

COMMUNICATIONS UNIT LEADER

Mission: Organize and coordinate internal and external communications including equipment availability.

Position Reports to: Service Branch Director		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>Receive appointment</p> <ul style="list-style-type: none"> • Obtain briefing from the Service Branch Director on: <ul style="list-style-type: none"> ○ Size and complexity of incident ○ Expectations of Incident Commander ○ Incident objectives ○ Involvement of outside agencies, stakeholders, and organizations ○ The situation, incident activities, and any special concerns • Assume the role of Communications Unit Leader • Review this Job Action Sheet • Put on position identification (e.g., position vest) • Notify your usual supervisor of your assignment 		
<p>Assess the operational situation</p> <ul style="list-style-type: none"> • Assess, maintain, and expand communications as required, including (but not limited to): <ul style="list-style-type: none"> ○ Telephone and fax (in cooperation with IT Services and Equipment Unit Leader if Voice Over Internet Protocol [VOIP] technology is used) ○ Cellular and satellite telephones and batteries ○ 2-way radios and batteries ○ Pager, intercom, and public address systems ○ Data message boards ○ Internet and intranet connectivity • Provide information to the Service Branch Director on the operational situation of the Communications Unit 		
<p>Determine unit objectives, tactics, and assignments</p> <ul style="list-style-type: none"> • Document unit objectives, tactics, and assignments on the HICS 204: Assignment List • Based on the incident objectives for the response period consider the issues and priorities: <ul style="list-style-type: none"> ○ Appoint Communications Unit personnel in collaboration with the Service Branch Director ○ Determine strategies and how the tactics will be accomplished ○ Determine needed resources 		

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<ul style="list-style-type: none"> • Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing 		
<p>Activities</p> <ul style="list-style-type: none"> • Initiate repairs to affected systems as needed • If primary notification systems fail, establish alternate notification mechanisms to alert emergency response teams and fire suppression teams to respond to patient and or physical emergencies (e.g., medical emergencies, fire, security) • Expand communications network capability and equipment as needed to meet needs of hospital response • Establish temporary communications networks at alternate care sites or work locations as needed • Install and maintain additional telephones, cellular telephones, fax, and cable television as indicated in the Hospital Communications Plan • Distribute cellular telephones, handheld radios, etc. • Assign frequencies to pre-designated areas or as indicated on HICS 205A: Communications List • Maintain accountability of all distributed communications equipment • Schedule and conduct radio checks as needed • Contact the Liaison Officer to facilitate communications needs with outside agencies • Request one or more amateur radio personnel as needed from the Labor Pool and Credentialing Unit Leader, if activated, to supplement communications as needed • Obtain information and updates regularly from the Service Branch Director • Maintain the current status of all unit areas • Inform the Service Branch Director of activities that have occurred; keep them updated with the status and utilization of resources and anticipated resource needs • Consider development of a unit action plan; submit to the Service Branch Director if requested 		
<p>Documentation</p> <ul style="list-style-type: none"> • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Prepare a Communications List • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Finance/Administration Section Time Unit Leader at the completion of a shift or end of each operational period • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response 		
<p>Resources</p> <ul style="list-style-type: none"> • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are available as needed 		
<p>Communication</p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		

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Safety and security		
<ul style="list-style-type: none"> • Ensure that all unit personnel comply with safety procedures and instructions 		

Intermediate Response (2 – 12 hours)	Time	Initial
<p>Activities</p> <ul style="list-style-type: none"> • Transfer the Communications Unit Leader role, if appropriate <ul style="list-style-type: none"> ○ 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 ○ Address any health, medical, and safety concerns ○ Address political sensitivities, when appropriate ○ 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) • Ensure the following issues are being addressed: <ul style="list-style-type: none"> ○ Communications (telephone, radio, paging, etc.) ○ Information technology(IT) and information systems networking ○ Unit staffing and supplies ○ Documentation • Meet regularly with the Service Branch Director for status reports • Advise the Service Branch Director immediately of any operational issue you are not able to correct • Designate times for briefings and updates with unit personnel to develop or update the unit action plan and demobilization procedures 		
<p>Documentation</p> <ul style="list-style-type: none"> • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Update Communications List, if necessary • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response 		
<p>Resources</p> <ul style="list-style-type: none"> • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed 		
<p>Communication</p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p>Safety and security</p> <ul style="list-style-type: none"> • Ensure that all unit personnel comply with safety procedures and instructions • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Employee Health and Well-Being Unit 		

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<ul style="list-style-type: none"> • Ensure personal protective equipment (PPE) is available and utilized appropriately 		
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Extended Response (greater than 12 hours)	Time	Initial
<p>Activities</p> <ul style="list-style-type: none"> • Transfer the Communications Unit Leader role, if appropriate <ul style="list-style-type: none"> ○ 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 ○ Address any health, medical, and safety concerns ○ Address political sensitivities, when appropriate ○ 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) • Continue to monitor the ability of the Communications Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Provide updates to the Service Branch Director • Meet with unit personnel to address ongoing issues 		
<p>Documentation</p> <ul style="list-style-type: none"> • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 205A: Update Communications List, if necessary • HICS 213: Document all communications on a General Message Form • HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis • HICS 251: As directed by the Infrastructure Branch Director, document information in appropriate sections of the Facility System Status Report • HICS 256: As directed by the Finance/Administration Section Procurement Unit Leader, log all purchases on a Procurement Summary Report • HICS 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response 		
<p>Resources</p> <ul style="list-style-type: none"> • Assess issues and needs in unit areas; coordinate resource management • Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed 		
<p>Communication</p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p>Safety and security</p> <ul style="list-style-type: none"> • Ensure that all unit personnel continue to comply with safety procedures and instructions • Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Employee Health and Well-Being Unit Leader • Provide for staff rest periods and relief • Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques • Ensure personal protective equipment (PPE) is available and utilized appropriately 		

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Demobilization/System Recovery	Time	Initial
<p>Activities</p> <ul style="list-style-type: none"> • Transfer the Communications Unit Leader role, if appropriate <ul style="list-style-type: none"> ○ 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 ○ Address any health, medical, and safety concerns ○ Address political sensitivities, when appropriate ○ 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) • Ensure the return, retrieval, and restocking of equipment and supplies • Account for all radios, cellular phones, batteries, etc., as assigned • Ensure all communication equipment is returned to charging units, rehabilitated, or replaced as needed • Ensure Hospital Command Center (HCC) communication equipment (phones, radios, fax) is returned to pre-incident storage location • As objectives are met and needs decrease, return unit personnel to their usual jobs and combine or deactivate positions in a phased manner in coordination with the Planning Section Demobilization Unit Leader • Notify the Service Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Service Branch Director on current problems, outstanding issues, and follow up requirements • Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed • Submit comments to the Planning Section Chief for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include: <ul style="list-style-type: none"> ○ Review of pertinent position descriptions and operational checklists ○ Recommendations for procedure changes ○ Accomplishments and issues • Participate in stress management and after action debriefings 		
<p>Documentation</p> <ul style="list-style-type: none"> • HICS 221: Demobilization Check-Out • Ensure all documentation is submitted to the Planning Section Documentation Unit 		

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Documents and Tools

- HICS 203 - Organization Assignment List
- HICS 204 - Assignment List
- HICS 205A - Communications List
- HICS 213 - General Message Form
- HICS 214 - Activity Log
- HICS 215A - Incident Action Plan (IAP) Safety Analysis
- HICS 221 - Demobilization Check-Out
- HICS 251 - Facility System Status Report
- HICS 252 - Section Personnel Time Sheet
- HICS 256 - Procurement Summary Report
- HICS 257 - Resource Accounting Record
- Hospital Emergency Operations Plan
- Hospital Incident Specific Plans or Annexes
- Hospital Communications Plan
- Hospital Phone System and Information Technology (IT) Network Recovery Plans
- Hospital Alternative Care Site Plans
- Hospital organization chart
- Hospital telephone directory
- Supply, equipment, and personnel vendor directories and support agreements
- Radios, cellular phones, satellite phones, and batteries
- Computer with intranet and internet connection
- Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication