CDC Incident Management System (IMS) and Emergency Operation Center
Purpose

To provide an information briefing on the CDC Incident Management System (IMS) and CDC Emergency Operations Center
Our Agenda

- National Incident Management System
- Federal Guidance
- CDC Incident Management System
- CDC Incident Response Process
- CDC Incident Response Structure
- CDC Emergency Operations Center
Principles of the National Incident Management System (NIMS)

- NIMS is a comprehensive, national approach to incident management
- NIMS provides the template for incident management, regardless of cause, size, location, or complexity
- NIMS is applicable at all jurisdictional levels and across functional disciplines
Benefits of the National Incident Management System

- **Standardized** approach to incident management that is *scalable* and *flexible*
- Enhanced *cooperation* and *interoperability* among responders
- Comprehensive all-hazards preparedness
- Efficient resource coordination among jurisdictions or organizations
- Reflects best practices and lessons learned
National Response Framework

15 ESFs

1: Transportation
Department of Transportation

2: Communications
National Communications System

3: Public Works & Engineering
Department of Defense / Army Corps of Engineers

4: Firefighting
Department of Agriculture / Forest Service

5: Emergency Management
Department of Homeland Security / Federal Emergency Management Agency

6: Mass Care, Emergency Assistance, Housing and Human Services
Department of Homeland Security / Federal Emergency Management Agency

7: Logistics Management and Resource Support
Department of Homeland Security / Federal Emergency Management Agency / General Services Admin

8: Public Health and Medical Services
Department of Health and Human Services

9: Search and Rescue
Department of Homeland Security / Federal Emergency Management Agency / U.S. Coast Guard / Department of the Interior

10: Oil and Hazardous Materials Response
Department of Homeland Security / U.S. Coast Guard / Environmental Protection Agency

11: Agriculture and Natural Resource
Department of Agriculture / Department of the Interior

12: Energy
Department of Energy

13: Public Safety and Security
Department of Justice

14: Long-Term Community Recovery
Department of Agriculture / DHS / FEMA / Small Business Administration

15: Emergency Public Information and External Communications
DHS / FEMA
ESF #8: Functions

- Public health and medical needs assessment
- Public health surveillance
- Medical care personnel deployment
- Medical equipment and supplies distribution
- Patient evacuation and care
- Safety and security
- Blood, organ, and blood tissue needs
- Behavioral health care
- Public health and medical information
- Vector control
- Mass fatality management
- Veterinary medical support
- Public health aspects of potable water/wastewater and solid waste
Federal Guidance

- Presidential Policy Directive #8 (National Preparedness)
- Homeland Security Preparedness Directives
- National Preparedness System and National Preparedness Goal
- National Frameworks
  - Prevention
  - Protection
  - Response
  - Mitigation
  - Recovery
- National Plans
- National Incident Management System
National Plans Cascade

**Presidential Policy Directive 8 (PPD-8)**: describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. The National Preparedness Goal sets the vision for preparedness nationwide and identifies the core capabilities and capability targets necessary to achieve that vision.

**National Preparedness System**: Designed to guide domestic efforts of all levels of government, the private and nonprofit sectors and the public. Includes guidance for planning, organization, equipment, training and exercises needed to build and maintain domestic capabilities in support of the National Preparedness Goal.

**National Level Frameworks**: focused on preparing capabilities and federal interagency operational plans to deliver capabilities. The five frameworks: are **Prevention, Protection, Response, Recovery, Mitigation**

**Federal Interagency CONPLANs**: The Federal interagency CONPLANs support each National Planning Framework with corresponding planning guidance for State, local, tribal and territorial governments.

**Department and Agency Operations Plans**: The OPLANs describe the Federal department’s or agency’s specific responsibilities for the wide range of threats and hazards that pose a significant risk to the Nation.

**Secretary’s Playbooks**: The Playbooks are detailed checklists for executives that the Secretary of Health and Human Services issues to ensure a coordinated response to the wide range of threats and hazards that pose a significant risk to the Nation.

**CDC OPLANs**: CDC maintains the base document “Emergency Operations Plan” and specific high-consequence threat annexes.

**National Preparedness (PPD-8)**: describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. The National Preparedness Goal sets the vision for preparedness nationwide and identifies the core capabilities and capability targets necessary to achieve that vision.

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Public Health Preparedness

The capacity of the public health system, communities, and individuals to prevent and protect against, mitigate against, quickly respond to, and recover from health emergencies, particularly those in which scale, timing, and unpredictability threaten to overwhelm routine capabilities, regardless of their cause.
The CDC Incident Management System
Centers for Disease Control and Prevention

Organizational Chart

OFFICE OF THE DIRECTOR

Director
Thomas R. Frieden, MD, MPH

Principal Deputy Director
Ileana Arias, PhD

Associate Director for Program
Janet Collins, PhD

Associate Director for Science
Harold W. Jaffe, MD, MA

Acting Associate Director for Communication
Katherine Lyon Daniel, PhD

Associate Director for Policy
Andrew S. Rein, MS

OFFICE FOR STATE, TRIBAL, LOCAL, AND TERRITORIAL SUPPORT
Deputy Director
Judith A. Monroe, MD, FAAFP

Office of Public Health Preparedness and Response
RADM Ali S. Kahn, MD, MPH

National Institute for Occupational Safety and Health
John Howard, MD, MPH, JD, LLM

Center for Global Health
Kevin M. DeCock, MD, FRCP, DTM&H

OFFICE OF SURVEILLANCE, EPIDEMIOLOGY, AND LABORATORY SERVICES
Deputy Director
Stephen Thacker, MD

Office of Public Health Genomics
Laboratory Science Policy and Practice Program Office
Public Health Informatics and Technology Program Office
Public Health Surveillance Program Office
Epidemiology and Analysis Program Office
Scientific Education and Professional Development Program Office

NCHS
Ed Sondik, PhD

NCIRD
Anne Schuchat, MD (RADM, USPHS)

NCCEZID
Beth R. Bell, MD, MPH

Office of Infectious Diseases
Deputy Director
Rima Khazzam, MD

NCBBDD
Coleen A. Boyle, PhD, MS hyg

NCDCPH
Ursula Bauer, PhD

NCEH/ATSDR*
Christopher J. Portier, PhD

NCIPC
Linda C. Degutis, DrPH, MSN

NCIC
Kevin Fenton, MD, PhD

*ATSDR is an OPDIV within DHHS but is managed by a common director’s office.
Notification Process

**External**
- Local, State and Federal Partners
- Corporate Partners
- FAA Domestic Events Network
- USCG National Response Center
- Local Health Depts.
- Local Emergency Management Agencies
- FBI Strategic Information & Operations Center
- DoD National Military Command Center

**Internal**
- CDC EOC
- DHHS SOC
- DHS NOC
- CDC Leadership / SMEs
- OSEP
- SEPDPO
- OSELS
- OSTLTS
- DSNS
- DSAT
- OSHE
- ATSDR
- NCEH
- NCEZID
- NCIRD
- NCIPC

**Notable Organizations**
- CDC
- EOC
- DHHS
- SOC
- DHS
- NOC
- DSNS
- Corporate Partners
- Clinicians
- State Depts. of Health
- State Emergency Management Agencies
- HHS OP DIV
- DoD National Military Command Center
- FBI Strategic Information & Operations Center
- Local Emergency Management Agencies
EOC Activation Process

- Reported by External Partners
- Detected by Internal Programs
- CDC EOC
- Convenes "Preliminary Assessment Team" Assess situation and requirements
- Contacts CIO SME
- CDC CIO

Do we need EOC IMS?

- NO: Response is handled by CDC program
- YES: Recommend Activation of the CDC EOC
Director’s Critical Information Requirements (DCIRs)

- Some DCIRs are **internal** to CDC:
  - Accidental death or injury of CDC personnel
  - Report events affecting CDC installation activities/operations
  - Report incidents of international significance affecting CDC staff

- Other DCIRs pertain to **national and global** events
  - Report disease outbreaks/deaths that are above the base line for the seasonal or geographic norms
  - Report any chemical, biological, nuclear threats or events-airborne releases, natural hazard or water.

- DCIRs are also established for **specific events** or activations.
**CDC Director’s Critical Information Requirements (DCIRs)**

- Report disease outbreaks/deaths that are above the base line for the seasonal or geographic norm
- Report DOH or physician inquiries of suspected H5N1
- Report confirmed bird/animal H5N1
- Report any chemical, biological, nuclear threats or events-airborne releases, natural hazard or water
- Media interest for any accidental or intentional agent or toxin release/use
- Vaccine adverse affects resulting in death
- Food borne illness resulting in above base line numbers
- Accidental death/injury of CDC personnel
- Request for use of CDC aircraft
- Report any requests for SNS assets
- Report events affecting CDC installation activities/operations
- Report incidents of international significance affecting CDC staff
- Significant theft, loss, accidental release or inventory discrepancy of select agents

*Note: DCIR’s become more detailed and change constantly once an event occurs*
**CDC Response**

**Significance of the event increases**

**Level 1**
- Awareness (Steady-State)

**Level 2**
- Response
  - Incident Manager
    - EOC Staffing
    - Deploy CDC Resources
    - Monitor Incident
    - IAP development
    - Gather intelligence
    - Report Information
  - On-Scene:
    - IRCT/SATA/ESF#8
    - Field teams manage deployed resources

**Level 3**
- Staffing Increase
- CDC Director’s Critical Information Requirements (DCIR)

**Normal Operations**
- Watch
  - EOC Opns Chief
  - EOC Core Staff
  - Global Monitoring

**Alert**
- DEO Director:
  - CIO/ ATSDR SME Alerted
  - Mission Analysis Reviewed
- Increased Activity:
  - Federal & State create COP
  - Conduct Planning-IAP
  - Deployment Preparation
The Centers, Institutes and Offices (CIOs) within CDC respond to public health events every day and not all events or incidents require CDC’s Incident Management System (IMS) structure.
Examples of Past Events Requiring Interagency Collaboration
Incident Command vs. Management

Incident Command System (ICS): Field response
- On-scene control, decision authority
- Accountable for success or failure of efforts

Incident Management System (IMS) response:
- Coordinates information flow and response actions
- Provides scientific support, technical assistance, and resources
* SRS Organization Structure will be addressed in each of the 15 Preparedness Annexes
CDC IMS
Command Section

Pieces of the Puzzle

CDC Director

Chief Health Officer

Incident Manager

Deputy Incident Manager

Chief of Staff

Safety

Security

Lead LNO

Ethics

SNS

OGC
Incident Manager (IM)

- Obtains approval to activate the Incident Management Structure.
- Ensures relevant positions to support the level of response are filled with qualified personnel.
- Maintains overall situational awareness of the event and all deployed CDC resources.
- Obtains briefings on the incident and approves briefings to be presented to the agency director.
- Maintains awareness of Director’s Critical Information Requirements (DCIR).
- Briefs the Agency Director and key staff as required.
- Approves the staff rhythm to be used during the event.
- Establishes incident priorities; approves incident objectives.
- Comes from the Primary Center responsible for event.
Chief Health / Science Officer

- Oversees the Scientific/Technical Response.
- Advises the IM on scientific and health issues.
- Defines qualifications for various types of CDC staff that may be deployed to fulfill a mission assignment to assure that scientific qualifications are met prior to deployment.
- Reviews media releases and other documents in the clearance process for scientific accuracy.
- Receives reports of scientific information from SMEs in the Scientific Response Section (SRS) and from CDC field teams.
- Provides additional health and science advice to the command staff as required.
Science based response SMEs (Subject Matter Experts)
- Provides technical guidance to IM in response to requests
- Coordinates to ensure response operations are scientifically based
- Prepares data and reports for the Incident Action Plan
- Develops and conducts scientific interventions/courses of action
- Can vary in size from individuals to teams to task forces
Chief of Staff

- Supervises and coordinates the details of the CDC IMS response.
- Ensures the staff provides the IM updated estimates and plans for future actions.
- Supervises the staff’s synchronization.
- Supervises information flow in and out of the staff.
- Oversees the General Staff support sections.
General Staff

- Supports the scientific response for the incident
- Provides Public Health messaging to the public
- Manages the CDC emergency operations center (EOC)
- Prepares and publishes CDC Incident Action Plans (IAPs) and Situation Reports (SITREPs)
- Provides logistical and financial support for the incident response
- Resources personnel and staffing for the incident response
- Improves Situational Awareness by integrating and managing critical information
CDC’s Emergency Operations Center

- Managed by the OPHPR Division of Emergency Operations
- Functions as CDC’s command center for coordinating emergency responses to domestic and international public health threats
- Staffed 24/7/365 to provide worldwide situational awareness
- Coordinates CDC’s preparedness, assessment, response, recovery, and evaluation for public health emergencies
- Serves as the central point of contact for state agencies reporting potential public health threats to CDC
Establish Pre-event Information Flow

- Develop routine daily information systems
  - Daily reports
  - Executive summaries
  - Classified and unclassified briefings

- Develop “alert” messaging systems
  - Spot Reports (SPOTREPs)
  - 201 Reports – early notification
  - Phone and email

- Develop “follow-up” reporting
  - Situational reports (SITREPs)
  - Focused subject briefings
  - Director update briefings

- Teleconferences early
  - Share information within organization
  - Share information with other Federal agencies
  - “Feed the information beast”
Operational Response Activities

- Develop event staff rhythm
- Produce leadership packets
- Track internal and external tasks
- Facilitate the development and maintenance of DCIRs
- Collaborate across sections and with other stakeholders
- Ensure event-related documentation is disseminated appropriately
- Coordinate meeting schedules and send calendar invitations to participants
- Coordinate space requirements
- Provide administrative support
Operations Organizational Structure

- Operations Branch normally consists of 3 teams:
  - Daily Operations Section
  - Current Operations Section
  - AV/Admin Support Section
- Staffing and shift rotations are determined based on the response
- Integrate staff into the event as the requirements change.
- Additional staff comes from the CDC volunteer responder pool.
Back-Up Slides
Office of Safety, Health, and Environment

- Ensures the health, safety, and well-being of CDC deployed and activated personnel
- Provides immunizations, vaccines and other prophylaxis for deploying individuals
- Provides mental health and resiliency services for returning deployers and the IMS staff

The mission of the Office of Safety, Health and Environment is to empower workers and provide the tools needed for workers to be safe....
Security

Ensures the security of CDC responders through coordination with other law enforcement entities and through the provision of intelligence to appropriate decision makers in the agency.

The Office of Security and Emergency Preparedness' vision is to provide dynamic, proactive, efficient, and effective security services ....
Liaison Officer (LNO)

- Coordinates emergency response activities of federal and other partners with CDC and maintains communication between the CDC IMS Command Staff, federal and other partners, and other CDC response action officers in the CDC EOC.
- Lead LNO makes recommendations to the IM on needed LNO representation and coordinates with the providing organization.
- LNOs represent and coordinate with their parent organization to support the IM and staff.
- LNOs from CDC can be assigned to entities such as the DoS, DoD, ARC, FDA, International agencies, and HHS, or be assigned to CDC from these entities, or both.
Public Health Ethics

- Helps to build and maintain credibility and public trust in public health recommendations
- Fosters consensus and resolves values conflicts in an atmosphere of respect
- Guides decision making when there is scientific uncertainty and many opinions about how to proceed
- Increases awareness of the moral claims and values of community stakeholders, particularly of those most impacted by the public health recommendations.

The Public Health Ethics Unit works with programs to identify, analyze, and resolve ethical issues that arise in public health practice. ...
Strategic National Stockpile (SNS)

- SNS is a repository of antibiotics, chemical antidotes, antitoxins, vaccines, antiviral drugs and other life-saving medical materiel.
- The SNS mission is to deliver critical medical assets to the site of a national emergency.
- SNS has both materiel and personnel assets available for rapid response. These include:
  - 12-hour push packages (PPG) – 50-ton caches of pharmaceuticals, and medical supplies designed for rapid deployment.
  - Managed Inventory (MI) - maintained at facilities throughout the United States.
  - Federal Medical Stations (FMS) - DSNS will deploy personnel to provide technical assistance with set-up.
  - Special Support Missions - DSNS may provide specialized life-saving pharmaceuticals for individual use.
- DSNS has the ability to deploy personnel simultaneously with the shipment of SNS assets.
Office of General Counsel (OGC)

- Provides legal, technical and professional advice and recommendations to the IM and staff
- Studies and interprets laws associated to the response
- Manages the relationships with outside counsel

The Public Health Division of OGC advises the Public Health Service
JOINT INFORMATION CENTER

Provides a coordinated Federal response to provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population.

Emergency Support Function (ESF) 15

The Joint Information Center (JIC), ensures the coordinated release of information under ESF #15.
Joint Information Center

- The Joint Information Center (JIC) ensures the coordinated release of information under ESF #15.
- Designated to handle public information and Public Health Information
- JIC structure is designed to work equally well for large or small situations expanding as needed
- JIC gathers incident / event data
- Analyzes public perceptions of the response.
- Informs the public serving as the source of accurate and comprehensive information about the incident and the response to a specific set of audiences
Joint Information Center

Consistent Dissemination of Information

- News media
- CDC Web site
- CDC INFO
- Health Alert Network
- CDC Connects
- Global Channels
- Clinician List Serve and Conference Calls
- National Public Health Information Coalition
- EPI-X

This is an official CDC HEALTH ADVISORY
Operations Section

- Manages the CDC’s command center (EOC) for coordinating emergency responses to domestic and international public health threats
- Core Staff 24/7/365 to provide worldwide situational awareness
- Coordinates CDC’s preparedness, assessment, response, recovery, and evaluation for public health emergencies
- Serves as point of contact for state agencies reporting potential public health threats to CDC
- Monitor DCIRs
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During An Emergency Response: Plans, Training, Exercises and Evaluations = IMS Planning Section

- Reports to the Chief of Staff
- Two distinct but collaborating units:
  - Documentation Unit
  - Plans Unit
- Plans Science Officer from Scientific Response Section (SRS)
  - Advisory
Planning Section Duties

- Produce agency situation reports (SITREPs).
- Develop agency incident action plans (IAPs).
- Development of event-specific courses of action, short & long range planning, & contingency planning.
- Facilitate the development of Agency response objectives.
- Coordinate with the Scientific Response Section (SRS) to develop science-based objectives.
- Collaborate across government planning sections.
- Ensure event-related documentation is maintained for post-response investigations, inquiries, and reviews.
- Conduct after action reviews.
- Develop improvement plans.
Logistics Section Mission

To provide 24/7/365 logistics support: materiel, transportation, travel and equipping of deploying CDC personnel as well as procurement and financial management in the EOC, in support of CDC outbreak and emergency response activities to enable the successful accomplishment of the CDC mission.

Note: Requests are channeled through the Logistics Section Chief eoclogchief@cdc.gov or (404) 553-7720
Logistics Section

Manages all event logistical support requirements

- Provide travel support (International and Domestic)
- Coordinates additional Space/Facility requirements
- Coordinate shipping and CDC aircraft to support operations
- Provide deployment equipment and supplies
  - Order materiel/services through Procurement Branch
- Provide laboratory and medical supplies to CDC teams
Emergency Personnel Staffing Section (EPSS)

Resources, coordinates and ensures compliance with CDC instructions for deployments

- Emergency Personnel Staffing Section
  - Commissioned Corps Coordinator
    - Commissioned Corps requirements
    - OFRD
  - Deployment Brief Coordinator
    - Organizes deployment briefings
  - Field Deployment Activity
    - Coordinate with Emergency Coordinators, OSHE, OSEP, Logistics
    - Enters/manages personnel into team rosters in PWMS
  - Staffing Coordinator Activity
    - IMS Staffing requirements and Rostering
    - IMS Org Charts
    - Certificates of Participation
  - EIS Coordinator
    - Training requirements
    - Requirements for EIS officers
Finance/Admin Section

- **Finance Branch**
  - Staffed by Financial Management Office (FMO)
  - Provides event/incident related:
    - Cost Tracking
    - Finance Policy
    - Common Accounting Number (CAN) control
      - Non-Stafford Act response is funded by CIO
      - Stafford Act response funded via FEMA Mission Assignment (MA) process

- **Procurement Branch**
  - Staffed by Procurement and Grants Office (PGO)
  - Provides market research assistance:
    - Procures supplies / services
    - Deploys Federal Contracting Officers
Situation Awareness

- Improve vertical and horizontal information sharing
- Provide support and collaboration to CDC IMS personnel
- Provide analytical and geospatial information products
- Develop and maintain Knowledge Management and social-networking\(^1\) capabilities
- Collect, coordinate, process and analyze disparate data to produce actionable information to support operational needs, and
- Monitor worldwide “All Hazard” conditions for possible CDC international or national response operations

\(^1\) Limitations: Associated with CDC response activities, for all other social-networking, you are on your own.
Situational Awareness

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