

ICS in Animal Disease Events: Lessons Learned in California

Ideas to Improve Success



CALIFORNIA DEPARTMENT OF
FOOD & AGRICULTURE

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Presentation for the AAVLD/USAHA Committee
on Animal Emergency Management

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Has your organization experienced this

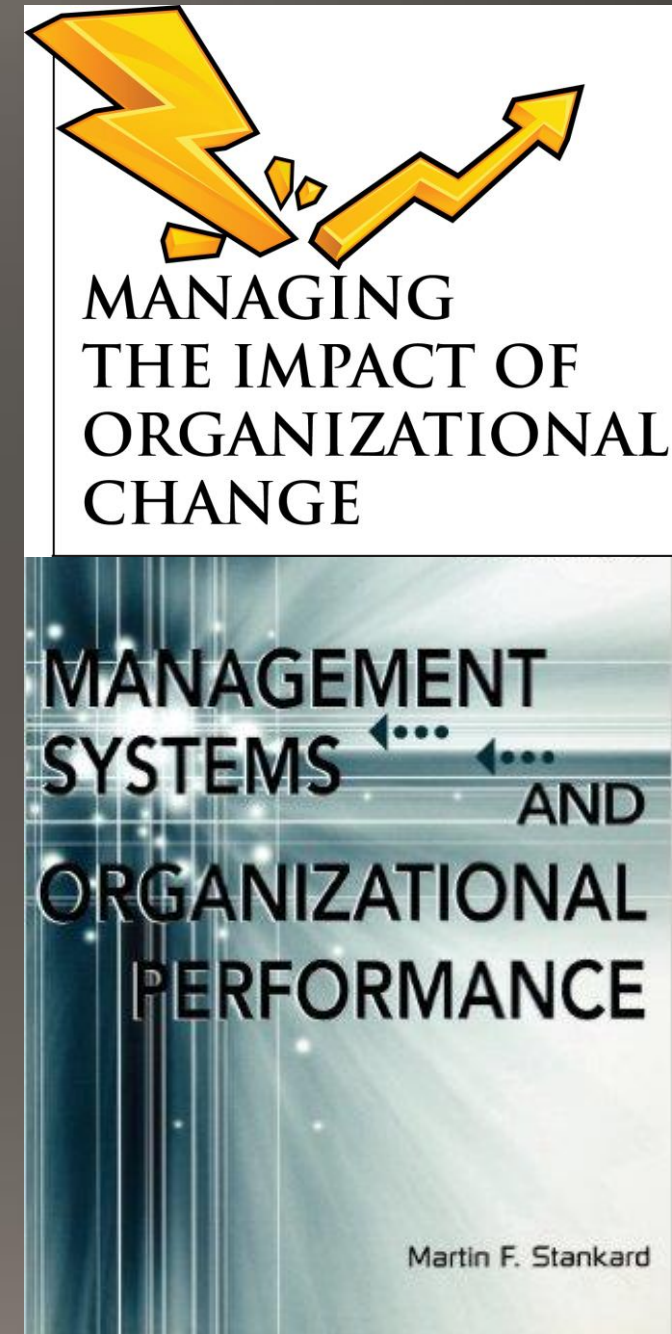
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“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

Use a system.... any system

- Arming an emergency animal disease response is like standing up a very complicated multifaceted business overnight – growing to hundreds, even thousands of employees within weeks
- Must use a management system in order to effectively expand and contract to meet response needs
- “If you don’t want to use the Incident Command System, it’s not going to hurt my feelings. If you have a better system, let’s use that.”





Why Use ICS?

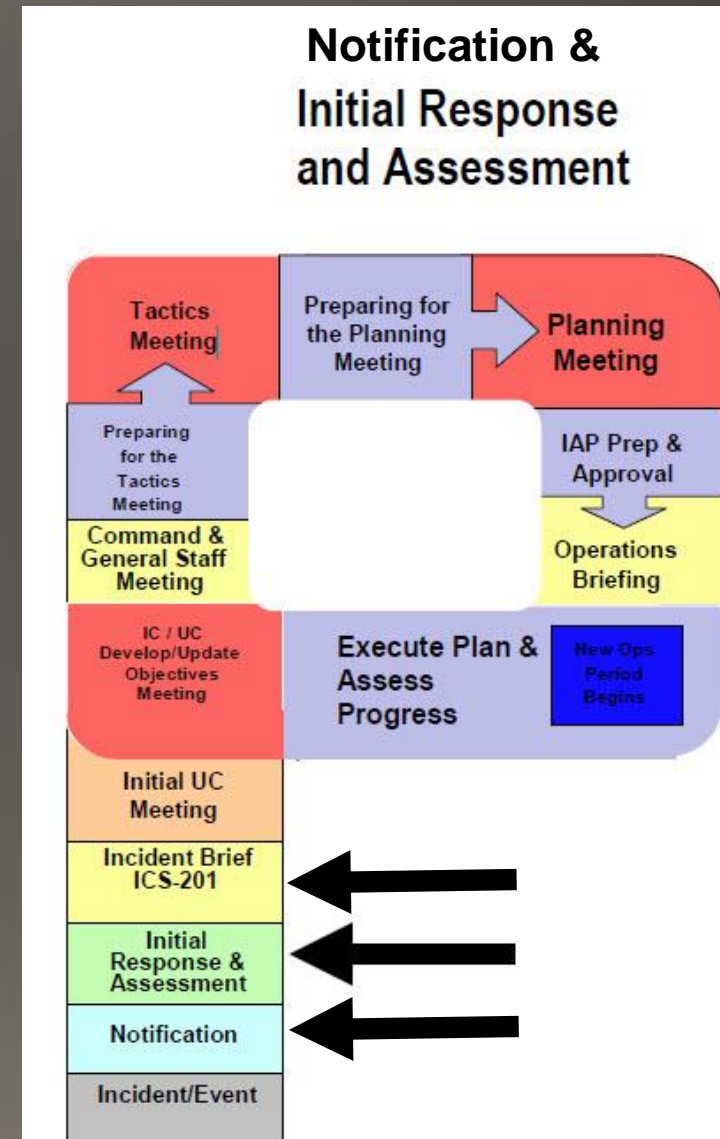
ICS Features: Overview

- **Standardization**
 - Common terminology
- **Command**
 - Establishment and transfer of command
 - Chain of command and unity of command
- **Planning/Organizational Structure**
 - Management by objectives
 - Incident Action Plan (IAP)
 - Modular organization
 - Manageable span of control
- **Facilities and Resources**
 - Comprehensive resource management
 - Incident locations and facilities
- **Communications/Information Management**
 - Integrated communications
 - Information and intelligence management
- **Professionalism**
 - Accountability
 - Dispatch/Deployment

- Lots of management systems out there but ICS is tailored to emergency incident response with built in capability to expand and contract
- More than an org chart – ICS is a set of organizational management principles – including management by objectives
- Setting objectives keeps the incident on track - Just because people are doing a lot of things doesn't mean those are the things to do right now
- Provides a cycle for planning work activities all the way through to assessing progress – Without this, we could just be spinning our wheels
- If resources are scarce, we want to use those resources in the most effective way possible

How does ICS work for animal disease response?

- Unified Command Approach
- Prelim Lab results → USDA VS District Office, State Veterinarian (and AHB personnel), and CAHFS lab conference call, often the field supervisors and veterinarians will be on the call
 - Update all on current situation
 - Assess situation based on what is known
 - Directions to vet (if not already done) to issue quarantine and to gather additional epi info.
 - Activation of Unified USDA/State IMT
 - Selection of ICP location (dispatch IMT to ICP location)
 - Develop a written Incident Brief – ICS 201
 - Situation summary
 - Lab results
 - Current actions/ future planned actions
 - Current personnel resources



How does ICS work for animal disease response?

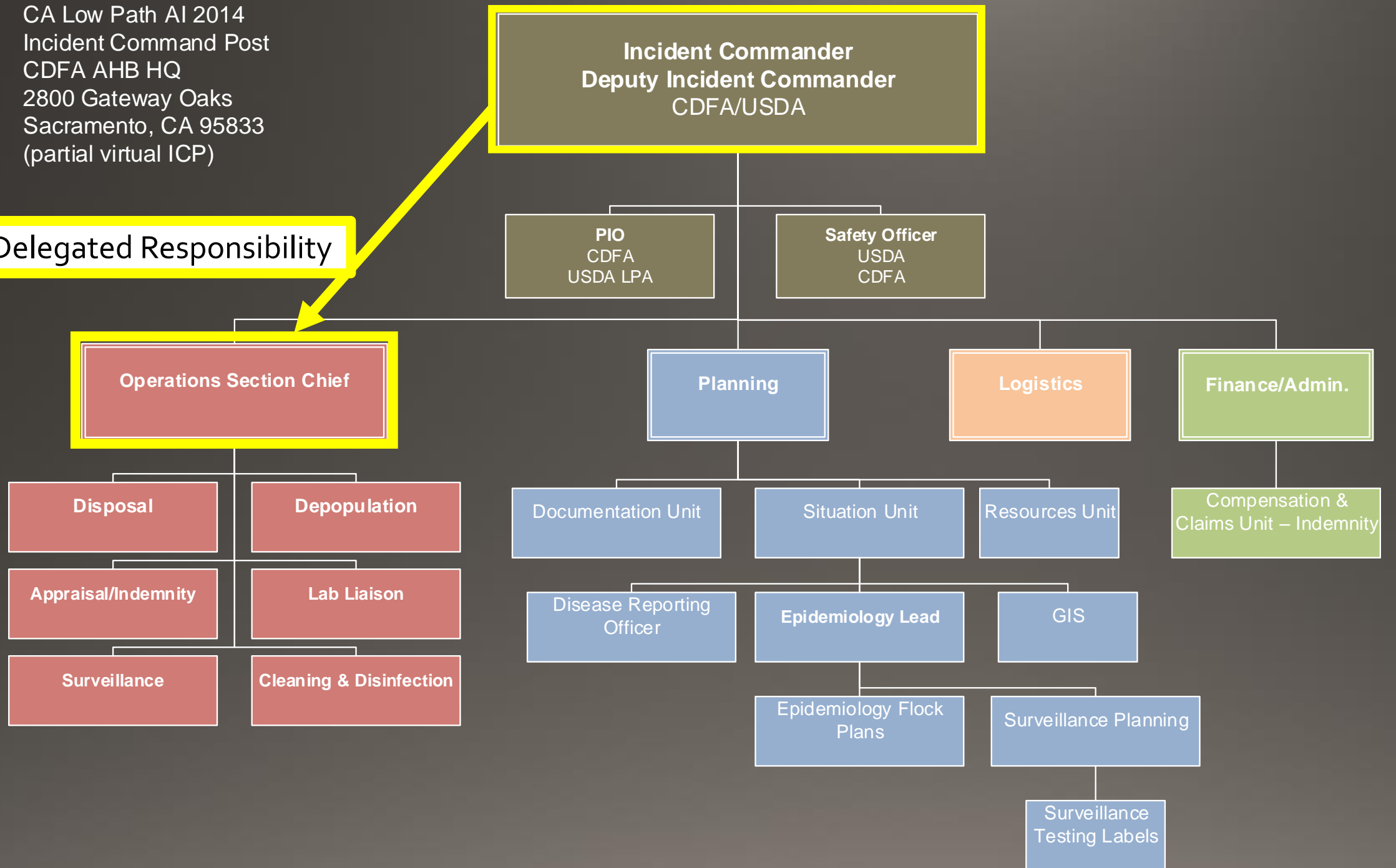
- MAC Group is established consisting of USDA VS Assistant District Director and State Veterinarian (Both Agencies represented in the Unified Command)
- State Veterinarian is not the IC – Our State Veterinarian serves as the Agency Administrator.
 - Maintains leadership over the State Incident Commander – sets Agency priorities/delegation of quarantine and other authorities
 - Stays at Headquarters coordinating
 - Agency Secretary and Governor Office briefings,
 - Policy issues,
 - Financial issues – cooperative agreement development
 - Emergency Operations Center coordination, such as dispatching additional personnel resources and assisting with larger procurements e.g., fleet of vehicles or building lease
 - Request mutual aid/mission tasking through State Emergency Management Agency

What are the minimum org chart positions that should be activated?

- The answer depends on your incident objectives – what are you trying to get accomplished during the operational period?
- This will drive resource needs more than anything
- Setting Operational Period – 12 hrs, 24 hrs, 48 hrs, 72 hrs?

CA Low Path AI 2014
Incident Command Post
CDFA AHB HQ
2800 Gateway Oaks
Sacramento, CA 95833
(partial virtual ICP)

Delegated Responsibility



Can you list the same name to fill several boxes?

- Depends on the size and complexity of your incident
- The scalability of ICS allows for one person to fill multiple roles when the organization is collapsed to minimal activation
- ICS has rules about this – Unity of Command ensures each person on the Incident reports to only one supervisor. So if you are the Planning Chief and also the Supply Unit Leader, you would have two supervisors, the IC and the Logistics Section Chief.
- I wouldn't recommend listing the same name in several boxes when the incident grows beyond one or two infected premises - unless long time lapses between findings

How do we get 7 names to fill all the boxes on the org chart?

- Use 7 personnel wisely – attempt to supplement with other agency's resources – temporary hires - contractors
- Plan ahead to determine what roles on the incident that you could assign to an outside entity
- Use CAHEMS position checklists to review what each position on the org chart does and determine which of those roles could be performed by outside agencies, temporary hires, or contractors

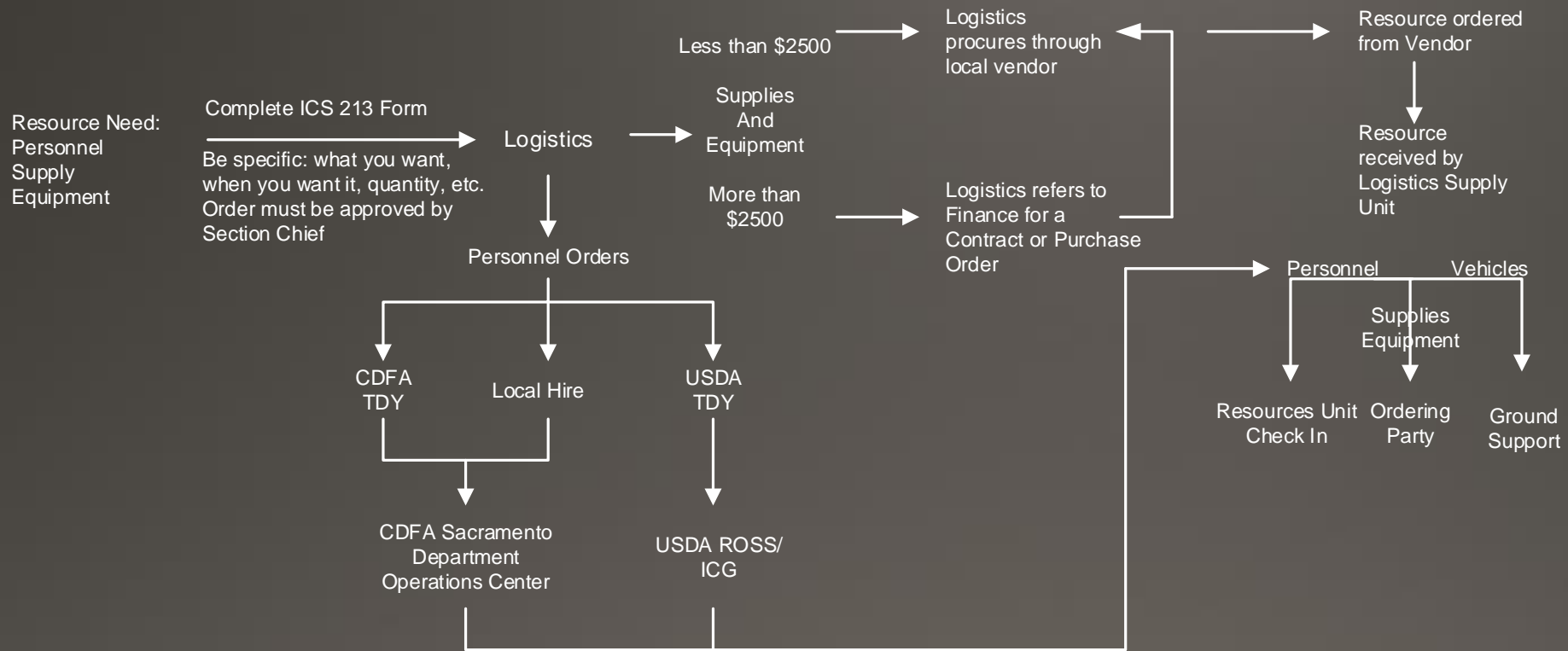
Where to look for Personnel Resources in advance of an incident

- Leverage private practitioners (Commercial Surveillance Sampling/Diagnostics)
- Industry associations – they want to help – help to PIO (to free up other staff) or getting out communications/outreach to the community
- State Emergency Management Office – How can you get tied into the State' mutual aid system? How do you obtain resources from another state agencies to help you during response? Can you train those folks in advance and exercise with them?
- Locals – County employees, City employees, law enforcement, fire officials
- Regional workshops – Stakeholder participation

Ways to get additional resources at the ICP during response

- CDFA can hire temporary staff, local personnel, to add unskilled labor to our ICP workforce (translators) – ICP gives Just In Time Training
- CDFA will use the California State Emergency Management System (SEMS) to tap into other State Agency resources, such as public health, Dept. of Transportation, National Guard, etc. Cal OES will be contacted at the State Operations Center and they will be asked by CDFA to Mission Task other State Agencies to assist us with the requested resources. (requires us to know what resources we want and where on the incident we will use them)
- CDFA may ask Cal OES to activate the Emergency Management Assistance Compact (EMAC). EMAC is an agreement among the States to share resources during emergency response. Under EMAC, we may be able to order resources from unaffected states to come to California to assist us with the response.
- As part of the Unified Command, USDA will be able to tap into personnel resources nationwide, including NAHERC, and deploy them to affected states to integrate into the ICP.

Resource Ordering



**Field Emergency Exceptions:

If you should encounter an emergency resource need please follow the following process:

1. Call Logistics Chief, describe where and how you anticipate purchasing the needed resource
2. Make the purchase
3. Provide a copy of the receipt to Logistics – Logistics will provide a copy of receipt to finance.

MULTI-AGENCY COORDINATION

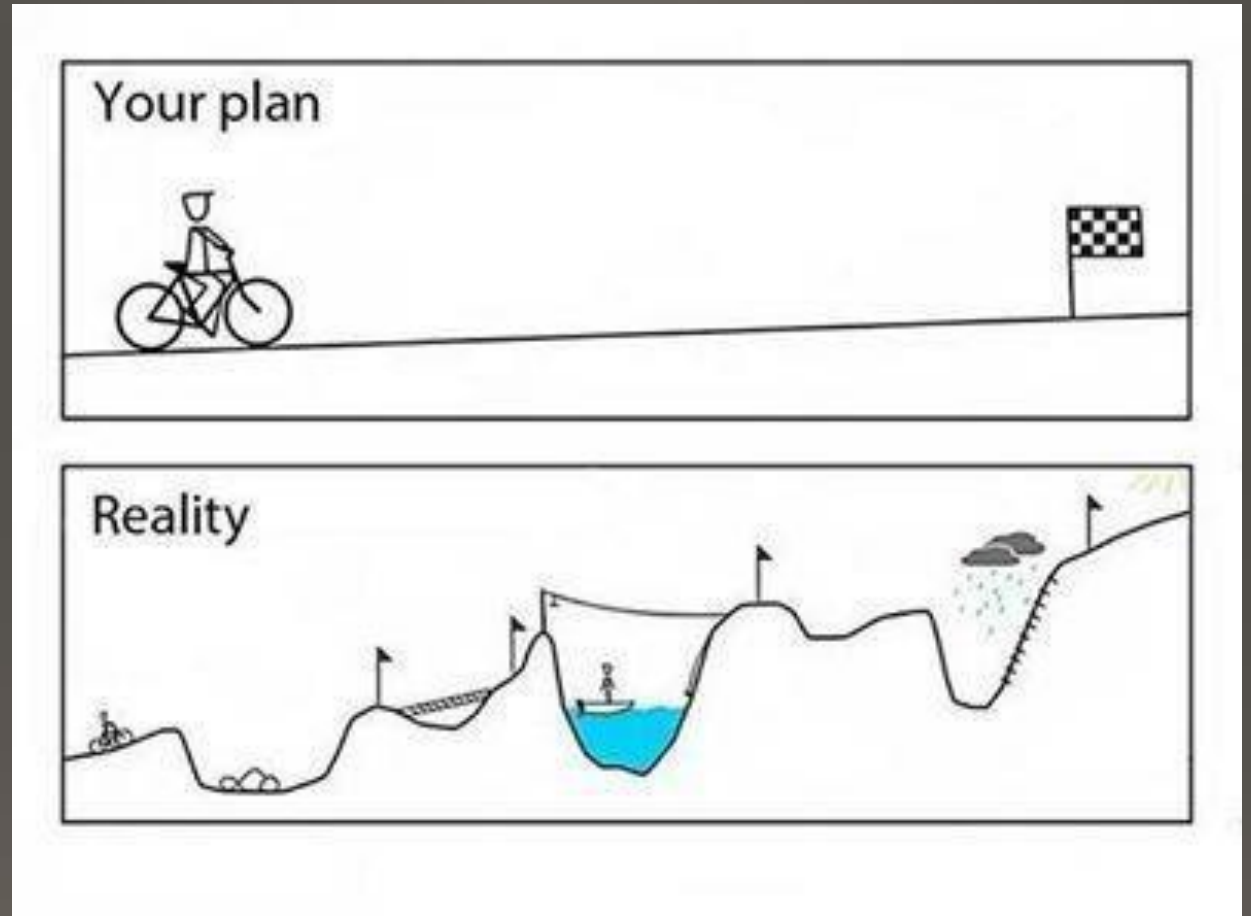
- **USDA, APHIS, Veterinary Services**
 - All local District 6 Personnel; managers and early responders
 - National Poultry Health Staff
 - National Veterinary Services Lab (NVSL)
 - National Veterinary Stockpile (NVS)
- **USDA, APHIS, Wildlife Services**
- **California Department of Food and Agriculture**
- **California Animal Health Food Safety laboratories**
- **California Department of Fish and Game**
- **California Emergency Management Agency (OES)**
- **California Environmental Protection Agency**
- **County Agriculture Commissioners/ County OES**
- **Accredited Poultry Veterinarians**
- **Animal Industry Commodity representatives**
- **California Poultry Health Board, CA Poultry Federation**

Responder ICS Training

- ICS position specific training – beginning with 8 priority positions
 - Incident Commander
 - Section Chiefs (4)
 - Situation Unit Leader
 - Resources Unit Leader
 - Case Manager
- Customized for animal disease response
- Keep basic tenets of ICS
- Not necessarily FEMA standard

Thank you!

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Incident Management by Objectives

Do we manage incidents by objectives or by available resources?

- Mostly we manage by available resources – usually because we don't have enough.
- Objectives and tactics often don't meet response goals outlined in the plan (Red Book and FAD PReP SOPs)
- Personnel often don't get ordered in time to fill critical positions
- Critical positions are not activated in time to meet Agency Administrator response expectations

Incident Management by objectives



How do we formulate Incident Objectives?

Specific- What EXACTLY do you want to achieve?

Measurable- How will you know when you've achieved it?

Attainable- Is it something that you have control over?

Relevant- Is it applicable to the place you are in the operation?

Time-bound- What is your deadline?

- **Aim:** Eradicate the Disease [Agency Administrators]
- **Goal:** Depopulate affected premises within one week of detection (24 hours) [Agency Administrators/MAC Group]
- **Objective:** Depopulate barns 3 – 7 on farm X (one op period) [Incident Commander(s)]
- **Tactic:** Who? How? With what resources? What shift? [Operations Section Chief]

USDA FAD PReP SOPs

Health and Safety - 8.1.1.2 Response Goals

- ▶ Provide [daily](#) pre-entry safety briefings for all response personnel.

Depopulation/Stamping-Out Goal (Red Book)

- ▶ The goal is that, [within 24 hours](#) of (or as soon as possible after) a presumptive positive classification, infected poultry are depopulated in the quickest, safest, and most humane way possible. In many cases, poultry on Contact Premises (CP) or those meeting the suspect case definition may also be depopulated as soon as possible.

Epidemiological Investigation and Tracing - 5.1.2.2 Response Goals

- ▶ Assign a premises designation and priority of investigation [within 6 hours](#) of identifying a potential Infected Premises (IP) or Contact Premises (CP) through tracing activities.
- ▶ Identify all CP [within 24 hours](#) of identifying the IP or the initial CP.
- ▶ [Within 96 hours](#) of identifying the index case, characterize the nature of the FAD, identify risk factors for transmission, and develop mitigation strategies.

Surveillance - 3.1.1.2 Response Goals

- ▶ Implement surveillance plans [within 48 hours](#) of the confirmation of an outbreak.

Biosecurity - 9.1.1.2 Response Goals

- ▶ Ensure that biosecurity procedures to prevent the spread of HPAI are implemented [within 24 hours](#) of identifying the index case.