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)
Food Safety: FDA Incident Management System

*Best Practices & Challenges*

Sherri A. McGarry, Senior Advisor
Office of Foods, Office of the Commissioner
Food & Drug Administration, DHHS
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


- 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.
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
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.

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
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

Train Practice

Evaluate Modify
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

Emergency Plans and Procedures
Evaluate Modify
Train Practice

Prevention
Acknowledgements

- FDA Office of Crisis Management
  - Ellen Morrison, Director

- FDA CFSAN ECRT:
  - Elisa Elliot
  - Pamela LeBlanc
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)