

## **The Hospital Emergency Incident Command System Job Action Sheets**

*(The following text is excerpted and edited from the HEICS Plan Version 3, Part I Manual available at [www.heics.com](http://www.heics.com))*

The Job Action Sheets, or job descriptions, are the essence of the HEICS program. This is the component that tells your responding personnel "what they are going to do; when they are going to do it; and, who they will report it to after they have done it."

Each position does not necessarily represent a person and each position must be filled as soon as possible. Each crisis is unique. Those positions, which will be immediately needed to manage the emergency will be the first assignments made. One person may hold more than one position. There are some positions or roles, which are not needed for hours or days after the onset of the emergency. Some may not be needed at all.

Each hospital is encouraged to create a "Crosswalk". The crosswalk is a listing of day-to-day positions as they may relate to the ICS positions as found in the Job Action Sheets. For example, the CFO may crosswalk to the Finance Section Chief. While it is not recommended that these be the only people trained for each position, it is reasonable to visualize how these individuals may be a logical first choice for filling a particular role. It must be remembered that the Incident Commander will assign Officers and Chiefs and they in turn will assign the positions under them..

### **Job Action Sheets**

The Job Action Sheets were the basis for the first HEICS manual, written in the spring of 1991. These sheets should be altered to meet the needs of the facility. There are two components of the Job Action Sheets, which should not be changed: job titles and the mission statement.

The universal titles and mission statements, found in HEICS, allow emergency responders from a variety of organizations to communicate quickly and clearly with other users of ICS. Changing job titles and mission statements will go against the very purpose of having common terminology and structure.

The National Incident Management System (NIMS) now formalizes ICS as the structure to be used by all agencies, involved in a response.

## **INCIDENT COMMANDER**

**Mission:** Organize and direct Emergency Operations Center (EOC). Give overall direction for hospital operations and if needed, authorize evacuation.

### **Immediate Responsibilities**

- ❑ Initiate the Hospital Emergency Incident Command System by assuming role of Emergency Incident Commander.
- ❑ Read this entire Job Action Sheet.
- ❑ Put on position identification vest.
- ❑ Appoint all Section Chiefs and the Medical Staff Director positions; distribute the four section packets which contain:
  - ❑ Job Action Sheets for each position
  - ❑ Identification vest for each position
  - ❑ Forms pertinent to Section & positions
- ❑ Appoint Public Information Officer, Liaison Officer, and Safety and Security Officer; distribute Job Action Sheets. (May be pre-established.)
- ❑ Announce a status/action plan meeting of all Section Chiefs and Medical Staff Director to be held within 5 to 10 minutes.
- ❑ Assign someone as Documentation Recorder/Aide.
- ❑ Receive status report and discuss an initial action plan with Section Chiefs and Medical Staff Director. Determine appropriate level of service during immediate aftermath.
- ❑ Receive initial facility damage survey report from Logistics Chief, and, if applicable, evaluate the need for evacuation.
- ❑ Obtain patient census and status from Planning Section Chief. Emphasize proactive actions within the Planning Section. Call for a hospital-wide projection report for 4, 8, 24 & 48 hours from time of incident onset. Adjust projections as necessary.
- ❑ Authorize a patient prioritization assessment for the purposes of designating appropriate early discharge, if additional beds needed.
- ❑ Assure that contact and resource information has been established with outside agencies through the Liaison Officer.

### **Intermediate Responsibilities**

- ❑ Authorize resources as needed or requested by Section Chiefs.
- ❑ Designate routine briefings with Section Chiefs to receive status reports and update the action plan regarding the continuance and termination of the action plan.
- ❑ Communicate status to chairperson of the Hospital Board of Directors or the designee.
- ❑ Consult with Section Chiefs on needs for staff, physician, and volunteer responder food and shelter. Consider needs for dependents. Authorize plan of action.

### **Extended Responsibilities**

- ❑ Approve media releases submitted by P.I.O.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## **PUBLIC INFORMATION OFFICER (P.I.O.)**

You Report To: Incident Commander

**Mission:** Provide information to the news media.

### **Immediate Responsibilities**

- ❑ Receive appointment from Incident Commander.
- ❑ Read this entire Job Action sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Identify restrictions in contents of news release information from Incident Commander.
- ❑ Establish a Public Information area away from E.O.C. and patient care activity.

### **Intermediate Responsibilities**

- ❑ Ensure that all news releases have the approval of the Incident Commander.
- ❑ Issue an initial incident information report to the news media with the cooperation of the Situation-Status Unit Leader. Relay any pertinent data back to Situation-Status Unit Leader.
- ❑ Inform on-site media of the physical areas which they have access to, and those which are restricted. Coordinate with Safety and Security Officer.
- ❑ Contact other at-scene agencies to coordinate released information, with respective P.I.O.s. Inform Liaison Officer of action.

### **Extended Responsibilities**

- ❑ Obtain progress reports from Section Chiefs as appropriate.
- ❑ Notify media about casualty status.
- ❑ Direct calls from those who wish to volunteer to Labor Pool. Contact Labor Pool to determine requests to be made to the public via the media.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## **LIAISON OFFICER**

You Report To: Incident Commander

**Mission:** Function as incident contact person for representatives from other agencies.

### **Immediate Responsibilities**

- ❑ Receive appointment from Incident Commander.
- ❑ Read this entire Job Action Sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Obtain briefing from Incident Commander.
- ❑ Establish contact with Communications Unit Leader in E.O.C. Obtain one or more aides as necessary from Labor Pool.
- ❑ Review county and municipal emergency organizational charts to determine appropriate contacts and message routing. Coordinate with Public Information Officer.
- ❑ Obtain information to provide the interhospital emergency communication network, municipal E.O.C. and/or county E.O.C as appropriate, upon request. The following information should be gathered for relay:
  - ❑ The number of "RED" and "YELLOW" patients that can be received and treated immediately
  - ❑ Any current or anticipated shortage of personnel, supplies, etc.
  - ❑ Current condition of hospital structure and utilities (hospital's overall status).
  - ❑ Number of patients to be transferred by wheelchair or stretcher to another hospital.
  - ❑ Any resources which are requested by other facilities (i.e., staff, equipment, supplies).
- ❑ Establish communication with the assistance of the Communication Unit Leader with the interhospital emergency communication network, municipal E.O.C. or with county
- ❑ E.O.C./County Health Officer. Relay current hospital status.
- ❑ Establish contact with liaison counterparts of each assisting and cooperating agency (i.e., municipal E.O.C.). Keeping governmental Liaison Officers updated on changes and development of hospital's response to incident.

### **Intermediate Responsibilities**

- ❑ Request assistance and information as needed through the interhospital emergency communication network or municipal/county E.O.C.
- ❑ Respond to requests and complaints from incident personnel regarding interorganization problems.
- ❑ Prepare to assist Labor Pool Unit Leader with problems encountered in the volunteer credentialing process.
- ❑ Relay any special information obtained to appropriate personnel in the receiving facility (i.e., information regarding toxic decontamination or any special emergency conditions).

### **Extended Responsibilities**

- ❑ Assist the Medical Staff Director and Labor Pool Unit Leader in soliciting physicians and other hospital personnel willing to volunteer as Disaster Service Workers outside of the hospital, when appropriate.
- ❑ Inventory any material resources, which may be sent upon official request and method of transportation, if appropriate.
- ❑ Supply casualty data to the appropriate authorities; prepare the following minimum data:
  - ❑ Number of casualties received and types of injuries treated
  - ❑ Number hospitalized and number discharged to home or other facilities
  - ❑ Number dead
  - ❑ Individual casualty data: name or physical description, sex, age, address, seriousness of injury or condition
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## **SAFETY AND SECURITY OFFICER**

You Report To: Incident Commander

**Mission:** Monitor and have authority over the safety of rescue operations and hazardous conditions. Organize and enforce scene/facility protection and traffic security.

### **Immediate Responsibilities**

- ❑ Receive appointment from Incident Commander.
- ❑ Read this entire Job Action sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Obtain a briefing from Incident Commander.
- ❑ Implement the facility's disaster plan emergency lockdown policy and personnel identification policy.
- ❑ Establish Security Command Post.
- ❑ Remove unauthorized persons from restricted areas.
- ❑ Establish ambulance entry and exit routes in cooperation with Transportation Unit Leader.
- ❑ Secure the E.O.C., triage, patient care, morgue and other sensitive or strategic areas from unauthorized access.

### **Intermediate Responsibilities**

- ❑ Communicate with Damage Assessment and Control Officer to secure and post nonentry signs around unsafe areas. Keep Safety and Security staff alert to identify and report all hazards and unsafe conditions to the Damage Assessment and Control Officer.
- ❑ Secure areas evacuated to and from, to limit unauthorized personnel access.
- ❑ Initiate contact with fire, police agencies through the Liaison Officer, when necessary.
- ❑ Advise the Incident Commander and Section Chiefs immediately of any unsafe, hazardous or security related conditions.
- ❑ Assist Labor Pool and Medical Staff Unit Leaders with credentialing/screening process of volunteers. Prepare to manage large numbers of potential volunteers.
- ❑ Confer with Public Information Officer to establish areas for media personnel.
- ❑ Establish routine briefings with Incident Commander.
- ❑ Provide vehicular and pedestrian traffic control.
- ❑ Secure food, water, medical, and blood resources.
- ❑ Inform Safety & Security staff to document all actions and observations.
- ❑ Establish routine briefings with Safety & Security staff.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## LOGISTICS SECTION CHIEF

You Report To: Incident Commander

**Mission:** Organize and direct those operations associated with maintenance of the physical environment, and adequate levels of food, shelter and supplies to support the medical objectives.

### **Immediate Responsibilities**

- ❑ Receive appointment from the Incident Commander.
- ❑ Obtain packet containing Section's Job Action Sheets, identification vests and forms.
- ❑ Read this entire Job Action Sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Obtain briefing from Incident Commander.
- ❑ Appoint Logistics Section Unit Leaders: Facilities Unit Leader, Communications Unit Leader, Transportation Unit Leader, Material's Supply Unit Leader, Nutritional Supply Unit Leader; distribute Job Action Sheets and vests. (May be pre-established.)
- ❑ Brief unit leaders on current situation; outline action plan and designate time for next briefing.
- ❑ Establish Logistics Section Center in proximity to E.O.C.
- ❑ Attend damage assessment meeting with Incident Commander, Facility Unit Leader and Damage Assessment and Control Officer.

### **Intermediate Responsibilities**

- ❑ Obtain information and updates regularly from unit leaders and officers; maintain current status of all areas; pass status info to Situation-Status Unit Leader.
- ❑ Communicate frequently with Incident Commander.
- ❑ Obtain needed supplies with assistance of the Finance Section Chief, Communications Unit Leader and Liaison Unit Leader.

### **Extended Responsibilities**

- ❑ Assure that all communications are copied to the Communications Unit Leader.
- ❑ Document actions and decisions on a continual basis.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## **PLANNING SECTION CHIEF**

You Report To: Incident Commander

**Mission:** Organize and direct all aspects of Planning Section operations. Ensure the distribution of critical information/data. Compile scenario/resource projections from all section chiefs and effect long range planning. Document and distribute facility Action Plan.

### **Immediate Responsibilities**

- ❑ Receive appointment from Incident Commander.
- ❑ Obtain packet containing Section's Job Action Sheets.
- ❑ Read this entire Job Action Sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Obtain briefing from Incident Commander.
- ❑ Recruit a documentation aide from the Labor Pool
- ❑ Appoint Planning unit leaders: Situation - Status Unit Leader, Labor Pool Unit Leader, Medical Staff Unit Leader, Nursing Unit Leader; distribute the corresponding Job Action Sheets and vests. (May be pre-established.)
- ❑ Brief unit leaders after meeting with Incident Commander.
- ❑ Provide for a Planning/Information Center.
- ❑ Ensure the formulation and documentation of an incident-specific, facility Action Plan.
- ❑ Distribute copies to Incident Commander and all section chiefs.
- ❑ Call for projection reports (Action Plan) from all Planning Section unit leaders and section chiefs for scenarios 4, 8, 24 & 48 hours from time of incident onset. Adjust time for receiving projection reports as necessary.
- ❑ Instruct Situation - Status Unit Leader and staff to document/update status reports from all disaster section chiefs and unit leaders for use in decision making and for reference in post-disaster evaluation and recovery assistance applications.

### **Intermediate Responsibilities**

- ❑ Obtain briefings and updates as appropriate. Continue to update and distribute the facility Action Plan.
- ❑ Schedule planning meetings to include Planning Section unit leaders, section chiefs and the Incident Commander for continued update of the facility Action Plan.

### **Extended Responsibilities**

- ❑ Continue to receive projected activity reports from section chiefs and Planning Section unit leaders at appropriate intervals.
- ❑ Assure that all requests are routed/documented through the Communications Unit Leader.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## **FINANCE SECTION CHIEF**

You Report To: Incident Commander

**Mission:** Monitor the utilization of financial assets. Oversee the acquisition of supplies and services necessary to carry out the hospital's medical mission. Supervise the documentation of expenditures relevant to the emergency incident.

### **Immediate Responsibilities**

- ❑ Receive appointment from Incident Commander.
- ❑ Obtain packet containing Section's Job Action Sheets.
- ❑ Read this entire Job Action Sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Obtain briefing from Incident Commander.
- ❑ Appoint Time Unit Leader, Procurement Unit Leader, Claims Unit Leader and Cost Unit Leader; distribute the corresponding Job Action Sheets and vests. (May be pre-established.)
- ❑ Confer with Unit Leaders after meeting with Emergency Incident Commander; develop a section action plan.
- ❑ Establish a Financial Section Operations Center. Ensure adequate documentation/recording personnel.

### **Intermediate Responsibilities**

- ❑ Approve a "cost-to-date" incident financial status report submitted by the Cost Unit Leader every eight hours summarizing financial data relative to personnel, supplies and miscellaneous expenses.
- ❑ Obtain briefings and updates from Emergency Incident Commander as appropriate.
- ❑ Relate pertinent financial status reports to appropriate chiefs and unit leaders.
- ❑ Schedule planning meetings to include Finance Section unit leaders to discuss updating the section's incident action plan and termination procedures.

### **Extended Responsibilities**

- ❑ Assure that all requests for personnel or supplies are copied to the Communications Unit Leader in a timely manner.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.

## **OPERATIONS SECTION CHIEF**

You Report To: Incident Commander

**Mission:** Organize and direct aspects relating to the Operations Section. Carry out directives of the Incident Commander. Coordinate and supervise the Medical Services Subsection, Ancillary Services Subsection and Human Services Subsection of the Operations Section.

### **Immediate Responsibilities**

- ❑ Receive appointment from Incident Commander.
- ❑ Obtain packet containing Section's Job Action Sheets.
- ❑ Read this entire Job Action Sheet and review organizational chart on back.
- ❑ Put on position identification vest.
- ❑ Obtain briefing from Incident Commander.
- ❑ Appoint Medical Staff Director, Medical Care Director, Ancillary Services Director and Human Services Director and transfer the corresponding Job Action Sheets. (May be pre-established.)
- ❑ Brief all Operations Section directors on current situation and develop the section's initial action plan. Designate time for next briefing.
- ❑ Establish Operations Section Center in proximity to E.O.C.
- ❑ Meet with the Medical Staff Director, Medical Care Director and Nursing Unit Leader to plan and project patient care needs.

### **Intermediate Responsibilities**

- ❑ Designate times for briefings and updates with all Operations Section directors to develop/update section's action plan.
- ❑ Ensure that the Medical Services Subsection, Ancillary Services Subsection and Human Services Subsection are adequately staffed and supplied.
- ❑ Brief the Emergency Incident Commander routinely on the status of the Operations Section.

### **Extended Responsibilities**

- ❑ Assure that all communications are copied to the Communications Unit Leader; document all actions and decisions.
- ❑ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.