

PTIN Food Safety Incident Management Workshop

Big Sky, Montana, USA
14-15 May 2011

Asia-Pacific Economic Cooperation (APEC)
Food Safety Cooperation Forum (FSCF)
Partnership Training Institute Network (PTIN)



Asia-Pacific
Economic Cooperation



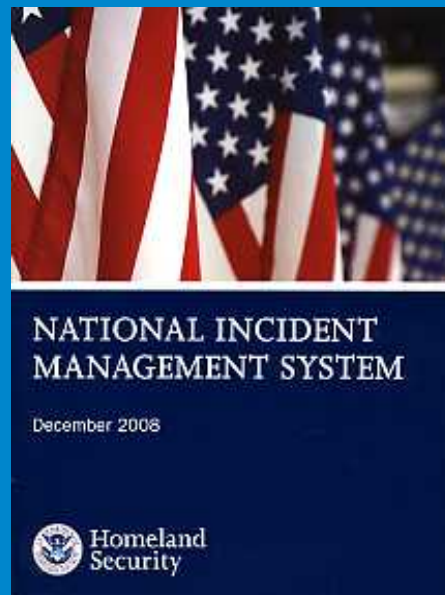
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Food Safety: FDA Incident Management System

Best Practices & Challenges



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Outline

- What is NIMS?
- NIMS Implementation at FDA
- Highlights of Best Practices
- Key Challenges
- Moving forward

What is the National Incident Management System?

- systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work seamlessly
- to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.
- core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

NIMS Overview

- Homeland Security Presidential Directive 5
 - Heads of Federal Departments and Agencies shall:
 - Adopt the NIMS within their Departments and agencies.
 - Provide support and assistance to the Secretary in the development and maintenance of the NIMS.
 - **All Federal departments & agencies will use the NIMS in:**
 - Domestic incident management and emergency prevention preparedness, response, recovery, and mitigation activities.
 - Actions taken in support of State or local entities.



NIMS Overview

➤ Homeland Security Presidential Directive 8

- Federal department or agency shall undertake actions to support the national *preparedness* goal, including the adoption of quantifiable performance measures in the areas of training, planning, and exercises for Federal incident management and asset preparedness.
- Specialized Federal assets such as teams, stockpiles, and caches shall be maintained at levels consistent with the national *preparedness* goal and be available for response activities as set forth in the National Response Framework

NIMS Overview

➤ NIMS Components

- Preparedness
- Communications and Information Management
- Resource Management
- **Command and Management**
 - Incident Command System (ICS)
 - Multiagency Coordination Systems
 - Public Information



Ongoing Management and Maintenance

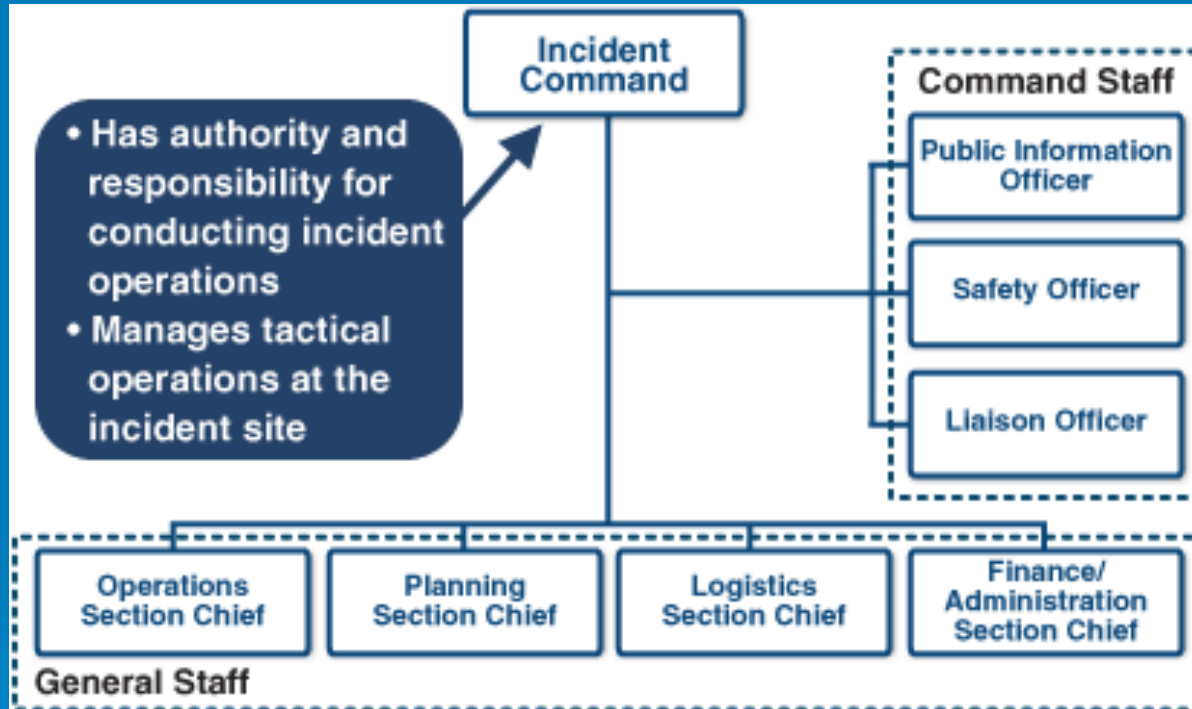
NIMS: ICS

- What is the Incident Command System?
 - Component of NIMS.
 - Standardized, on-scene, all-hazards incident management concept.
 - Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS Benefits

- Meets needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication.

ICS Structure



Structure can expand and contract to meet the needs of the incident.
Incident Commander is the only required position

DHHS NIMS Implementation

- HHS NIMS Integration Team was established in July 2010.
 - HHS level NIMS Implementation Plan and ICS training requirements are in development.
- Commissioner's message to FDA employees on August 17, 2010, supporting NIMS implementation efforts.

NIMS at FDA

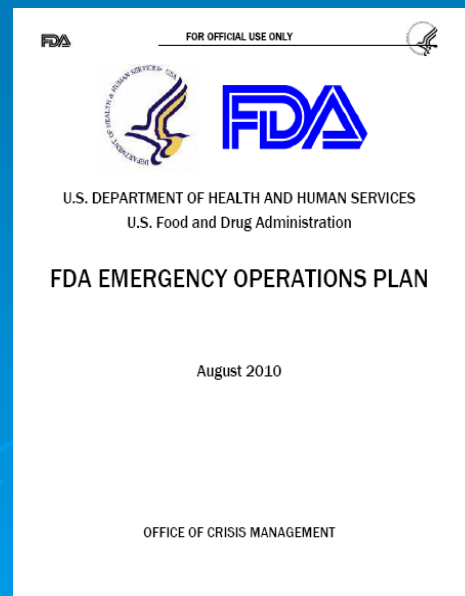
- FDA NIMS Implementation Working Group
 - Established in August 2009 to coordinate activities required for FDA to become NIMS compliant.
 - Led by the Office of Crisis Management (OCM).
 - Current initiatives include:
 - Establishing/updating response procedures and protocols.
 - Developing and implementing general ICS training and position-specific training.
 - Establishing, training, and credentialing regional FDA Incident Management Teams (IMTs) and an Incident Management Group (IMG).

FDA ICS Training Program

- ICS originated with Forest Service
- FDA tailored traditional ICS for public health agency
 - ICS - 100, 300, 400
- On-line FEMA Courses
- Position-Specific Training
- Training for IMG

FDA NIMS Implementation

- FDA Incident Management Handbook is under development.
- FDA Emergency Operations Plan (EOP)



FDA Emergency Operations Plan

- 2010: Updated EOP signed by the Commissioner.
- Defines FDA emergency operating structure and assigns tasks.
- Provides for a coordinated and consistent agency approach to preparing for, preventing, protecting against, responding to, and recovering from incidents involving or impacting FDA-regulated products.

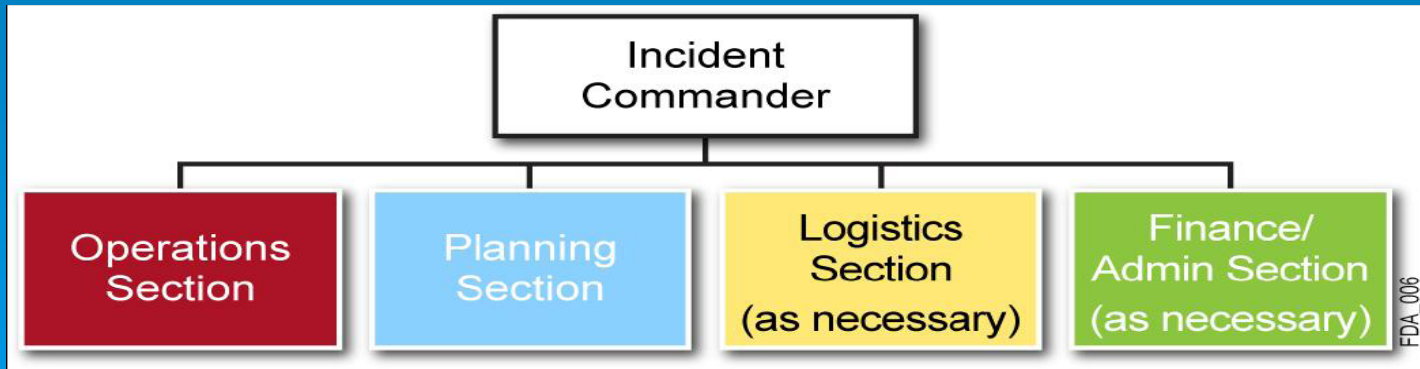
• <http://www.fda.gov/EmergencyPreparedness/EmergencyResponse/default.htm>



NIMS at FDA - IMT

➤ Incident Management Team (IMT)

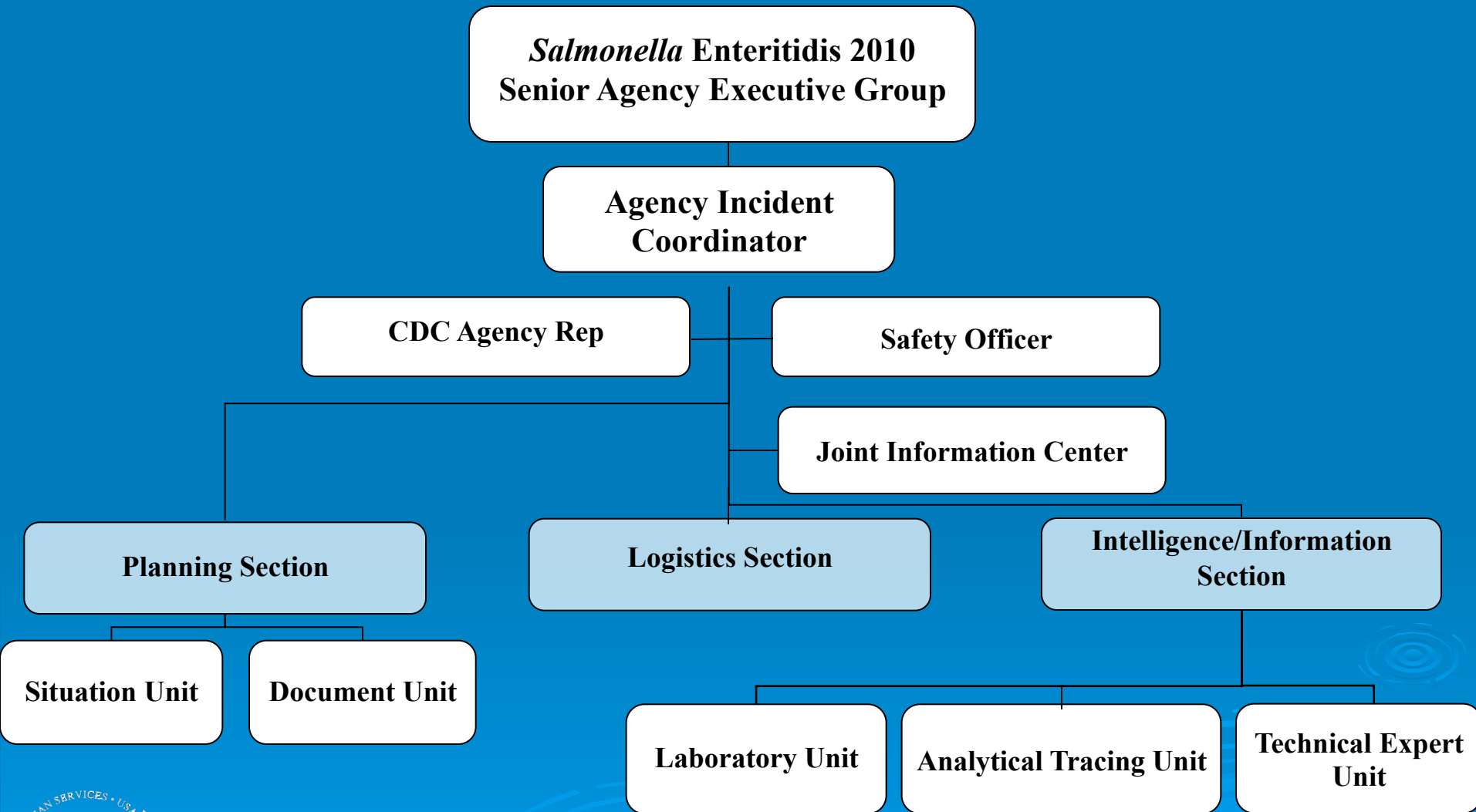
- Field level response structure
- Planning for five FDA IMTs
 - One team from each of the five FDA Regions.
- IMTs were mobilized:
 - 2010 *Salmonella* Montevideo outbreak
 - 2010 Deepwater Horizon oil spill incident



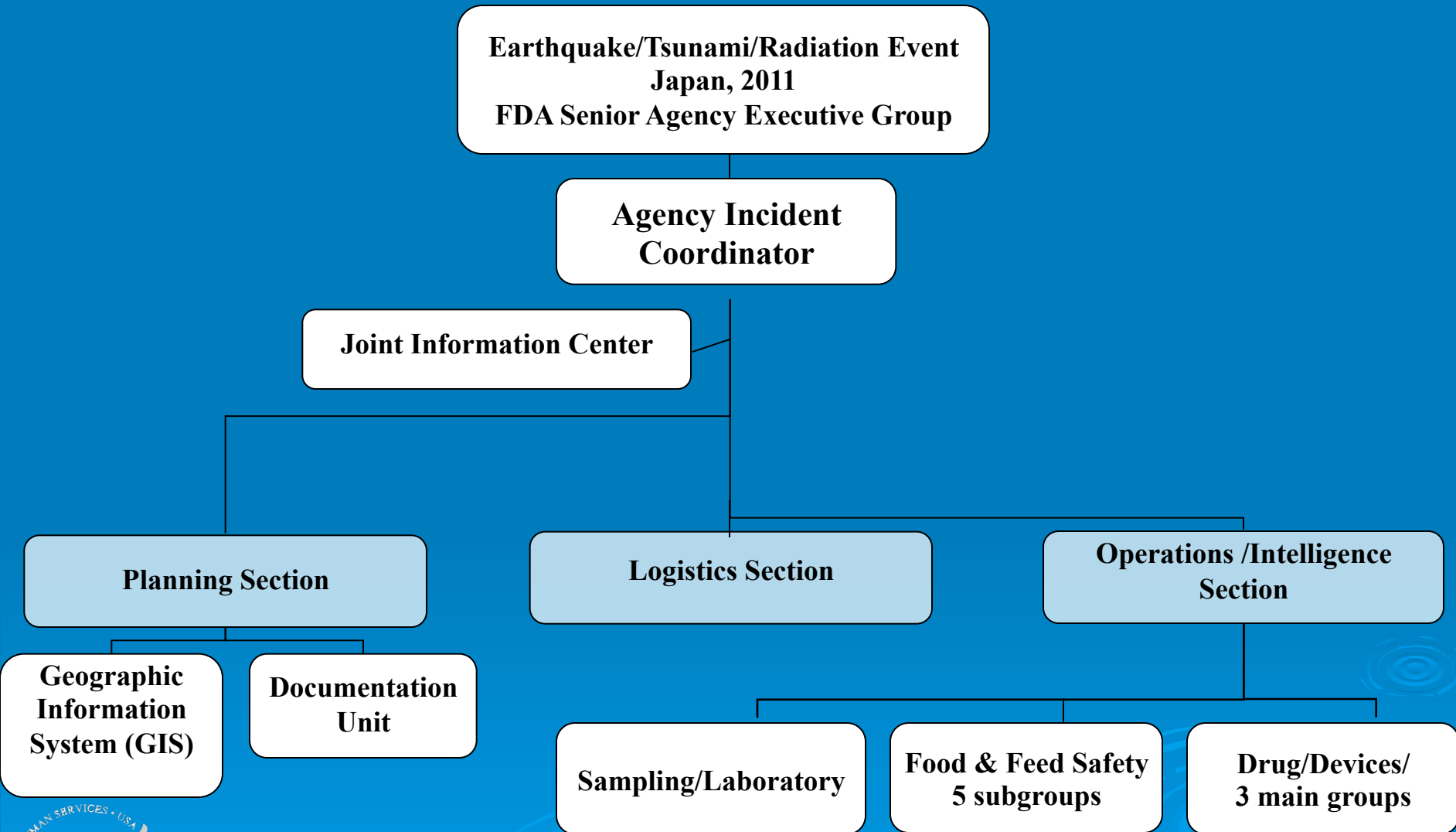
NIMS at FDA - IMG

- Incident Management Group (IMG)
 - Headquarters level response structure
 - IMGs were utilized during several recent responses including:
 - 2010 *Salmonella* Montevideo spiced meat rub (salami) outbreak
 - 2010 Deepwater Horizon oil spill incident
 - 2010 *Salmonella* Enteritidis in eggs incident
 - 2011 Japan Earthquake/Tsunami/Nuclear Reactor Response

S.E./Egg Outbreak – FDA IMG 2010



Earthquake in Japan- FDA IMG 2011



Multi-Agency Coordination

- Incident crosses agency jurisdictional lines may use MAC to support a unified coordination of operations.

- Primary function:
 - coordinate activities above the field level
 - prioritize incident demands for critical or competing resources.

- Representatives from each agency set goals and decide how each agency can contribute to the achievement of the goals

Challenges



- Increased number of incidents
 - Challenge to implement process improvements
- Achieving Balance:
 - consistency in ICS structure and meeting the needs of the incident
- Learning new operational structures and roles
- Interagency coordination and decision for MAC activation

Challenges

- Information sharing with various stakeholders
- Communications
- Information management during an outbreak and retrospectively

Best Practices

Preparedness, Response, Post-
Response/Recovery



Evaluation of Response



**Emergency Plans
and Procedures**

**Evaluate
Modify**

**Train
Practice**

Preparedness

- Consistent with NIMS conduct Exercises
 - Capture Lessons Learned and implement After Action Items
- Establish relationships before and outside the emergencies
 - Example – FDA CDC USDA Collaboration

Response - Evaluate

- Following response activities to a major emergency, FDA works with internal and external stakeholders to conduct a lessons-learned analysis



Lesson Learned

- Strengths and weaknesses of key response activities performed during the incident
- Resource needs – personnel, equipment, training, etc.
- Improvements to emergency response plans & proc.
- Strengths and weaknesses of agency communications
- Needed modifications toward regulatory policy, laboratory and field operations, and research activities
- Any other needed improvements to overall preparedness

Modify

- Final Lessons Learned Report draws conclusions from data collected
- After Action Report and Improvement Plans
- Update Plans and Procedures

Best Practices - FDA perspective

- Engage stakeholders early
- Activate the ICS structure early
 - Establish triggers
 - Train with stakeholders including industry
- Establish process for managing requests for information
- Communicate often, consistently and in a **coordinated manner**

Best Practices

SE in shell eggs 2010

- Established Incident Management Group
 - Manage and prioritize resources effectively
 - Subject matter experts develop sampling strategy
- Communication
 - Routine calls with states, federal, & industry partners
 - Informed public as investigation evolved
- Remained flexible
- Lessons captured and altered follow-up preventive and inspectional activities



Best Practices

Oil spill – Deep Water Horizon

- Coordinated Interagency Response
- FDA activated an IMG and AEG
- Extended activation – 4 months
- Interagency development sampling plans
 - NOAA and FDA – levels of testing, capacity
- Scientific tools to inform risk management
 - GIS mapping - over 200 maps

New Food Safety Authorities

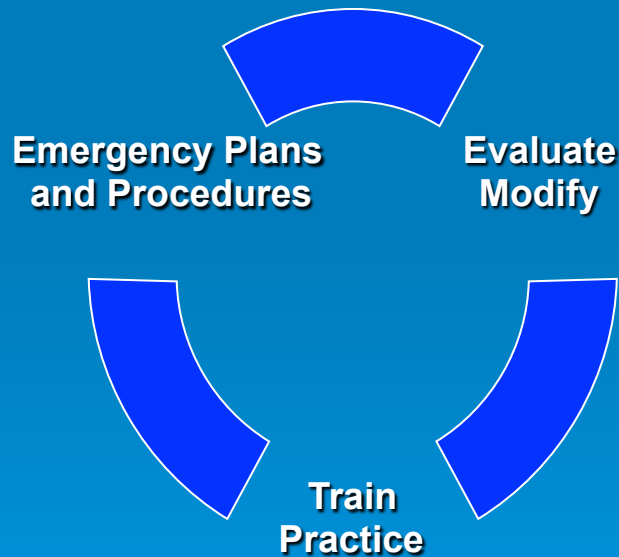
- Food Safety Modernization Act 2011
 - Preventive controls
 - Risk based inspection strategy
 - Imported Food Safety
 - Build capacity
 - **Surveillance, Product Tracing, Mandatory Recall**

New Foods Outbreak Group

- Coordinated Outbreak Response and Evaluation (CORE) Group
 - Streamline, strengthen efforts to prevent, detect, investigate, respond, and learn from foodborne outbreaks
 - Further *preventive food safety policies* and practices

Moving Forward

- Continued NIMS and ICS training
- Continued Process Improvement
- Implementation Food Safety Modernization Act



Prevention

Acknowledgements

- FDA Office of Crisis Management
 - Ellen Morrison, Director
- FDA CFSAN ECRT:
 - Elisa Elliot
 - Pamela LeBlanc

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