



Evolution of COVID-19 Response: From ICS to “Team of Teams”

Chickahominy Health District

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(Image: Public Health Agency of Canada, 2020)

2022 Public Health Preparedness Summit

September 28, 2022

Objectives

1. Describe the key principles of the National Incident Management System (NIMS) & Incident Command System (ICS)
2. Identify the basic organizational structure of ICS
3. Define the term “Team of Teams” as articulated by General Stanley McChrystal
4. Understand the advantages and disadvantages of adopting an ICS structure for COVID response at the local level
5. Understand the logic of transitioning from ICS to a “team of teams” structure for COVID response.

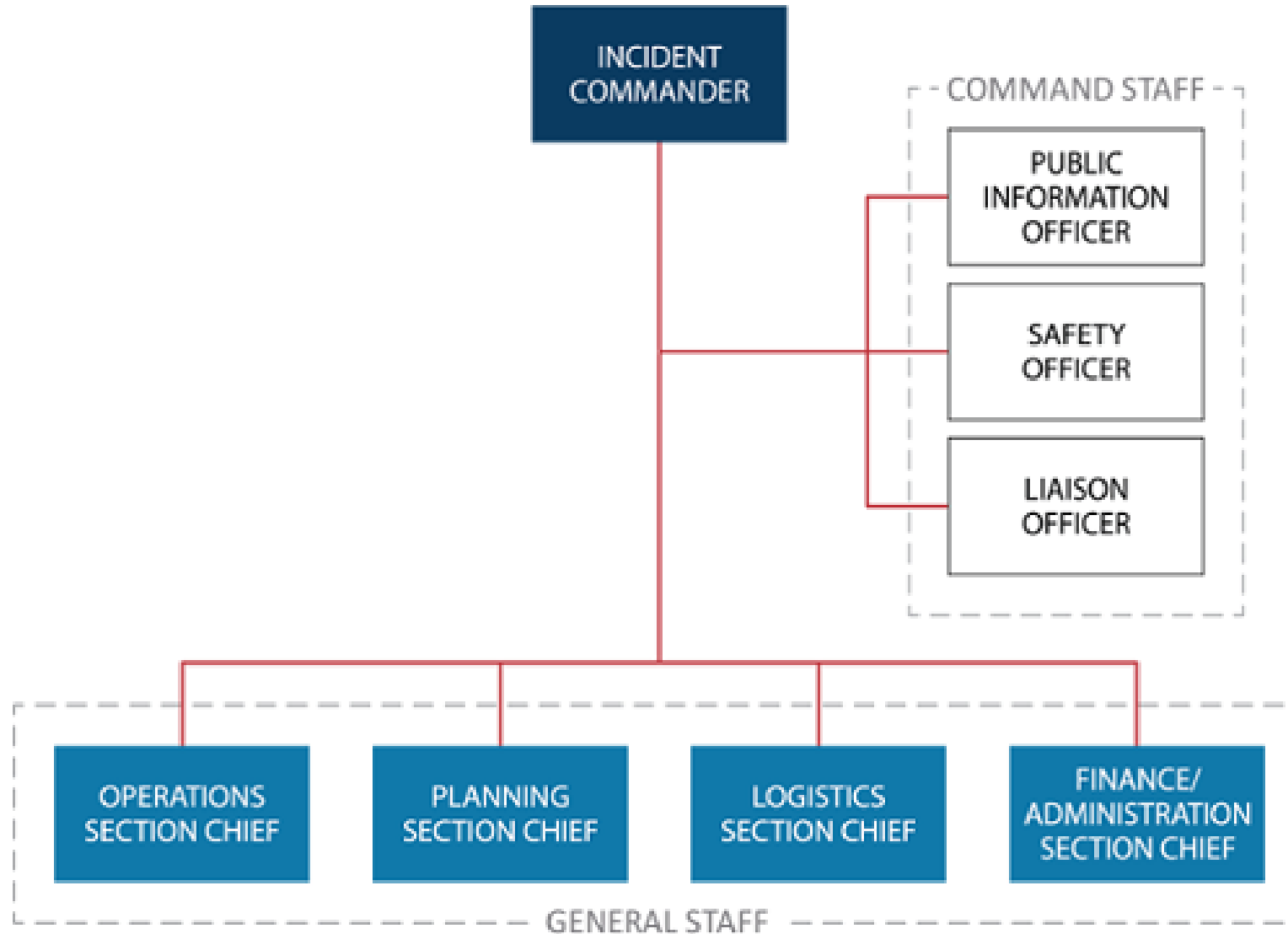
Where Did NIMS Come From?

- ❖ 1970s: FIRESCOPE = “Firefighting Resources of California Organized for Potential Emergencies”
 - Incorporates Incident Command System (ICS)
- ❖ 1982: National Interagency Incident Management System (NIIMS)
 - Expands ICS to all hazards
- ❖ 2003: National Incident Management System (NIMS)
 - HSPD #5 (Feb 28, 2003): NIMS emergency standard nationwide
- ❖ 2005: Virginia adopts NIMS (Executive Order 102)

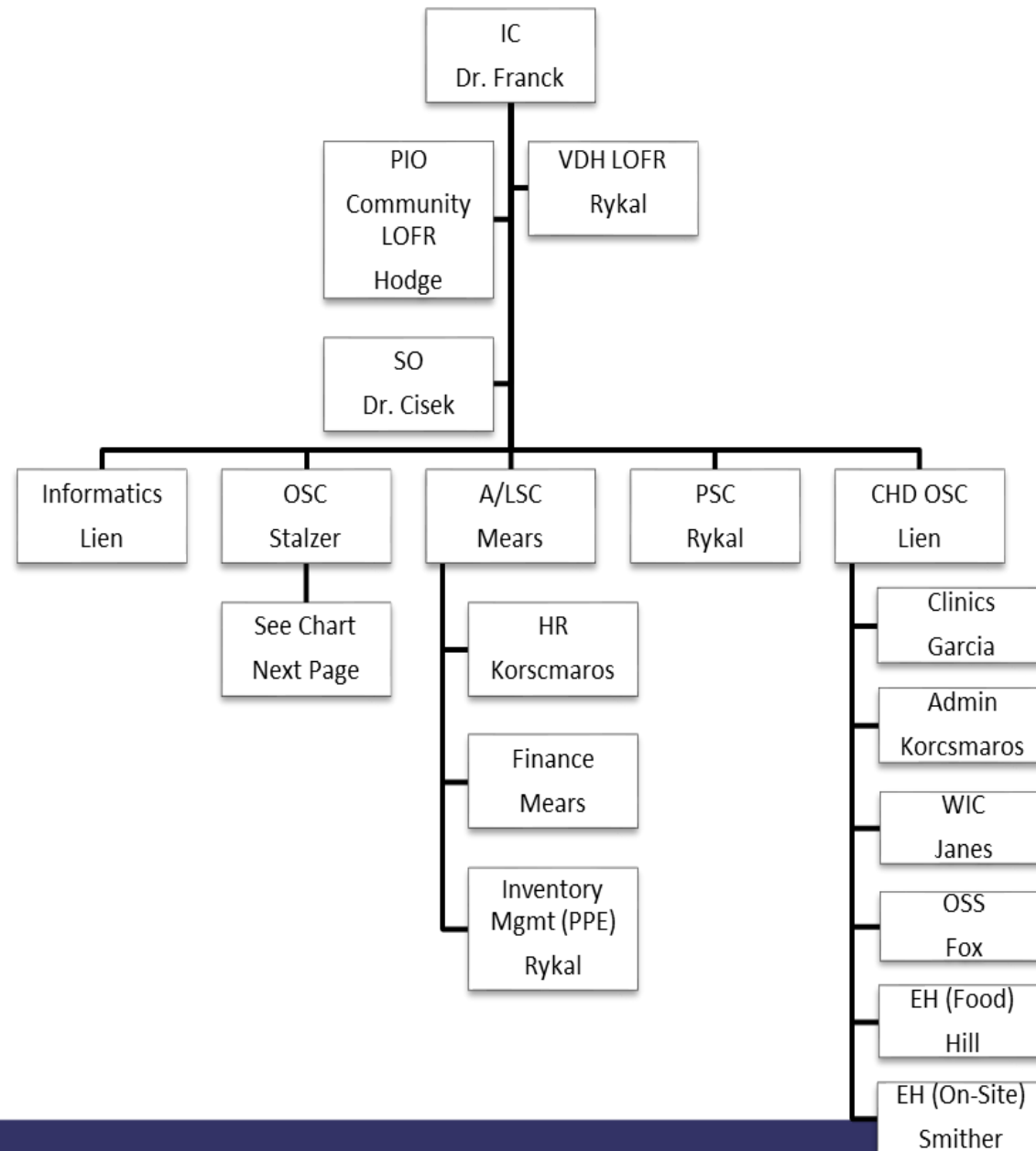
What is ICS (Incident Command System)?

- ❖ Standardized, all-hazard, on-scene incident management system
- ❖ Provides an integrated organizational structure:
 - Clear chain of command (and chain of communication)
 - Unity of command (each person has 1 supervisor)
 - Manageable span of control (3 to 7; 5 = “recommended”)
 - Common terminology
- ❖ Allows personnel from a variety of agencies, organizations, and jurisdictions to meld rapidly into a common management structure.

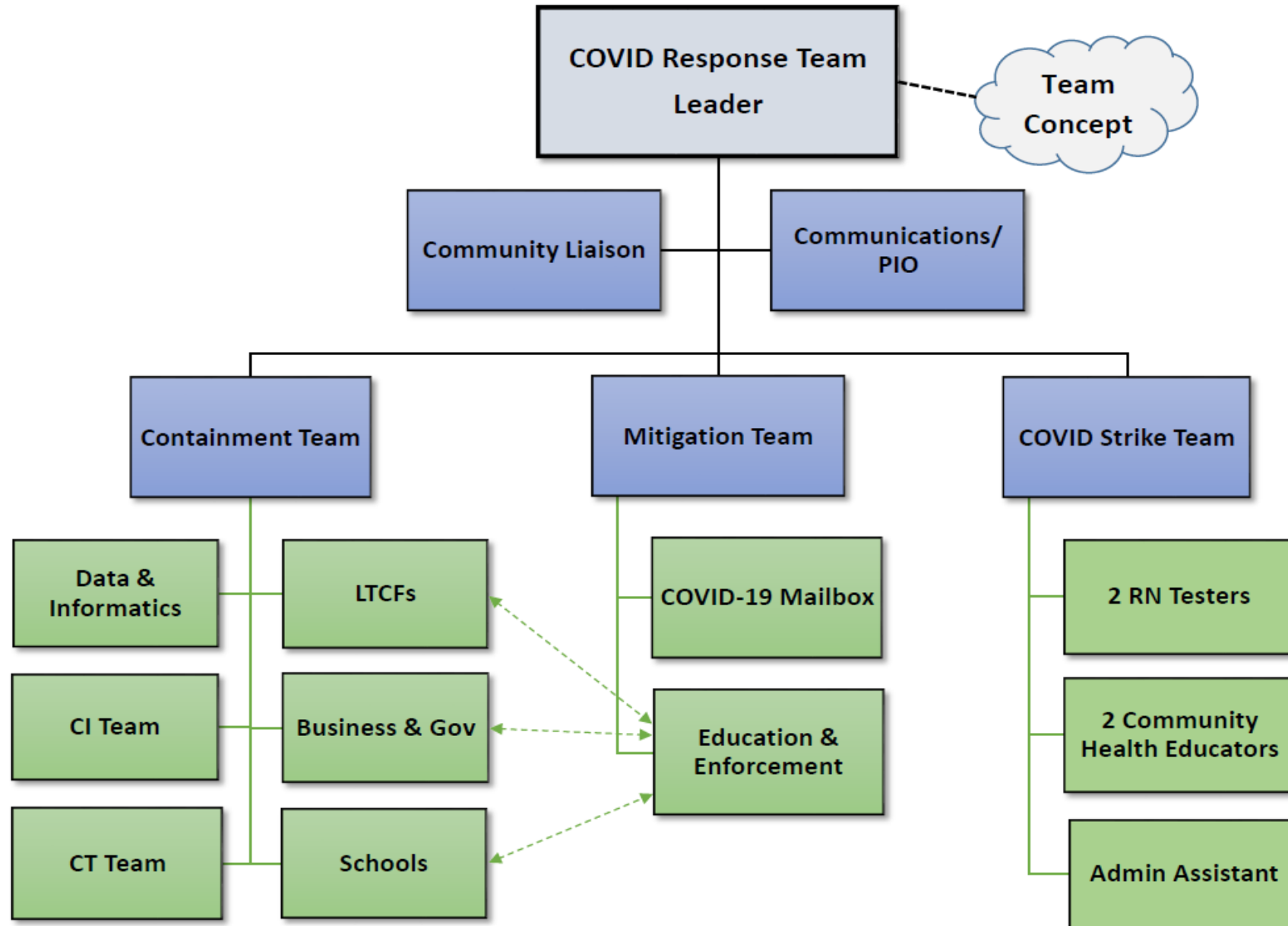
Traditional ICS Org Structure



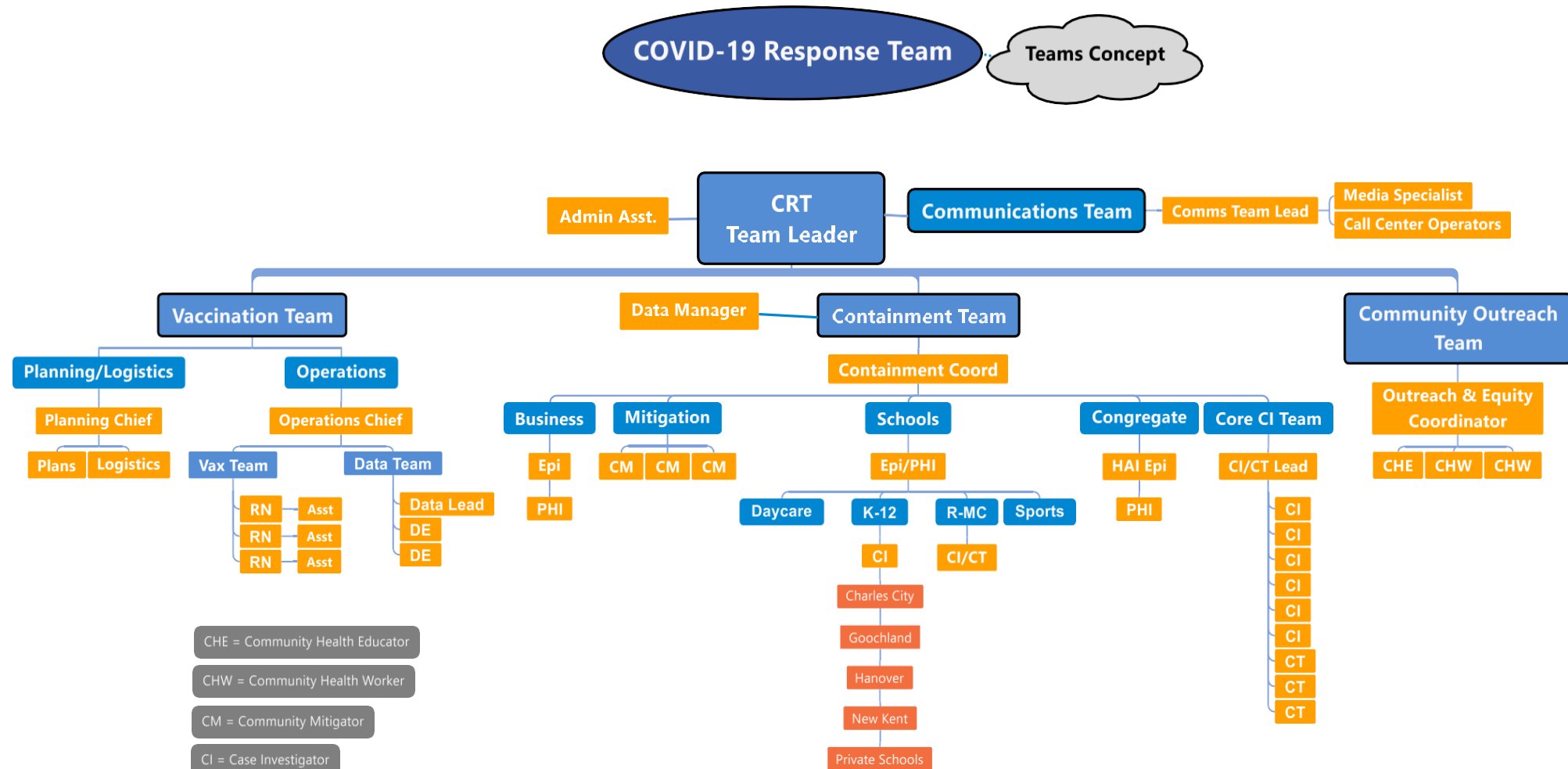
Chickahominy COVID IMT: February 2020 to July 2020



Chickahominy COVID Response Team: Aug 2020 to Dec 2020



Chickahominy COVID Response Team: Jan 2021 to May 2021

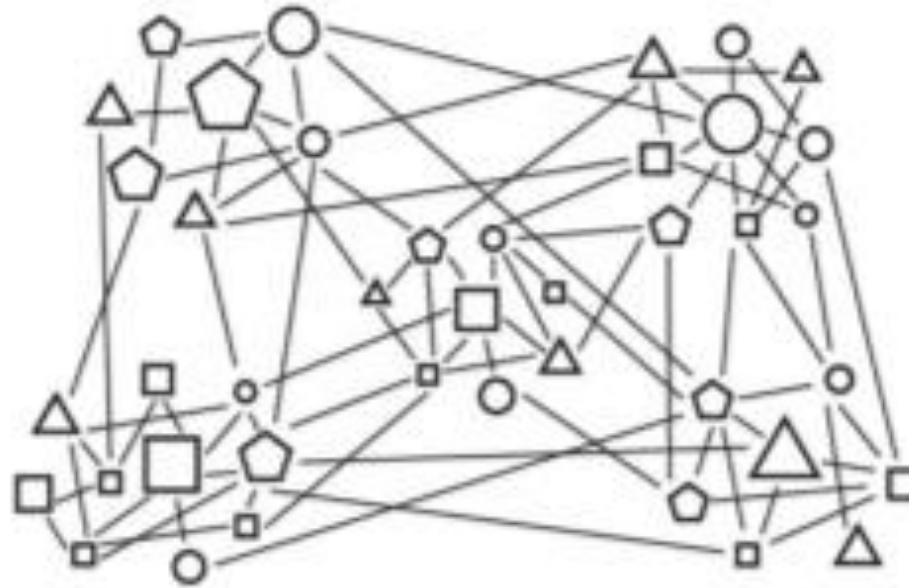


CHE = Community Health Educator
 CHW = Community Health Worker
 CM = Community Mitigator
 CI = Case Investigator
 CT = Contact Tracer
 HAI = Hospital Associated Infection
 PHI = Public Health Investigator

What is “Team of Teams”?

- “A seamless network of smaller teams within an organization with the ability to constantly adapt.”
- Essential Qualities:
 - Trust & common purpose, (emphasize purpose over procedure)
 - Committed to sharing information
 - Strong connections between teams
- Most important leadership skills:
 - Transparency
 - Adaptability
 - Focus on teamwork

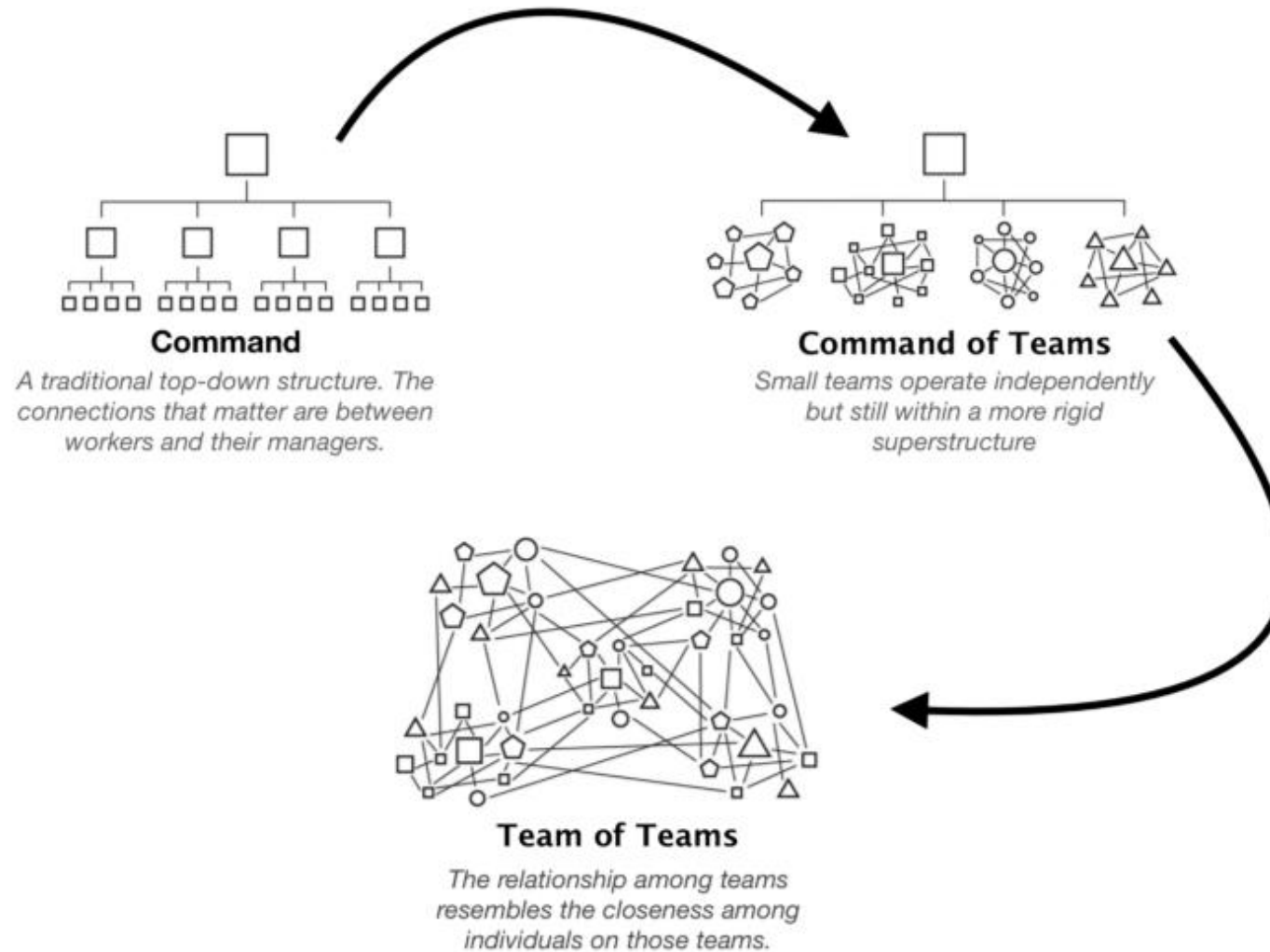
What Does a “Team of Teams” Look Like?



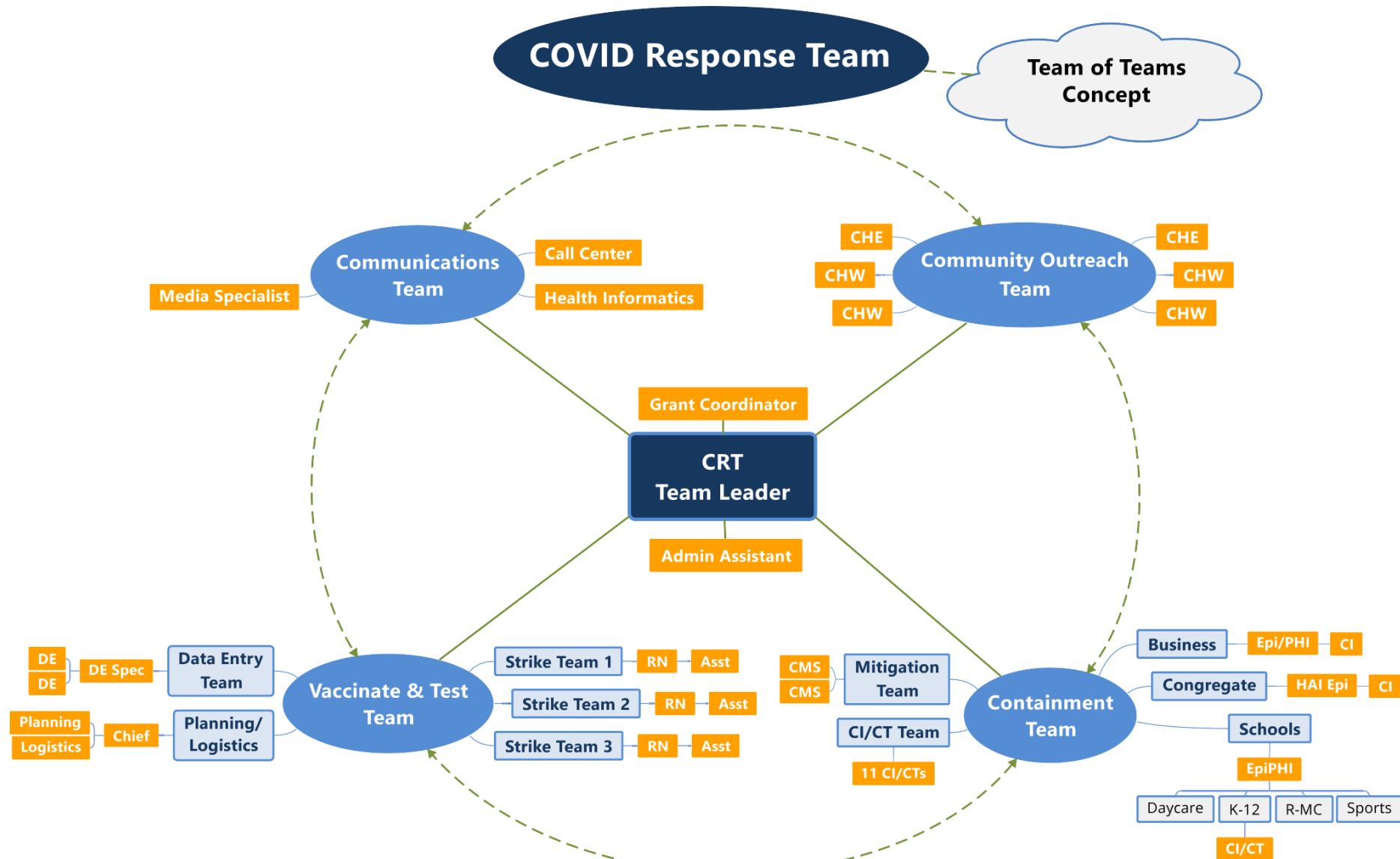
Team of Teams

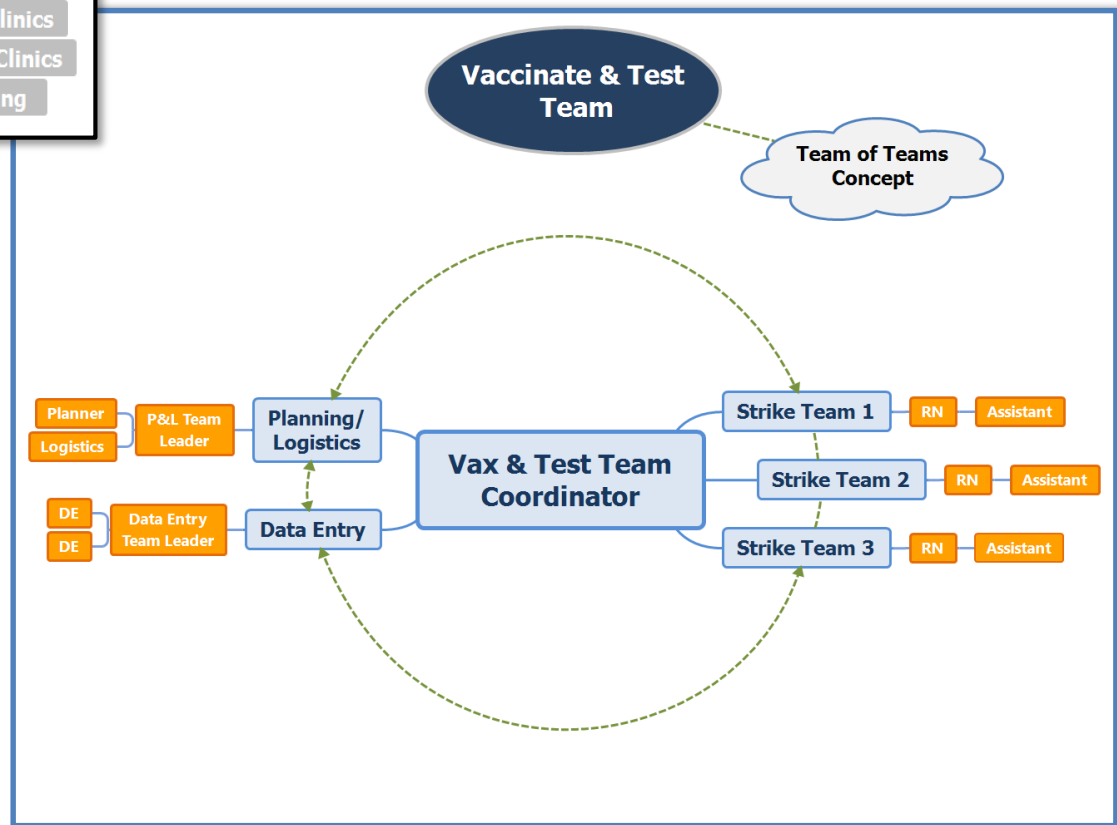
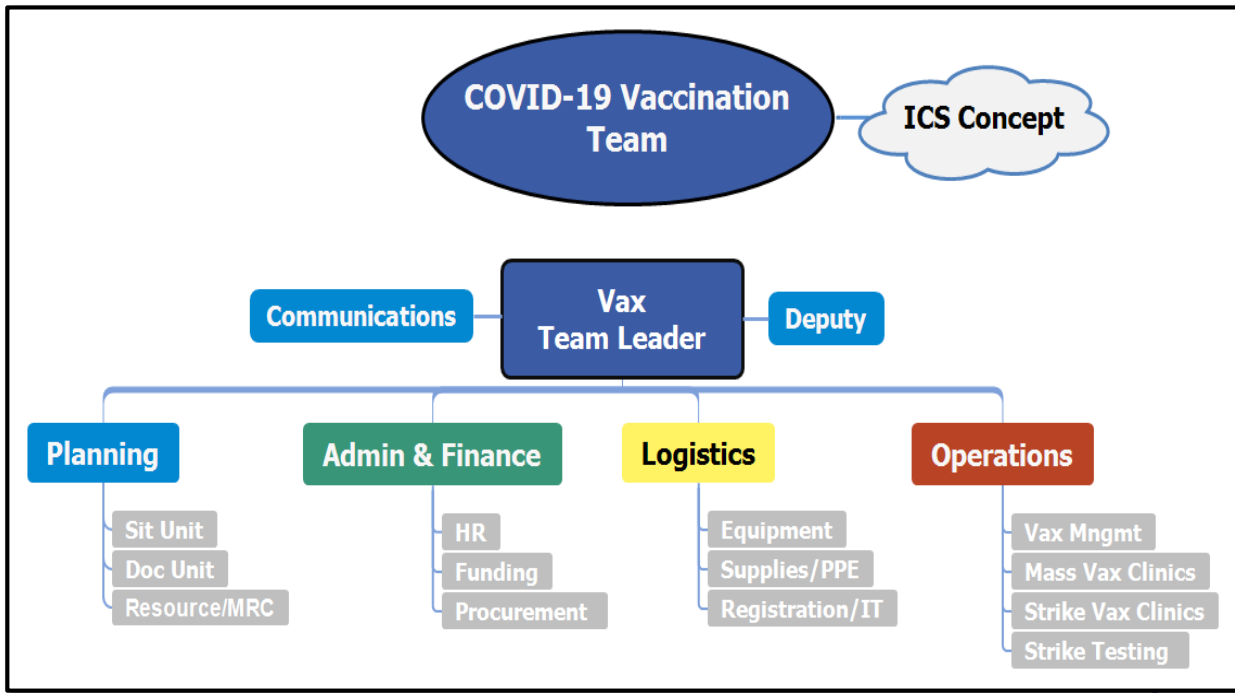
*The relationship among teams
resembles the closeness among
individuals on those teams.*

From ICS to “Team of Teams”



Chickahominy COVID Response Team: June 2021 to Present





Lessons Learned

1. ICS was born out of response to California wildfires (and only later adapted to all-hazards, including infectious outbreaks).
2. ICS was intended for on-scene emergency response (not for prolonged, i.e., years long, in-office response).
3. ICS should be scalable and flexible.
4. For the long haul, building a new COVID response “program” using a teams approach made sense for Chickahominy HD.
5. With a rapidly evolving, constantly morphing enemy (COVID), a “team of teams” approach may be the best approach.

Questions?



**CHICKAHOMINY
HEALTH DISTRICT**

