

# INCIDENT COMMANDER

**Mission:** Organize and direct the Hospital Command Center (HCC). Give overall strategic direction for hospital incident management and support activities, including emergency response and recovery. Approve the Incident Action Plan (IAP) for each operational period.

Position Reports to: <b>Executive Administration</b>		Command Location: _____
Position Contact Information: Phone: ( _____ ) - _____		Radio Channel: _____
Hospital Command Center (HCC): Phone: ( _____ ) - _____		Fax: ( _____ ) - _____
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Gather intelligence, information and likely impact from the sources providing event notification</li> <li>• Assume the role of Incident Commander and activate the Hospital Incident Command System (HICS)</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor and the Hospital Chief Executive Officer (CEO) of the incident, activation of the Hospital Command Center (HCC), and your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Activate the Hospital Emergency Operations Plan (EOP) and applicable Incident Specific Plans or Annexes</li> <li>• Brief Command Staff on objectives and issues, including:                             <ul style="list-style-type: none"> <li>○ Size and complexity of the incident</li> <li>○ Expectations</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Seek feedback and further information</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine incident objectives for the operational period</li> <li>• Determine which Command Staff need to be activated:                             <ul style="list-style-type: none"> <li>○ Safety Officer</li> <li>○ Liaison Officer</li> <li>○ Public Information Officer</li> </ul> </li> <li>• Determine the impact on affected departments and gather additional information from the Liaison Officer</li> <li>• Appoint a Planning Section Chief to develop an Incident Action Plan (IAP)</li> <li>• Appoint an Operations Section Chief to provide support and direction to affected areas</li> <li>• Appoint a Logistics Section Chief to provide support and direction to affected areas</li> </ul>		



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<ul style="list-style-type: none"> <li>• Appoint a Finance Section Chief to provide support and direction to affected areas</li> <li>• Determine the need for, and appropriately appoint or ensure appointment of Medical-Technical Specialists</li> <li>• Make assignments and distribute corresponding Job Action Sheets and position identification</li> <li>• Ensure hospital and key staff are notified of the activation of the Hospital Command Center (HCC)</li> <li>• Identify the operational period and any planned Hospital Incident Management Team (HIMT) staff shift changes</li> <li>• Conduct a meeting with HIMT staff to receive status reports from Section Chiefs and Command Staff to determine appropriate response and recovery levels, then set the time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure all activated positions are documented in the Incident Action Plan (IAP) and on status boards</li> <li>• Obtain current patient census and status from the Planning Section Chief</li> <li>• Determine the need to activate surge plans based on current patient status and injury projections</li> <li>• If additional beds are needed, authorize a patient prioritization assessment for the purposes of designating appropriate early discharge</li> <li>• If applicable, receive an initial hospital damage survey report from the Operations Section Infrastructure Branch and evaluate the need for evacuation</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• Incident Action Plan (IAP) Quick Start</li> <li>• HICS 200: Consider whether to use the Incident Action plan (IAP) Cover Sheet</li> <li>• HICS 201: Initiate the Incident Briefing form</li> <li>• HICS 204: Assign or complete the Assignment List as appropriate</li> <li>• HICS 207: Assign or complete the Organization Chart for assigned positions</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• HICS 252: Distribute the Section Personnel Time Sheet to Command and Medical-Technical Specialist Staff and ensure time is recorded appropriately</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Assign one or more clerical personnel from current staffing or make a request for staff to the Logistics Section Chief, if activated, to function as Hospital Command Center (HCC) recorders</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that appropriate safety measures and risk reduction activities are initiated</li> <li>• Ensure that HICS 215A – Incident Action Plan Safety Analysis is completed and distributed</li> <li>• Ensure that a hospital damage survey is completed if the incident warrants</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Incident Commander role, if appropriate</li> </ul>		



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<ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, or safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> <li>● Schedule regular briefings with Hospital Incident Management Team (HIMT) staff to identify and plan to:             <ul style="list-style-type: none"> <li>○ Ensure a patient tracking system is established and linked with appropriate outside agencies and the local Emergency Operations Center (EOC)</li> <li>○ Develop, review, and revise the Incident Action Plan (IAP), or its elements, as needed</li> <li>○ Approve the IAP revisions if developed by the Planning Section Chief, then ensure that the approved plan is communicated to HIMT staff</li> <li>○ Ensure that safety measures and risk reduction activities are ongoing and re-evaluate if necessary</li> </ul> </li> <li>● Consider deploying a Public Information Officer to the local Joint Information Center (JIC), if applicable</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>● Authorize resources as needed or requested by Command Staff or Section Chiefs</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>● Ensure that patient and personnel safety measures and risk reduction actions are followed</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>● Transfer the Incident Commander role, if appropriate             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, or safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>● Evaluate or re-evaluate the need for deploying a Public Information Officer to the local Joint Information Center (JIC) and a Liaison Officer to the local Emergency Operations Center (EOC), if applicable</li> <li>● Ensure that an Incident Action Plan (IAP) is developed for each operational period, approved, and provided to Section Chiefs for operational period briefings</li> <li>● With Section Chiefs, determine the recovery and reimbursement costs and ensure documentation of financial impact</li> <li>● Ensure staff, patient, and media briefings are being conducted regularly</li> </ul>		

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<b>Documentation</b> <ul style="list-style-type: none"> <li>HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>Authorize resources as needed or requested by Command Staff and Section Chiefs</li> </ul>		
<b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>Provide for personnel rest periods and relief</li> <li>Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> </ul>		

Demobilization/System Recovery	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>Transfer the Incident Commander role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources and the role of external agencies in support of the hospital</li> <li>Address any health, medical, or safety concerns</li> <li>Address political sensitivities, when appropriate</li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>Assess the plan developed by the Planning Section Demobilization Unit and approved by the Planning Section Chief for the gradual demobilization of the Hospital Command Center (HCC) and emergency operations according to the progression of the incident and hospital status</li> <li>Demobilize positions in the HCC and return personnel to their normal jobs as appropriate, in coordination with the Planning Section Demobilization Unit</li> <li>Brief staff, administration, and Board of Directors</li> <li>Approve notification of demobilization to the hospital staff when the incident is no longer active or can be managed using normal operations</li> <li>Participate in community and governmental meetings and other post-incident discussion and after action activities</li> <li>Ensure post-incident media briefings and hospital status updates are scheduled and conducted</li> <li>Ensure implementation of stress management activities and services for staff</li> <li>Ensure that staff debriefings are scheduled to identify accomplishments, response, and improvement issues</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>HICS 221- Demobilization Check-Out</li> <li>Ensure all Hospital Command Center (HCC) documentation is provided to the Planning Section Documentation Unit</li> </ul>		

## INCIDENT COMMANDER

### Documents and Tools

- Incident Action Plan (IAP) Quick Start
- HICS 200 - Incident Action Plan (IAP) Cover Sheet
- HICS 201 - Incident Briefing form
- HICS 203 - Organization Assignment List
- HICS 204 - Assignment List(s)
- HICS 205A - Communications List
- HICS 213 - General Message Form
- HICS 214 - Activity Log
- HICS 215A - Incident Action Plan (IAP) Safety Analysis
- HICS 221 - Demobilization Check-Out
- HICS 252 - Section Personnel Time Sheet
- HICS 258 - Hospital Resource Directory
- Hospital Emergency Operations Plan (EOP)
- Incident Specific Plans or Annexes
- Hospital organization chart
- Hospital telephone directory
- Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

## PUBLIC INFORMATION OFFICER (PIO)

**Mission:** Serve as the conduit for information to internal and external stakeholders, including hospital personnel, visitors and families, and the news media, as approved by the Incident Commander.

Position Reports to: <b>Incident Commander</b>		Command Location: _____
Position Contact Information: Phone: (____) _____ - _____		Radio Channel: _____
Hospital Command Center (HCC): Phone: (____) _____ - _____		Fax: (____) _____ - _____
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:                             <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Public Information Officer (PIO)</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital information</li> <li>• Establish contact with local or national media outlets to access and assess current situation</li> <li>• Provide media, internal, and external messaging information to Hospital Incident Management Team (HIMT) staff as appropriate</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Develop response strategy and tactics and outline an action plan</li> <li>• Designate times for briefings to media, patients, and hospital personnel</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Establish a designated media staging and media briefing area located away from the Hospital Command Center (HCC) and patient care activity areas, coordinating with the Operations Section Security Branch Director as needed</li> <li>• Brief public information team members, if assigned, on current situation, incident objectives, and their assignments</li> <li>• Inform on site media of the physical areas to which they have access and those that are restricted</li> </ul>		



## PUBLIC INFORMATION OFFICER (PIO)

<ul style="list-style-type: none"> <li>• Contact external Public Information Officers (PIOs) from community and governmental agencies to ascertain and collaborate on public information and media messages being developed by those entities and ensure consistent and collaborative messages from all entities</li> <li>• In collaboration with the Incident Commander, consider assigning a public relations staff member to the Joint Information Center (JIC), if activated</li> <li>• Monitor, or assign personnel to monitor and report to you, incident and response information from sources such as the internet, radio, television, and newspapers</li> <li>• Develop public information and media messages to be reviewed and approved by the Incident Commander before release to the news media and the public</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Appoint public information team members, if assigned, and complete the Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Request one or more recorders and other support staff as needed from the Labor Pool and Credentialing Unit Leader, if activated, to perform all necessary activities and documentation</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and Security</b></p> <ul style="list-style-type: none"> <li>• Coordinate designation of media staging and briefing area with the Operations Section Security Branch Director</li> <li>• Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective equipment (PPE) as warranted</li> </ul>		

<b>Intermediate Response (2 – 12 hours)</b>	<b>Time</b>	<b>Initial</b>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Public Information Officer (PIO) role, if appropriate               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Continue to attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital information</li> <li>• Contribute media and public information activities and goals to the IAP</li> <li>• Coordinate with the Planning Section Patient Tracking Manager regarding:               <ul style="list-style-type: none"> <li>○ Receiving and screening inquiries regarding the status of individual patients</li> <li>○ Release of appropriate patient information to appropriate requesting entities</li> </ul> </li> <li>• Activate social media outlets for dissemination of response and hospital information</li> </ul>		

## PUBLIC INFORMATION OFFICER (PIO)

<ul style="list-style-type: none"> <li>• Determine whether a local, regional, or state Joint Information Center (JIC) is activated; provide support as needed; and coordinate information dissemination</li> <li>• Continue to develop and revise public information and media messages to be reviewed and approved by the Incident Commander before release to the news media and the public</li> <li>• Develop regular information and status update messages to keep hospital personnel, patients, and visitors informed of the incident, community, and hospital status</li> <li>• Relay pertinent information received to the Planning Section Situation Unit Leader and the Liaison Officer</li> <li>• Provide critical information through signage, TV messaging, and emails to hospital personnel, visitors, and media as needed</li> </ul>		
<p><b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Consider the need to deploy a media liaison representative to the local JIC if warranted, make a recommendation to the Incident Commander</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective equipment (PPE) as warranted</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Public Information Officer (PIO) role, if appropriate               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Continue to receive regular progress reports from the Incident Commander, Section Chiefs, and others, as appropriate</li> <li>• Coordinate with the Logistics Section Chief to determine if any requests for assistance are necessary that could be released to the public via the media</li> <li>• Conduct ongoing news conferences, providing updates on casualty information and hospital operational status to the news media</li> <li>• Ensure ongoing information coordination with other agencies, hospitals, local Emergency Operations Center and the Joint Information Center (JIC)</li> <li>• Facilitate staff and patient interviews with the media as appropriate</li> </ul>		

## PUBLIC INFORMATION OFFICER (PIO)

<p><b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<p><b>Safety and Security</b></p> <ul style="list-style-type: none"> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective (PPE) equipment as warranted</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> </ul>		

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Public Information Officer (PIO) role, if appropriate               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Return staff to their normal jobs and combine or deactivate positions in a phased manner</li> <li>• Ensure the return or retrieval of equipment and supplies and return all assigned incident command equipment</li> <li>• Brief the Incident Commander on current problems, outstanding issues, and follow up requirements</li> <li>• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:               <ul style="list-style-type: none"> <li>○ Review of pertinent position activities and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>• Participate in stress management and after action debriefings</li> <li>• Participate in other briefings and meetings as required</li> <li>• Coordinate release of patient information with external agencies through the Liaison Officer</li> <li>• Coordinate the release of final media briefings and reports</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to the Planning Section Documentation Unit</li> </ul>		



## PUBLIC INFORMATION OFFICER (PIO)

### Documents and Tools

- HICS 203 - Organization Assignment List
- HICS 204 - Assignment List
- HICS 205A - Communications List
- HICS 213 - General Message Form
- HICS 214 - Activity Log
- HICS 215A - Incident Action Plan (IAP) Safety Analysis
- HICS 221 - Demobilization Check-Out
- HICS 252 - Section Personnel Time Sheet
- Hospital Emergency Operations Plan
- Incident Specific Plans or Annexes
- Crisis and Emergency Risk Communication Plan (hospital and, if available, community plan)
- Hospital organization chart
- Hospital telephone directory
- Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication
- Community and governmental Public Information Officer (PIO) and Joint Information Center (JIC) contact information
- Local media contact information

## LIAISON OFFICER

**Mission:** Function as the incident contact person in the Hospital Command Center for representatives from other agencies.

Position Reports to: <b>Incident Commander</b>		Command Location: _____
Position Contact Information: Phone: (     ) - _____		Radio Channel: _____
Hospital Command Center (HCC): Phone: (     ) - _____		Fax: (     ) - _____
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:               <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Liaison Officer</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Establish contact with local, county, and state emergency organization agencies as appropriate to ascertain current status, contacts, and message routing</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine response objectives, tactics, assignments, and if supporting staff are assigned, document on HICS 204 - Assignment List</li> <li>• Brief liaison team members, if assigned, on current situation, incident objectives and their assignments</li> <li>• Develop response strategy and tactics; outline action plan</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Obtain initial status and information from the Planning Section Chief to provide surge capacity status; provide an update to external stakeholders and agencies</li> <li>• Establish communication for information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health, and emergency management)</li> <li>• Respond to information and or resource inquiries from other hospitals and response agencies and organizations</li> </ul>		

## LIAISON OFFICER

<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Appoint liaison team members, if assigned, and complete the Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Consider the need to deploy a liaison representative to the local public health or emergency management Emergency Operations Center (EOC); if warranted, make a recommendation to the Incident Commander</li> <li>• Request one or more recorders as needed from the Logistics Section Labor Pool and Credentialing Unit Leader, if activated, to perform all necessary documentation</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Liaison Officer role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Attend all briefings and Incident Action Planning meetings to gather and share incident and hospital information</li> <li>• Provide information on local hospitals, community response activities, and Liaison goals to the Incident Action Plan (IAP)</li> <li>• Report to appropriate authorities the following minimum data on HICS 259: Hospital Casualty/Fatality Report:                             <ul style="list-style-type: none"> <li>○ Number of casualties received and types of injuries treated</li> <li>○ Current patient capacity and census</li> <li>○ Number of patients admitted, discharged home, or transferred to other hospitals</li> <li>○ Number deceased</li> <li>○ Individual casualty data: name or physical description, sex, age, address, seriousness of injury or condition</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document actions, decisions, and information received on Activity Log</li> <li>• HICS 259: Report data from the Hospital Casualty/Fatality Report</li> </ul>		

## LIAISON OFFICER

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>Consider the need to deploy a liaison representative to the local public health or emergency management Emergency Operations Center (EOC); if warranted, make a recommendation to the Incident Commander</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>Observe all staff and volunteers for signs of stress and inappropriate behavior; report issues to the Safety Officer and Logistics Section Employee Health and Well-Being Unit</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Transfer the Liaison Officer role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>Address any health, medical, and safety concerns</li> <li>Address political sensitivities, when appropriate</li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>HICS 213: Document all communications on a General Message Form</li> <li>HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>HICS 259: Report updated data on the Hospital Casualty/Fatality Report</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> </ul>		

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Transfer the Liaison Officer role, if appropriate</li> </ul>		

## LIAISON OFFICER

<ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> <li>● As objectives are met and needs decrease, return liaison team to their usual roles</li> <li>● Coordinate the release of patient information to external agencies with the Public Information Officer</li> <li>● Upon deactivation of your position, brief the Incident Commander on outstanding issues, and follow up requirements</li> <li>● Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:             <ul style="list-style-type: none"> <li>○ Review of pertinent position activities and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>● Participate in stress management and after action debriefings</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● HICS 221 - Demobilization Check-Out</li> <li>● Ensure all documentation is submitted to Planning Section Documentation Unit</li> </ul>		

<b>Documents and Tools</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Incident Action Plan</li> <li><input type="checkbox"/> HICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> HICS 204 - Assignment List</li> <li><input type="checkbox"/> HICS 205A - Communications List</li> <li><input type="checkbox"/> HICS 213 - General Message Form</li> <li><input type="checkbox"/> HICS 214 - Activity Log</li> <li><input type="checkbox"/> HICS 221 - Demobilization Check-Out</li> <li><input type="checkbox"/> HICS 252 - Section Personnel Timesheet</li> <li><input type="checkbox"/> HICS 259 - Hospital Casualty/Fatality Report</li> <li><input type="checkbox"/> Hospital Emergency Operations Plan</li> <li><input type="checkbox"/> Incident Specific Plans or Annexes</li> <li><input type="checkbox"/> Hospital policies and procedures</li> <li><input type="checkbox"/> Hospital organization chart</li> <li><input type="checkbox"/> Hospital telephone directory</li> <li><input type="checkbox"/> Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication</li> </ul>

## SAFETY OFFICER

**Mission:** Ensure health and safety of patients, hospital personnel, and visitors; identify, monitor and mitigate hazardous conditions.

Position Reports to: <b>Incident Commander</b>		Command Location: _____
Position Contact Information: Phone: (     )     -     _____		Radio Channel: _____
Hospital Command Center (HCC): Phone: (     )     -     _____		Fax: (     )     -     _____
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:               <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Safety Officer</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Initiate environmental monitoring as indicated by the incident or hazardous condition</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Establish contact with local public safety agencies as well as other hospitals, as appropriate to access any pertinent safety information</li> <li>• Provide information to the Incident Commander including safety-related capabilities and limitations</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Determine safety risks of the incident and response activities to patients, hospital personnel, and visitors as well as to the hospital and the environment</li> <li>• Advise the Hospital Incident Management Team (HIMT) of any unsafe conditions and corrective recommendations</li> <li>• Evaluate the building or incident hazards and identify vulnerabilities</li> <li>• Specify the type and level of personal protective equipment (PPE) to be used by hospital personnel to ensure their protection, based on the incident or hazard</li> <li>• Post non-entry signage around unsafe or restricted areas, as needed</li> <li>• Attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital safety requirements</li> </ul>		



## SAFETY OFFICER

<ul style="list-style-type: none"> <li>• Monitor operational safety of decontamination operations, if applicable</li> <li>• Ensure that safety team members, if assigned, identify and report all hazards and unsafe conditions</li> <li>• Assess hospital operations and practices of staff; terminate and report any unsafe operation or practice; recommend corrective actions to ensure safe service delivery</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>• HICS 203: Review the Organization Assignment List</li> <li>• HICS 204: Appoint team members, if assigned, and complete the Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• HICS 215A: Complete the Incident Action Plan (IAP) Safety Analysis; document identified safety issues, mitigation strategies and assignments</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>• Obtain non-entry signage around unsafe or restricted areas, as needed</li> <li>• Request one or more recorders as needed from the Logistics Section Labor Pool and Credentialing Unit Leader, if activated, to perform documentation and tracking</li> </ul>		
<b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Determine safety risks of the incident and response activities to patients, staff and visitors as well as to the hospital and the environment</li> <li>• Advise Hospital Incident Management Team (HIMT) staff of any unsafe conditions and corrective recommendations</li> <li>• Evaluate building or incident hazards and identify vulnerabilities</li> <li>• Specify type and level of personal protective equipment (PPE) to be utilized by staff to ensure their protection, based on the incident or hazardous condition</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer the Safety Officer role, if appropriate:               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Continue to assess safety risks of the incident to all personnel, the hospital, and the environment</li> <li>• Ensure proper equipment needs are met and equipment is properly functioning throughout the response</li> <li>• Attend all command briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital information</li> <li>• Contribute safety issues, activities, and goals to the IAP</li> <li>• Advise Hospital Incident Management Team (HIMT) staff of any unsafe conditions and corrective recommendations</li> </ul>		

## SAFETY OFFICER

<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Continue to document all actions and observations on the Activity Log on a continual basis</li> <li>• HICS 215A: Continue to update the Incident Action Plan (IAP) Safety Analysis for inclusion in the hospital IAP</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Continue to assess safety risks of the incident to all personnel, the hospital, and the environment</li> <li>• Ensure proper equipment needs are met and equipment is properly functioning throughout the response</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Safety Officer role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Continually reassess the safety risks of the extended incident to patients, hospital staff, and visitors and to the hospital and the environment</li> <li>• Identify corrective actions and revise the HICS 215A: Incident Action Plan (IAP) Safety Analysis</li> <li>• Attend all briefings and IAP meetings to gather and share incident and hospital information</li> <li>• Advise Hospital Incident Management Team (HIMT) staff of any unsafe conditions and corrective recommendations</li> <li>• Observe hospital personnel and volunteers for signs of stress and inappropriate behavior</li> <li>• Respond to any reports of stress or inappropriate behavior in conjunction with the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>• Contribute safety issues, activities, and goals to the IAP as needed beyond HICS 215A: Incident Action Plan (IAP) Safety Analysis</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Continue to document all actions and observations on the Activity Log on a continual basis</li> <li>• HICS 215A: Continue to update the Incident Action Plan (IAP) Safety Analysis for inclusion in the hospital IAP</li> </ul>		

## SAFETY OFFICER

<p><b>Communication</b>  <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Continue to assess hospital operations and practices of staff, and terminate and report any unsafe operation or practice, recommending corrective actions to ensure safe service delivery</li> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior</li> <li>• Respond to any reports of stress or inappropriate behavior in conjunction with the Logistics Section Employee Health and Well-Being Unit Leader</li> </ul>		

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Safety Officer role, if appropriate:               <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• As objectives are met and needs for incident related safety decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner, as applicable</li> <li>• Ensure the return or retrieval of equipment and supplies used during the response</li> <li>• Participate in stress management and after action debriefings</li> <li>• Participate in other briefings and meetings as required</li> <li>• Brief the Incident Commander on current problems, outstanding issues, and follow-up requirements</li> <li>• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Improvement Plan. Topics include:               <ul style="list-style-type: none"> <li>○ Review of pertinent position activities and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to Planning Section Documentation Unit</li> </ul>		

## SAFETY OFFICER

### Documents and Tools

- Incident Action Plan
- HICS 203 - Organization Assignment List
- HICS 204 - Assignment List
- HICS 205A - Communications List
- HICS 213 - General Message Form
- HICS 214 - Activity Log
- HICS 215A - Incident Action Plan (IAP) Safety Analysis
- HICS 221 - Demobilization Check-Out
- HICS 252 - Section Personnel Time Sheet
- Hospital Emergency Operations Plan
- Incident Specific Plans or Annexes
- Material safety data sheets (MSDS) or other information regarding involved chemicals (ATSDR, CHEMTREC, NIOSH handbook)
- Hospital organization chart
- Hospital telephone directory
- Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication