

## OPERATIONS SECTION CHIEF

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

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

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain a briefing from the Incident Commander on:                             <ul style="list-style-type: none"> <li>○ Size and complexity of the incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Operations Section Chief</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Obtain information and status from the Staging Manager, and the Medical Care, Infrastructure, Security, Hazardous Materials (HazMat), Business Continuity, and Patient Family Assistance Branch Directors</li> <li>• Provide information to the Incident Commander on the operational situation including capabilities and limitations</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine which Operations Section functions need to be activated:                             <ul style="list-style-type: none"> <li>○ Staging Area</li> <li>○ Medical Care Branch</li> <li>○ Infrastructure Branch</li> <li>○ Security Branch</li> <li>○ HazMat Branch</li> <li>○ Business Continuity Branch</li> <li>○ Patient Family Assistance Branch</li> </ul> </li> <li>• Document section objectives, tactics, and assignments on the HICS 204 – Assignment List</li> <li>• Make assignments and distribute corresponding Job Action Sheets and position identification</li> </ul>		



## OPERATIONS SECTION CHIEF

<ul style="list-style-type: none"> <li>• Determine strategies and how the tactics will be accomplished</li> <li>• Determine needed resources</li> <li>• Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure the following are being addressed with the appropriate branch or unit: <ul style="list-style-type: none"> <li>○ Staff health and safety</li> <li>○ Patient tracking</li> <li>○ Patient care</li> <li>○ Patient family support</li> <li>○ Transfers into and from the hospital</li> <li>○ Fatality management</li> <li>○ Information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer</li> <li>○ Personnel and resource movement through the staging area</li> <li>○ Documentation</li> <li>○ Patient care treatment standards and case definitions with public health officials, as appropriate</li> <li>○ Ensure coordination with any assisting or cooperating agency or corporate command center</li> <li>○ Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section</li> </ul> </li> <li>• Ensure that the Operations Section is adequately staffed and supplied</li> <li>• Communicate with Operations Section personnel to: <ul style="list-style-type: none"> <li>○ Obtain information and updates regularly from Operations Section Branch Directors and Staging Manager</li> <li>○ Maintain the current status of all areas</li> <li>○ Inform the Planning Section Situation Unit Leader of status information</li> </ul> </li> <li>• Conduct an Operations Briefing to present the Incident Action Plan (IAP) to clarify staff responsibilities</li> <li>• Collaborate with appropriate Medical-Technical Specialists as needed</li> <li>• Communicate with other Section Chiefs: <ul style="list-style-type: none"> <li>○ Logistics Section for resource needs and activities</li> <li>○ Planning Section for activities that have occurred; then keep updated with status and utilization of resources</li> <li>○ Finance/Administration Section for personnel time records; potential compensation and claims and canceled surgeries and procedures</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 205A: Distribute the Communications List appropriately</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• HICS 251: As appropriate, complete a Facility System Status Report and report the results to the Incident Commander</li> <li>• HICS 252: Distribute a Section Personnel Time Sheet to section staff; ensure time is recorded appropriately, and submit to Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period</li> <li>• HICS 257: Track the equipment used on the Resource Accounting Record</li> </ul>		

## OPERATIONS SECTION CHIEF

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader</li> <li>• Assess issues and needs in section areas; coordinate resource management</li> <li>• Make requests for external assistance, as needed, in coordination with the Liaison Officer</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that all section personnel comply with safety procedures and instructions</li> <li>• Determine if a communicable disease risk exists; implement appropriate response procedures collaborating with the appropriate Medical-Technical Specialist, if activated</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Operations Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Ensure the following are being addressed with the appropriate section, branch, or unit:                             <ul style="list-style-type: none"> <li>○ Section personnel health and safety</li> <li>○ Patient tracking</li> <li>○ Patient care</li> <li>○ Patient family support</li> <li>○ Transfers into and from the hospital</li> <li>○ Fatality management</li> <li>○ Information sharing with other hospitals and local agencies (e.g., emergency medical services, fire, law, public health and emergency management) in coordination with the Liaison Officer</li> <li>○ Personnel and resource movement through the staging area</li> <li>○ Documentation</li> <li>○ Patient care treatment standards and case definitions with public health officials, as appropriate</li> <li>○ Ensure coordination with any assisting or cooperating agency</li> <li>○ Personnel needs with Logistics Section Labor Pool and Credentialing Unit Leader, supply and equipment needs with the Logistics Section Supply Unit Leader, projections and needs with the Planning Section, and financial matters with the Finance/Administration Section</li> </ul> </li> <li>• Ensure that the Operations Section is adequately staffed and supplied</li> <li>• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section</li> <li>• Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)</li> <li>• Schedule meetings with the Branch Directors and Staging Manager to update the section plans and demobilization procedures</li> </ul>		

## OPERATIONS SECTION CHIEF

<b>Documentation</b> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Logistics Section Supply Unit Leader</li> </ul>		
<b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Review personnel protective equipment use; revise as needed</li> <li>• Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and Logistics Section Employee Health and Well-Being Unit</li> <li>• Ensure patient safety issues are identified and addressed</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer the Operations Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• Continue to monitor the ability of Operations Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices</li> <li>• Address issues related to ongoing patient care including:                             <ul style="list-style-type: none"> <li>○ Ongoing patient arrival</li> <li>○ Bed availability</li> <li>○ Patient transfers</li> <li>○ Patient tracking</li> <li>○ Staff health and safety</li> <li>○ Behavioral health for patients, families, staff, and incident management personnel</li> <li>○ Fatality management</li> <li>○ Staffing</li> <li>○ Staff prophylaxis</li> <li>○ Medications</li> <li>○ Equipment and supplies</li> <li>○ Personnel and resource movement through staging area</li> <li>○ Coordination with other area hospitals</li> <li>○ Documentation</li> </ul> </li> <li>• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Operations Section</li> </ul>		

## OPERATIONS SECTION CHIEF

<ul style="list-style-type: none"> <li>Designate a time for a briefing and updates with Operations Section leadership to update the Incident Action Plan (IAP)</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>HICS 213: Document all communications on a General Message Form</li> <li>HICS 214: Document actions, decisions, and information received on Activity Log</li> <li>HICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>Monitor levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader</li> </ul>		
<b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>Observe section personnel for signs of stress and inappropriate behavior; report issues to the to the Safety Officer and Logistics Section Employee Health and Well-Being Unit</li> <li>Provide for personnel rest periods and relief</li> <li>Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Demobilization/System Recovery	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>Transfer the Operations Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital</li> <li>Address any health, medical and safety concerns</li> <li>Address political sensitivities, when appropriate</li> <li>Instruct your replacement to complete the appropriate documentation and ensure that appropriate staff are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>As objectives are met and needs decrease, return the Operations Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader</li> <li>Assist Section Chiefs in restoring the hospital to normal operations</li> <li>Through the Liaison Officer and Public Information Officer, share patient information with external agencies as needed and in accordance with patient privacy policies</li> <li>Work with the Planning and Finance/Administration Sections to complete cost data information collection</li> <li>Upon deactivation of your position, brief the Incident Commander on current problems, outstanding issues, and follow up requirements</li> <li>Debrief section personnel on lessons learned and procedural or equipment changes needed</li> <li>Participate in other briefings and meetings as required</li> </ul>		

## OPERATIONS SECTION CHIEF

<ul style="list-style-type: none"> <li>• Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:             <ul style="list-style-type: none"> <li>○ Review of pertinent position descriptions and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>• Participate in stress management and after action debriefings</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to the Planning Section Documentation Unit</li> </ul>		

<b>Documents/Tools</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> HICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> HICS 204 - Assignment List</li> <li><input type="checkbox"/> HICS 205A - Communications List</li> <li><input type="checkbox"/> HICS 213 - General Message Form</li> <li><input type="checkbox"/> HICS 214 - Activity Log</li> <li><input type="checkbox"/> HICS 215A - Incident Action Plan (IAP) Safety Analysis</li> <li><input type="checkbox"/> HICS 221 - Demobilization Check-Out</li> <li><input type="checkbox"/> HICS 251 - Facility System Status Report</li> <li><input type="checkbox"/> HICS 252 - Section Personnel Time Sheet</li> <li><input type="checkbox"/> HICS 254 - Disaster Victim/Patient Tracking</li> <li><input type="checkbox"/> HICS 255 - Master Patient Evacuation Tracking</li> <li><input type="checkbox"/> HICS 257 - Resource Accounting Record</li> <li><input type="checkbox"/> HICS 259 - Hospital Casualty/Fatality Report</li> <li><input type="checkbox"/> HICS 260 - Patient Evacuation Tracking</li> <li><input type="checkbox"/> Hospital Emergency Operations Plan</li> <li><input type="checkbox"/> Incident Specific Plans or Annexes</li> <li><input type="checkbox"/> Hospital organization chart</li> <li><input type="checkbox"/> Hospital telephone directory</li> <li><input type="checkbox"/> Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication</li> </ul>