

CORPORATE ICS ACTIVATION

The Corporate ICS shall be activated by the CEO or designate in their absence. The CEO or designate shall assume the role of the Incident Commander (IC).

- Activate the Executive Assistant, Command Section and Section Chiefs as deemed necessary for the scope of the incident.
- Determine the ROC location for the event, Souris or Shoal Lake.
- Establish whether the Corporate ICS staff will be collocated or dispersed throughout their various offices in the region as circumstances dictate.
- Utilize the accompanying Corporate ICS Phone List to notify the staff required for the event.

The flexibility of Corporate ICS allows for the activation of only the staff required to manage the disaster or event. Human resources may be added or removed as required.

SECTION ROLES AND RESPONSIBILITIES

The following is a summary of the roles and responsibilities of each Corporate ICS Section.

Command Section

- Establish command and the Regional Operations Center
- Define the mission and ensure its completion
- Provide overall direction and support
- Maintain accountability for safety

Logistics Section

- Responsible for the maintenance of the physical environment and adequate levels of food, shelter and supplies to support programs and services

Planning Section

- Responsible for collecting evaluating, disseminating and using information to prompt and drive short and long range plans
- Tracking of events and occurrences relevant to the disaster or event

Finance Section

- Tracks disaster/event costs and performs the critical function of reimbursement accounting

Facility / Community Operations Section

- Organize and direct all aspects relating to operations
- Provide the linkage between the ROC and management at the Program / Facility Level

INTRODUCTION TO

THE CORPORATE INCIDENT COMMAND SYSTEM

The Corporate Incident Command System was modified from the existing Hospital Emergency Incident Command System (HEICS) program that was developed by the State of California Medical Services Authority. HEICS was developed as the command system for an individual facility setting. Assiniboine RHA has modified the basic template to fit our needs as a regional template in order to effectively manage a disaster or event from a regional perspective. This will also allow continued daily operations in facilities less affected by the disaster or event. The original attributes of HEICS remain in this new Corporate ICS plan. They include the following:

- Responsibility oriented chain of command.

This is an emergency command structure that provides for the addressing of many facets of an emergency. It provides a manageable scope of supervision for all functions/positions.

- Wide acceptance through commonality of mission and language.

Through the use of a broadly accepted organizational chart and generic position titles, the Incident Command System (ICS) has found expanding acceptance in both public and private based management circles. Corporate ICS is also being used in WRHA.

- Prioritization of duties with the use of Task Sheets

The Task Sheets are position job descriptions that have a prioritized list of emergency response tasks. The Task Sheets also serve as reminders of the lines of reporting and promote the vigorous documentation of both personnel and overall regional response to the incident. This comprehensive documentation may improve recovery of financial expenditures, while it decreases liabilities.

- Applicability to varying types and magnitudes of emergency events.

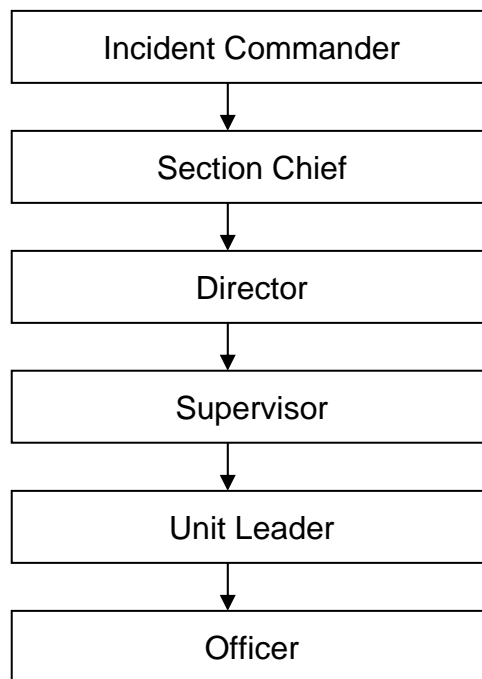
Corporate ICS is a flexible program that can be expanded or scaled back to meet the particular needs of a specific crisis.

- Expeditious transfer of resources (mutual aid) within a particular system or from one facility to another.

The idea of sharing material and human resources in time of need is not new to hospitals. Mutual aid will be facilitated with a common system of management and terms.

- There is minimal disruption of day to day operations in the transition to emergency operations, as personnel are assigned positions that parallel their normal job functions.

The Corporate ICS Organizational Chart shows an emergency command structure that incorporates five sections under the overall leadership of an Incident Commander (IC). Each of the five sections: Logistics, Planning, Finance, Facility Operations, and Community Operations, has a Chief appointed by the IC responsible for their section. The Chiefs in turn designate directors and unit leaders to sub-functions, with supervisors and officers filling other crucial roles. This structure limits the span of control of each manager in the attempt to distribute the work. It also provides for a system of documenting and reporting all emergency response activities. It is hoped that this will lessen liability and promote the recovery of financial expenditures.



Each one of the forty-eight positions found on the organizational chart has a prioritized Task Sheet, to describe the important duties of each particular role. Every Task Sheet begins with the title, the supervisor, where the location of the section operations center is and a mission statement to define the position responsibility. The duties listed on the Task Sheet are put into categories of “Immediate”, “Intermediate” and “Extended”. A line to the left of the particular action is provided for the recording of time when the duty was accomplished.

Introductory Lesson for All Employees

All employees are instructed on the Corporate ICS plan, utilizing the associated Lesson Plan. It is recommended that all levels and areas of service should attend these general education sessions. Participants will be made aware of the Corporate ICS plan and how it will affect their disaster response. Ultimately all personnel may have an opportunity to be involved in a disaster training exercise.

Staff Table Top Exercise

The Corporate ICS Table Top Exercise is a paper drill intended to demonstrate the working and communication relationships of functions found within the Corporate ICS organizational plan. The exercise is intended primarily for Executive, Coordinators, Managers, and personnel who could conceivably be placed into an officer's position upon activation of the plan.

Full-Functional Exercise of the Corporate ICS Plan

The new Corporate ICS disaster response plan may be tested during a general disaster exercise. This will involve the activation and simulated activity of all sections of the Incident Command System.

Continuing Staff Education

These periodic sessions are intended to keep all personnel updated to disaster preparedness and proficient in emergency operating procedures. The expertise of top management in regards the Corporate ICS plan is a priority. The leadership team, composed of managers and personnel who could potentially fill the roles of Incident Commander, Administrative officers and section chiefs must always be ready and aware of how the regions disaster plan works; as well as the responsibilities associated with the most critical positions. Smaller educational sessions may be held within department inservices or as part of a regional-wide emergency preparedness program.

Summary Comments

In the end, it is people who are truly the most important element of any emergency plan. There is not a Task Sheet or Action Plan that can substitute for the well-trained employee. Training and exercise of the disaster plan builds the confidence of the entire staff. Honest critiquing will illuminate those areas which are in need of further revision or retraining. Those officers with a working knowledge of the regional disaster plan will be better able to exercise a command and control presence. Confidence in management is an essential component of the plan.

STANDARDIZATION OF CORPORATE ICS DISASTER CODE DESIGNATION

The ARHA Disaster and Emergency Plan colour code designation applies to Corporate ICS as well. The codes are as follows:

<u>Code</u>	<u>Event</u>
Code Purple	Hold Up / Hostage Taking
Code Green	Evacuation
Code White	Violent Incident / Attempted Break In
Code Red	Fire / Smoke
Code Blue	Cardiac Arrest / Medical Emergency
Code Brown	HAZMAT
Code Yellow	Missing Client
Code Grey	External Air Exclusion
Code Pink	Infant Resuscitation
Code Orange	Mass Casualty
Code Black	Bomb Threat
Code Alert	Severe Weather
Power Outage	Power Outages

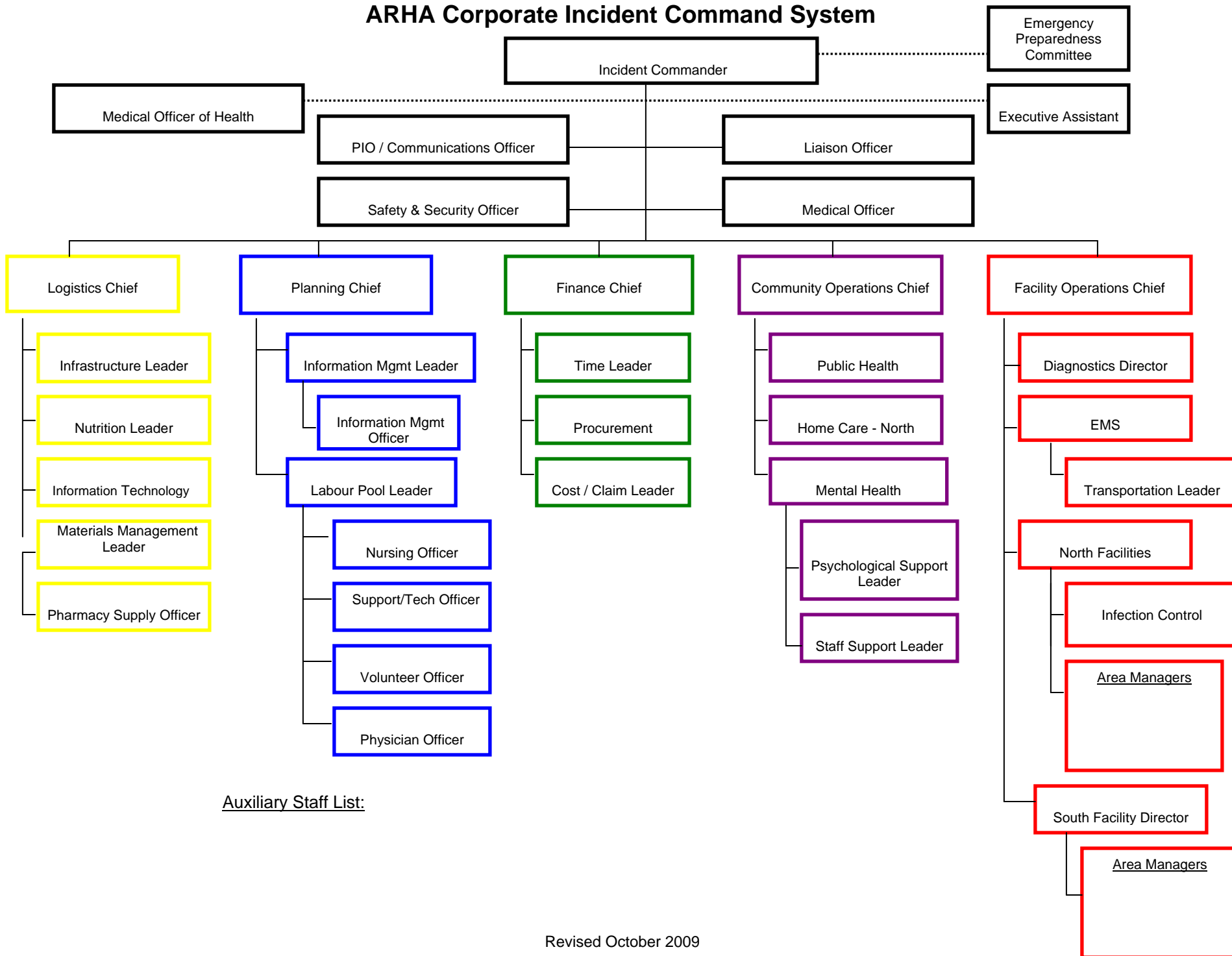
Corporate ICS Colour Designation and Identification Vest Standards

A vest should identify all Corporate ICS personnel. The colour of all vests used by hospital personnel is white. A white vest with color-coded trim and labeling was selected so as not to cause identification problems distinguishing Corporate ICS personnel from other agency personnel such as police or fire.

CORPORATE ICS Section Colour Designation

<u>Section</u>	<u>Colour Designation</u>
IC / Administrative	White w/ lettering & cross outlined in Black
Facility Operations	Red
Community Operations	Purple
Finance	Green
Planning	Blue
Logistics	Yellow
Auxiliary	White w/ black lettering (badge)

ARHA Corporate Incident Command System



Auxiliary Staff List:

Organizational Chart:

➤ **Positions may or may not be activated.**

Each emergency must be evaluated as to the specific positions that will need to be activated in order to address the challenges of the emergency. The disaster's nature, proximity and other factors may mandate all or very few of the positions be staffed.

➤ **Positions may be filled immediately or later based upon needs and staffing.**

A particular disaster may require that a certain number of positions need to be filled. However, if there are only a few managers available during the initial onset, then each manager must take more than one position. Situations of a critical nature may require an individual to perform multiple tasks. If this is not acceptable, then the top priority positions must be identified and carried out in the best manner possible. The use of checklists should facilitate the task of multiple position assignment. As more staff becomes available, they relieve the individual with multiple assignments. Tasks (positions) which are assigned a high priority may be divided among arriving individuals.

➤ **Flexibility.**

The activation of positions for a mass casualty accident will be different than those activated for a hazardous material spill or an impending labor strike. The Corporate ICS plan will flex to accommodate the unique needs of each emergency. Pre-disaster activation (e.g. severe weather) allows staff to be in a "stand-by" mode in the event that future positions need to be filled. Keep in mind, each emergency has its own set of priorities and circumstances. With easy to understand, pre-written checklists, almost anyone can assume a role after a few minutes of reading.

PLANNING TEMPLATE – ROC POSITION SUMMARY

The following summary is a listing of the Mission statements for each position in the ROC.

Command Section

Incident Commander:

Organize and direct Regional Operation Centre (ROC)> Give overall direction for regional operations.

PIO/Communications Officer:

Provide information to the news media. Organize and coordinate internal and external communications; act as custodian of all logged/documented communications.

Safety & Security Officer:

Organize and implement ROC safety and security. Provide safety and security Direction and support as requested to facilities or programs within the region.

Liaison Officer:

Function as incident contact person for other agency representatives.

Medical Director:

Organize, prioritize and assign physicians to areas where medical care is being delivered. Provide policy and clinical management including the disposition of resources or services as required by the incident. Advise the Incident Commander on issues related to the Medical Staff. Coordinate medical operations throughout the entire region.

Medical Officer of Health (MOH):

Provide public health expertise with regard to health information, health status assessment, health risk assessment, surveillance, risk communication, health promotion, health protection interventions, and program evaluation; assure that standards of public health practice are maintained or enhanced.

Executive Assistant:

Provide for secretarial and administrative support functions for the Incident Commander and/or the Executive Team as required.

Logistics Section

Logistics Chief:

Organize and direct those operations associated with the maintenance of the physical environment, and adequate levels of food, shelter, transportation and supplies to support the operational objectives.

Infrastructure Leader:

To coordinate with Maintenance Supervisors to ensure the integrity of the physical operations of affected facilities to the highest level possible as circumstances and resources dictate. Provide adequate environmental controls to perform the operational missions.

Information Technology Leader:

Maintain and adapt as required the regional internal information network. Monitor the maintenance and preservation of the computer system.

Nutrition Leader:

Organize food and water stores for preparation and rationing during periods of anticipated or actual shortage.

Materials Management Leader:

Organize and obtain medical and non-medical care equipment and supplies. Arrange for transport and distribution of material resources.

Pharmacy Supply Officer:

Ensure the availability of pharmaceutical and pharmacy services.

Planning Section

Planning Chiefs:

Organize and direct all aspects of Planning Section operations. Ensure the distribution of critical information/data. Compile scenario/resource projections from all Section Chiefs and effect long range planning. Document and distribute regional action plan.

Information Management Leader:

Collect and disseminate data from all Facility Status Reports to update and maintain the Facility Status Database. Provide summary reporting from data collected.

Information Management Officer:

Assist Information Management Leader with maintenance of the Facility Status Database.

Labour Pool Leader:

Identify available staff and volunteers. Receive requests and assign available staff as needed to maintain adequate numbers of personnel. Assist in the maintenance of staff morale.

Labour Relations – Nursing Officer:

Assigned to specific labor grouping. Receive requests and assist to assign staff as required. Maintain staffing within operational guidelines to provide an efficient and safe working environment.

Labour Relations – Support / Tech Officer:

Assigned to specific labour grouping. Receive requests and assist to assign staff as required. Maintain staffing within operational guidelines to provide an efficient and safe working environment.

Labour Relations – Volunteer Officer:

Assigned to specific labour grouping. Receive requests and assist to assign staff as required. Maintain staffing within operational guidelines to provide an efficient and safe working environment.

Labour Relations – Physician Officer:

Assigned to Physician management; recruiting and liaison duties. Receive requests and assist to assign staff as required. Maintain staffing within operational guidelines to provide an efficient and safe working environment.

Finance Section

Finance Chief:

Monitor the utilization of financial assets. Oversee the acquisition of supplies and services necessary to carry out the region's operational mission. Supervise the documentation of expenditures relevant to the emergency incident.

Time Leader:

Responsible for the documentation of personnel time records. The monitoring and reporting of regular and overtime hours worked/volunteered.

Procurement Leader:

Responsible for administering accounts receivable and payable to vendors.

Cost / Claim Leader:

Responsible for receiving, investigating and documenting all claims reported to the region during the emergency incident which are alleged to be the result of the incident. Responsible for providing cost analysis for the declared emergency incident. Ensure the maintenance of accurate records of incident cost.

Community Operations Section

Community Operations Chief:

Organize and direct aspects relating to the Community Operations Section. Carry out directives of the Incident Commander. Coordinate and supervise the Human Services, Public Health, Home Care and Mental Health subsections.

Public Health Immunization:

Dependant on the incident type and scale this may be a shared position. To oversee immunizations for staff and at-risk public and provide follow up interventions as required. Ensure the maintenance of public health standards.

Public Health Communicable Diseases:

Dependant on the incident type and scale this may be a shared position. To oversee implementation and adherence to infection control guidelines and standard practices both in the immediate incident area and across the region. Ensure the maintenance of public health standards.

Home Care – North:

Ensure the continuance of Home Care, where possible, for those clients receiving these services at the time of the incident. Assess the ability to maintain services in the immediate incident area and to arrange alternate or supplementary care for the duration of the incident. Direct an initiative to care for those clients who may have been discharged ahead of schedule to create needed bed space for the incident.

Home Care – South:

Ensure the continuance of Home Care, where possible, for those clients receiving these services at the time of the incident. Assess the ability to maintain services in the immediate incident area and to arrange alternate or supplementary care for the duration of the incident. Direct an initiative to care for those clients who may have been discharged ahead of schedule to create needed bed space for the incident.

Mental Health Services Director:

Where possible, ensure the continuation of existing mental health services. Supervise those services associated with the social and psychological needs of staff, volunteers, dependants and guests during and post incident.

Psychological Support Leader:

Assure the provision of psychological, spiritual and emotional support to all staff, dependants. Initiate and organize the Critical Incident Stress Debriefing Process.

Staff Support Leader:

Assure the provision of the social needs of staff, volunteers, and dependants.

Facility Operations Section

Facility Operations Chief:

Organize and direct aspects relating to the Operations Section. Carry out directives of the Incident Commander. Coordinate and supervise the Facility Operations, EMS and Diagnostics Services Subsections.

Diagnostics Director:

Maintain laboratory, radiology and diagnostics services and blood products at appropriate levels. Ensure the highest quality of service under the current conditions. Prioritize and manage the activity of department staff.

EMS Director:

Organize and direct all aspects of EMS operations. Ensure adequate ambulance coverage within all districts of the region while supporting the incident demands as they arise.

Transportation Leader:

Organize and coordinate the transportation of all casualties, ambulatory and non-ambulatory. Arrange for the transportation of human resources and clients as required.

North Facility Director:

Organize and direct the overall delivery of medical care in all facilities under your supervision.

South Facility Director:

Organize and direct the overall delivery of medical care in all facilities under your supervision.

Area Managers:

Responsible for the overall leadership and management of facility, clinical and support services for a defined geographical area. Facilitate proactive planning and management of efficient and effective use of human, fiscal and physical resources to reflect the operational needs requirements of the event for all sites within the applicable districts. Reports on facility actions or needs to either the North/South Care Director in the ROC. The Area Manager is the "link" between Facility & Corporate ICS.