

# Nursing Home Incident Command System

## Job Action Sheets

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These 36 Job Action Sheets were written in 2008 to correspond with the Nursing Home Incident Command System. Florida Health Care Association and the Florida Department of Health utilized the work begun in the Hospital Incident Command System, adapting the tasks for the nursing home environment.

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## Incident Command

POSITION ASSIGNED TO:		
Reporting to:	CEO/Other Oversight Management Structure:	
Command Center Location:		Telephone:

**Mission:** Organize and direct the facility’s emergency operations. Give overall direction for facility operations and make evacuation and sheltering in place decisions.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Assume role of Incident Commander and activate the Nursing Home Incident Command System (NHICS)
	Read this entire Job Action Sheet and put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of the incident activation of NHICS.
	Determine the following prior to the initial NHICS team meeting. (This will comprise the first components of the facility’s Incident Action Plan).
	<ol style="list-style-type: none"> <li>1. Nature of the problem (incident type, injury/illness type, etc.)</li> <li>2. Safety of staff, residents and visitors</li> <li>3. Risks to personnel and need for protective equipment</li> <li>4. Risks to the facility</li> <li>5. Need for decontamination</li> <li>6. Estimated duration of incident</li> <li>7. Need for modifying daily operations</li> <li>8. NHICS team required to manage the incident</li> <li>9. Need to open up the facility’s Incident Command Center (ICC) location</li> <li>10. Overall community response actions being taken</li> <li>11. Need to communicate with state licensing agency</li> <li>12. Status of local, county, and state Emergency Operations Centers (EOC)</li> </ol>
	Determine need for and appropriately appoint Command Staff and Section Chiefs, or Branch/Unit/Team leaders as needed; distribute corresponding Job Action Sheets and position identification.
	Brief all appointed staff of the nature of the problem, immediate critical issues and initial plan of action. Designate time for next briefing.
	Assign clerical personnel to function as the ICC recorder(s). Document all key activities, actions, and decisions on a continual basis.
	Communicate to Command Staff and Section Chiefs how personnel time is to be recorded. Determine if Finance/Administration has any special preferences for submission at this time.
	Define and document specific existing or potential safety risks and hazards, which Section or Branch may be affected, and steps to mitigate the threat. This is the first step in an ongoing process continued by the Safety Officer and included in the subsequent briefing meetings.

Immediate	(Operational Period 0-2 Hours)
	<p>Receive status reports from and develop an Incident Action Plan with Section Chiefs and Command Staff to determine appropriate response and recovery levels. During initial briefing/status reports, the following information may be needed:</p> <ul style="list-style-type: none"> <li>• Initial facility damage survey report across sections.</li> <li>• Evaluate the need for evacuation. As appropriate to the incident, verify transportation plans.</li> <li>• Obtain resident census and status and request a projection report for 4, 8, 12, 24 &amp; 48 hours from time of incident onset. Adjust projections as necessary. Assign to Planning Section Chief.</li> <li>• Identify the operational period and ICC shift change.</li> <li>• As appropriate to the incident, authorize a resident prioritization assessment for the purposes of designating appropriate early discharge (e.g. dialysis, vent –dependent).</li> <li>• Ensure that appropriate contact with outside agencies has been established and facility status and resource information provided through the Liaison Officer.</li> <li>• Seek information from Section Chiefs regarding on-hand resources of medical equipment, supplies, medications, food, and water as indicated by the incident.</li> <li>• Assess generator function and fuel supply.</li> <li>• Review security and facility surge capacity as appropriate, especially if serving as a host site or in case the local emergency management office requests beds.</li> </ul>
	Oversee and approve revision of the Incident Action Plan developed by the Planning Section Chief. Ensure that the approved plan is communicated to all Command Staff and Section Chiefs.
	Communicate facility and incident status and the Incident Action Plan to CEO or designee, or to other executives and/or Board of Directors members on a need-to-know basis.
	Draft initial message for Public Information Officer (PIO) for notification to family members, responsible parties, and/or other interested persons regarding facility and resident status.

Ongoing	
	Ensure staff, resident, and media briefings are being conducted regularly.
	Evaluate overall nursing home operational status, and ensure critical issues are addressed.
	Ensure incident action planning for each operational period and a reporting of the Incident Action Plan at each shift change and briefing.
	Review /revise the Incident Action Plan with the Planning Section Chief for each operational period.
	Ensure continued communications with local, regional, and state response coordination centers through the Liaison Officer and others.
	Authorize resources as needed or requested by Section Chiefs.
	Set up routine briefings with Section Chiefs to receive status reports and update the action plan regarding the continuance and termination of the action plan.
	Approve media releases submitted by PIO.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Human Resources. Provide for staff rest periods and relief.

## Liaison Officer

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

**Mission:** Function as the incident contact person in the nursing home for representatives from other agencies, such as the local emergency management office, police, and the licensing agency.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Incident Commander. Obtain Job Action Sheet.
	Read this entire Job Action Sheet and review emergency organizational chart.
	Put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of your NHICS assignment.
	Obtain briefing from Emergency Incident Commander and note time for next meeting.
	Establish contact with local, county and/or state emergency organization agencies to share information on current status, appropriate contacts, and message routing.
	Communicate information obtained and coordinate with Public Information Officer.
	Obtain initial status and information from the Planning Section Chief to provide as appropriate to external stakeholders and local and/or county Emergency Operations Center (EOC)EOC, upon request: <ul style="list-style-type: none"> <li>• Resident Care Capacity – The number of residents that can be received and current census.</li> <li>• Nursing Home’s Overall Status – Current condition of facility structure, security, and utilities.</li> <li>• Any current or anticipated shortage of critical resources including personnel, equipment, supplies, medications, etc.</li> <li>• Number of residents and mode of transportation for residents requiring transfer to hospitals or receiving facilities, if applicable.</li> <li>• Any resources that are requested by other facilities (e.g., personnel, equipment, supplies).</li> <li>• Media relations efforts being initiated, in conjunction with the PIO.</li> </ul>
	Establish communication with other nursing homes as appropriate, the local EOC, and/or local response agencies (e.g., public health department). Report current facility status.
	Keep local EOC liaison officer updated as to critical issues and unmet resource needs.
	Document all key activities, actions, and decisions on a continual basis.

Ongoing	
	Attend all command briefings and Incident Action Planning meetings to gather and share incident and facility information. Contribute inter-facility information and community response activities and provide Liaison goals to the Incident Action Plan.
	Request assistance and information as needed through the facility's network or from the local and/or regional EOC.
	Obtain the following information from the Planning Section Chief and be prepared to report to appropriate authorities the following data: <ul style="list-style-type: none"> <li>• Number of new residents admitted and level of care needs.</li> <li>• Current resident census</li> <li>• Number of residents hospitalized, discharged home, or transferred to other facilities</li> <li>• Number dead</li> </ul>
	Communicate with Logistics Section Chief on status of supplies, equipment and other resources that could be mobilized to other facilities, if needed or requested.

## Public Information Officer

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

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

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Receive appointment from Incident Commander. Obtain Job Action Sheet.
	Read this entire Job Action Sheet and review emergency organizational chart.
	Put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of your NHICS assignment.
	Obtain briefing from Emergency Incident Commander and note time for next briefing.
	Decide where a media briefing area might be located if needed (away from the facility's Incident Command Center and the resident care activity areas). Coordinate designation of such areas with Safety Officer.
	Contact external Public Information Officers from community and governmental agencies and/or their designated websites to determine public information and media messages developed by those entities to ensure consistent messages from all entities.
	Develop public information and media messages to be reviewed and approved by the Incident Commander before release to families, news media, and the public. Identify appropriate spokespersons to contact families or to deliver press briefings as needed.
	Assess the need to activate a staff and/or family member "hotline" for recorded information concerning the incident and facility status and establish the "hotline" if needed.
	Attend all command briefings and incident action planning meetings to gather and share incident and nursing home information.
	Monitor incident/response information through the internet, radio, television and newspapers.
	Establish communication with other nursing homes as appropriate, local Emergency Operations Center (EOC), and/or local response agencies (e.g., public health department). Report current facility status.
	Document all key activities, actions, and decisions on a continual basis.

Ongoing	
	Coordinate with the Operations→Resident Services Branch regarding: <ul style="list-style-type: none"> <li>• Receiving and screening inquiries regarding the status of individual patients.</li> <li>• Release of appropriate information to appropriate requesting entities.</li> </ul>
	Continue to attend all Command briefings and incident action planning meetings to gather and share incident and nursing home information. Contribute media and public information activities and goals to the Incident Action Plan.
	Continue dialogue with external community and governmental agencies to get public information and media messages. Coordinate translation of critical communications into languages for residents as appropriate.
	Continue to develop and revise public information and media messages to be reviewed and approved by the Incident Commander before release to the news media and the public.
	Develop regular information and status update messages to keep staff informed of the incident, community, and facility status. Assist in the development and distribution of signage as needed.

## Safety Officer

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

**Mission:**     Ensure safety of staff, patients, and visitors, monitor and correct hazardous conditions.  
                   Have authority to halt any operation that poses immediate threat to life and health.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Receive appointment from Incident Commander. Obtain Job Action Sheet.
	Read this entire Job Action Sheet and review emergency organizational chart.
	Put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of your NHICS assignment.
	Determine safety risks of the incident to personnel, the physical plant, and the environment. Advise the Incident Commander and Section Chiefs of any unsafe condition and corrective recommendations.
	Communicate with the Logistics Chief to procure and post non-entry signs around unsafe areas.
	Ensure the following activities are initiated as indicated by the incident/situation: <ul style="list-style-type: none"> <li>• Evaluate building or incident hazards and identify vulnerabilities</li> <li>• Specify type and level of Personal Protective Equipment to be utilized by staff to ensure their protection, based upon the incident or hazardous condition</li> <li>• Monitor operational safety of decontamination operations if needed</li> <li>• Contact and coordinate safety efforts with the Operations→Infrastructure Branch→ Environmental Services Unit and Maintenance Unit to identify and report all hazards and unsafe conditions to the Operations Section Chief.</li> </ul>
	Work with Incident Command staff in designating restricted access areas and providing signage.
	Assess nursing home operations and practices of staff, and terminate and report any unsafe operation or practice, recommending corrective actions to ensure safe service delivery.
	Ensure implementation of all safety practices and procedures in the facility.
	Initiate environmental monitoring as indicated by the incident or hazardous condition.
	Attend all command briefings and Incident Action Planning meetings to gather and share incident and facility safety requirements.
	Document all key activities, actions, and decisions on a continual basis.

<b>Ongoing</b>	
	Continue to assess safety risks of the incident to personnel, the facility, and the environment. Advise the Incident Commander and Section Chiefs of any unsafe condition and corrective recommendations.
	Ensure proper equipment needs are met and equipment is operational prior to each operational period.
	Continue to attend all command briefings and incident action planning meetings to gather and share incident and facility information. Contribute safety issues, activities and goals to the Incident Action Plan.

## Operations

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

**Mission:** Organize and direct activities relating to the Operations Section. Carry out directives of the Incident Commander. Coordinate and supervise the branches within the Operations Section. Oversee the direct implementation of resident care and services, dietary services, and environmental services. Contribute to the Incident Action Plan.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Incident Commander. Obtain packet containing Section's Job Action Sheets.
	Read this entire Job Action Sheet and review emergency organizational chart.
	Put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of your NHICS assignment.
	Obtain briefing from Emergency Incident Commander and designate time for next meeting.
	Assess need to appoint Branch Directors: <ul style="list-style-type: none"> <li>• Resident Services</li> <li>• Infrastructure</li> </ul>
	Transfer the corresponding Job Action Sheets to Branch Director. If a Branch Director is not assigned, the Planning Chief keeps the Job Action Sheet and assumes that function.
	Brief Branch Directors on current situation and develop the section's initial projection/status report. Establish the Operations Section chain of command and designate time and location for next section briefing. Share resident census and condition information gained at initial Command briefing. Communicate how personnel time is to be recorded.
	Establish Operations Section Center (in proximity to Incident Command area, if possible).
	Serve as primary contact with nursing home Medical Director. <ul style="list-style-type: none"> <li>• Meet with Resident Services Branch Director and Nursing Services Unit Leader and communicate with Medical Director to plan and project resident care needs.</li> </ul>
	Document all key activities, actions, and decisions on a continual basis.

Ongoing	
	From information reported by Branch Directors, inform Incident Command of facility's internal factors which may contribute to the decision to evacuate or shelter in place: <ul style="list-style-type: none"> <li>• Resident acuity</li> <li>• Physical structure</li> </ul>
	Implement resident evacuation at the direction of the Incident Commander with support of Branch Directors and other Section Chiefs.
	Meet regularly with the Incident Commander, Command Staff and other Section Chiefs to update status of the response and relay important information to Operations Section's Staff.
	As the incident requires, in preparation for movement of residents within the facility or to a staging area, work with Logistics→Supply Branch→Transportation Unit to assist in the gathering and placement of transport equipment (wheelchairs, canes, stretchers, walkers, etc).
	Designate times for briefings and updates with Branch Directors to develop and update section's projection/status report.
	Coordinate personnel needs with Supply Branch→Staffing/Scheduling Unit.
	Coordinate supply and equipment needs with the Supply Branch→Central Supply Unit Leader.
	Provide situation reports and projections to the Planning Section within stated time frames.
	Coordinate financial issues with the Finance/Administration Section.
	Ensure that this Section's branches are adequately staffed and supplied.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Human Resources. Provide for staff rest periods and relief.

## Resident Services Branch Director

POSITION ASSIGNED TO:		
Reporting to:	Operations Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Coordinate and supervise all aspects of resident care, services, and movement into and out of the facility. Coordinate Unit Leaders under Resident Services Branch. Participate in developing facility's Incident Action Plan.

<b>Immediate</b>	
	Receive appointment from Operations Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Operations Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Assess need for Unit Leaders within this Branch: <ul style="list-style-type: none"> <li>• Nursing Services</li> <li>• Psychosocial</li> <li>• Transfer &amp; Discharge</li> </ul>
	Distribute the Job Action Sheets associated with the groups as well as the position identification garments. If a Unit Leader is not assigned, Resident Services Branch Director keeps the Job Action Sheets from that unit and assumes all functions.
	Meet with Unit Leaders to brief them on the incident and the following:
	<ol style="list-style-type: none"> <li>1. Initial Status Report:           <ol style="list-style-type: none"> <li>a. Share resident census and condition information gained at briefing with Operations Section Chief. Direct unit leaders to contribute to the accuracy of this resident census and condition information as they work with the direct care staff and residents.</li> <li>b. Determine immediate staffing situation across units.</li> </ol> </li> </ol>
	<ol style="list-style-type: none"> <li>2. Set Objectives and Assign Responsibilities:           <ol style="list-style-type: none"> <li>a. Decide and document point of contact(s) for Medical Director.</li> <li>b. Assign a prioritization assessment (triage) of residents with information which is currently known.</li> <li>c. Schedule a review of individual residents as needed for consideration of special needs and possible early admission to a higher level of care environment.</li> <li>d. Arrange for the provision of critical medical services, such as dialysis and oxygen therapy.</li> <li>e. Assign who will make contact with each resident's physician as needed to secure up to date orders, special instructions, and prescriptions.</li> <li>f. Assign Nursing Services Unit Leader to assess stock of medications for resident support for 7-10 days and to communicate needs with dispensing pharmacy.</li> <li>g. Instruct unit leaders to assess and report staffing needs and projections.</li> <li>h. Determine how care and services will continue as routinely as possible.</li> <li>i. Discuss/document the objectives and who is responsible for each</li> </ol> </li> </ol>

Immediate	
	<p>3. General:</p> <ul style="list-style-type: none"> <li>a. Develop initial projection/status report.</li> <li>b. Review the Resident Service Branch chain of command.</li> <li>c. Communicate the operational period and set time and location for next meeting.</li> <li>d. Communicate how personnel time is to be recorded.</li> <li>e. Communicate how equipment, supplies, and personnel are to be ordered.</li> </ul>
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.
	Establish and maintain contact with Logistics Section Chief to ensure ordering and delivery of personnel and resources as needed.
	Ensure the Transfer & Discharge Unit Leader and Nursing Services Unit Leader are managing emergency discharges for at-risk residents.

Ongoing	
	Meet routinely with Unit Leaders to evaluate status and projected needs.
	Meet as scheduled with Operations Section Chief and Unit Leaders to evaluate Operations Section status and project needs. These meetings may include the Unit Leaders from the Infrastructure Branch at the discretion of the Operations Section Chief. Update Operations Chief on resident census and condition.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Nursing Services Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Resident Services Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize and direct nursing services, including management of high acuity and special needs residents as well as routine nursing services including medication passes. Organize and direct activities of daily living for residents. Coordinate and supervise direct care staff. Evaluate supplies, equipment, and medication levels to support resident care needs.

Immediate	
	Receive appointment from Resident Services Branch Director.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Resident Services Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Assess staffing needs for continuation of routine ADL services and restorative services.
	Meet with and brief direct care staff on their assignments. Update direct care staff on incident status and facility plans. Instruct them as to the message they are to share with residents. Schedule next meeting with direct care staff.
	Assess availability of necessary nursing supplies and equipment to provide resident care for 7-10 days. Communicate shortfalls with Resident Services Branch Director.
	Assess stock of medications for resident support for a period of 7-10 days.
	<ul style="list-style-type: none"> <li>• Communicate pharmaceutical needs with the dispensing pharmacy immediately.</li> </ul>

Ongoing	
	Manage the provision of routine nursing services.
	Manage the provision of medication passes in keeping with resident schedules.
	Monitor direct care staff work performance.
	Ensure the provision of routine hygienic and nutritional care for residents.
	Meet routinely with Resident Services Branch Director, Psychosocial Unit Leader, and as needed with Operations Section Chief to evaluate status and project needs.
	Establish a staff rest and nutritional area in cooperation with Staffing/Scheduling.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Transfer & Discharge Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Resident Services Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize and direct resident transfer and discharge according to facility policies and procedures. Implement and monitor the facility’s resident identification and tracking system for either incoming residents who are sheltering in place or for facility residents evacuating in part or in whole to an offsite destination. Supervise staff within Transfer & Discharge Unit.

Immediate	
	Receive appointment from Resident Services Branch Director: Obtain packet containing Group’s Job Action Sheets.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Resident Services Branch Director and other Unit Leaders.
	Notify your usual supervisor of your emergency incident assignment.
	Meet with Nursing Services Unit Leader to assist in resident priority assessment to designate residents for early discharge.
	Process transfer and discharges in accordance with facility’s procedures.
	Coordinate communication with resident family members regarding transfer or discharge through Psychosocial Unit Leader or a Social Services Manager if one has been designated.
	Review facility’s resident identification and tracking system.
	<ul style="list-style-type: none"> <li>• Evaluate supplies needed to implement the resident I.D. and tracking system and communicate any shortfalls with Transfer &amp; Discharge Group Supervisor.</li> <li>• Prepare tracking system tools if new residents are coming in to shelter-in-place.</li> <li>• Prepare resident identification tools.</li> <li>• Coordinate with Nursing Services Unit Leader to provide resident identification in accordance with facility procedures.</li> </ul>
	Coordinate the transfer of medical records in accordance with facility procedures.
	Coordinate the transfer of medications in accordance with facility procedures.

Ongoing	
	Oversee transfers & discharges, document, and prepare report for next operational period. <ul style="list-style-type: none"> <li>• Continue to coordinate communication with family members with Psychosocial Unit.</li> </ul>
	Monitor the implementation of the Resident I.D. & Tracking system.
	Meet routinely with Resident Services Branch Director, Psychosocial Unit Leader, and as needed with Operations Section Chief to evaluate status and project needs.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Communicate any unexpected problems and unresolved issues to the Operations Section Chief immediately.

## Psychosocial Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Resident Services Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize, direct, and supervise those services associated with the social and psychological needs of the residents, staff, and dependents. Supervise the provision and conservation of ancillary clinical services.

Immediate			
	Receive appointment from Resident Services Branch Director. Obtain this position’s Job Action Sheets.		
	Read this entire Job Action Sheet and put on position identification garment or cap.		
	Obtain a briefing from Resident services branch director.		
	Notify your usual supervisor of your emergency incident assignment.		
	Meet with Resident Services Branch Director and Resident services branch director to assess and project support services needs.		
	Assess need for managers in these areas:		
	<ul style="list-style-type: none"> <li>• Social Services</li> <li>• Rehabilitative</li> <li>• Activities</li> </ul>		
	Distribute the associated Job Action Sheets and position identification garments. If a manager is not assigned, keep the Job Action Sheet and assume that function.		
	Assess the capabilities, human resource requirements, and needs for ancillary services:		
	<ul style="list-style-type: none"> <li>• Laboratory</li> <li>• Radiology</li> </ul>	<ul style="list-style-type: none"> <li>• Pharmacy</li> <li>• Rehabilitative</li> </ul>	<ul style="list-style-type: none"> <li>• Activities</li> <li>• Social Services</li> </ul>
	Work with the Transfer & Discharge Unit Leader and implement system for contacting resident family members regarding transfer and discharge. Assign to Social Services Manager if one is assigned.		
	Establish and coordinate team of mental health personnel and clergy to support the psycho-social needs of staff, residents, and dependents.		
	Designate a secluded debriefing area where individual and group intervention may take place. Coordinate with Safety Officer if needed.		
	Appoint psychological support staff to routinely visit both resident and non-resident areas and advise them to document their contacts.		

Psychosocial Unit Leader  
 Job Action Sheet  
 Operations Section→Resident Services Branch  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	Verify the ordering and receiving of needed supplies for ancillary services as appropriate.
	Meet regularly with Resident services branch director to evaluate Psychosocial Unit status and to project needs.
	Coordinate with the Public Information Officer in establishing and updating a staff information/status board (situation, emergency update, facility activities).
	Ensure coordination with Staffing/Scheduling Unit Leader and Dependent Care Unit Leader to assess need for psychosocial support of staff or dependents sheltering at the facility.
	Schedule and post the dates and times for critical stress debriefing sessions during and after the immediate disaster period.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Social Services Manager

POSITION ASSIGNED TO:		
Reporting to:	Psychosocial Unit Leader:	
Operations Center Location:		Telephone:

**Mission:**     Assure the medically related emotional and social needs of residents are maintained.  
                   Communicate transfer and discharge actions with residents’ family members.

<b>Immediate</b>	
	Receive appointment from Psychosocial Unit Leader.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Psychosocial Unit Leader.
	Notify your usual supervisor of your emergency incident assignment.
	Assess residents for psychosocial and mental health needs.
	Direct mental health professional and/or clergy to residents with specific behavioral or situational needs.
	Contact and bring in psychologist or psychiatrist as needed.
	Implement communication with resident family members regarding transfer and discharge actions.

<b>Ongoing</b>	
	Record interventions.
	Manage provisions of psychosocial assessments and follow-ups.
	Meet routinely with Psychosocial Unit Leader to give a status report for the social services activities and to project extended needs.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Rehabilitative Manager

POSITION ASSIGNED TO:		
Reporting to:	Psychosocial Unit Leader:	
Operations Center Location:		Telephone:

**Mission:** Assure that residents receive necessary specialized rehabilitative services as determined by their comprehensive assessment and care plan to prevent avoidable deterioration and to assist them in maintaining their highest practicable level of care.

Immediate	
	Receive appointment from Psychosocial Unit Leader.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Psychosocial Unit Leader.
	Notify your usual supervisor of your emergency incident assignment.
	Assess the capabilities, human resource requirements, and needs for therapy services:
	<ul style="list-style-type: none"> <li>• Physical Therapy</li> <li>• Speech-language Pathology</li> <li>• Rehabilitative Services</li> <li>• Occupational Therapy</li> <li>• Restorative Therapy</li> </ul>
	Based on the capabilities, human resource requirements, and needs, establish and coordinate team of qualified rehabilitative personnel to support the specialized needs of residents.
	Meet with rehabilitative team members to assess and project service needs. Schedule follow up meetings.

Ongoing	
	Record interventions.
	Manage provisions of rehabilitative services and follow-ups.
	Meet routinely with rehabilitative services team members to evaluate unit status and project needs.
	Meet routinely with Psychosocial Unit Leader to give a status report for rehabilitative activities and to project extended needs.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Activities Manager

POSITION ASSIGNED TO:		
Reporting to:	Psychosocial Unit Leader:	
Operations Center Location:		Telephone:

**Mission:** Within the limitations and scope of the incident, involve residents in a program of activities that are designed to appeal to their interests, promote self-esteem, and are pleasurable. Obtain from Psychosocial Unit Leader updated messages to communicate to residents to ensure they are given the best information possible about the incident. Oversee volunteers obtained by Staffing/Scheduling Unit Leader.

### Immediate

- \_\_\_\_\_ Receive appointment from Psychosocial Unit Leader.
- \_\_\_\_\_ Read this entire Job Action Sheet.
- \_\_\_\_\_ Put on position identification garment or cap.
- \_\_\_\_\_ Obtain a briefing from Psychosocial Unit Leader.
- \_\_\_\_\_ Notify your usual supervisor of your emergency incident assignment.
- \_\_\_\_\_ Based on the briefing from the Psychosocial Unit Leader, determine to what degree facility staff will be able to continue person-appropriate activities and implement modifications of activities as may be indicated by the incident.
- \_\_\_\_\_ Determine need for assistants and appoint. Brief assistants and schedule next meeting.
- \_\_\_\_\_ Schedule activities and give assignments to assistants as appropriate.
- \_\_\_\_\_ Coordinate appropriate activities performed by volunteers. Communicate closely volunteer needs or issues with Logistics→Staffing/Scheduling Unit Leader who obtains volunteers.
- \_\_\_\_\_ Verify residents have all needed adaptive equipment based on their clinical assessment. This includes glasses and hearing aids

### Ongoing

- \_\_\_\_\_ Record activities provided.
- \_\_\_\_\_ Manage provisions of activities.
- \_\_\_\_\_ Update residents on the status of the incident and the facility's plan.
- \_\_\_\_\_ Meet routinely with assistants to evaluate unit status and project needs.
- \_\_\_\_\_ Meet routinely with Psychosocial Unit Leader to give a status report for the activities function and to project extended needs.
- \_\_\_\_\_ Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior.
- \_\_\_\_\_ Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
- \_\_\_\_\_ Report unexpected problems and unresolved issues immediately.

## Infrastructure Branch Director

POSITION ASSIGNED TO:		
Reporting to:	Operations Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Organize and manage the services required to sustain and repair the nursing home's infrastructure operations, including: power/lighting, water/sewer, HVAC, buildings and grounds, medical gases, medical devices, structural integrity, environmental services, and food services.

Immediate	
	Receive appointment from Operations Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Operations Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Assess need for Group Supervisors within this Branch: <ul style="list-style-type: none"> <li>• Dietary Services</li> <li>• Environmental Services</li> <li>• Maintenance</li> <li>• Security</li> </ul>
	Distribute the Job Action Sheets associated with the groups as well as the position identification garments. If a Group Supervisor is not assigned, Infrastructure Branch Director keeps the Job Action Sheets from that group and assumes all functions.
	Meet with Group Supervisors and brief them on the incident: <ul style="list-style-type: none"> <li>• Share resident census and condition information gained at briefing with Operations Chief.</li> <li>• Discuss/document the groups' objectives for the next operational period.</li> <li>• Develop initial projection/status report.</li> <li>• Review the Infrastructure Branch chain of command.</li> <li>• Set time and location for next meeting.</li> <li>• Communicate how personnel time is to be recorded.</li> <li>• Direct Group Supervisors to evaluate on-hand equipment, supply, and nutrition/hydration inventories and staff needs.</li> <li>• Communicate how equipment, supplies, and personnel are to be ordered.</li> </ul>
	Assess Infrastructure Branch capacity to deliver needed: <ul style="list-style-type: none"> <li>• Nutrition/Hydration</li> <li>• Facility heating and air conditioning</li> <li>• Power</li> <li>• Telecommunications</li> <li>• Potable and non-potable water</li> <li>• Medical gas delivery</li> <li>• Sanitation</li> <li>• Road clearance</li> <li>• Damage assessment and repair</li> </ul>

Immediate	
	<ul style="list-style-type: none"> <li>• Facility cleanliness</li> <li>• Vertical transport/Airlift</li> <li>• Facility access</li> </ul>
	Ensure Branch personnel comply with safety policies and procedures.
	Meet regularly with the Operations Section Chief to discuss plan of action and staffing.
	Initiate facility damage assessment in collaboration with Logistic Section's Facility Supply Unit, if warranted; repair problems encountered, and update the Operations Section Chief.
	Establish and maintain contact with Logistics Section Chief to ensure ordering and delivery of personnel and resources as needed.
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.

Ongoing	
	Maintain knowledge of the number of persons being maintained in the facility, including residents, staff, and dependents. Communicate these numbers with Dietary Services Unit.
	Direct the Dietary Services Unit Leader to coordinate with Logistics Section's Support Branch to provide food service support as needed to residents, employees, and dependents as appropriate.
	Continue coordinating facility support services.
	Ensure prioritization of problems when multiple issues are presented.
	Coordinate use of external resources to assist with maintenance and repairs.
	Report equipment needs to the Support Branch Director.
	Develop and submit a Branch action plan to the Operations Section Chief when requested.
	Meet routinely with Group Supervisors to evaluate status and projected needs.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Dietary Services Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Infrastructure Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize, provide, and safeguard food and water stores to allow for the facility’s self-sufficiency for at least one week. Implement the facility’s emergency menu. Provide Incident Command with inventory levels and projected needs. Supervise dietary personnel.

Immediate	
	Receive appointment from Operations Chief or Infrastructure Branch Director. Obtain this position’s Job Action Sheet.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Operations Chief or Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Meet with and brief Dietary Services staff.
	Determine when the emergency menu will be implemented.
	Estimate the number of meals which can be served utilizing existing food stores.
	Inventory the current emergency drinking water supply and estimate time when re-supply will be necessary.
	Report inventory levels of emergency drinking water and food stores to Infrastructure Branch Director or Operations Section Chief, as appropriate.
	Place order for additional nutritional supplies as needed.
	Print resident tray cards.
	In an evacuation scenario:
	<ul style="list-style-type: none"> <li>• Supervise the movement and separation of food and water stores to staging area.</li> <li>• Prepare and pack snacks and drinks for residents and staff during the trip.</li> <li>• Supervise the closing of the kitchen, storing all equipment, and securing the area.</li> </ul>

Ongoing	
	Provide quality nutritional services on a daily basis.
	Maintain a clean, safe, and sanitary dietary department.
	Meet with Staffing/Scheduling Unit Leader to discuss location of personnel refreshment and nutritional break areas.
	Meet with Dependent Care Unit Leader to discuss location of nutritional break areas for staff dependents.
	Secure nutritional and water inventories with the assistance of the Safety Officer.
	Meet regularly with Infrastructure Branch Director to evaluate Dietary Services Unit status and project needs.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Environmental Services Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Infrastructure Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Ensure proper cleaning and disinfection of nursing home environment. Supervise housekeeping activities and laundry department.

Immediate	
	Receive appointment from Operations Chief or Infrastructure Branch Director. Obtain this position's Job Action Sheet.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Operations Chief or Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Meet with and brief Environmental Services Unit staff.
	Ensure the safety and health of environmental services personnel; provide personal protective equipment to appropriate staff and review their response to exposures.
	Ensure disinfection of reusable equipment, according to the appropriate method of equipment disinfection, per its intended use, manufacturer's recommendations, and existing facility policies.
	Inventory supply of laundry/linen and report on adequacy to meet the needs of the residents.
	Ensure prioritization of problems when multiple issues are presented.
	Determine need for additional staff and request additional staffing according to instructions given by Branch Director.
	Report resource issues and needs to the Logistics Section's Unit Leaders and Infrastructure Branch Director.
	If evacuating the building, ensure clean linen is prepared and organized for transport sufficient to meet the needs of the residents.

Ongoing	
	Continue to ensure the facility is maintained in a clean and comfortable manner to the extent possible.
	Continue to monitor supply of laundry/linen and cleaning supplies to meet the needs of the residents.
	Meet regularly with Infrastructure Branch Director to evaluate Environmental Services Unit status and project needs.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Maintenance Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Infrastructure Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Maintain power and lighting to the nursing home facilities. Ensure adequate generator fuel. Evaluate and monitor the integrity of existing water, sewage, and sanitation systems. Enact pre-established alternate methods of waste disposal if necessary. Organize and manage the services required to sustain and repair the facility's buildings and grounds.

Immediate	
	Receive appointment from Operations Chief or Infrastructure Branch Director. Obtain this position's Job Action Sheet.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Operations Chief or Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Meet with and brief Maintenance Unit staff.
	Ensure the safety and health of environmental services personnel; provide personal protective equipment to appropriate staff and review their response to exposures.
	Ensure security of generator in conjunction with Safety Officer.
	Inspect, evaluate, and communicate to the Infrastructure Branch Director the operational status: <ul style="list-style-type: none"> <li>• Power/lighting</li> <li>• Water and sewer system</li> <li>• HVAC system</li> </ul>
	Place emergency repair order(s) for power/lighting, water/sewer, and HVAC as indicated; advise Infrastructure Branch Director of issues.
	Establish and communicate the status of the buildings and grounds to the Infrastructure Branch Director.
	Provide power/lighting support to resident care areas and alternate care sites.
	Repair/correct hazards, leaks or contamination with the assistance of the Safety Officer.
	Provide HVAC support to resident care areas, alternate treatment sites, and other critical areas.
	Anticipate air flow response needs for internal and external environmental hazards (e.g., climate, air plume, spills, etc.)
	Anticipate immediate and short-term events and subsequent impacts to facility status (e.g., storm surge, earthquake after shocks).
	Coordinate supply needs with Logistics Section's Support Branch Director or Facility Supply Unit Leader, as appropriate.
	Coordinate with Liaison Officer for contacting external authorities (e.g. public health, water or environmental services), as appropriate.
	Coordinate with Infrastructure Branch Director to request external resource assistance.

Ongoing	
	Prepare for the possibility of evacuation and/or the relocation/expansion of clinical services outside of existing structure, if appropriate.
	Implement pre-established alternative waste disposal/collection plan, if necessary.
	Inform all Sections and areas of the nursing home when implementing the alternative waste disposal/collection plan.
	Position portable toilets in accessible areas; away from resident care and food preparation, as needed.
	Ensure an adequate number of hand washing areas are operational near resident care/food preparation areas, and adjacent to portable toilet facilities.
	Coordinate internal repair activities, consulting when needed with external experts.
	Continue to monitor and evaluate power/lighting usage and supply.
	Anticipate and react to recognized shortage/failure using appropriate emergency procedure(s).
	Meet regularly with the Infrastructure Branch Director for status reports, and relay important information to Unit personnel.
	Advise Infrastructure Branch Director immediately of any operational issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Security Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Infrastructure Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Coordinate all of the activities related to personnel and facility security such as access control, crowd and traffic control, and law enforcement interface.

Immediate	
	Receive appointment from Operations Chief or Infrastructure Branch Director. Obtain this position's Job Action Sheet.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Operations Chief or Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Meet with and brief Security Unit staff.
	Establish Security Command Post.
	Obtain contact information for police with local jurisdiction. Depending on the nature of the event, make initial contact just to touch base.
	Identify and secure all facility pedestrian and traffic points of entry, as appropriate.
	Consider need for the following, and report findings to the Infrastructure Branch Director and/or the Operations Section Chief and the Safety Officer: <ul style="list-style-type: none"> <li>• Emergency lockdown</li> <li>• Security/bomb sweep of designated areas</li> <li>• Providing urgent security-related information to all personnel</li> <li>• Need for security personnel to use personal protective equipment</li> <li>• Removing unauthorized persons from restricted areas</li> <li>• Security of the facility, common areas, resident care, morgue, and other sensitive or strategic areas from unauthorized access</li> <li>• Rerouting of vehicle entry and exit as needed</li> <li>• Security posts in any operational decontamination area</li> <li>• Patrol of parking and shipping areas for suspicious activity</li> <li>• Traffic Control</li> </ul>
	Coordinate immediate security personnel needs from current staff, surrounding resources (police, sheriff, or other security forces), and communicate need for additional external resources through Operations Section Chief to the Liaison Officer.
	Document communication and key decisions.

Ongoing	
	Meet regularly with the Infrastructure Branch Director for status reports, and relay important information to Unit personnel.
	Communicate the need and take actions to secure unsafe areas; post non-entry signs.
	Ensure Security Unit staff identify and report all hazards and unsafe conditions.
	Ensure resident valuables are secure.
	Coordinate activities with local, state, and federal law enforcement, as appropriate; coordinate with the Liaison Officer.
	Confer with Public Information Officer to establish areas for the media.
	Ensure vehicular and pedestrian traffic control measures are working effectively.
	Consider security protection for the following, as indicated based on the nature/severity of the incident: <ul style="list-style-type: none"> <li>• Food</li> <li>• Water</li> <li>• Medical resources</li> <li>• Pharmaceutical resources</li> <li>• Personnel and visitors</li> </ul>
	Prepare and maintain records and reports, as appropriate.
	Advise Infrastructure Branch Director immediately of any operational issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Planning

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

**Mission:** Gather and analyze incident-related information. Obtain status and resource projections from all section chiefs for long range planning and conduct planning meetings. From these projections, compile and distribute the facility's Incident Action Plan. Coordinate and supervise the units within the Planning Section.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>	
	Receive appointment from Incident Commander. Obtain packet containing Section's Job Action Sheets.	
	Read this entire Job Action Sheet and review emergency organizational chart.	
	Put on position identification (garment, vest, cap, etc.).	
	Notify your usual supervisor of your NHICS assignment.	
	Obtain briefing from Emergency Incident Commander and designate time for next meeting.	
	Assess need for the following Unit Leaders and appoint as needed:	
	1. Situation-Status	2. Documentation
	Transfer the corresponding Job Action Sheets to Unit Leader. If a unit leader is not assigned, the Planning Chief keeps the Job Action Sheet and assumes that function.	
	Brief all unit leaders on current situation and develop the section's initial projection/status report. Designate time and location for next section briefing. Communicate how personnel time is to be recorded.	
	Establish a Planning/Information Section Center.	
	Facilitate and conduct incident action planning meetings with Command Staff, Section Chiefs, and other key personnel as needed to plan for the next operational period.	
	Coordinate preparation and documentation of the Incident Action Plan and distribute copies to the Incident Commander and all Section Chiefs.	
	Call for status and resource projection reports from all Section Chiefs for scenarios 4, 8, 24 & 48 hours from time of incident onset. Adjust time for receiving these reports as necessary.	
	Direct Situation Unit Leader to document and update projection/status reports from all sections.	
	Document all key activities, actions, and decisions on a continual basis.	

<b>Ongoing</b>		
	Meet regularly with the Incident Commander, Command Staff and other Section Chiefs to update status of the response and relay important information to Planning Section's Staff.	
	Ensure that personnel and equipment are being tracked.	
	Designate times for briefings and updates with group supervisors to develop and update section's projection/status report.	
	Ensure that this Section's groups are adequately staffed and supplied.	
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Human Resources. Provide for staff rest periods and relief.	

## Situation Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Planning Section Chief:	
Operations Center Location:		Telephone:

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

Immediate	
	Receive appointment from Planning Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Planning Section Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Appoint Managers as appropriate: <ul style="list-style-type: none"> <li>• Resident Tracking Manager</li> <li>• Bed Tracking Manager</li> </ul>
	Obtain status report on Information Technology/Information systems from IT/IS Unit Leader and Business Continuity Unit Leader.
	Establish a Planning Information center in the facility Incident Command Center location with a status/condition board and post information as it is received. Assign a recorder/documentation aide to keep the board updated with current information.
	Receive and record status reports as they are received from other Sections.
	Assure the status updates and information provided to Command Staff and Section Chiefs is accurate, complete, and current.
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.

Ongoing	
	Meet regularly with the Planning Section Chief, Section Chiefs and Branch Directors to obtain situation and status reports, and relay important information to unit members.
	Ensure backup and protection of existing data for main and support computer systems, in coordination with IT/IS Unit and Business Continuity Unit.
	Publish an internal incident situation status report for employees to remain informed of incident, facility, residents, and anticipated response and recovery actions. Post or communicate every 4 hours or as indicated by Planning Section Chief. Collaborate with Public Information Officer and Support Branch Director, and Staffing/Scheduling Unit Leader to develop and distribute the internal incident situation report.
	Ensure the security and prevent the loss of written and electronic NHICC response documentation. Collaborate with the Security Officer and IT/IS Unit Leader as appropriate.
	Develop and submit an action plan to the Planning Section Chief when requested.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Documentation Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Planning Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Maintain accurate and complete incident files, including a record of the Nursing Home Command Center's response and recovery actions and decisions; provide duplication services to incident personnel; and file, maintain, and store incident files for legal, analytical, and historical purposes.

Immediate	
	Receive appointment from Planning Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Planning Section Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Coordinate with IT/IS Unit to ensure access to IT systems with e-mail/intranet communication to increase communication and document sharing with all Sections (if available).
	Prepare a system to receive documentation and completed forms from all Sections over the course of the Nursing Home Command Center activation.
	Provide duplicates of forms and reports to authorized facility requestors (Section Chiefs, Incident Command Team members, for example).
	Prepare incident documentation for the Planning Section Chief when requested.
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.
	Document all communications (internal and external): <ul style="list-style-type: none"> <li>• Transcribe complete, concise and specific content of message.</li> <li>• Note any actions taken in response to message.</li> <li>• Provide a copy of the Incident Message Form to the Documentation Unit.</li> </ul>

Ongoing	
	Regularly meet with all Section Chiefs regarding incident and Section status, steps taken to resolve critical issues, and projected actions and needs for the next operational period.
	Continue to accept and organize all documentation and forms submitted to the Documentation Unit.
	Check the accuracy and completeness of records submitted. Correct errors or omissions by contacting appropriate Section Chiefs or Incident Command Team members.
	Maintain all historical information and record consolidated plans related to the incident.
	Develop and submit an action plan to the Planning Section Chief when requested.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Logistics

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

**Mission:** Organize and direct those operations associated with maintenance of the physical environment, and adequate levels of personnel, food, and supplies to support the incident objectives. Coordinate and supervise the branches within the Logistics Section. Contribute to the Incident Action Plan.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Incident Commander. Obtain packet containing Section's Job Action Sheets.
	Read this entire Job Action Sheet and review emergency organizational chart.
	Put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of your NHICS assignment.
	Obtain briefing from Emergency Incident Commander and designate time for next meeting.
	Assess need to appoint Branch Directors and/or Unit Leaders and distribute corresponding Job Action Sheets. Refer to Nursing Home Incident Command System organizational chart. Transfer the corresponding Job Action Sheets to persons appointed.
	<ul style="list-style-type: none"> <li>• If a function is not assigned, the Logistics Chief keeps the Job Action Sheet and assumes that function.</li> </ul>
	Brief Branch Directors on current situation and develop the section's initial projection/status report. Establish the Logistics Section chain of command and designate time and location for next section briefing. Communicate how personnel time is to be recorded.
	Establish Logistics Center.
	Maintain communications with Operations Section Chief and Branch Directors to assess critical issues and resource needs.
	Ensure resource ordering procedures are communicated to appropriate Sections and their requests are timely and accurately processed.
	Attend damage assessment meeting with Incident Commander, Environmental Services Unit Leader, and the Safety Officer.
	Document all key activities, actions, and decisions on a continual basis.

Ongoing	
	From information reported by Branch Directors, inform Incident Command of facility's internal factors which may contribute to the decision to evacuate or shelter in place: <ul style="list-style-type: none"> <li>• Transportation and Status of Destination Locations</li> <li>• Supplies</li> <li>• Access to Staff</li> </ul>
	Meet regularly with the Incident Commander, Command Staff and other Section Chiefs to update status of the response and relay important information to Logistics Section's Staff.
	Obtain needed material and fulfill resource requests with the assistance of the Finance/Administration Section Chief and Liaison Officer.
	Ensure the following resources are obtained and tracked:
	<ul style="list-style-type: none"> <li>• Staff</li> </ul>
	<ul style="list-style-type: none"> <li>• Resident care supplies</li> </ul>
	<ul style="list-style-type: none"> <li>• Communication hardware</li> </ul>
	<ul style="list-style-type: none"> <li>• Food and water</li> </ul>
	Obtain information and updates regularly from Branch Directors and Unit Leaders.
	Ensure that this Section's groups are adequately staffed and supplied.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Human Resources. Provide for staff rest periods and relief.

## Service Branch Director

POSITION ASSIGNED TO:		
Reporting to:	Logistics Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Organize and manage the services required to maintain the nursing home’s communication system and information technology/systems. Participate in developing facility’s Incident Action Plan.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Receive appointment from Logistics Chief. Obtain Group’s Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Logistics Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Assess need for Unit Leaders within this Branch: <ul style="list-style-type: none"> <li>• Communication Hardware</li> <li>• IT/IS Unit</li> </ul>
	Distribute the Job Action Sheets associated with the units as well as the position identification garments. If a Unit Leader is not assigned, Service Branch Director keeps the Job Action Sheets from that unit and assumes all functions.
	Meet with Unit Leaders and brief them on the incident: <ul style="list-style-type: none"> <li>• Discuss/document the groups’ objectives for the next operational period.</li> <li>• Develop initial projection/status report.</li> <li>• Review the Service Branch chain of command.</li> <li>• Set time and location for next meeting.</li> <li>• Communicate how personnel time is to be recorded.</li> <li>• Communicate how equipment, supplies, and personnel are to be ordered.</li> </ul>
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.
	Assess the Service Branch’s capacity to deliver needed: <ul style="list-style-type: none"> <li>• Internal and external communication capability</li> <li>• Information technology hardware, software and support</li> </ul>
	Meet regularly with the Logistics Section Chief to discuss status, plan of action, critical issues and staffing in Service Branch.
	Instruct Unit Leaders to: <ul style="list-style-type: none"> <li>• Immediately set-up the communications and IT systems at the facility’s Incident Command Center location to ensure connectivity</li> <li>• Evaluate on-hand communications equipment required for response and project need for repair and expanded inventory</li> <li>• Work with Business Continuity Unit to assess and evaluate IT/IS capability, and determine need for repair or expansion of service and support</li> <li>• Inventory and assessment of communications equipment and project need for repair and expanded inventory</li> <li>• Report inventories and needs to Logistics Section’s Support Branch Supply Unit Leader</li> </ul>
	Assess problems and needs in each Service Branch area; coordinate resource management.

Ongoing	
	Ensure prioritization of problems when multiple issues are presented.
	Continue coordinating the Service Branch's ability to provide needed communication and IT/IS support services.
	Coordinate use of external resources to assist with equipment, software and hardware maintenance and repairs.
	Advise Logistics Section Chief immediately of any issue you are not able to correct or resolve.
	Continue to meet regularly with the Logistics Section Chief for status reports and relay important information to Unit Leaders.
	Report equipment needs to Supply Unit Leader.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Communication Hardware Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Service Branch Director:	
Operations Center Location:		Telephone:

Mission: Organize and coordinate internal and external communications connectivity.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Service Branch Director.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Service Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Set up and maintain communication equipment and provide ongoing support for the facility's Incident Command Center location.
	Inventory and assess all available on-hand radios and report to the Service Branch Director and Support Branch's Supply Unit Leader.
	Determine radio channels for response and make radio assignments. Distribute two-way radios to pre-designated areas.
	Prepare for radio checks from personnel that are assigned hand-held radios and other portable communications equipment.
	Assess status of all on-site communications equipment, including two-way pagers, satellite phones, public address systems, data message boards, and inter and intra-net connectivity. Initiate repairs per the standard operating procedures.
	Evaluate status of internal and external telephone/fax systems and report to Service Branch.
	Request the response of assigned amateur radio personnel to the facility, if indicated.
	Establish contact with the Liaison Officer.

Ongoing	
	Expand communication network capability and equipment as required to meet the needs of the nursing home response.
	Ensure communication equipment maintains proper functioning.
	If primary communications systems fail, establish mechanism to alert Resident Services Branch Director and Safety Officer to respond to internal resident and/or physical emergencies (e.g., cardiac arrest, fire, etc.)
	Develop and submit an action plan to the Service Branch Director when requested.
	Receive and archive all documentation related to internal and external facility communication systems.
	Advise Service Branch Director immediately of any operational issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## IT/IS Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Service Branch Director:	
Operations Center Location:		Telephone:

Mission: Provide computer hardware, software and infrastructure support to staff.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Service Branch Director.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Service Branch Director.
	Notify your usual supervisor of your emergency incident assignment.
	Assign staff to the facility's Incident Command Center (ICC) location to provide IT/IS support and maintain system. Respond immediately to requests for assistance from the ICC.
	Establish priorities for use of available IT/IS systems, as needed.
	Coordinate IT/IS activities with the Finance/Administration Section's Business Continuity Unit Leader.
	As time and the emergency event allows, take immediate steps to protect the facility's hard drives, monitors, cords, etc. from damage.
	Inventory IT systems, hardware and software; identify potential needs and work with the Supply Unit Leader to obtain equipment and supplies.
	Expand IT capability to pre-designated or additional/new areas per direction from Service Branch Director.
	Make external requests for assistance in collaboration with the Supply Unit Leader, as needed; notify the Service Branch Director of all critical issues and requests.

Ongoing	
	Assess status and integrity of data back-up systems. For restoration activities see Operations Section Business Continuity Branch.
	Develop and submit an action plan to the Service Branch Director when requested.
	Advise Service Branch Director immediately of any operational issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Support Branch Director

POSITION ASSIGNED TO:		
Reporting to:	Logistics Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Coordinate the provision of personnel, supplies, and equipment across all departments to support resident care and services. This includes support services to staff and dependents in accordance with facility policy. Participate in developing facility's Incident Action Plan.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Receive appointment from Logistics Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Logistics Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Assess need for Unit Leaders within this Branch: <ul style="list-style-type: none"> <li>• Facility Supply</li> <li>• Central Supply</li> <li>• Staffing/Scheduling</li> <li>• Dependent Care</li> <li>• Transportation</li> </ul>
	Distribute the Job Action Sheets associated with the units as well as the position identification garments. If a Unit Leader is not assigned, Support Branch Director keeps the Job Action Sheets from that unit and assumes all functions.
	Meet with Unit Leaders and brief them on the incident: <ul style="list-style-type: none"> <li>• Discuss/document the groups' objectives for the next operational period.</li> <li>• Develop initial projection/status report.</li> <li>• Review the Support Branch chain of command.</li> <li>• Set time and location for next meeting.</li> <li>• Communicate how personnel time is to be recorded.</li> <li>• Communicate how equipment, supplies, and personnel are to be ordered.</li> </ul>
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.
	Assess the Support Branch's capacity to deliver needed: <ul style="list-style-type: none"> <li>• Staffing and scheduling management</li> <li>• Supplemental personnel if needed</li> <li>• Family support to staff</li> <li>• Medical equipment and supplies</li> <li>• General equipment and supplies</li> <li>• Internal and external transportation</li> </ul>
	Instruct Unit Leaders to evaluate on-hand personnel, equipment, supply, and medication inventories; report status at designated time.
	Report to Logistics Section Chief the number of staff (by specialty) expected for the operational period, the number of units of transportation, and identify types and quantities of medication and supplies. This data will go to Planning Section and/or Situation Unit for integrating in the facility's Incident Action Plan.

Immediate	(Operational Period 0-2 Hours)
	Receive, coordinate and forward requests for personnel to the Staffing/Scheduling Unit Leader and supplies to the Central Supply Unit Leader.
	In collaboration with the Safety Officer and the Operations Section, determine need for staff personal protective equipment; implement protective actions as required.
	Meet regularly with the Logistics Section Chief to discuss status, plan of action, critical issues and staffing in Support Branch.
	Assess problems and needs in each Service Branch area; coordinate resource management.

Ongoing	
	Continue assessing and coordinating Support Branch's ability to provide needed personnel and support services.
	Ensure prioritization of problems when multiple issues are presented.
	Assign mental health personnel to visit resident care areas and evaluate staff needs; in coordination with the Operations Section's Mental Health Unit Leader and report issues to the Logistics Section Chief.
	Implement dependent care service support as situation warrants and resources allow.
	Continue to meet regularly with the Logistics Section Chief for status reports and relay important information to Unit Leaders.
	Advise Logistics Section Chief immediately of any issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.

## Staffing/Scheduling Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Support Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize and inventory available staff. Make contact with off-duty staff as appropriate for scheduling. Receive requests and assign available staff as needed. Maintain adequate numbers of both medical and non-medical personnel. Assist in the maintenance of staff morale and well-being.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Logistics Chief or Support Branch Director. Obtain packet containing Group's Job Action Sheets.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Logistics Chief or Support Branch Director. Note time for next meeting.
	Notify your usual supervisor of your emergency incident assignment.
	Meet with Operations Chief and Support Branch Director to assess and project both non-nursing and nursing staff needs for the immediate and upcoming operational periods.
	Assess need for an assistant ("Staffing/Scheduling Manager"). If appointed, brief on situation and objectives.
	Establish Staffing/Scheduling area and enlist help from Service Branch if needed for communication or computer support.
	Inventory the number and classify staff presently available:
	1. Nursing Personnel
	a. Nurse Practitioner, DON, ADON, Risk Manager, etc.
	b. RN and LPN, charge nurses, nurse supervisors, treatment nurse
	c. Certified Nursing Assistants
	2. Support Services
	a. Social Services: Activities Personnel, Dependent Care Personnel, Social Worker
	b. Therapy Services: Physical, Occupational, Speech
	c. Activities: Director, Assistant Director, Aides
	3. Non-medical personnel
	a. Engineering/maintenance/materiel management
	b. Environmental services/housekeeping/nutritional services
	c. Business/financial
	d. Volunteers
	e. Others
	In an evacuation scenario, work with Support Branch Director and Section Chiefs as needed to assign and verify personnel going to all receiving facilities.

Staffing/Scheduling Unit Leader  
 Job Action Sheet  
 Logistics Section→Support Branch  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	Notify staff when to report to the facility.
	Coordinate management of staff rest areas.
	Coordinate referrals to in-house Psychosocial Group under Resident Services Branch to treat staff that needs psychological support. Anticipate increased staff needs created by increased numbers of residents, longer working hours, and concerns about family welfare and initiate actions to meet the needs.
	Meet regularly with Support Branch Director and other Unit Leaders to evaluate Branch status and project needs.
	Develop and submit an action plan to the Support Branch Director when requested.
	Advise Support Branch Director immediately of any operational issue you are not able to correct or resolve.
	Report unexpected problems and unresolved issues immediately.

## Facility Supply Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Support Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize, manage and support building systems, equipment and supplies. Ensure proper cleaning and disinfection of nursing home environment.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Receive appointment from Logistics Chief or Support Branch Director. Obtain packet containing Group's Job Action Sheets.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Logistics Chief or Support Branch Director. Note time for next meeting.
	Notify your usual supervisor of your emergency incident assignment.
	Receive a comprehensive facility status report as soon as possible from the Infrastructure Branch Director (may also include the Maintenance Unit Leader and the Environmental Services Unit Leader) to learn what supplies/services may need to be ordered to effect repairs. Determine what functions of the facility are: <ul style="list-style-type: none"> <li>• Fully functional 100% operable with no limitations</li> <li>• Partially functional Operable or somewhat operable with limitations</li> <li>• Non-functional Out of commission</li> </ul>
	Document location, reason, and time/resource estimates for necessary repair of any system that is not fully operational.
	Determine on hand inventory of the following: <ul style="list-style-type: none"> <li>• Gasoline and other fuels</li> <li>• Medical gases</li> <li>• Power generators</li> <li>• Water (non-drinkable)</li> <li>• Extension cords</li> <li>• Flashlights</li> <li>• Batteries</li> <li>• Fans</li> <li>• Garbage bags</li> </ul>
	Coordinate activities and inventories with the Maintenance and Environmental Services Unit Leaders within the Operations Section.
	Place emergency orders for the above items, or other critical supplies and equipment with the Central Supply Unit Leader, as needed. Notify the Support Branch Director.

Facility Supply Unit Leader  
 Job Action Sheet  
 Logistics Section→Support Branch  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	Work through the Support Branch Director, Logistics Section Chief and Liaison Officer to request assistance with external resource acquisition.
	Closely monitor building system status, equipment and supply usage.
	Restock facility management and support areas per request and at least every 8 hours.
	Receive updated reports from the Infrastructure Branch.
	Advise the Support Branch Director immediately of any operational issue you are not able to correct or resolve.
	Meet regularly with Support Branch Director and other Unit Leaders to evaluate Branch status and project needs.
	Develop and submit an action plan to the Support Branch Director when requested.
	Report unexpected problems and unresolved issues immediately.

## Central Supply Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Support Branch Director:	
Operations Center Location:		Telephone:

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

Immediate	(Operational Period 0-2 Hours)	
	Receive appointment from Logistics Chief or Support Branch Director. Obtain the Job Action Sheet for this position.	
	Read this entire Job Action Sheet.	
	Put on position identification garment or cap.	
	Obtain a briefing from Logistics Chief or Support Branch Director. Note time for next meeting.	
	Notify your usual supervisor of your emergency incident assignment.	
	Determine on hand inventory of the following, based on the type of event. May include, but is not limited to:	
	<ul style="list-style-type: none"> <li>• Blankets, bath towels, washcloths</li> <li>• Pillows, sheets</li> <li>• Biohazard management supplies</li> <li>• Medication cups and straws</li> <li>• Disposable briefs</li> <li>• Plastic draw sheets</li> <li>• Sterile soaps</li> <li>• Catheter kits</li> <li>• Nasogastric tubes and Gastrostomy tubes</li> <li>• Tube feedings and pumps</li> <li>• Lancets for blood sugar</li> <li>• Dressings/bandages</li> <li>• Oxygen, administration masks, ventilators and suction devices</li> <li>• Disposable washcloths</li> <li>• Plastic bags</li> </ul>	<ul style="list-style-type: none"> <li>• IV equipment and supplies</li> <li>• Sterile scrub brushes, normal saline, anti-microbial skin cleanser</li> <li>• Waterless hand cleaner and gloves</li> <li>• Fracture immobilization, splinting and sling materials</li> <li>• Wheelchairs, Walkers/canes</li> <li>• Bedside commodes</li> <li>• Backboard, rigid stretchers</li> <li>• Non-rigid transporting devices (litters)</li> <li>• Oxygen, administration masks, ventilators and suction devices</li> <li>• Personal protective clothing/equipment/masks/respirators.</li> <li>• Body bags w/tags in case of decedents while normal services are interrupted</li> </ul>
	Place emergency orders for the above items, or other critical supplies and equipment as needed. Notify the Support Branch Director of items ordered in response to or in preparation of an event. Record any expenses related to the emergency event for the Procurement Unit within the Finance/Administration Section.	
	Prepare to receive additional equipment, supplies, and other critical supplies. Track and dispatch arriving supplies.	

Central Supply Unit Leader  
 Job Action Sheet  
 Logistics Section→Support Branch  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	Work through the Support Branch Director, Logistics Section Chief and Liaison Officer to request external resource acquisition assistance.
	Closely monitor equipment and supply usage.
	Notify Safety Officer to insure control of equipment and supplies, as needed.
	Restock supply closets and carts per request and at least every 8 hours.
	Advise the Support Branch Director immediately of any operational issue you are not able to correct or resolve.
	Develop and submit an action plan to the Support Branch Director when requested.
	Report unexpected problems and unresolved issues immediately.

## Dependent Care Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Support Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Initiate and direct the sheltering and feeding of staff dependents. Contribute to overall staff morale and efficacy by providing a safe, engaging environment for their dependents.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Support Branch Director or Logistics Section Chief. Obtain the Job Action Sheet for this position.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Support Branch Director. Note time for next meeting.
	Notify your usual supervisor of your emergency incident assignment.
	Assess current capability to provide logistical, mental health care and day care to staff member's families. Project immediate and prolonged capacities to provide services based on current information and situation.
	Working with Staffing/Scheduling Unit Leader, help develop special instructions to give to employees coming in to work. If there is an existing employee letter which is given out upon hire that addresses dependent care during an emergency, ensure the developed special instructions are consistent with said letter. Public Information Officer may assist with message development.
	Establish a controlled, comfortable Dependent Care Area removed from any resident care areas where dependents may wait for their return home when circumstance allow.
	Establish and communicate checking in procedures.

Ongoing	
	Coordinate provision of needed support to family members (physical, emotional, refreshment, food and water).
	Communicate with Dietary Services in organizing and providing food, snacks, and hydration.
	Monitor the area continuously for safety and dependant needs with a minimum of two facility employees.
	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.
	Evaluate family members for medical needs, including medications, medical care and nutrition. Notify the Support Branch Director of needs.
	Document all personnel in the area and any incidents.
	Communicate with the Safety Officer as needed.
	Meet routinely with Support Branch Director to give a status report for the dependent care unit and to project extended needs.

Dependent Care Unit Leader  
Job Action Sheet  
Logistics Section→Support Branch  
Nursing Home Incident Command System  
Revised:  
Reviewed:

Ongoing	
	Arrange for Social Services Unit Leader or designee to make routine contact with dependents in the shelter, as well as responding when necessary. The purpose of the visits is to provide psychological support to dependents.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling Unit. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Transportation Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Support Branch Director:	
Operations Center Location:		Telephone:

**Mission:** Organize and coordinate the transportation of all ambulatory and non-ambulatory residents within or without the facility. Arrange for the transportation of human and material resources within or without the facility.

<b>Immediate</b>	<b>(Operational Period 0-2 Hours)</b>
	Receive appointment from Logistics Chief or Support Branch Director. Obtain the Job Action Sheet for this position.
	Read this entire Job Action Sheet.
	Put on position identification garment or cap.
	Obtain a briefing from Logistics Chief or Support Branch Director. Note time for next meeting.
	Notify your usual supervisor of your emergency incident assignment.
	Assess need and availability of an assistant (“Transportation Manager”). If appointed, brief on situation and objectives.
	Inventory available out of facility transportation resources (buses, shuttles, ambulances, etc.)
	Coordinate request for private sector transportation with vendor(s) per existing response plans and agreements, or, as a last resort, with the Liaison Officer to the local EOC for public sector support.
	Coordinate delivery and assignment of needed vehicles.
	Evaluate vehicular needs; report status to Supply Branch Director and/or Logistics Chief.
	Report vehicle resource inventories to Planning Section’s Situation Unit Leader.
	For movement of residents within the facility or to a staging area, request staff from the Staffing/Scheduling Unit or across departments through the Logistics Chief to assist in the gathering and placement of transport equipment. Work with Resident Services Branch Director to monitor status of resident movement by staff from that branch.
	Establish resident/staff and material loading area in cooperation with the Safety Officer and Operations Section Chief.

<b>Ongoing</b>	
	Continue coordination of transportation of resources/shipments into and out of the facility with the vendor by phone/radio or local EOC.
	In the event of a nursing home evacuation and/or the relocation of resident services outside of existing structure, anticipate and prepare for transportation needs.
	Request special transport equipment needs from the Supply Unit Leader (walkers, canes, etc.)
	Address health and safety issues related to volume/location of transport vehicles with the Safety Officer.
	Advise the Support Branch Director immediately of any operational issue you are not able to correct or resolve.
	Develop and submit an action plan to the Support Branch Director when requested.
	Report unexpected problems and unresolved issues immediately.

## Finance/Administration

POSITION ASSIGNED TO:		
Reporting to:	Incident Command:	
Command Center Location:		Telephone:

**Mission:** Monitor the utilization of financial assets and the accounting for financial expenditures. Supervise the documentation of expenditures and cost reimbursement activities. Coordinate and supervise the units within the Finance/Admin Section. Contribute to the Incident Action Plan.

Immediate	(Operational Period 0-2 Hours)
	Receive appointment from Incident Commander. Obtain packet containing Section's Job Action Sheets.
	Read this entire Job Action Sheet and review emergency organizational chart.
	Put on position identification (garment, vest, cap, etc.).
	Notify your usual supervisor of your NHICS assignment.
	Obtain briefing from Incident Commander and designate time for next meeting.
	Assess need for the following Unit Leaders and appoint as needed:
	1. Procurement
	2. Cost
	3. Employee Time
	4. Compensation/Claims
	5. Business Continuity
	Transfer the corresponding Job Action Sheets to Unit Leaders. If a unit leader is not assigned, the Finance/Admin Chief keeps the Job Action Sheet and assumes that function.
	Brief unit leaders on current situation and develop the section's initial projection/status report. Designate time for next section briefing. Communicate how personnel time is to be recorded.
	Discuss with Employee Time Unit Leader how to document facility-wide personnel work hours worked relevant to the emergency.
	Assess the need to obtain cash reserves in the event access to cash is likely to be restricted as an outcome of the emergency incident.
	Participate in Incident Action Plan preparation, briefings, and meetings as needed: <ul style="list-style-type: none"> <li>• Provide cost implications of incident objectives</li> <li>• Ensure Incident Action Plan is within financial limits established by Incident Command</li> <li>• Determine if any special contractual arrangements/agreements are needed</li> </ul>
	Identify and document insurance company requirements for submitting damage/claim reports.
	Document all key activities, actions, and decisions on a continual basis.

Job Action Sheet  
 General Staff  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	Coordinate emergency procurement requests with Logistics→Supply Branch.
	Maintain cash reserves on hand.
	Consult with state and federal officials regarding reimbursement regulations and requirements; ensure required documentation is prepared accordingly.
	Meet regularly with the Incident Commander, Command Staff and other Section Chiefs to update status of the response and relay important information to Finance/Admin Section Staff.
	Approve and submit to Incident Command a "cost-to-date" incident financial status report every 8 hours (prepared by the Cost Unit Leader, if appointed) summarizing financial data relative to personnel, supplies, and miscellaneous expenses.
	Ensure that required financial and administrative documentation is properly prepared.
	Process invoices received.
	Maintain routine, non-incident related administrative oversight of financial operations.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Human Resources. Provide for staff rest periods and relief.

## Business Continuity Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Finance/Administration Section Chief:	
Operations Center Location:		Telephone:

**Mission:**     Ensure business functions are maintained, restored or augmented to meet recovery objectives.  
                   Limit interruptions to continuity of essential business operations to the extent possible.

Immediate	
	Receive appointment from Finance/Administration Chief. Obtain Job Action Sheet .
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Finance/Administration Section Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Appoint Unit members, as appropriate. Brief Unit members: <ul style="list-style-type: none"> <li>• Discuss current situation and the unit’s objectives for the next operational period.</li> <li>• Develop initial projection/status report.</li> <li>• Review the Finance/Administration Section’s chain of command.</li> <li>• Set time and location for next meeting.</li> <li>• Communicate how personnel time is to be recorded.</li> <li>• Direct unit members to evaluate on-hand equipment, supply, and staff needs.</li> <li>• Communicate how equipment, supplies, and personnel are to be ordered.</li> </ul>
	Evaluate Business Continuity Branch capacity to: <ul style="list-style-type: none"> <li>• Determine ability to meet recovery objectives for all impacted business functions</li> <li>• Ascertain continuity of business functions including assessment of impacted areas</li> <li>• Acquire access to essential business records (resident records, purchasing contracts, etc.)</li> <li>• Support needed movement or relocation to alternate business operation sites</li> </ul>
	Evaluate status of: <ul style="list-style-type: none"> <li>• Nursing Home records</li> <li>• Business/financial records</li> <li>• Billing records</li> <li>• Resident Medical Records, including Minimum Data Set (MDS) records</li> </ul>
	Initiate protection or move/relocate records, as appropriate; activate off-site storage plans.
	Contact external contractors for record protection or recovery, as appropriate.
	Identify appropriate alternative work sites for business operational needs. Coordinate with Service and Support Branch Directors and Unit Leaders within Logistics, as appropriate.
	Identify priorities for system restoration for service maintenance/resumption.
	Assess problems and needs in Branch area; coordinate resource management with Logistics.
	Receive, coordinate, and forward requests for IT and communications support to the Communications Hardware Unit Leader and IT/IS Unit Leader within Logistics Section.
	Meet regularly with the Finance/Admin Section Chief to discuss plan of action and staffing.
	Maintain contact with Logistics Section Chief to ensure ordering and delivery of personnel and resources as needed.
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.

Business Continuity Unit Leader  
 Job Action Sheet  
 Finance/Administration Section  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	Identify specific activities or resources needed to preserve and/or transport facility records.
	Initiate restoration of records, as appropriate.
	Continue coordinating the Business Continuity unit's ability to maintain or recover impacted business functions.
	Meet regularly with Finance/Administration Section Chief for status reports, and relay important information to unit members.
	Identify activities or resources needed to ensure timely resumption of business functions.
	Coordinate with the Service Branch Director or Communications Hardware Unit Leader and the IT/IS Unit Leader to share strategies for returning to normal business operations.
	Advise the Finance/Administration Section Chief immediately of any recovery issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Procurement Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Finance/Administration Section Chief:	
Operations Center Location:		Telephone:

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

Immediate	
	Receive appointment from Finance/Administration Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Finance/Administration Section Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Ensure the separate accounting of all contracts specifically related to the emergency incident and of all purchases within the enactment of the emergency incident management plan.
	Establish a line of communication with the Support Branch Director to insure resource coordination.
	Obtain authorization to initiate and finalize purchases from the Finance/Administration Section Chief, or authorized representative.
	Interpret and initiate contracts/agreements to minimize costs (when possible) and resolve disputes.
	Establish and document emergency agreements for the sharing, transfer of material, supplies, etc., to other entities.
	Meet regularly with the Finance/Admin Section Chief to discuss plan of action and staffing.
	Establish and maintain contact with Logistics Section Chief to ensure ordering and delivery of personnel and resources as needed.
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.

Ongoing	
	Meet regularly with Finance/Administration Section Chief for status reports, and relay important information to unit members.
	Maintain log of all purchases related to the incident: <ul style="list-style-type: none"> <li>• List purchases by purchase order or other reference number.</li> <li>• Record date and time of purchase. Describe item or service.</li> <li>• Identify vendor name.</li> <li>• Record total cost of purchase.</li> <li>• Use proper name to identify requestor and department.</li> <li>• Use proper name of person who approved purchase.</li> <li>• Record date and time item or service was received.</li> </ul>
	Collect invoices and other records to reconcile them with the procurement agreements before forwarding them to the Cost Unit Leader.
	Forward a summary accounting of incident-related purchases to the Cost Unit Leader every

Procurement Unit Leader  
 Job Action Sheet  
 Finance/Administrative Section  
 Nursing Home Incident Command System  
 Revised:  
 Reviewed:

Ongoing	
	eight hours, or as determined by the Cost Unit Leader.
	Coordinate with the Support Branch's Unit Leaders to ensure that procurements meet the needs of the requestors.
	Develop and submit an action plan to the Finance/Administration Section Chief when requested.
	Advise the Finance/Administration Section Chief immediately of any recovery issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Cost Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Finance/Administration Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Responsible for providing cost analysis data for the declared emergency incident and maintenance of accurate records of incident cost.

Immediate	
	Receive appointment from Finance/Administration Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Finance/Administration Section Chief.
	Notify your usual supervisor of your emergency incident assignment.
	Establish cost reporting procedures, including proper coding.
	Implement third-party billing procedures.
	Implement procedures for receiving and depositing funds.
	Ensure that all key activities, actions, and decisions are being documented on a continual basis.

Ongoing	
	Meet routinely with the Finance/Administration Section Chief for status reports, and relay important information to Unit members.
	Maintain cost tracking and analysis.
	Collect copies, summaries, or original documentation of costs from all cost centers.
	Prepare a cost-to-date summary report for submission to the Finance/Administration Section Chief every eight hours and as requested.
	Inform Section Chiefs of pertinent cost data at the direction of the Finance/Administration Section Chief or Incident Commander.
	Develop and submit an action plan to the Finance/Administration Section Chief when requested.
	Advise the Finance/Administration Section Chief immediately of any recovery issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Employee Time Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Finance/Administration Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Responsible for the documentation of personnel time records. Monitor and report on regular and overtime hours worked/volunteered.

Immediate	
	Receive appointment from Finance/Administration Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Finance/Administration Section Chief.
	With Finance/Administration Section Chief, decide if the facility needs to process payroll early or in advance of an impending event. Do so if action is approved.
	At the onset of an impending emergency event, obtain printed time sheets for a 14-day run.
	Ensure the documentation of personnel hours worked and volunteer hours worked in all areas relevant to the nursing home's emergency incident response.
	Make sure all Section Chiefs and/or Unit Leaders are following these protocols when submitting a list of personnel/volunteers who worked outside of their regularly scheduled hours in response to the emergency incident: <ul style="list-style-type: none"> <li>• Use proper names to list personnel and indicate employee or volunteer</li> <li>• Record employee number, if applicable, and indicate assigned function or job</li> <li>• Work start and end times for each employee</li> <li>• Employee/volunteer should sign</li> <li>• Calculate total hours</li> </ul>
	Assist Staffing/Scheduling Unit Manager in accounting for facility staff.

Ongoing	
	Meet routinely with the Finance/Administration Section Chief for status reports, and relay important information to Unit members.
	Collect all Section personnel time sheets from each work area for recording and tabulation every eight hours, or as specified by the Finance/Administration Section Chief.
	Forward tabulated Section personnel time sheets to the Cost Unit Leader every eight hours or as requested.
	Develop and submit an action plan to the Finance/Administration Section Chief when requested.
	Advise the Finance/Administration Section Chief immediately of any recovery issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.

## Compensation/Claims Unit Leader

POSITION ASSIGNED TO:		
Reporting to:	Finance/Administration Section Chief:	
Operations Center Location:		Telephone:

**Mission:** Responsible for receiving, investigating and documenting all claims reported to the nursing home during the emergency incident, which are alleged to be the result of an accident or action on nursing home property.

Immediate	
	Receive appointment from Finance/Administration Chief. Obtain Group's Job Action Sheets and position identification garments.
	Read this entire Job Action Sheet. Put on position identification garment or cap.
	Obtain a briefing from Finance/Administration Section Chief.
	Receive, investigate and document claims issued by employees and non-employees. Use photographs or video documentation when appropriate.
	Obtain statements as quickly as possible from all claimants and witnesses.
	Enlist the assistance of the Safety Officer, Section Chief, and Staffing/Scheduling Unit Leader, as needed.
	Document all communications (internal and external): <ul style="list-style-type: none"> <li>• Transcribe complete, concise and specific content of message.</li> <li>• Note any actions taken in response to message.</li> </ul>

Ongoing	
	Meet routinely with the Finance/Administration Section Chief for status reports, and relay important information to Unit members.
	Inform the Finance/Administration Section Chief of all claims as they are reported.
	Document claims on facility risk/loss forms. Coordinate with facility Risk Management.
	Ensure that records required by insurers, government and other agencies for loss recovery are accurately compiled, maintained, and available.
	Develop and submit an action plan to the Finance/Administration Section Chief when requested.
	Advise the Finance/Administration Section Chief immediately of any recovery issue you are not able to correct or resolve.
	Observe all staff, volunteers, and residents for signs of stress and inappropriate behavior. Report concerns to Staffing/Scheduling. Provide for staff rest periods and relief.
	Report unexpected problems and unresolved issues immediately.