The Role of the Safety Officer in the Incident Command System (ICS)

Courtney Drayer
Health and Safety Officer
Office of Occupational Safety and Health
NYC Department of Health and Mental Hygiene

SEHSA October 22, 2013
Outline

• ICS/CIMS
• Safety Officer (SO)
• Formulating Safe Responses
• SO in Action
• Applications to Higher Education
• Grant Opportunities
Potential Emergencies
What is ICS?

• Initially developed for the Fire Service in the 1970's
• The concept is extremely flexible
  – Expandable
• The US Department of Homeland Security adapted ICS into what is now called the National Incident Management System (NIMS)
• ICS uses best management practices
  – Ensure the safety of responders
  – Achieve tactical objectives
  – Efficient use of resources
The Citywide Incident Management System (CIMS) establishes roles and responsibilities and designates authority for city, state, and other government entities, and non-profit and private sector organizations performing and supporting emergency response.
# CIMS Appendix D

## Unified Command Matrix

<table>
<thead>
<tr>
<th>INCIDENT TYPE</th>
<th>PRIMARY AGENCIES</th>
<th>POTENTIAL PRIMARY AGENCIES / SUBJECT MATTER EXPERTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aviation Incident</td>
<td>FDNY, NYPD</td>
<td>PANYNJ, USCG, NTSB</td>
</tr>
<tr>
<td>Chemical, Biological, Radiological or Nuclear (CBRN) / Haz-Mat Incident *</td>
<td>NYPD, FDNY</td>
<td>USCG, DEP, DOHMH</td>
</tr>
<tr>
<td>Citywide Public Health Emergency</td>
<td>DOHMH, NYPD, FDNY</td>
<td>HHC, GNYHA</td>
</tr>
<tr>
<td>Explosion</td>
<td>FDNY, NYPD</td>
<td>DDC, DOB, HPD</td>
</tr>
<tr>
<td>Natural Disaster / Weather Emergency</td>
<td>OEM, NDP, FDNY, DOT, DSNY</td>
<td>DDC, DEP, DOB, DOHMH, Con Ed, Keyspan / LIPA</td>
</tr>
<tr>
<td>Rail Incident</td>
<td>FDNY, NYPD</td>
<td>MTA, PANYNJ, NJT, Amtrak</td>
</tr>
<tr>
<td>Utility Incident: Electric</td>
<td>NYPD, FDNY</td>
<td>Con Ed, Keyspan / LIPA</td>
</tr>
<tr>
<td>Utility Incident: Gas</td>
<td>NYPD, FDNY</td>
<td>Con Ed, Keyspan / LIPA</td>
</tr>
<tr>
<td>Utility Incident: Steam</td>
<td>NYPD, FDNY</td>
<td>Con Ed</td>
</tr>
<tr>
<td>Utility Incident: Water / Wastewater</td>
<td>DEP, FDNY, NYPD</td>
<td>Con Ed, Keyspan / LIPA</td>
</tr>
<tr>
<td>Utility Incident: Telecommunications</td>
<td>DOITT, NDP, FDNY</td>
<td>Verizon</td>
</tr>
</tbody>
</table>
DOHMH Roles in Emergencies

Disease Surveillance & Investigation

Health Information

Distribute medications & Vaccines

Mental Health Services

Guide the healthcare community
Primary Responders/Subject Matter Experts

- Disease Surveillance and Epidemiology
- Public Health Orders, Clinical Guidance and Risk Communication
- Mass Prophylaxis / Vaccination
- Laboratory Testing (Biological and Radiological)
- Public Health Assessment
- Environmental Mitigation (Radiological and Biological)
- Animal-Related Surveillance and Vector Control
- Mental Health Needs Assessment and Service Coordination
In addition to....

SRITH

Supporting Residents in Their Homes

Connecting to populations who are made newly vulnerable from disaster impacts to provide information, goods and services and to identify and address emerging issues and unmet needs
Post-Sandy Operations

• Covered 150,000 households
• Had both high-rise and medium/single-family phases (both door and calls)
• Lasted from November 2012 – March 2013
• Mission varied from urgent to wellness
DOHMH Organizational Chart
DOHMH Emergency Notification System (ENS)

• Consists of two systems:
  – Dialogic- automated messaging system
  – Staff Emergency Information Line- a toll-free number with pre-recorded messages for each emergency response group
Staff Emergency Information Line

- Allows ICS Emergency Response Groups (ERGs) and/or Divisions to record specific emergency messages for their ERGs, Sub-Groups and/or for their Division Bureaus and Program staff.
- Each ICS ERGs and/or Divisions identify up to ten SEIL Recorders.
DOHMH Emergency Roles

- ICS Core Responder
- Response Tier 1
- Response Tier 2
- COOP Core Responder
ICS Core Responder

• Staff members who are always needed for emergency response either in a leadership position or in a specific critical role
  – The leaders of the Emergency Response Groups
    • (usually an Assistant Commissioner/Deputy Commissioner level)
    • ALL OF OEPR, BEEPR
Response Tier 1

- The group reassigned to work on the emergency if additional staff are needed to assist the ICS Core Responders
- Tier 1 Responders are pre-assigned to an ERG
- If Response Tier 1 personnel are needed at a POD, then they will not be assigned to any other role
Response Tier 2

• Pre-assigned to an ERG but will remain in their day-to-day roles until back-up for Tier 1 is needed
• If back-up is needed, their Tier 2 personnel will work with their pre-assigned ERG
• If Response Tier 2 personnel are needed at a POD, then they will not be assigned to any other role
What is COOP?

- COOP = Continuity of Operations
- Ensures the ability of an organization to sustain its essential services during all potential emergencies
- Critical functions that the Agency must perform, especially during and after a disruption to normal operations
- Examples include:
  - Correctional Health Services
  - Birth and Death Certificate Issuance
  - Poison Control Center
Outline

- ICS/CIMS
- Safety Officer
- Formulating Safe Responses
- SO in Action
- Applications to Higher Education
- Grant Opportunities
DOHMH Organizational Chart
DOHMH Safety Organizational Chart

1. Safety Officer

2. Desk Officer

3. Resource Officer

4. Field Support Unit

5. Research and Administrative Unit

6. Training Unit
1. Safety Officer

• A Principal Advisor to the Incident Commander
• Sits in the DEOC
• Experienced in Safety
• Formally Trained
• Qualified
Safety Officer is Appointed by IC

- Identify, to the extent possible, all hazardous substances or conditions present
  - shall address as appropriate site analysis,
  - use of engineering controls
  - maximum exposure limits
  - hazardous substance handling procedures
  - use of any new technologies
- Implement appropriate emergency operations, and assure that the personal protective equipment worn is appropriate for the hazards to be encountered.
Roles and Responsibilities

• Input to operational planning
• Mitigation of hazardous conditions
• Safety oversight
• ASSIST in reaching Safety Objectives, NOT taking away individual responsibility for safety.
• Over-ride normal chain-of-command only when there is an IMMEDIATE danger to life or health
DOHMH Safety Organizational Chart

1. Safety Officer

2. Desk Officer

3. Resource Officer

4. Field Support Unit

5. Research and Administrative Unit

6. Training Unit
2. Desk Officer

• Tracks ERG objectives from Incident Action Plan (IAP)
• Provides specific information to the Situation Unit
• Submits resource and staff requests to the Resources Unit
• Communicates with senior ERG staff
• Sits in DEOC for every operational period
• Records Instructions on the Staff Emergency Information Line (SEIL)
  – Weather incident conditions, reporting information, length of deployment, equipment to bring, what to wear
3. Resource Officer

- Utilized during large or rapidly evolving responses to support Desk Officer
- Coordinates and tracks the resource request process from initial request through approval and fulfillment
4. Field Support

• Obtain equipment/supplies
• Perform site safety inspections and/or general field safety to ensure DOHMH responder safety
• Deliver safety briefings
• Report hazardous conditions back to SO
• Exercise authority to suspend operations if staff are in imminent danger
DOHMH Safety Organizational Chart

1. Safety Officer
   - 2. Desk Officer
   - 3. Resource Officer
     - 4. Field Support Unit
     - 5. Research and Administrative Unit
     - 6. Training Unit
5. Research and Administrative Unit

• Office-based tasks
  – computer research on health and safety topics
  – Writing
  – data analysis/entry
  – JIT training
  – safety messaging development
  – activity documentation
  – outreach to external agencies/partners with safety subject matter expertise
DOHMH Safety Organizational Chart

1. Safety Officer
2. Desk Officer
3. Resource Officer
4. Field Support Unit
5. Research and Administrative Unit
6. Training Unit
6. Training Unit

• Conduct centrally or field based training on topics including:
  – Just In Time (JIT) training on Health and Safety topics
  – Surge capacity fit testing events
  – General field safety to ensure DOHMH responder safety
  – Training development in conjunction with Research and Administration role
Outline

- ICS/CIMS
- Safety Officer
- Formulating Safe Responses
- SO in Action
- Applications to Higher Education
- Grant Opportunities
Formulating Safe Responses

• Planning
  – TRGs, JASs, CHASP

• Training
  – Year round training opportunities, Compliance Administration and Tracking Application (CAaT)

• Preparation
  – Go Bags, Fit Test in a Box
Planning: Threat Response Guides (TRGs)

• Brief subject-based handbooks that walk leadership through the key actions and questions during the first few hours of the response to a specific incident
  – Policy questions
  – Initial objectives
  – The characteristics of the hazard
  – Key public messages for the event
Planning: Job Action Sheets (JASs)

• a tool for defining and performing a specific emergency response functional role
Planning: Citywide Health and Safety Plan

- Not all agencies have enough H&S expertise in house
- Objective is to maintain a safe and healthy work environment for all agency workers
- Reps from all Mayoral Agencies
  - Run by DOMH BEEPR and Represented by SO ERG
Planning: CHASP

- Hazard Assessment
- Exposure Monitoring
- Hazard Control Measures (including PPE)
- Health & Safety Training
- Site Control
- Decontamination
- Medical Surveillance
- Emergency Response Plan
Training: Compliance Administration and Tracking

• Based on day-to-day health and safety, emergency response role hazard assessments, and human resource requirements

• Required and Recommended
  – PPE, Training, Equipment
Training

• Bloodborne Pathogens
• Radiation 101
• Respiratory Protection/Fit Testing/Fit Testing
  Train the Trainer
• ICS/NIMS
• HAZWOPER
• Post Disaster Site Safety Training
• Psychological First Aid
Prepare

- Agreements with other agencies (CIMS D)
- Citywide data sharing programs
- Citywide inventory
  - PPE
  - IH Equipment
- Go binder
- Go bags
- Fit test in a box (FIB)
Prepare: Go Binders

September 2013

Hepatitis A
Bronx

Safety Officer Go Binder
Prepare: Go Bags
Prepare: Go Bags

- Supplies for SO only. PPE for other ERGs to be obtained from stockpile
- Person specific (Respirators, Tyveks, N95s)

<table>
<thead>
<tr>
<th>CAUTION TAPE</th>
<th>GOGGLES</th>
<th>LEATHER GLOVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>NITRILE GLOVES</td>
<td>FLASHLIGHT</td>
<td>WHISTLE</td>
</tr>
<tr>
<td>CLIP BOARD</td>
<td>WRITING PAD WITH PEN</td>
<td>N95 RESPIRATOR</td>
</tr>
<tr>
<td>HAND SANITIZER</td>
<td>EAR PLUGS</td>
<td>REFLECTIVE SAFETY VEST</td>
</tr>
<tr>
<td>HARD HAT</td>
<td>POLO SHIRT</td>
<td>BASEBALL CAP</td>
</tr>
<tr>
<td>RAIN SUIT/PONCHO</td>
<td>TYVEK COVERALL</td>
<td>RUBBER BOOTIES/SHOE COVERS</td>
</tr>
<tr>
<td>FIRST AID KIT</td>
<td>HAZMAT EMERGENCY RESPONSE BOOK</td>
<td></td>
</tr>
</tbody>
</table>
Prepare: Fit test in a box
Outline

• ICS/CIMS
• Safety Officer
• Formulating Safe Responses
• **SO in Action**
• Applications to Higher Education
• Grant Opportunities
# PAST NYC DOHMH Responses

<table>
<thead>
<tr>
<th>Outbreaks</th>
<th>Terrorism</th>
<th>Natural Disasters</th>
<th>Other Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1999-West Nile Virus</td>
<td>• 2001- WTC Disaster</td>
<td>• 2010- Snow Storm</td>
<td>• 2003- Northeast Blackout</td>
</tr>
<tr>
<td>• 2008- West Village Hepatitis A Exposure</td>
<td>• 2001- Anthrax</td>
<td>• 2011- Hurricane Irene</td>
<td>• 2004-RNC Radiological incident</td>
</tr>
<tr>
<td>• 2009- H1N1</td>
<td>• 2013- Ricin</td>
<td>• 2012- Hurricane Sandy</td>
<td>• 2007- Steam Pipe Explosion and Deutsche Bank Fire</td>
</tr>
<tr>
<td>• 2013- Hepatitis A Exposure</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DOHMH Role in Hepatitis A
April 2013 August 2013 September 2013

- Opened one clinic for each incidence over several days
- Vaccinated over 3,000 people
- Distributed flyers
- Tested all restaurant workers
Safety Officer Role in Hepatitis A February, August, and September 2013

Challenges
- A school gym is not an article 28 or 36 facility
- Medical Reserve Corps (MRCs) are not employees
- Retired Healthcare Professionals (HCP) may not have current BBP training

Executions
- Go Binder
  - Roles and Responsibilities
  - Exposure Control Plan
  - Incident Reporting Forms
  - Post exposure/informed consent, etc
- Health and Safety Plan (HASP)
  - Site safety surveys
- Just in time training (JIT)
- Infection control
- Regulated Medical Waste (RMW)
DOHMH Role in Ricin Letters

Challenges

• Multi agency response protocol
• “If a bioterrorism agent is suspected there will be proper specimen collection and packaging to transport to the NYC DOHMH Public Health Laboratory for reference lab testing.”
  – Chemical or Biological
    • DEP Onsite
    • NYPD Crime Lab
  – Laboratory Testing
    • DEP, NYPD, FBI, DOD
• DOHMH not part of the initial response

Executions

• Interviewed symptomatic employees from mailroom and first responders
• Q&A with managers onsite
• Information distributed to employees authored by DOHMH
Safety Officer Role in Ricin May 2013

• Safety Officer not officially activated
  – EHS vs OSH
• Sat in on incident meetings
  – Decontamination
  – PPE/Fit testing
• Safety Messaging

(Rutenber, E et al. 1991)
Outline

• ICS/CIMS
• Safety Officer
• Formulating Safe Responses
• SO in Action
• Applications to Higher Education
• Grant Opportunities
Guiding Principles for Higher Ed Emergency Management

• Protect life safety
• Secure critical infrastructure and facilities
• Resume teaching and research program
Universities Vulnerabilities

- Student dorms
  - Norovirus
  - MRSA
- Fires
- Chemicals
- Radiation
- Terrorists
- Active shooter
- Surge capacity
  - Clinics
  - Hospitals
  - Shelters
- Pandemics
- Mental health crises
Chronology of Incidents

- **1906** San Francisco Earthquake Stanford University
- **1970** University of Wisconsin - Madison bombing
- **1972** Hurricane Agnes
- **1983** Hurricane Alice
- **1989** Loma Prieta earthquake
- **1992** Hurricane Andrew
- **1994** Cal State Northridge earthquake
- **1997** Floods at University of North Dakota and Colorado State
- **1999** Texas A&M bonfire collapse
- **2000** Seton Hall University fire
- **2001** University of Washington arson
- **2003** James Madison University fire
- **2005** Hurricanes Katrina, Rita, and Wilma
- **2007** Virginia Tech massacre
- **2008** Southern Arkansas train derailment
- **2011** Super Outbreak of Tornadoes
- **2012** Superstorm Sandy
University Classroom Trainings

• **G367: Emergency Planning for Campus Executives**
  • Provides executives of institutions of higher education (IHEs) with insights into multi-hazard emergency planning and their role in protecting lives, property, and operations.
    – Executive-level Support
    – Developing Your Emergency Operations Plan (EOP)
    – Evaluating Your EOP
    – Responding Using Incident Command System (ICS)
    – Emergency Operations Center (EOC)
    – Engaging Your Campus
FEMA Classroom Trainings

• **L0363: Multi-Hazard Emergency Planning for Higher Education**
• To provide institutions of higher education with knowledge and planning strategies to better protect lives, property, and operations more effectively and efficiently within the context of comprehensive emergency management.
  – Emergency Management
  – Emergency Operation Center
  – Managing your EOC
  – Identifying Hazards and their impacts
  – Using a Risk ASSESSMENT Process
  – Partnering with Stakeholders
  – Assembling a Planning Team
  – Developing Multi-Hazard Emergency Operations Plan
  – Training and Testing your EOP
  – Engaging your campus community
Outline

• ICS/CIMS
• Safety Officer
• Formulating Safe Responses
• SO in Action
• Applications to Higher Education
• Grant Opportunities
Department of Education

• NIMS requires all levels of government to:
  – Prepare for and use ICS for all domestic responses
  – Adopt ICS as a condition of receiving Federal preparedness funding including

• $9,067,000 was distributed amongst 26 awardees during the last award cycle in amounts between $200,000 - $750,000.
New York Grants

• Cornell University
  Ithaca, New York
  $587,684

• Sullivan County Community College
  Loch Sheldrake, New York
  $284,435
Nonprofit Security Grant Program

• Provided $10 million (up to $75K each) to support target hardening and other physical security enhancements for nonprofit organizations that are at high risk of a terrorist attack and located within one of the 25 FY 2013 UASI-eligible urban areas.
  – $3,425,148 for NYC Area
  – $861,333 for Jersey City/Newark Area
Questions?

347-396-6460
cdrayer@health.nyc.gov