designate an Operations Chief if the Administration, Planning, and Logistics session have been activated and IC workload is becoming unmanageable</td>
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</tbody>
</table>

| Extended                         |      |          |
| Demobilization                   |      |          |

Tools / Documentation
- Form 1: Incident Command Organizational Chart

Job Action Sheet: Job Title   11-04-20 11:10 AM
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

Liaison Officer

Operations Chief  Admin Chief  Planning Chief  Logistics Chief

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

Form 1: Organizational Chart  11-04-20 6:54 AM
HICS: Form 207

- Form 207
- Can be inflexible
- Does not include resources
Within 15 minutes you have two more physicians. Now how will you organize the structure?
ICED:
Incident Command Emergency Department

- Operations
  - Resuscitation Unit Leader
  - Emergent Treatment Leader
  - Urgent Treatment Leader
  - Triage Unit Leader
  - Pediatrics Unit Leader
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
## Incident Check In

<table>
<thead>
<tr>
<th>Name</th>
<th>Agency</th>
<th>Initial Assignment</th>
<th>Contact Phone/pager/etc</th>
<th>Time IN</th>
<th>Time OUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>16</td>
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</tr>
</tbody>
</table>

Form 3: Incident Check In 11-04-20 6:58 AM

Page ___ of ___
ICS Form 211

**CHECK-IN LIST**

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>SINGLE</th>
<th>TYPE</th>
<th>ID. NO./NAME</th>
<th>ORDER/REQUEST NUMBER</th>
<th>DATE/TIME CHECK IN</th>
<th>LEADER'S NAME</th>
<th>TOTAL NO. PERSONNEL</th>
<th>MANIFEST</th>
<th>CREW WEIGHT OR INDIVIDUALS WEIGHT</th>
<th>HOME BASE</th>
<th>DEPARTURE POINT</th>
<th>METHOD OF TRAVEL</th>
<th>INCIDENT ASSIGNMENT</th>
<th>OTHER QUALIFICATION</th>
<th>SENT TO RESOURCES TIME/DATE</th>
</tr>
</thead>
</table>

**CHECK-IN INFORMATION**

<table>
<thead>
<tr>
<th>5.</th>
<th>6.</th>
<th>7.</th>
<th>8.</th>
<th>9.</th>
<th>10.</th>
<th>11.</th>
<th>12.</th>
<th>13.</th>
<th>14.</th>
<th>15.</th>
<th>16.</th>
</tr>
</thead>
</table>

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ICS 211 PAGE  of

18. PREPARED BY (NAME AND POSITION) USE BACK FOR REMARKS OR COMMENTS

Electronic version: NOAA 1.0 June 1, 2000
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

Resuscitation Unit Leader

Task Force 1
MD 1
Senior Resident 1
Medical Student 1
Nurse 1

Task Force 2
MD 2
Senior Resident 2
Medical Student 2
Nurse 2

Task Force 3
MD 3
Medical Student 3
Nurse 3
Nurse 4

Task Force 4
MD 4
Nurse 5
Nurse 6
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:**

<table>
<thead>
<tr>
<th>Task Force #1</th>
<th>Task Force #2</th>
<th>Task Force #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>MD</td>
<td>MD</td>
<td>MD</td>
</tr>
<tr>
<td>Nurse</td>
<td>Nurse</td>
<td>Nurse</td>
</tr>
<tr>
<td>Resident</td>
<td>Resident</td>
<td>Resident</td>
</tr>
<tr>
<td>Student</td>
<td>Student</td>
<td>Student</td>
</tr>
<tr>
<td>RT</td>
<td>RT</td>
<td>RT</td>
</tr>
<tr>
<td>Other</td>
<td>Other</td>
<td>Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Force #4</th>
<th>Task Force #5</th>
<th>Task Force #6</th>
</tr>
</thead>
<tbody>
<tr>
<td>MD</td>
<td>MD</td>
<td>MD</td>
</tr>
<tr>
<td>Nurse</td>
<td>Nurse</td>
<td>Nurse</td>
</tr>
<tr>
<td>Resident</td>
<td>Resident</td>
<td>Resident</td>
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<tr>
<td>Student</td>
<td>Student</td>
<td>Student</td>
</tr>
<tr>
<td>RT</td>
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<td>RT</td>
</tr>
<tr>
<td>Other</td>
<td>Other</td>
<td>Other</td>
</tr>
</tbody>
</table>
HICS: Form 203

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

- Chart organization & resources
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.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
</tr>
</thead>
</table>

Reports to: ______________________

<table>
<thead>
<tr>
<th>Immediate</th>
<th>Time</th>
<th>Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Read this entire Job Action Sheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Put on identification tag or vest as well as your hospital name tag</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Obtain briefing from the Incident Commander</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ensure that all staff working in your area are informed that the Disaster Plan has been activated</td>
<td></td>
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</tr>
<tr>
<td>• Using Form 4 indicate your unit assignment as Resuscitation (Task Force Assignment List) and place your name as Unit Leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• When staff are assigned to your Unit by the Incident Commander, assign each to a task force using Form 4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Advise all assigned staff to read their job action sheets.</td>
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<tr>
<td>• Be prepared to provide direct patient care to patients in your unit until sufficient staffing arrives.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Intermediate</th>
<th></th>
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<tbody>
<tr>
<td>• Meet with the Incident Commander to discuss which patients the Resuscitation Unit will receive</td>
<td></td>
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<tr>
<td>• Meet with your task force leaders:</td>
<td></td>
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<tr>
<td>• Inform them what type of patients they will be receiving</td>
<td></td>
<td></td>
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<tr>
<td>• Advise them to discharge current patients if appropriate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Meet with the Triage Unit Leader to discuss how patients will be assigned to available beds in the Resuscitation Unit.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Extended</th>
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<tbody>
<tr>
<td>• Assess personal and equipment needs for your area. If additional resources are required, notify the Incident Commander</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Demobilization</th>
<th></th>
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<tbody>
<tr>
<td>• When the Disaster Plan is deactivated ensure your staff are aware</td>
<td></td>
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<tr>
<td>• Assist staff in returning to normal Emergency Department operations</td>
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<tr>
<td>• Identify need for post incident debriefing if necessary</td>
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</table>

<table>
<thead>
<tr>
<th>Tools / Documentation</th>
<th></th>
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<tbody>
<tr>
<td>• Form 4: Task Force Assignment List</td>
<td></td>
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</tbody>
</table>
Scenario

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

How could you organize the structure?
ICED:
Incident Command Emergency Department

Incident Commander

- Resuscitation Unit Leader
  - Resuscitation Task Force 1
  - Resuscitation Task Force 2
  - Resuscitation Task Force 3
  - Resuscitation Task Force 4

- Emergent Treatment Leader

- Urgent Treatment Leader

- Triage Unit Leader
  - Triage Task Force 1
  - Triage Task Force 2
  - Triage Task Force 3

- Pediatrics Unit Leader
Continued Expansion

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

- Incident Commander
  - Liaison Officer
    - Resuscitation Unit Leader
      - Resuscitation Task Force 1
      - Resuscitation Task Force 2
      - Resuscitation Task Force 3
      - Resuscitation Task Force 4
    - Emergent Treatment Leader
    - Urgent Treatment Leader
  - Triage Unit Leader
    - Triage Task Force 1
    - Triage Task Force 2
    - Triage Task Force 3
  - Pediatrics Unit Leader
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

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

- Incident Commander
  - Liaison
  - Operations
  - Logistics
  - Planning
    - Resus Unit Leader
      - Strike Team (x4)
        - MD
        - RN
        - RN
        - RT
    - Emergent Unit Leader
      - Strike Team (x2-3)
        - MD
        - RN x 2
        - LPN’s x 2
    - Urgent Unit Leader
      - Strike Team (x2-3)
        - MD
        - RN x 2
        - LPN x 2
    - Triage Unit Leader
      - 1 x MD Rad triage
Swiss Air Disaster

- Chief Medical Examiner
  - Transport Safety Board
  - Path Op O
    - Base Liaison
    - Medical Records
    - RCMP IDENT IC
    - Pathology Operations
      - Transport
      - Supply
      - Accommodations
      - Rations
      - Security
        - Ante mortem Records
        - Post Mortem
        - IDENTIFICATION
        - Death Certification
        - Property
        - Fingerprints
        - Security of Remains
        - Cataloging
        - Medical
        - Radiology
        - Dental
        - Morgue OP
Questions for us?

Lab capacity?
Rad capacity?
IC’s deal with IC’s ie is there ICS for other Dept
Communications

Remember.....

Command flows one step down...

Requests for resources go one step up...

Information can go anywhere.
Objectives

- 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