


# INCIDENT COMMAND SYSTEM

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## Incident Action Planning

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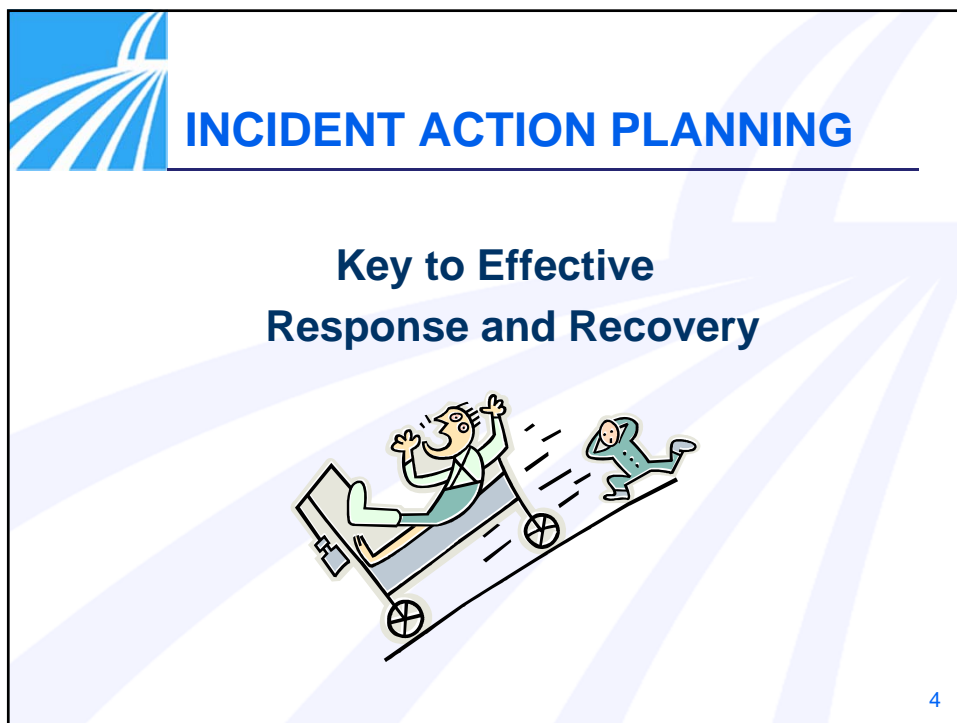
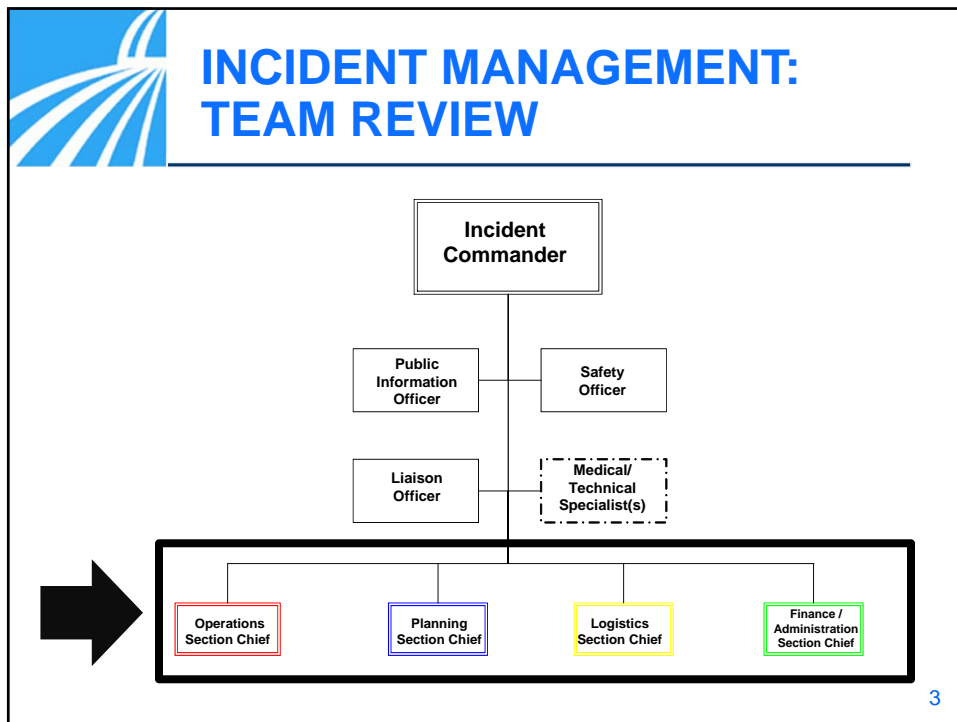


## OBJECTIVES

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- Understand the 9 steps of the Incident Action Planning process
- Identify Incident Action Plan components
- Exercise the development of an Incident Action Plan

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## INCIDENT ACTION PLANNING

1. Assess the Situation
2. Set the Operational Period
3. Determine Safety Priorities and Incident Objectives
4. Determine Branch/Unit Objectives
5. Determine Strategies & Tactics
6. Determine Needed Resources
7. Issue Assignments
8. Implement Actions
9. Reassess & Adjust Plans

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## 1) ASSESS THE SITUATION

**The Incident Commander conducts the initial incident assessment from the information gathered:**

- Type of incident, location, magnitude, and possible duration
- Ongoing hazards and safety concerns
- Determines initial priorities based on:
  - 1) *Life saving*
  - 2) *Incident stabilization*
  - 3) *Property preservation*
- Establishes the Command Center

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## 2) SET THE OPERATIONAL PERIOD

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### **An Operational Period is:**

- The period of time scheduled for execution of a given set of tactical actions in the Incident Action Plan
- Set by the Incident Commander

### **The Operational Period is usually set in hours:**

- Does not have to conform to shift times
- Can be long or short, depending on the intensity of the incident or amount of information available

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## 3) DETERMINE SAFETY PRIORITIES AND INCIDENT OBJECTIVES

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### **Safety priorities identify:**

- Assignments involving risks and hazards
- The mitigation actions that should be developed to safeguard responders

### **Examples:**

- Assignment: Triage in contamination event
- Affected Section/Branch/Location: Operations/ Medical Care Branch/ Triage Area
- Mitigations: Provide appropriate Personal Protective Equipment

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### 3) DETERMINE SAFETY PRIORITIES AND INCIDENT OBJECTIVES

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#### **Incident Objectives are:**

- Broad organizational objectives that are foundational and do not change during response and recovery. These objectives define where the system wants to be at the end of the response
- Not limited to an Operational Period

#### **Examples:**

- Provide adequate care to all patients who present as a result of the incident
- Provide for the safety of staff, patients and visitors

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### 4) DETERMINE BRANCH/UNIT OBJECTIVES

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#### **Branch/Unit Objectives are:**

- Specific objectives to achieve in the Operational Period
- Should be tangible and measurable

#### **Example:**

- Provide prophylaxis to 75% of staff in this operational period
- Decontaminate 25 victims in 2 hours

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## 5) DETERMINE STRATEGIES AND TACTICS

**Strategy Defined:**

- The general direction selected to accomplish incident objectives (NIMS)
- The approach to achieving the objectives


**Tactics Defined:**

- Specific actions, sequence of actions, procedures, tasks, assignments to meet strategies and objectives
- The “boots on the ground” or “doers”

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## 6) DETERMINE NEEDED RESOURCES

- Available and needed resources to meet the Branch/Unit objectives must be identified
- Tactical resources may include:
  - ✓ *Personnel*
  - ✓ *Equipment*
  - ✓ *Supplies*
  - ✓ *Pharmaceuticals*
  - ✓ *Vehicles*



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## 7) ISSUE ASSIGNMENTS

**Once the objectives and necessary resources are identified, assignments are issued:**

- Additional Incident Management Team positions are activated according to incident needs
- Staff are assigned to conduct incident specific operations:
  - ✓ *Evacuation*
  - ✓ *Decontamination*
  - ✓ *Triage and treatment*
  - ✓ *Safety measures*

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## THE INCIDENT ACTION PLANNING MEETING

**The Incident Action Planning Meeting is:**

- Led by the Planning Chief
- Defines and finalizes operational period objectives, strategies, tactics, and resources as determined by each section for the next operational period

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## THE INCIDENT ACTION PLANNING MEETING

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### The Incident Action Planning Meeting is conducted after:

- ✓ *Incident Commander has provided an incident briefing and determined the Incident Objectives and identified the Operational Period*
- ✓ *Sections have met to discuss their response priorities and identified Branch/Unit objectives*

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## THE INCIDENT ACTION PLANNING MEETING

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### The Incident Action Planning Meeting is:

- ✓ *Based on a fixed agenda and includes a report out of section-specific Branch/Unit Objectives, resources assigned, resource needs*
- ✓ *Attended by Incident Commander, Command and General Staff*

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## THE INCIDENT ACTION PLANNING MEETING

### At the end of the Incident Action Planning Meeting:

- ✓ *The Section Chiefs submit completed Form 204 Assignment List*
- ✓ *The Safety Officer submits completed Form 215A Incident Action Plan Safety Analysis*

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## 8) IMPLEMENT ACTIONS

### Direct, monitor and evaluate response efforts:

- Constant monitoring of strategies and tactics for effectiveness
- Assess the Objectives
  - ✓ *Are the objectives being achieved?*
  - ✓ *Is the strategy/tactics safe?*
  - ✓ *Is the strategy/tactics effective?*
- *Evaluation is an ongoing process throughout response and recovery*

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## 9) REASSESS & ADJUST PLANS

### Conduct a Current Situation Assessment:

- ✓ *Update situation/incident information*
- ✓ *Assess the impact on the organization*
- ✓ *Length and duration of continued/resolving incident*
- ✓ *Resource availability*
- Assess the Objectives
- Make sure they are achieved in a safe and timely manner
- Revise objectives, strategies, tactics and resource needs for the upcoming operational period

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## INCIDENT ACTION PLAN RESPONSIBILITIES

### The Incident Commander:

- Provides general Incident Objectives (202 Incident Objectives)
- Sets the Operational Period
- Develops major strategies (priorities)
- Activates Incident Management Team positions
- Establishes policy for resource orders
- Approves initial actions and the completed Incident Action Plan

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## INCIDENT ACTION PLAN RESPONSIBILITIES


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### The Safety Officer:

- Advises the Incident Commander and Section Chiefs on safety issues and measures
- Develops and shares the approved Safety Plan (HICS 215A Incident Action Safety Plan Analysis)
- Oversees the safety of operations and tactics



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## INCIDENT ACTION PLAN RESPONSIBILITIES

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### The Planning Section Chief:

- Prepares for the Planning Meetings
  - ✓ *Gathers information for the Incident Action Plan (Forms 201, 202, 203, 204's and 215A)*
  - ✓ *Develops demobilization and contingency plans*
- Conducts the Planning Meeting
- Coordinates and submits the Incident Action Plan to the Incident Commander for approval
- Disseminates the Incident Action Plan to all Command Center personnel

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## INCIDENT ACTION PLAN RESPONSIBILITIES

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### The Operations Section Chief:

- Determines/assesses areas of operation
- Advises Incident Commander of activated Operations positions and work assignments
- Determines tactics (204 Assignment List)
- Determines resource requirements (204 Assignment List) and communicates needs with Logistics

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## INCIDENT ACTION PLAN RESPONSIBILITIES

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### The Logistics Section Chief:

- Ensures resource ordering meets the needs
- Advises Incident Commander on activated Logistics positions
- Ensures resources to support the Incident Action Plan
- Develops plans that support the Incident Action Plan
  - ✓ *Communications Plans*
  - ✓ *Transportation Plans*

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## **INCIDENT ACTION PLAN RESPONSIBILITIES**

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### **The Finance/Administration Section Chief:**

- Provides cost implications of the Objectives
- Ensures the Incident Action Plan is within cost limitations
- Advises the Incident Commander on Finance/Administration activated positions

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## **INCIDENT ACTION PLAN SECTION REVIEW**


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### **The Incident Action Plan:**

- Provides Incident Management Team personnel with direction for the Operational Period
- Incident Action Planning uses the elements of Management by Objectives
- Objectives driven
- Essential for effective response and recovery

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## FORMS, TOOLS AND RESOURCES



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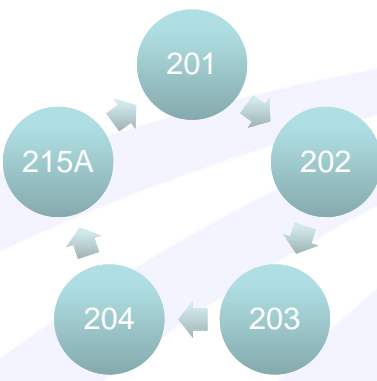

## INCIDENT RESPONSE GUIDES

**Provides Incident Specific:**

- Suggestions and can assist in determining Objectives for each section
- Management tasks by function according to timeframes
- Sample Incident Management Teams
- *Can be used as documentation*

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## FORMS USED IN THE INCIDENT ACTION PLAN


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## THE VALUE OF USING HICS FORMS


- Serves as a road map in response: everyone acting from the same plan
- Serves as foundation for corrective action
- Ensures consistency and compliance with regulatory guidelines
- Complies with documentation for FEMA reimbursement
- Assists with insurance claim filing



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 <b>FORMS</b>		
No.	Name	Responsible
201*	Incident Briefing	Incident Commander
202*	Incident Objectives	Section Chiefs
203*	Organization Assignment List	Resource Unit Leader
204*	Assignment List	Branch Directors
205	Communications Log	Communications Unit Leader
206	Staff Medical Plan	Support Branch Director
207	Organization Chart	Incident Commander
213	Incident Message Form	All Positions
214	Operational Log	Command Staff, General Staff, and Branch Directors
251	Facility System Status Report	Infrastructure Branch Director
IAP Quick Start	Incident Action Plan Quick Start	Incident Commander


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 <b>HICS FORMS</b>		
No.	Name	Responsible
252	Section Personnel Time Sheet	Section Chiefs
253	Volunteer Staff Registration	Labor Pool & Credentialing Unit Leader
254	Disaster Victim / Pt Tracking	Patient Tracking Manager
255	Master Pt Evacuation Tracking	Patient Tracking Manager
256	Procurement Summary Report	Procurement Unit Leader
257	Resource Accounting Record	Section Chiefs
258	Hospital Resource Directory	Resource Unit Leader
259	Hospital Casualty / Fatality Report	Patient Tracking Manager
260	Patient Evacuation Tracking Form	Inpt Unit Leader Outpt Unit Leader, Casualty Care Unit Leader
215A*	Incident Action Plan Safety Analysis	Safety Officer

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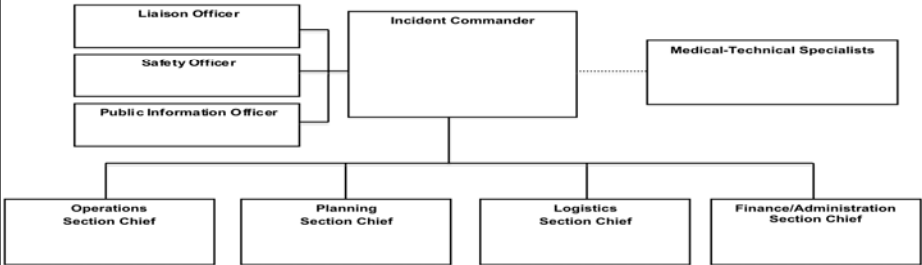
## FORM 201:


### Incident Briefing

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- **Purpose:** Documents initial response information & actions at start-up
- **Origination:** Incident Commander
- **Copies to:** Command staff, Section Chiefs, and Documentation Unit Leader
- **When to Complete:** Prior to briefing the current operational period
- **Helpful Tips:** Distribute to all staff before initial briefing

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<b>1. Incident Name</b>	<b>2. Operational Period (# )</b> DATE: FROM _____ TO: _____ TIME: FROM _____ TO: _____
<b>3. Situation Summary</b> <div style="text-align: right;">— HICS 201 —</div>	
<b>4. Current Hospital Incident Management Team (fill in additional positions as appropriate)</b> <div style="text-align: right;">— HICS 201, 203 —</div> <div style="margin-top: 10px;">  </div>	



## FORM 202:


### Incident Objectives

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- **Purpose:** Defines objectives and issues for operational period
  
- **Instructions:** General Command and Control Objectives for the Incident
  - ✓ *Weather/Environmental Implications for the Period*
  - ✓ *General Safety/Safety Messages*
  - ✓ *Attachments*
  - ✓ *Prepared by Planning Chief*
  
- **Approved by:** Incident Commander

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<b>1. Incident Name</b>	<b>2. Operational Period</b> (# ) DATE: FROM: _____ TO: _____ TIME: FROM: _____ TO: _____
<b>3. Incident Objective(s)</b>	
<b>4. Factors to Consider</b> Considerations in relationship to the objectives and priorities, including weather and situational awareness.	
<b>5. HICS 215A - Incident Action Safety Analysis and/or Site Safety Plan?</b> <input type="checkbox"/> YES <input type="checkbox"/> NO Approved Site Safety Plan(s) Location: _____	
<b>6. Prepared by Planning Section Chief</b>	PRINT NAME: _____ SIGNATURE: _____ DATE/TIME: _____ FACILITY: _____
<b>7. Approved by the Incident Commander</b>	PRINT NAME: _____ SIGNATURE: _____ DATE/TIME: _____ FACILITY: _____



## FORM 203:

### Organization Assignment List

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- **Purpose:** To document Command Center staffing
- **Origination:** Resources Unit Leader
- **Copies to:**
  - ✓ *Command Staff and General Staff*
  - ✓ *Branch Directors and Agency Staff*
  - ✓ *Documentation Unit Leader*

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<b>1. Incident Name</b>		<b>2. Operational Period</b> (# ) DATE: FROM: _____ TO: _____ TIME: FROM: _____ TO: _____	
<b>POSITION</b>	<b>NAME</b>	<b>CONTACT INFO (phone, cell, radio)</b>	
<b>3. Incident Commander(s) and Staff</b>			
Incident Commander			
Public Information Officer			
Liaison Officer			
Safety Officer			
Medical-Technical Specialist:			
Medical-Technical Specialist:			
Medical-Technical Specialist:			
Medical-Technical Specialist:			
<b>4. Operations Section</b>			
Operations Chief			
Staging Manager			
Medical Care Branch Director			
Infrastructure Branch Director			
Security Branch Director			
Hazardous Materials Branch Director			
Business Continuity Branch Director			
Patient Family Assistance Director			
Others if needed			
<b>5. Planning Section</b>			
Planning Chief			
Resources Unit Leader			
Situation Unit Leader			
Documentation Unit Leader			
Demobilization Unit Leader			
<b>6. Logistics Section</b>			
Logistics Chief			
Service Branch Director			
Support Branch Director			
<b>7. Finance/Administration Section</b>			
Finance/Administration Chief			
Time Unit Leader			
Procurement Unit Leader			
Compensation/Claims Unit Leader			
Cost Unit Leader			
<b>8. Agency Executive (ex: CEO)</b>			
<b>9. External Agency Representative (in the Hospital Command Center)</b>			
<b>10. Hospital Representative in the external Emergency Operations Center</b>			
<b>11. Prepared by</b>		PRINT NAME: _____ SIGNATURE: _____ DATE/TIME: _____ FACILITY: _____	

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## FORM 204: *Assignment List*

- **Purpose:** Document assignments, objectives, strategies/tactics and resource needs
- **Origination:** Branch Director
- **Copies to:** Command, General Staff & Documentation Unit Leader
- **Prepared by:** Branch Director
- **Approved by:** Planning Section Chief
- **When to complete:** At the start of each operational period

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		2. Operational Period (# ) DATE: FROM: _____ TO: _____ TIME: FROM: _____ TO: _____		
		4. Branch (if applicable) Branch Director:		
Objectives	5B. Strategies/Tactics	5C. Resources Required	5D. Unit Assigned to	
Operational Period				
Unit Name	Unit Name	Unit Name	Unit Name	Unit Name
Leader Name	Leader Name	Leader Name	Leader Name	Leader Name
Unit Location	Unit Location	Unit Location	Unit Location:	Unit Location
Unit Members/Teams	Unit Members/Teams	Unit Members/Teams	Unit Members/Teams	Unit Members/Teams

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## FORM 215A:


### *Incident Action Plan Safety Analysis*

- **Purpose:** Document hazards and define mitigation
- **Origination:** Safety Officer
- **Copies to:** Command & General Staff, Sections & Branches
- **Prepared by:** Safety Officer
- **Approved by:** Incident Commander
- **When to complete:** Prior to safety briefing

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		<b>2. Operational Period</b> (# ) DATE: FROM: _____ TO: _____ TIME: FROM: _____ TO: _____		
<b>Hazard Mitigation</b>				
<b>3a. Potential/Actual Hazards</b>	<b>3b. Affected Section/Branch/Unit and Location</b>	<b>3c. Mitigations</b>	<b>3d. Mitigation Completed:</b> INITIALS/DATE/TIME	
<b>Prepared by</b> Safety Officer		PRINT NAME: _____ DATE/TIME: _____	SIGNATURE: _____ FACILITY: _____	
<b>Approved by</b> Incident Commander		PRINT NAME: _____ DATE/TIME: _____	SIGNATURE: _____ FACILITY: _____	

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## FORM 214:

### Operational Log

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- **Purpose:** Document
  - ✓ *Incident issues encountered*
  - ✓ *Decisions made*
  - ✓ *Notifications conveyed*
- **Origination:** Command and General Staff
- **When to complete:**
  - ✓ *Continuously, from activation through demobilization*

The 214 Operational Log is not a part of the Incident Action Plan but provides information for the development

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1. Incident Name		2. Operational Period (# )	
		DATE: FROM: _____ TO: _____	
		TIME: FROM: _____ TO: _____	
3. Name		4. HIMT Position	
5. Activity Log			
DATE/TIME	NOTABLE ACTIVITIES		
6. Prepared by			
PRINT NAME: _____		SIGNATURE: _____	
DATE/TIME: _____		FACILITY: _____	



## FORM IAP Quick Start:

- **Purpose:** To provide a short form combining forms 201, 202, 203, 204 and 215A. It can be used in place of the full forms to start an incident or during a short incident. Can migrate to the full forms as needed.
- **Origination:** Incident Commander and/or Planning Chief
- **When to complete:**
  - ✓ *Prior to briefing the current operational period*

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## Putting it All Together

**You are hit with a thunderstorm that results in loss of power to your jurisdiction**

- ***What are the first steps to the event?***
- ***What are the first steps in developing an Incident Action Plan?***
- ***Who is responsible?***

***Power is restored but now there is flooding***

- ***How does it change your Incident Action Plan?***

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## Putting it All Together

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**The jurisdiction is still flooded with no relief in sight**

- *What are your first steps?*
- *What are the first steps in developing an Incident Action Plan?*
- *Who is responsible*

**Power is restored but now the flooding is worsening and looking long-term**

- *How does it change your Incident Action Plan?*

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## REVIEW

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1. Assess the Situation
2. Set the Operational Period
3. Determine Safety Priorities and Incident Objectives
4. Determine Branch/Unit Objectives
5. Determine Strategies & Tactics
6. Determine Needed Resources
7. Issue Assignments
8. Implement Actions
9. Reassess & Adjust Plans

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