

American Sheep Industry Incident Management (ie. Emergency Response)

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January 28, 2017



ASI: Emergency Response

- Overview of NIMS and ICS
- Introduction to ASI Plan
- Hazards
- Present status
- Future



ASI Incident Management Plan

- ASI to use National Incident Management System (NIMS) and the Incident Command System (ICS)
- Used by all federal agencies, states, NGOs and private sector
- Allows for coordinated response



Think

- NIMS =



- ICS =



National Incident Management System (NIMS)

- NIMS provides a systematic, proactive approach to guide all levels of government, nongovernmental organizations, and the private sector to work to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity.

Incident =

- Any



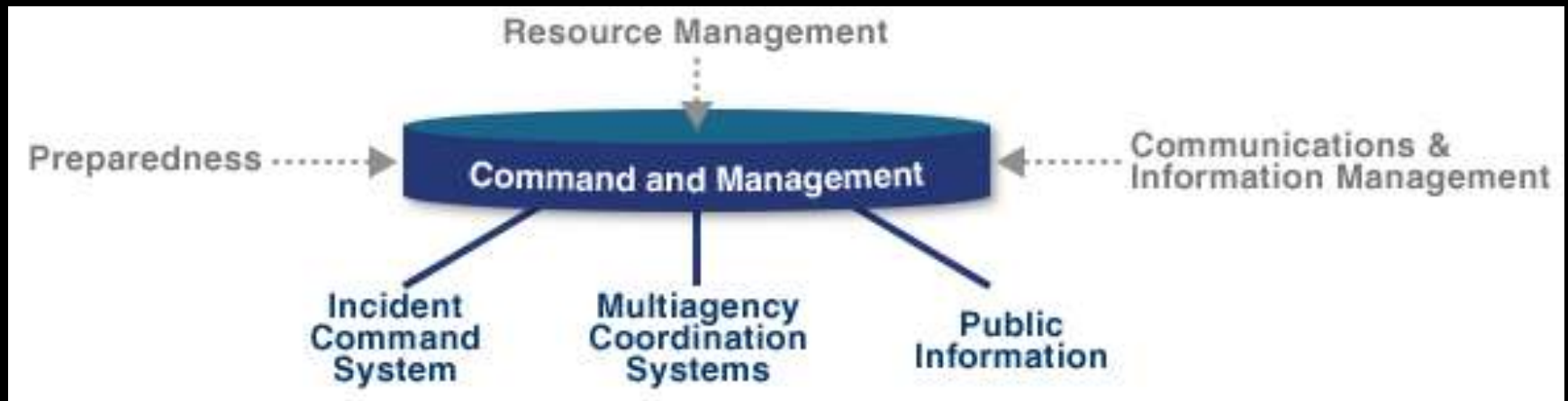
National Incident Management System (NIMS)

- It is a dynamic system
- Requires ongoing management and maintenance
- Must reflect best practices learned

NIMS is NOT

- NIMS is NOT an operational incident management.
- The Incident Command System is the command and management part of NIMS

NIMS



And ongoing maintenance

Incident Management Plan: Holistic System

- ✓ Up-to-date monitoring of activities and events affecting the industry
- ✓ Mitigate hazards if possible
- ✓ Prepare for incidents that cannot be mitigated
- ✓ Deliver early warnings
- ✓ Provide rapid communications
- ✓ Effectively coordinate the activities among the organizations

Incident Management Plan: Holistic System

- ✓ Provide assistance to members and other organizations
- ✓ Help to prevent consumer panic and maintain confidence
- ✓ Offer a continued assessment of actual and potential consequences of the crisis
- ✓ Plan for continuity of business during a crisis
- ✓ Assist in providing opportunities for continuity of business operations after the crisis

Adverse Incidents

- ✧ With or without warning
- ✧ Small manageable; large out of control or something in between
- ✧ Short, long or lasting impacts
- ✧ Being prepared = key to reducing losses and ensuring more rapid recovery



Crisis

- A time of intense difficulty, trouble or danger;
- A time when difficult or important decisions must be made
- Adverse incident may or may not result in crisis
- Intent of IMP is to avert a crisis or manage it and reduce negative impacts



Incident vs Crisis

- HPAI in British Columbia, Fraser Valley
- First flocks 12-1-15
- Total - 11 commercial flocks (7 broiler breeder, 3 turkey, 1 layer), 2 noncommercial flocks and 1 wigeon were found to be infected
- 245,000 birds affected
- No additional infections after 12-19-15
- HPAI in north central US – IA, MN, NE, ND, SD, WI
- First flock March 2015
- Total 206 commercial premises; 9 backyard flocks
- > 48 million birds affected
- No additional infections after 6-17-15

Hazards versus Risk

- **Hazard** – any source of potential damage, harm or adverse effects
- **Risk** - chance or probability that an adverse incident will happen

Risk Management & Risk Mitigation

- **Management** - The identification, assessment, and prioritization of hazards/risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events.
- **Mitigation** - A reduction in the extent of exposure to a hazard and/or a reduction in the likelihood of its occurrence.

Risk Management ≠ Crisis Management

Risk Management strategies:

- a) If possible avoid the risk by deciding not to start or continue with the activity that gives rise to the risk
- b) Remove the source
- c) Change the likelihood of the risk
- d) Change the consequences
- e) Spread the risk with another party or parties
- f) Retain the risk by informed decision

ASI Incident Management Plan

- Identify potential hazards and risks specific to the sheep industry
- Provide a system to continue this effort into the future
- If possible, identify risk mitigation measures that may be taken to prevent hazards
- Define the organizational and operational structure under which the incident management will be carried out by ASI
- Define the roles and responsibilities of ASI, its members, and affiliated organizations

ASI Incident Management Plan

- Define the roles and responsibilities of 3rd parties and outline possible interactions with ASI and others
- Provide guidelines for a communications strategy
- Outline steps to exercise and improve the plan
- Review and maintenance of the plan

Example: Johnes Disease = Hazard

- Maybe endemic in sheep population
- Relationship to human Crohn's Disease but no causal link to date
- Organism very resistant to inactivation even pasteurization
- Found in lymph nodes

What is your assessment?

- Is there a risk of this becoming an adverse incident?
- Could this result in a crisis?

Summary: The IMP includes identifying hazards and if possible mitigating risks

“Fix it before it breaks”

VS

“If it ain’ t broke don’ t fix it”

From Trust or Consequences by Al Golin

Incident Command System (ICS)

- Command and Management Part of NIMS
- Outlines structure and roles for an emergency response
- Includes communication
- Is flexible – used for incidents of any scope, type or complexity
- Allows for integration of resources, personnel, procedures between various jurisdictions

ICS Structure

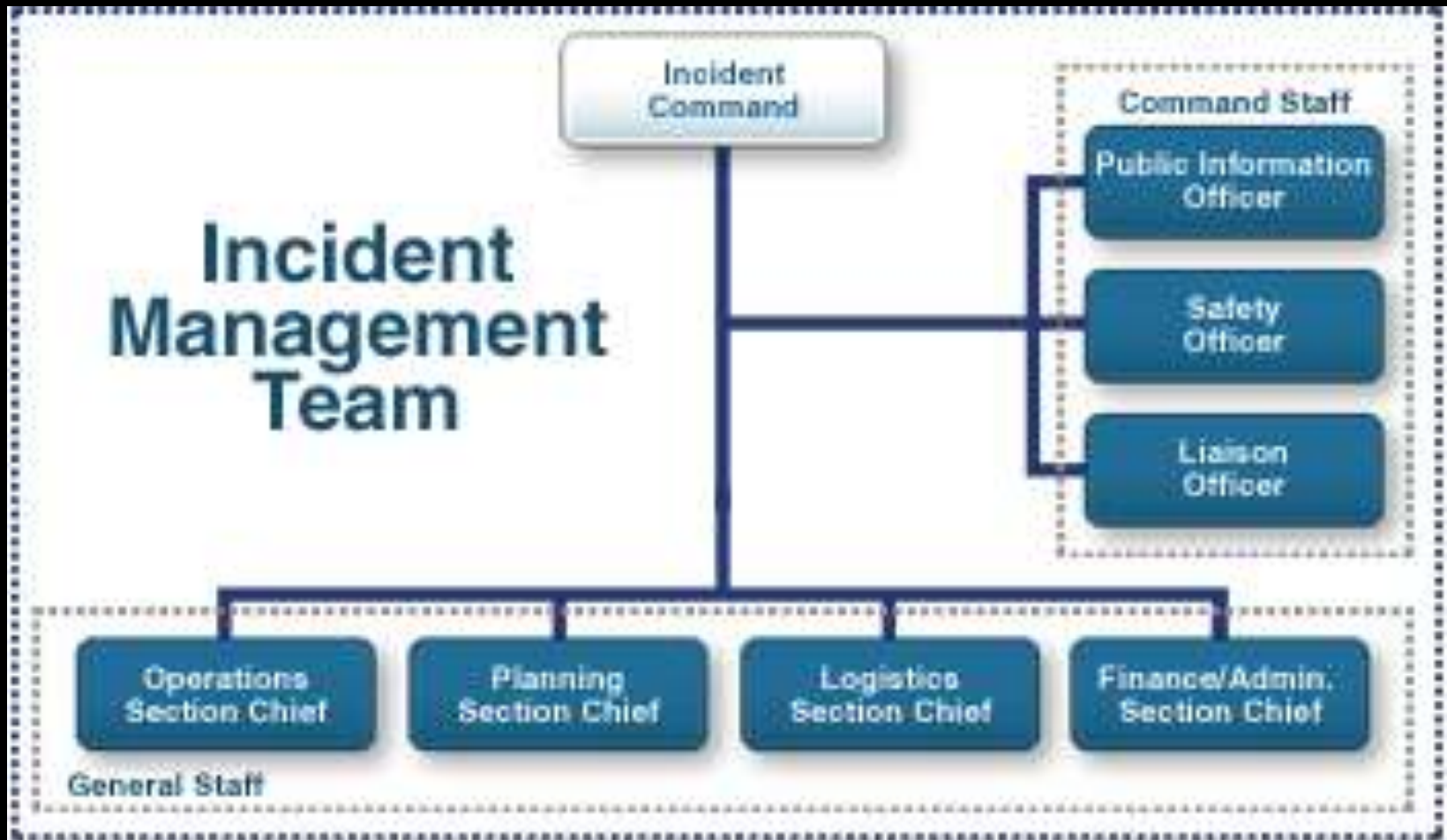
- Develops as top-down
- Based on the size and complexity of the incident
- Determined based on the incident objectives and resource requirements. Only those functions or positions necessary for a particular incident are filled.
- Expands and contracts as needed
- Requires that each element have a person in charge.

ICS Structure: Facilitates Activities in

- Command
- Operations
- Planning
- Logistics
- Finance/Administration



ICS Structure



ICS Structure

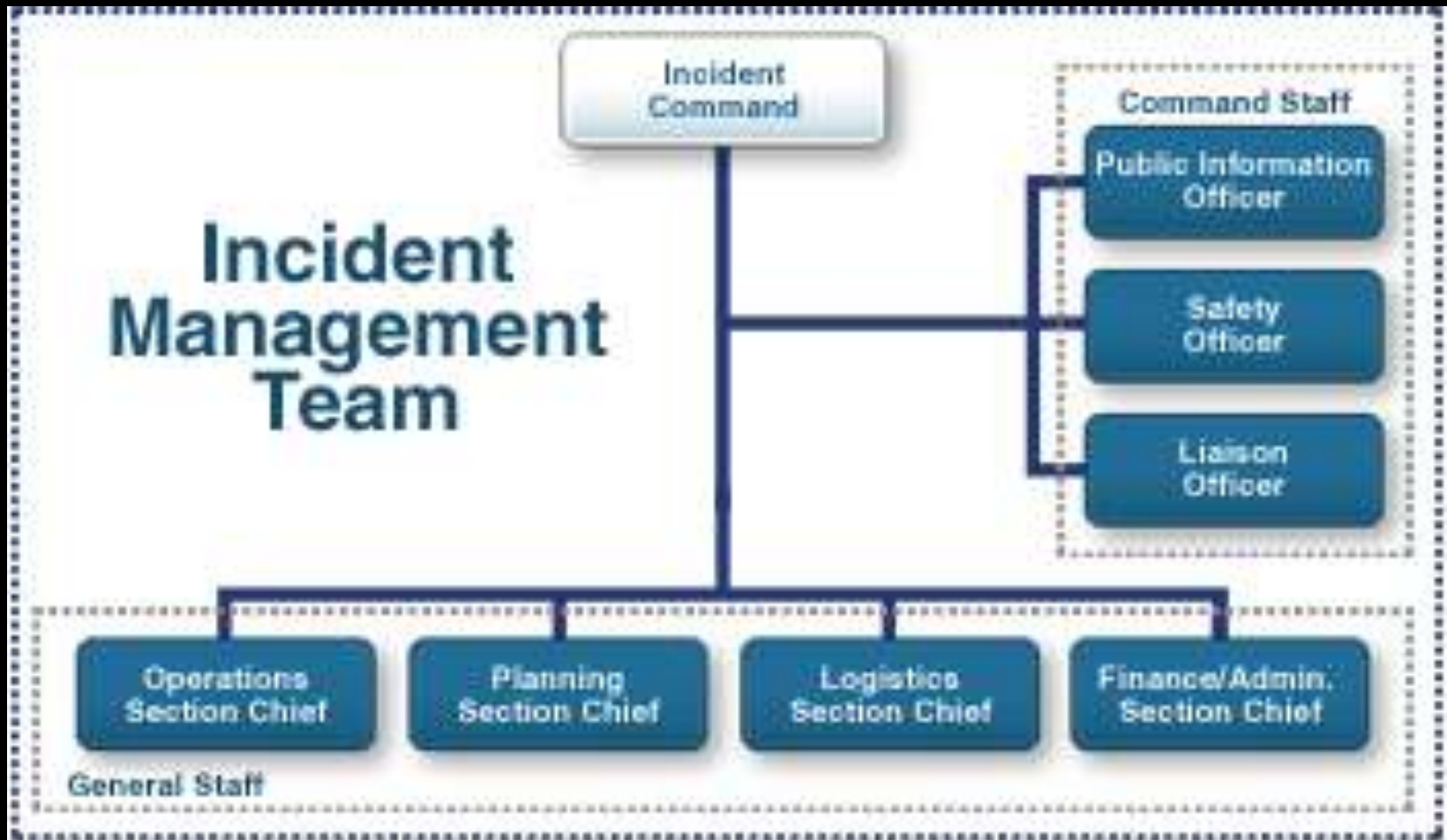
- Command - act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.



ICS Structure: Incident Commander

- Has authority to establish objectives, make assignments, and order resources.
- Works closely with staff and technical experts to analyze situation and consider multiple alternatives
- Must have TRAINING, EXPERIENCE and EXPERTISE
- NOT based on rank or grade

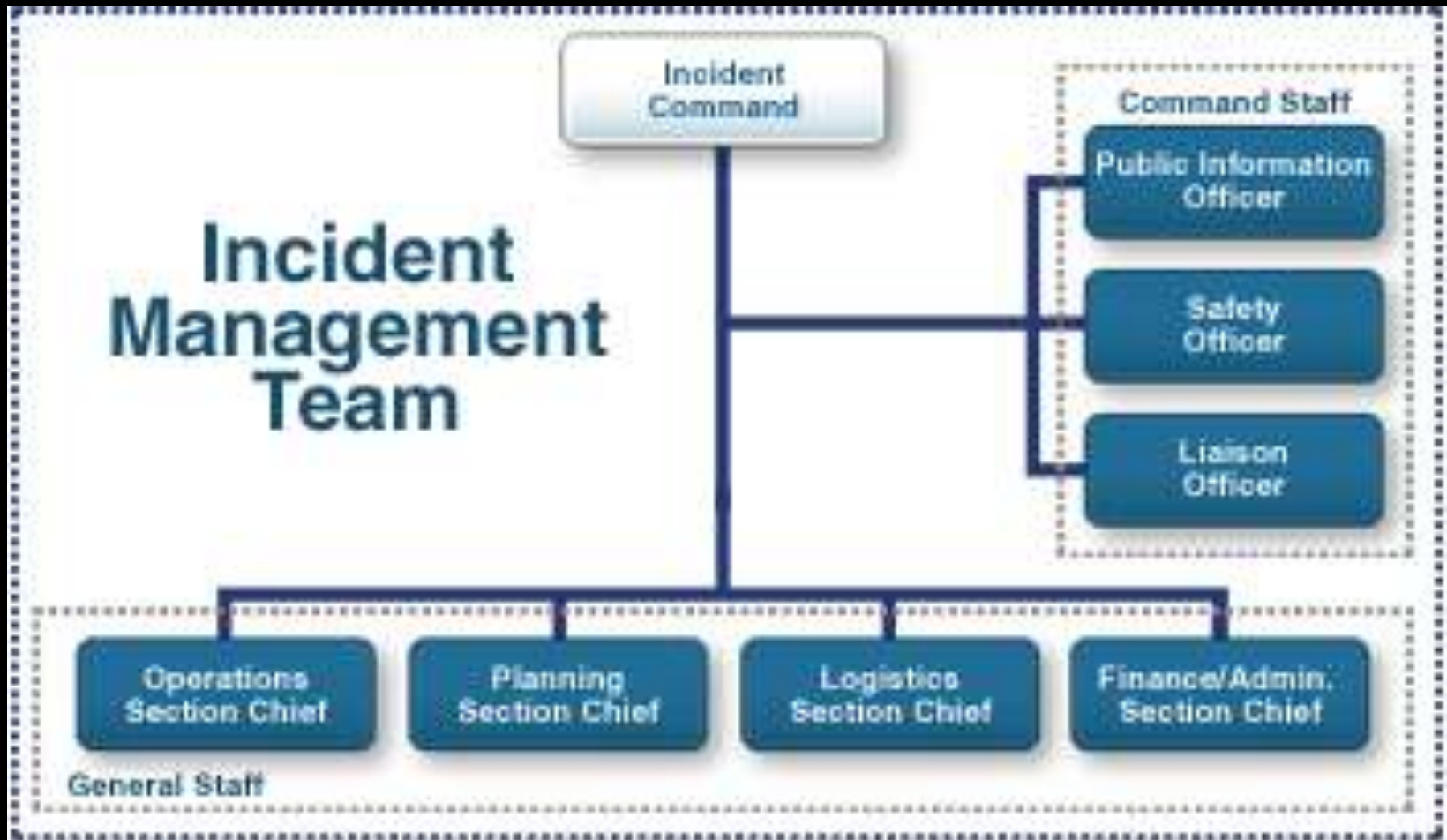
ICS Structure



ICS Structure: Command Staff

- **Public Information Officer** – develops and releases information to media, government agencies and appropriate organizations
- **Liaison Officer** – Point of Contact for assisting with and coordinating activities between Incident Commander and various agencies and groups (eg. Congressional personnel, local gov officials, industry associations, etc)
- **Safety Officer** - develop and recommend measures to the IC for assuring personnel health and safety and to assess and/or anticipate hazardous and unsafe situations.

ICS Structure



ICS Structure: General Staff

- **Planning Staff** – collecting, evaluating, and disseminating the tactical information related to the incident, and for preparing and documenting Incident Action Plans (IAP's).
- **Simply** – This person (s) records what needs to be done, who is responsible and what gets done

ICS Structure: General Staff

- **Operations Staff** - responsible for all operations directly applicable to the primary mission of the response
- Takes care of required tasks
- **Logistics Staff** - responsible for providing facilities, services, and materials for the incident response.
- **Financial/Administrative Staff** – responsible for all financial, administrative and cost analysis aspects

When hazards become adverse incidents ...

- ASI system identifies possible adverse incident – management team notified
- Management team makes decision to activate Incident Command System

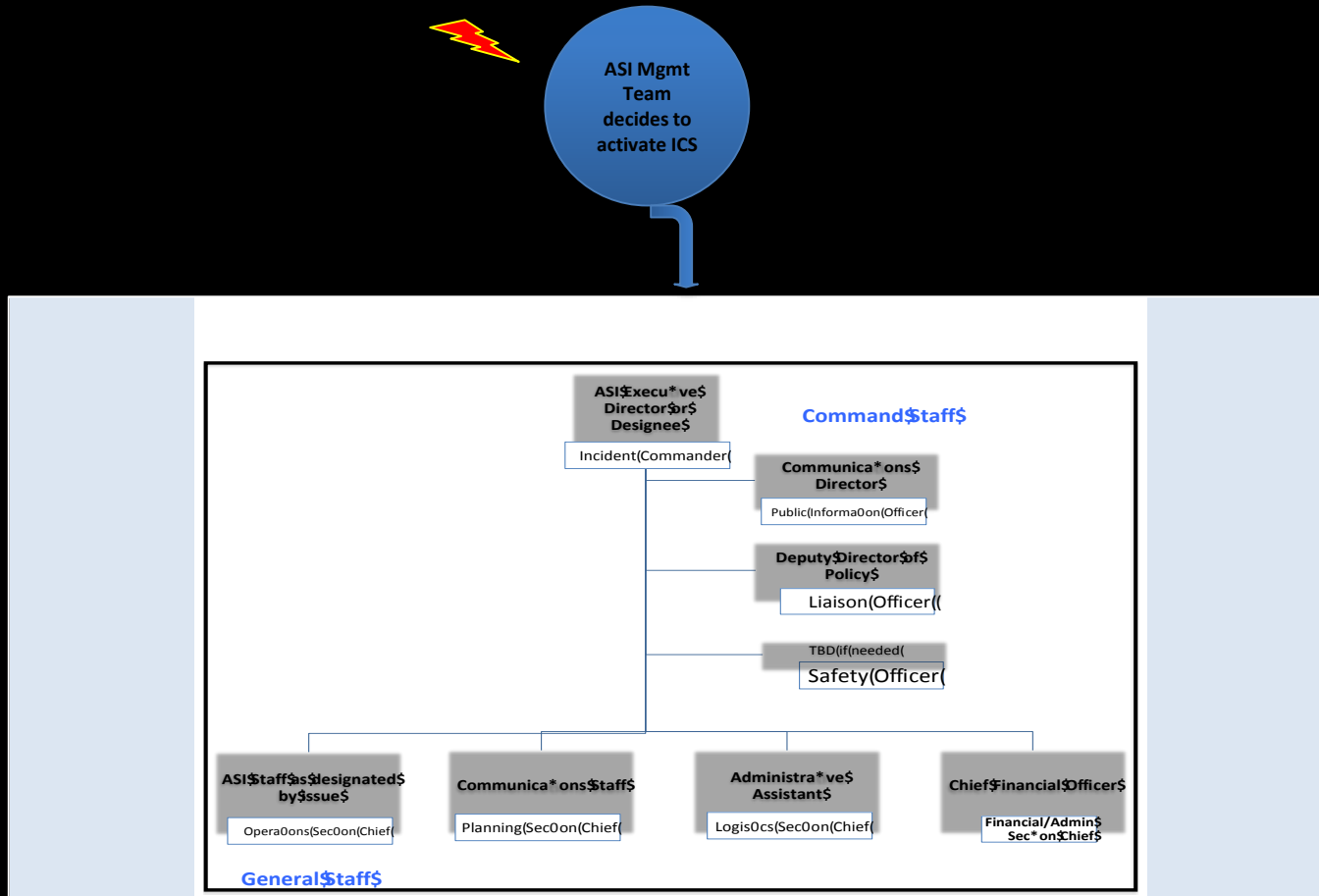


Activation of ICS

- Executive Director either assumes position of incident commander (IC) or will designate appropriate person for the role
- IC assembles team and assigns roles to meet demands of incident
- Develop Incident Action Plan

ASI and ICS Structure

Notification of Adverse Incident



Incident Action
Plan

Incident Action Plan

- Every incident must have action plan:
- specifies the incident objectives.
- states the activities to be completed.
- assigns responsibilities.
- identifies needed resources.
- specifies communication protocols
- covers a specified timeframe, called an operational period.
- may be oral or written

ASI Incident Action Plan: Possible Actions

- Gather information from and consult with others involved
- Identify and consult with technical experts in the area of the crisis (they would be part of the general staff)
- Notify and update the Board of Directors
- Assist state and regional partners to deal with the incident
- Act as liaison between government officials and the sheep industry
- Notify and consult with appropriate associate organizations

ASI Incident Action Plan: Possible Actions

- Determine the need for public statement
- Develop key messages
- Coordinate internal communication
- Coordinate national and local media
- Determine need for activation of the Consumer and Media Dark Site on the ASI website
- Determine the need for communication through social media
- Determine the need for consumer education and, if necessary, develop materials
- Determine the need for a physical response or mobilization of resources
- Provide assistance (legal, communication, well-being) for members

Role of State and Regional Sheep Organizations

- Should work with ASI on incident management
- Monitor local issues and provide updates
- Inform Incident Command Team (ICT) through Liaison Officer of local response, potential problems, etc.
- Communicate with allied industry organizations as appropriate
- Report media activity and requests to ICT through Public Information Officer
- Assist in mobilization of resources as necessary

Roles of Third Parties

- Need coordination with 3rd parties
- Government – local, state or federal depending on nature and extent of incident
- May also involve response from academia, other industry trade associations (e.g. American Farm Bureau), veterinary associations, consumer, environmental, or humane groups, and possibly non-governmental organizations (NGOs).

Internal Communication

- Success depends on effective two-way communication
- Communication facilitates establishment of objectives, making assignments and ordering resources
- Planning staff gathers information
- Operations – carries out tasks essential to the mission
- Need system to keep everyone on same page – meetings (calls start and end each day, etc)

External Communication

- Goal of ASI is to protect the integrity and reputation of the sheep industry
- **“Tell it all, tell it fast, and tell the truth”**
- Use of EPA’s seven cardinal rules of risk communication
- Primary responsibility for external communication lies with **Public Information Officer** and **Liaison Officer**

Incident Management Plan: Maintenance

- The plan should never be finalized
- It should be under constant review (hazards and risks)
- The plan must be tested
- The plan needs to be updated with lessons learned

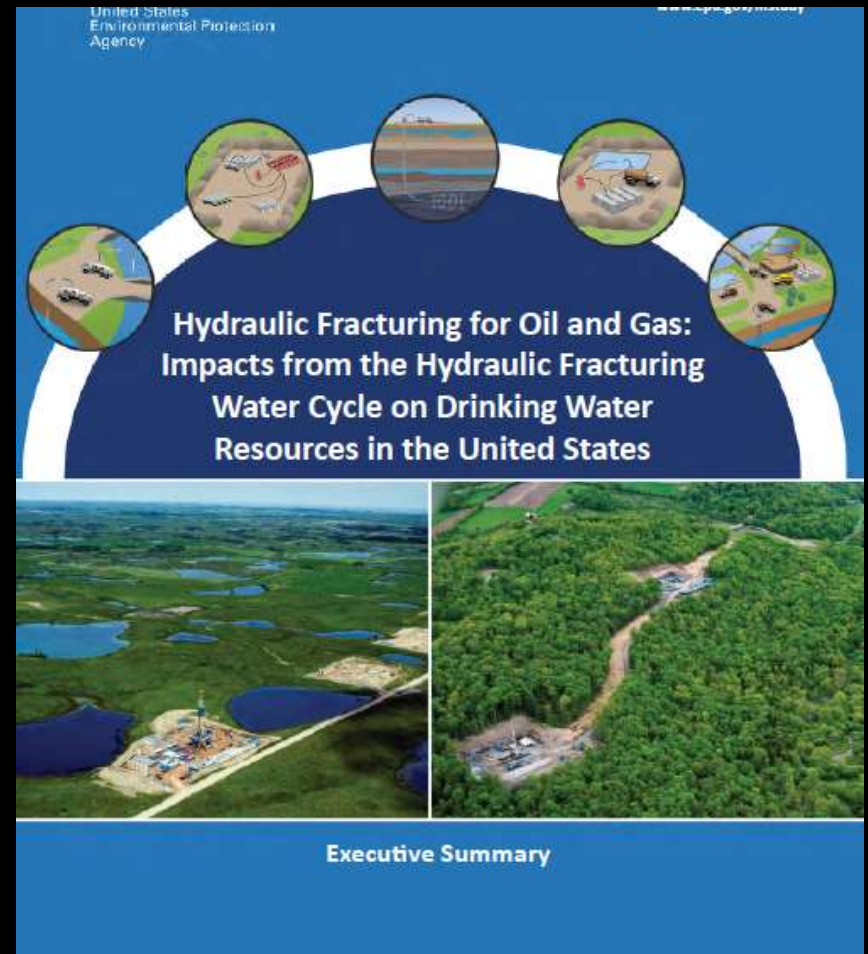


ASI Incident Management Planning to Date

- ASI has a plan with specific hazards identified
- Conducted training for all ASI staff
- Lamb board participated in training
- Tested plan with a desktop exercise

Example: Hazard????

- Is the wastewater from fracking a hazard to livestock?



Incident Management Plan – There must be ownership

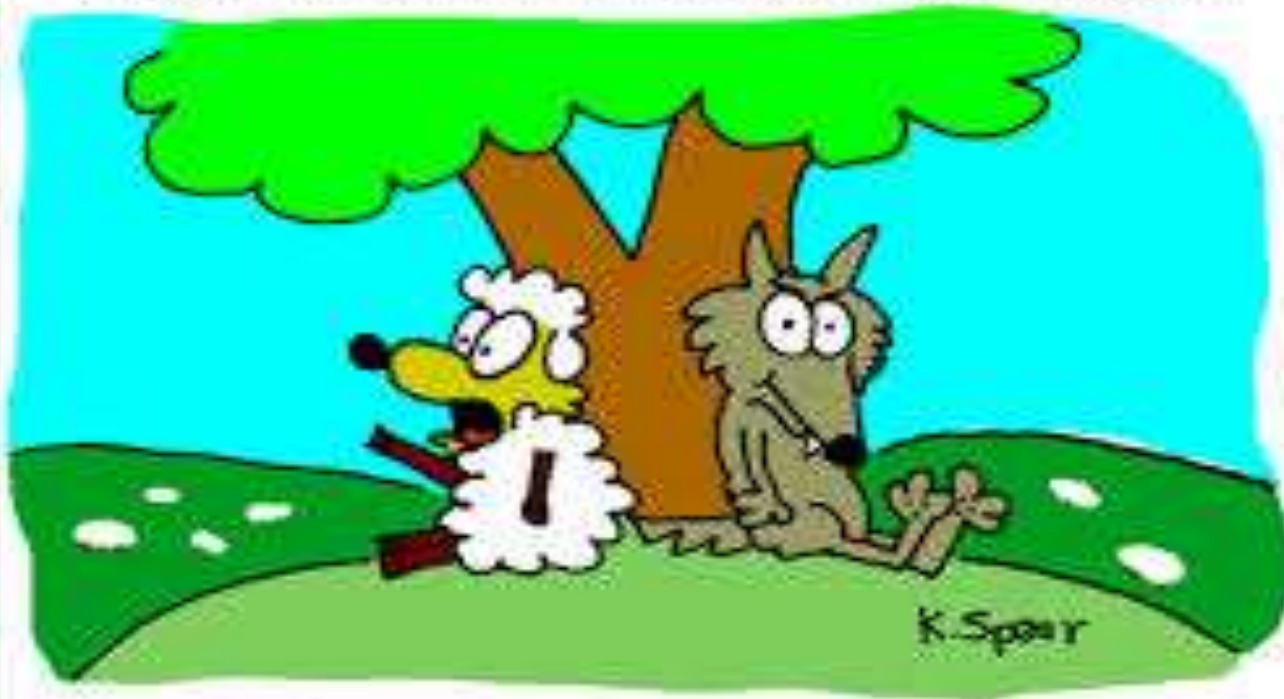


General Training Available

- FEMA:
- <http://training.fema.gov/EMIWeb/is/ICSResource/TrainingMaterials.htm>

Questions

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"This year, I resolve to stay away from unnecessary risks."