

# Health Care Facility Emergency Operations Plan

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Department of Veterans Affairs  
Emergency Management Strategic Healthcare Group

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## **VETERANS AFFAIRS HEALTH CARE FACILITY EMERGENCY OPERATIONS PLAN**

### **BASIC PLAN**

#### **I. INTRODUCTION**

This Health Care Facility (“Facility”) Emergency Operations Plan (“EOP”) describes a general strategy for managing contingency situations through its identification of key activities and their organization by function. Some or all of these functions and key activities may be needed to meet the requirements of any particular emergency situation, including those such as a search for a missing patient to a major earthquake that severely damages the facility. The underlying principles are proactive management-by-objectives.

This EOP is the outcome of the Facility’s Comprehensive Emergency Management (CEM) program where hazards reduction, capability development, and emergency operations are linked in an on-going process of activities which occur in four phases:

- Preparedness activities build individual and organizational ability to manage emergency situations;
- Response activities minimize personal injury and property damage, and to control the effects of emergency situations;
- Recovery activities begin concurrently with response activities and is directed toward restoration of essential services and resumption of normal operations, ending with after-action reports designed to improve future mitigation, preparedness, response and recovery actions;
- Mitigation activities eliminate or reduce potential effects of emergencies.

This EOP incorporates the Standardized Emergency Management System which uses the National Inter-agency Incident Management System Incident Command System (“ICS”) operating requirements and components that apply to the Field Response and Emergency Operating Center levels.

Under this EOP, the Facility Director, Management and Services have been designated as having primary or support responsibilities for one or more Essential Functions based upon their normal day-to-day responsibilities and resources. The EOP's six Essential Functions are the principal mechanisms for mitigation, preparedness, response and recovery activities.

## A. PURPOSE

The purpose of this EOP is to identify key activities and a universal management approach to be used to minimize any adverse impact on the continuity of patient care, and to protect patients, visitors, and employees from harm. The EOP establishes:

1. Fundamental policies and assumptions.
2. A concept of operations that describes the process for organization-wide response to emergencies.
3. An organizational structure which designates emergency assignments around day-to-day responsibilities and includes a process for decision-making on objectives and priorities.
4. Assignment of specific, on-going responsibilities for the prevention of emergencies or a reduction of their potential effects; preparation of capabilities needed to manage the provision of services in any emergency; response to problems caused by any emergency; recovery from interruptions in services after any emergency, and a corrective action program.

## B. SCOPE

1. This EOP applies to all employees of the Facility.
2. It is the written record of the on-going CEM program which includes the Environment of Care standards, Safety and Quality Management Programs.
3. The EOP represents the Facility's strategy for managing internal and external incident operations, including how to organize and assign responsibilities, and the process used for problem solving.

## II. POLICIES

- A. The Facility Director is responsible for providing a safe environment for patients, visitors, and employees. Life safety and patient care take precedence over all other responsibilities. *[NOTE: All references to the Director, or other responsible individual, infers her/his designee, as appropriate.]*
- B. The Director, Management and Services have certain emergency management taskings designated by this EOP. Staff members assigned primary responsibility for Essential Functions serve as Executive Agents under the Facility Director to ensure that the tasks assigned to a functional area are

- accomplished.
- C. The Facility Director, or the Executive Agents for Business Continuity, Plant and Utilities, Safety and Security, and Health and Medical may implement any or all parts of the EOP necessary to mitigate, prepare for, respond to, recover from, and restore essential services in a threatened, or actual emergency.
  - D. This EOP describes activities required by the emergency situations. Normal/routine functions not affected by the emergency are outside the scope of this EOP. These day-to-day functions not directly related to an emergency response may be suspended for the duration of the emergency as determined by the Facility Director.

### **III. SITUATION**

#### **A. EMERGENCY**

- 1. An emergency situation is any event which threatens to affect continuity of patient care and/or safety of patients, visitors, and employees.
- 2. It begins upon recognition or notification that a threat exists, continues while all activities are underway to assess, control and correct on-going adverse or negative effects, and ends when determined by the Facility Director.

#### **B. ASSUMPTIONS**

- 1. The Facility Director is responsible for patients already under his/her care, visitors and staff who are on the premises, as well as those persons who may come to the Facility during the emergency.
- 2. Any type of emergency situation has direct and indirect adverse effects on the Facility's ability to provide patient care which depends upon the availability of sufficient human, physical, and informational resources. Determining this operational status is an on-going priority.
- 3. The existence and length of the warning period for an emergency can be significant in the reduction in numbers or severity of injuries, loss of essential resources, and property damage. Emergency situations fall into one of two categories in regard to warning:
  - a. Warning. When incidents provide a warning period allowing for preparation (e.g., severe weather, reception of military casualties, etc.), the EOP is normally implemented by the Facility Director. This referred to as an EOC Response.

- b. No Warning. When incidents occur with little or no warning (e.g., tornadoes, earthquakes, fire, violent crime, etc.), any employee may initiate an appropriate response to protect life, conserve property, and notify his/her supervisor or other official. An appropriate level of EOP implementation will then follow. This is referred to as a Field Response.

## **IV. CONCEPT OF OPERATIONS**

### **A. GENERAL**

1. If a warning or notification is received that a situation threatens to disrupt continuity of patient care, and/or poses a risk to patients, visitors and staff, the Facility Director, Executive Agent(s) and Support Services will take appropriate action(s) to protect patients, visitors, employees, resources, and property based upon the threat.
2. During the period immediately following the occurrence of an emergency situation which affects the Facility, the surrounding community or another VA Health Care Facility in the VISN, the Facility Director, Executive Agent(s) and Support Services will take the necessary action(s) to assess, organize, mobilize, and deploy the organization required to manage the requirements.
3. In the EOP, Services have been grouped together under six Essential Functions to facilitate the management, coordination and accomplishment of activities that may be required. These Essential Functions are: Management and Planning, Logistics and Finance, Business Continuity, Plant and Utilities, Safety and Security, and Health and Medical. Some, or all of these Essential Functions may be activated as appropriate.
4. Each Essential Function has been assigned a number of key activities that may need to be accomplished. The Executive Agent, in coordination with the Support Services, is responsible for managing these activities and for ensuring their outcomes.
5. Specific Essential Function missions, organizational structures, responsibilities and key activities are described in the Annexes to this EOP.
6. Four Essential Functions (Business Continuity, Plant and Utilities, Safety and Security, and Health and Medical) are given the authority to execute their responsibilities to under the following situations.

- a. Business Continuity may execute its responsibilities when the access to or continuity of patient care services is threatened.
- b. Plant and Utilities may execute its responsibilities when the viability of plant and utility systems at the facility are threatened.
- c. Safety and Security may execute its responsibilities when the safety and security of patients, visitors and staff, and/or property is threatened.
- d. Health and Medical may execute its responsibilities when life-saving medical, health and mass care requirements are imminent.

## **B. ORGANIZATION**

The Incident Command System (ICS) will be used to plan, organize, staff, direct and control emergency situations. The ICS organizational structure develops in a modular fashion based upon the kind and size of an incident. The organization's staff builds from the top down with responsibility and performance placed initially with the Incident Manager (IM).

In an incident without warning (Field Response), such as a fire on a ward, the IM may initially be any nurse on duty who first recognizes the danger. In an incident that provides warning, such as severe weather or reports of a cloud of hazardous materials approaching the Facility (EOC Response), the Director or designee may be the IM.

As the need exists, four separate Sections (Operations, Plans, Logistics, and Finance/Administration) can be developed, each with several units which can be established, as required. The specific organizational structure established for any given incident will be based upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

### **1. FIELD RESPONSE.**

An incident with out warning (Field Response) may require the establishment of an Incident Command Post (ICP) is an ad-hoc location established immediate to the site of an emergency from where decisions/directions emanate concerning activities related to controlling negative effects and tactical decision-making concerning the protection of life and property.

## **2. EMERGENCY OPERATIONS CENTER.**

An Emergency Operations Center (EOC) is the location where activities related to information collection, inter-service coordination, strategic decision-making, and resource allocation are managed. Not all incidents require the use of the EOC.

### **C. IMPLEMENTATION.**

Some or all of the following activities may be necessary to effectively prepare for, respond to, and/or recover from an internal or external emergencies:

- Notification and verification that a threatening situation exists.
- Analysis of incident factors to determine the level and extent of plan implementation.
- Alert/notification of key staff and external authorities, as appropriate.
- Issuance of an internal warning message and instructions.
- Pre-impact preparations.
- Establishment of an incident organizational structure, as appropriate.
- Situation assessment.
- Resource assessment.
- Incident operations necessary to protect life and property.
- Request for, or provision of, mutual assistance.
- Establishment of operational periods.
- Incident action planning.
- Emergency policies.
- Emergency contracting.
- Demobilization planning.
- Incident critique.

## **V. RESPONSIBILITIES**

### **A. FACILITY DIRECTOR**

1. Emergency Situations. The Facility Director is responsible for overall leadership, management and coordination during emergency situations. Actions include:
  - a. Perform an assessment of the situation.
  - b. Make activation/de-activation decisions.
  - c. Establish policies, objectives and priorities during Incident Action Planning meetings.
  - d. Ensure coordination between Executive Agents and Support Services.
2. Exercise or Incident After-action Reviews. Actions include:
  - a. Scheduling a critique to elicit general input concerning the facility's emergency management program.
  - b. Coordination of the preparation of an after-action report.
  - c. Review recommendations and establish priorities for program enhancement, as needed.

### **B. EXECUTIVE AGENTS.**

1. CEM Program. Chiefs of Services designated as Executive Agents are responsible for the development, maintenance, and evaluation of all aspects of the CEM program relating to their assigned Essential Function as shown in the following example:

<u>Essential Function</u>	<u>Executive Agent</u>
Management and Planning	Director, EPC
Logistics and Finance	AM&M, Fiscal
Business Continuity	Associate Director
Plant and Utilities	Engineering
Safety and Security	Safety, Police/Security
Health and Medical	Chief of Staff

2. Emergency Situations. Services designated as Executive Agents are responsible for implementation, management, coordination, and accomplishment of key activities as required by the situation.
3. Exercise and Incident After-action Review. Services designated as Executive Agents will participate in exercises designed to practice and evaluate the emergency management plan; complete evaluations and reviews; and take the necessary follow-up actions in coordination with Supporting Services.

**C. SUPPORTING SERVICES**

1. CEM Program. Services designated as Support for Essential Functions are responsible for participating the development, maintenance and evaluation of key activities in which they are involved.
2. Emergency Situations. Support Services are responsible for assisting in the accomplishment of key activities.
3. Exercise and Incident After-action Reviews. Support Services will participate in exercises designed to practice and evaluate the emergency management plan; assist with the preparation of the after-action review, and take the necessary follow-up action(s) on recommendations for improvement.

**VI. ANNEXES.**

**Functional Annexes**

Essential Function #1:	Management and Planning
Essential Function #2:	Logistics and Finance
Essential Function #3:	Business Continuity
Essential Function #4:	Plant and Utilities
Essential Function #5:	Safety and Security
Essential Function #6:	Health and Medical

**Support Annexes**

- A Position Descriptions**
- B Resource List**
- C Key Activity Guidelines**

**VETERANS AFFAIRS HEALTH CARE FACILITY  
EMERGENCY MANAGEMENT PLAN**

**ESSENTIAL FUNCTION #1: MANAGEMENT & PLANNING**

**LEAD:** Facility Director (Management)  
Emergency Preparedness Coordinator (Planning)

**SUPPORT:** IRM Service  
Medical Administration Service  
Public Affairs Officer  
(Other Services as applicable)

**I. MISSION.**

The purpose of the Management and Planning Function is to plan, organize, staff, direct, control, and evaluate the facility's response and recovery to emergencies.

**II. EMERGENCY.**

An emergency situation is any event which threatens to affect continuity of patient care and/or safety of patients, visitors, and employees. An emergency situation can also exist when there is a threat to the viability of plant and utility systems at the health care facility.

**III. KEY ACTIVITIES.**

**A. Management:**

- Plan Implementation and Demobilization
- Emergency Policies
- Liaison and Coordination
- Safety
- Public Information

**B. Planning:**

- Situation Status
- Resource Status
- Action Planning
- Documentation

**IV. IMPLEMENTATION.**

A. Plan Implementation/Demobilization. Based upon the information received, the Facility Director will perform an assessment of the situation taking into consideration the following factors:

1. WHAT: (Incident Characteristics)
  - a. Type of Primary Event (Direct Impact)
  - b. Magnitude
  - c. Expected Duration
  - d. Likely Secondary Events (Indirect Impacts)
2. WHEN: (Incident Timing)
  - a. Warning Period? Length?
  - b. Time of Day Morning Afternoon Evening
  - c. Day of Week Weekday Weekend
  - d. Season of the Year
  - e. Weather Conditions - Past, Present and Future
3. WHERE IS IT NOW AND WHERE IS IT GOING
  - a. Location and scope
  - b. What could be impacted
    1. Patient Census/Occupancy
    2. Activities Affected
    3. Essential Resources
    4. Facilities
4. WHAT RESOURCES MAY BE NEEDED
  - a. Policies  
Set Initial Operational Period
  - b. Objectives
    1. Attainable in Period
    2. Measurable
  - c. Priorities.
  - d. Level of Plan Implementation Necessary
    1. Notify Executive Agents
    2. Provide Incident Briefing
      - a. Situation
      - b. Policies
      - c. Objectives
      - d. Priorities
      - e. Set Operational Periods.
    3. Conduct/Approve Incident Action Plan
    4. Continue to organize and manage.

**V. RESPONSIBILITIES.**

A. The Facility Director is responsible for the overall management of the incident. The Facility Director may designate another qualified individual to be the Incident Manager.

B. The Incident Manager will prepare incident objectives that in turn will be the foundation upon which subsequent action planning will be based. The Incident Manager will approve the final action plan, and approve all requests for ordering and releasing of primary resources. The incident action planning (IAP) process is as follows:

Policy, Objectives, Priorities Organization Required	Facility Director/Incident Manager Operations Planning
Support and Service Issues/Needs	Logistics
Financial Issues/Needs	Finance

IAP Review, Approval,  
and Implementation

1. Public Information. The public information function may include the development of accurate and complete information regarding the incident cause, magnitude, situation updates, status of resources, and other matters of general interest. The public information function will normally be the point of contact for the media and other governmental agencies that request or need information concerning the incident and its impact upon the patients, staff and facility. Inquiries by family members about the status of patients will also be handled by the PIO.

2. Liaison. The liaison function includes being a point of contact for representatives from other agencies/organizations.

3. The planning function includes the collection, evaluation and dissemination of tactical information about the incident. The planning function maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. This function is also responsible for the preparation and documentation of action plans.

**VI. POSITION DESCRIPTIONS.** See Support Annex A.

**VII. LIST OF CRITICAL RESOURCES.** See Support Annex B.

**VIII. KEY ACTIVITY GUIDELINES.** See Support Annex C.

**VETERANS AFFAIRS HEALTH CARE FACILITY  
EMERGENCY MANAGEMENT PLAN**

**ESSENTIAL FUNCTION #2: LOGISTICS & FINANCE**

**LEAD:** Acquisition and Material Management  
Fiscal

**SUPPORT:** Human Resource Management Service  
Engineering Service  
Pharmacy Service  
IRM Service  
Nutrition and Food Service  
Voluntary Service  
Others as applicable)

**I. MISSION.**

The purpose of the Logistics and Finance Function is to provide the services and support necessary to accomplish the response and recovery objectives.

**II. EMERGENCY.**

Any situation which requires the activation of the Logistics and Finance Function.

**III. KEY ACTIVITIES.**

Logistics:

- Supply
- Transportation
- Communications
- Food
- Medical

Finance/Administration:

- Time
- Procurement
- Compensation and Claims
- Cost

#### IV. IMPLEMENTATION.

A. Based upon the assessment of the incident and related factors, this function will be activated by the Facility Director, as appropriate.

B. Upon receiving notification of activation, this function's management representative will report to the EOC for a briefing, and to participate in the Incident Action Planning process.

C. The severity or magnitude of the incident will dictate which elements under the logistics and finance function will be activated in order to help the facility return to its normal operating status or level.

#### V. RESPONSIBILITIES.

A. The logistics function includes providing all support needed to manage the situation. The logistics function will obtain/procure all resources required to manage the situation and to bring the facility back to pre-incident status. This function will provide facilities, transportation, supplies, equipment maintenance and fueling, feeding, communications, and other services, as appropriate.

1. The **supply** activity includes ordering, receiving, and issuing equipment and supplies, etc., to support incident-related needs.

2. The **facilities** activity includes the provision of buildings and space needed to support incident-related needs.

3. The **transportation** activity includes the provision of resources required to support the facility's response and recovery efforts, e.g., vehicles, drivers, fuel, and maintenance.

4. The **communications** activity includes the provision of communications equipment and services to support of the incident-related needs.

5. The **food** activity includes the feeding of all persons working the incident.

6. The **medical** activity includes the provision of medical and rehabilitation services to all persons working the incident.

B. The **finance/administration** function includes tracking and settling all incident related expenses, such as, procurement, cost analysis, etc.

1. The **time** activity includes timekeeping on all personnel assigned to the incident.

2. The **procurement** activity includes the contracting, purchasing, and disbursing activities related to the incident.

3. The **compensation and claims** activity includes the reporting, investigation, and processing of all claims related to injuries and property damages related to the incident.

4. The **cost** activity includes tracking all expenditures related to the incident.

**VI. POSITION DESCRIPTIONS.** See Support Annex A.

**VII. LIST OF CRITICAL RESOURCES.** See Support Annex B.

**VIII. KEY ACTIVITY GUIDELINES.** See Support Annex C.

**VETERANS AFFAIRS HEALTH CARE FACILITY  
EMERGENCY MANAGEMENT PLAN**

## **ESSENTIAL FUNCTION #3: BUSINESS CONTINUITY**

**LEAD:** Associate Director

**SUPPORT:** IRM Service  
Medical Administration Service  
(Others as applicable)

### **I. MISSION.**

The purpose of the Business Continuity function is to focus on certain aspects of health care facility operations and service delivery that must not be interrupted.

### **II. EMERGENCY.**

Any situation that threatens the viability of operations of the health care facility.

### **III. KEY ACTIVITIES.**

- Patient Access to Services
- Records Preservation
- Business Relocation

### **IV. IMPLEMENTATION.**

#### **A. Warning versus No Warning**

1. Warning. For incidents with warning, activation of this function will be usually be based upon the assessment of incident factors by the Facility Director.

2. No Warning. For incidents which occur without warning, this function's management representative may activate this function. In these cases, notification will be made as soon as possible to the Facility Director.

B. Upon receiving notification of activation, the management representative should report to the EOC for a briefing, and to participate in the Incident Action Planning process.

C. The severity of the incident will dictate which elements under the plant and utilities function will be activated in order to assist the facility to return to its normal operating status or level.

V.        RESPONSIBILITIES

The Business Continuity function includes all physical structures, utilities, operating systems, and provision of special incident-related services.

1.        The **patient access** activity includes the identification of alternative sources of medical care and ancillary services.
2.        The **records preservation** activity includes the process of preserving critical administrative and clinical records.
3.        The **business relocation** activity includes identification of business functions that must be relocated to ensure continuity of service delivery during recovery and restoration.

VI.       POSITION DESCRIPTIONS. See Support Annex A.

VII.      LIST OF CRITICAL RESOURCES. See Support Annex B.

VIII.     KEY ACTIVITY GUIDELINES. See Support Annex C.

**VETERANS AFFAIRS HEALTH CARE FACILITY**

## EMERGENCY MANAGEMENT PLAN

### ESSENTIAL FUNCTION #4: PLANT & UTILITIES

LEAD: Engineering Service

SUPPORT: Environmental Management Service  
IRM Service  
Medical Administration Service  
(Others as applicable)

#### I. MISSION.

The purpose of the Plant and Utilities Function is to protect, evaluate, control, repair, and maintain plant and utility systems necessary for patient care, and to perform those services essential to facility operations and response and recovery objectives.

#### II. EMERGENCY.

Any situation that threatens the viability of plant and utility systems at the health care facility.

#### III. KEY ACTIVITIES.

- Telecommunications and Information Systems
- Medical Devices
- Medical Gas Systems
- Power/lighting Systems
- Heating/cooling Systems
- Water/sewer Systems
- Building/grounds/roadways

#### IV. IMPLEMENTATION.

##### A. Warning versus No Warning

1. Warning. For incidents with warning, activation of this function will be usually be based upon the assessment of incident factors by the Facility Director.

2. No Warning. For incidents which occur without warning, this function's management representative may activate this function. In these cases, notification will be made as soon as possible to the Facility Director.

B. Upon receiving notification of activation, the management representative should report to the EOC for a briefing, and to participate in the Incident Action Planning process.

C. The severity of the incident will dictate which elements under the plant and utilities function will be activated in order to assist the facility to return to its normal operating status or level.

## V. RESPONSIBILITIES

The Plant and Utilities function includes all physical structures, utilities, operating systems, and provision of special incident-related services.

1. The **telecommunications systems** activity includes the protection, inspection, evaluation, repair and maintenance of all facility information, communications, and detection systems.
2. The **medical devices/systems** activity includes the protection, inspection, evaluation, repair and maintenance of all patient care equipment and related systems.
3. The medical gas systems activity includes the protection, inspection, evaluation, repair and maintenance of all medical gas storage and delivery systems
4. The **power/lighting systems** activity includes the protection, inspection, evaluation, repair and maintenance of all electrical supply and distribution systems and lighting.
5. The **heating/cooling systems** activity includes the protection, inspection, evaluation, repair and maintenance of all heating, ventilation and air conditioning systems.
6. The **water/sewer systems** activity includes the protection, inspection, evaluation, repair and maintenance of all potable water, wastewater and solid waste distribution and disposal systems.
7. The **buildings/grounds/roadways** activity includes the protection, inspection, evaluation, repair and maintenance of all buildings, grounds and roadways.

VI. POSITION DESCRIPTIONS. See Support Annex A.

VII. LIST OF CRITICAL RESOURCES. See Support Annex B.

VIII. KEY ACTIVITY GUIDELINES. See Support Annex C.



**VETERANS AFFAIRS HEALTH CARE FACILITY  
EMERGENCY MANAGEMENT PLAN**

**ESSENTIAL FUNCTION #5: SAFETY and SECURITY**

**LEAD:** Police and Security Service  
Safety Service

**SUPPORT:** Industrial Hygienist  
Radiation Safety Officer  
Engineering Service  
Fire Department/Service  
Others as applicable)

**I. MISSION.**

The purpose of the Safety and Security function is to protect the safety and security of patients, visitors and staff.

**II. EMERGENCY.**

Any situation which threatens the safety and security of patients, visitors and staff.

**III. KEY ACTIVITIES.**

- Alerting and Warning
- Hazardous Materials Control/Decontamination
- Fire Suppression
- Search
- Security

**IV. IMPLEMENTATION.**

**A. Warning versus No Warning**

1. Warning. For incidents with warning, activation of this function will usually be based upon the assessment of incident factors by the Facility Director.

2. No Warning. For incidents which occur without warning, this function's management representative may activate this function. In these cases, notification will be made as soon as possible to the Facility Director.

B. Upon receiving notification of activation, the management representative should report to the EOC for a briefing, and to participate in the Incident Action Planning process.

C. The severity of the incident will dictate which elements under the safety and security function will be activated in order to assist the facility to return to its normal operating status or level.

## V. RESPONSIBILITIES.

The Safety and Security function includes the direct management of all incident tactical activities related to safety and security.

1. The **alerting and warning** activity includes the monitoring, receipt, verification and dissemination of information related to any threat to continuity of patient care.

2. The **hazardous materials control** activity includes the protection of hazardous materials stored on the property, and the evaluation, control, and decontamination of any releases associated with actual or potential internal damage caused by the incident.

3. The **fire suppression** activity includes the suppression of any fires associated with the incident.

4. The **search** activity includes any search activities required as a result of the incident.

5. The **security** activity includes the control of real or personal property, persons, vehicles and information necessary to the effective management of the incident.

## VI. POSITION DESCRIPTIONS. See Support Annex A.

## VII. LIST OF CRITICAL RESOURCES. See Support Annex B.

## VIII. KEY ACTIVITY GUIDELINES. See Support Annex C.

**VETERANS AFFAIRS HEALTH CARE FACILITY  
EMERGENCY MANAGEMENT PLAN**

**ESSENTIAL FUNCTION #6: HEALTH AND MEDICAL SERVICES**

**LEAD:** Chief of Staff

**SUPPORT:** Ambulatory Care  
Medical Service  
Surgical Service  
Psychiatry Service  
Psychology Service  
Dental Service  
Nursing Service  
Social Work Service  
Pharmacy Service  
Radiology Service  
Chaplain Service  
Pathology & Laboratory Service  
Medical Administration Service  
Prosthetics Service  
Director's Office  
(Other Services, as appropriate)

**I. MISSION.**

The purpose of the Health and Medical Services function is to provide medical, health and mass care services to patients, visitors and staff.

**II. EMERGENCY.**

Any situation that requires the provision of medical care, patient relocation, health services, health surveillance, fatalities management or information related to patient care and current status as a result of an emergency.

**III. KEY ACTIVITIES.**

- Non-Incident Patient Management
- Triage
- Treatment
- Evacuation
- Alternate Care Sites

- Outreach
- Fatalities Management

#### IV. IMPLEMENTATION.

##### A. Warning versus No Warning

1. Warning. For incidents with warning, activation of this function will usually be based upon the assessment of incident factors by the Facility Director.

2. No Warning. For incidents which occur without warning, this function's management representative may activate this function. In these cases, notification will be made as soon as possible to the Facility Director.

B. Upon receiving/sending notification of activation, the management representative should report to the EOC for a briefing, and to participate in the Incident Action Planning process.

C. The severity of the incident will dictate which elements under the health and medical function will be activated in order to help the facility return to its normal operating status or level.

#### V. RESPONSIBILITIES.

A. The Health and Medical function includes the direct management of all activities related to the medical care of patients, victims, and staff affected by the incident(s).

1. The **non-incident patient management** activity includes the continued care of the resident patient population.

2. The **triage** activity includes the sorting of both patients whose conditions will allow them to be released from the HCF as well as the sorting of disaster victims and the worried well.

3. The **treatment** activity includes the diagnosis and treatment of all patients and victims associated with the incident.

4. The **evacuation** activity includes all patient management activities related to the relocation of patients required by the incident.

5. The **outreach** activity includes the monitoring of all patients receiving home-based care.

6. The **fatalities management** activity includes the management of all fatalities associated with the incident.

VI. POSITION DESCRIPTIONS. See Support Annex A.

VII. LIST OF CRITICAL RESOURCES. See Support Annex B.

VIII. KEY ACTIVITY GUIDELINES. See Support Annex C.

## SUPPORT ANNEX A

## ICS POSITION DESCRIPTIONS

## INCIDENT MANAGER

Mission: Organize and direct emergency operations at the VA Medical Center.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe	Tasks
<u>Immediate</u>	<ul style="list-style-type: none"><li>___ Receive a briefing from first response personnel, assess overall incident situation.</li><li>___ Activate elements of the Incident Command System through the notifications system, <u>as required</u> to meet the needs of the situation.</li><li>___ Put on position identification vest and ID badge.</li><li>___ Brief the general staff (Section Chiefs), and the command staff (Public Information Officer, Liaison Officer, and Safety Officer); distribute Job Action Sheets.</li><li>___ Convene an Incident Action Planning meeting with the general staff and Logistics, Planning and Finance Section Chiefs; provide incident policy, objectives and general strategy.</li><li>___ Approve and authorize implementation of incident action plan.</li><li>___ Determine information needs and inform command and general staff of these needs.</li></ul>
<u>On-going</u>	<ul style="list-style-type: none"><li>___ Coordinate staff activity.</li><li>___ Manage incident operations.</li><li>___ Ensure safety of all personnel.</li><li>___ Approve requests for additional resources and requests for release of resources.</li><li>___ Approve the use of trainees on the incident.</li><li>___ Authorize the release of information to the public.</li><li>___ Ensure Incident Status Summary is completed on a regular basis.</li><li>___ Ensure planning meetings are conducted on a regular basis, as needed.</li><li>___ Communicate status to HCF/VISN Director, as appropriate.</li><li>___ Consult with Section Chiefs on needs for staff/responder food and relief. Consider same for dependents. Authorize plan of action.</li></ul>

- Determine appropriate level of service during immediate aftermath; confer with Section Chiefs on the development of objectives and strategy for the Incident Recovery Plan.
- Approve and authorize implementation of the incident recovery plan.
- Approve requests for the release of resources and supplies.
- Keep a log of decisions.
- Ensure records kept during the incident are compiled.
- Convene an incident critique within a two week period for the review of incident activities.
- Convene an EOP review meeting to discuss possible revisions to the hospital's emergency management program.

Notes:

## PUBLIC INFORMATION OFFICER

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: Spokesperson to the news media on incident operations.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe	Tasks
<u>Immediate</u>	<ul style="list-style-type: none"><li>____ Receive initial briefing from the Incident Manager, including any policies on the release of information.</li><li>____ Read this entire Job Action sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish a Public Information Area away from Emergency Operation Center (EOC) and tactical incident areas. Arrange for the necessary work space, materials, telephones and staffing. Appoint a staff coordinator, as needed.</li><li>____ Contact other at-scene agencies to coordinate released information, with respective Public Information Officers.</li><li>____ Keep Liaison Officer informed of any significant actions or information.</li><li>____ Obtain copies of the current Incident Status Summary from the Planning Section Chief.</li><li>____ Prepare initial information summary / news release.</li><li>____ Confer with the Incident Manager to gain approval of the news release.</li></ul>
<u>On-going</u> media.	<ul style="list-style-type: none"><li>____ Confer with the Incident Manager and the Safety Officer on which physical areas of the hospital are restricted access.</li><li>____ Issue an initial incident information report to the news media.</li><li>____ Conduct tours of the non-restricted areas of the incident for on-site media. Ensure their personal safety.</li><li>____ Keep a log of actions.</li></ul>

Notes:

## PATIENT INFORMATION MANAGER

You Report To: \_\_\_\_\_ (Public Information Officer)

Mission: Gather, collate and maintain information regarding the status and location of patients.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the PIO, including any policies on the release of patient information.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Activate the Patient Tracking Coordinator position, as required, to meet the needs of the situation; distribute Job Action Sheet and Vest; provide an initial briefing.</li><li>____ Establish the Patient Information Area in the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li><li>____ Determine present patient status.</li><li>____ Obtain the latest patient census from the Planning Section Chief.<ul style="list-style-type: none"><li>____ Coordinate with the Discharge Officer for any incident-related discharges or transfers.</li><li>____ Coordinate with the Triage Officer for information on any incident-related patient admissions.</li><li>____ Collate this information and prepare a Patient Status Report for the Situation Status Officer.</li></ul></li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Maintain a current Patient Status Report.</li><li>____ Receive and screen requests from family and friends regarding the status and present location of patients.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>   |

Notes:

## PATIENT TRACKING COORDINATOR

You Report To: \_\_\_\_\_ (Patient Information Manager)

Mission: Maintain current information on the location of all patients.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Patient Information Manager.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Obtain current patient census from Patient Information Manager and manage patient tracking activities.</li><li>____ Operate from the Patient Information Area in the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Track all patient movement activities: Internal horizontal or vertical relocations; admissions; and discharges or transfers.</li><li>____ Prepare the Patient Status Report on a regular basis for the Patient Information Manager.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>   |

Notes:

## LIAISON OFFICER

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: The contact person / coordinator for representatives of other agencies.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe	Tasks
<u>Immediate</u>	<ul style="list-style-type: none"><li>____ Receive initial briefing from the Incident Manager, including any policies on the use of assisting agencies; and/or the use of VAMC resources to assist community emergency or health care agencies.</li><li>____ Read this entire Job Action Sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li></ul>
<u>On-going</u>	<ul style="list-style-type: none"><li>____ Operate in or near the Emergency Operating Center (EOC) by providing a point-of-contact for other agency representatives. Ensure the personnel safety of these representatives.</li><li>____ Obtain current copies of the Incident Status Summary to provide information to these representatives, upon request.</li><li>____ Review county and municipal emergency organizational charts to determine appropriate contacts and message routing.</li><li>____ Establish communication with county and/or municipal emergency agency Liaison Officers to receive information on the affects of the incident over the larger geographical area. Discuss resource needs of other health care agencies.</li><li>____ Participate in Incident Action Planning meetings. Determine resource needs that can be filled through external, mutual-aid sources; and/or Present resource requests received from external agencies. Seek action to fulfill these requests, as appropriate.</li><li>____ Identify current or potential inter-agency problems.</li><li>____ Keep a log of actions.</li></ul>

Notes:

## SAFETY OFFICER

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: Monitor and have authority over the safety of all personnel. Monitor hazardous conditions.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe	Tasks
<u>Immediate</u>	<ul style="list-style-type: none"><li>____ Receive initial briefing from the Incident Manager.</li><li>____ Read this entire Job Action sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li></ul>
<u>On-going</u>	<ul style="list-style-type: none"><li>____ Communicate with Damage Assessment Manager to identify hazardous areas; have these cordoned off and signs posted.</li><li>____ Attend Incident Action Planning meetings to advise on safety matters. Inform all supervisory staff to identify and report all hazards and unsafe conditions to the EOC.</li><li>____ Identify potentially unsafe situations.</li><li>____ Advise incident personnel on matters affecting personal safety.</li><li>____ Exercise emergency authority to prevent or stop unsafe acts.</li><li>____ Investigate (or coordinate Investigation of) accidents that occur within the incident area.</li><li>____ Ensure all supervisory provide for staff rest periods and relief.</li><li>____ Keep a log of actions.</li></ul>

Notes:

## PLANNING SECTION CHIEF

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: Organize and direct all aspects of Planning Section. Lead the collection and analysis of information, and incident action planning.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe:	Tasks:
<u>Immediate</u>	<ul style="list-style-type: none"><li>____ Receive an initial briefing from the Incident Manager.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Activate elements of the Planning Section, <u>as required</u> to meet the needs of the incident (Situation Status Officer, Resource Status Officer, Documentation Officer); distribute the Job Action Sheets and Vests; provide an initial briefing.</li><li>____ Establish the Resources and Situation Area(s) in the Emergency Operating Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li><li>____ Establish information requirements and reporting schedules for all ICS supervisory positions for use in preparing the Incident Action Plan.</li></ul>
<u>On-going</u>	<ul style="list-style-type: none"><li>____ Supervise preparation of the Incident Action and Recovery Plan(s) (see IAP Process)</li><li>____ Assemble information on alternative strategies.</li><li>____ Provide periodic predictions on incident potential.</li><li>____ Compile and display incident status summary information.</li><li>____ Coordinate staff activities of resource and situation status, documentation, provision of technical assistance, and distribution of incident information.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>

Notes:

## RESOURCE STATUS OFFICER

You Report To: \_\_\_\_\_ (Planning Section Chief)

Mission: Maintain current status information on all resources (human and physical) assigned, available or out-of-service at the incident.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe:	Tasks:
<u>Immediate</u>	<ul style="list-style-type: none"><li>____ Receive an initial briefing from the Planning Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish a Resource Status Board in the Emergency Operation Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li><li>____ Coordinate with the following Officers to establish a resource check-in/check-out procedure (i.e. Notify Resource Status Officer (RESTAT) when resources are assigned):<ul style="list-style-type: none"><li>____ Labor Pool Officer (people)</li><li>____ Transportation Officer (vehicles)</li><li>____ Liaison Officer (other agencies)</li></ul></li><li>____ Gather, post, and maintain resource status.</li></ul>
<u>On-going</u>	<ul style="list-style-type: none"><li>____ Maintain master list of resources checked in at the incident.</li><li>____ Provide resource summary information to specific requests.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>

Notes:

## SITUATION STATUS OFFICER

You Report To: \_\_\_\_\_ (Planning Section Chief)

Mission: Maintain current status information on the incident.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

Immediate

- \_\_\_\_ Receive an initial briefing from the Planning Section Chief.
- \_\_\_\_ Read this entire Job Action Sheet and review the organizational chart.
- \_\_\_\_ Put on position identification vest and ID badge.
- \_\_\_\_ Establish a Situation Status Board in the Emergency Operation Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.
- \_\_\_\_ Brief and assign duties to Situation Status (SITSTAT) staffing the EOC: Collect all incident-related data; post data on displays at scheduled intervals; provide photographic services and maps; maintain current SITSTAT on the incident; provide SITSTAT information to specific requests.
- \_\_\_\_ Activate the Patient Information Manager and Patient Tracking Coordinator positions, as required to meet the needs of the situation; distribute Job Action Sheets and Vests; provide an initial briefing.

On-going

- \_\_\_\_ Participate in Incident Action and Recovery Planning meetings as requested.
- \_\_\_\_ Coordinate staff activity.
- \_\_\_\_ Ensure the personal safety of all staff.
- \_\_\_\_ Provide for staff rest and relief.
- \_\_\_\_ Keep a log of actions.

Notes:

## DOCUMENTATION OFFICER

You Report To: \_\_\_\_\_ (Planning Section Chief)

Mission: Maintain a file system and records on all incident activities. Provide duplication services to the Emergency Operations Center staff.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Planning Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish a Documentation Area in the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, equipment, and staffing.</li><li>____ Establish and organize an incident file system.</li><li>____ Establish a duplication service and respond to requests.</li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Retain and file duplicate copies of official forms and reports.</li><li>____ Accept and file reports and forms submitted by ICS elements.</li><li>____ Provide incident documentation for the Planning Section Chief, as requested.</li><li>____ Maintain, retain and store incident files for later use.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>  |

Notes:

## LOGISTICS SECTION CHIEF

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: Organize and direct the provision of facilities, services and material in support of the incident.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe	Tasks:
<u>Immediate</u>	<ul style="list-style-type: none"><li>___ Receive an initial briefing from the Incident Manager, including any policies concerning the use of VAMC resources to assist community emergency or health care agencies.</li><li>___ Read this entire Job Action Sheet and review organizational chart.</li><li>___ Put on position identification vest and ID badge.</li><li>___ Activate elements of the Logistics Section, <u>as required</u> to meet the needs of the Incident (Facilities Officer, Communications Officer, Transportation Officer, Supply Officer, Food Officer, Communications Officer, Medical/Rehab Officer; distribute Action Sheets and Vests; provide an initial briefing.</li><li>___ Establish Logistics Area in the Emergency Operation Center (EOC. Arrange for the necessary work space, materials, telephones and staffing.</li><li>___ Participate in the Incident Action Planning meetings, prepare the resource order as directed by the Incident Manager.</li><li>___ Coordinate staff activity in support of Operations.</li><li>___ Keep a log of actions.</li></ul>

Notes:

## FACILITIES OFFICER

You Report To: \_\_\_\_\_ (Logistics Section Chief)

Mission: Identify and provide buildings and space to support incident-related needs.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Logistics Section Chief</li><li>____ Read this entire Job Action Sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li></ul>   |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Provide for temporary incident facilities including the possibility of evacuation and/or relocation of medical services outside of existing structure, as required.</li><li>____ Receive regular updates on the status of the physical facility from the Damage Assessment Manager, and Sanitation Systems Manager. Coordinate this information with the Logistics Branch Chief</li><li>____ Keep a log of actions.</li></ul> |

Notes:

## COMMUNICATIONS OFFICER

You Report To: \_\_\_\_\_ (Logistics Section Chief)

Mission: Plan and coordinate the use of temporary incident communications.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Logistics Section Chief, including any policies on the use of volunteers (i.e. amateur radio operators).</li><li>____ Read this entire Job Action Sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish the communications capabilities necessary to operate the Emergency Operation Center (EOC) as well as other critical incident facilities (i.e. Labor Pool, Reception Area, etc.). Arrange for the necessary work space, materials and staffing.</li><li>____ Assess current status of the internal and external telephone system and inform the Logistics Section Chief.</li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Participate in Incident Action Planning meetings to determine the communications requirements of tactical and support elements activated. Prepare the Incident Communications Plan.</li><li>____ Establish an appropriate communications distribution, maintenance and accountability system.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Ensure that communications operators in the EOC use message forms to document all communications/actions..</li><li>____ Recover equipment from de-activated or released resources.</li><li>____ Keep a log of actions.</li></ul>   |

Notes:

## TRANSPORTATION OFFICER

You Report To: \_\_\_\_\_ (Logistics Section Chief)

Mission: Organize and coordinate transportation for all tactical and support activities.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

Immediate

- Receive an initial briefing from the Logistics Section Chief, including any policies relating to the use of VAMC vehicles to support community emergency or health care agencies; non-Federal drivers, etc.
- Read this entire Job Action Sheet and review the organizational chart.
- Put on position identification vest and ID badge.
- Assess transportation resources (vehicles, drivers, fuel, patient carrying devices, etc.) available immediately at the HCF.
- Participate in the Incident Action Planning meetings: Develop the Incident Transportation Plan for support and tactical requirements.
- Determine unmet transportation resource levels. Coordinate resource requests from external agencies through the Liaison Officer.
- Ensure the personal safety of all staff.
- Provide for staff rest and relief.
- Assign personnel to assemble gurneys, litters, wheelchairs and stretchers based upon requirements of Operations Section Group.
- Keep a log of actions.

Notes:

## SUPPLY OFFICER

You Report To: \_\_\_\_\_ (Logistics Section Chief)

Mission: Organize and provide incident-related equipment and supplies.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

Immediate \_\_\_\_\_ Receive an initial briefing from the Logistics Section Chief.

\_\_\_\_\_ Read this entire Job Action Sheet and review the organizational chart.

\_\_\_\_\_ Put on position identification vest and ID badge.

\_\_\_\_\_ Meet with and brief support staff.

\_\_\_\_\_ Determine present inventory levels.

On-going \_\_\_\_\_ Participate in Incident Action Planning meetings: Develop a system for responding to requests for supplies and equipment necessary for support and tactical activities.

\_\_\_\_\_ Maintain inventory of supplies and equipment. Prepare resource orders for review by the Logistics Section Chief and approval by the Incident Manager.

\_\_\_\_\_ Service re-usable equipment.

\_\_\_\_\_ Ensure the personal safety of all staff.

\_\_\_\_\_ Provide for staff rest and relief.

\_\_\_\_\_ Keep a log of actions.

Notes:

## FOOD OFFICER

You Report To: \_\_\_\_\_ (Logistics Section Chief)

Mission: Determine feeding requirements, menu planning, cooking facilities, food preparation, serving, providing potable water, and maintenance of food service areas.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Logistics Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Meet and brief Food Services personnel:</li><li>____ Determine inventory of usable food and water.</li><li>____ Estimate the number of meals which can be served with existing food stores.</li><li>____ Assess food storage, preparation, serving and washing capabilities.</li><li>____ Develop a status report with alternative approaches for the Logistics Section Chief.</li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Obtain the necessary equipment and supplies to operate food service facilities.</li><li>____ Ensure adequate amounts of potable water are available.</li><li>____ Manage staff activities.</li><li>____ Ensure that all appropriate health and safety measures are taken.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>  |

Notes:

## MEDICAL/REHAB (STAFF SUPPORT) OFFICER

You Report To: \_\_\_\_\_ (Logistics Section Chief)

Mission: Provide employee health services and employee/family support services such as sheltering, stress counseling, etc.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- Immediate
- \_\_\_\_ Receive an initial briefing from the Logistics Section Chief.
  - \_\_\_\_ Read this entire Job Action Sheet and review the organizational chart.
  - \_\_\_\_ Put on position identification vest and ID badge.
  - \_\_\_\_ Identify requirements for staff support and staff/family support services, including:
    - \_\_\_\_ Employee housing
    - \_\_\_\_ Dependent care
    - \_\_\_\_ Stress counseling
  - \_\_\_\_ Obtain appropriate staff from the Labor Pool to assist with child and/or adult care. Make tentative plans for extended care.
  - \_\_\_\_ Implement a positive I.D. system for all children cared for under age of 10 years of age. Provide matching I.D. for retrieving guardian to show upon release of child.
  - \_\_\_\_ Document care and all personnel in the area.
  - \_\_\_\_ Assure that those dependents taking medications have sufficient supply for estimated length of stay.
  - \_\_\_\_ Ensure the personal safety of all staff.
  - \_\_\_\_ Provide for staff rest periods and relief.
  - \_\_\_\_ Keep a log of actions.

Notes:

## CISD OFFICER

You Report To: \_\_\_\_\_ (Staff Support Officer)

Mission: Manage the provision of psychological, spiritual, and emotional support to the hospital staff, patients, dependents, and guests. Initiate and organize the stress counseling process.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Staff Support Officer.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Identify need for stress counseling services and development requirements for these services to the Staff Support Officer.</li><li>____ Establish teams composed of staff, clergy, and other mental health professionals to support the psycho-social needs of the staff, patients, and guests.</li><li>____ Designate a secluded debriefing area where individual/group intervention can occur.</li><li>____ Assign psychological support staff to visit patient care and non-patient care areas.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Advise psychological support staff to document all contacts.</li><li>____ Observe psychological support staff for signs of stress and fatigue. Arrange for frequent, mandatory rest periods and debriefing sessions.</li><li>____ Schedule and post the dates and times for critical stress debriefing sessions during and after the immediate disaster period.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul> |

Notes:

## FINANCE SECTION CHIEF

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: Ensure the utilization of resources follow the guidelines, policies and constraints established by the Incident Manager.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe:	Tasks:
<u>Immediate</u>	<ul style="list-style-type: none"><li>____ Receive an initial briefing from the Incident Manager, including any policies on use of VAMC funds to support community health care and emergency agencies.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Activate elements of the Finance Section <u>as needed</u> to meet the needs of the incident (Time Officer, Procurement Officer, Claims Officer and Cost Officer); distribute Job Action Sheets and provide an initial briefing.</li><li>____ Establish Finance Area in the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li></ul>
<u>On-going</u>	<ul style="list-style-type: none"><li>____ Participate in Incident Action Planning meetings: Prepare cost estimates for the Incident Action Plan and Incident Recovery Plan(s).</li><li>____ Develop an incident procurement system:<ul style="list-style-type: none"><li>____ Ascertain available funds.</li><li>____ Design an ordering procedure.</li><li>____ Develop cost accounting and reimbursement procedures.</li><li>____ Maintain a current Incident Financial Report.</li></ul></li><li>____ Coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>
<u>Notes:</u>	

## TIME OFFICER

You Report To: \_\_\_\_\_ (Finance Section Chief).

Mission: Responsible for the processing and documentation of incident-related personnel time records.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Finance Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish Time Unit in the Finance Area of the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Maintain records on incident-related personnel hours: Coordinate with the Resource Status Officer to obtain the current resource master list.</li><li>____ Coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul>   |

Notes:

## PROCUREMENT OFFICER

You Report To: \_\_\_\_\_ (Finance Section Chief)

Mission: Responsible for administering incident-related accounts receivable and payable to contract and non-contract vendors.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Task:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Finance Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish Procurement Unit in the Finance Area of the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.</li></ul>   |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Manage procurement activities necessary to support the Incident Action Plan and Incident Recovery Plan(s) as approved by the Finance Section Chief.</li><li>____ Coordinate with the appropriate staff to ensure supplies, equipment and services requested are accurately represented in the purchase order(s).</li><li>____ Coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul> |

Notes:

## CLAIMS OFFICER

You Report To: \_\_\_\_\_ (Finance Section Chief)

Mission: Responsible for receiving, investigating and documenting all personal injury or property damage claims reported during the incident.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Finance Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish a Claims Unit in the Finance Area of the Emergency Operations Center (EOC). Arrange the necessary work space, materials, telephones and staffing.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Receive, investigate and document all incident-related claims made against the VAMC.</li><li>____ Coordinate with the Safety Officer and Facilities Officer to document preventive actions taken to identify and control access to hazardous areas.</li><li>____ Obtain current copies of the Incident Action Plan and/or Incident Recovery Plan.</li><li>____ Coordinate with the Procurement Officer on procedures for handling claims.</li><li>____ Coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions</li></ul> |

Notes:

## COST OFFICER

You Report To: \_\_\_\_\_ (Finance Section Chief)

Mission: Responsible for providing summaries of actual and estimated incident costs. Prepares information on the costs of resource use and cost-effectiveness recommendations.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

Immediate \_\_\_\_\_ Receive an initial briefing from the Finance Section Chief.

\_\_\_\_\_ Read this entire Job Action Sheet and review the organizational chart.

\_\_\_\_\_ Put on position identification vest and ID badge.

\_\_\_\_\_ Establish the Cost Unit in the Finance Area of the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.

On-going \_\_\_\_\_ Ensure all personnel, equipment, supplies and services requiring payment are identified:

\_\_\_\_\_ Obtain and record all cost data.

\_\_\_\_\_ Prepare incident cost summaries.

\_\_\_\_\_ Prepare resource-use cost estimates for action and recovery planning.

\_\_\_\_\_ Make recommendations for cost savings to Finance Section Chief.

\_\_\_\_\_ Maintain cumulative incident cost records.

\_\_\_\_\_ Coordinate staff activity.

\_\_\_\_\_ Ensure the personal safety of all staff.

\_\_\_\_\_ Provide for staff rest and relief.

\_\_\_\_\_ Keep a log of actions.

Notes:

## OPERATIONS SECTION CHIEF

You Report To: \_\_\_\_\_ (Incident Manager)

Mission: Responsible for the management of all operations directly applicable to the primary mission.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

Immediate

- \_\_\_\_ Receive an initial briefing from the Incident Manager.
- \_\_\_\_ Read this entire Job Action Sheet and review the organizational chart.
- \_\_\_\_ Put on position identification vest and ID badge.
- \_\_\_\_ Activate elements of the Operations Section as required to meet the needs of the incident (Business Continuity, Plant & Utilities, Safety & Security and/or Health & Medical Group Leaders); distribute Job Action Sheets and Vests; provide an initial briefing.
- \_\_\_\_ Establish Operations Area in the Emergency Operations Center (EOC). Arrange for the necessary work space, materials, telephones and staffing.

On-going

- \_\_\_\_ Participate in Incident Action / Recovery Planning meetings: Develop tactical operations for current and next operational period with Operations Group Leaders.
- \_\_\_\_ Brief and assign operations personnel in accordance with the Incident Action Plan.
- \_\_\_\_ Supervise operations.
- \_\_\_\_ Determine need and request additional resources through the Incident Manager.
- \_\_\_\_ Review suggested list of resources to be released.
- \_\_\_\_ Ensure the personal safety of all operations personnel.
- \_\_\_\_ Provide for staff rest and relief.
- \_\_\_\_ Keep a log of actions.

Notes:

**STAGING AREA**

- Establish a Staging Area. Organize available drivers and vehicles at this area. Inform the Resource Status Officer of available units. Respond to assignments from Operations Section Group Leaders. Keep current status on all units assigned - coordinate this with the Resource Status Officer.

## LABOR POOL OFFICER

You Report To: \_\_\_\_\_ (Operations Section Chief)

Mission: Establish an area where available staff and volunteers are registered credentialed, and staged pending assignment to an incident activity.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing by the Operations Section Chief, including any policies on the use of trainees and volunteers for incident assignment.</li><li>____ Read this entire Job Action Sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish the Labor Pool Area and arrange for the necessary work space, materials, telephones and staffing. Inform the Emergency Operations Center (EOC) when the Labor Pool is operational.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Coordinate with the Medical Staff Officer on medical personnel classifications and availability.</li><li>____ Inventory the number and classify staff presently available. Use the following classifications and subclassifications for the Labor Pool:<ul style="list-style-type: none"><li>____ Establish a registration and credentialing desk for volunteers not employed or associated with the hospital, as approved by the Operations Section Chief.</li><li>____ Maintain log of all assignments and coordinate this information with the Planning Section Chief.</li><li>____ Maintain a message center in Labor Pool Area.</li><li>____ Develop staff rest and nutritional area in coordination with the Food Officer.</li><li>____ Observe and refer staff who exhibit signs of stress and other fatigue to the rest area and/or to the CISD Officer.</li><li>____ Keep a log of actions.</li></ul></li></ul> |

Notes:



## BUSINESS CONTINUITY GROUP LEADER

You Report To: \_\_\_\_\_ (Operations Section Chief)

Mission: Assist the Operations Section Chief in short- and medium-term planning focusing on health care facility operations and service delivery. Manage staff assigned to Group.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Operations Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Put on position identification vest and ID badge.</li><li>____ Assign staff to manage and advise on the following:<ul style="list-style-type: none"><li>____ Patient access. Identify barriers to service delivery and alternate sources of health care and ancillary services.</li><li>____ Records preservation. Identify alternatives to preserving records that have been or may be damaged by the incident.</li><li>____ Business relocation. Identify needs and alternatives for the temporary relocation of business functions damaged or threatened by the incident.</li></ul></li><li>____ Coordinate with the Labor Pool Officer for support staff, as required.</li><li>____ Assist the Operations Section Chief and Group Leaders with the assignment of staff.</li><li>____ Participate in Incident Action / Recovery planning meetings: Assist in resource requirements planning for desired service levels.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul> |

Notes:

## PLANT & UTILITIES GROUP LEADER

You Report To: \_\_\_\_\_ (Operations Section Chief)

Mission: Assist the Operations Section Chief in short- and medium-term planning on measures to protect, evaluate, control, repair and maintain plant and utility systems necessary for patient care. Manage staff assigned to Group.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Operations Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Put on position identification vest and ID badge.</li><li>____ Assign staff to manage and advise on the status of the following:<ul style="list-style-type: none"><li>____ Telecommunications and Information Systems.</li><li>____ Medical Devices.</li><li>____ Medical Gas Systems.</li><li>____ Power/lighting Systems.</li><li>____ Heat/Cooling Systems.</li><li>____ Water/sewer Systems.</li><li>____ Buildings/grounds/roads.</li></ul></li><li>____ Coordinate with the Labor Pool Officer for support staff, as required.</li><li>____ Assist the Operations Section Chief and Group Leaders with the assignment of appropriate engineering and maintenance staff.</li><li>____ Participate in Incident Action / Recovery planning meetings: Assist in resource requirements planning for desired service levels.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul> |

Notes:

## DAMAGE ASSESSMENT SPECIALIST

You Report To: \_\_\_\_\_(Plant & Utilities Group Leader)

Mission: Provide inspection services to determine the integrity and operational status of key operating systems of physical facility (see below). Provide information for decisions regarding whether full or partial evacuation is needed. Identify hazards. Identify safe areas where patients and staff can be moved if needed.

This position description applies to:

- Telecommunications and Information Management Systems
- Medical Devices
- Medical Gas Systems
- Power/lighting Systems
- Heat/cooling Systems.
- Water/sewer Systems.
- Buildings/grounds/roads

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe:      Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Plant &amp; Utilities Group Leader.</li><li>____ Read this entire Job Action Sheet and review organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Brief and assign teams to check system components of entire facility for the preliminary damage assessment. Document this damage through photographs, if possible.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Ensure the personal safety of all staff.</li><li>____ Identify hazardous areas and report them to the EOC and/or the Safety Officer.</li><li>____ Maintain current damage assessment reports and regularly coordinate this information with the Group Leader..</li><li>____ Identify areas where immediate repair efforts should be directed to restore critical services.</li><li>____ Participate in Incident Recovery Planning: Recommend alternative approaches to accomplish these repairs.</li><li>____ Provide for staff rest and relief.</li><li>____ Keep a log of actions.</li></ul> |

## SAFETY & SECURITY GROUP LEADER

You Report To: \_\_\_\_\_ (Operations Section Chief)

Mission: Assist the Operations Section Chief in short- and medium-term planning on offensive and defensive measures necessary to protect patients, visitors and staff. Manage staff assigned to Group.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Operations Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Assign staff to manage and advise on the following:<ul style="list-style-type: none"><li>____ Alerting and warning.</li><li>____ Hazardous Materials Control and Decontamination.</li><li>____ Fire Suppression.</li><li>____ Search</li><li>____ Security.</li></ul></li><li>____ Coordinate with the Labor Pool Officer for support staff, as required.</li><li>____ Assist the Operations Section Chief and Group Leaders with the assignment of appropriate safety and security staff.</li><li>____ Participate in Incident Action / Recovery planning meetings:</li><li>____ Assist in resource requirements planning for desired service levels.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul> |
| <u>On-going</u>  |   |

Notes:

## HEALTH & MEDICAL GROUP LEADER

You Report To: \_\_\_\_\_ (Operations Section Chief)

Mission: Assist the Operations Section Chief in short- and medium-term planning for the provision of health, medical and mass care services. Manage staff assigned to Group.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |  |
|------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Operations Section Chief.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li></ul>  |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Put on position identification vest and ID badge.</li><li>____ Obtain an inventory of medical staff on duty and those available through inter-hospital agreements/contracts.</li><li>____ Coordinate assisting agency information with the Liaison Officer.</li><li>____ Assign staff to manage and advise on the following:<ul style="list-style-type: none"><li>____ Non-incident patient management.</li><li>____ Triage.</li><li>____ Treatment.</li><li>____ Evacuation.</li><li>____ Alternate care sites.</li><li>____ Outreach.</li><li>____ Fatalities management.</li></ul></li><li>____ Coordinate with the Labor Pool Officer on the classification and credentialling of medical staff.</li><li>____ Assist the Operations Section Chief and Group Leaders with the assignment of appropriate medical staff.</li><li>____ Participate in Incident Action / Recovery planning meetings:<ul style="list-style-type: none"><li>____ Assist in resource requirements planning for desired service levels.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul></li></ul> |

Notes:

## TRIAGE OFFICER

You Report To: \_\_\_\_\_ (Health & Medical Group Leader)

Mission: Sort casualties according to priority of injuries, and assure their disposition to the proper treatment area.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the H&amp;M Group Leader.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Sort casualties by medical condition into one of four categories (colors) and direct to Treatment Areas:<br/>Red (Critical)                      Immediate Treatment Area<br/>Yellow (Serious)                    Delayed Treatment Area<br/>Green (Not serious)                Minor Treatment Area<br/>Black (Expectant)                  Morgue</li><li>____ Develop requirements for:<ul style="list-style-type: none"><li>____ Triage Area(s)</li><li>____ Staffing</li><li>____ Equipment</li><li>____ Supplies</li><li>____ Patient Records</li></ul></li><li>____ Brief, assign and coordinate staff activity.</li><li>____ Monitor work progress and make changes when necessary.</li><li>____ Submit situation status information to the Group Leader.</li><li>____ Request service or support needs.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions</li></ul> |
|------------------|---|
- Notes:

## IMMEDIATE TREATMENT OFFICER

You Report To: \_\_\_\_\_ (Health & Medical Group Leader)

Mission: Coordinate the care given to patients received from the Triage Area; assure adequate staffing and supplies in the Immediate Treatment Area; facilitate the treatment and disposition of patients in the Immediate Treatment Area.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

Immediate

- \_\_\_\_ Receive briefing from Triage Officer or other physician.
- \_\_\_\_ Read this entire Job Action Sheet and review the organizational chart.
- \_\_\_\_ Put on position identification vest and ID badge.
- \_\_\_\_ Establish the Immediate Treatment Area. Ensure the rapid disposition, flow, and treatment of patients.
- \_\_\_\_ Develop requirements for:
  - \_\_\_\_ Immediate Treatment Area
  - \_\_\_\_ Staffing
  - \_\_\_\_ Equipment
  - \_\_\_\_ Supplies
  - \_\_\_\_ Patient Records
- \_\_\_\_ Brief, assign, and coordinate staff activity.
- \_\_\_\_ Ensure the personal safety of all staff.

On-going

- \_\_\_\_ Provide for staff rest and relief.
- \_\_\_\_ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.
- \_\_\_\_ Keep a log of actions.

Notes:

## DELAYED TREATMENT OFFICER

You Report To: \_\_\_\_\_ (Health & Medical Group Leader)

Mission: Coordinate the care given to patients received from the Triage Area. Assure adequate staffing and supplies in the Delayed Treatment Area. Facilitate the treatment and disposition of patients in the Delayed Treatment Area.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Triage Officer or other physician.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish the Delayed Treatment Area. Ensure the rapid disposition, flow, and treatment of patients.</li><li>____ Develop requirements for:<ul style="list-style-type: none"><li>____ Delayed Treatment Area</li><li>____ Staffing</li><li>____ Equipment</li><li>____ Supplies</li><li>____ Patient Records</li></ul></li><li>____ Brief, assign, and coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul> |
| <u>On-going</u>  |   |
| <u>Notes:</u>    |   |

## MINOR TREATMENT OFFICER

You Report To: \_\_\_\_\_ (Health & Medical Group Leader)

Mission: Coordinate the minor care of patients received from the Triage Area, and other areas of the hospital. Assure adequate staffing and supplies in the Minor Treatment. Facilitate the minor treatment of patients and disposition.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Triage Officer or other physician.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish the Minor Treatment Area. Ensure the rapid disposition, flow, and treatment of patients.</li><li>____ Develop requirements for:<ul style="list-style-type: none"><li>____ Minor Treatment Area</li><li>____ Staffing</li><li>____ Equipment</li><li>____ Supplies</li><li>____ Patient Records</li></ul></li><li>____ Brief, assign, and coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul> |
| <u>On-going</u>  |   |
| <u>Notes:</u>    |   |

## MORGUE OFFICER

You Report To: \_\_\_\_\_ (Health & Medical Group Leader)

Mission: Manage the provision of morgue services.

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are on-going or repetitive for the duration of the incident.

Timeframe: Tasks:

- |                  |   |
|------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none"><li>____ Receive an initial briefing from the Triage Officer or other physician.</li><li>____ Read this entire Job Action Sheet and review the organizational chart.</li><li>____ Put on position identification vest and ID badge.</li><li>____ Establish a temporary Morgue Area.</li><li>____ Develop requirements for:<ul style="list-style-type: none"><li>____ Morgue Area</li><li>____ Staffing</li><li>____ Equipment</li><li>____ Supplies</li><li>____ Patient Records</li></ul></li><li>____ Brief, assign, and coordinate staff activity.</li><li>____ Ensure the personal safety of all staff.</li><li>____ Provide for staff rest and relief.</li></ul> |
| <u>On-going</u>  | <ul style="list-style-type: none"><li>____ Observe and assist operations staff who exhibit signs of stress. Refer them to the CISD Officer, as required.</li><li>____ Keep a log of actions.</li></ul>  |
- Notes:

## **SUPPORT ANNEX B**

### **RESOURCE LIST**

**ESSENTIAL FUNCTION #1  
MANAGEMENT & PLANNING RESOURCES**

**VA Health Care Facility**

**EPC/Point-of-Contact**

Phone/Day

Phone/Night

Beeper

**Alternate EPC/Point-of-Contact**

Phone/Day

Phone/Night

Beeper

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**VA Health Care Facility**

**EPC/Point-of-Contact**

Phone/Day

Phone/Night

Beeper

**Alternate EPC/Point-of-Contact**

Phone/Day

Phone/Night

Beeper

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**VA Health Care Facility**

**EPC/Point-of-Contact**

Phone/Day

Phone/Night

Beeper

**Alternate EPC/Point-of-Contact**

Phone/Day

Phone/Night

Beeper

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**Area Emergency Manager**

Phone/Day

Phone/Night

Beeper

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**Regional Emergency Manager**

Phone/Day

Phone/Night

Beeper

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**Local Emergency Management Agency** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night (Duty Officer) \_\_\_\_\_

Beeper \_\_\_\_\_

**Local Emergency Medical Services Agency** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night (Duty Officer) \_\_\_\_\_

Beeper \_\_\_\_\_

**State Emergency Management Agency** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night (Duty Officer) \_\_\_\_\_

Beeper \_\_\_\_\_

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**Director's Office Point-of-Contact** \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Local National Weather Service Office** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

24-hour Contact \_\_\_\_\_

**Local Emergency Broadcast System (EBS)**

**Control Station** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

24-hour Contact \_\_\_\_\_

Alternate EBS Station \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

**24-hour Contact** \_\_\_\_\_

**Local Emergency Mgmt Agency**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

24-hour/Duty Officer \_\_\_\_\_

**State Emergency Mgmt Agency**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

24-hour/Duty Officer \_\_\_\_\_

**ESSENTIAL FUNCTION #2  
LOGISTICS & FINANCE RESOURCES**

**Communications**

**IRM Service Point-of-Contact**

Phone/Day

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Phone/Night

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Beeper

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**Local Telephone Company**

Point-of-Contact

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Phone/Day

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24-hour/Service Control Ctr.

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**Local Cellular Telephone Co.**

Point-of-Contact

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Phone/Day

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24-hour/Service Control Ctr.

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**Local Amatuer Radio Group**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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**Local Radio Vendor**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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**Transportation**

**Engineering Service Point-of-Contact**

Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

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Phone/Day

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Phone/Night	_____
Beeper	_____
<b>Nearest GSA Motor Pool</b>	_____
Point-of-Contact	_____
Phone/Day	_____
Phone/Night	_____
Beeper	_____
<b>Local Truck/Car Rental Company</b>	_____
Point-of-Contact	_____
Phone/Day	_____
Phone/Night	_____
Beeper	_____
<b>Local Emergency Medical Services Agency</b>	_____
Point-of-Contact	_____
Phone/Day	_____
Beeper	_____
24-hour (Duty Officer)	_____
<b>Mass Care</b>	
<b>Local American Red Cross Chapter</b>	_____
Point-of-Contact	_____
Phone/Day	_____
24-hour Contact	_____
<b>Local Salvation Army Chapter</b>	_____
Point-of-Contact	_____
Phone/Day	_____
24-hour Contact	_____
<b>Local Critical Incident Stress Debriefing</b>	
<b>Team or Service</b>	_____
Point-of-Contact	_____
Phone/Day	_____
24-hour Contact	_____
<b>Local Hotel/Motel</b>	_____
Point-of-Contact	_____
Phone/Day	_____
24-hour Contact	_____

Supply

**A&MM Service Point-of-Contact**

Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

Phone/Day

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Phone/Night

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Beeper

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**Personnel Service Point-of-Contact**

Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

Phone/Day

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Phone/Night

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Beeper

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**Local Veteran Service Organization**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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Food

**Dietetics Service Point-of-Contact**

Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

Phone/Day

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Phone/Night

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Beeper

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**Local Food Service Vendor**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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**Local Food Service Vendor**

Point-of-Contact

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Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_

**Local Bottled Water Vendor**  
Point-of-Contact \_\_\_\_\_  
Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_

ESSENTIAL FUNCTION #3  
OPERATIONS:  
BUSINESS CONTINUITY RESOURCES

ESSENTIAL FUNCTION #4  
OPERATIONS:  
PLANT & UTILITIES RESOURCES

Energy

**Engineering Service Point-of-Contact**

Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

Phone/Day

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Phone/Night

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Beeper

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**Local Engineering Contractor**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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Alternate Point-of-Contact

Phone/Day

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Beeper

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**Local Natural Gas Utility Company**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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24-hour Contact

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**Local Electric Utility Company**

Point-of-Contact

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Phone/Day

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Phone/Night

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Beeper

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24-hour Contact

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**ESSENTIAL FUNCTION #5  
OPERATIONS:  
SAFETY & SECURITY RESOURCES**

**Fire and Rescue**

**Safety/Fire Service Point-of-Contact**

Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_  
Alternate Point-of-Contact \_\_\_\_\_  
Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_

**Jurisdictional Fire Protection Agency**

Point-of-Contact \_\_\_\_\_  
Administrative Phone/Day \_\_\_\_\_  
Emergency \_\_\_\_\_

**Specialized Search/Rescue Group**

Point-of-Contact \_\_\_\_\_  
Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_

**Law Enforcement**

**Police Service, Point-of-Contact**

Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_  
Alternate Point-of-Contact \_\_\_\_\_  
Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_

**Other Local Police Agency**

Point-of-Contact \_\_\_\_\_  
Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_  
Beeper \_\_\_\_\_  
Alternate Point-of-Contact \_\_\_\_\_  
Phone/Day \_\_\_\_\_  
Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Local/County Police Agency**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**State Police Agency**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Hazardous Materials**

**Safety Service Point-of-Contact**

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Jurisdictional Fire Protection Agency**

Point-of-Contact \_\_\_\_\_

Administrative Phone \_\_\_\_\_

Emergency \_\_\_\_\_

**Local Specialized HAZMAT Team**

Point-of-Contact \_\_\_\_\_

Administrative Phone \_\_\_\_\_

Emergency \_\_\_\_\_

**Local Spill Cleanup Contractor**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Local Emergency Planning Comm**

Point-of-Contact \_\_\_\_\_

Administrative Phone \_\_\_\_\_

**ESSENTIAL FUNCTION #6**  
**OPERATIONS:**  
**HEALTH & MEDICAL RESOURCES**

**Chief of Staff's Office, Point-of-Contact** \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Alternate Point-of-Contact** \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Alternative Care Facility** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Alternate Point-of-Contact** \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Alternative Care Facility** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Alternate Point-of-Contact** \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Local EMS Agency** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

24-hour Contact \_\_\_\_\_

**Medical Equipment & Supply Vendor** \_\_\_\_\_

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

**Alternate Point-of-Contact** \_\_\_\_\_

Phone/Day \_\_\_\_\_

Beeper \_\_\_\_\_

**State Health Agency**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Beeper \_\_\_\_\_

**County Health Agency**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

Alternate Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Beeper \_\_\_\_\_

**County Coroner's Office**

Point-of-Contact \_\_\_\_\_

Phone/Day \_\_\_\_\_

Phone/Night \_\_\_\_\_

Beeper \_\_\_\_\_

## SUPPORT ANNEX C

## KEY ACTIVITY GUIDELINES