



## INCIDENT COMMANDER

**Mission:** Organize and direct the Nursing Home Command Center (NHCC). Give overall strategic direction for incident management and support activities, including emergency response and recovery. Authorize total facility evacuation if warranted.

Date:	_____	Start:	_____	End:	_____	Position Assigned to:	_____	
Signature:	_____						Initial:	_____
NHCC Location:	_____					Phone:	_____	
Fax:	_____	Email:	_____		Radio Title:	_____		

IMMEDIATE (Operational Period 0-2 Hours)	Time	Initial
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 (e.g. vest, cap, etc.).		
Notify your usual supervisor and the nursing home CEO, or designee, of the incident, activation of NHICS, and your Incident Management Team assignment.		
Initiate the Incident Briefing and Operation Log (see NHICS Form 201) and include the following: <ul style="list-style-type: none"> <li>• Nature of the problem (incident type, victim count, injury/illness type, etc.)</li> <li>• Safety of staff, residents, and visitors</li> <li>• Risks to personnel and need for protective equipment</li> <li>• Risks to the facility</li> <li>• Estimated duration of incident</li> <li>• Need for modifying daily operations</li> <li>• Probability of need for partial or total evacuation</li> <li>• Verification of transportation plans</li> <li>• Incident Management Team positions required to manage the incident</li> <li>• Need to activate the Nursing Home Command Center (NHCC)</li> <li>• Need to notify state licensing agency</li> <li>• Overall community response actions being taken</li> <li>• Status of local, county, and state Emergency Operations Centers (EOC)</li> </ul>		
Activate the emergency operations plan and initiate internal notifications as appropriate.		

<b>IMMEDIATE (Operational Period 0-2 Hours)</b>	<b>Time</b>	<b>Initial</b>
Determine need for and appropriately appoint Command Staff and Section Chiefs, or Branch Directors, Unit Leaders and Medical/Technical Specialists as needed; distribute corresponding Job Action Sheets and position identification (see NHICS Form 207).		
Brief all appointed staff on the nature of the problem, immediate critical issues, and initial plan of action. Designate time for next briefing.		
Assign one or more clerical personnel from current staffing or make a request for staff to the Logistics Section Chief, if activated, to function as the NHCC recorder(s).		
Consider the use of an alternative staff time tracking method (see NHICS Form 252). Distribute time sheets to staff and Medical Director/Specialist assigned to Command, and ensure time is recorded appropriately. Determine the frequency that staff should submit these time sheets to the Finance/Administration Section's Employee Time Leader (e.g. at the completion of a shift or at the end of each operational period).		
<p>Receive status reports from and develop an Incident Action Plan (see NHICS Forms 201, 202, and 203) with Section Chiefs and Command Staff to determine appropriate response and recovery levels. During initial briefing/status reports, discover the following:</p> <ul style="list-style-type: none"> <li>• If applicable, receive initial facility damage survey report from Operations Section Infrastructure Branch and evaluate the need for evacuation</li> <li>• If applicable, obtain resident census and status from Planning Section Chief, and request a facility-wide projection report for 4, 8, 12, 24, and 48 hours from time of incident onset. Adjust projections as necessary</li> <li>• Identify the operational period and NHCC shift change (e.g. every 12 hours)</li> <li>• As appropriate to the incident, authorize a resident prioritization assessment for the purposes of designating appropriate transfer or discharge (e.g. ventilator and /or dialysis residents may need to be discharged to higher level of care)</li> <li>• Ensure that appropriate contact with outside agencies has been established and that facility status/resource information is provided to appropriate agencies through the Liaison Officer</li> <li>• Seek information from Section Chiefs regarding current "on-hand" resources of medical equipment, supplies, medications, food, and water as indicated by the incident</li> <li>• Assess current or projected generator load and fuel supply</li> <li>• Review security and facility surge capacity and capability plans as appropriate</li> </ul>		
Draft initial message for the Public Information Officer (PIO) for notification to family members, responsible parties, and or other "need to know" parties regarding the resident and facility status.		
Document all key activities, actions, and decisions in an Operational Log (see NHICS Form 201) on a continual basis.		
Document all communications (internal and external) on an Incident Message Form (see NHICS Form 213). Provide a copy of the Incident Message Form to the Documentation Unit.		

<b>INTERMEDIATE (Operational Period 2-12 Hours)</b>	<b>Time</b>	<b>Initial</b>
Authorize resources as needed or requested by Command Staff/Section Chiefs.		
Designate regular briefings with Command Staff/Section Chiefs to identify and plan for: <ul style="list-style-type: none"> <li>• Update of current situation/response and status of other area long-term care facilities, hospitals, emergency management/local emergency operation centers, and public health officials and other community response agencies</li> <li>• Facility operational support issues</li> <li>• Risk communication and situation updates to staff and families</li> <li>• Implementation of facility surge capacity and capability plans</li> <li>• Ensuring resident tracking system is established and linked with appropriate outside agencies and/or local Emergency Operations Center</li> <li>• Appropriate use and activation of safety practices and procedures</li> <li>• Enhanced staff protection measures as appropriate</li> <li>• Media relations and briefings</li> <li>• Staff and family support</li> <li>• Development, review and/or revision of the Incident Action Plan</li> </ul>		
Oversee and approve revision of the Incident Action Plan (see NHICS Forms 201, 202, and 203) 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.		
Approve media releases submitted by the PIO.		

<b>EXTENDED (Operational Period Beyond 12 Hours)</b>	<b>Time</b>	<b>Initial</b>
Ensure staff, resident, and media briefings are being conducted regularly.		
Review and revise the Incident Action Plan Safety Analysis (see NHICS Form 261) and implement correction or mitigation strategies.		
Evaluate overall operational status, and ensure critical issues are addressed.		
Review /revise the Incident Action Plan with the Planning Section Chief for each operational period and report on plan at shift change/briefings.		
Ensure continued communications with local, regional, and state response coordination centers and other NHCCs through the Liaison Officer and others.		
Ensure your physical readiness, and that of the Command Staff and Section Chiefs, through proper nutrition, water intake, rest periods and relief, and stress management techniques.		

<b>EXTENDED (Operational Period Beyond 12 Hours)</b>	<b>Time</b>	<b>Initial</b>
Observe all staff and volunteers for signs of stress and inappropriate behavior.		
Upon shift change, brief your replacement on the status of all ongoing operations, critical issues, relevant incident information, and Incident Action Plan for the next operational period.		

<b>DEMOBILIZATION/SYSTEM RECOVERY</b>	<b>Time</b>	<b>Initial</b>
<p>Assess the plan developed by Planning and Operations for the gradual demobilization of the NHCC and emergency operations according to the progression of the incident and facility status. Demobilize positions in the NHCC and return personnel to their normal jobs as appropriate until the incident is resolved and there is a return to normal operations.</p> <ul style="list-style-type: none"> <li>• Brief staff, administration, and Board of Directors</li> <li>• Approve announcement of “ALL CLEAR” when incident is no longer a critical safety threat or can be managed using normal facility operations</li> <li>• Ensure outside agencies are aware of status change</li> <li>• Declare facility safety</li> </ul>		
<p>Ensure demobilization of the NHCC and restocking of supplies, as appropriate including:</p> <ul style="list-style-type: none"> <li>• Return of borrowed equipment to appropriate location</li> <li>• Replacement of broken or lost items</li> <li>• Cleaning of NHCC and facility</li> <li>• Restock of NHCC supplies and equipment</li> <li>• Environmental clean-up as warranted</li> </ul>		
<p>Ensure that after-action activities are coordinated and completed including:</p> <ul style="list-style-type: none"> <li>• Collection of all NHCC documentation by the Planning Section Chief</li> <li>• Coordination and submission of response and recovery costs, and reimbursement documentation by the Finance/Administration and Planning Section Chiefs</li> <li>• Conducting staff debriefings to identify accomplishments, and response and improvement issues</li> <li>• Identification of needed revisions to the Emergency Operations Plan, Job Action Sheets, operational procedures, records, and/or other related items</li> <li>• Writing the facility After Action Report and Improvement Plan</li> <li>• Participation in external (community and governmental) meetings and other post-incident discussion and after-action activities</li> <li>• Post-incident media briefings and facility status updates</li> <li>• Post-incident education and information for residents, staff, and families</li> <li>• Stress management activities and services for staff</li> </ul>		

**DOCUMENTS/TOOLS**

- Incident Action Plan
- NHICS Form 201: Incident Briefing Form
- NHICS Form 202: Incident Objectives
- NHICS Form 203: Organization Assignment List
- NHICS Form 207: Incident Management Team Chart
- NHICS Form 213: Incident Message Form
- NHICS Form 252: Section Personnel Time Sheet
- NHICS Form 261: Incident Action Plan Safety Analysis
- Facility emergency operations plan and other plans as cited in the Job Action Sheets
- Facility organizational chart
- Facility telephone directory
- Radio/satellite phone

Nursing Home Incident Command System (NHICS) Job Action Sheets have been adapted from the Hospital Incident Command System by the American Health Care Association (AHCA) Disaster Preparedness Committee