

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

Mission: Ensure the provision of logistical, psychological, and medical support of staff and their dependents.

Position Reports to: Support 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 Support Branch Director on: <ul style="list-style-type: none"> ○ Size and complexity of incident ○ Expectations of the Incident Commander ○ Incident objectives ○ Involvement of outside agencies, stakeholders, and organizations ○ The situation, incident activities, and any special concerns • Assume the role of Employee Health and Well-Being 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"> • Obtain critical information from the Operations Section Chief, Staging Manager, and Branch Directors to assess critical issues and resource needs for employees and volunteers • Provide information to the Support Branch Director on the operational situation of the Employee Health and Well-Being Unit 		
<p>Determine the incident 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 Employee Health and Well-Being Unit personnel in collaboration with the Support Branch Director ○ Determine strategies and how the tactics will be accomplished ○ Determine needed resources • Brief unit personnel on the situation, strategies, and tactics and designate a time for the next briefing 		
<p>Activities</p> <ul style="list-style-type: none"> • Ensure injured staff and volunteers receive care as needed 		



EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

<ul style="list-style-type: none"> • Project potential injury and illness impacts with the Operations Section Medical Care Branch Director • Develop a medical care plan for staff, assign staff, levels of care, and identify needed personnel and resources • Document plan on HICS 206: Staff Medical Plan and submit to the Support Branch Director for approval and incorporation into the Incident Action Plan (IAP) • Coordinate claims with the Finance/Administration Section Compensation/Claims Unit • Track and trend staff illness and absenteeism; in coordination with the Operations Section Medical Care Branch Director implement additional intervention plans to address identified issues • Institute monitoring programs for staff exposed to biological, chemical, or radioactive agents • Implement behavioral health services for employees and volunteers as needed: <ul style="list-style-type: none"> ○ Determine strategies to address issues created by extended work hours, family separation, injuries and illness exposures, and frequent poor patient outcomes ○ Ensure that there is a process to refer personnel to needed resources (e.g., Employee Assistance Programs, faith based services, counseling) ○ Work with the Operations Section Behavioral Health Unit to assign therapists to strategic locations (e.g., cafeteria, staff lounges, emergency department) to provide easy access for staff ○ Ensure line-of-duty death procedures are implemented as appropriate and according to the Hospital Fatality Management Plan ○ Ensure behavioral health services and staff are available for the Hospital Incident Management Team (HIMT) • Implement Staff Prophylaxis Plan if indicated: <ul style="list-style-type: none"> ○ Augment unit staffing to provide services; request supplementation from the Labor Pool and Credentialing Unit Leader ○ Prepare Point of Dispensing (POD) location as per staff prophylaxis procedures ○ Determine medication, dosage, and quantity with the Operations Section Medical Care Branch Director ○ With the Operations Section Medical Care Branch Director and the appropriate Medical-Technical Specialist, recommend to the Incident Commander the priority of staff to receive medication or immunization ○ Acquire and distribute medication from the pharmacy, a vendor, or local public health ○ Prepare documentation related to medication administration ○ Provide educational materials for distribution ○ Track the side effects and efficacy • Obtain information and updates regularly from other Support Branch Units • Maintain current status of all Employee Health and Well-Being Unit areas • Inform the Support Branch Director of activities that have occurred; keep updated with status and utilization of resources and anticipated resource needs • Consider development of a unit action plan; submit to the Support Branch Director if requested • Consider use of outside contract personnel and equipment as needed; coordinate with the Service and Support Branch Directors 		
<p>Documentation</p> <ul style="list-style-type: none"> • HICS 204: Document assignments and operational period objectives on Assignment List • HICS 206: Initiate Staff Medical Plan • 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 		

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

<ul style="list-style-type: none"> • 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 		
Resources <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 		
Communication <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
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
Activities <ul style="list-style-type: none"> • Transfer Employee Health and Well-Being 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 Employee Health and Well-Being Unit to meet workload demands, personnel health and safety, resource needs, and documentation practices • Continue to monitor the success and need for Point of Dispensing (POD) operation • Ensure unit personnel participate in behavioral health monitoring programs • Meet regularly with the Support Branch Director for status reports • Advise the Support Branch Director immediately of any operational issue you are not able to correct • Designate times for briefings and updates with the Employee Health and Well-Being Unit personnel to develop or update the unit action plan and demobilization procedures • Ensure that Employee Health and Well-Being Unit staffing and supply issues are addressed 		
Documentation <ul style="list-style-type: none"> • HICS 204: Document assignments and operational period objectives on Assignment 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 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response 		

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

Resources <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 		
Communication <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
Safety and security <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 coordinate resolution • Ensure personal protective equipment (PPE) is available and utilized appropriately 		

Extended Response (greater than 12 hours)	Time	Initial
Activities <ul style="list-style-type: none"> • Transfer Employee Health and Well-Being 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 unit personnel's ability to meet workload demands, resource needs, and documentation practices • Continue to monitor the success and need for Point of Dispensing (POD) operation • Submit requested documentation to local health department • Provide updates to the Support Branch Director • Meet with unit personnel to address ongoing issues 		
Documentation <ul style="list-style-type: none"> • HICS 204: Document assignments and operational period objectives on Assignment 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 257: As directed by the Logistics Section Chief, use the Resource Accounting Record to track equipment used during the response 		
Resources <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 		
Communication <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

<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 coordinate resolution • 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 Employee Health and Well-Being 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) • Restore Point of Dispensing (POD) location to normal operating mode • Repair, return, or replace POD used materials • Coordinate medication return and documentation submission with local health department • Ensure staff with ongoing physical or behavioral health problems receive needed care and that required documentation is prepared and sent to the Finance/Administration Section Compensation/Claims Unit Leader • Submit final POD data and report to local health department • Ensure the return, retrieval, and restocking of equipment and supplies • 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 Support Branch Director when demobilization and restoration is complete • Coordinate reimbursement issues with the Finance/Administration Section • Upon deactivation of your position, brief the Support 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 		

EMPLOYEE HEALTH AND WELL-BEING UNIT LEADER

Documents and Tools

- HICS 203 - Organization Assignment List
- HICS 204 - Assignment List
- HICS 206 - Staff Medical Plan
- HICS 213 - General Message Form
- HICS 214 - Activity Log
- HICS 215A - Incident Action Plan (IAP) Safety Analysis
- HICS 221 - Demobilization Check-Out
- 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 organization chart
- Behavioral Health Support Plan
- Line-of-duty death procedures
- Hospital Fatality Management Plan
- Mass Vaccination and Prophylaxis Plan
- Staff prophylaxis procedures or Point of Dispensing (POD) Plan for Employees
- Supply, equipment, and personnel vendor directories and support agreements
- Hospital telephone directory
- Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication