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: **Executive Administration**	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
Receive appointment • Gather intelligence, information and likely impact from the sources providing event notification • Assume the role of Incident Commander and activate the Hospital Incident Command System (HICS) • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor and the Hospital Chief Executive Officer (CEO) of the incident, activation of the Hospital Command Center (HCC), and your assignment		
Assess the operational situation • Activate the Hospital Emergency Operations Plan (EOP) and applicable Incident Specific Plans or Annexes • Brief Command Staff on objectives and issues, including: o Size and complexity of the incident o Expectations o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Seek feedback and further information		
Determine the incident objectives, tactics, and assignments • Determine incident objectives for the operational period • Determine which Command Staff need to be activated: o Safety Officer o Liaison Officer o Public Information Officer • Determine the impact on affected departments and gather additional information from the Liaison Officer • Appoint a Planning Section Chief to develop an Incident Action Plan (IAP) • Appoint an Operations Section Chief to provide support and direction to affected areas • Appoint a Logistics Section Chief to provide support and direction to affected areas		

INCIDENT COMMANDER

• Appoint a Finance Section Chief to provide support and direction to affected areas • Determine the need for, and appropriately appoint or ensure appointment of Medical-Technical Specialists • Make assignments and distribute corresponding Job Action Sheets and position identification • Ensure hospital and key staff are notified of the activation of the Hospital Command Center (HCC) • Identify the operational period and any planned Hospital Incident Management Team (HIMT) staff shift changes • 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		
Activities • Ensure all activated positions are documented in the Incident Action Plan (IAP) and on status boards • Obtain current patient census and status from the Planning Section Chief • Determine the need to activate surge plans based on current patient status and injury projections • If additional beds are needed, authorize a patient prioritization assessment for the purposes of designating appropriate early discharge • If applicable, receive an initial hospital damage survey report from the Operations Section Infrastructure Branch and evaluate the need for evacuation		
Documentation • Incident Action Plan (IAP) Quick Start • HICS 200: Consider whether to use the Incident Action plan (IAP) Cover Sheet • HICS 201: Initiate the Incident Briefing form • HICS 204: Assign or complete the Assignment List as appropriate • HICS 207: Assign or complete the Hospital Incident Management Team (HIMT) Chart for assigned positions • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute the Section Personnel Time Sheet to Command and Medical-Technical Specialist Staff and ensure time is recorded appropriately		
Resources • 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		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that appropriate safety measures and risk reduction activities are initiated • Ensure that HICS 215A – Incident Action Plan Safety Analysis is completed and distributed • Ensure that a hospital damage survey is completed if the incident warrants		

INCIDENT COMMANDER

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Incident Commander role, if appropriate o 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 o Address any health, medical, or safety concerns o Address political sensitivities, when appropriate o 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) • Schedule regular briefings with Hospital Incident Management Team (HIMT) staff to identify and plan to: o Ensure a patient tracking system is established and linked with appropriate outside agencies and the local Emergency Operations Center (EOC) o Develop, review, and revise the Incident Action Plan (IAP), or its elements, as needed o Approve the IAP revisions if developed by the Planning Section Chief, then ensure that the approved plan is communicated to HIMT staff o Ensure that safety measures and risk reduction activities are ongoing and re-evaluate if necessary • Consider deploying a Public Information Officer to the local Joint Information Center (JIC), if applicable		
Documentation • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Authorize resources as needed or requested by Command Staff or Section Chiefs		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that patient and personnel safety measures and risk reduction actions are followed		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Incident Commander role, if appropriate o 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 o Address any health, medical, or safety concerns o Address political sensitivities, when appropriate o 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) • 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 • Ensure that an Incident Action Plan (IAP) is developed for each operational period, approved, and provided to Section Chiefs for operational period briefings • With Section Chiefs, determine the recovery and reimbursement costs and ensure documentation of financial impact		

• Ensure staff, patient, and media briefings are being conducted regularly		

Documentation • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Authorize resources as needed or requested by Command Staff and Section Chiefs		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • 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 • Provide for personnel rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Incident Commander role, if appropriate
  o 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
  o Address any health, medical, or safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• 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
• Demobilize positions in the HCC and return personnel to their normal jobs as appropriate, in coordination with the Planning Section Demobilization Unit
• Brief staff, administration, and Board of Directors
• Approve notification of demobilization to the hospital staff when the incident is no longer active or can be managed using normal operations
• Participate in community and governmental meetings and other post-incident discussion and after action activities
• Ensure post-incident media briefings and hospital status updates are scheduled and conducted
• Ensure implementation of stress management activities and services for staff
• Ensure that staff debriefings are scheduled to identify accomplishments, response, and improvement issues		

Documentation • HICS 221- Demobilization Check-Out • Ensure all Hospital Command Center (HCC) documentation is provided to the Planning Section Documentation Unit		

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 207: Hospital Incident Management Team (HIMT) Chart ❑ 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: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Public Information Officer (PIO) • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital information • Establish contact with local or national media outlets to access and assess current situation • Provide media, internal, and external messaging information to Hospital Incident Management Team (HIMT) staff as appropriate		
Determine the incident objectives, tactics, and assignments • Develop response strategy and tactics and outline an action plan • Designate times for briefings to media, patients, and hospital personnel		
Activities • 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 • Brief public information team members, if assigned, on current situation, incident objectives, and their assignments • Inform on site media of the physical areas to which they have access and those that are restricted		

PUBLIC INFORMATION OFFICER (PIO)

• 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 • In collaboration with the Incident Commander, consider assigning a public relations staff member to the Joint Information Center (JIC), if activated • Monitor, or assign personnel to monitor and report to you, incident and response information from sources such as the internet, radio, television, and newspapers • Develop public information and media messages to be reviewed and approved by the Incident Commander before release to the news media and the public		
Documentation • HICS 204: Appoint public information team members, if assigned, and complete the Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • 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		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Coordinate designation of media staging and briefing area with the Operations Section Security Branch Director • Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective equipment (PPE) as warranted		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Public Information Officer (PIO) role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital information
• Contribute media and public information activities and goals to the IAP
• Coordinate with the Planning Section Patient Tracking Manager regarding:
  o Receiving and screening inquiries regarding the status of individual patients
  o Release of appropriate patient information to appropriate requesting entities
• Activate social media outlets for dissemination of response and hospital information		

PUBLIC INFORMATION OFFICER (PIO)

• Determine whether a local, regional, or state Joint Information Center (JIC) is activated; provide support as needed; and coordinate information dissemination • 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 • Develop regular information and status update messages to keep hospital personnel, patients, and visitors informed of the incident, community, and hospital status • Relay pertinent information received to the Planning Section Situation Unit Leader and the Liaison Officer • Provide critical information through signage, TV messaging, and emails to hospital personnel, visitors, and media as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log		
Resources • Consider the need to deploy a media liaison representative to the local JIC if warranted, make a recommendation to the Incident Commander		
Safety and security • Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective equipment (PPE) as warranted		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Public Information Officer (PIO) role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to receive regular progress reports from the Incident Commander, Section Chiefs, and others, as appropriate
• 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
• Conduct ongoing news conferences, providing updates on casualty information and hospital operational status to the news media
• Ensure ongoing information coordination with other agencies, hospitals, local Emergency Operations Center and the Joint Information Center (JIC)
• Facilitate staff and patient interviews with the media as appropriate		

PUBLIC INFORMATION OFFICER (PIO)

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log		
Safety and Security • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure that any assigned personnel comply with safety procedures and instructions including the use of personal protective (PPE) equipment as warranted • 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		

Demobilization/System Recovery	**Time**	**Initial**
Activities • Transfer the Public Information Officer (PIO) role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Return staff to their normal jobs and combine or deactivate positions in a phased manner • Ensure the return or retrieval of equipment and supplies and return all assigned incident command equipment • Brief the Incident Commander on current problems, outstanding issues, and follow up requirements • 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: o Review of pertinent position activities and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings • Participate in other briefings and meetings as required • Coordinate release of patient information with external agencies through the Liaison Officer • Coordinate the release of final media briefings and reports		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

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: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Liaison Officer • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Establish contact with local, county, and state emergency organization agencies as appropriate to ascertain current status, contacts, and message routing		
Determine the incident objectives, tactics, and assignments • Determine response objectives, tactics, assignments, and if supporting staff are assigned, document on HICS 204 - Assignment List • Brief liaison team members, if assigned, on current situation, incident objectives and their assignments • Develop response strategy and tactics; outline action plan		
Activities • Obtain initial status and information from the Planning Section Chief to provide surge capacity status; provide an update to external stakeholders and agencies • Establish communication for information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health, and emergency management) • Respond to information and or resource inquiries from other hospitals and response agencies and organizations		

LIAISON OFFICER

Documentation • HICS 204: Appoint liaison team members, if assigned, and complete the Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • 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 • Request one or more recorders as needed from the Logistics Section Labor Pool and Credentialing Unit Leader, if activated, to perform all necessary documentation		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Liaison Officer role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Attend all briefings and Incident Action Planning meetings to gather and share incident and hospital information
• Provide information on local hospitals, community response activities, and Liaison goals to the Incident Action Plan (IAP)
• Report to appropriate authorities the following minimum data on HICS 259: Hospital Casualty/Fatality Report:
  o Number of casualties received and types of injuries treated
  o Current patient capacity and census
  o Number of patients admitted, discharged home, or transferred to other hospitals
  o Number deceased
  o Individual casualty data: name or physical description, sex, age, address, seriousness of injury or condition		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 259: Report data from the Hospital Casualty/Fatality Report		

LIAISON OFFICER

Resources • 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		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques • 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		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Liaison Officer role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 259: Report updated data on the Hospital Casualty/Fatality Report		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques • 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		

Demobilization/System Recovery	**Time**	**Initial**
Activities • Transfer the Liaison Officer role, if appropriate		

LIAISON OFFICER

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • As objectives are met and needs decrease, return liaison team to their usual roles • Coordinate the release of patient information to external agencies with the Public Information Officer • Upon deactivation of your position, brief the Incident Commander on outstanding issues, and follow up requirements • Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position activities and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221 - Demobilization Check-Out • Ensure all documentation is submitted to Planning Section Documentation Unit		

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 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Timesheet ❑ HICS 259 - Hospital Casualty/Fatality Report ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SAFETY OFFICER

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

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Safety Officer • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Initiate environmental monitoring as indicated by the incident or hazardous condition		
Determine the incident objectives, tactics, and assignments • Establish contact with local public safety agencies as well as other hospitals, as appropriate to access any pertinent safety information • Provide information to the Incident Commander including safety-related capabilities and limitations		
Activities • Determine safety risks of the incident and response activities to patients, hospital personnel, and visitors as well as to the hospital and the environment • Advise the Hospital Incident Management Team (HIMT) of any unsafe conditions and corrective recommendations • Evaluate the building or incident hazards and identify vulnerabilities • 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 • Post non-entry signage around unsafe or restricted areas, as needed • Attend all briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital safety requirements		

SAFETY OFFICER

• Monitor operational safety of decontamination operations, if applicable • Ensure that safety team members, if assigned, identify and report all hazards and unsafe conditions • Assess hospital operations and practices of staff; terminate and report any unsafe operation or practice; recommend corrective actions to ensure safe service delivery		
Documentation • HICS 203: Review the Organization Assignment List • HICS 204: Appoint team members, if assigned, and complete the Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 215A: Complete the Incident Action Plan (IAP) Safety Analysis; document identified safety issues, mitigation strategies and assignments		
Resources • Obtain non-entry signage around unsafe or restricted areas, as needed • Request one or more recorders as needed from the Logistics Section Labor Pool and Credentialing Unit Leader, if activated, to perform documentation and tracking		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Determine safety risks of the incident and response activities to patients, staff and visitors as well as to the hospital and the environment • Advise Hospital Incident Management Team (HIMT) staff of any unsafe conditions and corrective recommendations • Evaluate building or incident hazards and identify vulnerabilities • 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		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Safety Officer role, if appropriate:
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to assess safety risks of the incident to all personnel, the hospital, and the environment
• Ensure proper equipment needs are met and equipment is properly functioning throughout the response
• Attend all command briefings and Incident Action Plan (IAP) meetings to gather and share incident and hospital information
• Contribute safety issues, activities, and goals to the IAP
• Advise Hospital Incident Management Team (HIMT) staff of any unsafe conditions and corrective recommendations		

SAFETY OFFICER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Continue to document all actions and observations on the Activity Log on a continual basis • HICS 215A: Continue to update the Incident Action Plan (IAP) Safety Analysis for inclusion in the hospital IAP		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Continue to assess safety risks of the incident to all personnel, the hospital, and the environment • Ensure proper equipment needs are met and equipment is properly functioning throughout the response		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Safety Officer role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continually reassess the safety risks of the extended incident to patients, hospital staff, and visitors and to the hospital and the environment
• Identify corrective actions and revise the HICS 215A: Incident Action Plan (IAP) Safety Analysis
• Attend all briefings and IAP meetings to gather and share incident and hospital information
• Advise Hospital Incident Management Team (HIMT) staff of any unsafe conditions and corrective recommendations
• Observe hospital personnel and volunteers for signs of stress and inappropriate behavior
• Respond to any reports of stress or inappropriate behavior in conjunction with the Logistics Section Employee Health and Well-Being Unit Leader
• Contribute safety issues, activities, and goals to the IAP as needed beyond HICS 215A: Incident Action Plan (IAP) Safety Analysis		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Continue to document all actions and observations on the Activity Log on a continual basis • HICS 215A: Continue to update the Incident Action Plan (IAP) Safety Analysis for inclusion in the hospital IAP		

SAFETY OFFICER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • 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 • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques • Observe all staff and volunteers for signs of stress and inappropriate behavior • Respond to any reports of stress or inappropriate behavior in conjunction with the Logistics Section Employee Health and Well-Being Unit Leader		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Safety Officer role, if appropriate:
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• 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
• Ensure the return or retrieval of equipment and supplies used during the response
• Participate in stress management and after action debriefings
• Participate in other briefings and meetings as required
• Brief the Incident Commander on current problems, outstanding issues, and follow-up requirements
• Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Improvement Plan. Topics include:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to Planning Section Documentation Unit		

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

MEDICAL-TECHNICAL SPECIALIST: BIOLOGICAL/INFECTIOUS DISEASE

Mission: Advise the Incident Commander or Section Chief, as assigned, on issues related to biological or infectious disease emergency response.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Biological/Infectious Disease • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Conduct rapid research as needed to determine hazard and safety information critical to treatment for patients and hospital personnel • Verify with the emergency department, infectious disease physicians, and infection control staff, and report the following information to the Incident Commander, Operations Section Chief and Medical Care Branch Director: o Number and condition of patients affected, including those who are non-symptomatic o Type of biological or infectious disease involved o Medical problems present, in addition to biological or infectious disease involved o Measures taken (e.g., cultures, supportive treatment) o Treatment protocols indicated o Potential for industrial, chemical, or radiological material exposure expected in addition to biological or infectious disease exposure and scope of communicability		
Activities • Assess that appropriate standard of isolation precautions are being used in all patient care and reception areas • Assess recommended treatment and prophylaxis guidelines for biological agent		

• Assist with just-in-time training regarding isolation precautions and use of personal protective equipment (PPE), as required • Collaborate with the local health department in developing a case definition • Ensure that the case definition is communicated to the Medical Care Branch Director, Safety Officer, and all patient care areas • Communicate with the Operations Section Chief and Safety Officer regarding disease information and staff protection • Meet regularly with the Hospital Incident Management Team (HIMT) to plan and project patient care needs • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested • Provide information to the Public Information Officer for press releases, as requested • Contact the local health department, in collaboration with the Liaison Officer, as required, for notification, support, and investigation resources • Collaborate with the Logistics Section Employee Health and Well-Being Unit in organizing mass dispensing activities for antibiotic prophylaxis or vaccination to staff, as indicated and if recommended by the local health department		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions on an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Biological/Infectious Disease Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Direct the collection of samples for analysis and evidence
• Monitor and evaluate that all samples are correctly packaged for shipment to the most appropriate testing laboratory
• Continue to recommend and maintain appropriate isolation precautions and staff protection as the incident evolves
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs
• Maintain communications with the Operations Section Medical Care Branch Director and other Hospital Incident Management Team (HIMT) staff to monitor the development of the incident and continue to provide information, as needed		

Documentation • HICS 213: Document all communications on a General Message Form		

MEDICAL-TECHNICAL SPECIALIST: BIOLOGICAL/INFECTIOUS DISEASE

• HICS 214: Document all key activities, actions, and decisions on an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	**Time**	**Initial**
Activities • Transfer the Biological/Infectious Disease Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Monitor the status of personal protective equipment (PPE), pharmaceuticals, and staff to ensure safe operational status; assist with decision making for scarce allocation of resources • Meet regularly with the Incident Commander or Operations Section Branch Directors to get updates on the current status and conditions • Recommend appropriate post-exposure medical care (e.g., prophylaxis, isolation, observation)		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions on an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**
Activities • Transfer the Biological/Infectious Disease Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel is properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Participate in other briefings and meetings as required • Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed		
• 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: o Review of pertinent position activities and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is provided to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital Infection Control Policy and Procedure ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: CHEMICAL

Mission: Advise the Incident Commander or Section Chief, as assigned, on issues related to specific chemical incidents and emergency response.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Chemical • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Conduct rapid research as needed to determine the hazard and safety information critical to treatment and decontamination concerns for the patients and hospital personnel • Assess the type, size, and location of chemical contamination		
Activities • Recommend decontamination procedures and staff personal protection, including respiratory protection • Assist in implementing the hospital Decontamination and Spill Response Plan, as directed • Verify with the emergency department leadership and report the following information to the Incident Commander: o Number and condition of both non-contaminated and contaminated patients and personnel o Type and amount of chemical involved and nature of exposure: ▪ External chemical exposure only ▪ External contamination only ▪ External contamination with internal exposure		

o Time incident occurred o Medical problems present, in addition to chemical contamination o Assessment measures taken at the incident site (e.g., air monitors, skin contamination levels) • Verify with the Safety Officer and the Operations Section Security Branch Director that all access to the emergency department as well as contamination sites, has been secured to prevent media or other non-authorized people from entering the area during treatment or the decontamination process • Assist with just-in-time training regarding use of personal protective equipment (PPE), as required • Ensure the monitoring and surveying of: o Hospital personnel providing patient decontamination, in conjunction with the Operations Section Hazardous Materials Branch Director o Care provided for arriving patients through the decontamination and medical care process • Ensure any post-event monitoring of all personnel after care is provided • Notify the Poison Control Center to inform them of the event and obtain additional tactical assistance • Ensure the local water authority and appropriate regulatory agencies are notified of problem and actions being taken • Seek information from appropriate resources (manuals, ATSDR guidance, poison control, chemical guidance web sites, etc.) • Coordinate activities with the Operations Section Hazardous Materials Branch Director and the Medical Care Branch Director • Meet regularly with the Hospital Incident Management Team (HIMT) to plan and project patient care needs • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP) development, as requested • Provide information to the Public Information Officer for press releases, as requested • Collaborate with external resources (e.g., local health department, public safety, HazMat Team) as needed		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Chemical Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Respond to requests and concerns from incident personnel regarding chemical agents involved and the treatment concerns for patients and staff • Establish a regular meeting schedule with the Incident Commander or Operations Section Branch Directors for updates on the situation regarding hospital operational needs • Regularly update the following on your actions and recommendations: o Industrial hygienist o Safety Officer o Logistics Section Employee Health and Well-Being Unit o Operations Section Hazardous Materials Branch Director o Operations Section Victim Decontamination Unit Leader o Operations Section Facility/Equipment Decontamination Unit Leader		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Chemical Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • In collaboration with the Operations Section HazMat Branch Director, oversee staff clearance checks and provide a clearance report to the emergency department, Operations Section Medical Care Branch Director, Logistics Section Employee Health and Well-Being Unit Leader, and Operations Section Chief • Direct the monitoring of hospital decontamination processes as needed, in collaboration with the HazMat Branch Director • In collaboration with the Operations Section HazMat Branch Director and Security Branch Director, determine how contaminated personal vehicles used to bring patients to the hospital should be managed • Meet regularly with the Incident Commander or Operations Section Branch Directors to get updates on the current status and conditions • Recommend appropriate post-decontamination medical care (antidotes, observation, and long tern surveillance)		
Documentation • HICS 213: Document all communications on a General Message Form		

MEDICAL-TECHNICAL SPECIALIST: CHEMICAL

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Chemical Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Recommend and support notification to regulatory authorities of the incident including all response and recovery actions
• Participate in other briefings and meetings as required
• Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed
• Brief the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

MEDICAL-TECHNICAL SPECIALIST: CHEMICAL

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 – Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Hospital Decontamination and Spill Response Plan ❑ Incident Specific Plans or Annexes ❑ Material Safety Data Sheets (MSDS) ❑ National Institute for Occupational Safety and Health (NIOSH) Pocket Guide ❑ Emergency Response Guidebook ❑ Managing Hazardous Materials Incidents, Volume II - Hospital Emergency Departments: A Planning Guide for the Management of Contaminated Patients ❑ Managing Hazardous Materials Incidents, Volume III - Medical Management Guidelines for Acute Chemical Exposures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/Internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: RADIOLOGICAL

Mission: Advise the Incident Commander or Section Chief, as assigned, on issues related to the response to radiological incidents.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Radiological • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Verify from the emergency department leadership or other clinical sources and report the following information to the Incident Commander: o Number and condition of both non-contaminated and contaminated patients and hospital staff o Type and amount of radioactive isotopes involved o Type of radiation incident: ▪ External radiation exposure only ▪ External contamination only ▪ External contamination with internal exposure o Time incident occurred o Medical problems present, in addition to radionuclide contamination o Assessment measures taken at the incident site (e.g., air monitors, fixed radiation monitors, nasal smear counts, and skin contamination levels) o Potential for industrial, biological, or chemical material exposures expected in addition to radionuclide		

MEDICAL-TECHNICAL SPECIALIST: RADIOLOGICAL

Activities • Advise the Operations Section Hazardous Materials (HazMat) Branch Director on the preparation of the emergency department for the arrival of victims, including personal protective equipment (PPE) for radiological decontamination response • Verify with the Safety Officer and the Operations Section Security Branch Director that all access to the emergency department has been secured to prevent media or other non-authorized people from entering into the treatment area during treatment or the decontamination process • Coordinate activities with the Operations Section HazMat Branch Director and the Medical Care Branch Director • Meet regularly with the Hospital Incident Management Team (HIMT) to plan and project patient care needs • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested • Ensure that a staff member trained in the use of a survey meter is stationed at the entrance of the decontamination area to monitor personnel and equipment leaving the radiation decontamination room or area • Address radiation related questions that may arise from other areas such as the laboratory, operating rooms, and critical care units • Provide clinical staff with treatment guidelines for isotope exposure as applicable, including countermeasures • Assure that the exposure of responding personnel is tracked and recorded (film badge or dosimetry) • Ensure notification of the Radiation Safety Officer of the incident, impact and current activities • Provide information to the Public Information Officer for press releases, as requested • Collaborate with external resources (i.e. local health department, Poison Control Center, Radiation Emergency Assistance Center or Training Site) as needed • Obtain information from appropriate resources or web site programs • Ensure communications are sent to the local water authority and other local, state and federal agencies if decontamination runoff is an issue		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Radiological Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Respond to requests and concerns from incident personnel regarding radiological agents involved and treatment concerns for victims and hospital personnel • Develop plans to assess, isolate, and remediate any hospital contamination • Continue to ensure appropriate decontamination processes including: o Monitoring patients and the decontamination team during and after patient care o Surveying contaminated areas, patients, and exposed hospital personnel o Collecting samples for subsequent analysis o Collecting and managing any radioactive wastes (solid and liquid) generated during the decontamination process o Evaluating staff dosimeters and ensuring proper follow up if indicated • Prepare and maintain records and reports • Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs • Regularly update the following on your actions and recommendations: o Industrial hygienist o Safety Officer o Logistics Section Employee Health and Well-Being Unit o Operations Section Hazardous Materials Branch Director o Operations Section Victim Decontamination Unit Leader		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Radiological Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • In collaboration with the Operations Section Hazardous Materials (HazMat) Branch Director, oversee the medical clearance for hospital personnel and report the results to the Operations Section Chief and Logistics Section Employee Health and Well-Being Unit Leader • Direct the monitoring of hospital decontamination processes as needed, in collaboration with the Operations Section HazMat Branch Director • In collaboration with the Operations Section HazMat Branch Director and Security Branch Director, determine how contaminated personal vehicles used to bring patients to the hospital should be managed		

MEDICAL-TECHNICAL SPECIALIST: RADIOLOGICAL

• Meet regularly with the Incident Commander or Operations Section Branch Directors to update on current status and conditions		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Radiological Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure an analysis is made of all specimens taken from potentially contaminated items or water
• Ensure hospital personnel and Employee Health and Well-Being Unit Leader are aware of any significant information resulting from exposure to radiation and recommendations for follow up-care and monitoring
• Ensure the Operations Section Security Branch Director has custody of all suspected contaminated evidence for release to proper authority in sealed container
• Ensure the return or retrieval of equipment and supplies
• Participate in other briefings and meetings as required
• Submit comments to the Incident Commander on lessons learned and procedural or equipment changes needed
• 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:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

MEDICAL-TECHNICAL SPECIALIST: RADIOLOGICAL

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Material Safety Data Sheets (MSDS) ❑ National Institute for Occupational Safety and Health (NIOSH) Pocket Guide ❑ Managing Hazardous Materials Incidents, Volume II - Hospital Emergency Departments: Planning Guide for the Management of Contaminated Patients ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: CLINIC ADMINISTRATION

Mission: Maintain hospital-based clinic's capabilities and services as the situation warrants and circumstances allow. Advise the Incident Commander or Section Chief, as assigned, on issues related to clinic operations.

Position Reports to: **Incident Commander** 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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Clinic Administration • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the clinical resources (staff, supplies, equipment, and facilities) that could be mobilized to assist as needed during the incident • Obtain clinic census and status		
Activities • Regularly meet with Operations and Planning Section Chiefs to determine current status of operations and need to continue or expand clinic operations • Notify appropriate clinic managers and staff of the incident and brief them on the current status • Request or prepare projections on clinical activities, as appropriate, for 4, 8, 12, 24, 48, and 96 hours from the time of the incident onset • Maintain the routine flow of clinic patients, materials, and information while the incident is being addressed, and respond promptly to issues that may disrupt that flow • Implement interim measures to maintain critical clinic operations, as necessary, in response to any disruption of patient services • Implement Business Continuity Plans for any affected clinics • Determine which clinic sites could support acute patient care (immediate or delayed)		

• Provide clinic resources (staff, supplies, and facilities) to assist hospital operations as requested • Oversee medication distribution of antibiotic prophylaxis or vaccination to staff or their families if directed • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Clinic Administration Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Receive updates from the clinic managers on issues that may be pertinent to the incident
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs
• Determine the capability and financial impact of extended clinic operations beyond normal operating hours		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Clinic Administration Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns		

o Address political sensitivities, when appropriate o 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)		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**
Activities • Transfer the Clinic Administration Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Participate in other briefings and meetings as required • Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed • 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: o Review of pertinent position activities and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is provided to the Planning Section Documentation Unit		

MEDICAL-TECHNICAL SPECIALIST: CLINIC ADMINISTRATION

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Clinic Emergency Operations Plan ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Department and hospital Business Continuity Plans ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: HOSPITAL ADMINISTRATION

Mission: Maintain oversight of hospital service capability and operations. Advise the Incident Commander or Section Chief, as assigned, on issues related to hospital operations.

Position Reports to: **Incident Commander**	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**

Receive appointment
• Obtain a briefing from the Incident Commander on:
  o Size and complexity of the incident
  o Expectations of the Incident Commander
  o Incident objectives
  o Involvement of outside agencies, stakeholders, and organizations
  o The situation, incident activities, and any special concerns
• Assume the role of Medical-Technical Specialist: Hospital Administration
• Review this Job Action Sheet
• Put on position identification (e.g., position vest)
• Notify your usual supervisor of your assignment		

Assess the operational situation • Assess hospital resources (staff, supplies, equipment, and facilities) that could be mobilized to assist as needed during the incident • Provide information to the Incident Commander on the operational situation including capabilities and limitations		
Activities • Meet with Hospital Incident Management Team (HIMT) to determine the current status of operations, critical issues, and resource needs to continue operations • Notify appropriate hospital administrators and managers of the incident; conduct briefings • Maintain the flow of hospital patients, service delivery, materials, and information while the incident is being addressed, and respond promptly to issues that may disrupt that flow • Prepare to implement plans to accommodate a surge of patients into the hospital; review those services that can be delayed or stopped if needed • Collaborate with the Operations Section Chief and Medical Care Branch Director to implement crisis standards of care if needed		

• Ensure that if implemented, the crisis standards of care are communicated to physicians, staff, and board of directors, and others as appropriate • Determine the support requirements to keep non-emergency related hospital operations intact and functioning effectively • Collaborate with the Medical-Technical Specialist: Clinic Administration to assess clinic and hospital needs, critical issues, and ability to assist • Provide hospital resources (staff, supplies, and facilities) to assist clinic operations as requested and appropriate • Coordinate with Operations Section Business Continuity Branch Director to facilitate the implementation of Business Continuity Plans among affected hospital functions and departments, as appropriate • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Hospital Administration Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to receive updates from the hospital administrators and managers regarding critical response and recovery issues, and update the Hospital Incident Management Team (HIMT) as appropriate
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs
• Coordinate with the Operations Section Business Continuity Unit Leader to monitor and evaluate Business Continuity Plan use
• Provide input to the Public Information Officer regarding media releases		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

MEDICAL-TECHNICAL SPECIALIST: HOSPITAL ADMINISTRATION

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Hospital Administration Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Meet regularly with the Incident Commander or Operations Section Branch Directors to provide and receive updates on current status and conditions		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication • *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Hospital Administration Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Participate in other briefings and meetings as required
• Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed
• 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:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

MEDICAL-TECHNICAL SPECIALIST: HOSPITAL ADMINISTRATION

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Department and facility Business Continuity Plans ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: LEGAL AFFAIRS

Mission: Organize and provide legal advice to the Incident Commander or Section Chief, as assigned, on issues related to the Incident Action Plan (IAP) and response.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of incident o Expectations of Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Legal Affairs • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Activities • Regularly meet with Operations and Planning Section Chiefs to determine the current status of operations and the impact on the ability to maintain operations • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested • Communicate medical-legal questions to appropriate local and state authorities, in collaboration with the Liaison Officer		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

MEDICAL-TECHNICAL SPECIALIST:
LEGAL AFFAIRS

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Legal Affairs Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to work with the Hospital Incident Management Team (HIMT) to resolve legal issues
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs
• Update local and state legal authorities on hospital legal issues, in collaboration with the Liaison Officer		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Legal Affairs Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Address any outstanding or pending legal issues
  o 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)
• Continue to work with the Hospital Incident Management Team (HIMT) to resolve legal issues
• Meet regularly with the Incident Commander or Operations Section Branch Directors to get updates on the current status and conditions		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

MEDICAL-TECHNICAL SPECIALIST:
LEGAL AFFAIRS

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Legal Affairs Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Provide legal guidance on system recovery issues
• Participate in other briefings and meetings as required
• Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed
• Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is provided to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication ❑ Computer with internet access

MEDICAL-TECHNICAL SPECIALIST: RISK MANAGEMENT

Mission: Assess the need for and advise the Incident Commander or Section Chief, as assigned, regarding changes to risk management and loss prevention program policies as appropriate to response to this incident or emergency safety legislation. Act as the liaison to attorneys, insurance companies, and individuals, investigating any incidents that may result in asset loss or other risk.

Position Reports to: **Incident Commander** 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
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Risk Management • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Activities • Communicate regularly with Finance/Administration Section Compensation/Claims Unit and Logistics Section Employee Health and Well-Being Unit on risk management issues • Work with Legal Affairs, as needed, on response issues such as deviation from regulatory standards, modified standards of care, EMTALA, HIPPA, evacuation, credentialing, and volunteer utilization • Continuously monitor response practices and identify for the Hospital Incident Management Team (HIMT) appropriate modifications or changes, working in conjunction with Safety Officer, Operations Section Security Branch Director, and appropriate Medical-Technical Specialists • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested • Coordinate internal and external messages with Public Information Officer		

MEDICAL-TECHNICAL SPECIALIST:
RISK MANAGEMENT

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Risk Management Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue monitoring for and reporting high risk activities to the Safety Officer or other appropriate Section Chief
• Brief the Hospital Incident Management Team (HIMT) on potential practice issues and needed modifications and changes
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Risk Management Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue provision of advice and guidance on risk management issues and actions to Command Staff		

MEDICAL-TECHNICAL SPECIALIST:
RISK MANAGEMENT

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Risk Management Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Assist the Logistics Section Employee Health and Well-Being Unit and Finance/Administration Section Compensation/Claims Unit with the follow up of staff injury and exposure
• Participate in other briefings and meetings as required
• Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed
• 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:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all HCC documentation is provided to the Planning Section Documentation Unit Leader		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication ❑ Computer with internet access

MEDICAL-TECHNICAL SPECIALIST: MEDICAL STAFF

Mission: Advise the Incident Commander or Section Chief, as assigned, on issues related to the medical staff.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Medical Staff • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess hospital medical staff availability and resources • Provide information to the Incident Commander medial staff situation including capabilities and limitations		
Activities • Assist the Logistics Section Labor Pool and Credentialing Unit Leader with medical staff credentialing issues • Address the credentialing, utilization, and oversight of volunteer practitioners • Meet regularly with the Operations Section Medical Care Branch Director and Planning Section to plan and project patient care needs • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested • Coordinate with the Hospital Incident Management Team (HIMT) as appropriate		
Documentation • HICS 206: Assist the Logistics Section Support Branch Director with completion of Staff Medical Plan • HICS 213: Document all communications on a General Message Form		

MEDICAL-TECHNICAL SPECIALIST:
MEDICAL STAFF

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Medical Staff Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Meet regularly with the Incident Commander or the Operations Section Chief, as appropriate, to brief them on medical staff status and projected needs
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational needs
• Maintain regular communications with the Medical Care Branch Director to co-monitor the delivery and quality of medical care in all patient areas		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Medical Staff Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to ensure response issues related to the medical staff are identified and effectively managed
• Report critical issues to the Operations Section Chief and Medical Care Branch Director, as appropriate		

MEDICAL-TECHNICAL SPECIALIST:
MEDICAL STAFF

o Meet regularly with the Incident Commander or Operations Section Branch Directors to update them on the current status and conditions		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Medical Staff Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Participate in other briefings and meetings as required
• Submit comments to Incident Commander on lessons learned and procedural or equipment changes needed
• 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:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is provided to the Planning Section Documentation Unit		

MEDICAL-TECHNICAL SPECIALIST:
MEDICAL STAFF

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 206 - Staff Medical Plan ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: PEDIATRIC CARE

Mission: Advise the Incident Commander or Section Chief, as assigned, on issues related to pediatric care.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Pediatric Care • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess hospital pediatric staff availability and resources • Provide information to the Incident Commander regarding the pediatric staff situation including capabilities and limitations		
Activities • Meet with the Incident Commander, Operations and Planning Section Chiefs, and the Operations Section Medical Care Branch Director to plan for and project pediatric patient care needs • Verify with the emergency department leadership and report the following to the Incident Commander: o Type and location of incident o Number and condition of expected pediatric patients o Estimated arrival time to hospital o Any unusual or hazardous environmental exposure • Provide pediatric care guidance to Operations Section Chief and Medical Care Branch Director based on incident scenario and response needs • Ensure pediatric patient identification and tracking procedures are implemented • Communicate and coordinate with the Logistics Section Chief to determine pediatric:		

o Medical care equipment and supply needs o Medications with pediatric dosing o Transportation availability and needs (carts, cribs, wheel chairs, etc.) • Communicate with the Planning and Logistics Section Chiefs to determine pediatric: o Bed availability o Ventilators o Trained medical staff (MD, RN, PA, NP, etc.) o Additional short- and long-range pediatric response needs • Ensure that appropriate pediatric standards of care are being followed in all clinical areas • Collaborate with the Public Information Officer to develop media and public information messages specific to pediatric care recommendations and treatment • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Pediatric Care Medical-Technical Specialist role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o Instruct your replacement to complete the appropriate documentation and ensure appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A) • Assist the Operations Section Medical Care Branch Director to determine those pediatric patients that are best served by pediatric specialty units and those that should be considered for transfer to other areas of the hospital or other hospitals • Assist the Staging Manager and Liaison Officer to prioritize the transfer for selected pediatric patients as required, including coordination with destination hospitals and transportation resources for optimal care • Continue to communicate and coordinate with the Logistics Section Chief on the availability of pediatric equipment and supplies including but not limited to isolettes, beds, nutrition, supplies, and medications • Seek, if applicable, treatment guidance for how pediatric patients with specialty needs can be cared for pending transfer • Coordinate with the Logistics and Planning Section Chiefs to expand or create a pediatric patient care area, if needed • Establish a meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital operational and pediatric needs		

MEDICAL-TECHNICAL SPECIALIST: PEDIATRIC CARE

• Maintain regular communications with the Operations Section Medical Care Branch Director to co-monitor the delivery and quality of medical care in all patient areas		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Pediatric Care Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see forms 203, 204, 214 and 215A)
• Ensure the provision of resources for pediatric behavioral health and appropriate event education for children and families
• Continue to ensure pediatric-related response issues are identified and effectively managed
• Meet regularly with the Incident Commander or Operations Section Chief to update them on the current status and conditions		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Pediatric Care Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

MEDICAL-TECHNICAL SPECIALIST: PEDIATRIC CARE

• Participate in other briefings and meetings as required • Submit comments to the Incident Commander on lessons learned and procedural or equipment changes needed • 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: o Review of pertinent position activities and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Pediatric care guidelines ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL-TECHNICAL SPECIALIST: MEDICAL ETHICIST

Mission: Advise the Incident Commander or Section Chief, as assigned, on issues with ethical implications.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical-Technical Specialist: Medical Ethicist • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate key ethical issues such as standards of care, priority of care, use of limited resources, etc., and develop recommendations for addressing the issues		
Activities • Participate in briefings and meetings, and contribute to the Incident Action Plan (IAP), as requested • Consult to the Incident Commander and Command Staff on matters where an ethics perspective is important to decision making • Coordinate with the Hospital Incident Management Team (HIMT) as appropriate		
Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

MEDICAL-TECHNICAL SPECIALIST:
MEDICAL ETHICIST

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Medical Ethicist Medical-Technical Specialist role, if appropriate
  o 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 medical hospital
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to evaluate implemented programs or recommendations that have ethical impacts to staff, patients, visitors, and the hospital
• Meet with Medical Care Branch Director to review proposed alterations in provision of care and other clinical or administrative issues with ethical considerations
• Brief the Incident Commander and Operations Section Chief concerning potential practice issues and needed modifications and changes to the delivery of care
• Review the implications of early discharge with medical care providers
• Establish a regular meeting schedule with the Incident Commander or Operations Section Chief for updates on the situation regarding hospital ethical needs
• Maintain regular communications with the Operations Section Medical Care Branch Director to co-monitor the delivery and quality of medical care in all patient areas		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Medical Ethicist Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue monitoring issues that have potential ethical implications and assist with identifying practice considerations
• Brief the Incident Commander and Section Chiefs on potential practice issues and recommended modifications and changes		

Documentation • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

MEDICAL-TECHNICAL SPECIALIST: MEDICAL ETHICIST

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Medical Ethicist Medical-Technical Specialist role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Participate in other briefings and meetings as required
• Submit comments to the Incident Commander on lessons learned and procedural or equipment changes needed
• 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:
  o Review of pertinent position activities and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action briefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital ethics guidelines ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

OPERATIONS SECTION CHIEF

Mission: Develop and implement strategies and tactics to carry out the objectives established by the Incident Commander. Organize, assign, and supervise the resources of the Staging Area, the Medical Care, Infrastructure, Security, Hazardous Materials (HazMat), Business Continuity, and Patient Family Assistance Branches.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain a briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Operations Section Chief • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Staging Manager, and the Medical Care, Infrastructure, Security, Hazardous Materials (HazMat), Business Continuity, and Patient Family Assistance Branch Directors • Provide information to the Incident Commander on the operational situation including capabilities and limitations		
Determine the incident objectives, tactics, and assignments • Determine which Operations Section functions need to be activated: o Staging Area o Medical Care Branch o Infrastructure Branch o Security Branch o HazMat Branch o Business Continuity Branch o Patient Family Assistance Branch • Document section objectives, tactics, and assignments on the HICS 204 – Assignment List • Make assignments and distribute corresponding Job Action Sheets and position identification		

OPERATIONS SECTION CHIEF

• Determine strategies and how the tactics will be accomplished • Determine needed resources • Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing		
Activities • Ensure the following are being addressed with the appropriate branch or unit: o Staff health and safety o Patient tracking o Patient care o Patient family support o Transfers into and from the hospital o Fatality management o Information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer o Personnel and resource movement through the staging area o Documentation o Patient care treatment standards and case definitions with public health officials, as appropriate o Ensure coordination with any assisting or cooperating agency or corporate command center o Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section • Ensure that the Operations Section is adequately staffed and supplied • Communicate with Operations Section personnel to: o Obtain information and updates regularly from Operations Section Branch Directors and Staging Manager o Maintain the current status of all areas o Inform the Planning Section Situation Unit Leader of status information • Conduct an Operations Briefing to present the Incident Action Plan (IAP) to clarify staff responsibilities • Collaborate with appropriate Medical-Technical Specialists as needed • Communicate with other Section Chiefs: o Logistics Section for resource needs and activities o Planning Section for activities that have occurred; then keep updated with status and utilization of resources o Finance/Administration Section for personnel time records; potential compensation and claims and canceled surgeries and procedures		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Distribute the Communications List appropriately • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As appropriate, complete a Facility System Status Report and report the results to the Incident Commander • HICS 252: Distribute a Section Personnel Time Sheet to section staff; ensure time is recorded appropriately, and submit to Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: Track the equipment used on the Resource Accounting Record		

OPERATIONS SECTION CHIEF

Resources • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader • Assess issues and needs in section areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all section personnel comply with safety procedures and instructions • Determine if a communicable disease risk exists; implement appropriate response procedures collaborating with the appropriate Medical-Technical Specialist, if activated • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Operations Section Chief role, if appropriate
  o 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
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the following are being addressed with the appropriate section, branch, or unit:
  o Section personnel health and safety
  o Patient tracking
  o Patient care
  o Patient family support
  o Transfers into and from the hospital
  o Fatality management
  o Information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer
  o Personnel and resource movement through the staging area
  o Documentation
  o Patient care treatment standards and case definitions with public health officials, as appropriate
  o Ensure coordination with any assisting or cooperating agency
  o Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section
• Ensure that the Operations Section is adequately staffed and supplied
• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section
• Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)
• Schedule meetings with the Branch Directors and Staging Manager to update the section plans and demobilization procedures		

OPERATIONS SECTION CHIEF

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log		
Resources • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Review personnel protective equipment use; revise as needed • Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and Logistics Section Employee Health and Well-Being Unit • Ensure patient safety issues are identified and addressed • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Operations Section Chief role, if appropriate
  o 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
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of Operations Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Address issues related to ongoing patient care including:
  o Ongoing patient arrival
  o Bed availability
  o Patient transfers
  o Patient tracking
  o Staff health and safety
  o Behavioral health for patients, families, staff, and incident management personnel
  o Fatality management
  o Staffing
  o Staff prophylaxis
  o Medications
  o Equipment and supplies
  o Personnel and resource movement through staging area
  o Coordination with other area hospitals
  o Documentation
• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section		

• Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Monitor levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Observe section personnel for signs of stress and inappropriate behavior; report issues to the to the Safety Officer and Logistics Section Employee Health and Well-Being Unit • Provide for personnel rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Operations Section Chief role, if appropriate
  o Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o Instruct your replacement to complete the appropriate documentation and ensure that appropriate staff are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)
• As objectives are met and needs decrease, return the Operations Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader
• Assist Section Chiefs in restoring the hospital to normal operations
• Through the Liaison Officer and Public Information Officer, share patient information with external agencies as needed and in accordance with patient privacy policies
• Work with the Planning and Finance/Administration Sections to complete cost data information collection
• Upon deactivation of your position, brief the Incident Commander on current problems, outstanding issues, and follow up requirements
• Debrief section personnel on lessons learned and procedural or equipment changes needed
• Participate in other briefings and meetings as required		

OPERATIONS SECTION CHIEF

• Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/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 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 254 - Disaster Victim/Patient Tracking ❑ HICS 255 - Master Patient Evacuation Tracking ❑ HICS 257 - Resource Accounting Record ❑ HICS 259 - Hospital Casualty/Fatality Report ❑ HICS 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

STAGING MANAGER

Mission: Organize and manage the deployment of supplementary resources, including personnel, vehicles, equipment, supplies, and medications.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Staging Manager • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Staging Areas • Provide information to the Operations Chief on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Determine which Staging Area Teams need to be activated o Personnel Staging Team o Vehicle Staging Team o Equipment/Supply Staging Team o Medication Staging Team • Based on the incident objectives for the response period consider the issues and priorities: o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate time for next briefing		

STAGING MANAGER

Activities
• Coordinate delivery to requesting areas of needed resources:
  o Personnel
  o Vehicles
  o Equipment and supplies
  o Medications
• Participate in the planning meeting and development of the Incident Action Plan (IAP)
• Implement Staging Area plans, if appropriate, and monitor activities
  o Identify an appropriate area to serve as staging area for the receipt and distribution of personnel and equipment
  o Assess problems and needs; coordinate resource management
  o Instruct all Staging Team Leaders to inventory and evaluate onsite equipment, supplies, and medications; then coordinate their needs with the Logistics Section Supply Unit Leader
  o Coordinate staffing needs with the Logistics Section Labor Pool and Credentialing Unit Leader; report status to the Operations Section Chief
  o Ensure the prioritization of problems when multiple issues are presented
• Communicate regularly with Staging Area Team Leaders and Operation Section personnel
• Consider development of an area action plan; submit to the Operations Chief if requested
• Brief Staging Team Leaders on the current situation; outline the Staging Area action plans, if used, and confirm the time for the next briefing
• Regularly report the Staging Area status to the Operations Section Chief
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Communicate regularly with other section chiefs
• Meet with the Operations Section Chief and the Logistics Section Chief, as appropriate, to discuss plan of action and staffing in all activities		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to Staging Area personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

STAGING MANAGER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Staging Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Communicate resource problems encountered to the Logistics Section Chief, as appropriate
• Coordinate patient care support and staff
  o Continue coordinating delivery of needed personnel, equipment, supplies, medications, and support services, working with the Logistics and Planning Sections and the Operations Section Branch Directors, as needed
  o Coordinate the use of external resources
  o Ensure documentation is completed correctly and collected
• Coordinate the assignment and orientation of external personnel sent to assist the Staging Teams
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Provide status updates to team leaders		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

STAGING MANAGER

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Staging Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Monitor operations and documentation
• Continue to monitor the ability of the Staging Area Teams to meet workload demands, personnel health and safety, resource needs, and documentation practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Staging Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • As needs for Staging Area decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader • Assist the Operations Section Chief with restoring hospital resources to normal operating conditions • Ensure the return, retrieval, and restocking of equipment and supplies • Notify the Operations Section Chief when demobilization and restoration is complete • Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements • Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital blueprints and maps ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PERSONNEL STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary personnel resources.

Position Reports to: **Staging Manager**		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
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Personnel Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Staging Areas, the Planning Section Personnel Tracking Manager, and the Logistics Section Labor Pool and Credentialing Unit Leader • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document staging area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Personnel Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate the time for next briefing		

PERSONNEL STAGING TEAM LEADER

Activities • Have personnel reporting to staging area sign in on Hospital Personnel Staging Log • Maintain the personnel staging area in an organized manner • Consider whether personnel are to stay in the area or may return to normal work location to be contacted with an assignment when needed • Coordinate the delivery of needed personnel resources to requesting areas in coordination with the Logistics Section Labor Pool and Credentialing Unit Leader and Transportation Unit Leader • Instruct all team personnel to evaluate personnel needs; report findings to the Staging Manager and the Logistics Section Labor Pool and Credentialing Unit Leader • Establish and maintain contact with the Planning Section Personnel Tracking Manager and the Logistics Section Labor Pool and Credentialing Unit Leader to share information and personnel status • Assess problems and needs in the area; coordinate resource management • Communicate and meet regularly with the Staging Manager, other Staging Area Team Leaders, and team personnel to discuss the plan of action, staffing in all activities, report status, and to relay important information • Consider development of a team action plan; submit to the Staging Manager if requested • Brief team personnel on current situation; outline area action plan and confirm time for next briefing • Advise the Staging Manager immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Personnel Staging Team Leader role, if appropriate		

PERSONNEL STAGING TEAM LEADER

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Coordinate patient care support and staff o Continue coordinating delivery of needed personnel, equipment, supplies, medications, and support services, working with the Logistics and Planning Sections and the Operations Section Branch Directors, as needed o Coordinate the use of external resources o Ensure documentation is completed correctly and collected • Ensure the prioritization of problems when multiple issues are presented • Provide status updates to other Team Leaders • Communicate regularly with the Staging Manager and the Operations Section • Report resource problems and issues to the Staging Manager and the Logistics Section Supply Unit Leader, as appropriate • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and relay important information.		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Personnel Staging Team Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Work with the Operations Section Chief and the Logistics Section Support Branch on the assignment of external resources • Continue to monitor the ability of the Personnel Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in staging areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Personnel Staging Team Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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)		

PERSONNEL STAGING TEAM LEADER

• As needs for Personnel Staging Team decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions • Ensure the return, retrieval, and restocking of equipment and supplies • Notify the Staging Manager when demobilization and restoration is complete • Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements • Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Personnel Staging Log ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

VEHICLE STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary vehicle resources.

Position Reports to: **Staging Manager**	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
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Vehicle Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Staging Areas and Operations Sections • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Vehicle Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Identify vehicle holding areas within the Staging Areas, as appropriate • Maintain an organized area and inventory control		

VEHICLE STAGING TEAM LEADER

• Coordinate the delivery and assignment of needed vehicles, working with the Logistics Section Transportation Unit • Establish and maintain contact with the Planning Section Materiel Tracking Manager and the Logistics Section Transportation Unit Leader to share information and vehicle status • Assess problems and needs in the area; coordinate resource management • Communicate and meet regularly with the Staging Manager, other Staging Area Team Leaders, and team personnel to discuss a plan of action, if needed, staffing for all activities, report status, and to relay important information • Consider development of a team action plan; submit to the Staging Manager if requested • Brief team personnel on the current situation; outline the area action plan, if used, and confirm the time for next briefing • Advise the Staging Manager immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Vehicle Staging Team Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue coordinating the delivery and assignment of needed vehicles, working with the Logistics Section Transportation Unit
• Coordinate the use of external resources		

VEHICLE STAGING TEAM LEADER

• Ensure the prioritization of problems when multiple issues are presented • Ensure documentation is done correctly and collected • Provide status updates to team leaders • Communicate regularly with the Staging Manager and the Operations Section Chief • Report resource problems and issues to the Staging Manager • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and to relay important information		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Vehicle Staging Team Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Work with the Operations Section Chief and the Logistics Section Support Branch on the assignment of external resources
• Continue to monitor the ability of the Vehicle Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices
  o Rotate personnel on a regular basis		

VEHICLE STAGING TEAM LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Vehicle Staging Team Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• As needs for Vehicle Staging Team personnel decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions
• Ensure the return, retrieval, and restocking of equipment and supplies
• Notify the Staging Manager when demobilization and restoration is complete
• Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements
• Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

EQUIPMENT/SUPPLY STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary equipment and supply resources.

Position Reports to: **Staging Manager**	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
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Equipment/Supply Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from staging areas • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Equipment/Supply Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief area personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Identify equipment holding areas within Staging Area, as appropriate • Maintain an organized location and inventory control system		

EQUIPMENT/SUPPLY STAGING TEAM LEADER

• Coordinate, in collaboration with the Logistics Section Transportation Unit Leader, the delivery of needed equipment and supplies to requesting areas
• Communicate regularly with the Staging Manager and Staging Team personnel
  o Regularly report equipment and supply status to the Staging Manager
  o Meet regularly with the Staging Manager for status reports, and relay important information to team personnel
• Communicate regularly with other Staging Area Team Leaders
  o Meet with the Staging Manager and Team Leaders, as appropriate, to discuss the plan of action and staffing for all activities
• Communicate regularly with other sections
  o Report equipment and supply resource inventories to the Planning Section Materiel Tracking Manager
  o Report status of equipment and resource needs to the Logistics Section Support Branch
• Consider development of a team action plan; submit to the Staging Manager if requested
• Advise the Staging Manager immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Equipment/Supply Staging Team Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

EQUIPMENT/SUPPLY STAGING TEAM LEADER

• Continue coordinating delivery of needed equipment and supplies, working with the Logistics Section Supply Unit Leader, or others as appropriate • Ensure the following are being addressed: o Prioritization of problems when multiple issues are presented o Documentation is done correctly and collected o Coordinated use of external resources • Provide status updates to team personnel • Report resource problems and issues to the Staging Manager • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and to relay important information		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**
Activities • Transfer the Equipment/Supply Staging Team Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Monitor operations and documentation • Continue to monitor the ability of the Equipment/Supply Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		

EQUIPMENT/SUPPLY STAGING TEAM LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Equipment/Supply Staging Team Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• As needs for Equipment/Supply Staging Team decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions
• Ensure the return, retrieval, and restocking of equipment and supplies
• Notify the Staging Manager when demobilization and restoration is complete
• Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements
• Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed
• 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:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICATION STAGING TEAM LEADER

Mission: Organize and manage the deployment of supplementary medications.

Position Reports to: **Staging Manager**	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
Receive appointment • Obtain briefing from the Staging Manager on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medication Staging Team Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Staging Manager and the Operations Section Chief • Provide information to the Staging Manager on the operational situation		
Determine area objectives, tactics, and assignments • Document area objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Medication Staging Team personnel in collaboration with the Staging Manager o Determine strategies and how the tactics will be accomplished o Determine needed resources • Make assignments; distribute corresponding Job Action Sheets and position identification • Brief team personnel on the situation, strategies, and tactics, and designate time for next briefing		

MEDICATION STAGING TEAM LEADER

Activities
• Identify medication and pharmaceutical holding area in staging area, as appropriate
• Maintain an organized area and inventory control system
• Instruct all team personnel to evaluate medication inventories and needs; report the status to the Staging Manager
• Coordinate the delivery of needed medication resources to requesting area
• Assess problems and needs in each unit area, such as electrical power and security; coordinate resource management
• Communicate regularly with the Staging Manager and team personnel
  o Regularly report medication supply status to the Staging Manager
  o Meet regularly with the Staging Manager for status reports, and to relay important information to Medication Staging Team
• Communicate regularly with the other Staging Area Team Leaders
• Report medication inventories to the Planning Section Materiel Tracking Manager
• Consider development of a team action plan; submit to the Staging Manager if requested
• Advise the Staging Manager immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to team personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in area; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Medication Staging Team Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Continue coordinating the delivery of needed medications, working with the Logistics Section Supply Unit • Ensure the following are being addressed: o Documentation is done correctly and collected o Inventory security and control o Prioritizing problems when multiple issues are presented o Maintaining medications at proper temperatures o Coordinating the use of external resources • Provide status updates to Team Leaders • Report resource problems and issues to the Staging Manager and the Logistics Section Supply Unit Leader, as appropriate • Advise the Staging Manager immediately of any operational issue you are not able to correct • Continue to meet regularly with the Staging Manager for status reports, and to relay important information		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all area personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Medication Staging Team Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Work with the Operations Section Chief and the Logistics Section Support Branch on the assignment of external resources • Continue to monitor the ability of the Medication Staging Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in Staging Areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Medication Staging Team Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • As needs for Medication Staging Team decrease, return staff to their normal jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Assist the Staging Manager and the Operations Section Chief with restoring hospital resources to normal operating conditions • Ensure the return, retrieval, and restocking of equipment and supplies		

MEDICATION STAGING TEAM LEADER

• Notify the Staging Manager when demobilization and restoration is complete • Upon deactivation of your position, brief the Staging Manager on current problems, outstanding issues, and follow up requirements • Debrief area personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Medication Staging Log ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL CARE BRANCH DIRECTOR

Mission: Organize and manage the delivery of emergency, inpatient, outpatient, casualty care, behavioral health, and clinical support services.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical Care Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident; obtain information including: o Type and location of incident o Number and categories of expected patients o Estimated arrival time to hospital o Unusual or hazardous environmental exposure o Any special circumstances that must be addressed due to the nature of the incident, such as special languages, cultural needs, or security concerns • Collaborate with Medical-Technical Specialists concerning medical care guidance • Evaluate Medical Care Branch capacity to perform: o Inpatient care o Outpatient care o Casualty care o Behavioral health care o Clinical support services (e.g., laboratory, diagnostic imaging, pharmacy) • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List		

MEDICAL CARE BRANCH DIRECTOR

• Based on the incident objectives for the response period consider the issues and priorities: o Determine which Medical Care Branch functions need to be activated: ▪ Inpatient Care Unit ▪ Outpatient Care Unit ▪ Casualty Care Unit ▪ Behavioral Health Unit ▪ Clinical Support Unit ▪ Patient Registration Unit o Consider whether appropriate Medical-Technical Specialists may be needed and, if so, recommend their activation to the Incident Commander o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure the hospital's Surge Plan is activated, as appropriate • Ensure that set up and staffing of triage and treatment areas is appropriate to the incident • Ensure the new patients are rapidly assessed and moved to definitive care locations (e.g., admission, surgery, discharge, transfer) • Ensure pre-existing patients receive needed care and reassurance • Ensure patient care documentation • Coordinate with the Inpatient and Casualty Care Unit Leaders to prioritize patient transfer needs • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

MEDICAL CARE BRANCH DIRECTOR

Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialist, if activated		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Medical Care Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Evaluate the capability of the Medical Care Branch to provide inpatient, outpatient, casualty care, behavioral health, and patient registration services
• Continue coordinating patient care, disposition of patients, and clinical services support
• Ensure patient care needs are met, and that policy decisions to institute crisis standards of care guidelines are determined and communicated effectively
• Activate supplemental staffing procedures as needed
• Assess environmental services or housekeeping needs in all clinical care and clinical support areas
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay updated clinical information and situation reports to Clinical Support Services Unit Leader and other branch personnel; receive updates regularly
• Ensure patient data is collected and shared with appropriate internal and external officials, in collaboration with the Liaison Officer		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions		

• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Medical Care Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the capability of the Medical Care Branch to provide patient care and clinical support services
• Provide updates to the Operations Section Chief and branch personnel
• Provide information to the Logistics and Planning Sections		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

MEDICAL CARE BRANCH DIRECTOR

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Medical Care Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Assist the Operations Section Chief and unit leaders with restoring patient care and clinical support areas to normal operations
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

INPATIENT UNIT LEADER

Mission: Assure treatment of inpatients, manage the inpatient care areas, and provide for a controlled patient discharge.

Position Reports to: **Medical Care Branch Director** 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
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Inpatient Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of inpatient patient care areas • Assess critical issues and treatment needs in inpatient care areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Inpatient Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assist with establishment of inpatient care areas in additional or new locations, as necessary		

• Instruct unit personnel to begin patient priority assessment and to designate those eligible for early discharge; initiate discharges at the direction of the Incident Commander and in coordination with the Medical Care Branch Director • Coordinate with the Planning Section Bed Tracking Manager for bed availability and tracking, as appropriate • Determine staffing needs and place requests with the Medical Care Branch Director • Provide status updates to the Medical Care Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 260: Provide details on the Patient Evacuation Tracking form		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Inpatient Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue coordination of care and disposition of patients
• Ensure patient records are correctly documented and collected		

INPATIENT UNIT LEADER

• Ensure patient care is prioritized effectively if crisis standards of care are enacted; coordinate with Medical-Technical Specialist: Medical Ethicist as indicated • Assess environmental services or housekeeping needs in all inpatient care areas • In collaboration with the Medical Care Branch Director, prioritize and coordinate patient transfers to other hospitals or locations with the Logistics Section Support Branch Director or Transportation Unit Leader, as appropriate • Meet regularly with the Medical Care Branch Director for status reports • Communicate patient status and location information regularly to the Planning Section Patient Tracking Manager • Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Inpatient Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue inpatient care supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

INPATIENT UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Inpatient Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

OUTPATIENT UNIT LEADER

Mission: Organize and manage the delivery of outpatient services to meet the needs of existing patients and those that are incident related.

Position Reports to: **Medical Care Branch Director** 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
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Outpatient Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of outpatient care areas o Assess current capabilities and project immediate and prolonged capacities to provide outpatient services based on current data o Assess critical issues and treatment needs in outpatient care areas o Consider the impact transportation disruption may have on scheduled patient appointments • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Outpatient Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

OUTPATIENT UNIT LEADER

Activities • Monitor transportation situations that impact scheduled outpatient appointments • Consider the ability of outpatient areas to operate under current conditions (e.g., environmental, power or water outage, computer failure, etc.) • Track and document all outpatient service admissions and dispositions; provide data to the Planning Section Patient Tracking Manager • Triage and prioritize patients to receive care • Provide discharged patients with verbal and written follow up instructions including physician follow up and rescheduled appointments • Provide status updates to the Medical Care Branch Director regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 260: Provide details on the Patient Evacuation Tracking form		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Outpatient Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

• Continue to monitor environmental, transportation, and utility impacts on operations • Continue coordination of care and disposition of patients • Ensure patient records are correctly documented and collected • Ensure patient care is prioritized effectively if crisis standards of care are enacted • Assess environmental services or housekeeping needs in all outpatient care areas • Meet regularly with the Medical Care Branch Director for status reports • Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Outpatient Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor environmental, transportation, and utility impacts on operations
• Monitor hospital or local pharmacy's ability to fill prescriptions
• Continue outpatient care supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List		

• HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Outpatient Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

OUTPATIENT UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 260 - Patient Evacuation Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

CASUALTY CARE UNIT LEADER

Mission: Organize and coordinate the delivery of emergency care to arriving patients.

Position Reports to: **Medical Care Branch Director** 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
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Casualty Care Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of casualty care areas; assess current capabilities, and project immediate and prolonged capacity to provide casualty care based on current data • Assess critical issues and treatment needs in casualty care areas • Ensure establishment of primary and secondary communication capabilities in casualty care areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Casualty Care Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

CASUALTY CARE UNIT LEADER

Activities • Assist with establishment of casualty care areas in additional or new locations, as needed • Identify patient receiving areas and implement patient triage procedures with designated locations for patients with Immediate, Delayed, Minor, Expired, and Expectant needs • Assist with establishment of treatment and morgue areas in additional or new locations, if necessary • Track and document all casualty care patients and their dispositions • Triage and prioritize patients to receive care • Provide status updates to the Medical Care Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Determine staffing needs and place requests with the Medical Care Branch Director • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed • Facilitate patient dispositions to other areas for diagnostics, studies, observation, admission, or transfer		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 254: Ensure the Disaster Victim/Patient Tracking form is used to document triage, treatment, and disposition of incident victims • HICS 259: As directed by the Planning Section Patient Tracking Manager, document injuries and deaths on the Hospital Casualty/Fatality Report • HICS 260: Provide details on the Patient Evacuation Tracking form		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

CASUALTY CARE UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Casualty Care Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue coordination of care and disposition of patients
• Ensure patient records are documented correctly and collected
• Ensure patient care is prioritized effectively if crisis standards of care are enacted
• Activate the Mass Fatality Plan, if needed, including:
  o Family notification with law enforcement and medical examiner or coroner assistance
  o Patient Family Assistance areas
  o Safe and respectful storage of remains
  o Area security and privacy
  o Proper handling of personal effects
  o Evidence preservation and chain of custody
  o Documentation
  o Coordination with medical examiner or coroner
• Assess environmental services or housekeeping needs in all casualty care areas
• Meet regularly with the Medical Care Branch Director for status reports
• Communicate patient status and location information regularly to the Planning Section Patient Tracking Manager
• Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

CASUALTY CARE UNIT LEADER

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Casualty Care Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue casualty care area supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Casualty Care Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Assist the Medical Care Branch Director and Unit Leaders with restoring treatment areas and the morgue to normal operations • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Medical Care Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 254 - Disaster Victim/Patient Tracking ❑ HICS 259 - Hospital Casualty Fatality Report ❑ HICS 260 - Patient Evacuation Tracking ❑ Mass Fatality Plan ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BEHAVIORAL HEALTH UNIT LEADER

Mission: Address issues related to behavioral health emergency response, manage the behavioral health care area, and coordinate behavioral health response activities.

Position Reports to: **Medical Care Branch Director**	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
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Behavioral Health Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information from the Medical Care Branch Director including: o Number and condition of expected patients o Estimated arrival time to hospital o Locations of people who may or may not be victims of the event arriving at the hospital or who are calling to ask for assistance o Any special circumstances that must be addressed due to the nature of the incident, such as special languages, cultural needs, or security concerns • Determine the status of behavioral health areas • Assess current capabilities and project immediate and prolonged capacities to address behavioral health needs based on current data, including coordinating behavioral health needs of patients, families, and staff • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities:		

o Appoint Behavioral Health Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Meet with the Medical Care Branch Director and the Logistics Section Employee Health and Well-Being Unit Leader to plan, project, and coordinate behavioral health needs of patients, families, and staff • Provide behavioral health guidance and recommendations to the Medical Care Branch Director based on response needs and potential triggers of psychological effects (e.g., trauma exposure, perceived risk to staff and family, restrictions on movement, resource limitations, and information unavailability) • Communicate with the Medical Care Branch Director and the Planning Section Chief to ensure: o Bed availability in inpatient psychiatry units, if applicable o Additional short and long range behavioral health response needs o Medical community behavioral health care guidance • Determine staffing needs and place requests with the Medical Care Branch Director for behavioral health personnel, nurses, chaplains, experienced volunteers, etc., that can be deployed to key areas of the hospital to provide psychological support and intervention • Determine equipment and supply needs such as toys and coloring supplies for children, behavioral health disaster recovery brochures, fact sheets on specific hazards (e.g., information on chemical agents that include symptoms of exposure), a private area in the hospital where family members can wait for news regarding their loved ones, etc. • Ensure availability of medications necessary to treat behavioral health emergencies as needed • Provide status updates to the Medical Care Branch Director regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		

BEHAVIORAL HEALTH UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Behavioral Health Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to ensure that appropriate behavioral health standards of care are being followed and behavioral health needs are being met
• Participate in the development of risk communication and public information that addresses behavioral health concerns
• Ensure that patient status and location information is regularly submitted to the Planning Section Patient Tracking Officer
• Prioritize and coordinate patient transfers with the Medical Care Branch Director and the Logistics Section Transportation Unit Leader
• Coordinate with the Medical Care Branch Director and the Logistics and Planning Section Chiefs to expand or create a provisional behavioral health care area, if necessary		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		

• Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Behavioral Health Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue behavioral health area supervision, including monitoring quality of care, documentation, and safety practices
• Continue to ensure the behavioral health needs of patients and families are being met
• Continue to ensure the provision of resources for behavioral health and recovery, and education to children, families, and those with special needs
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

BEHAVIORAL HEALTH UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Behavioral Health Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Coordinate a plan to address the ongoing behavioral health needs of patients, families, and staff, in conjunction with the Logistics Section Employee Health and Well-Being Unit
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

BEHAVIORAL HEALTH UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

CLINICAL SUPPORT UNIT LEADER

Mission: Organize and manage all of the clinical support services providing assistance for the provision of patient care.

Position Reports to: **Medical Care Branch Director** 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
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Clinical Support Services Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of clinic support services • Assess current capabilities, and project immediate and prolonged capacities to provide support services based on current data • Assess critical issues and needs in support areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Clinical Support Services Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources ▪ Pharmacy services ▪ Diagnostic imaging services ▪ Laboratory services ▪ Morgue services		

▪ Blood donor services ▪ Chaplaincy and social services • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assist in maximizing capability of service areas to meet patient needs • Meet with the Medical Care Branch Director to discuss plan of action, any cancellations of routine services, and staffing in all clinical support areas • Determine staffing needs and place request with the Medical Care Branch Director • Provide status updates to the Medical Care Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Clinical Support Services Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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)		

CLINICAL SUPPORT UNIT LEADER

• Ensure all documentation is correctly prepared • Meet regularly with the Medical Care Branch Director for status reports • Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Clinical Support Services Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue clinical support services supervision, including monitoring quality of care, documentation, and safety practices
• Provide updates to the Medical Care Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management		

• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Clinical Support Services Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

CLINICAL SUPPORT UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Mass Fatality Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PATIENT REGISTRATION UNIT LEADER

Mission: Organize and manage inpatient and outpatient registration.

Position Reports to: **Medical Care Branch Director** 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
Receive appointment • Obtain briefing from the Medical Care Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Patient Registration Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of patient registration for inpatient and outpatient services • Assess current capabilities and project immediate and prolonged capacities to provide patient registration based on current data • Assess critical issues and needs in registration areas • Provide information to the Medical Care Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Patient Registration Unit personnel in collaboration with the Medical Care Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

PATIENT REGISTRATION UNIT LEADER

Activities • Assist in maximizing capability of service areas to quickly register inpatients and outpatients • Track inpatient and outpatient admissions and discharges in coordination with the Planning Section Patient Tracking Manager • Track and document all incoming and outgoing patients with the Planning Section Situation Unit Leader • Implement "downtime registration" procedure when needed • Consider development of a unit action plan; submit to the Medical Care Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 254: Ensure the Disaster Victim/Patient Tracking form is used to document triage, treatment, and disposition of incident victims		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately • Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Patient Registration Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue coordination of rapid registration of inpatients and outpatients
• Provide patient registration information and updates to the Medical Care Branch Director
• Ensure all documentation and patient registration information is completed		

• Assess environmental services or housekeeping needs in all registration areas • Monitor "down time" registration process, if implemented, addressing any issues that arise; keep the Medical Care Branch Director informed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Patient Registration Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue patient registration supervision, including monitoring of documentation and safety practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		

PATIENT REGISTRATION UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Patient Registration Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Medical Care Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

PATIENT REGISTRATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 254 - Disaster Victim/Patient Tracking ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Crisis Standards of Care Guidelines ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

INFRASTRUCTURE BRANCH DIRECTOR

Mission: Organize and manage the services required to sustain and repair the hospital's infrastructure operations: power/lighting; water/sewer, heating, ventilation, and air conditioning (HVAC), buildings/grounds; and medical gases.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Infrastructure Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident; obtain information including: o Type and location of incident o Unusual or hazardous environmental exposure • Assess the Infrastructure Branch's capacity to deliver needed: o Heating, ventilation and air conditioning (HVAC) o Power and lighting o Telecommunications o Potable and non-potable water o Medical gas delivery o Sanitation o Road clearance o Damage assessment and repair o Vertical transport o Hospital access o Parking • Provide information to the Operations Section Chief of the status		

INFRASTRUCTURE BRANCH DIRECTOR

Determine the incident objectives, tactics, and assignments
• Document branch objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Determine which Infrastructure Branch functions need to be activated:
  ▪ Power/Lighting Unit
  ▪ Water/Sewer Unit
  ▪ HVAC Unit
  ▪ Building/Grounds Unit
  ▪ Medical Gases Unit
  o Make assignments, and distribute corresponding Job Action Sheets and position identification
  o Determine strategies and how the tactics will be accomplished
  o Determine needed resources
• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		

Activities • Instruct all unit leaders to evaluate and inventory onsite equipment, supplies, and available staff • Initiate a hospital damage assessment in collaboration with the Logistics Section, if needed; repair problems encountered • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: Document information in appropriate sections of Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

INFRASTRUCTURE BRANCH DIRECTOR

Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Infrastructure Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue coordinating hospital support services
• Ensure prioritization of problems when multiple issues are presented
• Ensure documentation records are completed correctly and collected
• Coordinate use of external resources to assist with maintenance and repairs
• Supervise salvage operations with the Operations Section Chief, if indicated
• Activate supplemental staffing plans as needed
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay updated situation reports to branch personnel; receive updates regularly		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

INFRASTRUCTURE BRANCH DIRECTOR

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Infrastructure Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Infrastructure Branch to maintain infrastructure operations
• Provide updates to the Operations Section Chief and branch personnel
• Provide information to the Logistics and Planning Sections		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Infrastructure Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

INFRASTRUCTURE BRANCH DIRECTOR

o 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) • Assist the Operations Section Chief and unit leaders with restoring patient care and clinical support areas to normal operations • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Operations Section Chief when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements • Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Hospital maps and ancillary services schematics ❑ Vendor support and repair directory ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

POWER/LIGHTING UNIT LEADER

Mission: Maintain primary and back-up power and lighting to the hospital and campus facilities.

Position Reports to: **Infrastructure Branch Director** 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
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Power/Lighting Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the operational status of power and lighting • Assess critical issues, power, and lighting needs • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Power/Lighting Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Place emergency repair orders for power and lighting as indicated; advise the Infrastructure Branch Director of issues		

POWER/LIGHTING UNIT LEADER

• Provide power and lighting support to patient care areas, alternate care sites, and other critical needs areas, etc. • Monitor fuel consumption and report resupply needs to the Logistics Section Supply Unit • Anticipate and react to recognized shortages or failures using appropriate emergency procedures • Ensure the security of the power plant in conjunction with the Security Branch • Report any need for portable emergency power or lightening to the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Power/Lighting Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor and evaluate internal and external power and lighting usage and supply		

POWER/LIGHTING UNIT LEADER

• Continue to anticipate and react to recognized shortages or failures using appropriate emergency procedures • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Power/Lighting Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Power/Lighting Unit supervision, including monitoring, documentation, and safety practices
• Continue to provide effective power and lighting sustainment measures
• Request fuel, oil, and portable generators, etc. from the Logistics Section Support Branch as needed
• Provide updates to the Infrastructure Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Power/Lighting Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

POWER/LIGHTING UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ Power and lighting plan ❑ Emergency power distribution schematics ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

WATER/SEWER UNIT LEADER

Mission: Evaluate and monitor the availability and quality of existing water, sewage, and sanitation systems. Enact pre-established alternate methods of supply when needed.

Position Reports to: **Infrastructure Branch Director** 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
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Water/Sewer Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the operational status of water and sewer systems • Assess critical issues and water, sewer, sanitation and waste disposal needs • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Water/Sewer Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate the inspection of the hospital's water and sewer systems with the Buildings/Grounds Unit Leader		

WATER/SEWER UNIT LEADER

• Activate the hospital Water Disruption and Conservation Plan, if necessary • Place emergency repair orders for water and sewer as indicated; advise the Infrastructure Branch Director of issues • Repair or correct hazards, leaks, or contamination with the assistance of the Safety Officer, the Buildings/Grounds Unit Leader, and contractors • Provide water, sewer, sanitation, and waste disposal support to patient care areas, critical service areas, and alternate care sites, etc. • Implement pre-established Alternative Waste Disposal and Collection Plan, if necessary • Position portable toilets in accessible areas, away from patient care and food preparation, as necessary • Anticipate and react to recognized shortages or failures using appropriate emergency procedures • Coordinate with the Infrastructure Branch Director to request external resource assistance, if needed • Coordinate with the Liaison Officer for contacting external authorities (e.g., public health, water, or environmental services), as appropriate • Inform all sections and areas of the hospital when implementing the Alternative Waste Disposal and Collection Plan; notify infection control personnel of actions, and enlist assistance where necessary • Ensure the security of water and sewer systems, in conjunction with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

WATER/SEWER UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Water/Sewer Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor and evaluate water, sewage, sanitation, and waste disposal needs, usage, and supply
• Ensure portable toilets are adequate in number and location
• Ensure portable toilets are emptied and needed supplies are regularly replaced
• Continue to anticipate and react to recognized shortages or failures using appropriate emergency procedures
• Continue Alternative Waste Disposal and Collection Plan, if necessary
• Meet regularly with the Infrastructure Branch Director for status reports
• Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Water/Sewer Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue Water/Sewer Unit supervision including monitoring, documentation and safety practices • Continue to provide effective water, sewer, sanitation, and waste disposal sustainment measures, as needed • Provide updates to the Infrastructure Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Water/Sewer Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies		

WATER/SEWER UNIT LEADER

• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Infrastructure Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ Water Disruption and Conservation Plan ❑ Alternative Waste Disposal and Collection Plan ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

HEATING, VENTILATION, AND AIR CONDITIONING (HVAC) UNIT LEADER

Mission: Maintain heating, ventilation, and air conditioning (HVAC) to the hospital and campus facilities.

Position Reports to: **Infrastructure Branch Director** 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
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the operational status of HVAC systems • Assess critical issues that may impact the HVAC needs • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint HVAC Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate the inspection of the hospital's HVAC systems, coordinating with the Buildings/Grounds Unit Leader		

• Place emergency repair orders for HVAC systems as indicated; advise the Infrastructure Branch Director of issues • Correct or repair hazards to HVAC systems with the assistance of the Safety Officer, the Buildings/Grounds Unit Leader, and the Logistics Section Supply Unit Leader • Provide HVAC support to patient care areas and alternate care sites, etc. • Evaluate positive and negative pressure status of isolation rooms • Anticipate airflow response needs for internal and external environmental hazards (climate, air plume, spills, etc.) • Anticipate and react to recognized shortages or system failures using appropriate emergency procedures • Coordinate with the Infrastructure Branch Director to request external resource assistance • Ensure the security of HVAC systems in conjunction with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader role, if appropriate o 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		

o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue to monitor and evaluate HVAC operations and needs • Continue to anticipate and react to recognized shortages or failures using appropriate emergency procedures • Maintain operability of isolation rooms as needed • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue HVAC Unit supervision including monitoring, documentation, and safety practices • Continue to provide effective HVAC sustainment measures		

• Provide updates to the Infrastructure Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Heating, Ventilation, and Air Conditioning (HVAC) Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed		

• 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ HVAC schematics ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BUILDINGS/GROUNDS UNIT LEADER

Mission: Organize and manage the services required to sustain and repair the hospital's buildings and grounds.

Position Reports to: **Infrastructure Branch Director** 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
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Buildings/Grounds Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of hospital buildings and grounds • Assess critical issues relating to buildings and grounds • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Buildings/Grounds Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate the inspection of the hospital's buildings and grounds with the Infrastructure Branch Director		

BUILDINGS/GROUNDS UNIT LEADER

• Collect data from Buildings/Grounds Unit and prepare a comprehensive report on the status of buildings, in conjunction with the Infrastructure Branch Director • Place emergency repair orders for buildings and grounds as indicated; advise the Infrastructure Branch Director of issues • Repair or correct hazards to buildings and grounds with the assistance of the Safety Officer and the Infrastructure Branch Director • Anticipate immediate and short-term events and subsequent impacts to hospital status (e.g., earthquake aftershocks, storm surge) • Coordinate with the Infrastructure Branch Director to request external resource assistance, as needed • Provide comprehensive damage, buildings, and grounds status report to the Infrastructure Branch Director • Ensure the security of hospital buildings and grounds in conjunction with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Buildings/Grounds Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns		

o Address political sensitivities, when appropriate o 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) • Continue to monitor and evaluate buildings and grounds needs • Prepare for the possibility of evacuation, relocations, or expansion of medical services outside of existing structure, if appropriate • Coordinate internal repair activities, consulting when needed with external experts • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Buildings/Grounds Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue Buildings/Grounds Unit supervision including monitoring, documentation, and safety practices		

BUILDINGS/GROUNDS UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Buildings/Grounds Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists		

o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access ❑ Hospital drawings, diagrams, and architectural plans ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MEDICAL GASES UNIT LEADER

Mission: Organize and distribute medical gases to requesting clinical care areas.

Position Reports to: **Infrastructure Branch Director** 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
Receive appointment • Obtain briefing from the Infrastructure Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Medical Gases Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of medical gas systems, available resources and supplies • Provide information to the Infrastructure Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Medical Gases Unit personnel in collaboration with the Infrastructure Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure that clinical areas have medical gas resources as needed • Dispatch pre-designated medical gases to casualty care areas • Coordinate activities and inventories with the Logistics Section Supply Unit Leader		

• Place emergency orders for needed medical gases in coordination with the Logistics Section Supply Unit Leader • Regularly report inventory status of medical gases to the Planning Section Materiel Tracking Manager • Coordinate with the Infrastructure Branch Director to request resources not available from routine vendors or partners • Ensure the security of the medical gas storage areas, coordinating with the Security Branch • Determine staffing needs and place requests with the Infrastructure Branch Director • Provide status updates to the Infrastructure Branch Director regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Infrastructure Branch Director if requested • Provide regular updates to unit personnel and inform them of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Infrastructure Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Medical Gases Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Monitor medical gases usage and supply
• Monitor the security of the medical gas storage in conjunction with the Security Branch		

MEDICAL GASES UNIT LEADER

• Ensure minimum of a 4 day supply of medical gases is available • Restock casualty care areas as requested, and at least every 8 hours • Meet regularly with the Infrastructure Branch Director for status reports • Advise the Infrastructure Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Medical Gases Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Provide information to the Logistics and Planning Sections
• Provide updates to the Infrastructure Branch Director and unit personnel
• Continue to monitor medical gases status and inventory
• Continue to monitor the ability of the Medical Gases Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Medical Gases Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Infrastructure Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Infrastructure Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

MEDICAL GASES UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Utility Failure Incident Response Guide ❑ Laptop with internet access, as available ❑ Inventory and vendor supply lists ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SECURITY BRANCH DIRECTOR

Mission: Coordinate all activities related to patient, staff, and hospital security such as access control, crowd and traffic control, search and rescue, and law enforcement interface.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Security Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Determine which Security Branch functions need to be activated: ▪ Access Control Unit ▪ Crowd Control Unit ▪ Traffic Control Unit ▪ Search Unit ▪ Law Enforcement Interface Unit o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources		

• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Collaborate and coordinate with the Safety Officer to implement safety plans • Establish a Security Operations Center • Identify and secure all hospital pedestrian and traffic points of entry, as appropriate • Consider the need for the following, and report findings to the Operations Section Chief: o Activation of Explosive Incident Response Guide and bomb search of designated areas o Establish access control or activation of emergency lockdown o Activation of Active Shooter Incident Response Guide o Activation of Hostage or Barricade Incident Response Guide o Provision of urgent security-related information to all personnel; coordinate with Public Information Officer o Utilization of appropriate personal protective equipment (PPE) by all security personnel o Removal of unauthorized persons from restricted areas o Establishment of security for the Hospital Command Center (HCC), triage, patient care, morgue, pharmacy, and other sensitive or strategic areas from unauthorized access o Designation of alternate ambulance entry and exit o Assignment of security personnel in decontamination area o Patrol of parking and shipping areas; monitor for suspicious activity or traffic congestion o Maintain efficient and safe vehicle and pedestrian travel • Post non-entry or routing signage • Coordinate immediate Security Branch personnel needs from current personnel and local resources (e.g., police, sheriff, or other security forces) • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		

SECURITY BRANCH DIRECTOR

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Security Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Communicate to security personnel the need to take actions to secure unsafe areas and post non-entry signs
• Ensure security personnel identify and report all hazards and unsafe conditions
• Ensure patient belongings and valuables are secure; initiate chain of custody procedures if necessary
• Coordinate activities with local, state, and federal law enforcement, as appropriate; coordinate with the Liaison Officer and the Law Enforcement Interface Unit Leader
• Coordinate with the Public Information Officer to establish areas for the media
• Ensure vehicular and pedestrian traffic control measures are working effectively
• Consider security protection for the following, as based on the nature and severity of the incident:
  o Patients, staff, and visitors
  o Patient Family Assistance Center
  o Employee Family Assistance Center
  o Media Relations area
  o Decontamination area
  o Food, water, medical, blood, and pharmaceutical resources
  o Radiation material storage areas
  o Heating, ventilation, and air conditioning (HVAC) locations
  o Medical gases
  o Generators
  o Oxygen storage site
  o Utility closets
• Ensure staff are rotated and replaced as needed
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay updated situation reports to branch personnel and receive updates regularly
• Communicate status with external authorities, as appropriate, in coordination with the Liaison Officer		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List		

• HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Security Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Security Branch to ensure security operations		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions		

• 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Security Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Secure or return patient belongings and valuables according to hospital policy; consult with Safety Officer and local law enforcement agencies, as appropriate
• Determine when to resume normal security procedures; advise the Operations Section Chief of recommendation
• Ensure removal of special signage after the incident is terminated
• Coordinate completion of work with law enforcement command
• Ensure personal protective equipment (PPE) used by Security is cleaned, repaired, or replaced
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

SECURITY BRANCH DIRECTOR

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Active Shooter Incident Response Guide ❑ Hospital Hostage or Barricade Incident Response Guide ❑ Hospital Explosive Incident Response Guide ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital search guidelines and grids ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

ACCESS CONTROL UNIT LEADER

Mission: Ensure the security of the hospital and personnel by monitoring and controlling individuals entering and exiting the building.

Position Reports to: **Security Branch Director**	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
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Access Control Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the areas that need to be secured and level of access control • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Access Control Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Implement the hospital's lockdown and personnel identification policies and procedures, as appropriate, including identifying and securing all hospital pedestrian and traffic points of entry		

• Secure the Hospital Command Center (HCC), triage area, patient care areas, pharmacy, morgue, and other sensitive or strategic areas from unauthorized access • Monitor available closed circuit televisions (CCTVs) and intrusion alarm systems for security breaches • Identify and remove unauthorized persons from restricted areas with the assistance of hospital security personnel or local law enforcement • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Access Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Coordinate with the Infrastructure Branch to secure and post non-entry signage around secure and unsafe areas
• Secure evacuated areas to limit unauthorized personnel access
• Assist in verification of press credentials and ensure only authorized media representatives are allowed in designated areas		

ACCESS CONTROL UNIT LEADER

• Continue to monitor available security related technology, reacting to alarms as the situation warrants • Report technology related issues to the Logistics Section Information Technology/Information Services (IT/IS) and Equipment Unit • Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Access Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Access Control Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List		

• HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Access Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

ACCESS CONTROL UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

CROWD CONTROL UNIT LEADER

Mission: Maintain scene safety and ensure crowd control.

Position Reports to: **Security Branch Director**	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
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Crowd Control Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate measures needed to implement crowd control • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Crowd Control Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • In coordination with the Access Control Unit Leader, implement the hospital's lockdown and personnel identification policies and procedures • In coordination with the Access Control Unit Leader, identify and remove unauthorized persons from restricted areas		

CROWD CONTROL UNIT LEADER

• Monitor parking garage and roadways for pedestrian and vehicle volumes • Coordinate with local law enforcement, in collaboration with the Law Enforcement Interface Unit Leader and the Liaison Officer, as necessary • Prepare to manage crowd control issues due to large numbers of victims and uninjured or asymptomatic people arriving on scene • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Crowd Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Prepare to address crowd control issues due to family members arriving at the hospital
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Identify need for assistance or equipment and report to the Security Branch Director and the Logistics Branch Supply Unit Leader		

• Communicate status with external authorities, as appropriate, through the Security Branch Director and in coordination with the Liaison Officer • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Crowd Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Crowd Control Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

CROWD CONTROL UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Crowd Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

CROWD CONTROL UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

TRAFFIC CONTROL UNIT LEADER

Mission: Organize and enforce vehicular traffic security for the hospital.

Position Reports to: **Security Branch Director**	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
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Traffic Control Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate measures needed to implement traffic control • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Traffic Control Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • In coordination with the Access Control Unit Leader and the Logistics Section Transportation Unit Leader, establish entry and exit routes for designated vehicles (e.g., ambulance, patients, supplies, employees, visitors)		

TRAFFIC CONTROL UNIT LEADER

• Provide traffic control for damaged areas and patient care areas, as needed
• Monitor parking and pedestrian traffic
• Consider the need for:
  o Controlling access to the campus
  o Coordination with local and regional traffic control and law enforcement
• Potential triage at campus entrance
• Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Ensure completion of appropriate security-specific and incident reports
• Consider development of a unit action plan; submit to the Security Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Traffic Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Provide vehicular traffic control
• Establish ingress and egress traffic patterns
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Identify need for assistance or equipment and report to the Security Branch Director and the Logistics Section Supply Unit Leader		

TRAFFIC CONTROL UNIT LEADER

• Consider the need for a unit action plan; submit to the Security Branch Director when requested • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Traffic Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Traffic Control Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

TRAFFIC CONTROL UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Traffic Control Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Remove traffic restriction signage
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

TRAFFIC CONTROL UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital master entry card or key ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SEARCH UNIT LEADER

Mission: Coordinate the search for suspicious devices and for patients, staff, or visitors during situations of security breaches or infrastructure damage.

Position Reports to: **Security Branch Director**	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
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Search Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the level of the threat and potential danger to patients, staff and visitors, and any actions required • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Search Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • In the event of a suspicious device found on site or bomb threat, consider: o Activation of Explosive Incident Response Plan		

o Coordination with local law enforcement or bomb squad and the Law Enforcement Interface Unit o Identification of areas that need to be searched o Establishment of perimeters based on pre-event planning o Coordination of search activities and reporting system • For missing person (adult, child, or infant), consider: o Activation of Missing Person Incident Response Plan o Identification of areas that need to be searched o Coordination of search activities and reporting system o Coordination with local law enforcement • In the event of damage to the hospital, consider: o Coordination of search activities with the Infrastructure Branch o Activation of defined search areas and patterns o Ensuring searchers wear appropriate personal protective equipment (PPE) o Maintaining a log of any reported missing persons; provide information to the Planning Section Situation Unit • Obtain medical treatment for any persons found with injuries, and report injuries to the Security Branch Director and Medical Care Branch Director • Report any observed structural damage to the Infrastructure Branch • Provide situation information to staff and patients as situation warrants in collaboration with the Public Information Officer and Incident Commander • Collaborate with the Safety Officer and the Infrastructure Branch as needed • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

SEARCH UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Search Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure that vital information being given to personnel is in collaboration with the Public Information Officer and the Incident Commander
• Communicate status with external authorities, as appropriate, through the Security Branch Director and in coordination with the Liaison Officer
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Meet regularly with the Security Branch Director for status reports
• Advise the Security Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Search Unit Leader role, if appropriate o 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		

o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue Search Unit supervision, including monitoring, documentation, and safety practices • Provide updates to the Security Branch Director and unit personnel • Provide updates to the Logistics and Planning Sections		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Search Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader		

SEARCH UNIT LEADER

• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Explosive Incident Response Plan ❑ Missing Person Incident Response Plan ❑ Hospital Security Plan ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

LAW ENFORCEMENT INTERFACE UNIT LEADER

Mission: Coordinate security of the hospital with outside law enforcement agencies.

Position Reports to: **Security Branch Director**	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
Receive appointment • Obtain briefing from the Security Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Law Enforcement Interface Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the type of interface that needs to occur with local, state, and federal law enforcement • Provide information to the Security Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Law Enforcement Interface Unit personnel in collaboration with the Security Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Serve as the point of contact to outside law enforcement agencies • Coordinate with the Liaison Officer as needed		

• Working with the Infrastructure Branch, gather needed hospital information as requested by outside law enforcement personnel including building blueprints, engineering schematics, documentation, response plans, and procedures • Secure needed work space for outside law enforcement command personnel and negotiation team if requested • Coordinate and confirm that information being given to outside law enforcement agencies regarding the hospital and patient care status have been approved by the Incident Commander and the Security Branch Director • Address radio frequency compatibility issues with outside law enforcement personnel • Provide status updates to the Security Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Ensure completion of appropriate security-specific and incident reports • Consider development of a unit action plan; submit to the Security Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Security Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Law Enforcement Interface Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Communicate status with external authorities, as appropriate, through the Security Branch Director and in coordination with the Liaison Officer		

• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the Security Branch Director for status reports • Advise the Security Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Law Enforcement Interface Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Law Enforcement Interface Unit supervision, including monitoring, documentation, and safety practices
• Provide updates to the Security Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

LAW ENFORCEMENT INTERFACE UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Law Enforcement Interface Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Security Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Security Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

LAW ENFORCEMENT INTERFACE UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Security Plan ❑ Hospital building schematics, blueprints, and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Mission: Organize and direct hazardous material (HazMat) incident response activities: detection and monitoring; spill response; victim, technical, and emergency decontamination; hospital and equipment decontamination.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Hazardous Materials (HazMat) Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the scope and impact of the incident • Obtain HazMat agent information from Poison Control Center, web sites, or reference texts • Evaluate special response needs to include: o Coordination with local or area external HazMat teams o Level and type of decontamination needed (e.g., dry, radiological, technical, gross) o Collaborate with Medical-Technical Specialists concerning medical care guidance • Evaluate HazMat Branch capacity to perform: o Detection and monitoring o Spill response o Victim decontamination o Hospital and equipment decontamination • Provide information to the Operations Section Chief of the status		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Determine the incident objectives, tactics, and assignments
• Document branch objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Determine which HazMat Branch functions need to be activated:
  ▪ Detection and Monitoring Unit
  ▪ Spill Response Unit
  ▪ Victim Decontamination Unit
  ▪ Facility/Equipment Decontamination Unit
  o Make assignments, and distribute corresponding Job Action Sheets and position identification
  o Determine strategies and how the tactics will be accomplished
  o Determine needed resources
• Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		

Activities • Ensure the hospital's HazMat or Internal Spill Response Plan is activated • Ensure the set up and staffing of decontamination areas as appropriate to the incident • Ensure the decontamination system and process is functional and meets decontamination needs • Ensure appropriate antidotes and supplies are delivered to the decontamination area; coordinate with the Logistics Section Supply Unit Leader and the Operations Section Clinical Support Services Unit Leader • Review antidote administration procedures with decontamination personnel, if needed • Ensure patient valuables are collected and secured; coordinate with Security Branch • Notify the local water authority of the situation, as appropriate, and determine if containment of runoff is required • Ensure proper wastewater collection and disposal, in compliance with recommendations from the water authority, emergency management, local HazMat team, or fire department • Ensure hazard monitoring in open and closed spaces; coordinate with the Safety Officer • Coordinate with Security Branch to establish and maintain the perimeter of the HazMat and decontamination areas • Establish medical monitoring of decontamination team personnel; coordinate with the Logistics Section Employee Health and Well-Being Unit Leader • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

• HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Hazardous Materials (HazMat) Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure staff are rotated and replaced as needed
• Activate supplemental staffing plan as needed
• Ensure contaminated materials are disposed of properly
• Prepare for the possibility of evacuation or the relocation of the decontamination area, as needed
• Coordinate internal repair activities with the Infrastructure Branch
• Determine the need for external support to supplement decontamination personnel (e.g., other hospitals, local fire department); request them through the Liaison Officer
• Integrate external support into operations
• Meet regularly with the Operations Section Chief for status reports
• Advise the Operations Section Chief immediately of any operational issue you are not able to correct
• Relay important information to branch personnel and receive updates regularly
• Consult with Medical-Technical Specialists, as needed, to provide updated clinical management information
• Track the results of medical monitoring of staff, in collaboration with the Logistics Section Employee Health and Well-Being Unit Leader
• Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer
• Continue to maintain security and chain of custody of all patient valuables and contaminated clothing in coordination with the Security Branch		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Hazardous Materials (HazMat) Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to manage HazMat operations, medical monitoring of staff, proper waste disposal, and ensure staff are rotated and replaced as needed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Hazardous Materials (HazMat) Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Secure or return patient belongings and valuables according to hospital policy; consult with the Safety Officer, Operations Section Security Branch Director, and local fire and law enforcement agencies, as appropriate
• Ensure the HazMat Branch Units are notified to terminate operations
• Ensure the decontamination equipment is cleaned, repaired, and replaced as needed
• Ensure proper disposal of waste material; coordinate cost issues with the Finance/Administration Section
• Ensure the decontamination areas are decontaminated, commensurate with agent and regulatory guidelines
• Ensure medical surveillance of staff is initiated as needed, in collaboration with internal and external experts and the Logistics Section Employee Health and Well-Being Unit
• Ensure medical monitoring data is collected and submitted to the Logistics Section Employee Health and Well-Being Unit for review and entry into personnel files
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

HAZARDOUS MATERIALS (HAZMAT) BRANCH DIRECTOR

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Occupational Safety and Health Administration (OSHA) First Receiver's Checklist ❑ Decontamination area drawings, procedures, and documentation logs ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) or Internal Spill Response Plan ❑ Hospital policies and procedures ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

DETECTION AND MONITORING UNIT LEADER

Mission: Coordinate detection and monitoring activities related to hazardous material (HazMat) incident response.

Position Reports to: **HazMat Branch Director**	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

Receive appointment
• Obtain briefing from the Hazardous Materials (HazMat) Branch Director on:
  o Size and complexity of incident
  o Expectations of the Incident Commander
  o Incident objectives
  o Involvement of outside agencies, stakeholders, and organizations
  o The situation, incident activities, and any special concerns
• Assume the role of Detection and Monitoring Unit Leader
• Review this Job Action Sheet
• Put on position identification (e.g., position vest)
• Notify your usual supervisor of your assignment		

Assess the operational situation • Determine what type of detection and monitoring is needed based on the situation • Provide information to the HazMat Branch Director on the status		

Determine the incident objectives, tactics, and assignments
• Document unit objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Appoint Detection and Monitoring Unit personnel in collaboration with the HazMat Branch Director
  o Determine strategies and how the tactics will be accomplished
  o Determine needed resources
• Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

Activities • Ensure the set-up and functioning of detection and monitoring equipment, appropriate to identify and monitor the agent		

• Ensure hazard monitoring in open and enclosed spaces; coordinate with the Safety Officer • Establish medical monitoring of decontamination team personnel; coordinate with the Logistics Section Employee Health and Well-Being Unit Leader • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Detection and Monitoring Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Track results of medical monitoring of unit personnel, coordinate with the Logistics Section Employee Health and Well-Being Unit
• Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer and Medical-Technical Specialists, as appropriate
• Communicate status with external authorities, as appropriate, through the Hazardous Materials (HazMat) Branch Director and in coordination with the Liaison Officer
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Meet regularly with the HazMat Branch Director for status reports		

• Advise the HazMat Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Detection and Monitoring Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Detection and Monitoring Unit supervision including monitoring, documentation, and safety practices
• Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management		

• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Detection and Monitoring Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

DETECTION AND MONITORING UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hospital Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SPILL RESPONSE UNIT LEADER

Mission: Coordinate on-site activities related to implementation of the hospital's internal Hazardous Materials (HazMat) Spill Response Plan.

Position Reports to: **HazMat Branch Director**	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
Receive appointment • Obtain briefing from the Hazardous Materials (HazMat) Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Spill Response Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the hazardous agent involved in the spill and required response • Provide information to the HazMat Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Spill Response Unit personnel in collaboration with the HazMat Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure hospital Hazardous Materials (HazMat) Spill Response Plan is activated, including: o Establishing a safe perimeter		

o Containing the spill, if safe to do so o Contacting a spill contractor or appropriate government response agency, if needed • Ensure decontamination team, if activated, is briefed on the situation • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Spill Response Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer • Prepare for the possibility of evacuation or relocation of personnel • Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the HazMat Branch Director for status reports • Advise the HazMat Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		

SPILL RESPONSE UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Spill Response Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Spill Response Unit supervision including monitoring, documentation, and safety practices
• Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		

SPILL RESPONSE UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Spill Response Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

SPILL RESPONSE UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

VICTIM DECONTAMINATION UNIT LEADER

Mission: Coordinate the onsite patient decontamination activities related to hazardous materials (HazMat) incident response.

Position Reports to: **HazMat Branch Director**	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
Receive appointment • Obtain briefing from the Hazardous Materials (HazMat) Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Victim Decontamination Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the hazardous agent involved and the type of decontamination required • Provide information to the HazMat Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Victim Decontamination Unit personnel in collaboration with the HazMat Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Oversee the setup of decontamination areas to perform technical and emergency decontamination for all ambulatory and non-ambulatory patients		

VICTIM DECONTAMINATION UNIT LEADER

• Ensure medical monitoring of decontamination team personnel through the Logistics Section Employee Health and Well-Being Unit or other designated personnel
• Ensure identification of hazardous agent through signs and symptom recognition, and HazMat team methodology
• Ensure needed clinical management information including antidote usage is obtained from reference texts, Poison Control Center, and websites; share information with decontamination team personnel
• Ensure timely processing of patients through decontamination per medical treatment and decontamination guidelines
• Designate teams as needed and provide for the process of:
  o Prioritizing order of decontamination
  o Scanning for radiation
  o Undressing, valuables collection, and security
  o Washing and rinsing
  o Redressing, gowning, and rescanning
• Determine rotation time for decontamination team personnel
• Collect and secure patient valuables; coordinate with the Security Branch
• Ensure appropriate antidote supplies are delivered; coordinate with the Clinical Support Unit and the Logistics Section Supply Unit Leader
• Manage adverse environmental conditions per the Decontamination Plan
• Ensure proper wastewater collection and disposal, in compliance with recommendations from the water authority, environmental protection authority, emergency management, local hazardous materials team, or fire department
• Collaborate with appropriate Medical-Technical Specialists to discuss decontamination operations and any special considerations or needs
• Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Consider development of a unit action plan; submit to the HazMat Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

VICTIM DECONTAMINATION UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Victim Decontamination Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Track results of medical monitoring of unit personnel, coordinate with the Logistics Section Employee Health and Well-Being Unit
• Ensure hazard monitoring continues and issues are addressed; coordinate with the Safety Officer
• Ensure security and chain of custody of personal belongings; coordinate with the Security Branch
• Prepare for the possibility of evacuation or the relocation of the decontamination area
• Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed
• Meet regularly with the HazMat Branch Director for status reports
• Advise the HazMat Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Victim Decontamination Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue Victim Decontamination Unit supervision including monitoring, documentation, and safety practices • Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Victim Decontamination Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure disposable materials, waste, and wastewater are properly managed		

• Address return of patient belongings with the Security Branch, law enforcement, fire department, and hazardous materials (HazMat) team
• Ensure the decontamination area is decontaminated, commensurate with agent risks
• Ensure medical surveillance of decontamination personnel is initiated per recommendations in collaboration with the Logistics Section Employee Health and Well-Being Unit
• Notify the water authority when operations are terminated
• Notify the hazardous waste hauler that services are no longer needed; obtain final documentation from hazardous waste hauler
• Ensure medical monitoring data on decontamination personnel is collected and submitted to the Logistics Section Employee Health and Well-Being Unit for review and entry into personnel health files
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

VICTIM DECONTAMINATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hospital Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

FACILITY/EQUIPMENT DECONTAMINATION UNIT LEADER

Mission: Coordinate the on-site hospital and equipment decontamination activities related to hazardous materials (HazMat) incident response.

Position Reports to: **HazMat Branch Director**	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
Receive appointment • Obtain briefing from the Hazardous Materials (HazMat) Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Facility/Equipment Decontamination Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Identify the areas and equipment requiring decontamination and the hazardous agent involved to assure appropriate resources are available • Provide information to the HazMat Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Facility/Equipment Decontamination Unit personnel in collaboration with the HazMat Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Oversee the setup of the decontamination area to handle equipment and hospital decontamination		

• Ensure proper wastewater collection and disposal, in compliance with recommendations from the water authority, environmental protection authority, emergency management, local hazardous materials team, or fire department • Make necessary notifications to the water authority about containment practice being used • Coordinate any requests for external resources with the HazMat Branch Director and the Logistics Section, as appropriate • Coordinate with the Security Branch to establish and maintain a perimeter around the decontamination area • Secure a hazardous waste hauler to remove contained rinsate • Collaborate with appropriate Medical-Technical Specialists to discuss decontamination operations and any special considerations or needs • Provide status updates to the HazMat Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the HazMat Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the HazMat Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure the use of appropriate personal protective equipment (PPE) for unit personnel		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Facility/Equipment Decontamination Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

FACILITY/EQUIPMENT DECONTAMINATION UNIT LEADER

• Continue to coordinate internal decontamination activities, consulting with external experts as needed • Ensure hazard monitoring continues and issues are addressed, coordinate with the Safety Officer • Prepare for the possibility of evacuation or the relocation of the decontamination area • Ensure decontamination supplies are cleaned and replaced, as needed • Ensure rinsate is being properly managed; utilize the assistance of a hazardous waste hauler as needed • Rotate staff and replace, activate staffing plan utilizing Labor Pool personnel as needed • Meet regularly with the HazMat Branch Director for status reports • Advise the HazMat Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Facility/Equipment Decontamination Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue Facility/Equipment Decontamination Unit supervision including monitoring, documentation, and safety practices		

• Provide updates to the Hazardous Materials (HazMat) Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Facility/Equipment Decontamination Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Oversee decontamination of all supplies, equipment, and areas used in the response
• Provide status update to the HazMat Branch Director when all supplies and equipment have returned to an operational state
• Ensure disposable materials, waste, and wastewater are properly managed
• Address return of patient belongings with the Security Branch, law enforcement, fire department, and local health department
• Ensure the decontamination area is decontaminated, commensurate with agent risks
• Ensure medical surveillance of decontamination personnel is initiated per recommendations of experts, in collaboration with the Logistics Section Employee Health and Well-Being Unit
• Notify the water authority when operations are terminated		

FACILITY/EQUIPMENT DECONTAMINATION UNIT LEADER

• Notify the hazardous waste hauler that services are no longer needed; obtain final documentation from the hazardous waste hauler • Ensure medical monitoring data on decontamination staff is collected and submitted to the Logistics Section Employee Health and Well-Being Unit for review and entry into personnel health files • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Hazardous Materials (HazMat) Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the HazMat Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Hazardous Materials (HazMat) Incident Response Plan ❑ Hazardous Materials (HazMat) Spill Response Plan ❑ Hospital Security Plan ❑ Hospital Decontamination Plan ❑ HazMat agent reference materials ❑ Material Safety Data Sheets (MSDS) ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ External resource directory (Poison Control Center, the Agency for Toxic Substances and Disease Registry [ATSDR], the CHEMTREC hotline, etc.) ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BUSINESS CONTINUITY BRANCH DIRECTOR

Mission: Ensure business functions are maintained, restored, or augmented as needed to minimize the financial or other impact of business interruptions.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Business Continuity Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Provision of time sensitive data, records, and information (e.g., patient records, contracts, payroll, etc.) • Intranet and internet capabilities and functionality • Data and business function recovery operations, including server, computer, application support, and virus removal • Expansion or relocation of business functions, including server, computer, and application support • Data access and security • Access to business interruption insurance, in coordination with the Finance/Administration Section • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Determine which Business Continuity Branch functions need to be activated: ▪ IT Systems and Applications Unit		

▪ Service Continuity Unit ▪ Records Management Unit o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Participate in the Operations Section planning meeting and incident action planning; obtain and provide key information for operational activities • Implement branch plans and monitor activities • Communicate between Hospital Incident Management Team (HIMT) to determine business recovery objectives and timeframes based on recovery capability, risk, and recovery priorities • In conjunction with the Finance/Administration Section, assess financial implications of interruption; consult legal counsel and the hospital's business insurance carrier as needed • Ensure implementation of the hospital's Business Continuity Plans • Support department-level recovery operations (e.g., radiology, pharmacy, purchasing, payroll, business office) • Determine the ability to meet any recovery objectives for all impacted business functions, and develop alternate systems to meet needs • Ensure a system to access essential business records (e.g., patient medical records, purchasing contracts) • Assure activation of plans for expansion or relocation to alternate business operation sites as needed, including: o Occupancy permits o Contractors for building modifications, communications and information technology (IT) networking, and acquisition and transportation of furniture, equipment, and supplies o Staffing plan (employees or vendor supplied) o Building security, housekeeping, and trash removal services • Assure activation of hospital-wide Information Technology (IT) Support Plan, including: o Support the Hospital Command Center (HCC) with equipment and software; coordinate with the Logistics Section Information Technology/Information Services (IT/IS) and the Equipment Unit Leader on equipment issues o Expansion of computer help-desk services o Vendor agreements to support operations o Utilization of downtime paperwork, and post event transfer of information from hard copy to computer after system restoration when applicable o Evaluation of existing applications to include projected needs for additional licenses, password permissions, storage, and hardware to support existing operations as well as those in an alternate location o Virus removal operations • Obtain information and updates regularly from the Operations Section Chief • Maintain current status of all areas • Inform the Operations Section Chief of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Monitor and support as needed Infrastructure Branch, and the Logistics Section Information Technology/Information Services (IT/IS) and the Equipment Unit Leader		

• Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, review and document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Business Continuity Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
o Communicate regularly with the Operations Section Chief
o Designate times for briefings and updates with Unit Leaders to develop or update the Business Continuity Plans
o Schedule planning meetings with Unit Leaders to update the action plan and demobilization procedures		

BUSINESS CONTINUITY BRANCH DIRECTOR

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Business Continuity Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Business Continuity Branch to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Continue to assist in maintaining the HICS 257: Resource Accounting Record to track equipment used during the response
• Conduct regular situation briefings
• Meet with unit leaders to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in branch areas; coordinate resource management		

• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Business Continuity Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Operations Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes, as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

BUSINESS CONTINUITY BRANCH DIRECTOR

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Business Continuity Plans ❑ Data Recovery Plan ❑ Access Control policies and procedures ❑ Information and Data Security Plan ❑ Records Management Plan ❑ Business interruption insurance documentation ❑ IT Application Support Plan ❑ Computer with intranet and internet connection ❑ Hospital schematics, blueprints and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Mission: Ensure information technology (IT), computers, networks, and applications remain operational, and are restored or augmented as needed to maintain the continuity of essential business operations.

Position Reports to: **Business Continuity Branch Director** 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
Receive appointment • Obtain briefing from the Business Continuity Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of IT Systems and Applications Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine type and extent of monitoring needed, based on the situation • Identify services that have been suspended and when they may be reestablished • Provide information to the Business Continuity Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint IT Systems and Applications Unit personnel in collaboration with the Business Continuity Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Activities
o As appropriate with Infrastructure Branch, determine damage to data center and identify salvageable equipment
o Initiate repairs as needed
o Make recommendations to restore service; collaborate with the Logistics Section Information Technology/Information Services (IT/IS) Equipment Unit
o Communicate personnel and resource needs to the Business Continuity Branch Director
o Perform data and application recovery operations as prioritized in the Business Recovery Plan (patient records, contracts, payroll, etc.) or as directed by the Business Continuity Branch Director, including:
  o Computer recovery (computers, servers, peripherals, etc.)
  o Initiate system recovery of major platforms that support different applications, network recovery of intranet and internet functions, and storage recovery for digital storage media and restoration
  o Consider coordination with alternate (hot/warm/cold) data site
  o Support expansion or relocation of business functions as indicated in the Business Continuity Plan
  o Receive, coordinate, and resolve requests for information technology (IT) application support; assign to applications program administrators as appropriate
  o Coordinate with the Logistics Section Information Technology/Information Services (IT/IS) Equipment Unit Leader on equipment replacement issues
  o Ensure data access and security protocols are in place
  o Resolve any issues concerning application licensing
o Coordinate with the Logistics Section Communications Unit Leader on any voice over internet protocol (VOIP) issues
o Support the IT needs of the Hospital Command Center (HCC)
• Resolve all operability and connectivity issues
• Provide status updates to the Business Continuity Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Consider development of a unit action plan; submit to the Business Continuity Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period o HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Business Continuity Branch Director • Assess issues and needs in unit areas; coordinate resource management		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the IT Systems and Applications Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
o Monitor unit work performance, personnel's ability to meet workload demands, staff health and safety, resource needs, and documentation practices
o Obtain and provide key information for information technology (IT) operational activities; maintain current status of all areas
o Continue to coordinate with the Logistics Section Information Technology/Information Services (IT/IS) Equipment Unit on delivery and installation status of ordered equipment, applications, and supplies
o Inform the Business Continuity Branch Director of activities that have occurred; keep updated with status and utilization of resources, as well as anticipated resources
• Meet regularly with the Business Continuity Branch Director for status reports
• Advise the Business Continuity Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the IT Systems and Applications Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the IT Systems and Applications Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Meet with unit personnel to address ongoing issues
• Continue IT Systems and Applications Unit supervision including monitoring, documentation, and safety practices
• Provide updates to the Business Continuity Branch Director and unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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		

• Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the IT Systems and Applications Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Business Continuity Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Business Continuity Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

IT SYSTEMS AND APPLICATIONS UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital schematics, blueprints and maps ❑ Information and Data Security Plan ❑ IT Failure Incident Response Guide ❑ Business Continuity Plans ❑ Records Management Plan ❑ Data Recovery Plan ❑ Access Control policies and procedures ❑ IT Application Support Plan ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Computer with intranet and internet access ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SERVICES CONTINUITY UNIT LEADER

Mission: Ensure business, clinical, and support service functions are maintained, restored, or augmented to meet designated objectives. Work to minimize interruptions to continuity of essential business operations.

Position Reports to: **Business Continuity Branch Director** 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
Receive appointment • Obtain briefing from the Business Continuity Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Services Continuity Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Identify services that have been suspended and when they may be reestablished • Provide information to the Business Continuity Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Services Continuity Unit personnel in collaboration with the Business Continuity Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

SERVICES CONTINUITY UNIT LEADER

Activities • Evaluate business capabilities, recovery plan actions, projected minimum and maximum duration of any disruptions, and progress in meeting any recovery objectives • Discuss plan of action and staffing in alternate business sites with the Business Continuity Branch Director • Coordinate activities with the other Business Continuity Units • Provide status updates to the Business Continuity Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the Business Continuity Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Business Continuity Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Services Continuity Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
o Monitor unit work performance, ability of unit personnel to meet workload demands, staff health and safety, resource needs, and documentation practices
o Evaluate all activated Business Continuity Plans and modify, as necessary, to complete any unmet objectives
o Identify specific activities or resources needed to ensure timely resumption of business services		

o Coordinate with the Infrastructure Branch Director for access to critical power needs or building assessments • Meet regularly with the Business Continuity Branch Director for status reports • Advise the Business Continuity Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Services Continuity Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Monitor levels of all supplies, equipment, and needs relevant to all system performance detection and monitoring operations • Meet with unit personnel to address ongoing issues • Continue to monitor the ability of the Services Continuity Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Provide updates to the Business Continuity Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Services Continuity Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Business Continuity Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Business Continuity Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

SERVICES CONTINUITY UNIT LEADER

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ IT Failure Incident Response Guide ❑ Business Continuity and Recovery Plans ❑ Hospital blueprints and maps ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Computer with intranet and internet access ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

RECORDS MANAGEMENT UNIT LEADER

Mission: Ensure vital business and medical records are maintained and preserved with limited or no interruption to essential information requests.

Position Reports to: **Business Continuity Branch Director** 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
Receive appointment • Obtain briefing from the Business Continuity Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Records Management Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Identify services that have been suspended and when they may be reestablished • Provide information to the Business Continuity Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Records Management Unit personnel in collaboration with the Business Continuity Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assess and maintain hospital records; restore or expand services as required • Identify specific activities or resources needed to ensure ongoing access to, or preservation of, hospital records		

RECORDS MANAGEMENT UNIT LEADER

• Activate Hospital Record Preservation Plan as needed:
  o Develop prioritization of document preservation or recovery, as directed by the Business Continuity Branch Director:
  ▪ Paper-based medical and laboratory records
  ▪ Electronic Medical Records
  ▪ Business contracts, financial records
  ▪ Billing records
  ▪ Library materials
  ▪ Personnel records
• Help to coordinate medical records to travel with any evacuated or transferred patients
• Ensure proper documentation of damage (e.g., pictures, videos, etc.) for the Finance/Administration Compensation/Claims Unit
• Evaluate if salvage can be done in-house with staff, or if a consultant or disaster recovery service is required
• Assess the need for relocation of critical records; coordinate space and staff with the Logistics Section
• Coordinate activities with the other Business Continuity Units as needed
• Provide status updates to the Business Continuity Branch Director regularly, advising of accomplishments and problems encountered
• Provide regular updates to unit personnel and inform of strategy changes as needed
• Consider development of a unit action plan; submit to the Business Continuity Branch Director if requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Business Continuity Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Records Management Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Monitor unit work performance, ability of unit personnel to meet workload demands, staff health and safety, resource needs, and documentation practices • Maintain current status of all areas • Inform the Business Continuity Branch Director of activities that have occurred; keep updated with status and utilization of resources, as well as anticipated resources • Meet regularly with the Business Continuity Branch Director for status reports • Advise the Business Continuity Branch Director immediately of any operational issue you are not able to correct • Relay important information and updates to unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**
Activities • Transfer the Records Management Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Continue to monitor the ability of the Records Management Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Meet with unit personnel to address ongoing issues • Monitor levels of all supplies, equipment, and needs relevant to all system performance operations • Continue Records Management Unit supervision including monitoring, documentation, and safety practices • Provide updates to the Business Continuity Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Operations Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Records Management Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies		

RECORDS MANAGEMENT UNIT LEADER

• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Business Continuity Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Business Continuity Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ IT Failure Incident Response Guide ❑ Hospital Record Preservation Plan ❑ Business Continuity and Recovery Plans ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Computer with intranet and internet access ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

Mission: Organize and manage the delivery of assistance to meet patient family care needs, including communication, lodging, food, health care, spiritual, and emotional needs that arise during the incident.

Position Reports to: **Operations Section Chief**	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
Receive appointment • Obtain briefing from the Operations Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Patient Family Assistance Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the status of actual and projected patient family needs • Provide information to the Operations Section Chief of the status		
Determine the incident objectives, tactics, and assignments • Document branch objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Determine which Patient Family Assistance Branch functions need to be activated: ▪ Social Services Unit ▪ Family Reunification Unit o Make assignments, and distribute corresponding Job Action Sheets and position identification o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate time for next briefing		

PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

Activities • Ensure the provision of patient family assistance resources to children, families, and those with special needs • Coordinate external community resource requests with the Liaison Officer • Ensure the following are being addressed: o Family reunification o Social Service needs o Cultural and spiritual needs o Communication with law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Documentation and record keeping o Patient family assistance area security o Share up-to-date information with patients and their families • Provide status updates to the Operations Section Chief regularly, advising of accomplishments and issues encountered • Consider development of a branch action plan; submit it to the Operations Section Chief if requested • Provide regular updates to branch personnel and inform them of strategy or tactical changes, as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Operation Section Chief • Assess issues and needs in branch areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Patient Family Assistance Branch Director role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Continue to ensure the provision of patient family assistance resources to children, elders, and those with special needs • Continue to coordinate external community resource requests with the Liaison Officer • Continue to ensure the following are being addressed: o Patient family reunification o Social Service needs o Cultural and spiritual needs o Communication with law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Documentation and record keeping o Patient family assistance area security o Share up-to-date information with patients and their families • Meet regularly with the Operations Section Chief for status reports • Advise the Operations Section Chief immediately of any operational issue you are not able to correct • Ensure patient data is collected and shared with appropriate internal and external officials, in collaboration with the Liaison Officer		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Patient Family Assistance Branch Director role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Continue to ensure the provision of patient family assistance resources to children, elders, and those with special needs • Continue to coordinate external community resource requests with the Liaison Officer • Continue to ensure the following are being addressed: o Patient family reunification o Social Service needs o Cultural and spiritual needs o Communication with law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Documentation and record keeping o Patient family assistance area security		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Patient Family Assistance Branch Director role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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)		

PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

• Assist the Operations Section Chief and unit leaders with restoring family assistance areas to normal operations • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Operations Section Chief when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Operations Section Chief on current problems, outstanding issues, and follow up requirements • Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Surge Plan ❑ Hospital policies and procedures ❑ Hospital organization chart ❑ Hospital resource directory ❑ Community resource directory ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

FAMILY REUNIFICATION UNIT LEADER

Mission: Organize and manage the services and processes required to assist in family reunification.

Position Reports to: **Patient Family Assistance Branch Director** 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
Receive appointment • Obtain briefing from the Patient Family Assistance Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Family Reunification Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the need for a specific patient family reunification services or area, including: o Current capabilities and projected capacities to address needs based on current data o Coordinating needs of affected patients, their families, and staff • Provide information to the Patient Family Assistance Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Family Reunification Unit personnel in collaboration with the Patient Family Assistance Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

FAMILY REUNIFICATION UNIT LEADER

Activities • Meet with the Patient Family Assistance Branch Director to plan, project, and coordinate family reunification • Activate family reunification area as needed • Activate protocols for reunification of patients, including identification, tracking, documentation, and communication • Ensure the provision of reunification resources to children, families, and those with special needs • Activate protocols for communication with families regarding patient status and location • Ensure cultural and spiritual needs are addressed • Provide interpreters or translation services • Coordinate through the Liaison Officer with government point-of-contact for community tracking and reunification • Coordinate through the Liaison Officer with non-governmental entities for community tracking and reunification, such as the American Red Cross (ARC) • Identify transportation needs; including special needs such as disabled access; coordinate transportation with the Logistics Section Transportation Unit as needed for reunification locations on and off site • Ensure that proper procedures for safe release of patients are followed; consider special needs of minors, non-English speaking patients, and those in custody; consult with appropriate Medical-Technical Specialists as needed. • Determine staffing needs and place requests with the Patient Family Assistance Branch Director • Provide status updates to the Patient Family Assistance Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the Patient Family Assistance Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Patient Family Assistance Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

FAMILY REUNIFICATION UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Family Reunification Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Participate in the development of risk communication and public information messages that address reunification issues
• Ensure that patient reunification information is regularly submitted to the Patient Family Assistance Branch Director and the Planning Section Documentation Unit Leader
• Prioritize and coordinate patient transfers with the Patient Family Assistance Branch Director and the Logistics Section Transportation Unit Leader
• Continue to ensure that appropriate documentation and standards of care are being followed, and that needs are being met
• Meet regularly with the Patient Family Assistance Branch Director for status reports
• Advise the Patient Family Assistance Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Family Reunification Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue to ensure the provision of reunification resources to children and families and those with special needs • Continue to coordinate communication with: o Patients and families o Law enforcement, outside government and non-governmental agencies, and media through the Liaison Officer and Public Information Officer o Agencies such as the American Red Cross (ARC) o National systems such as the National Emergency Child Locator Center, and National Emergency Family Registry and Locator System, when appropriate o Media outlets, missing children agencies, websites, call centers, and toll-free numbers as needed through the Public Information Officer • Meet with unit personnel to address ongoing issues • Continue Family Reunification Unit supervision, including monitoring, documentation, and safety practices • Provide updates to the Patient Family Assistance Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

FAMILY REUNIFICATION UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Family Reunification Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Coordinate a plan to address the ongoing needs of patients, families, and staff, in conjunction with the Logistics Section Employee Health and Well-Being Unit
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Patient Family Assistance Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Patient Family Assistance Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

FAMILY REUNIFICATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Local public health reporting forms ❑ Community resource directory ❑ Hospital resource directory ❑ Directory of communication and translation services ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SOCIAL SERVICES UNIT LEADER

Mission: Organize and manage support to meet patient social service requirements during a disaster, coordinating with community and government resources.

Position Reports to: **Patient Family Assistance Branch Director** 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
Receive appointment • Obtain briefing from the Patient Family Assistance Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Social Services Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Determine the status of social services in the hospital and the community including: o Housing and shelters (e.g., hotels, motels, and community facilities) o Government authorized care sites o Medically fragile care sites o Food and water distribution centers and resources (e.g., Meals-on-Wheels) o Clothing distribution centers o Community warming and cooling stations o Medical transportation o Non-medical transportation, including bus routes, taxi and shuttle services, and handicapped or disabled transport services o Pharmacies, including 24 hour availability o Faith-based organizations o Pet and animal shelters o Interpreters or translation services o Child, adult, and dependent day care o Access to government services (such as food stamps, government aid, Federal Emergency Management Agency [FEMA] assistance centers) o Insurance response and coordination centers o American Red Cross (ARC), Salvation Army, other community resources		

• Assess current capabilities and project immediate and prolonged capacities to address needs based on current data, including coordinating needs of patients, families, and staff • Provide information to the Patient Family Assistance Branch Director on the status		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Social Services Unit personnel in collaboration with the Patient Family Assistance Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Meet with the Patient Family Assistance Branch Director to plan, project, and coordinate patient social service needs • Assess affected patients for social service needs • Coordinate use of hospital, hospital partner, and community resources • Ensure the provision of social services resources to children, families, and those with special needs • Provide guidance and recommendations to the Patient Family Assistance Branch director based on response needs • Implement communication with patient family members, as appropriate • Provide status updates to the Patient Family Assistance Branch Director regularly, advising of accomplishments and problems encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Consider development of a unit action plan; submit to the Patient Family Assistance Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Patient Family Assistance Branch Director • Assess issues and needs in unit areas; coordinate resource management		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

SOCIAL SERVICES UNIT LEADER

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Social Services Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to ensure that appropriate documentation is completed and that needs are being met
• Participate in the development of risk communication and public information that addresses social service concerns
• Meet regularly with the Patient Family Assistance Branch Director for status reports
• Advise the Patient Family Assistance Branch Director immediately of any operational issue you are not able to correct
• Relay important information and updates to unit personnel		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and Security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Social Services Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Continue to ensure social service needs of patients and families are being met • Continue to ensure the provision of resources for social service to children, families, and those with special needs • Meet with unit personnel to address ongoing issues • Continue Social Services Unit supervision, including monitoring, documentation, and safety practices • Provide updates to the Patient Family Assistance Branch Director and unit personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Social Services Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Coordinate a plan to address the ongoing social service needs of patients, families, and staff, in conjunction with the Logistics Section Employee Health and Well-Being Unit		

• Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Patient Family Assistance Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Patient Family Assistance Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and vendor directories ❑ Community resource directory ❑ Hospital resource directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PLANNING SECTION CHIEF

Mission: Oversee all incident related data gathering and analysis regarding incident operations and resource management; develop alternatives for tactical operations; initiate long range planning; conduct planning meetings; and prepare the Incident Action Plan (IAP) for each operational period.

Position Reports to: **Incident Commander** 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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of the incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Planning Section Chief • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Operations and Logistics Section Chiefs to ensure the accurate tracking of personnel and resources by the Personnel Tracking and Materiel Tracking Managers, if appointed, or the respective Section Chiefs if not • Provide information to the Incident Commander on the Planning Section operational situation including capabilities and limitations		
Determine the incident objectives, tactics, and assignments • Determine which Planning Section Units need to be activated: o Resources Unit o Situation Unit o Documentation Unit o Demobilization Unit • Make assignments and distribute corresponding Job Action Sheets and position identification • Determine strategies and how the tactics will be accomplished • Determine needed resources		

• Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing		
Activities • Ensure a bed report, staffing report, and current patient census and status are being prepared for the Incident Commander • Prepare and conduct a planning meeting to develop and validate the incident objectives for the next operational period • Coordinate the preparation, documentation, and approval of the Incident Action Plan (IAP) and distribute copies to the Incident Commander and Section Chiefs • Obtain and provide key information for operational and support activities, including the impact on affected departments • Gather additional information from the Liaison Officer • Collaborate with appropriate Medical-Technical Specialists as needed • Obtain information and updates regularly from Planning Section Unit Leaders • Maintain current status of all areas • Inform the Situation Unit Leader of status information • Communicate with the Operations and Logistics Sections for resource needs and projected activities • Inform Planning Section personnel of activities that have occurred; keep updates of status and utilization of resources • Communicate with the Finance/Administration Section for personnel time records, potential compensation and claims, and canceled surgeries and procedures • Activate Incident Specific Plans or Annexes as directed by the Incident Commander		
Documentation • HICS 200: Consider use of the Incident Action Plan (IAP) Cover sheet • HICS 201: Draft Incident Briefing for Incident Commander as directed • HICS 202: Draft Incident Objectives for Incident Commander approval • HICS 203: Prepare Organization Assignment List as part of the IAP • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Distribute the Communications List appropriately • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 215A: Obtain completed Incident Action Plan (IAP) Safety Analysis from the Safety Officer for inclusion in the IAP • HICS 252: Distribute the Section Personnel Time Sheet to section personnel and ensure time is recorded appropriately • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader • Assess issues and needs in section areas; coordinate for resource planning • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

PLANNING SECTION CHIEF

Safety and security • Ensure that all section personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Planning Section Chief role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the following are being addressed:
  o Section personnel health and safety
  o Update the Incident Action Plan (IAP) with each operational period
  o Short and long term planning
• Ensure that the Planning Section is adequately staffed and supplied
• Work with the Incident Commander and other Section Chiefs to identify short and long term issues with financial implications; establish needed policies and procedures
• Communicate regularly with Hospital Incident Management Team (HIMT) staff
• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Planning Section
• Designate a time for briefing and updates with Planning Section leadership to update the IAP		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with the Operations and the Logistics Section Chiefs		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Review personnel protection practices; revise as needed • Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Planning Section Chief role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue to monitor the ability of Planning Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices • Continue to receive projected activity reports from Section Chiefs and Planning Section Unit Leaders at designated intervals to prepare status reports and update the Incident Action Plan (IAP) • Ensure the Demobilization Unit Leader assesses the ability to deactivate positions, as appropriate, in collaboration with Section Chiefs and develops and implements a Demobilization Plan • Ensure the Documentation Unit Leader is receiving and organizing all documentation, including HICS 214: Activity Logs and HICS 213: General Message Form • Communicate regularly with Hospital Incident Management Team (HIMT) staff • Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Planning Section • Designate a time for a briefing and updates with the Planning Section leadership to update the IAP		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Monitor the levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • 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 • Provide for personnel rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Planning Section Chief role, if appropriate		

o Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • As objectives are met and needs decrease, return Planning Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Demobilization Unit Leader • Assist Section Chiefs in restoring the hospital to normal operations • Debrief section personnel on lessons learned and procedural or equipment changes needed • Participate in other briefings and meetings as required • Coordinate the final reporting of patient information with external agencies through the Liaison Officer and the Public Information Officer • Work with Finance/Administration Section to complete cost data information • Begin the development of the After Action Report and Corrective Action and Improvement Plan and assign staff to complete sections of the report. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Collect and Distribute the Demobilization Check-Out form for Incident Commander approval • Ensure all documentation is submitted to the Documentation Unit		

Documents/Tools
❑ Incident Action Plan (IAP) Quick Start ❑ HICS 200 - Incident Action Plan (IAP) Cover Sheet ❑ HICS 201 - Incident Briefing ❑ HICS 202 - Incident Objectives ❑ 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 ❑ HICS 254 - Disaster Victim/Patient Tracking ❑ HICS 255 - Master Patient Evacuation Tracking ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

RESOURCES UNIT LEADER

Mission: Maintain information on the status, location, and availability of personnel, teams, facilities, supplies, and major equipment to ensure availability of use during the incident. Maintain a master list of all resources assigned to incident operations.

Position Reports to: **Planning Section Chief** 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
Receive appointment • Obtain briefing from the Planning Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Resources Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Personnel Tracking and Materiel Tracking Managers, if appointed • Provide information to the Planning Section Chief on the operational situation of the Resources Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Determine which Resource Unit Managers need to be activated: o Personnel Tracking Manager o Material Tracking Manager • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Resources Unit personnel in collaboration with the Planning Section Chief o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

RESOURCES UNIT LEADER

Activities • Establish contact with the Situation Unit Leader and hospital department heads to account for on duty personnel, equipment, and supplies on hand • Coordinate activities and inventories with the Logistics Section Supply Unit Leader • Maintain contact and share information with the Logistics Section Labor Pool and Credentialing Unit Leader and the Operations Section Personnel Staging Team Leader • Provide status updates to the Planning Section Chief regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Consider development of a unit action plan; submit to the Planning Section Chief if requested • Provide regular updates to unit personnel and inform of strategy changes as needed; designate time for next briefing		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response • HICS 258: Complete, review, and revise the Hospital Resource Directory if necessary		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Resources Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

RESOURCES UNIT LEADER

• Meet with the Public Information Officer, the Liaison Officer, the Situation Unit Leader, the Logistics Section Service and Branch Directors as necessary to update and maintain resources tracking • Coordinate personnel resource needs with the Logistics Section Labor Pool and Credentialing Unit Leader and the Operations Section Staging Manager • Meet regularly with the Planning Section Chief for status reports • Advise the Planning Section Chief immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response • HICS 258: Complete, review, and revise the Hospital Resource Directory if necessary		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Resources Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Resources Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Provide updates to the Planning Section Chief
• Meet with unit personnel to address ongoing issues		

RESOURCES UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response • HICS 258: Complete, review, and revise the Hospital Resource Directory if necessary		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Resources Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• If information technology (IT) systems were offline during the response, ensure appropriate information from the HICS 257: Resource Accounting Record is transferred into the normal tracking systems
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader
• Notify the Planning Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements		

RESOURCES UNIT LEADER

• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 257 - Resource Accounting Record ❑ HICS 258 - Hospital Resource Directory ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ IT systems, specialty personnel, equipment, and supply tracking systems ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PERSONNEL TRACKING MANAGER

Mission: Maintain information on the status, location, and availability of on duty staff and volunteer personnel.

Position Reports to: **Resources Unit Leader** 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
Receive appointment • Obtain briefing from the Resources Unit Leader on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Personnel Tracking Manager • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Resources Unit Leader • Provide information to the Resources Unit Leader on the operational situation		
Determine objectives, tactics, and assignments • Document objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Personnel Tracking personnel in collaboration with the Resources Unit Leader o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief team personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Assist the Logistics Section Labor Pool and Credentialing Unit to establish solicited and unsolicited volunteer credentialing process per the hospital's standard operating procedures		

• Maintain regular contact with the Logistics Section Labor Pool and Credentialing Unit Leader and Operations Section Personnel Staging Team Leader to share information and personnel status • Establish contact with the hospital's staffing office or coordinator and department directors to obtain an accounting of all personnel on duty or expected to report • Establish access to personnel tracking system; compare the available information with that obtained from department and division directors, and reconcile variations • Consider development of a team action plan; submit to the Resources Unit Leader if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 253: Support use of Volunteer Staff Registration Form initiated by the Logistics Section Labor Pool and Credentialing Unit Leader • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Personnel Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Maintain a current census and accounting of on duty and available off duty staff, physicians, and volunteers, in collaboration with the Logistics Section Labor Pool and Credentialing Unit Leader
• Request additional staffing resources to assist from the Logistics Section Labor Pool and Credentialing Unit; notify the Resource Unit Leader		

PERSONNEL TRACKING MANAGER

• Centralize the receipt and posting of information about shift assignments • Provide personnel tracking information to the Finance/Administration Section Time Unit Leader to assist in reconciliation of time and attendance • Ensure that the team is adequately staffed and supplied • Meet regularly with the Resources Unit Leader for status reports, and relay important information to team personnel • Communicate regularly with the Logistics Section Labor Pool and Credentialing Unit to identify critical staff or skills in demand • Meet with the Public Information Officer, the Liaison Officer, the Situation Unit Leader, and the Logistics Section Labor Pool and Credentialing Unit Leader to update information about staffing needs and personnel on duty and available for assignment, and to project future staffing needs • Advise the Resources Unit Leader immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Ensure team personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Personnel Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)		

• Continue to maintain accounting of on duty staff and labor pool members awaiting assignment; identify each person and track assignments; verify arrival at assigned duty station; and confirm release from assignment, return to labor pool, and readiness for another assignment • Continue to monitor the ability of the Personnel Tracking Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Personnel Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• If information technology (IT) systems were offline due to the incident, ensure appropriate information from the HICS 253: Volunteer Registration Form is transferred into the normal staff tracking systems
• Ensure the return, retrieval, and restocking of equipment and supplies		

PERSONNEL TRACKING MANAGER

• As objectives are met and needs decrease, return personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader
• Notify the Planning Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 253 - Volunteer Registration ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Access to information technology (IT) staffing systems ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

MATERIEL TRACKING MANAGER

Mission: Maintain information on the status, location, and availability of equipment and supplies within the hospital inventory and additional material received from external sources in support of the incident.

Position Reports to: **Resources Unit Leader**	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
Receive appointment • Obtain briefing from the Resources Unit Leader on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Materiel Tracking Manager • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Resources Unit Leader • Inventory necessary materials; project needs for additional materials • Provide information to the Resources Unit Leader on the operational situation		
Determine objectives, tactics, and assignments • Document objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Materiel Tracking personnel in collaboration with the Resources Unit Leader o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief team personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Develop a consolidated list of all necessary materials or alternatives that are not already on hand in the hospital supply system		

MATERIEL TRACKING MANAGER

• Establish a contact list with just-in-time supply vendors and contractors, in coordination with the Logistics Section Supply Unit and the Finance/Administration Procurement Unit • Establish initial inventory of equipment and supplies on hand, including materials that have been received or ordered in support of the incident, in collaboration with: o Operations Section ▪ Staging Manager ▪ Vehicle Staging Team Leader ▪ Equipment/Supply Staging Team Leader ▪ Medication Staging Team Leader ▪ Clinical Support Services Unit Leader ▪ Medical Gases Unit Leader o Logistics Section ▪ Supply Unit Leader • Consider development of a team action plan; submit to the Resources Unit Leader if requested • Maintain regular contact with the Logistics Section Labor Pool and Credentialing Unit Leader and the Operations Section Personnel Staging Team Leader to share information and personnel status		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Materiel Tracking Manager role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Monitor and report to the Resources Unit Leader projected shortages of critical supplies or equipment that may affect response capacity or strategy • Monitor incident status factors such as early discharge, evacuation, or contamination that may alter assumptions about material needs and impact supplies • Ensure that the team is adequately staffed and supplied • Meet regularly with the Resource Unit Leader for status reports, and relay this information to team personnel • Maintain regular contact with all sections to ensure necessary materials are provided in a timely manner and returned when no longer needed • Advise the Resource Unit Leader immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Ensure team personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Materiel Tracking Manager role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Continue to monitor the ability of the Materiel Tracking Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Materiel Tracking Manager role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader		

MATERIEL TRACKING MANAGER

• Notify the Planning Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Access to information technology (IT) materiel tracking systems ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SITUATION UNIT LEADER

Mission: Collect, process, and organize ongoing situation information; prepare situation summaries; develop projections and forecasts of future events related to the incident. Prepare maps and gather and disseminate information and intelligence for use in the Incident Action Plan (IAP).

Position Reports to: **Planning Section Chief** 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
Receive appointment • Obtain briefing from the Planning Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Situation Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Planning Section Units • Provide information to the Planning Section Chief on the operational situation of the Situation Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Determine which Situation Unit Managers need to be activated: o Patient Tracking Manager o Bed Tracking Manager • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Situation Unit personnel in collaboration with the Planning Section Chief o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

SITUATION UNIT LEADER

Activities • Establish a planning information center in the Hospital Command Center (HCC) with a status board and post information as it is received • Assign a recorder or documentation aide to keep the board updated with current information • Receive and record status reports as they are received • Assign a recorder to monitor, document, and organize all communications sent and received via the inter-hospital emergency communication network or other external communication • Provide status updates to the Planning Section Chief regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Assure the status updates and information provided to Hospital Incident Management Team (HIMT) are accurate, complete, and current • Consider development of a unit action plan; submit to the Planning Section Chief if requested • Provide regular updates to unit personnel and inform of strategy changes as needed; confirm time for next briefing		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 254: Ensure the Disaster Victim/Patient Tracking form is used to document triage, treatment, and disposition of incident victims • HICS 255: Ensure the accurate tracking of patients using the Master Patient Evacuation Tracking form, if needed • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Situation Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure that an adequate number of recorders are assigned to perform Situation Unit activities • Coordinate personnel requests with the Logistics Section and Credentialing Unit Leader • Ensure back up and protection of existing data for main and support computer systems, in coordination with the Logistics Section Information Technology/Information Services (IT/IS) and Equipment Unit Leader and the Operations Section IT Systems and Applications Unit Leader • Provide information to the Public Information Officer to develop an internal incident situation status report for employee information at least every 4 hours or as indicated • Ensure the security and prevent the loss of written and electronic Hospital Command Center (HCC) response documentation; collaborate with the Operations Section IT Systems and Applications Unit Leader as appropriate • Share pertinent information with the Demobilization Unit Leader to be included in the demobilization plan • Meet regularly with the Planning Section Chief, and other appropriate Hospital Incident Management Team (HIMT) personnel to obtain situation and status reports, and relay important information to team personnel • Assist the Planning Section Chief in developing the Incident Action Plan (IAP) at designated intervals • Advise the Planning Section Chief immediately of any operational issue you are not able to correct or resolve		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 255: Ensure the accurate tracking of patients using the Master Patient Evacuation Tracking form, if needed • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		

• Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Situation Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue to monitor the ability of the Situation Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Provide updates to the Planning Section Chief • Meet with unit personnel to address ongoing issues		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 255: Ensure the Master Patient Evacuation Tracking form is updated, as needed • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

SITUATION UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Situation Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• If information technology (IT) systems were offline during the response, ensure appropriate information from the HICS 257: Resource Accounting Record is transferred into the normal tracking systems
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader
• Notify the Planning Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Documentation Unit		

SITUATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 254 - Disaster Victim/Patient Tracking ❑ HICS 255 - Master Patient Evacuation Tracking ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Information technology (IT) systems and personnel tracking systems ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PATIENT TRACKING MANAGER

Mission: Monitor and document the location of incoming and outgoing patients at all times within the hospital's patient care system, and track the destination of all patients departing the hospital.

Position Reports to: **Situation Unit Leader** 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
Receive appointment • Obtain briefing from the Situation Unit Leader on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Patient Tracking Manager • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Situation Unit Leader • Obtain current patient census from admitting personnel or other sources • Provide information to the Situation Unit Leader on the operational situation		
Determine objectives, tactics, and assignments • Document objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Patient Tracking Team personnel in collaboration with the Situation Unit Leader o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief team personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Activate a system, using the HICS 254: Disaster/Victim Patient Tracking form to track and display patient arrivals, discharges, transfers, locations, and dispositions		

• Determine the patient tracking mechanism utilized by field providers and establish methods to ensure integration and continuity with hospital patient tracking systems • Initiate the HICS 259: Hospital Casualty/Fatality Report in conjunction with the Operations Section Patient Registration Unit Leader • If evacuation of the hospital is required or is in progress, initiate the HICS 255: Master Patient Evacuation Tracking form • Consider development of a team action plan; submit to the Situation Unit Leader if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 254: Document patient treatment and disposition on Disaster/Victim Patient Tracking Form • HICS 255: As directed by the Situation Unit Leader, prepare the Master Patient Evacuation Tracking form, if needed • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response • HICS 259: Document victim information on the Hospital Casualty/Fatality Report		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Patient Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Track patient movement outside of the hospital with local authorities and other health systems through the Liaison Officer and the Operations Section Staging Manager
• Continue to track and display patient location and time of arrival for all patients; regularly report status to the Situation Unit Leader		

• Monitor and report to the Situation Unit Leader, projected shortages of critical supplies or equipment that may affect response capacity or strategy • Meet regularly with the Public Information Officer, the Liaison Officer, and the Operations Section Patient Registration Unit Leader to update and exchange patient tracking information and census data within Health Insurance Portability and Accountability Act [HIPAA] and local guidelines • Advise the Situation Unit Leader immediately of any operational issue you are not able to correct or resolve • Meet regularly with the Situation Unit Leader for status reports, and to relay important information to team personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 254: Update patient treatment and disposition on Disaster/Victim Patient Tracking Form • HICS 255: As directed by the Situation Unit Leader, update the Master Patient Evacuation Tracking form • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response • HICS 259: Update victim information on the Hospital Casualty/Fatality Report		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Ensure team personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Patient Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Continue to monitor the ability of the Patient Tracking Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 254: Update patient treatment and disposition on Disaster/Victim Patient Tracking Form • HICS 255: As directed by the Situation Unit Leader, update the Master Patient Evacuation Tracking form • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response • HICS 259: Update victim information on the Hospital Casualty/Fatality Report		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Patient Tracking Manager role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies		

PATIENT TRACKING MANAGER

• As objectives are met and needs decrease, return personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader
• If information technology (IT) systems were offline, ensure appropriate information from HICS 254: Disaster/Victim Patient Tracking Form is transferred into patient tracking systems
• Compile and finalize the HICS 254: Disaster/Victim Patient Tracking Form and submit copies to the Finance/Administration Section Chief, if requested
• Notify the Planning Section Chief when demobilization and restoration is complete
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  • Review of pertinent position descriptions and operational checklists
  • Recommendations for procedure changes
  • Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 254 - Disaster Victim/Patient Tracking ❑ HICS 255 - Master Patient Evacuation Tracking ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ HICS 259 - Hospital Casualty/Fatality Report ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Access to hospital bed tracking and cleaning status tracking systems ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

BED TRACKING MANAGER

Mission: Maintain information on the status, location, and availability of all patient beds, including disaster cots and stretchers.

Position Reports to: **Situation Unit Leader** 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
Receive appointment • Obtain briefing from the Situation Unit Leader on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Bed Tracking Manager • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Situation Unit Leader • Provide information to the Situation Unit Leader on the operational situation		
Determine objectives, tactics, and assignments • Document objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Bed Tracking personnel in collaboration with the Situation Unit Leader o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief team personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Obtain current census and bed status from admitting personnel and other hospital sources • Establish contact with all patient treatment areas, environmental services or housekeeping, and others to inform them of activation of your position and contact information		

BED TRACKING MANAGER

• Develop a report of current bed status • Initiate a bed tracking log for disaster victims, using paper or electronic system • Determine if improvised bed tracking protocols are required for mass casualty incidents due to additional beds and cots that may be added to the normal hospital census • Consider development of a team action plan; submit to the Situation Unit Leader if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Bed Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to maintain a current bed tracking log system to document the location and status of all beds, including cots and stretchers
• Monitor incident status factors such as early discharge, evacuation, or contamination that may alter bed availability
• Meet with the Public Information Officer, the Liaison Officer, the Operations Section Patient Registration Unit Leader, and the Patient Tracking Manager on a routine basis to update bed and census data
• Advise the Situation Unit Leader immediately of any operational issue you are not able to correct		

BED TRACKING MANAGER

• Meet regularly with the Situation Unit Leader for status reports and to relay important information to team personnel		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • Ensure team personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Bed Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Bed Tracking Team to meet workload demands, personnel health and safety, resource needs, and documentation practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Planning Section Chief, use the Resource Accounting Record to track equipment used during the response		

BED TRACKING MANAGER

Resources • Assess issues and needs in team areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all team personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Bed Tracking Manager role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader
• If information technology (IT) systems were offline, ensure appropriate information from the bed tracking log is transferred into the normal bed tracking system
• Notify the Planning Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out		

BED TRACKING MANAGER

• Ensure all documentation is submitted to the Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Access to hospital bed tracking and cleaning status tracking systems ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

DOCUMENTATION UNIT LEADER

Mission: Maintain accurate and complete incident files, including a record of the response and recovery actions; provide duplication services to incident personnel; file, maintain, and store incident documents for legal, analytical, reimbursement, and historical purposes.

Position Reports to: **Planning Section Chief**	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
Receive appointment • Obtain briefing from the Planning Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Documentation Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Planning Section Units • Provide information to the Planning Section Chief on the operational situation of the Documentation Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Documentation Unit personnel in collaboration with the Planning Section Chief o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

DOCUMENTATION UNIT LEADER

Activities • Activate a system to receive documentation and completed forms from all sections over the course of the Hospital Command Center (HCC) activation • Provide duplicates of forms and reports to authorized requestors • Establish initial contact with all Section Chiefs to obtain status and history of all major events and actions that have occurred to date, critical issues, concepts of operations, and steps to be taken within the next operational period • Prepare incident documentation for the Planning Section Chief when requested • Coordinate with the Operations Section information technology (IT) Systems and Applications Unit to ensure access to IT systems with email and intranet communication to increase communication and document sharing with all sections, if available • Consider development of a unit action plan; submit to the Planning Section Chief if requested • Provide regular updates to unit personnel and inform of strategy changes as needed; confirm time for next briefing		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Documentation Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to accept and organize all submitted documentation and forms
• Check the accuracy and completeness of records submitted; correct errors or omissions by contacting the appropriate personnel		

• Maintain all historical information and record consolidated plans • Meet regularly with all Section Chiefs regarding status, steps taken to resolve critical issues, and projected actions and needs for the next operational period • Continue to monitor the ability of the unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Provide updates to the Planning Section Chief • Meet with unit personnel to address ongoing issues • Meet regularly with the Planning Section Chief for status reports • Advise the Planning Section Chief immediately of any operational issue you are not able to correct		
Documentation • HICS 204: Review the document assignments and operational period objectives from the Assignment Lists • HICS 213: Document all communications on a General Message Form. • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 255: In conjunction with the Situation Unit Leader, review the Master Patient Evacuation Tracking form • HICS 256: In conjunction with the Procurement Unit Leader, review the Procurement Summary Reports • HICS 257: In conjunction with the Finance/Administration Section Chief or the Resource Unit Leader, review the Resource Accounting Records • HICS 258: In conjunction with the Resources Unit Leader, review and revise the Hospital Resource Directory if necessary		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Documentation Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Continue to meet regularly with the Planning Section Chief for status reports • Ensure the system established to receive documentation and completed forms from all sections over the course of the Hospital Command Center (HCC) activation is being utilized • Continue to monitor the ability of the Documentation Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Continue to meet regularly with the Planning Section Chief for status reports • Meet with unit personnel to address ongoing issues		
Documentation • HICS 204: Continue review of the document assignments and operational period objectives from the Assignment Lists • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 255: Continue review of the Master Patient Evacuation Tracking forms • HICS 256: Continue review of the Procurement Summary Reports • HICS 257: Continue review of the Resource Accounting Records • HICS 258: Continue review and revision of the Hospital Resource Directory		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Documentation Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Ensure the return, retrieval, and restocking of equipment and supplies • If information technology (IT) systems were offline during the response, ensure that appropriate information from is transferred into electronic systems • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Demobilization Unit Leader • Notify the Planning Section Chief when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation from all sections has been recorded, filed, and submitted to the Planning Section Chief		

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 ❑ HICS 253 - Volunteer Registration ❑ HICS 255 - Master Patient Evacuation Tracking ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Access to the appropriate electronic systems ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

DEMOBILIZATION UNIT LEADER

Mission: Develop and coordinate demobilization activities that include specific instructions for all personnel and resources that will require demobilization.

Position Reports to: **Planning Section Chief**	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
Receive appointment • Obtain briefing from the Planning Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Demobilization Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from Planning Section Units • Provide information to the Planning Section Chief on the operational situation of the Demobilization Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Demobilization Unit personnel in collaboration with the Planning Section Chief o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Obtain and provide key information for demobilization activities, including status updates from all Sections, Branches, and Units		

• Begin drafting the Demobilization Plan • Consider development of a unit action plan; submit to the Planning Section Chief if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 221: Prepare the Demobilization Check-Out for distribution to designated Hospital Incident Management Team (HIMT) personnel • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Demobilization Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continually update a consolidated Demobilization Plan until a final version is prepared for approval and utilization
• Meet with unit personnel to address ongoing issues
• Meet regularly with the Planning Section Chief for status reports
• Advise the Planning Section Chief immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

• HICS 221: Ensure distribution of HICS 221 to designated Hospital Incident Management Team (HIMT) personnel		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Demobilization Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to assess the status of the incident; recommend deactivation of positions and personnel as the magnitude of the incident decreases
• Continue to monitor the ability of the Demobilization Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 221: Ensure distribution of HICS 221 to designated Hospital Incident Management Team (HIMT) personnel		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

DEMOBILIZATION UNIT LEADER

Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Demobilization Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Submit Demobilization Plan(s) to the Planning Section Chief for approval
• Upon approval, distribute the Demobilization Plan(s) to all Command Staff and Section Chiefs
• Assist with communications to hospital staff to support the Incident Commanders decision to demobilize
• Revise the Demobilization Plan as needed, once implementation is underway
• Continue to assess the status of the incident; recommend to Section Chiefs and Incident Commander the deactivation of positions and personnel as the magnitude of the incident decreases
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner
• Ensure the return, retrieval, and restocking of equipment and supplies
• Notify the Planning Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Planning Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Collect and review information from the Demobilization Check-Out. All completed original forms must be given to the Documentation Unit. • Ensure all other documentation is also submitted to the Documentation Unit		

DEMOBILIZATION UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Access to the appropriate electronic systems ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

LOGISTICS SECTION CHIEF

Mission: Organize and direct the service and support activities needed to ensure the material needs for the hospital's response to an incident are available when needed.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of incident o Expectations of Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Logistics Section Chief • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information from the Operations Section Chief, Staging Manager, and the operational status of the Service and Support Branch Directors to assess critical issues and resource needs • Provide information to the Incident Commander on the Logistics Section operational situation including capabilities and limitations		
Determine the incident objectives, tactics, and assignments • Determine which Logistics Section functions need to be activated: o Service Branch o Support Branch • Document section objectives, tactics, and assignments on the HICS 204: Assignment List • Make assignments, distribute corresponding Job Action Sheets and position identification • Determine strategies and how the tactics will be accomplished • Determine needed resources • Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing		

LOGISTICS SECTION CHIEF

Activities • Ensure the Hospital Command Center (HCC) is set up and equipped with the necessary resources and services including communications and information technology • Appoint an assistant to manage the needs of the HCC, if needed • Establish and communicate the process for other sections to request personnel and additional resources • If relocation or additional care locations are necessary, coordinate with Operations and Planning Sections to determine the infrastructure requirements that are necessary to meet the operational needs, and conduct pre-deployment assessments • Establish Logistics Section work procedures (e.g., work hours, rotation schedule, contact list, need for and monitoring of overtime hours) • Coordinate procurement and expense needs with Financial Section to determine proper authority and reimbursement ceilings • Participate in Incident Action Plan (IAP) preparation, briefings, and meetings as needed; assist in identifying strategies; determine tactics, work assignments, and resource requirements		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Distribute the Communications List appropriately • HICS 206: Ensure that a Staff Medical Plan is created and distributed • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: Track requested equipment and services on a Procurement Summary Report • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Determine equipment and supply needs; request them from the Supply Unit Leader • Assess issues and needs in section areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer • Determine from all sections levels of personnel and additional resources needed for next operational period • Work with the Finance/Administration Chief on the preparation of additional service and equipment contracts • Maintain the current status of all areas in Logistics Section, inform Planning Section personnel of activities that have occurred; keep them updated with status and utilization of resources • Inform Finance/Administration Section of personnel time records and potential work-related claims		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

LOGISTICS SECTION CHIEF

Safety and security • Ensure that all section personnel comply with safety procedures and instructions • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Logistics Section Chief role, if appropriate
  o 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
  o Address any health, medical and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Meet regularly with the Incident Commander and Hospital Incident Management Team (HIMT) staff to update the status of the response and relay important information on the capabilities and limitations of the Logistics Section
• Designate a time for briefing and updates with the Logistics Section personnel to develop recommended updates to the Incident Action Plan (IAP) and to develop demobilization procedures
• Ensure the following are being adequately supported with necessary resources:
  o Clinical areas, both inpatient and outpatient
  o Staging and Labor Pool including credentialing of staff and volunteers
  o Information technology and information systems network integrity
  o Food and water for patients, staff, and visitors
  o Employee health and well-being services
  o Clinical support services
  o Patient family care supply support
  o Hospital personnel family support
  o Environmental services
  o Transportation services
• Coordinate and process requests for personnel and resources from other sections
• Obtain needed materials and fulfill resource requests with the assistance of the Finance/Administration Section Chief and Liaison Officer
• Communicate regularly with Hospital Incident Management Team (HIMT) staff
• Ensure that the Logistics Section is adequately staffed and supplied		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log		
Resources • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Operations Section Chief		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

LOGISTICS SECTION CHIEF

Safety and security • Ensure section personnel health and safety issues are being addressed; report issues to the Safety Officer and Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer Logistics Section Chief role, if appropriate:
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of Logistics Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Continue to maintain the HICS 257: Resource Accounting Record to track equipment used during the response
• Communicate regularly with the Hospital Incident Management Team (HIMT)
• Brief Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Logistics Section
• Designate a time for briefing and updates with Logistics Section leadership to update the Incident Action Plan (IAP)		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Monitor levels of all supplies and equipment, and collaborate on needs with the Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Observe section personnel for signs of stress and inappropriate behavior; report concerns to the Safety officer and the Employee Health and Well-Being Unit • Provide for personnel rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	**Time**	**Initial**
Activities • Transfer Logistics Section Chief role if appropriate		

LOGISTICS SECTION CHIEF

o Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Work with Planning and Finance/Administration Sections to complete cost data information • Debrief section personnel on lessons learned and procedural or equipment changes needed • Participate in other briefings and meetings as required • Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings • As objectives are met and needs decrease, return Logistics Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader • Assist other Section Chiefs in restoring the hospital to normal operations		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 205A - Communications List ❑ HICS 206 - Staff Medical Plan ❑ 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 253 - Volunteer Registration ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Master Inventory Control lists ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SERVICE BRANCH DIRECTOR

Mission: Organize and manage the services required to maintain and enhance the hospital's communication system, food service, and information technology and equipment.

Position Reports to: **Logistics Section Chief**	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
Receive appointment • Obtain briefing from the Logistics Section Chief on: o Size and complexity of incident o Expectations of Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Service Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the Service Branch's capacity to provide: o Internal and external communications capability o Hospital-wide information technology (IT) hardware and installation support o Continued provision of food, water and nutritional support to patients, staff, and visitors • Provide information to the Logistics Section Chief on the operational situation of the Service Branch		
Determine the incident objectives, tactics, and assignments • Determine which Service Branch functions need to be activated: o Communications Unit o IT Information Services Equipment Unit o Food Services Unit • Document objectives, tactics, and assignments on the HICS 204: Assignment List • Make assignments, and distribute corresponding Job Action Sheets and position identification • Determine strategies and how the tactics will be accomplished • Determine needed resources		

SERVICE BRANCH DIRECTOR

• Brief branch personnel on the situation, strategies, and tactics, and designate a time for the next briefing		
Activities • Ensure prioritization of problems when multiple issues are presented • Consider development of a branch action plan; submit to Logistics Chief if requested • Obtain information and updates regularly from the Logistics Section Chief • Maintain current status of all Service Branch areas		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Service Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Meet regularly with the Logistics Section Chief for status reports
• Advise the Logistics Section Chief immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with Unit Leaders to develop or update the branch action plan
• Schedule planning meetings with Unit Leaders to update the action plan and demobilization procedures
• Ensure that Service Branch staffing and supply issues are addressed		

SERVICE BRANCH DIRECTOR

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Service Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure that Service Branch staffing and supply issues are addressed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in branch areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		

SERVICE BRANCH DIRECTOR

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Service Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return branch personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Logistics Section Chief when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Logistics Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

SERVICE BRANCH DIRECTOR

Documents and Tools
❑ HICS 203 - Organization Assignment Sheet ❑ HICS 204 - Assignment 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 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Internet and intranet-connected computer ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

COMMUNICATIONS UNIT LEADER

Mission: Organize and coordinate internal and external communications including equipment availability.

Position Reports to: **Service Branch Director**	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
Receive appointment • Obtain briefing from the Service Branch Director on: o Size and complexity of incident o Expectations of Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Communications Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess, maintain, and expand communications as required, including (but not limited to): o Telephone and fax (in cooperation with IT Services and Equipment Unit Leader if Voice Over Internet Protocol [VOIP] technology is used) o Cellular and satellite telephones and batteries o 2-way radios and batteries o Pager, intercom, and public address systems o Data message boards o Internet and intranet connectivity • Provide information to the Service Branch Director on the operational situation of the Communications Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Communications Unit personnel in collaboration with the Service Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources		

• Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Initiate repairs to affected systems as needed • If primary notification systems fail, establish alternate notification mechanisms to alert emergency response teams and fire suppression teams to respond to patient and or physical emergencies (e.g., medical emergencies, fire, security) • Expand communications network capability and equipment as needed to meet needs of hospital response • Establish temporary communications networks at alternate care sites or work locations as needed • Install and maintain additional telephones, cellular telephones, fax, and cable television as indicated in the Hospital Communications Plan • Distribute cellular telephones, handheld radios, etc. • Assign frequencies to pre-designated areas or as indicated on HICS 205A: Communications List • Maintain accountability of all distributed communications equipment • Schedule and conduct radio checks as needed • Contact the Liaison Officer to facilitate communications needs with outside agencies • Request one or more amateur radio personnel as needed from the Labor Pool and Credentialing Unit Leader, if activated, to supplement communications as needed • Obtain information and updates regularly from the Service Branch Director • Maintain the current status of all unit areas • Inform the Service Branch Director of activities that have occurred; keep them updated with the status and utilization of resources and anticipated resource needs • Consider development of a unit action plan; submit to the Service Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Prepare a Communications List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

COMMUNICATIONS UNIT LEADER

Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Communications Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the following issues are being addressed:
  o Communications (telephone, radio, paging, etc.)
  o Information technology(IT) and information systems networking
  o Unit staffing and supplies
  o Documentation
• Meet regularly with the Service Branch Director for status reports
• Advise the Service Branch Director immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with unit personnel to develop or update the unit action plan and demobilization procedures		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Update Communications List, if necessary • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit		

• Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Communications Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Communications Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Provide updates to the Service Branch Director
• Meet with unit personnel to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Update Communications List, if necessary • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

COMMUNICATIONS UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Communications Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• Account for all radios, cellular phones, batteries, etc., as assigned
• Ensure all communication equipment is returned to charging units, rehabilitated, or replaced as needed
• Ensure Hospital Command Center (HCC) communication equipment (phones, radios, fax) is returned to pre-incident storage location
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Service Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Service Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

COMMUNICATIONS UNIT LEADER

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 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Communications Plan ❑ Hospital Phone System and Information Technology (IT) Network Recovery Plans ❑ Hospital Alternative Care Site Plans ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Radios, cellular phones, satellite phones, and batteries ❑ Computer with intranet and internet connection ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

INFORMATION TECHNOLOGY/INFORMATION SERVICES (IT/IS) EQUIPMENT UNIT LEADER

Mission: Provide computer hardware, applications, and infrastructure acquisition and installation support to the organization.

Position Reports to: **Service Branch Director**	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
Receive appointment • Obtain briefing from the Service Branch Director on: o Size and complexity of incident o Expectations of Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Information Technology/Information Services (IT/IS) Equipment Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate current inventories of computers, peripherals (printers, scanners, etc.), network equipment, data storage, and support supplies (cables, etc.) o Anticipate increased demand as indicated by situation • Acquire and install equipment to replace nonfunctional equipment or support expansion of network to additional worksites or external Alternate Care Sites as needed • Coordinate with Communications Unit Leader on Voice Over Internet Protocol (VOIP) equipment issues (if used) • Verify vendors' ability to continue to provide equipment and services per contract or agreement; verify availability of secondary vendors as needed • Provide information to the Service Branch Director on the operational situation of the Information Technology/Information Services (IT/IS) Equipment Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List		

• Based on the incident objectives for the response period consider the issues and priorities: o Appoint Information Technology/Information Services (IT/IS) Equipment Unit personnel in collaboration with the Service Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • With the Logistics Section Chief and the Service Branch Director, coordinate information technology (IT) issues with the Operations Section Business Continuity Branch and the Finance/Administration Section Procurement Unit to resolve issues as needed • Develop anticipated computer, network equipment, and applications needs; assist in budgeting and acquisition process • Place emergency orders for equipment or applications using existing protocols or special procedures identified by the Finance/Administration Section Procurement Unit; inform the Service Branch Director • With the Operations Section, coordinate needed delivery and set up of tele-triage or tele-medicine equipment in designated areas • Acquire and install additional computers and peripherals as needed to support Hospital Command Center (HCC) operations • Obtain information and updates regularly from the Service Branch Director • Inform the Service Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Monitor the Operations Section and the Business Continuity Branch for information technology networking issues • Obtain information and updates regularly from the Service Branch Director • Maintain current status of all unit areas • Consider development of a unit action plan; submit to the Service Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		

INFORMATION TECHNOLOGY/INFORMATION SERVICES (IT/IS) EQUIPMENT UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Information Technology/Information Services (IT/IS) Equipment Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Meet regularly with the Service Branch Director for status reports
• Advise the Service Branch Director immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with the unit members to develop or update the unit action plan and demobilization procedures
• Ensure that staffing and supply issues are addressed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		

• Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Information Technology/Information Services (IT/IS) Equipment Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Information Technology/Information Services (IT/IS) Equipment Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Provide updates to the Service Branch Director
• Meet with unit personnel to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief		

• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Information Technology/Information Services (IT/IS) Equipment Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• Work with Communications Unit Leader to return distributed communication equipment to designated storage location
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Service Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Service Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

INFORMATION TECHNOLOGY/INFORMATION SERVICES (IT/IS) EQUIPMENT UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 – General Message Form ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 251 - Facility System Status Report ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ IT Network Recovery Plans including: ❑ Network diagram ❑ External connectivity inventory ❑ Internal computer and network hardware inventory list ❑ Application inventory list and licensing ❑ Temporary network plans to support additional internal work locations and external Alternative Care Sites ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Computer with intranet and internet connection

FOOD SERVICES UNIT LEADER

Mission: Organize and maintain food preparation and delivery services for patients, staff, families, and visitors.

Position Reports to: **Service Branch Director**	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

Receive appointment
• Obtain briefing from the Service Branch Director on:
  o Size and complexity of incident
  o Expectations of Incident Commander
  o Incident objectives
  o Involvement of outside agencies, stakeholders, and organizations
  o The situation, incident activities, and any special concerns
• Assume the role of Food Services Unit Leader
• Review this Job Action Sheet
• Put on position identification (e.g., position vest)
• Notify your usual supervisor of your assignment		

Assess the operational situation • Determine ability to prepare and heat meals; report issues to the Operations Section Infrastructure Branch • Determine need for use of emergency food supply; activate acquisition plan as needed • Estimate the number of patient and staff meals that can be served utilizing existing food stores; implement rationing if situation dictates • Consult dietician concerning alternatives to patient nutrition needs • Inventory the current emergency drinking water supply and estimate time when re-supply will be necessary • Provide information to the Service Branch Director on the operational situation of the Food Services Unit		

Determine unit objectives, tactics, and assignments
• Document unit objectives, tactics, and assignments on the HICS 204: Assignment List
• Based on the incident objectives for the response period consider the issues and priorities:
  o Appoint Food Services Unit personnel in collaboration with the Service Branch Director
  o Determine strategies and how the tactics will be accomplished		

o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Report food supply and equipment status and staffing needs to the Service Branch Director • Working with the Service Branch Director, notify vendors of needed food, water, and other supply needs • Ensure availability of food and water to Hospital Command Center (HCC) personnel • Ensure appropriate monitoring and allocation of patient, staff, and visitor food and water needs • Obtain information and updates regularly from the Service Branch Director • Maintain current status of all unit areas • Inform the Service Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Consider development of a unit action plan; submit to the Service Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Food Services Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate		

o 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) • Monitor patient surge and staff supplementation data to determine impact on food service; advise the Service Branch Director of any issues • Continue to monitor the ability of the Food Services Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Meet with the Logistics Section Labor Pool and Credentialing Unit Leader to discuss the location of personnel refreshment and nutritional break areas for the Hospital Command Center (HCC), labor pool, staff, and visitors • Notify the Service Branch Director of incoming food deliveries; coordinate supply arrivals with the Operations Section Staging Manager • Communicate the hospital food and water status to vendors as appropriate; alert them to a possible need for additional supplies • Prepare to receive donated food items from vendors, restaurants, and others; consider appointing unit personnel to manage donations • Secure nutritional and water inventories with the assistance of the Operations Section Security Branch Director • Meet regularly with the Service Branch Director for status reports • Advise the Service Branch Director immediately of any operational issue you are not able to correct • Designate times for briefings and updates with the unit members to develop or update the unit action plan and demobilization procedures • Ensure that staffing and supply issues are addressed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

FOOD SERVICES UNIT LEADER

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Food Services Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the capability of the unit to meet workload demands, staff health and safety, resource needs, and documentation practices
• Continue to project food, water, and unit staffing needs; coordinate requests with the Service Branch Director
• Provide updates to the Service Branch Director
• Meet with unit personnel to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Food Services Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Service Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Service Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SUPPORT BRANCH DIRECTOR

Mission: Organize and manage the services required to maintain the hospital's supplies, alternate care areas and work locations, transportation, and labor pool. Ensure the provision of logistical, psychological, and medical support of employees and their families.

Position Reports to: **Logistics Section Chief**	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
Receive appointment • Obtain briefing from the Logistics Section Chief on: o Size and complexity of incident o Expectations of Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Support Branch Director • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Assess the Support Branch's capacity to provide: o Additional credentialed and non-credentialed personnel o Employee health care, including prophylaxis and medical monitoring o Behavioral health support to staff o Support to staff family members o Medical equipment and supplies o Internal and external transportation support o Alternate care and worksite locations and furnishings • Provide information to the Logistics Section Chief on the operational situation of the Support Branch		
Determine the incident objectives, tactics, and assignments • Determine which Support Branch functions need to be activated: o Employee Health and Well-Being Unit o Supply Unit o Transportation Unit o Labor Pool and Credentialing Unit o Employee Family Care Unit		

• Document objectives, tactics, and assignments on the HICS 204: Assignment List • Make assignments, and distribute corresponding Job Action Sheets and position identification • Determine strategies and how the tactics will be accomplished • Determine needed resources • Brief branch personnel on the situation, strategies, and tactics, and designate a time for the next briefing		

Activities
• Initiate the process for requesting, acquiring, and distributing equipment and supplies, including personal protective equipment (PPE)
  o Ensure that medication and patient care supply inventories are reported to Supply Unit
  o Coordinate procurement with the Finance/Administration Section
• Initiate and communicate procedures for others to use to request additional personnel; ensure that a process is in place to acquire additional personnel from inside and outside the organization
• Ensure a process for addressing staff medical and behavioral health issues
• Ensure that employee family and dependent-care services are activated
• Ensure there is a process to respond to requests for internal and external transport of patients, supplies, and equipment
• Initiate procedures for providing facilities and logistical support to expanded patient care areas, alternate care areas, and other work locations, as needed
• Obtain information and updates regularly from the Logistics Section Chief
• Maintain current status of all Support Branch areas
• Consider development of a branch action plan; submit to the Logistics Section Chief if requested
• Inform the Logistics Section Chief of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 206: Ensure that a Staff Medical Plan is created and distributed • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Determine equipment and supply needs; request from the Supply Unit Leader • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions		

SUPPORT BRANCH DIRECTOR

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Support Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Meet regularly with the Logistics Section Chief for status reports
• Advise the Logistics Section Chief immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with Unit Leaders to develop or update the branch action plan, if needed
• Schedule planning meetings with Unit Leaders to update the plans and demobilization procedures
• Ensure that Support Branch staffing and supply issues are addressed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure branch personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Support Branch Director role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate		

o 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) • Designate times for briefings and updates with Unit Leaders to develop or update the branch action plan, if needed • Schedule planning meetings with Unit Leaders to update the plans and demobilization procedures • Ensure that Support Branch staffing and supply issues are addressed • Provide updates to the Logistics Section Chief and branch personnel • Provide information to the Logistics and Planning Sections • Meet with Unit Leaders to address ongoing issues		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Monitor levels of all supplies and equipment, and collaborate needs with the Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all branch personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Support Branch Director role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies		

• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Logistics Section Chief when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Logistics Section Chief on current problems, outstanding issues, and follow up requirements • Debrief branch personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment Sheet ❑ HICS 204 - Assignment List ❑ HICS 206 - Staff Medical Plan ❑ 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 253 - Volunteer Registration ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Master Inventory Control lists ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Internet and intranet-connected computer ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

Mission: Ensure the provision of logistical, psychological, and medical support of staff and their dependents.

Position Reports to: **Support Branch Director**	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
Receive appointment • Obtain briefing from the Support Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Employee Health and Well-Being Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain critical information from the Operations Section Chief, Staging Manager, and Branch Directors to assess critical issues and resource needs for employees and volunteers • Provide information to the Support Branch Director on the operational situation of the Employee Health and Well-Being Unit		
Determine the incident objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Employee Health and Well-Being Unit personnel in collaboration with the Support Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics and designate a time for the next briefing		
Activities • Ensure injured staff and volunteers receive care as needed		

• Project potential injury and illness impacts with the Operations Section Medical Care Branch Director
• Develop a medical care plan for staff, assign staff, levels of care, and identify needed personnel and resources
• Document plan on HICS 206: Staff Medical Plan and submit to the Support Branch Director for approval and incorporation into the Incident Action Plan (IAP)
• Coordinate claims with the Finance/Administration Section Compensation/Claims Unit
• Track and trend staff illness and absenteeism; in coordination with the Operations Section Medical Care Branch Director implement additional intervention plans to address identified issues
• Institute monitoring programs for staff exposed to biological, chemical, or radioactive agents
• Implement behavioral health services for employees and volunteers as needed:
  o Determine strategies to address issues created by extended work hours, family separation, injuries and illness exposures, and frequent poor patient outcomes
  o Ensure that there is a process to refer personnel to needed resources (e.g., Employee Assistance Programs, faith based services, counseling)
  o Work with the Operations Section Behavioral Health Unit to assign therapists to strategic locations (e.g., cafeteria, staff lounges, emergency department) to provide easy access for staff
  o Ensure line-of-duty death procedures are implemented as appropriate and according to the Hospital Fatality Management Plan
  o Ensure behavioral health services and staff are available for the Hospital Incident Management Team (HIMT)
• Implement Staff Prophylaxis Plan if indicated:
  o Augment unit staffing to provide services; request supplementation from the Labor Pool and Credentialing Unit Leader
  o Prepare Point of Dispensing (POD) location as per staff prophylaxis procedures
  o Determine medication, dosage, and quantity with the Operations Section Medical Care Branch Director
  o With the Operations Section Medical Care Branch Director and the appropriate Medical-Technical Specialist, recommend to the Incident Commander the priority of staff to receive medication or immunization
  o Acquire and distribute medication from the pharmacy, a vendor, or local public health
  o Prepare documentation related to medication administration
  o Provide educational materials for distribution
  o Track the side effects and efficacy
• Obtain information and updates regularly from other Support Branch Units
• Maintain current status of all Employee Health and Well-Being Unit areas
• Inform the Support Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs
• Consider development of a unit action plan; submit to the Support Branch Director if requested
• Consider use of outside contract personnel and equipment as needed; coordinate with the Service and Support Branch Directors		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 206: Initiate Staff Medical Plan • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis		

• HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer Employee Health and Well-Being Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Employee Health and Well-Being Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Continue to monitor the success and need for Point of Dispensing (POD) operation
• Ensure unit personnel participate in behavioral health monitoring programs
• Meet regularly with the Support Branch Director for status reports
• Advise the Support Branch Director immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with the Employee Health and Well-Being Unit personnel to develop or update the unit action plan and demobilization procedures
• Ensure that Employee Health and Well-Being Unit staffing and supply issues are addressed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and coordinate resolution • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer Employee Health and Well-Being Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor unit personnel's ability to meet workload demands, resource needs, and documentation practices
• Continue to monitor the success and need for Point of Dispensing (POD) operation
• Submit requested documentation to local health department
• Provide updates to the Support Branch Director
• Meet with unit personnel to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and coordinate resolution • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer Employee Health and Well-Being Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Restore Point of Dispensing (POD) location to normal operating mode
• Repair, return, or replace POD used materials
• Coordinate medication return and documentation submission with local health department
• Ensure staff with ongoing physical or behavioral health problems receive needed care and that required documentation is prepared and sent to the Finance/Administration Section Compensation/Claims Unit Leader
• Submit final POD data and report to local health department
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Support Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Support Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 206 - Staff Medical Plan ❑ 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 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Behavioral Health Support Plan ❑ Line-of-duty death procedures ❑ Hospital Fatality Management Plan ❑ Mass Vaccination and Prophylaxis Plan ❑ Staff prophylaxis procedures or Point of Dispensing (POD) Plan for Employees ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

SUPPLY UNIT LEADER

Mission: Acquire, inventory, maintain, and provide medical and non-medical care equipment, supplies, and pharmaceuticals.

Position Reports to: **Support Branch Director** 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
Receive appointment • Obtain briefing from the Support Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Supply Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate current inventories of patient care, pharmaceutical, linen, and hospital support supplies • Anticipate increased demand for supplies as indicated by situation • Evaluate internal or external supply distribution system; coordinate issues with the Liaison Officer, Labor Pool and Credentialing, and Transportation Units, as needed • Verify vendors' ability to continue to support hospital operations per contract or agreement • Verify availability of secondary vendors, if needed		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Supply Unit personnel in collaboration with the Support Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

SUPPLY UNIT LEADER

Activities
• With the Logistics Section Chief and the Support Branch Director, coordinate supply issues with the Operations Section Medical Care and Infrastructure Branches as well as hospital materials management, pharmacy, etc., as needed to develop anticipated supply needs list and resolve issues
  o Include potentially affected specialty departments (e.g., emergency department, operating rooms, critical care units)
  o Make recommendations on use reduction measures to preserve existing stockpiles
  o Review existing contracts and Memoranda of Understanding (MOU) to ensure needs are met as expected
• Replace or increase inventories of patient care supplies, as indicated and include patient care supplies, oxygen, pharmaceuticals, food, water, and linen
• Replace or increase inventories of office supplies, as indicated
• With the Operations Section Medical Care Branch Director and appropriate Medical-Technical Specialists, determine specialty supplies necessary for response (e.g., pediatric, burn, chemical, radiological, etc.) not routinely on hand
• Place emergency orders of supplies, pharmaceuticals, etc., using existing protocols or special procedures identified by the Finance/Administration Section Procurement Unit
• Assure distribution of reserve supplies to areas as indicated in the operational plan, such as carts containing additional:
  o Airway equipment
  o Dressings and bandages
  o Chest tubes
  o Burn kits
  o Suture materials
  o Intravenous (IV) equipment and fluids
  o Antimicrobial skin cleanser; waterless hand cleaner
  o Immobilization equipment (backboards, non-rigid transporting devices, litters)
  o Splinting materials
  o Oxygen with administration masks
  o Airway and ventilation support and suction devices
  o Pharmaceuticals
  o Personal protective equipment (PPE) such as clothing, masks, and respirators
• Prepare to receive additional equipment, supplies, and pharmaceuticals from vendors; collaborate with the Planning Section Materiel Tracking Manager to track arriving supplies
• Obtain information and updates regularly from the Support Branch Director
• Maintain current status of all unit areas
• Inform the Support Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs
• Consider development of a unit action plan; submit to the Support Branch Director if requested
• Consider use of outside contract personnel and equipment as needed; coordinate with the Service and Support Branch Directors		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period		

• HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Supply Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Work through the Support Branch Director and the Liaison Officer to request external resource acquisition assistance (e.g., specialized or operational vendors)
• With the Planning Section Materiel Tracking Manager, monitor equipment, supply, and pharmaceutical usage
• Monitor the operational integrity and inventory of all dispensing machines
• Notify the Operations Section Security Branch Director to ensure security of medications, equipment, and supplies, as needed
• Restock carts and treatment areas per request, normal protocol, or as indicated in operational plan
• Project prolonged capacities to provide supplies and equipment based on current information and situation
• Meet regularly with the Support Branch Director for status reports
• Advise the Support Branch Director immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with unit personnel to develop or update the unit action plan and demobilization procedures		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report		

• HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Supply Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Supply Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Continue to project food, water, and unit staffing needs; coordinate requests with the Support Branch Director
• Provide updates to the Support Branch Director
• Meet with unit personnel to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced		

SUPPLY UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	**Time**	**Initial**

Activities
• Transfer the Supply Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Support Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Support Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

SUPPLY UNIT LEADER

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

TRANSPORTATION UNIT LEADER

Mission: Organize and coordinate the transportation of all ambulatory and non-ambulatory patients. Arrange for the transportation of personnel and material resources within or outside of the hospital.

Position Reports to: **Support Branch Director** 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
Receive appointment • Obtain briefing from the Support Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Transportation Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Evaluate current capabilities and resources for patient transportation within the hospital • Evaluate internal and external transportation support contingencies; coordinate issues with the Liaison Officer and the Supply Unit • Verify vendors' ability to support or expand hospital operations per contract or agreement • Verify availability of secondary vendors as needed		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Transportation Unit personnel in collaboration with the Support Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		

TRANSPORTATION UNIT LEADER

Activities • Designate resources (e.g., people and wheelchairs) to support ambulance off-loading areas during influx of patients; coordinate with the Operations Section Staging Manager and the Security Branch Director, and local emergency medical services • Locate existing inventories of wheelchairs, stretchers, etc., and move them to locations designated in hospital plans • Designate resources (e.g., people and gurneys or carts) to move patients, equipment, or supplies within the hospital as needed; coordinate with the Operations Section Staging Manager and the Medical Care Branch Director • Designate resources (e.g., people and wheelchairs) to support movement of patients and equipment to ambulance or other loading areas during a controlled patient discharge or evacuation; coordinate with the Operations Section Staging Manger and the Medical Care Branch Director • Coordinate requests for ambulance or medical air transport of patients to and from the hospital in concert with the Operations Section Medical Care Branch Director and the Liaison Officer • Consider activation of local agreements for transportation services (bus companies, hotel shuttle operators, other local vendors) • Coordinate issues related to vehicle access to ambulance and supply loading areas with the Operations Section Security Branch Director • Anticipate increased demand for transportation resources as indicated by the situation • Obtain information and updates regularly from the Support Branch Director • Maintain current status of all unit areas • Inform the Support Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Consider development of a unit action plan; submit to the Support Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: As directed by the Communications Unit Leader, list radio, cellular phone, or other communications assignments on the Communications List; coordinate with the Communications Unit • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		

TRANSPORTATION UNIT LEADER

Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Transportation Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Work through the Support Branch Director, the Logistics Section Chief, and the Liaison Officer to request external resource acquisition assistance (e.g., specialized transportation or other vendor-supplied services from the local Emergency Operations Center [EOC])
• Project capacities to provide services based on current information and situation
• Meet regularly with the Support Branch Director for status reports
• Advise the Support Branch Director immediately of any operational issue you are not able to correct
• Designate times for briefings and updates with unit personnel to develop or update the unit action plan and demobilization procedures
• Ensure that staffing and supply issues are addressed		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: As directed by the Communications Unit Leader, update the Communications List if necessary • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit		

• Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Transportation Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Continue to monitor the ability of the Transportation Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: As directed by the Communications Unit Leader, update the Communications List if necessary • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

TRANSPORTATION UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Transportation Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure equipment borrowed from other hospitals is cleaned, repaired, replaced, and then returned to them
• Coordinate the return of all used transportation equipment to their proper storage sites after appropriate cleaning and repairing
• Document the return of leased or borrowed equipment
• Ensure the return, retrieval, and restocking of all supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Support Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Support Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

TRANSPORTATION UNIT LEADER

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 ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Hospital Evacuation Plan ❑ Alternate Care Site Plan ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

LABOR POOL AND CREDENTIALING UNIT LEADER

Mission: Coordinate staff call back and provide instruction on where they are to report. Coordinate the registration, orientation, and supervision of community members volunteering to assist during the incident. Verify credentials, including licensure of all volunteer personnel.

Position Reports to: **Support Branch Director**	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
Receive appointment • Obtain briefing from the Support Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Labor Pool and Credentialing Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Gather and provide information to the Support Branch Director on the operational situation of the Labor Pool and Credentialing Unit • Inventory existing personnel, including: o Clinical staff: ▪ Physicians, residents, fellows, physician assistants, nurse practitioners ▪ Nurses ▪ Pharmacists ▪ Respiratory therapists ▪ Medical and radiologic technologists ▪ Laboratory staff ▪ Phlebotomists ▪ Patient care aides ▪ Emergency medical technicians (EMTs), Paramedics, etc. ▪ Infection control practitioners ▪ Behavioral health practitioners o Non-clinical staff: ▪ Engineering and maintenance personnel ▪ Material management ▪ Environmental services		

▪ Food services ▪ Administrative support ▪ Admissions personnel ▪ Finance and business office personnel ▪ Educators ▪ Transport personnel ▪ Clergy and Chaplains ▪ Social service personnel ▪ Volunteers ▪ Students		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Labor Pool and Credentialing Unit personnel in collaboration with the Support Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Coordinate staff call back process • Assist department managers to implement staff recall process using the appropriate policy and technology • Coordinate with the Operations Security Branch for additional screening and issuance of special identification as needed • Coordinate assignments with the Operations Section Staging Manager • Implement emergency credentialing process for volunteer medical staff or community members using HICS 253: Volunteer Registration, per existing policy • Establish and communicate to the Logistics Section Chief and the Support Branch Director the process for all sections to request additional personnel for their area • Obtain additional personnel as needed (staff recall, use of agency personnel, mutual aid, Medical Reserve Corps, etc.) to meet staffing needs • Coordinate verification of credentials and licensure per the volunteer utilization plan and mutual aid sharing agreement • Coordinate orientation given to personnel working at the hospital for the first time: o Safety and security issues o Infection control issues o Rest and nutrition services o Role supervision o Location of assignment • Coordinate unit activities with the Operations Section Staging Manager and the Planning Section Personnel Tracking Manager to anticipate personnel needs for future response periods • Assign resources to requesting locations; coordinate with the Staging Manager • Monitor the performance of personnel assigned and make changes as warranted in coordination with the requesting location's leadership • Monitor the effectiveness of the emergency credentialing process and make changes as needed • Ensure the provision of nutrition and hydration for personnel in the Labor Pool and Credentialing area in coordination with the Food Services Unit • Obtain information and updates regularly from the Support Branch Director		

• Maintain current status of all unit areas • Inform the Support Branch Director of activities that have occurred; keep updated with status, utilization of resources, and anticipated resource needs • Consider the development of a unit action plan; submit to the Support Branch if requested • Consider the use of outside contract personnel, services, and equipment as needed; coordinate with the Service and Support Branch Directors		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: As directed by the Communications Unit Leader, list radio, cellular phone, or other communications assignments on the Communications List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 253: Document all volunteer staff time on Volunteer Registration Form • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Labor Pool and Credentialing Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Project prolonged needs for personnel based on current information and situation
• Continue to assist department leaders to recall staff as needed
• Implement messaging system with the Public Information Officer to advise staff of traffic delays, transportation system status, etc.
• With requesting location's leadership, monitor the performance of personnel assigned, and make changes as warranted		

• Monitor the effectiveness of the emergency credentialing process and make changes as needed • Monitor volunteer assignments to ensure proper usage, needed support, and effective supervision • Make requests through the Liaison Officer for additional outside personnel assistance if needed • Meet regularly with the Support Branch Director for status reports • Advise the Support Branch Director immediately of any operational issue you are not able to correct • Designate times for briefings and updates with unit personnel to develop or update the unit action plan and demobilization procedures • Ensure that staffing and supply issues are addressed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: As directed by the Communications Unit Leader, list radio, cellular phone, or other communications assignments on the Communications List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 253: Document all volunteer staff time on Volunteer Registration Form • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Labor Pool and Credentialing Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns		

o Address political sensitivities, when appropriate o 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) • Continue to monitor the ability of the Labor Pool and Credentialing Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Continue to project food, water, and unit staffing needs; coordinate requests with the Support Branch Director		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: As directed by the Communications Unit Leader, list radio, cellular phone, or other communications assignments on the Communications List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 253: Document all volunteer staff time on Volunteer Registration Form • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

Demobilization/System Recovery	Time	Initial
Activities • Transfer the Labor Pool and Credentialing Unit Leader role, if appropriate o 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 o Address any health, medical, and safety concerns		

o Address political sensitivities, when appropriate o 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) • Ensure the return, retrieval, and restocking of equipment and supplies • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Support Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Support Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • 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: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment List ❑ HICS 213 - General Message Form ❑ HICS 205A - Communications List ❑ HICS 214 - Activity Log ❑ HICS 215A - Incident Action Plan (IAP) Safety Analysis ❑ HICS 221 - Demobilization Check-Out ❑ HICS 252 - Section Personnel Time Sheet ❑ HICS 253 - Volunteer Registration ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Labor Pool Operations Plan ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

EMPLOYEE FAMILY CARE UNIT LEADER

Mission: Ensure the availability of medical, logistic, behavioral health, and day care for the families of staff members. Coordinate mass prophylaxis, vaccination, or immunization of family members if required.

Position Reports to: **Support Branch Director**	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
Receive appointment • Obtain briefing from the Support Branch Director on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Employee Family Care Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Project immediate and prolonged capacities to provide services based on current information and situation • Provide information to the Support Branch Director on the operational situation of the Employee Family Care Unit		
Determine unit objectives, tactics, and assignments • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: o Appoint Employee Family Care Unit personnel in collaboration with the Support Branch Director o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing		
Activities • Review and support the following:		

o Locations and staffing for short term child care and elder care, including: ▪ Recreation ▪ Safety and security ▪ Food and water o Rest and hygiene locations for overnight family accommodations, if required, including: ▪ Food ▪ Sleeping arrangements ▪ Sanitation facilities ▪ Recreation activities ▪ Behavioral health services o Locations for pet or livestock care as needed o Locations for staff families to receive prophylaxis services in cooperation with Employee Health and Well Being Unit or community based services • Consider use of outside contract services (hotels, shelters, child care centers, elder day care, pet shelters, etc.) as needed; coordinate with the Support Branch Director • Obtain information and updates regularly from the Support Branch Director • Maintain current status of all Employee Family Care Unit areas • Inform the Support Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Consider development of a unit action plan; submit to the Support Branch Director if requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial
Activities • Transfer the Employee Family Care Unit Leader role, if appropriate		

o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Verify all employee family support operations are safe and have appropriate supervision, recreation, sanitation, and nutritional support • Verify shelter and nutrition are available to employees and their families as indicated in the Hospital Emergency Operations Plan (EOP) • Assist in identifying transitional housing and other support; coordinate with the Liaison Officer as needed • Assist in identifying resources for family medical needs, including medications, medical care and equipment, and specialized nutritional support • Follow up on any prophylaxis administered to employee families to track side effects and efficacy as needed • Monitor for any outbreak of illness; coordinate with the Operations Section Medical Care Branch Director • Continue to provide access to behavioral health and spiritual support • Project the prolonged capacities to provide above services based on current information and situation • Meet regularly with the Support Branch Director for status reports • Advise the Support Branch Director immediately of any operational issue you are not able to correct • Designate times for briefings and updates with unit personnel to develop or update the unit action plan and demobilization procedures • Ensure that unit staffing and supply issues are addressed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit		

• Ensure personal protective equipment (PPE) is available and utilized appropriately		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Employee Family Care Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to monitor the ability of the Employee Family Care Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices
• Continue to project food, water, and unit staffing needs; coordinate requests with the Support Branch Director
• Provide updates to the Support Branch Director
• Meet with unit personnel to address ongoing issues		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response		
Resources • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately		

EMPLOYEE FAMILY CARE UNIT LEADER

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Employee Family Care Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure the return, retrieval, and restocking of equipment and supplies
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Notify the Support Branch Director when demobilization and restoration is complete
• Coordinate reimbursement issues with the Finance/Administration Section
• Upon deactivation of your position, brief the Support Branch Director on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit		

Documents and Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ Hospital Emergency Operations Plan ❑ Hospital Incident Specific Plans or Annexes ❑ Employee Family Care Support Plan ❑ Supply, equipment, and personnel vendor directories and support agreements ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

FINANCE/ADMINISTRATION SECTION CHIEF

Mission: Monitor the utilization of financial assets and the accounting for financial expenditures. Supervise the documentation of expenditures and cost reimbursement activities.

Position Reports to: **Incident Commander**	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
Receive appointment • Obtain briefing from the Incident Commander on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Finance/Administration Section Chief • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain and ensure tracking of financial information and status • Evaluate Finance/Administration Section needs and capacity to perform: o Time cost tracking o Procurement cost tracking and assistance o Compensation and claims cost tracking		
Determine the incident objectives, tactics, and assignments • Determine which Finance/Administration Units need to be activated: o Time Unit o Procurement Unit o Compensation/Claims Unit o Cost Unit • Document section objectives, tactics, and assignments on the HICS 204: Assignment List • Make assignments and distribute corresponding Job Action Sheets and position identification • Determine strategies and how the tactics will be accomplished • Determine needed resources		

• Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing		

Activities
• Provide cost implications of incident objectives, activities, and resources
• Ensure that the Incident Action Plan (IAP) is within financial limits established by the Incident Commander
• Determine if any special contractual arrangements or agreements are needed
• Review existing contracts and Memoranda of Understanding (MOUs) to understand options and fiscal implications of implementation
• Obtain information and updates regularly from section units
• Provide status updates to the Incident Commander regularly, advising of accomplishments and issues encountered
• Provide regular updates to section personnel and inform them of strategy changes, as needed
• Communicate regularly with other Section Chiefs
  o Logistics Section for resource needs and activities
  o Inform Planning Section of activities that have occurred; keep updated with status and utilization of resources
  o Communicate with the Operations Section for personnel time records, potential compensation and claims, and canceled surgeries and procedures		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: Initiate financial account tracking on Procurement Summary Report		
Resources • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader • Determine issues and needs in section areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Liaison Officer		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all section personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**
Activities • Transfer the Finance/Administration Section Chief role, if appropriate o 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		

o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Approve a cost-to-date incident financial status report to be submitted by the Cost Unit Leader at regular intervals (e.g., every eight hours) summarizing financial data relative to personnel, supplies, other expenditures, and expenses • Work with the Incident Commander and other Section Chiefs to identify short- and long-term issues with financial implications; establish needed policies and procedures • Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Finance/Administration Section • Designate a time for briefing and updates with Finance/Administration Section leadership to update the Incident Action Plan (IAP)		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log		
Resources • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Operations and Logistics Section Chiefs		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	Time	Initial
Activities • Transfer the Finance/Administration Section Chief role, if appropriate o 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 o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • Present financial updates to the Incident Commander and Command Staff at regular intervals (e.g., every eight hours) and as requested • Ensure that routine non-incident related administrative oversight of hospital financial operations is maintained • Coordinate emergency procurement requests with the Logistics Section Supply Unit Leader • Maintain cash on hand to ensure safe and efficient clinical and non-clinical operations • Ensure automated teller machines (ATMs) located within the hospital are secured and maintained as appropriate		

• Consult with local, state, and federal officials regarding reimbursement regulations and requirements; ensure required documentation is prepared according to guidance received • Continue to monitor the ability of Finance/Administration Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices • Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Finance/Administration Section o Designate a time for briefing and updates with Finance/Administration Section leadership to update the Incident Action Plan (IAP)		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document actions, decisions, and information received on Activity Log • HICS 257: Track equipment used during the response on the Resource Accounting Record		
Resources • Monitor levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Coordinate Finance/Administration security needs with the Operations Section Security Branch • 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 • Provide for personnel rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	**Time**	**Initial**
Activities • Transfer the Finance/Administration Section Chief role, if appropriate o Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital o Address any health, medical, and safety concerns o Address political sensitivities, when appropriate o 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) • As objectives are met and needs decrease, return Finance/Administration Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader • Collect and analyze all financial related data from Finance/Administration Section Units		

FINANCE/ADMINISTRATION SECTION CHIEF

• Ensure processing and payment of invoiced costs • Submit required reimbursement documentation and track payments • Upon deactivation of your position, brief the Incident Commander on current problems, outstanding issues, and follow-up requirements • Participate in other briefings and meetings as required • Continue to become familiar with eligibility to apply for state and or federal reimbursement and assembly of needed materials including invoices, work orders, and pictures of items replaced and or hospital damage repaired • Participate in stress management and after action debriefings • Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: o Review of pertinent position descriptions and operational checklists o Recommendations for procedure changes o Accomplishments and issues		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit • Provide corporate reports as requested • Prepare with others as needed all invoices, overtime records, damage reports (including before and after pictures), and repair or replacement cost documentation for submission to state and federal authorities when requested • Work with risk management for submission of all insurance related claims (personal injury, workmen's compensation, building damage etc.)		

Documents/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 ❑ HICS 256 - Procurement Summary Report ❑ HICS 257 - Resource Accounting Record ❑ HICS 258 - Hospital Resource Directory ❑ Hospital financial data forms ❑ FEMA reimbursement guidance and forms ❑ State and Department of Homeland Security reimbursement forms ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

TIME UNIT LEADER

Mission: Responsible for the documentation of personnel time records. Monitor and report on regular and overtime hours worked or volunteered.

Position Reports to: **Finance/Administration Section Chief** 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
Receive appointment • Obtain briefing from Finance/Administration Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Time Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Finance/Administration Section Chief • Provide information to the Finance/Administration Section Chief on the operational status of the Time Unit		
Determine unit objectives, tactics, and assignments • Based on the unit's objectives for the response period consider the issues and priorities: o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on situation, strategies, and tactics, and designate time for next briefing		
Activities • Ensure the documentation of personnel hours worked and volunteer hours worked in all areas relevant to the hospital's emergency incident response • Coordinate with the Logistics Section Labor Pool and Credentialing Unit Leader • Collaborate with the Planning Section Personnel Tracking Manager in accounting for hospital personnel		

• Provide status updates to the Finance/Administration Section Chief regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Confirm the utilization of HICS 252: Section Personnel Time Sheet by all sections; document section personnel time		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Document personnel time on Section Personnel Time Sheet		
Resources • Determine staffing needs and place requests with the Finance/ Administration Section Chief or the Logistics Section Labor Pool and Credentialing Unit • Determine equipment and supply needs and place request with the Finance/Administration Section Chief or the Logistics Section Supply Unit		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Time Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Collect HICS 252: Section Personnel Time Sheets from each work area for recording and tabulation every eight hours, or as specified by the Finance/ Administration Section Chief; forward to the Cost Unit Leader
• Meet regularly with the Finance/Administration Section Chief for status reports
• Advise the Finance/Administration Section Chief immediately of any operational issue you are not able to correct		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Section Personnel Time Sheets		

TIME UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Time Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to provide a summary of staff and volunteer personnel hours worked during the incident every eight hours or as requested
• Forward tabulated HICS 252: Section Personnel Time Sheets to the Cost Unit Leader
• Ensure that time activity is being tracked in a fashion that data is meeting state and federal reimbursement reporting requirements		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Section Personnel Time Sheets		
Resources • Assess issues and needs in unit areas; coordinate resource management • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that unit personnel continue to comply with safety procedures and instructions		

• 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 • Provide for staff rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Time Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Compile final cost accounting reports for the Finance/Administration Section Chief
• Assist coordination of resupply, ordering and restocking of equipment
• Notify the Finance/Administration Section Chief when clean-up and restoration is complete
• Upon deactivation of your position, brief the Finance/Administration Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• Summarize in a report all time related costs as requested by Finance/Administration Section Chief
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit • Provide final reports as requested		

TIME UNIT LEADER

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 253 - Volunteer Registration ❑ Standard timekeeping/payroll procedures ❑ FEMA reimbursement guidance and forms ❑ State and Department of Homeland Security reimbursement forms ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

PROCUREMENT UNIT LEADER

Mission: Responsible for the purchase or lease of approved equipment, supplies, medications and other materials needed for the hospital's incident response, recovery, and restoration.

Position Reports to: **Finance/Administration Section Chief** 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
Receive appointment • Obtain briefing from Finance/Administration Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Procurement Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Finance/Administration Section Chief • Provide information to the Finance/Administration Section Chief on the operational situation of the Procurement Unit		
Determine unit objectives, tactics, and assignments • Based on the unit's objectives for the response period consider the issues and priorities: o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on situation, strategies, and tactics, and designate time for next briefing		
Activities • Establish a line of communication with the Logistics Section Supply Unit Leader to ensure resource coordination • Obtain authorization to initiate and finalize purchases from the Finance/Administration Section Chief, or authorized representative • Interpret and initiate contracts and agreements to minimize costs when possible and resolve disputes		

PROCUREMENT UNIT LEADER

• Establish and document emergency agreements for the sharing, transfer of material, supplies, etc., to other entities • Provide status updates to the Finance/Administration Section Chief regularly to discuss the Incident Action Plan (IAP), advising of accomplishments and issues encountered • Provide regular updates to unit personnel and inform of strategy changes as needed • Initiate purchase tracking on HICS 256: Procurement Summary Report, ensure the separate accounting of all contracts specifically related to the incident and of all purchases		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: Initiate purchase tracking on Procurement Summary Report		
Resources • Determine staffing needs and place requests with the Finance/ Administration Section Chief or Logistics Section Labor Pool and Credentialing Unit • Determine equipment and supply needs and place request with the Finance/Administration Section Chief or Logistics Section Supply Unit		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Procurement Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Collect invoices and other records to reconcile them with the procurement agreements before forwarding them to the Cost Unit Leader
• Coordinate with the Logistics Section Supply Unit Leader to ensure that procurements meet the needs of the requestors
• Meet regularly with the Finance/Administration Section Chief for status reports
• Advise the Finance/Administration Section Chief immediately of any operational issue you are not able to correct
• Maintain a master log of all purchases related to the incident on HICS 256: Procurement Summary Report		

PROCUREMENT UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: Log all purchases on Procurement Summary Report		
Resources • Assess issues and needs in unit areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Procurement Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Provide updates to Finance/Administration Section Chief and unit personnel
• Continue to maintain a master log of all purchases related to the incident on HICS 256: Procurement Summary Report		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 256: Log all purchases on Procurement Summary Report		
Resources • Assess issues and needs in unit areas; coordinate resource management • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader		

PROCUREMENT UNIT LEADER

Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Procurement Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Ensure complete closure of contracts, agreements, purchases, etc., relating to the incident
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Compile final cost accounting reports for the Finance/Administration Section Chief
• Assist coordination of resupply, ordering and restocking of equipment
• Account for costs associated with all repaired or replaced equipment
• Notify the Finance/Administration Section Chief when clean-up and restoration is complete
• Upon deactivation of your position, brief the Finance/Administration Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit • Provide final reports as requested		

PROCUREMENT UNIT LEADER

Documents/Tools
❑ HICS 204 - Assignment List ❑ HICS 203 - Organization Assignment 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 256 - Procurement Summary Report ❑ Hospital financial data forms ❑ FEMA reimbursement guidance and forms ❑ State and Department of Homeland Security reimbursement forms ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Standard procurement protocol, including coding information ❑ Contract and non-contract vendor lists ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

COMPENSATION/CLAIMS UNIT LEADER

Mission: Responsible for receiving, investigating, and documenting all claims reported to the hospital that are alleged to be the result of an accident or action occurring on hospital property during the incident.

Position Reports to: **Finance/Administration Section Chief** 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
Receive appointment • Obtain briefing from the Finance/Administration Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Compensation/Claims Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Finance/Administration Section Chief • Provide information to the Finance/Administration Section Chief on the operational status of the Compensation/Claims Unit		
Determine unit objectives, tactics, and assignments • Based on the unit's objectives for the response period consider the issues and priorities: o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on situation, strategies, and tactics, and designate time for next briefing		
Activities • Receive, investigate and document claims issued by employees and non-employees; use photographs or video documentation when appropriate • Obtain statements as quickly as possible from all claimants and witnesses		

• Enlist the assistance of the Safety Officer, Operations Section Security Branch Director, and Logistics Section Employee Health and Well-Being Unit Leader as needed • Provide status updates to the Finance/Administration Section Chief regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered • Provide regular updates to unit personnel and inform of strategy changes as needed		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period		
Resources • Assess issues and needs in unit areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	Time	Initial

Activities
• Transfer the Compensation/Claims Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Document claims on hospital risk/loss forms; coordinate with Medical-Technical Specialist: Risk Management, if appropriate
• Ensure that records required for loss recovery by insurers, government, and other agencies are accurately compiled, maintained, and available
• Address line of duty injury/death compensation questions from family members of personnel
• Meet regularly with the Finance/Administration Section Chief for status reports
• Advise the Finance/Administration Section Chief immediately of any operational issue you are not able to correct
• Maintain a log of all purchases related to the incident on HICS 256: Procurement Summary Report, and forward to the Procurement Unit Leader every eight hours or as requested		

COMPENSATION/CLAIMS UNIT LEADER

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: Log all purchases on Procurement Summary Report		
Resources • Assess issues and needs in unit areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	**Time**	**Initial**

Activities
• Transfer the Compensation/Claims Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Report any cost incurred as a result of a claim to the Cost Unit Leader as soon as possible
• Prepare a summary of all claims reported during the incident every eight hours or as requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period		

COMPENSATION/CLAIMS UNIT LEADER

Resources • Assess issues and needs in unit areas; coordinate resource management • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Compensation/Claims Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Assist coordination of resupply, ordering and restocking of equipment
• Notify the Finance/Administration Section Chief when clean-up and restoration is complete
• Upon deactivation of your position, brief the Finance/Administration Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes
  o Accomplishments and issues
• Participate in stress management and after action debriefings		

Documentation • HICS 221: Demobilization Check-Out • Compile final claims reports and submit to the Finance/Administration Section Chief • Ensure all documentation is submitted to the Planning Section Documentation Unit		

COMPENSATION/CLAIMS UNIT LEADER

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 256 - Procurement Summary Report ❑ Standard claims protocols and procedures ❑ Line of Duty Death Procedure ❑ Workman's Compensation Policy ❑ Union contracts if applicable ❑ Hospital financial data forms ❑ FEMA reimbursement guidance and forms ❑ State and Department of Homeland Security reimbursement forms ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Insurer information ❑ Relevant government protocols ❑ Claims log form ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication

COST UNIT LEADER

Mission: Responsible for providing cost analysis data for the incident and maintenance of accurate records of incident costs.

Position Reports to: **Finance/Administration Section Chief** 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
Receive appointment • Obtain briefing from the Finance/Administration Section Chief on: o Size and complexity of incident o Expectations of the Incident Commander o Incident objectives o Involvement of outside agencies, stakeholders, and organizations o The situation, incident activities, and any special concerns • Assume the role of Cost Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment		
Assess the operational situation • Obtain information and status from the Finance/Administration Section Chief • Provide information to the Finance/Administration Section Chief on the operational situation of the Cost Unit		
Determine unit objectives, tactics, and assignments • Based on the unit's objectives for the response period consider the issues and priorities: o Determine strategies and how the tactics will be accomplished o Determine needed resources • Brief unit personnel on situation, strategies, and tactics, and designate time for next briefing		
Activities • Establish cost reporting procedures, including proper coding • Implement third-party billing procedures • Implement procedures for receiving and depositing funds • Provide status updates to the Finance/Administration Section Chief regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered		

• Provide regular updates to unit personnel and inform them of strategy changes as needed • Log purchases on HICS 256: Procurement Summary Report, forward to Procurement Unit Leader every eight hours or as requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: Initiate purchase tracking on Procurement Summary Report		
Resources • Determine staffing needs and place requests with the Finance/ Administration Section Chief or the Logistics Section Labor Pool and Credentialing Unit • Determine equipment and supply needs and place request with the Finance/Administration Section Chief or the Logistics Section Supply Unit		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions		

Intermediate Response (2 – 12 hours)	**Time**	**Initial**

Activities
• Transfer the Cost Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Maintain cost tracking and analysis
• Ensure that tracking data will meet state and federal reimbursement guidelines
• Include data on lost revenue from canceled surgeries, procedures, admissions and clinic appointments
• Collect copies, summaries, or original documentation of costs from all cost centers
• Prepare a cost-to-date summary report for submission to the Finance/ Administration Section Chief every eight hours or as requested
• Inform Section Chiefs of pertinent cost data at the direction of the Finance/Administration Section Chief or the Incident Commander
• Meet regularly with the Finance/Administration Section Chief for status reports
• Advise the Finance/Administration Section Chief immediately of any operational issue you are not able to correct		

• Maintain a log of all purchases related to the incident on HICS 256: Procurement Summary Report, and forward to the Procurement Unit Leader every eight hours or as requested		
Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: Log all purchases on Procurement Summary Report		
Resources • Assess issues and needs in unit areas; coordinate resource management • Make requests for external assistance, as needed, in coordination with the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit		

Extended Response (greater than 12 hours)	Time	Initial

Activities
• Transfer the Cost Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• Continue to prepare a summary of all costs incurred during the incident every eight hours or as requested
• Provide updates to the Finance/Administration Section Chief and unit personnel
• Continue to maintain a log of all purchases related to the incident, HICS 256 - Procurement Summary Report, and forward to the Procurement Unit Leader every eight hours or as requested		

Documentation • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 213: Document all communications on a General Message Form		

COST UNIT LEADER

• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: Log all purchases on Procurement Summary Report		
Resources • Assess issues and needs in unit areas; coordinate resource management • Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader		
Communication *Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners*		
Safety and security • Ensure that all unit personnel continue to comply with safety procedures and instructions • 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 • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques		

Demobilization/System Recovery	Time	Initial

Activities
• Transfer the Cost Unit Leader role, if appropriate
  o 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
  o Address any health, medical, and safety concerns
  o Address political sensitivities, when appropriate
  o 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)
• As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader
• Compile final cost accounting reports for the Finance/Administration Section Chief
• Assist coordination of resupply, ordering and restocking of equipment
• Notify the Finance/Administration Section Chief when clean-up and restoration is complete
• Upon deactivation of your position, brief the Finance/Administration Section Chief on current problems, outstanding issues, and follow up requirements
• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed
• 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:
  o Review of pertinent position descriptions and operational checklists
  o Recommendations for procedure changes		

o Accomplishments and issues • Participate in stress management and after action debriefings		
Documentation • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit • Provide final reports as requested		

Documents/Tools
❑ HICS 203 - Organization Assignment List ❑ HICS 204 - Assignment 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 financial data forms ❑ FEMA reimbursement guidance and forms ❑ State and Department of Homeland Security reimbursement forms ❑ Hospital Emergency Operations Plan ❑ Incident Specific Plans or Annexes ❑ Hospital organization chart ❑ Hospital telephone directory ❑ Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication