

INCIDENT COMMANDER (IC)

Mission: Organize and lead the Corporate Incident Command Team. Give overall direction for regional operation.

Immediate:

- Initiate the Corporate Incident Command System by assuming role of **Incident Commander**.
- Read this entire Task Sheet.
- Put on position identification.
- Activate Administrative Assistant and Section Chiefs as per organizational chart or alternates as available as required for the event.
- Distribute Section Kits to each Section Chief.
- Activate PIO/Communications Officer, Liaison Officer, ARHA Medical Officer, Safety & Security Officer, Disaster Management Officer and Medical Officer of Health
- Announce a status/action plan meeting of all Section Chiefs and Officers to be held as soon as possible.
- Receive status report and discuss an initial action plan (e.g. Evacuations, reduction or relocation of services, etc.)
- Obtain patient census and status from Planning/HR Chief. Establish the operational period (a reporting time for updates).
- Emphasize proactive actions within the Planning Section. Call for a regional impact projection report for 4, 8, 24 & 48 hours from time of incident onset. Adjust projections as necessary.
- In conjunction with the ARHA Medical Officer, Authorize (Policy #__ for early patient discharge) for the purposes of designating appropriate early discharge, if additional beds needed.
- Assure that initial contact and resource information needs with outside agencies have been established through the Liaison Officer.
- Establish initial and regular reporting updates to the ARHA Board of Directors through the Board Chairperson or delegate.
- Establish initial and ongoing communication lines with MB Health, MOH to communicate information.

Intermediate:

- Authorize resources as needed or requested by Section Chiefs.
- Designate routine briefings with Section Chiefs to receive status reports and update the action plan regarding service delivery on a regional basis and the continuance / termination of the action plan.
- Consult with Section Chiefs on needs for staff, physician, and volunteer responder food and shelter. Consider needs for dependants. Authorize plan of action.
- Participate in Provincial ICS conference calls as necessary.
- Consult with PIO / Communications Officer to establish and approve a regional communication strategy.

Extended:

- Approve media releases submitted by PIO / Communications Officer
- Provide for communicating with the media, to keep the media as informed. (e.g. conference calls, press meetings or media releases.)
- Observe all Executive Staff (Chiefs & Officers) for signs of stress and inappropriate behavior. Report concerns to Psychological Support Leader. Provide for staff rest periods and relief.

EXECUTIVE ASSISTANT

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: Provide for the secretarial and administrative support functions for the Incident Commander and/or the Command Team as required.

Immediate:

- Receive appointment from Incident Commander.
- Read entire Task Sheet and review the organizational chart.
- Put on position identification.
- Obtain briefing from Incident Commander.
- Assist with organizational duties as instructed by the IC. This may include notification of appointment of staff to the IC.
- Document all position assignments for the ICS team and register staff as they arrive.
- Obtain changes to section staffing from each Section Chief to update the Corporate ICS Organization Chart.
- Using ROC Personnel Register, maintain an accurate account of the location of each ROC staff member at all times.
- Ensure that all incoming calls to the ROC are tracked using the Communications Log Form. Assign this task to the switchboard operators.
- Record briefs of all Command Team meetings and assignments as directed.

Intermediate:

- Maintain documentation as directed by IC or designates.
- Receive and direct communications for the Command Team as required.

Extended:

- Ensure appropriate documentation of all communications and directives as directed by the Command Team.
- Other duties as assigned.
- Other concerns: _____

PUBLIC INFORMATION / COMMUNICATIONS OFFICER (PIO)

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: Provide information to the news media. Organize and coordinate internal and external communications; act as custodian of all logged/documented communications.

Immediate:

- Receive appointment from Incident Commander.
- Read this entire Task Sheet and review organizational chart.
- Put on position identification.
- Establish a Communications Center within the ROC.
- Assess current status of telephone, fleet net and fiber link communications systems and report to IC.
- Request a recorder from Labour Pool Director to assist in documenting telephone, radio and memo traffic.
- Publish an internal incident information sheet for employee information as required. Enlist the assistance of the Staff Support Leader and Labour Pool Director.
- Identify restrictions in contents of news release information from IC.
- In consultation with the Safety & Security Officer establish a Public Information Area and Media Pool Area away from the Regional Operations Centre or impacted facilities.
- Use pre-established message forms to document all communication. Instruct all staff to do the same.
- Establish contact with the Liaison Officer to identify communication needs.
- Provide Planning/HR Chief with regional communications and information to be sent to staff.
- Monitor and document all communications sent and received regionally, interregional and with other external communications.

Intermediate:

- Ensure that all news releases have the approval of the IC.
- Issue an initial incident information report to the news media with the cooperation of the Planning Director. Relay any pertinent data back to Planning/HR Chief.
- Inform on-site media of the physical areas of which they have access and those which are restricted. Coordinate with Safety & Security Officer.
- Contact other at-scene agencies to coordinate released information, with respective PIOs. Inform Liaison Officer of actions and messages.

Extended:

- Obtain progress reports from Section Chiefs as appropriate.
- Notify media about casualty status.
- Direct calls from those who wish to volunteer to the Volunteer Officer. Contact Volunteer Officer to determine if there are specific volunteer requests to be made to the public.
- Observe all staff, volunteers and clients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Leader. Provide for staff rest periods and relief.
- Other concerns: _____

LIAISON OFFICER

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: Function as incident contact person for other agency representatives.

Immediate:

- Receive appointment from Incident Commander.
- Read this entire Task Sheet and review organizational chart.
- Put on position identification.
- Obtain briefing from Incident Commander.
- Establish contact with PIO/Communications Officer.
- Review local and municipal emergency organizational charts to determine appropriate contacts and message routing. Coordinate with PIO/Communications Officer.
- The following information shall be gathered from all sites for relay to other agencies if and when approved by the IC.
 - The potential capacity of each facility for the management of inpatients and outpatients, including level of acuity.
 - Any current or anticipated shortage of personnel, supplies, etc.
 - Current condition of hospital structure and utilities.
 - Potential for reduction in service and / or evacuation.
 - Inventory of surplus medical equipment and supplies that could be made available if requested.
- Coordinate with the PIO/Communications Officer to establish communication links with MB Health, EMO, other RHA's, NGO's and Municipal EOC's as required.
- Establish communications with Liaison counterparts of each assisting agency.

Intermediate:

- Request assistance and information as needed from partner agencies and municipal EOC's.
- Respond to requests and complaints from ARHA personnel regarding inter-organization issues or concerns.
- Prepare to assist Labour Pool Director with problems encountered in the volunteer credentialing process.
- Relay any special information obtained to appropriate personnel in the receiving facility(s). (e.g. information regarding decontamination or special emergency conditions).

Extended:

- Assist Physician Officer and Labour Pool Director in soliciting Physicians and other hospital personnel willing to assist outside of their primary care sites when appropriate.
- Coordinate with Section Chiefs to inventory any material resources which may be sent upon official request and method of transportation, if appropriate.
- Supply casualty data to the appropriate authorities: prepare the following minimum data:
 - Number of casualties received and types of injuries treated?
 - Number hospitalized and number discharged to home or other facilities?
 - Number dead?
 - Individual casualty data: name or physical description, sex, age, address, seriousness of injury or condition?
- Observe all staff, volunteers and clients for signs of stress and inappropriate behavior.
- Report concerns to Psychological Support Leader. Provide for staff rest periods and relief.
- Other concerns: _____

SAFETY & SECURITY OFFICER

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: Organize and implement ROC safety and security. Provide safety and security direction and support as requested to facilities or programs within the region.

Immediate:

- Receive appointment from Incident Commander.
- Read this entire Task Sheet and review the organization chart.
- Put on identification.
- Obtain a briefing from Incident Commander.
- Make recommendation to the IC regarding lock-down and restricted access measures as deemed appropriate for the ROC and facilities.
- Implement and/or provide for lock-down and restricted access measures as approved by the IC.
- Document all actions and communications on log sheet.
- Establish media briefing areas as required, ensure that media do not have direct access to incident or other impacted regional sites.

Intermediate:

- Initiate contact with police and fire agencies through the Liaison Officer, when necessary.
- Advise the Incident Commander and Section Chiefs immediately of any unsafe, hazardous or security related conditions.
- Coordinate safety measures for all staff, sites and operations within the region.
- With concerns to Safety and Security issues, assist Labour Pool Director with credentialing/screening process of volunteers. Prepare to manage large numbers of potential volunteers.
- Confer with PIO/Communications Officer to establish areas for media and public information.
- Establish routine briefings with Incident Commander.

Extended:

- Provide assistance to the Planning Section to coordinate advance planning to mitigate the event or associated impacts.
- Observe all staff, volunteers and clients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Leader. Provide for staff rest periods and relief.
- Other concerns: _____

MEDICAL OFFICER (MO)

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: Organize, prioritize and assign physicians to areas where medical care is being delivered. Provide policy and clinical management including the disposition of resources or services as required by the incident. Advise the Incident Commander on issues related to the Medical Staff. Coordinate medical operations throughout the entire region.

Immediate:

- Receive appointment from Incident Commander.
- Read entire Task Sheet and review the organizational chart.
- Put on position identification.
- Start and maintain detailed log sheets of all actions and decisions.
- Obtain briefing from Incident Commander.
- Meet with Facility and Community Operations Chiefs for briefing and development of medical aspect of initial action plan. To include bed capacity, physician availability, diagnostics, pharmacy/supplies, EMS capabilities, and morgue considerations.
- Assist in Medical Staff credentialing issues. Review applications for privileges for emergency procedures and consult with appropriate agency.
- Determine the availability of physician specialists, taking into account diagnostics, imaging and available transportation.
- Review and approve all physician assignments as forwarded by the Physician Officer.
- Assist in the development of a service continuity plan for medical service delivery within the region.
- In conjunction with the IC, authorize (Policy #__ for early discharge) patient prioritization assessment for purposes of early discharge. Provide medical staff support for patient priority assessment to designate patients for early discharge.

Intermediate:

- Keep IC apprised of the situation regarding medical staff and projected needs.
- Maintain communication with the Facility and Community Operations Chiefs to co-monitor the delivery and quality of medical care in all patient care areas.

Extended:

- Meet as often as necessary with Facility and Community Operations Chiefs to keep apprised of current conditions.
- Coordinate service continuity planning as required. Consider establishing sustainable medical / critical care delivery sites.
- Observe all staff, volunteers and clients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Leader. Provide for staff rest periods and relief.
- Other concerns: _____

MEDICAL OFFICER of HEALTH (MOH)

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: The Medical Officer of Health (MOH) is a physician appointed under *The Public Health Act* with the legislated mandate to take actions as appropriate to protect the health of the public. The MOH will: provide public health expertise with regard to health information, health status assessment, health risk assessment, surveillance, risk communication, health promotion, health protection interventions and program evaluation; assure that standards of public health practice are maintained or enhanced; participate in the response as part of the Incident Management/Command Team.

Immediate:

- Receive request from Incident Commander.
- Read entire Task Sheet and review the organizational chart.
- Put on position identification.
- Start and maintain detailed log sheets of all actions and decisions.
- Meet with Incident Command Section to assess situation and develop an initial course of action.
- Request and analyze information as required to determine the existence, cause, extent and risk of the potential or actual health threat.
- Determine the optimal public health approach and recommend changes in the practice and implementation of public health measures when the evidence supports it.
- Implement public health measures aimed at preventing or containing the risk prior to its development and to limit the impact of a threat.
- Review and possibly adapt public health protocols and practice guidelines to ensure they are specific to the needs of the response at hand.
- Review public health messages for content accuracy and consistency.
- Apprise the Incident Command Section as to the potential or actual health threat and the recommended responses/actions to mitigate the health threat.
- Consult with Chief Medical Officer of Health in regards to the potential or actual health threat to coordinate and enact appropriate responses/actions to mitigate the health threat.
- Coordinate with the Chief Medical Officer of Health, as required to plan and manage a coordinated public health response.

Intermediate:

- Keep Incident Commander apprised of the situation regarding projected needs.
- Maintain communication with the Chief Medical Officer of Health and Incident Command Section as applicable to manage a coordinated public health response.

Extended:

- Meet with the Incident Command Section as often as necessary to keep apprised of current conditions.
- Maintain communications with the RHA, Chief Medical Officer of Health and other agencies as applicable to the health threat.
- Other concerns: _____

DISASTER MANAGEMENT OFFICER

Position Assigned To: _____

You Report To: _____ (Incident Commander)

Command Center: _____ Telephone: _____

Mission: Provide support and guidance to the Incident Command Team in regards to following and maintenance of disaster plan and ICS principles. Coordinate the operation of the Regional Operations Center (ROC) and provide leadership to the Management Team.

Immediate:

- Receive appointment from Incident Commander (IC).
- Read entire Task Sheet and review the organizational chart.
- Put on position identification.
- Obtain situation briefing from IC.
- Coordinate ICS activation level and position assignment with the IC.
- Establish initial priorities for the ICS/ROC bases on current status and information from IC and communicate to all involved parties.
- Provide support and review with new Management Team members regarding their roles in ICS.
- Establish the operational period for the ROC.
- Coordinate with Section Chiefs with their role or objectives for the operational period.
- Ensure that notification of ICS/ROC activation is sent to all required staff.
- For remote activation of ICS/ROC, establish phone call in lines and communication channels.
- Schedule ICS/ROC Action Planning meeting; have Planning Chief prepare agenda.
- Provide information and resource management ability to the Incident Command Team as required.
- Identify known risks, challenges or special considerations relevant to the event.

Intermediate:

- Identify resources for Section Chiefs as required.
- Ensures/approves ICS/ROC objectives.
- Identify alternate staffing for ICS/ROC for extended events.
- Maintains operational cycle.
- Ensure efficient internal information/communication processes.
- Facilitates resolution of internal staffing/personnel challenges.

Extended:

- Ensure that Command Team and Section Chief Functions are being conducted as appropriate and communications are maintained.
- Advise and consult with IC and Planning Chief regarding demobilization planning and implementation.