



**NORTHWEST PORTLAND AREA INDIAN HEALTH BOARD
PUBLIC HEALTH INCIDENT COMMAND SYSTEM
COVID-19 RESPONSE**

Background and Rationale

In emergency or disaster response, the primary objective of a management system should be to organize and coordinate distinct and unrelated response assets to effectively address the incident issues while minimizing risks (physical, financial, etc.) to people and the community. In addition, preparedness and response capacities at the national, state, and local levels must be carefully organized and controlled to ensure unified and consistent actions over a significant period. These requirements are best met by the use of an incident command system.

The Incident Command System (ICS) was initially developed to help coordinate the multiple agencies and types of response personnel acting to control wildland fires. Wildland firefighting's physical and financial risks can be extreme when numerous agencies come together. However, disparate organizations can work together effectively using ICS because, among other reasons, it establishes common terminology and advocates a management-by-objectives philosophy.

The decision to participate in ICS is based on the understanding that, by doing so, an organization



LEVEL I - ACTIVATION: In the Level I Activation stage (sustained transmission of disease in the United States but not the Pacific Northwest or any cases in the Pacific Northwest, regardless of sustained transmission), the NPAIHB will activate its ICS, monitor severe illnesses and deaths, activate Strategic National Stoc



| ICS ROLE | NPAIHB ICS TITLE | NPAIHB TITLE |
|--|---|---------------------------------------|
| Incident Commander | Incident Commander | EPH Program Director |
| Assistant to IC | IC Coordinator | EPH Program Staff |
| Liaison Officers | Oregon Liaison Officer | Policy Analyst |
| | Washington/AIHC Liaison Officer | Policy Analyst, TEC Project Director |
| | Idaho Liaison Officer | Policy Analyst, TEC Project Director |
| | Policy Liaison Officer (ID, OR, & WA) | Deputy Director |
| Planning Section Chief | Planning & Information Coordinator | TEC Director |
| Data Analysis | Data Specialist | TEC Data Scientist |
| Data Collection/Entry | Data Assistant | TEC Project Director |
| Community Planning | Food Security Specialist | TEC Project Manager |
| MCM Planning | MCM Planner | Clinical Pharmacist/CAC |
| Operations Section Chief | Public Health Officer | Medical Epidemiologist |
| Clinical Education & Support Unit Lead | COVID-19 ECHO Manager | TEC Project Director |
| Mental Health Education & Support Unit Lead | BH Program Manager | Behavioral Health Researcher/Director |
| Environmental Public Health/Occupational Safety & Health Unit Lead | | |



NPAIHB Executive Director and Committee

- Leadership & commitment to Tribal Health Directors
- Incident Command System support
- Participate in or conduct drills and exercises in conjunction with tribal, local, state, and federal agencies, on request
- Provide legislative and funding awareness and advocacy to Tribal Health Directors
- When questions arise that require legal interpretation and support, solicit advice from legal counsel and provide information for Tribes
- Maintain open communication with health professionals from tribal, local, state, and federal organizations and agencies

Interface with Tribes

- Assistance to Tribes related to response efforts
- Foster and support open communications among all parties involved, which includes tribal, local, state, and federal organizations and agencies
- Support unified deployment of plans and information to ensure continuity of care to the communities served

Core public health emergency areas of consideration, with identified ICS team positions, include the following:

Policy Coordination & Needs Identification (Policy Analysts/Liaison Officers)

- Maintain coordination with member Tribes and external partner agencies Tri nn.93 -01 Tw refEMC mti8



to know what needs to be referred to the IC and what can be referred directly to a section or unit.

Policy Liaison Officer:

This position interfaces with and coordinates with state and federal agencies on legislative and policy issues. The Policy Liaisons assure that external state agency partners working with the NPAIHB are provided with the required information and ensure that NPAIHB and tribal policies, procedures, and sovereignty are respected. In addition, these positions advocate for tribal inclusion in all stages of the policy process, including equitable administration of resources and funding for tribal needs.

IC Coordinator:

The purpose of this role is to oversee a record of all activity 41 (u)-3.9 (reo)-4 (sd)(Of rt(n)-4 (,1)4.1 (as)2 (s)2 (is



Data Assistant:

Ensure accurate and complete collection of essential indicators and data, and provide weekly reports to the IC.

Food Security Specialist:

Food security issues are a high-priority need identified by tribal leaders. This position will respond to identified needs and work with Tribes to ensure resources for access to healthy food.

File:///C:/Users/10010084/Desktop/ILM/ILM%20Data%20Assistant%20Job%20Description%20Final%2011-18-2019.docx



Environmental Health Specialist/Occupational Safety and Health Specialist:

This position is responsible for assessing the incident's environmental health aspect, determining the environmental interventions required, and directing the response. The Occupational Safety and Health Specialist will develop and recommend measures for assuring tribal clinic and health department personnel safety (including psychological and physical) and assess and anticipate hazardous situations. Additionally, this position will coordinate with field staff to evaluate environmental/medical conditions at relevant facilities (such as water plants, clinics, food facilities, and child care centers).

CD Control/Public Health Nursing:

This position assists with interpreting the disease pattern, coordinates investigations, and develops appropriate standardized tools and plans for case investigations. In addition, the position coordinates the collection of data, collates data from the field, and directs investigative staff to interview patients using designated questionnaires and protocol and document findings. Serves as contact tracing team lead.



FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section has several key responsibilities for direct service response organizations. The NPAIHB response is primarily through professional expertise and deployment of resources, not staffing of first responders. Therefore, the NPAIHB ICS does not have a distinct Finance and Administration Section but a single administrative support position.

Administrative Specialist:

Responsible for the maintenance of accurate, up-to-date documentation relative to the incident. Schedules ICS meetings, summarizes notes from meetings, files correspondence, logs telephone calls, and provides assistance in procurement, contracting, and travel. In addition, the NPAIHB Administrative Specialist will store incident files for legal, analytical, and historical purposes. This position reports to the IC.



Procedures

The NPAIHB ICS will use Zoom to conduct meetings and the cloud-based document sharing and storage service, Slack, to collect notes and information from all ICS Command and Section staff; this includes activity logs, notes from calls/meetings, task request forms, the ICS Plan, incident action plans, and situation reports.

ICS Meetings

The NPAIHB ICS will meet on a routine basis throughout the incident or emergency event. The full ICS Command and Section staff will meet at least once weekly, and participants in other meetings will be determined and invited as needed. NPAIHB ICS meetings may also include tribal or state partners as needed.

- The IC will determine the ICS Meeting schedule each week, and meetings will be held using the Zoom platform. Additional or ad-hoc meetings may also be scheduled, and ICS Meetings may be canceled if warranted.

Action Plans

The NPAIHB ICS will define operational periods as weekly or bi-weekly and develop an incident action plan for each operational period. An incident action plan (IAP) formally documents incident goals (known as control objectives in NIMS), operational period objectives, and the response strategy defined by the incident command during response planning. In addition, it contains general tactics to achieve goals and objectives within the overall strategy while providing vital information on event and response parameters. Equally important, the IAP facilitates the dissemination of critical information about the status of response assets themselves. Because incident parameters evolve, action plans must be revised regularly (at least once per operational period) to maintain consistent, up-to-date guidance across the system.

- The ICS **Public Health and Policy Liaisons** will participate in weekly standing meetings and ad-hoc meetings necessary to maintain situational awareness, including tribal and state reports and meetings to understand and discover public health and medical needs and determine any policy gaps or needs for advocacy on behalf of the Tribes.

Call notes will be entered directly into Slack on the appropriate channel, **#proj-idahocovid**, **#proj-oregoncovid**, **#proj-washingtoncovid**, **#policy-fed**, or uploaded as a file.

sr0 Tw -4 (e)a-4 (s)4 (i)10 (o)- (rt)-4d(t)-4 (at)(ria)10 (t)-rmi(b)0.9 2 (s)2 (n)-2 (n)6 (t)6 (h)-6 (e)-



will develop brief operation period plans (bullet points) and add them to Slack, #ics-npaihb channel by 1200 of the first Monday of each operational period.

For instance, the Planning and Information Section may indicate that they will collect and report data from each Tribe by ____ of the operational period. The Operations Section may have several specific plans for each position, depending on the incident status and ongoing mission assignments, e.g., the contact tracing team will be deployed to _____ to assist with contact tracing and mitigation of community spread... or the communications plan this week is to post five different themes about mask-wearing to Facebook this week.

- The IC Coordinator will develop the IAP and post it by Tuesday morning of each operational period. **In addition, the IAP will be published in the #ics-npaihb channel.**

The Incident Commander will work with the ICS Command and Section staff to assign tasks and services that are requested and needed.

Situation Reports

The NPAIHB ICS will produce a situation report for each defined operational period. The Situation Report (SITREP) is a form of status reporting that provides decision-makers and readers a quick understanding of the current situation. It provides a clear, concise understanding of the situation, focusing on meaning or context and the facts. It does not assume the reader can infer what is essential or not and what actions or decisions are needed. Instead, it calls out what is required. It can also be provided verbally in a 30-second to 5-minute duration. In addition, the SITREP will include the situation to date (what has happened), ICS actions to date (what has been done), actions yet to be completed, and issues.

- The **Planning and Information Section** will upload any plans and all epidemiological and other data and information reports into Slack, #data, #mcm-covid, and #community-food channels at least once a week.
- The **Operations Section** will use Slack notes to update information...