



## IMS Roles and Job Actions

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The Incident Management System (IMS) is the internationally accepted organizational structure for responding to incidents of all scales and all types. Note the following:

- IMS is an expandable system based on functions – not positions.
- Each function is assessed to see if it is required for the incident.
- A function may be fulfilled by one person or a team of people.
- For smaller events, one person may fulfill multiple functions.

The Incident Manager/designate determines the need to appoint a person(s) to be responsible for a function or multiple functions or can maintain responsibility for a function or functions themselves. (For example, the Incident Manager/designate may delegate select functions but remain as a liaison, maintaining direct communications with the emergency services and support agencies.)

When a person is assigned a functional responsibility, the functional titles to be used are as follows:

- Operations Manager
- Logistics Manager
- Planning Manager
- Finance/Administration Manager
- Safety Officer
- Liaison Officer
- Public Information Officer
- Information Technology Lead

These titles are in keeping with the international standards.

**Note: One person may hold more than one position.**

The Incident Manager/designate may maintain all the functions for low to moderate risks. For high or critical incidents, teams may be assigned to each function; these teams are determined by the Incident Manager/designate.

KEY ROLES AND ACTIONS
<p><b>INCIDENT MANAGER</b></p> <ul style="list-style-type: none"> <li>• Organizes and directs the emergency response for the emergency/incident.</li> <li>• Gives overall direction for the residential care home's operations and, if needed, authorizes evacuation.</li> <li>• There will always be an Incident Manager/designate for every incident on all shifts.</li> <li>• The Incident Manager role will be assumed by the first supervisor, or the charge nurse arriving to an emergency, until relieved by a senior leader.</li> <li>• The Incident Manager must provide a comprehensive briefing to the new incoming Incident Manager before passing on the function.</li> <li>• All other IMS Team members must be informed of any change in the Incident Manager or any other IMS functional responsibility.</li> </ul>

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<ul style="list-style-type: none"> <li>• In longer events (more than 2 hours), the Incident Manager will schedule regular meetings of the IMS Team to:               <ol style="list-style-type: none"> <li>i. obtain a status update;</li> <li>ii. gather information, assess challenges/needs;</li> <li>iii. make decisions on the strategic direction of the response, assign tasks; and</li> <li>iv. ensure effective communications.</li> </ol> </li> </ul> <p><b>INCIDENT MANAGER</b> – Responsible for overall management of the home in which the emergency occurs. The Incident Manager/designate will assign IMS roles that mimic everyday staff routines and responsibilities as closely as possible.</p> <ol style="list-style-type: none"> <li>i. The Incident Manager/designate may assume all of the roles/functions to meet the needs of the emergency or can designate a person or a team to a role or multiple roles;</li> <li>ii. The designated person(s) can assume more than one role/function at a time based on the home’s staffing complement; and</li> <li>iii. The Incident Manager/designate role must be assigned on all shifts.</li> </ol>
OPERATIONS MANAGER
<p>Operations is the function of carrying out the emergency response, containment, damage mitigation, recovery, and directives of the Incident Manager/designate.</p> <p>Where the incident directly impacts resident care, Operations will coordinate and ensure ongoing resident care during emergency operations.</p> <p><b>OPERATIONS MANAGER</b> – Responsible for carrying out the emergency response, evacuation, triage, containment, damage mitigation, recovery and directives of the Incident Manager/designate.</p> <ol style="list-style-type: none"> <li>i. When required, coordinates and ensures ongoing resident care during emergency operations; and</li> <li>ii. Monitors operational issues or needs including the implementation of the Emergency Response Plan and Extendicare’s operations resources.</li> </ol>
LOGISTICS MANAGER
<p>Logistics is the function of organizing and supplying additional staffing, maintaining the physical environment, food, water and supplies to support Operations.</p> <p>It is also responsible for maintaining environment services of the physical building. Logistics will also conduct or collect information for damage assessments of the residential care home.</p> <p><b>LOGISTICS MANAGER</b> – Responsible for providing facilities, services and materials to support the emergency situation, including:</p> <ol style="list-style-type: none"> <li>i. Maintaining physical/environmental services of the building;</li> <li>ii. Ensuring adequate supplies and support for incident operations; and</li> <li>iii. Conducting or collecting information for damage assessments of the home/office.</li> </ol>

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<p><b>PLANNING MANAGER</b></p> <p>The planning function develops scenario/resource projections for the IMS Team and undertakes long range planning (more than 2 hours).</p> <p><b>PLANNING MANAGER</b> – Responsible for monitoring the incident and developing scenario and resource projections.</p> <ul style="list-style-type: none"> <li>i. Develops plan options for both short-term and long-term incident scenarios; and</li> <li>ii. Collects, collates, evaluates and conducts analyses of incident information for the IMS Team.</li> </ul>
<p><b>FINANCE/ADMINISTRATION MANAGER</b></p> <p>The Administration/Financial function monitors the utilization of financial assets, provides administrative support to the senior IMS Team members, and ensures documentation of all meetings.</p> <p><b>FINANCE/ADMINISTRATION MANAGER</b> – Responsible for financial and administrative support to an incident, including business processes, cost analysis, financial and administrative aspects, and ensuring compliance with financial policies and procedures.</p> <ul style="list-style-type: none"> <li>i. Provides direction and supervision to finance and administration section staff, including their organization and assignment; and</li> <li>ii. Ensures appropriate documentation of all incident activities and administrative support for the IMS Team leaders.</li> </ul>
<p><b>PUBLIC INFORMATION OFFICER</b></p> <p>The Public Information function organizes communications with the families, stakeholders and the media (as appropriate), and provides information updates. The Public Information Officer must work closely with Corporate Communications or the role may be filled directly by Corporate Communications.</p> <p><b>PUBLIC INFORMATION OFFICER</b> – In consultation with Extendicare’s Corporate Communications Department, the Public Information Officer is responsible for the development and release of information about an incident to the public, families, stakeholders and the media.</p> <p><i>Note: The Corporate Communications Department must approve all emergency information released.</i></p>
<p><b>LIAISON OFFICER</b></p> <p>Liaison is the function of communications and acts as the contact for representatives from other agencies.</p> <p><b>LIAISON OFFICER</b> – Responsible for community liaisons and advising the Incident Manager/Senior Command about issues related to external assistance and support in consultation with Corporate Communications.</p>

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<b>SAFETY OFFICER/COORDINATOR</b>
<p>In every emergency or incident, the health and safety of staff and residents is paramount. The safety function monitors and has authority over the safety of Operations.</p> <p><b>SAFETY OFFICER/COORDINATOR</b> – Responsible for monitoring conditions and developing safety protocol for the overall health and safety of residents and staff/volunteers.</p> <ul style="list-style-type: none"> <li>i. The Safety Officer must have the knowledge and professional experience to identify and/or reduce occupational hazards.</li> </ul>
<b>INFORMATION TECHNOLOGY LEAD</b>
<p>The IT function manages IT requirements or issues during an emergency at the home level and acts as a liaison between the corporate IT department and the home, as required.</p> <p><b>INFORMATION TECHNOLOGY LEAD</b> – Responsible for managing IT requirements or issues during an emergency at the home level.</p> <ul style="list-style-type: none"> <li>ii. Liaises with the corporate IT department, as required; and</li> <li>iii. Provides a status report to the Incident Manager/designate.</li> </ul>
OTHER IMS ROLES AND ACTIONS
<b>SENIOR COMMAND INCIDENT MANAGER</b>
<ul style="list-style-type: none"> <li>• The Vice President, Operations and/or designate/Regional Director is responsible for the overall management of the home involved in an emergency.</li> </ul>
<b>SENIOR COMMAND</b>
<ul style="list-style-type: none"> <li>• This role is initiated in an emergency situation involving more than one home (e.g. pandemic).</li> </ul>

**Note: One staff member may hold several positions in the IMS team.**

If the scale of the incident dictates, each of the functions above may have an individual or team to assist in the meeting of their tasks. Job Action Sheets for individual roles will guide staff assigned to the function(s) to fulfill their responsibilities.