

Module 2: A Public Health Case Study

Overview

Module 2 of *ICS in Action*, “A Public Health Case Study,” walks you through a case study scenario using ICS during a hypothetical disease outbreak investigation.



Total time: 80 minutes

Module 2 Learning Objectives


The learning objectives for Module 2 are tied to the overall learning objectives for the training program. Specific objectives for Module 2 are to:

- Complete an Incident Briefing Form (ICS Form 201).
- Use appropriate ICS terminology to describe the roles of public health staff in an outbreak investigation.
- Assign staff to roles in an ICS organizational chart.
- Given a list of steps in the Planning “P,” arrange activities in the appropriate order.
- Match strategies and tactics to corresponding incident objectives.
- Determine points in the outbreak response when briefings and demobilization should occur.
- List the 4 main elements of an Incident Action Plan and describe which ICS forms address each element.
- Given the list of typical roles in ICS, identify people who would present specific items during an operational briefing.

Module 2 Activities

Activities are an essential feature of the *ICS in Action* training program. The 4 activities in Module 2 support the overall learning objectives, enabling participants to explore the concepts presented in the **Video**. The activities are designed to be completed in small groups, but can also be completed individually. This **Workbook** includes instructions and answer keys for each activity. At the start of each activity, you will find background ICS information () and/or case study details () designed to aid you as you complete the activities.

Training Program Video Slides – Module 2




ICS in Action
Module 2

A Public Health
Case Study


ICS in Public Health

- Organize to respond using ICS
- Planning “P” includes steps in ICS



About the Case Study

- Details about the case study scenario
- General information about ICS
- Workbook activities



Initial Notification

Monday, Feb 16th, 12:00 p.m.

- Nancy, the nursing director, receives phone call from Richard at Texler College Student Health Services



Summary of Initial Information

- Probable gastrointestinal disease outbreak
 - 11 ill students, 1 hospitalized; all presented in past 30 hours
 - Usual number of students with GI complaints are 2-3 per day
 - All with vomiting and/or diarrhea
 - Some with abdominal cramps and fever
 - Eat at main cafeteria; other exposures unknown
 - Student health recommended hydration and over-the-counter diarrheal medication



Summary of Initial Information

Nancy's Actions:

- Requested contact info for all cases
- Recommended collecting stool from some cases



Planning "P"



Taking Command

- First person who receives notification about a possible outbreak is the Incident Commander
- Incident Commander is responsible for incident until a transfer of command to a new Incident Commander



Incident Size-Up

- What is the immediate problem?
- Is there an immediate threat to health or safety?
- Are there injuries or illness that require immediate care or action?
- Are there measures that need to be taken immediately to prevent further harm?
- What resources are necessary right now?



ICS Form 201: Incident Briefing

- Incident Name, Date, and Time
- Map Sketch
 - In public health, can be used for incident description
- Summary of Current Actions
 - Actions that have been taken
 - Objectives
- Current Organization (aka ICS organizational chart)
- Resources Summary



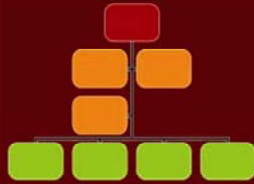
Preparing for Team Meeting

- Nancy prepares to meet with her team by:
 - Completing ICS Form 201 (Incident Briefing Form)
 - Deciding which staff members will fill general and command roles in ICS

Preview: Activity 4



- Review Incident Briefing Form (Form 201)
- Complete missing sections of Incident Briefing Form
- Assign people to roles in ICS organizational chart



Complete Activity 4



- Please STOP the presentation.
- Go to Activity 4 in your workbook and complete Parts A and B.
- When you have finished, START the presentation to continue.



Initial Command Meeting Monday, 3:00 p.m.



- Nancy briefs the team using the Incident Briefing Form (ICS 201)
- Nancy tells everyone their role in ICS using organizational chart




Management by Objectives

- Objectives are:
 - Determined by Incident Commander
 - Usually limited to 5 or fewer
 - SMART
- Operational Period
 - Determined by Incident Commander
 - Time period to achieve objectives






Incident Objectives: Form 202

- Documentation of incident objectives
- Form also includes other info
 - Incident name and date
 - Operational period
 - Weather forecast and safety message
- Attachments may include:
 - Organization and assignment lists
 - Case definitions
 - Questionnaires




ICS Form 202

ICS Form 202			
INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE	3. TIME
	Texler College GI 09	2/19/09	
4. OPERATIONAL PERIOD (DATE/TIME)			
2/17/09 - 0900			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
1. By next operational briefing (0900), get preliminary or final lab results on at least one suspect case.			
2. By 0900, identify all suspect cases.			
3. By 0900, initiate environmental investigation of possible sources of outbreak.			

Tactics Meeting


- Run by Operations Section Chief
- Identify strategies...
 - Using case definition, search for additional suspect cases by 0900 tomorrow.
- ...and tactics



Tactics for GI Outbreak Investigation

- Strategy: Using case definition, search for additional suspect cases by 0900 tomorrow.
- Tactics
 - Nurse A will send blast fax with case definition to area health care providers to identify additional suspect cases
 - PIO will write a message to Texler students, faculty, and staff asking them to visit Student Health Services or call health department if they meet case definition


Preview: Activity 5



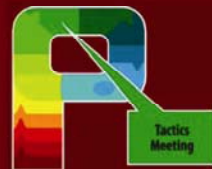
- Match each strategy and tactic with the correct objective.

Objectives and Strategies	Tactics
1. By next operational briefing (0900), get preliminary or final lab results on at least one suspect case. Strategy: _____ Strategy: _____	List number of tactics matching each strategy

Complete Activity 5



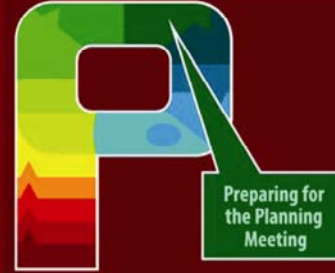
- Please STOP the presentation
- Go to Activity 5 in your workbook.
- When you have finished, START the presentation to continue.



Update: Monday, 4:00 p.m.



- Rebecca (Investigation and Surveillance Group) is conducting interviews with suspect cases
- Ramon (Liaison Officer) is talking with the lab at Hornbeck General Hospital
- Anya (Public Information Officer) is preparing an email message to be sent to Texler students, faculty and staff



Planning

- Planning Process:
 - Led by Planning Section Chief
 - Informed by Tactics Meeting
- Planning Activities:
 - Monitor situation status and develop situation report
 - Create Incident Action Plan (IAP)
 - Think ahead to next operational period



Planning Meeting Monday, 6:00 p.m.

- Kendra, Planning Section Chief, runs this meeting
- Team reviews and finalizes objectives, strategies, and tactics in the Incident Action Plan (IAP)
- Team identifies resource requirements




Preview: Activity 6




- List the part of the IAP where each of the 4 key elements is addressed.
- Choose the ICS position responsible for each IAP section

Key Element	IAP Section	IAP Position Responsible
WHAT must be done		
WHO is responsible		
HOW information will be communicated		
WHAT should be done if resources are required		

Complete Activity 6




- Please STOP the presentation.
- Go to Activity 6 in your workbook.
- When you have finished, START the presentation continue.



Update


Tuesday, Feb 17th, 8:30 a.m.



- 14 suspect cases
- 4 have been interviewed
- Lab results expected today for hospitalized student
- Case definition provided to health care providers, college community





Operational Period Briefing

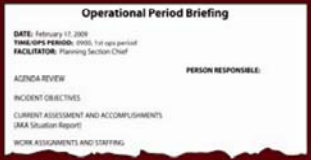


- Occurs at the start of each operational period
- Covers the upcoming operational period
- IAP is presented
- Should be brief (~10-15 min)
- Facilitated by Planning Section Chief
- All command and general staff must attend

Preview: Activity 7




- Identify person responsible for each section of briefing
- Match each agenda item with statement




Operational Period Briefing	
DATE: February 17, 2009	
TIME/OPS PERIOD: 0900, 1st ops period	
FACILITATOR: Planning Section Chief	PERSON RESPONSIBLE:
AGENDA REVIEW	
INCIDENT OBJECTIVES	
CURRENT ASSESSMENT AND ACCOMPLISHMENTS (AAA Situation Report)	
WORK ASSIGNMENTS AND STAFFING	

Complete Activity 7



- Please STOP the presentation.
- Go to Activity 7 in your workbook.
- When you have finished, START the presentation to continue.





Investigation Progress Tuesday, Feb 17th

- Identified the pathogen as norovirus
- Created case definition
- Sent email notice to college students, faculty and staff
- Conducted interviews with 10 of 14 original cases
- Identified 4 additional cases (18 total)
- Submitted 3 stool specimens for lab testing
- Visited main cafeteria

Ongoing Investigation February 18-24th

- Held Operational Period Briefings daily for one week
- Updated objectives based on lab findings of norovirus in stool samples
- Identified one additional case through continued surveillance
- Collected environmental samples during cafeteria site visit
- Discovered that two cafeteria staff had been ill with diarrheal illness

Outbreak Subsides February 25th

- New cases stopped occurring
- Norovirus outbreak traced to cafeteria worker
- Cafeteria closed and disinfected
- Implemented appropriate control measures

Outbreak Summary

- 21 total cases
- Food safety practices improved in campus cafeterias
- ICS structure led to organized outbreak response
- ICS forms are documentation of response

Summary – Benefits of ICS

- Organizes the response
- Easily allows for partnering with other agencies through a common management system
- Works for incidents of any size or type
- Is cost-effective
- Allows for prioritizing of resource allocation
- Provides documentation for reimbursement

Video Footage

- Martha Salyers, PHRST 6

Learn More...

- ICS tools available on Web site
- NC Center for Public Health Preparedness Web site: <http://nccphp.sph.unc.edu/>
- Select "Ready to Use Training Packages" from the menu.

Credits

- Developed by the North Carolina Center for Public Health Preparedness (NCCPHP) at the University of North Carolina's Gillings School of Global Public Health in partnership with North Carolina Public Health Regional Surveillance Team 6.
- NCCPHP is part of a national network of Centers for Public Health Preparedness funded by the Centers for Disease Control and Prevention through Grant/Cooperative Agreement U90/CCU424255.

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Eastern Band of Cherokee Indians
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Disclaimer



- The materials contained in this presentation were obtained from a variety of sources. They are provided solely for educational purposes and are to be used as guidelines and reference materials only. Due to possible changes and updates after publication of this presentation, viewers are encouraged to obtain the most current information from additional sources when implementing programs.

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Activity 4A: Incident Briefing Form

Instructions

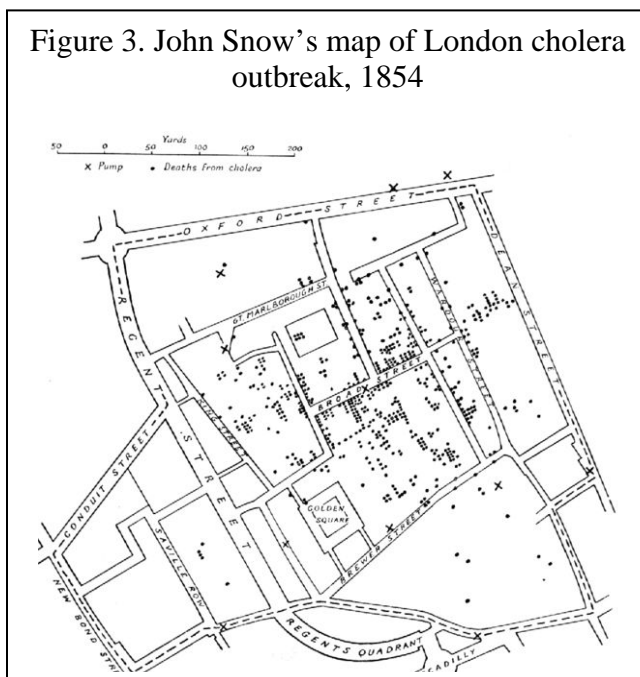
- Form groups of 2-3 people.
- Review the ICS information () and case study details () below.
- Complete the following sections of the Incident Briefing Form on pages 36-37 using the information gathered during the incident size-up.
 - Section 4: Map Sketch
 - Section 6: Summary of Current Actions
 - Section 7: Current Organization (*Hint: Not every component of this section may be completed at this time.*)
- Compare your answers with the Answer Key on page 38.
- Begin Activity 4B on page 40.



ICS Form 201

ICS Form 201 (Incident Briefing) includes the following information:

1. Incident Name
2. Date Prepared
3. Time Prepared
4. Map Sketch
 - In public health, can be used for a brief incident description
 - Showing a map of cases might be useful depending on the type of outbreak (See Figure 3.)
5. Prepared by (Name and Position)
6. Summary of Current Actions
 - Actions that have been taken
 - Current objectives (often global objectives based on initial steps of outbreak investigation)
7. Current Organization
 - ICS organizational chart
8. Resources Summary



Benefits of using Form 201:

- Documents the initial outbreak response
- Makes it easy for the initial responder to brief the health director or other superiors
- Can be used as reference for similar outbreaks in the future



Information from Size-Up

- Probable gastrointestinal disease outbreak at Texler College with 11 ill students
- Health department has 4 communicable disease nurses (although some must work in clinics) and 2 environmental health specialists
- Midterm exams at Texler College occur in 2 weeks
- Nurse at Student Health Services called health department at noon on 2/16/08; his name is Richard and his work phone number is 333-333-3333
- Texler usually sees 2-3 students with GI illness each day
- Local health department has not dealt with a GI outbreak in the past year
- All ill students have vomiting and/or diarrhea, some have abdominal cramps and fever
- Texler College has approximately 2,500 students and 300 faculty and staff; most students (~2,000) live on campus
- One student was sent to Hornbeck General Hospital for further evaluation
- Nancy, the nursing supervisor at the health department, has assumed Incident Command, called Hornbeck General Hospital to get test results on the affected student, and scheduled a 3 p.m. meeting of the outbreak response team; Nancy's cell phone number is 333-222-4444
- The health director is on vacation
- Nancy requested a list of affected students with names and contact information from Texler Student Health Services
- Using information gathered during the incident size-up and the steps of an outbreak investigation, Nancy developed some initial incident objectives:
 - Determine the existence of an outbreak
 - Verify diagnosis
 - Create working case definition
 - Identify cases

Incident Briefing Form (Form 201)

Incident Briefing	1. Incident Name Texler College GI 09	2. Date 02/16/09	3. Time 1330
4. Map Sketch			
5. Current Organization			
<pre> graph TD IC[Incident Commander] --- Safety IC --- PIO[Public Information Officer] IC --- Liaison IC --- Ops[Operations] IC --- Planning IC --- Logistics IC --- Finance Liaison --- Ops Liaison --- Planning Liaison --- Logistics Liaison --- Finance Ops --- Div1[Division] Ops --- Div2[Division] Ops --- Div3[Division] </pre>			
Page 1 of 2	6 Prepared by (Name and Position): Nancy Henderson, Nursing Supervisor		

Answer Key (Activity 4A: Incident Briefing Form)

Answer:

Incident Briefing	1. Incident Name Texler College GI 09	2. Date 02/16/09	3. Time 1330
4. Map Sketch			
<ul style="list-style-type: none"> • <i>Texler College Student Health Services notified health department of possible outbreak of gastrointestinal illness at 1200 (2/16/09).</i> • <i>11 students have reported symptoms of nausea and vomiting. Some have also reported abdominal cramps and fever.</i> • <i>1 student was sent to Hornbeck General Medical Center for further evaluation.</i> • <i>College has approximately 2,500 students and 300 faculty and staff.</i> 			
5. Current Organization			
<p><i>IC – Nursing Supervisor, Nancy Henderson, 333-222-4444 (cell)</i></p> <p><i>Cooperating Agencies</i></p> <ul style="list-style-type: none"> • <i>Texler College Student Health Services, Richard, Nurse, 333-333-3333 (cell)</i> • <i>Hornbeck General Hospital, Judy, Infection Control Nurse, 333-400-4000</i> 			
<div style="display: flex; align-items: flex-start;"> <div style="border: 1px solid gray; border-radius: 15px; padding: 10px; margin-right: 20px; width: 25%;"> <p>Org chart may be incomplete when Form 201 is filled out. Also, at this initial meeting the IC can enter additional staff and add resources as they are identified.</p> </div> <div style="flex-grow: 1;"> <pre> graph TD IC["Incident Commander: Nancy"] --- Safety IC --- PIO["Public Information Officer"] IC --- Liaison IC --- Ops["Operations"] IC --- Planning IC --- Logistics IC --- Finance Ops --- Ops1["Division"] Ops --- Ops2["Division"] Ops --- Ops3["Division"] </pre> </div> </div>			
Page 1 of 2	6 Prepared by (Name and Position): Nancy Henderson, Nursing Supervisor		

Activity 4B: Organizational Chart

Instructions

- Form groups of 2-3 people.
- Review the case study details (📄) below.
- Read the specific directions to complete the ICS Organizational Chart on page 42.
 - Step 1: Using the list of roles provided on page 42, write the name of the ICS role in each box of the blank Organizational Chart.
 - Step 2: Assign each of the employees listed in the case study details (📄) on page 41 to a position in the chart. (*Hint: An employee can fill multiple positions if those positions report to the same supervisor and would not comprise an unmanageable workload.*)
 - Step 3 (Optional): Write a brief justification for the role assignments you chose.
- Compare your answers with the Answer Key on page 44.
- Restart the **Training Program Video** to continue Module 2.

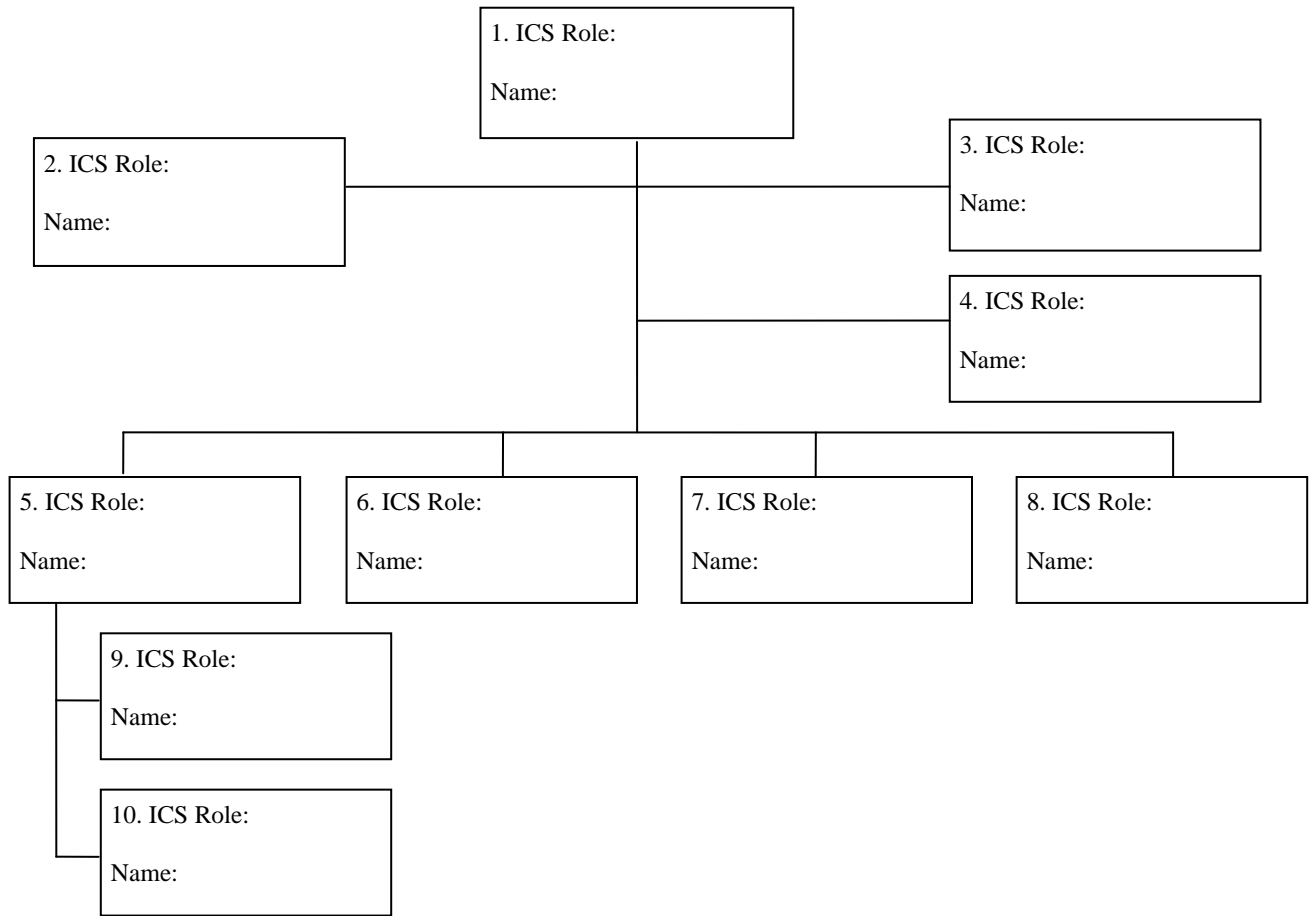


Local Health Department Staff

The following is a list of available employees in your health department. You will assign these employees to fill the roles in the ICS chart on the next page.

- Nancy, Nursing Supervisor
 - 26 years public health experience. Trained in ICS 100, 200, 300, 400, 700, and 800. Has used ICS in several incidents, including a large multi-agency response.
- Rebecca, Communicable Disease Nurse
 - 5 years public health experience. Trained in ICS 100 but has never used ICS in an actual event.
- Kendra, Communicable Disease Nurse
 - 9 years public health experience. Trained in ICS 100, 200, and 700. Has used ICS in 1 incident. Very organized and thorough, always completes work on time. Has experience developing communicable disease reports, analyzing data, and planning community interventions.
- Anya, Health Educator
 - 2 years public health experience. No ICS training. Currently provides health education to health department patients and develops educational materials for the general public.
- Ed, Environmental Health Supervisor
 - 15 years public health experience. Trained in ICS 100, 200, 300, 400, 700, and 800. Has used ICS in several past incidents. Familiar with tasks necessary to control an outbreak.
- Diane, Environmental Health Specialist
 - Less than 1 year public health experience. No ICS training or experience. Skilled at collecting environmental samples.
- Ramon, Preparedness Coordinator
 - 4 years public health experience. Trained in ICS 100 and 200. Has used ICS in 1 incident. Knows many community partners from planning for pandemic influenza.
- Natalie, Administrative Assistant
 - 10 years working in local health department. Trained in ICS 100. Strong knowledge of internal health department operations. Familiar with vendors and purchasing supplies.

Organizational Chart



Use the following roles to complete the ICS Organizational Chart above.

- Operations Section Chief
- Liaison Officer
- Logistics Section Chief
- Incident Commander
- Planning Section Chief
- Safety Officer
- Public Information Officer
- Finance and Administration Section Chief
- Clinical Investigation Group
- Lab Group
- Environmental Investigation Group

Brief Justification for Role Assignments (Optional)

Write a brief justification for the role assignments you chose.

Ex: Joe was chosen for Planning Chief because of his ICS training and experience and his responsibility for planning community interventions.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

END OF ACTIVITY 4B

Review the Answer Key on page 44.

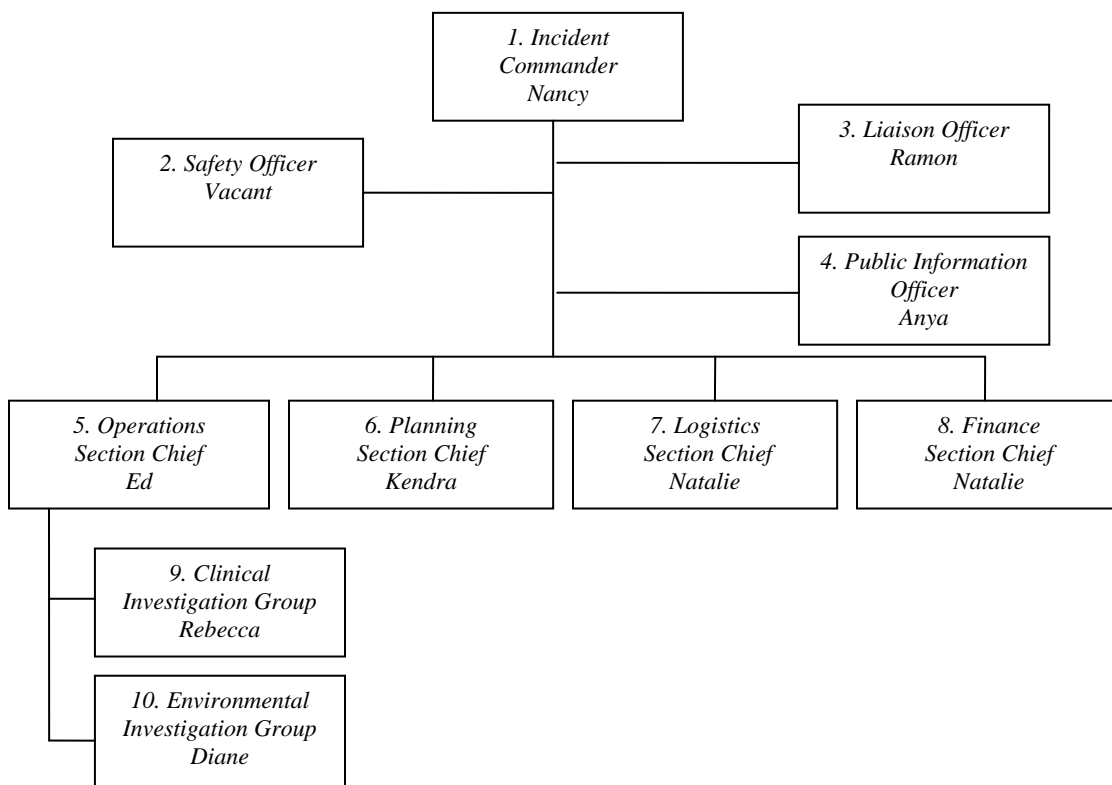
Answer Key (Activity 4B: Organizational Chart)

Example Organizational Chart:

The chart below is one possible structure to respond to the GI outbreak. However, it is certainly not the only option. One useful feature of ICS is its scalability, so the structure can be smaller or larger depending on the situation. The structure should be reassessed during each operational period.

Roles may change from one response to another. For example, if the health director were to be available as Incident Commander during the next outbreak, Nancy may be the Operations or Planning Section Chief, and other positions would be adjusted accordingly.

Note that there is no separate Laboratory Group in the Operations Section at this point, partly because this small health department does not have dedicated laboratory personnel. Laboratory duties will be handled by the Environmental Investigation Group. However, if the outbreak grows to exceed laboratory capacity, the health department may expand the organizational chart to include a Laboratory Group and seek lab staff from a neighboring health department.



Example Brief Justifications for Role Assignments:



1. *Nancy was chosen as the Incident Commander because she has the most experience using ICS and is the senior person available while the health director is on vacation.*
2. *The position of Safety Officer is not critical at this time. Someone will be assigned to the position if the situation merits.*
3. *Ramon is an ideal liaison officer because he already knows and has worked with a number of community partners.*
4. *Anya is a good match for the Public Information Officer position based on her work as a health educator.*
5. *Ed is a good choice for Operations Section Chief because he has a great deal of experience with ICS and public health investigations generally.*
6. *Kendra was chosen as the Planning Section Chief because she is well-organized and has some experience with ICS.*
7. *Natalie is the person with the best knowledge of internal health department processes. As Logistics Section Chief, she can be sure the necessary supplies and resources are available when needed.*
8. *Natalie can also serve as Finance Section Chief. Because the Finance Section Chief and the Logistics Section Chief both report to the Incident Commander, having Natalie serve in both positions does not violate unity of command (everyone reports to only 1 person). For an incident of this size, the FSC will not have a large role so it is okay for Natalie to “wear 2 hats.”*
9. *As a communicable disease nurse, Rebecca is a natural choice for the Clinical Investigation Group. Note that group supervisors have been assigned proactively because it is possible they will have additional staff working under them if the outbreak spreads.*
10. *Diane can work on the Environmental Investigation, especially because she will be supervised by Ed. Her skill at collecting environmental samples will be useful in this position, especially because there is no separate Laboratory Group at this point. If the laboratory duties become unmanageable, the health department may ask a neighboring health department for laboratory assistance.*

END OF ANSWER KEY

Return to the Training Program Video.

Activity 5: Strategies and Tactics

Instructions

- Form groups of 2-3 people.
- Review the ICS information () and case study details ()
- Read the specific directions and complete all parts of Activity 5.
- Compare your answers with the Answer Key on page 49.
- Restart the **Training Program Video** to continue Module 2.



Management by Objectives

Managing an outbreak using clear objectives is a key concept in ICS. Management by objectives assures that all responders maintain perspective on the incident and keep from becoming overwhelmed by the details.

Objectives are:

- Determined by the Incident Commander
- Designed for one operational period
- Simple and attainable
- Recorded in ICS Form 202
- Reassessed and updated during each operational period

The Operations Section decides how to achieve objectives in the Tactics Meeting. Objectives are broken down into strategies and tactics. Tactics are very specific actions that can be assigned to one person or group.



Objectives

The objectives identified by Nancy and approved by the team are:

1. By next operational briefing (0900), get preliminary or final lab results on at least one suspect case.
2. By 0900, identify all current suspect cases (may be carried over to next operational period).
3. By 0900, initiate environmental investigation of possible sources of outbreak.

Part A

Read the list of strategies provided below. Match each strategy with the corresponding objective by writing the strategy under to the appropriate objective. Each objective can have multiple strategies, but each strategy only fits under 1 objective.

Strategies

- a. Identify possible common sources of exposure among suspect cases.
- b. Determine which suspect cases have submitted specimens for testing.
- c. Using case definition, search for additional suspect cases.
- d. Using case definition, classify known suspect cases.
- e. Determine if hospital lab testing is completed.

Objectives

Tactics

1. By next operational briefing (0900), get preliminary or final lab results on at least one suspect case.

Strategy: _____

Strategy: _____

2. By 0900, identify all current suspect cases.

Strategy: _____

Strategy: _____

3. By 0900, initiate environmental investigation of possible sources of outbreak.

Strategy: _____

Part B

Read the list of tactics provided below. Next to each strategy listed in Part A above, write the number of the tactic(s) that fits within each strategy. Each strategy can have multiple tactics, but each tactic only fits within 1 strategy.

Tactics

1. Ramon will call Hornbeck General Hospital Laboratory to determine status of lab testing for affected student.
2. Rebecca will send blast fax to area health care providers with case definition to identify additional suspect cases.
3. Rebecca will call Student Health Services for names, contact information, and symptoms of suspect cases.
4. Rebecca will contact Student Health Services to ask whose specimens have been collected, where tests are being conducted, and when results will be available.
5. Anya will write a message asking Texler students, faculty, and staff to visit Student Health Services or call health department if they meet the case definition.
6. Environmental Health Group will interview 3-5 suspect cases to obtain a 7-day food history and list of activities.
7. Ramon will obtain copy of hospital lab result if available.

END OF ACTIVITY 2

Review the Answer Key on page 49.

Answer Key (Activity 5: Strategies and Tactics)

Part A

Match each strategy with the corresponding objective by writing the strategy under to the appropriate objective.

Answers:

Objectives

Tactics

1. By next operational briefing (0900), get preliminary or final lab results on at least one suspect case.

Strategy: b. Determine which suspect cases have submitted specimens for testing.

Before getting lab results, it is necessary to determine which suspect cases have submitted specimens for testing.

Strategy: e. Determine if hospital lab testing is completed.

To find out if results are available yet, you first need to determine if hospital lab testing is completed.

2. By 0900, identify all current suspect cases.

Strategy: c. Using case definition, search for additional suspect cases.

After creating a case definition, you must search for additional cases that match the definition.

Strategy: d. Using case definition, classify known suspect cases.

An initial step is to determine whether known cases fit the case definition.

3. By 0900, initiate environmental investigation of possible sources of outbreak.

Strategy: a. Identify possible common sources of exposure among suspect cases

The first step in the environmental investigation is to find common sources of exposure among the suspect cases.

Part B

Next to each strategy, write the number of the tactic(s) that fits within each strategy.

Answers:

Objectives

1. By next operational briefing (0900), get preliminary or final lab results on at least one suspect case.

Strategy: Determine which suspect cases have submitted specimens for testing.

Strategy: Determine if hospital lab testing is completed.

Tactics

4. Rebecca will contact Student Health Services to ask whose specimens have been collected, where tests are being conducted, and when results will be available

Contacting Student Health Services is a good way to get information about whose specimens have been collected.

1. Ramon will call Hornbeck General Hospital Laboratory to determine status of lab testing for affected student

Calling the hospital laboratory is the first step to determine if testing is complete.

7. Ramon will obtain copy of hospital lab result if available.

Getting a copy of lab results is a logical next step.

2. By 0900, identify all current suspect cases.

Strategy: Using case definition, search for additional suspect cases.

2. Rebecca will send blast fax to area health care providers with case definition to identify additional suspect cases

Faxing the case definition to healthcare providers is an easy first step to find additional cases.

5. Anya will write a message asking Texler students, faculty, and staff to visit Student Health Services or call health department if they meet case definition

Since the outbreak is on campus, it makes sense to ask students and faculty to come to Student Health Services if they meet the case definition.

Strategy: Using case definition, classify known suspect cases.

3. Rebecca will call Student Health Services for names, contact information and symptoms of suspect cases

Student Health Services should have the names and contact information for the known suspect cases.

3. By 0900, initiate environmental investigation of possible sources of outbreak.

Strategy: Identify possible common sources of exposure among suspect cases

6. Environmental Health Group will interview 3-5 suspect cases to obtain 7-day food history and list of activities


A good way to identify common sources of exposure is to conduct some initial interviews with suspect cases.

END OF ANSWER KEY

Return to the Training Program Video.

Activity 6: Incident Action Plan (IAP)

Instructions

- Form groups of 2-3 people.
- Review the ICS information ()
- Follow the specific instructions on page 54 and complete all parts of Activity 6.
- Compare your answers with the Answer Key on page 56.
- Restart the **Training Program Video** to continue Module 2.



Planning Processes and Activities

Planning Process:

- Led by Planning Section Chief.
- Informed by Tactics Meeting.

Planning Activities:

- Monitor situation status and develop situation report (see Figure 4, next page).
- Create Incident Action Plan (IAP).
- Think ahead to next operational period.

Incident Action Plan:

- Brief summary of the incident so far.
- Response plan for the upcoming operational period.
- Can be written or verbal. A written IAP provides good documentation of the incident, can be used for future responses, and may be required in certain incidents.
- Includes several sections addressing objectives, organization and assignments, communication, and safety.
- May include existing health department plans in place of some ICS Forms.

Figure 4. Sample Planning Meeting agenda (from FEMA ICS 300)

Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Planning Section Chief contributes
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

Part A

Using the list of ICS forms and plans listed below, select the letter of the form/plan that best addresses each key element of the IAP listed in the chart below. (*Hint: The IAP includes ICS forms and local health department plans*)

Then write the ICS position responsible for completing that section of the IAP.

ICS Forms

- a. Organization Assignment (Form 203)
- b. Medical Plan (Form 206 or existing agency documentation)
- c. Communications Plan (Form 205 or existing agency plan) or Agency Contact List
- d. Incident Objectives (Form 202)
- e. Division Assignment (Form 204)

Key Element	IAP Section	ICS Position Responsible
WHAT must be done	_____	_____
WHO is responsible	_____ _____ _____	_____ _____
HOW information will be communicated	_____	_____
WHAT should be done if someone is injured	_____	_____

Part B

Provide examples of documents that might be attached to an IAP (*Hint: Consider typical documents created during an outbreak investigation.*)

1. _____

2. _____

3. _____

END OF ACTIVITY 6

Review the Answer Key on page 56.

Answer Key (Activity 6: Incident Action Plan (IAP))

Part A

Using the list of ICS forms and plans listed below, select the letter of the form/plan that best addresses each key element of the IAP listed in the chart below

Then write the ICS position responsible for completing that section of the IAP.

Answer:

Key Element	IAP Section	ICS Position Responsible
WHAT must be done	<i>d. Incident Objectives (Form 202)</i>	<i>Incident Commander</i>
WHO is responsible	<i>a. Organization Assignment List (Form 203)</i> <i>e. Division Assignment List (Form 204)</i>	<i>Operations Section Chief</i> <i>Planning Section Chief</i>
HOW information will be communicated	<i>c. Health Department Communication Plan</i>	<i>Logistics Section Chief</i>
WHAT should be done if someone is injured	<i>b. Health Department Medical Plan</i>	<i>Logistics Section Chief</i>

You don't need to create a new communications and medical plan for every incident. Many health departments have existing plans that are appropriate to use.

Part B

Provide examples of documents that might be attached to an IAP (*Hint: Consider typical documents created during an outbreak investigation.*)

Answer:

Examples include:



1. Case definition
2. Contact lists
3. Surveillance questionnaire
4. De-identified line list
5. Situation report

END OF ANSWER KEY

Return to the Training Program Video.

Activity 7: Operational Briefing

Instructions

- Form groups of 2-3 people.
- Review the ICS information () and case study details ()
- Complete the operational briefing agenda as instructed below.
- Compare your answers with the Answer Key on page 61.
- Restart the **Training Program Video** to continue Module 2.



Operations Briefing

- Occurs at the start of each operational period (ops period).
- Covers the upcoming operational period
- Should be brief (~10-15 min)
- Conducted by Operations Section Chief
- Everyone with an assigned role in ICS must attend



Operational Period

- The ops period was defined as 24 hours, beginning at 0900 each morning.
- The first ops briefing would occur Tuesday at 0900 and cover objectives for the next 24 hours.

Part A

Write the name of the person responsible for each agenda item and their ICS role into the operational period briefing agenda. Refer to Activity 4B (pages 40-45) for the names of people in your health department and ICS roles.

OPERATIONAL PERIOD BRIEFING AGENDA		
Date: Feb 17, 2009		
Time/Ops Period: 0900, 1 st ops period		
Facilitator: Kendra, Planning Section Chief		
Agenda Item	Person Responsible (Name and ICS Role)	Quote
Agenda review		
Incident objectives		
Current assessment and accomplishments (a.k.a. Situation Report)		
Work assignments and staffing		
Current and expected conditions (weather, etc.)		
Safety risks and mitigation		
Summary of objectives, operational concerns		
Next planning meeting, ops period briefing		
Adjourn		

Part B

Match each quote below with the agenda item and person most likely to say it during the operational briefing. Write the letter of the matching quote into the agenda above.

Quotes from the Operational Briefing

- a. “Those of you who will be going on-site should bring gloves. Other than that, there isn’t a need for PPE.”
- b. “For the next 24 hours, our primary mission is to identify the cause of the outbreak. Our other key objectives are to identify the pathogen, find additional cases and ensure their treatment, and control the source of the outbreak.”
- c. “Don’t forget the planning meeting today at 1300 – that’s for me, Nancy, Ed, and Natalie. Everyone meet here again at 0900 tomorrow morning for the next briefing.”
- d. “That’s all for now. Let’s stay on top of this today!”
- e. “Nancy and others made a lot of progress yesterday after the initial report from Student Health. There are now 14 suspect cases and interviews have been conducted with 4 of them. We just received lab results this morning...the hospitalized student was diagnosed with norovirus.”
- f. “This meeting will only last for 15 minutes. We’ll go over the current objectives, give a situation report, and remind everyone of their ICS role. Basically we just want to make sure we’re all on the same page before we jump into our response activities today.”
- g. “I just want to say thank you to everyone for responding so quickly yesterday and this morning. Remember, we’ve done this before...we know that our major goal is to find the source of the problem so we can prevent anyone else from getting ill. Any questions before we wrap up?”
- h. “Just a reminder, Rebecca will be conducting the clinical investigation and Diane will conduct the environmental investigation. I’ll be working with both of them.”
- i. “Nothing to note that’s relevant to our investigation today.”

END OF ACTIVITY 2

Review the Answer Key on page 61.

Answer Key (Activity 7: Operational Briefing)

Answers:

OPERATIONAL PERIOD BRIEFING AGENDA		
Date: Feb 17, 2009		
Time/Ops Period: 0900, 1 st ops period		
Facilitator: Kendra, Planning Section Chief		
Agenda Item	Person Responsible (Name and ICS Role)	Quote
Agenda review	<i>Kendra Planning Section Chief (PSC)</i>	<i>f</i>
Incident objectives	<i>Nancy Incident Commander (IC) or PSC</i>	<i>b</i>
Current assessment and accomplishments (a.k.a. Situation Report)	<i>Ed Current Operations Section Chief (OSC)</i>	<i>e</i>
Work assignments and staffing	<i>Ed Incoming OSC (here it's the same person as the current OSC, but in large incidents it may differ)</i>	<i>h</i>
Current and expected conditions (weather, etc.)	<i>Kendra Technical Specialist or PSC</i>	<i>i</i>
Safety risks and mitigation	<i>Nancy Safety Officer or IC</i>	<i>a</i>
Summary of objectives, operational concerns	<i>Nancy IC</i>	<i>g</i>
Next planning meeting, ops period briefing	<i>Kendra PSC</i>	<i>c</i>
Adjourn	<i>Kendra PSC</i>	<i>d</i>

END OF ANSWER KEY

Return to the Training Program Video.