

NCOEMS EMERGENCY OPERATIONS PLAN (NCOEMS – EOP)

TAB G2G

SMSS JOB ACTION SHEETS

OCTOBER 2023

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SMSS Incident Commander

Selected by OEMS ESF8 Lead

Supervised by: ESF8 Lead

Responsible for the overall operation of the SMSS. Operates from the SMSS Incident Command Post (ICP). Duties include, but are not limited to:

- Receives briefing from the ESF8 Lead and works with the ESF8 Lead to identify staff to fill the SMSS Incident Management Team (SMSS IMT)
- Briefs all staff assigned to the SMSS IMT and executes the SMSS Operational Plan:
 - Establishes the operational periods, schedules, communicates the time for the SMSS IMT briefings.
 - Leads all SMSS IMT briefings, develops and presents incident objectives (Incident Briefing (ICS-201)), and approves the Incident Action Plan (IAP)
 - Briefs or reports back to the SERT ESF8 Desk in accordance with the operational schedule.
- Meets with Host Facility Liaison and leads inspection of SMSS facility with the SMSS IMT to:
 - Identify operational areas and any issues or conditions requiring correction in support of SMSS operations.
 - Identify available host support for SMSS operations.
 - Establish communications between the ICP and Host Facility management.
- Directs the organization and set-up of the ICP, oversees SMSS IMT direction of SMSS staff in set up and operation of the facility and the correction of identified issues, and notifies the ESF8 Lead when the SMSS is operational and ready to open.
- Oversees the Safety Officer to ensure that safety hazards are identified, communicated to SMSS staff, patients, and visitors, and corrected or mitigated as planned.
- Oversees the Operations Section Chief to ensure that:
 - All actions necessary for opening operations of the SMSS are completed including the provision of adequate security.
 - Staff have been designated to serve in appropriate positions.
 - All operational records, including patient records, are collected.
 - All staff, patients, and visitors are registered upon arrival.
 - Patient discharge and transfer plans are properly communicated to all staff and carried out in a safe manner.
- Oversees the Planning Section Chief to ensure the:
 - Development and dissemination of Incident Action Plans, situation/patient census reports, and demobilization plans
- Oversees the Logistics Section Chief to ensure the:
 - Appropriate inventory and resupply of SMSS equipment and supplies
 - Provision of adequate and safe food supplies for patients, personal caregivers
 - Establishment of cleaning and waste management services necessary to maintain maintenance and upkeep of the SMSS area.
 - All requests pertaining to ordering or releasing of resources are submitted to for review and approval.

- Oversees the Finance/Administration Section Chief to ensure the:
 - Documentation of activities, expenses, and emergency actions.
- Conducts or designates the appropriate staff member to escort and briefs all VIP visits.
- Holds overall responsibility for demobilization of the SMSS.

Operations Section Chief

Selected by SMSS Incident Commander

Supervised by: SMSS Incident Commander

Responsible for specific SMSS operations including operation of the Medical Transportation Unit (EMS ambulance resources), Patient Care/Intake Unit, and Security Unit. Duties include, but are not limited to:

- Receives briefing from the SMSS Incident Commander
- Wears Identification Badge always while on site
- Assists the SMSS Incident Commander when requested and acts as the SMSS IC in their absence.
- Provides situation briefing and tour of SMSS facilities to assigned Unit Leaders. Tour should cover: SMSS facility layout, planned points of facility entry/exit, planned traffic patterns (drop-off/pick-up area, parking area), shift and duty assignments, chain of command, internal communication plan, and SMSS IMT reporting requirements.
- Coordinates with Safety Officer and Security Unit Leader on the development of a site-specific security plan.
- Participates in inspection of SMSS operations areas and:
 - Coordinates plan for set-up of equipment and supplies with Logistics Section Chief
 - Coordinates with the Patient Care Unit Leader to identify staff to fill available positions in accordance with the SMSS Operations Plan
 - Notifies the SMSS Incident Commander when the SMSS is operational and ready to open.
- Attends all IMT briefings and reports on operational status and needs.
 - Develops the Assignment List (ICS 204) with input from the IMT for inclusion in the IAP.
 - Develops and submits Operational Planning Worksheet (ICS 215) to the IC for approval. Submits approved ICS 215 to the Planning Section Chief
- Briefs and oversees all staff assigned to the Operations Section
 - Coordinates with the Patient Care Unit Leader on issues affecting patient care and intake.
 - Coordinates with the Chief Medical Officer on oversight of SMSS medical operations
 - Coordinates with the Security Unit Leader on oversight of SMSS area and building security.
 - Coordinates with the Pharmacy Unit Leader on oversight of SMSS pharmacy operations
- Oversees demobilization of the SMSS

Planning Section Chief

Selected by SMSS Incident Commander

Supervised by: SMSS Incident Commander

Responsible for the overall planning and information management within the SMSS. Duties include, but are not limited to:

- Receives briefing from the SMSS Incident Commander.
- Wears Identification Badge always while on site
- Participates in inspection of SMSS operations areas.
- Organizes, collects necessary reports, and conducts all IMT briefings.
 - Develops the IAPs (ICS 202 and 203) with input from the IMT.
 - Presents the SMSS Incident Action Plan (IAP) and ensures that copies of the IAP are accessible to all SMSS staff.
 - Develops and submits Situation Reports (ICS 209) to the IC for approval. Submits approved situation reports to the SERT ESF8 Desk in accordance with the SMSS reporting schedule.
- Briefs and oversees all staff assigned to the Planning Section
- Obtains rosters of deploying SMRS teams from the SERT ESF8 Desk
- Coordinates with the Patient Intake Unit Leader to verify current patient and staff status.
- Collects Patient Records from Patient Care Unit Leader upon demobilization of SMSS.
- Ensures that all forms necessary for SMSS operation are available and addresses questions if requested by staff members.
- Develops action plans (e.g., evacuation, demobilization, etc.) in consultation with the IC and IMT

Logistics Section Chief

Position is selected from Healthcare Coalition Logistics Leads or other staff member with overall responsibility for logistics of the deployed SMSS.

Supervised by: SMSS Incident Commander

Responsible for ensuring that all logistical needs at the SMSS are met (e.g., cots, blankets, beds, signage, communications, water, power, computer access, ADA accommodations, janitorial, etc.).

Duties include, but are not limited to:

- Receives briefing from the SMSS Incident Commander
- Wears Identification Badge always while on site
- Participates in inspection of SMSS operations areas.
 - Coordinates plan for set-up of equipment and supplies with Operations Section Chief and Unit Leaders and briefs the IMT.
 - Establishes unloading and parking locations for incoming SMRS vehicles.
 - Post signs that designate the facility as an SMSS
 - Notifies the SMSS Incident Commander when the logistical set up of the SMSS is complete.
- Briefs and oversees all staff assigned to the Logistics Section including any assigned Communications staff.
- Attends all IMT briefings and briefs out on status of logistical support and needs.
 - Coordinates the development of the Communications Plan (ICS 205) and Medical Plan (ICS 206) and provides to the Planning Section Chief for inclusion in the IAP.
- Maintains inventory of all equipment and supplies and oversees their receipt, storage, and deployment.
- Develops, reviews, and submits resource requests as needed to the SERT ESF8 Desk
- Reviews all submitted supply packing slip receipts and submits them to the Administrative/Finance Section Chief
- Collects and documents information concerning any lost, damaged, or stolen SMSS or Host Facility property.
- Develops the Logistics portion of the Demobilization Plan and provides to the Planning Section Chief
- Coordinates demobilization and inventory of equipment/supplies including packing, movement and placing items in the proper trailer (each item has the owner and location for return).

Finance/Administrative Section Chief

Selected by SMSS IC

Supervised by: SMSS Incident Commander

Responsible for ensuring that all costs associated with medical shelter are documented and submitted to the IC. Duties include, but are not limited to:

- Receives briefing from the SMSS Incident Commander
- Wears Identification Badge always while on site
- Participates in inspection of SMSS operations areas.
- Attends all IMT briefings and briefs out on duty time record keeping and cost issues.
- Develops and manages the system of record keeping for the SMSS.
- Documents all SMSS assigned staff duty time sheets (who will need to be paid by any agency)
- Documents all expenses incurred by the Host Facility and contracted vendors due to SMSS operations.
 - Collects all supply requests after approval by appropriate ICP command staff.
 - Collects all received supply packing slips after approval by appropriate unit leader.
- Collects and secures all administrative records on demobilization.
- Coordinates with the Operations Section Chief to collect and secure all patient information and records on demobilization.

Chief Medical Officer

Position is a Physician selected by the SMSS Operations Section Chief

Supervised by: Operations Section Chief

Responsible for overseeing patient care operations of the SMSS, including the opening, and closing procedures. Duties include, but are not limited to:

- Reports to the SMSS IMT (in the SMSS ICP) and receives briefing from the Operations Section Chief
- Wears Identification Badge always while on site
- Attends all IMT briefings and reports.
- Ensures notification to the local 911 system of all deaths at the SMSS.
- Assess the healthcare needs of the SMSS patients.
- Answers “Code Blue” facility calls when available.
- Monitors potential for infectious disease transmission
- Coordinates patient care briefings

Safety Officer

Position is selected by SMSS IC

Supervised by: SMSS Incident Commander

Responsible for ensuring that SMSS operations are conducted in a way that guarantees the safety of the SMSS staff and patients. Duties include, but are not limited to:

- Receives briefing from the SMSS Incident Commander
- Wears Identification Badge always while on site
- Participates in inspection of SMSS operations areas.
- Participates in a site security assessment with the Security Unit Leader (Security Unit Leader) and works with the Security Unit Leader to develop a site-specific security plan in accordance with the SMSS Security and Safety Guidelines
- Attends all IMT briefings and briefs out on any identified safety issues.
- Provides information (ICS 208 and safety message for the ICS 202) to the Planning Section Chief for inclusion in the IAP.
- Monitors local weather forecasts and SMSS operational areas to identify any potential hazards or safety concerns.
- Discusses potential safety issues with the Security Unit Leader
- Briefs all SMSS staff regarding safety concerns and coordinates the establishment of area “safety officers” to monitor operations for safety issues.
- Responds to and attempts to resolve all reported accidents, injuries, lost person notifications, etc.
- Reviews and completes SMSS Unusual Event Reports in ReadyOp as necessary.

Administrative Support Staff

Should be selected from OEMS staff or the SMRS roster.

Supervised by: Applicable Section Chief/Unit Leader

Clerical volunteers work under the direction of the assigned Section Chief/Unit Leader. They provide administrative and general support services to the SMSS. Duties include, but are not limited to:

- Wears Identification Badge always while on site
- Reports to the ICP and is orientated to the expected tasks and the staff.
- Performs clerical duties as assigned including:
 - Answering telephone calls
 - Collecting and delivering forms to the required locations
 - Obtaining and delivering equipment and supplies
 - Maintaining paperwork as requested
 - Maintaining clean area
- Supports general SMSS operations.
 - Assists in setting-up the SMSS;
 - Helps patients find the right location.
 - Assists in distribution of food;
- Attends shift briefings as scheduled.
- Reports any problems to the assigned Section Chief/Unit Leader.

Patient Care Unit Leader

Ideally the position is selected from a deployed lead SMAT-II RN with ED or ICU and management experience but can be filled by other staff levels as appropriate.

Supervised by: Operations Section Chief

Responsible for managing staffing and operations in the Patient Intake and Patient Care areas of the SMSS. Duties include, but are not limited to:

- Receives briefing from the Operations Section Chief
- Wears ID Badge always
- Briefs Patient Care Unit staff on the situation and set-up/functions of the Patient Area
- Assigns staff to roles (emergent/patient care) within the Patient Care Unit.
- Oversees the delivery of patient care and assistance.
- Oversees the administration and documentation of all medications administered/adverse reactions.
- Assures that Patient Care Unit staff adhere to standard precautions and infection control practices.
- Instructs the staff on supply requests and signs off on all supply requests.
- Leads the shift reports at shift change.
- Coordinates with the Chief Medical Officer on patient care assessments and patient transfers outside the SMSS
- Coordinates with the Operations Section Chief on matters affecting the patient care unit operations.
- Oversees demobilization of the patient care unit

Patient Intake Leader

Position ideally filled by a Paramedic with supervisory experience.

Supervised by: Operations Section Chief

Responsible for operations involving the reception, initial triage, and registration of patients. Duties include, but are not limited to:

- Receives briefing from the Operations Section Chief
- Wears ID Badge always.
- Briefs staff on the set-up/functions, and supervises all staff assigned to the Patient Intake Area
 - Assigns staff to roles (triage, registration/check-in, support) within the Patient Intake Area.
 - Coordinates set-up of the Patient Intake Area area
- Ensures that staff understand the SMART Triage System, proper techniques for lifting patients and handling of wheelchairs/stretchers, how to utilize ReadyOp for patient tracking and provide training on these subjects if necessary.
- Ensures that all patients are registered/checked-in upon arrival and maintains current census of patients in the SMSS.
- Ensures that all patients are properly triaged, assigned a bed, and transferred to the Patient Care Area
- Oversees demobilization of the Patient Intake Area

Patient Intake Area Job Action Sheet

Positions selected from available SMRS volunteers with the following backgrounds:

- Emergency Medical Technicians and Paramedics
- Registered Nurses or Licensed Practical Nurses (with Triage or Patient Registration experience)

Supervised by: Patient Intake Leader

Responsible for: Reception, initial triage, and registration of patients and the check-in/out of SMSS staff and visitors.

Job Functions	Assigned Tasks
Triage	<ul style="list-style-type: none"> • Assess the physical condition of incoming patients and collect basic patient information utilizing the SMSS Patient Intake Form or equivalent. • Identify patients with emergent needs or infectious conditions and take appropriate action (isolation, movement to emergent care area or notifying 911). • Tag durable medical equipment (DME), medications, and personal bag with patient's ID number
Registration	<ul style="list-style-type: none"> • Review SMSS Patient Intake Form or equivalent • Register patients as they arrive at the SMSS, complete SMSS Patient Intake Form or equivalent and provide patient identification band. • Determine where patients should be placed and assign to available beds in the Patient Area • Transfer patient to Patient Area in coordination with Patient Care Unit Leader • Organize all patient registration materials and provide patient information to the Patient Care team. • Provide information about the SMSS to visitors and notify SMSS IMT of arrival of visitors. • Check-in/out SMSS staff and visitors utilizing the SMRS Staff Registration Form (modified ICS 211 in Ready Op)

Patient Care Unit Job Action Sheet

Positions selected from available SMRS volunteers with the following backgrounds:

- Physician
- Physician Assistant
- Nurse Practitioner
- Registered Nurses, Licensed Practical Nurses, Certified Nurse Aid
- Emergency Medical Technicians and Paramedics
- Certified Medical Assistant

Job Functions	Assigned Tasks
Patient Care – Registered Nurse or Paramedic	<ul style="list-style-type: none"> • Receives patients admitted by the Patient Intake Area, confirms bed for patient and moves patient to it. • Completes evaluation of patients utilizing the SMSS Patient Intake Form or equivalent patient record document

	<ul style="list-style-type: none"> • Monitors the physical condition of the patients on an on-going basis and makes referral to Respiratory Therapist if problems occur with patients receiving oxygen. • Delivers care and assistance to patients as required within their scope of practice and following approved standing orders or medical control. • Administers and documents all medications administered and any adverse reactions. • Maintains the patient's SMSS Patient Intake Form in ReadyOp and advises the Patient Care Unit Leader of any adverse change in the condition of a patient.
Patient Care Assistance	<ul style="list-style-type: none"> • Works within their skills and abilities and takes direction from the patient care unit leader in area for which they are working. <p>Assists other Patient Care Unit staff with:</p> <ul style="list-style-type: none"> ○ Moving patients to assigned beds. ○ Assisting with Activities of Daily Living ○ Updating SMSS Patient Intake Forms after Checking Vital Signs ○ Patient care and monitoring patient conditions for changes ○ Bed changing ○ Inventory, ordering and distribution of medical supplies. ○ Inventories all received supplies and check against the order request or unit inventory list.

Communications/Logistics Specialist

Position is selected from the roster of SMAT-II volunteers with logistics and communications systems experience.

Supervised by: Logistics Section Chief

Responsible for the set up and operation of radio and other communication systems available to the established SMSS operation in accordance with guidance provided by the SMSS IMT. Duties include, but are not limited to:

- Receives briefing from Logistics Section Chief
- Wears Identification Badge always
- Assists the Logistics Section Chief with the development and update of the SMSS Incident Radio Communications Plan (ICS-205)
- Assists Logistics Section Chief with inventory of supplies, packing and returning supplies and equipment to the SMSS and SMAT trailers (ownership marked on all items)
- Assists the SMSS IMT in resolving technical issues that may limit the effectiveness or usability of internal and external communication systems.
- Reviews communication systems in each functional area of the SMSS at least once per shift to ensure proper internal communication is in place and that internal communication protocols established by the SMSS IMT are followed.
- Participates in daily shift briefings.

Pharmacy Unit Leader

SMAT-II Pharmacist with knowledge of the SMRS pharmacy program and management skills

Supervised by: Operations Section Chief

Responsible for maintaining pharmaceutical supplies in the SMSS and providing or supervising the delivery of pharmaceutical services to patients. Duties include, but are not limited to:

- Receives briefing from Operations Section Chief
- Wears Identification Badge always
- Sets up and organizes the Pharmacy Unit area.
- Orients any assigned staff to the set-up and operation of the Pharmacy Unit
- Maintains the inventory of controlled substances, pharmaceuticals, supplies, equipment, and reports status to the Operations Section Chief upon request.
- Oversees requests for medications following approved protocols and standards of practice.
- Provides pharmaceutical consultations when requested or indicated.
- Adheres to standard precautions and infection control practices.
- Approves and submits orders for additional medications to the Logistics Section Chief
- Coordinates with the Operations Section Chief on matters affecting Pharmacy Unit operations.
- Provides shift reports to the Operations Section Chief at shift change.
- Demobilizes the Pharmacy Unit including the inventory, packing, and return of controlled substances, pharmaceuticals, and other supplies and equipment.

Security Unit Leader

Position selected from sworn officers of state or local law enforcement agencies (e.g., ALE, DOI, local LE provided through jurisdiction hosting SMSS)

Supervised by: Operations Section Chief

Responsible for providing and supervising security services necessary to ensure the safety of SMSS staff, patients, and visitors. Duties include, but are not limited to:

- Receives briefing and tour of SMSS facilities from the Operations Section Chief to familiarize Security Unit Leader with:
 - SMSS facility layout
 - Planned points of facility entry/exit
 - Planned traffic patterns, drop-off/pick-up area, parking area.
 - Planned duty assignments.
 - Security Officer shift and duty assignments and chain of command
 - Roles and responsibilities of in-house security personnel if provided by the host facility.
 - Internal communication plan
 - SMSS IMT reporting requirements.
- Completes a site security assessment with input from the Operations Section Chief and Safety Officer following initial situation briefing and facility tour.
- Provides input from the site security assessment to the SMSS IMT (Operations and Safety Officer) for the development of a site-specific security plan in accordance with the SMSS Security and Safety Guidelines
- Coordinates with SMSS IMT and local Emergency Management representative to confirm process for requesting and obtaining assistance from local law enforcement if necessary.
- Briefs Security Officers on the established site security plan
- Leads security efforts in support of SMSS Safety Guidelines (Tab G2E) as they relate to fire, use of force, missing person, and evacuation.
- Attends all SMSS IMT briefings unless an emergency prevents attending.
- Monitors all radio transmissions and responds to assist when indicated.
- Completes a daily security report to the Operations Section Chief covering:
 - Summary of security activities and actions taken
 - Recommendations to improve security/safety issues encountered.
- Briefs security report at the SMSS IMT briefing.
- Coordinates with the SMSS IMT on maintaining security during demobilization of the SMSS and the demobilization of all assigned security duty areas.
- Briefs Security Officers on the SMSS demobilization plan and oversees their demobilization as planned.

Security Officer

Position selected from sworn officers of state or local law enforcement agencies (e.g., ALE, DOI, local LE provided through jurisdiction hosting SMSS)

Supervised by: Security Unit Leader

Responsible for providing security services necessary to ensure the safety of SMSS staff, patients, and visitors. Duties include, but are not limited to:

- Receives briefing and tour of SMSS facilities from the Security Unit Leader to become familiar with:
 - SMSS facility layout
 - Planned points of facility entry/exit
 - Planned traffic patterns, drop-off/pick-up area, parking area.
 - Planned duty assignments.
 - Security at vehicle entrance
 - Traffic control at drop-off/pick-up and parking areas
 - Interior SMSS security (e.g., Waiting/Registration area)
 - Exterior SMSS security (e.g., periodic area patrolling)
- Performs assigned security roles and responsibilities in coordination with in-house security personnel as instructed by the Security Unit Leader.
- Performs calls for assistance to local law enforcement jurisdictions as instructed by the Security Unit Leader.
- Performs duties in accordance with the established SMSS site security plan.
- Performs actions in support of SMSS Security and Safety Guidelines (Tabs G2D and G2E) as they relate to fire, use of force, missing person, and evacuation.
- Monitors radio transmissions and responds to assist when indicated.
- Provides activity reports to the Security Unit Leader as requested.
- Participates in the demobilization of SMSS and assigned security areas as instructed by the Security Unit Leader.

Case Manager/Discharge Planner

Position assigned to SMSS duties by state/local Social Service Office or SMRS Hospital.

Supervised by: Patient Intake Unit Leader

Responsible for providing case management services to patients in the SMSS. Duties include, but are not limited to:

- Receives briefing from Patient Intake Unit Leader
- Wears ID Badge always.
- Plans and coordinates services leading up to patient discharge or transfer.
 - Expedites the proper placement of patients to transition from temporary shelter to medium to long term care facilities or home.
 - Identifies healthcare resources that are best suited to the patient's medical and financial situation.
 - Determines viable plans for alternative housing if patients are unable to return to their pre-event residence. Plans will ensure the continuity of care and access to transportation, medical services, and medical care, availability of food, water, power, sewer, fire protection, and law enforcement.
 - Ensures that patients have transportation that will accommodate them and ensures the safe transport of any medical equipment or supplies. If necessary, work with the SMSS IMT to arrange transportation.
- Coordinates patient and child locator services for unaccompanied minors and parents who have lost children or family members.
- Documents minors, patients with competency concerns, and shelter patients moved to higher level of care.

Behavioral Health Specialist

Position assigned to SMSS duties by state or local agency.

Supervised by: Patient Care Unit Leader

Responsible for providing behavioral health services to patients in the SMSS. Duties include, but are not limited to:

- Receives briefing from Patient Care Unit Leader
- Wears ID Badge always
- Works day shifts, on call at nights for emergencies
- Make rounds watching for signs of agitation, depression, confusion, etc. and resolving potential problems.
- Assists the staff in promoting diversions and activities, conversation, time orientation, etc.
- Works with patients who are experiencing mental health problems and guides the staff on how to be most therapeutic in the situation.
- Reports current problems and potential problems that may need additional intervention to the Patient Care Unit Leader
- Provides counseling services according to need and within the scope of licensure.
- Provides onsite referrals for additional services as needed.
- Assists in the coordination of patient services upon discharge from the facility.
- Plans for debriefing of staff before they leave the shelter.
- Determines the efficacy of holding a debriefing session a week or two after the evacuation experience.
- Participates in the health/medical briefings at shift change.

Host Facility Liaison

The position is provided by the host facility organization from staff with property management experience.

Supervised by: Host Facility Management

Responsible for managing host facility operations in support of SMSS operations as agreed to with the NCOEMS. Duties include, but are not limited to:

- Coordinates with SMSS Incident Commander or designee on SMSS operations and support issues
- Provides tour of facility with SMSS IC and IMT
- Serves as the official spokesperson for the Host Facility
- Provides SMSS IMT with 24-hour contact numbers.
- Attends shift briefings.
- Communicates and coordinates with the SMSS IC on the:
 - Inspection of SMSS areas of the host facility before, during, and after operations
 - Reporting and resolution of issues and needed repairs.
 - Cleaning of all SMSS areas, notification of damage to facility, and return of furniture and non-medical equipment to the proper storage.
 - Submits any payment /reimbursement requests from Host Facility to the SMSS Administrative/Finance Section