

## OUTPATIENT UNIT LEADER

**Mission:** Organize and manage the delivery of outpatient services to meet the needs of existing patients and those that are incident related.

Position Reports to: <b>Medical Care Branch Director</b> 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><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Medical Care Branch Director on:               <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Outpatient Unit Leader</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Determine the status of outpatient care areas               <ul style="list-style-type: none"> <li>○ Assess current capabilities and project immediate and prolonged capacities to provide outpatient services based on current data</li> <li>○ Assess critical issues and treatment needs in outpatient care areas</li> <li>○ Consider the impact transportation disruption may have on scheduled patient appointments</li> </ul> </li> <li>• Provide information to the Medical Care Branch Director on the status</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Document unit objectives, tactics, and assignments on the HICS 204: Assignment List</li> <li>• Based on the incident objectives for the response period consider the issues and priorities:               <ul style="list-style-type: none"> <li>○ Appoint Outpatient Unit personnel in collaboration with the Medical Care Branch Director</li> <li>○ Determine strategies and how the tactics will be accomplished</li> <li>○ Determine needed resources</li> </ul> </li> <li>• Brief unit personnel on the situation, strategies, and tactics, and designate time for next briefing</li> </ul>		

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<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Monitor transportation situations that impact scheduled outpatient appointments</li> <li>• Consider the ability of outpatient areas to operate under current conditions (e.g., environmental, power or water outage, computer failure, etc.)</li> <li>• Track and document all outpatient service admissions and dispositions; provide data to the Planning Section Patient Tracking Manager</li> <li>• Triage and prioritize patients to receive care</li> <li>• Provide discharged patients with verbal and written follow up instructions including physician follow up and rescheduled appointments</li> <li>• Provide status updates to the Medical Care Branch Director regularly to discuss Incident Action Plan (IAP), advising of accomplishments and issues encountered</li> <li>• Consider development of a unit action plan; submit to the Medical Care Branch Director if requested</li> <li>• Provide regular updates to unit personnel and inform them of strategy changes as needed</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>• 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</li> <li>• HICS 260: Provide details on the Patient Evacuation Tracking form</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Determine equipment and supply needs; request from the Logistics Section Supply Unit Leader and report to the Medical Care Branch Director</li> <li>• Assess issues and needs in unit areas; coordinate resource management</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that all unit personnel comply with safety procedures and instructions</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> <li>• Determine if communicable disease risk exists; implement appropriate response procedures; collaborate with appropriate Medical-Technical Specialists, if activated</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Outpatient Unit Leader role, if appropriate               <ul style="list-style-type: none"> <li>○ 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</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ 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)</li> </ul> </li> </ul>		

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<ul style="list-style-type: none"> <li>• Continue to monitor environmental, transportation, and utility impacts on operations</li> <li>• Continue coordination of care and disposition of patients</li> <li>• Ensure patient records are correctly documented and collected</li> <li>• Ensure patient care is prioritized effectively if crisis standards of care are enacted</li> <li>• Assess environmental services or housekeeping needs in all outpatient care areas</li> <li>• Meet regularly with the Medical Care Branch Director for status reports</li> <li>• Advise the Medical Care Branch Director immediately of any operational issue you are not able to correct</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Assess issues and needs in unit areas; coordinate resource management</li> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that all unit personnel comply with safety procedures and instructions</li> <li>• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Ensure unit personnel health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Outpatient Unit Leader role, if appropriate               <ul style="list-style-type: none"> <li>○ 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</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ 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)</li> </ul> </li> <li>• Continue to monitor environmental, transportation, and utility impacts on operations</li> <li>• Monitor hospital or local pharmacy's ability to fill prescriptions</li> <li>• Continue outpatient care supervision, including monitoring quality of care, documentation, and safety practices</li> <li>• Provide updates to the Medical Care Branch Director and unit personnel</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> </ul>		

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<ul style="list-style-type: none"> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> </ul>		
<b>Resources</b> <ul style="list-style-type: none"> <li>• Assess issues and needs in unit areas; coordinate resource management</li> <li>• Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed</li> </ul>		
<b>Communication</b> <i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>• Ensure that all unit personnel continue to comply with safety procedures and instructions</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>• Provide for staff rest periods and relief</li> <li>• Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> <li>• Ensure personal protective equipment (PPE) is available and utilized appropriately</li> </ul>		

Demobilization/System Recovery	Time	Initial
<b>Activities</b> <ul style="list-style-type: none"> <li>• Transfer the Outpatient Unit Leader role, if appropriate               <ul style="list-style-type: none"> <li>○ 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</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ 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)</li> </ul> </li> <li>• Ensure the return, retrieval, and restocking of equipment and supplies</li> <li>• 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</li> <li>• Notify the Medical Care Branch Director when demobilization and restoration is complete</li> <li>• Coordinate reimbursement issues with the Finance/Administration Section</li> <li>• Upon deactivation of your position, brief the Medical Care Branch Director on current problems, outstanding issues, and follow up requirements</li> <li>• Debrief unit personnel on issues, strengths, areas of improvement, lessons learned, and procedural or equipment changes as needed</li> <li>• 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"> <li>○ Review of pertinent position descriptions and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> <li>• Participate in stress management and after action debriefings</li> </ul>		

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### Documentation

- HICS 221: Demobilization Check-Out
- Ensure all documentation is submitted to the Planning Section Documentation Unit

### Documents and Tools

- HICS 203 - Organization Assignment List
- HICS 204 - Assignment List
- 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 260 - Patient Evacuation Tracking
- Hospital Emergency Operations Plan
- Hospital Incident Specific Plans or Annexes
- Hospital Surge Plan
- Crisis Standards of Care Guidelines
- Hospital policies and procedures
- Hospital organization chart
- Hospital telephone directory
- Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication