

INCIDENT COMMAND CENTER

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I. PURPOSE

During a disaster, the Incident Command Center (ICC) will prompt mobilization and coordination of personnel, equipment and supplies. A disaster is defined as a situation where the normal operations of the facility are, or have potential, to rapidly become overtaxed to the extent that additional measures and resources must be committed in order to provide the necessary medical care.

II. HOSPITAL POLICY

Based on the principles of the Hospital Emergency Incident Command System (HEICS), in the event a disaster occurs Kings County Hospital will implement the Incident Command Center. Kings County Hospital must be prepared to:

- a. Receive and classify patients
- b. Provide emergency casualty care
- c. Provide continuing care for the hospital's pre-disaster critically ill patients
- d. Evaluate non-critical pre-disaster patients for possible transfer home or another designated location
- e. Maintain adequate records on casualty patients
- f. Provide information and facilities for federal agencies, members of the press, city, state, the clergy, patient families, employees, and the general public

STRUCTURE AND FUNCTION

The Hospital Emergency Incident Command System (HEICS) is the national standard for medical facilities to manage emergencies of all sizes and types during catastrophic events. HEICS is required by Federal Law (Title 29 CFR OSHA 1910.120) for events involving hazardous materials.

The Kings County management plan will contain the following structure and functions of the Incident Command System (ICS).

A. COMMAND CENTER (EXTENSION _____)

1. To lead and direct the overall facility mobilization and response to an emergency.
2. A vest labeled with job title will identify each Section-Chief in the Command Center.
3. Command Center will be located in B- building, conference room B
4. Alternate sites for Command Center will be defined by IOC
5. Alternate site outside Kings County Hospital is TBA.

B. INCIDENT COMMANDER

1. Bears the responsibility for ensuring that the entire response is carried out in an effective, efficient and, coordinated manner.
2. Gives overall direction for hospital operations and if needed, authorize evacuation.
3. If assigned personnel are not available, the Incident Commander will appoint the following:
 - a. Command Center Recorder
 - b. Logistics Section Chief
 - c. Nursing Section Chief
 - d. Medical Director
 - e. Ancillary Service Section Chief
 - f. Security Section Chief
 - g. Facilities Management and Operations Section Chief
 - h. Emergency Incident Commander
 - i. Finance Administrator

Each Section Chief's function may vary according to the type of emergency. However, their overall responsibilities will include the following:

- 1. Command Center Recorder**
 - Record incident-related problems
 - Record any other documentation necessary as directed by the Incident Commander.
- 2. Logistics Section Chief**
 - Organize and direct operations to maintain the physical environment
 - Maintain adequate levels of food, shelter and supplies supporting the medical objective.
- 3. Nursing Section Chief**
 - Organize and coordinate nursing activities.
 - Direct patient care services.
- 4. Medical Director**
 - Contact and coordinate physicians.
 - Credential volunteer medical staff as necessary.
 - Assist in assigning available medical staff.

5. Ancillary Service Section Chief

- Provide for the optimal functioning of Ancillary Services in support of the facility's medical objectives in the Disaster situation.
- Appoint Ancillary Unit Leaders for Radiological Services (CT Scan, MRI, Angiography, Ultrasound, Respiratory Therapy and Pharmacy)

6. Security Section Chief

- Coordinate all security operations in support of the disaster situation.
- Serve as liaison to NYPD and NYC Fire Department.
- Secure all hospital entrances/exits.
- Control traffic flow in and adjacent to Emergency Department/Disaster location.

7. Facilities Management and Operations Section Chief

- Protect, evaluate, control, repair and maintain plant and utility systems necessary for patient care in support of the disaster condition.
- Implement back-up measures in the event of utility failures.
- Assign Unit Leaders for power, water, HVAC, electric and medical gases.

8. Finance Administrator

- Monitor the utilization of financial assets in support of the emergency operation.
- He/she will maintain all related documentation necessary for managing facility record keeping and reimbursement.

COMMAND CENTER RECORDER

You Report To: _____ (Incident Commander)

MISSION: Record incident related/problems and any other documentation necessary as directed by the Incident Commander.

Responsibilities Done

Time

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Immediate:

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Receive appointment, Job Action Sheet and vest from Incident Commander

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Read this entire Job Action Sheet and review the Organizational Chart on back

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Obtain briefing from Incident Commander on incident

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Set up area in close proximity to Incident Commander with recording supplies (paper, pens, forms etc.)

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Record incident related activities and specific problems as dictated by the Incident Commander. Utilize "Activity Logs" and Message Forms as needed.

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Read and process incoming Message Forms

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Record outgoing messages as directed by Incident Commander

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Post Status Boards, HEICS Assignment Board, etc. in area directed by Incident Commander

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Assist Incident Commander with any "paper-type" activities required

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Review Activity Log, etc. with Incident Commander periodically

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Assist Status Board Recorder(s) as able

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Extended:

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Keep Command Center organized and as neat as possible. Organize paper flow for easy retrieval and review

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Request food and beverage supplies from Nutritional Supply Officer for use by HEICS team assigned to the Command Center

EMERGENCY INCIDENT COMMANDER

MISSION: Organize and direct Emergency Operations Center (EOC). Give overall direction for hospital operations and if needed, authorize evacuation.

Responsibilities Done

Time

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Immediate:

Initiate the Hospital Emergency Incident Command System by assuming role of Emergency Incident Commander
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Read this entire Job Action Sheet

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Put on position identification vest

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Notification:

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Senior Vice President: Jean Leon ext. 3901
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Senior Vice President and COO: George Proctor ext. 3919

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Depty Executive Director QA: Audrey Phillip-Caesar Tel. 3904
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Depty Executive Director Facilities: Warren Hansen ext. 4931
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Depty Executive Director Patient Care: Pearl John-Stiell ext. 3981
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Depty Executive Director Administrator: Maxine Brown ext. 3622
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Depty Executive Director Behavioral Health: Gregory Calliste ext. 3935
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Associate Executive Director Human Resources: Stephen Small-Warner ext 2002

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Associate Medical Dir: Charles Hyman ext. 3980
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Medical Director: Kathie Rones ext. 3921
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Office of Media Community Relations: Peter Griffith ext. 3910

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Notify the following:

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ØFM&O: Barry Chapman ext 2948

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ØHospital Police: Kenneth Jones ext. 4300

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Announce a status/action plan meeting of all Section Chiefs and Medical Staff Director to be held within 5 to 10 minutes

Receive status report and discuss an initial action plan with Section Chiefs and Medical Staff Director. Determine appropriate level of service during immediate aftermath

Receive initial facility damage survey report from Logistics Chief, if applicable, evaluate the need for evacuation

Obtain patient census and status from Nursing Representative. Emphasize proactive action. Call for a hospital-wide projection report for 4, 8, 24 & 48 hours from time of incident onset. Adjust projections as necessary

Authorize a patient prioritization assessment for the purposes of designating appropriate early discharge, if additional beds are needed

Assure that contact and resource information has been established with outside agencies through the Liaison Officer

Authorize resources as needed or requested by Section Chiefs

Designate routine briefings with Section Chiefs to receive status reports and update the action plan regarding the continuance and termination of the action plan

Communicate status to Health and Hospitals Corporation

Consult with Section Chief on needs for staff, physician and volunteer responder food and shelter. Consider needs for dependents. Authorize plan of action.

Consult with Department of Communications and Business Development (Public Information Officer) on all media releases.

Extended

Consult with Institutional Advancement to prepare media releases

Report concerns to Psychological Support Unit Leader.

Provide for staff rest periods and relief.

LOGISTICS SECTION CHIEF

MISSION: Organize and direct those operations associated with maintenance of the physical environment and adequate levels of food, shelter and supplies to support the medical objectives.

Responsibilities Done

Time

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Receive appointment from the Emergency Incident Commander. Obtain packet containing Section's Job Action Sheets, identification vests and forms

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Read this entire Job Action Sheets and review organizational chart on back

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Put on position identification vest

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Obtain briefing from Emergency Incident Commander

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Identify Logistics Section Unit Leaders:

--

Ø Scientific Medical Instrumentation

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Ø Lodging/Sleeping Arrangements

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Ø Communications Unit Leader

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Ø Transportation Unit Leader

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Ø Nutritional Supply Unit Leader

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Ø Manpower/Volunteers

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Brief Unit Leaders on current situation, outline action plan and designate time for next briefing

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Establish logistics section Center in proximity to ICC

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Attend damage assessment meeting with Emergency Incident Commander, Facility Management and others as appropriate

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Obtain information and updates regularly from unit leaders and officers, maintain current status of all areas.

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Communicate frequently with Emergency Incident Commander.

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Obtain needed supplies with assistance of Material Supply Unit Leader,

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Finance and Purchasing when appropriate

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Extended

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Assure that all communications are copied to the Communications Unit Leader

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Document actions and decisions on a continual basis

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Observe all staff, volunteers and patients for signs of stress and inappropriate behavior.

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Report concerns to Psychological Support Unit Leader

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Provide for staff rest periods and relief

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Other Concerns:

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NURSING UNIT LEADER

MISSION: Organize and coordinate nursing and direct patient care services

Responsibilities Done

Time

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Immediate

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Receive appointment from Incident Commander

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Read this entire Job Action Sheet

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Put on position identification vest

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Obtain a briefing from Emergency Incident Commander or Planning Section Chief

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Activate Nursing Cascade System

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Make necessary role assignments

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Appoint Patient Tracking Officer

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Appoint Staff Information Officer

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Distribute the corresponding Job Action Sheets. Ensure the implementation of patient tracking system

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Obtain current in-patient census and request a prioritization assessment (triage) of all in-house patients from the Medical Care Director

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Meet with Staff Information Officer, Patient Tracking Officer and Medical Director to assess and project nursing staff and patient care supply needs.

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Recall staff as appropriate; assist the Labor Pool in meeting the nursing staff needs of the DMO

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Implement emergency patient discharge plan at the direction of the Emergency Incident Commander with support of the Medical Staff Director

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Meet regularly with the Patient Tracking Officer and Staff Information Officer

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Coordinate with Staffing Information Officer the number of nursing personnel which may be released for future staffing or staffing at another facility if appropriate

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Establish a staff rest and nutritional area in cooperation with Staff Information Officer

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Observe all staff, volunteers and patients for signs of stress and inappropriate behavior.

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Report concerns to Psychological Support Unit Leader.

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Provide for staff rest periods and relief

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Other Concerns:

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MEDICAL DIRECTOR

MISSION: Collect available physicians and other medical staff, at a central point.
Assist in the assignment of available medical staff as needed.

Responsibilities Done

Time

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Immediate:

Receive appointment from the Emergency Incident Commander. Obtain packet containing Section's Job Action Sheets, identification vests and forms.

Read this entire Job Action Sheet and review organizational chart on Back

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Put on position identification vest

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Obtain briefing from Emergency Incident Commander

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Receive assignment from Planning Section Chief

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Medical Director to work with Nursing Patient Information Officer to assess patients for early discharge

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Assignment of Medical Staff Chief will vary based on Expertise and Type of Disaster situation

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Obtain documentation personnel from Personnel Pool

Register and credential volunteer physician/medical staff. Request the assistance of the Personnel Pool Unit Leader and Safety & Security Officer when necessary
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Meet with Administrative Personnel Pool Leader, Nursing Service Unit Leader and Operations Section Chief to coordinate projected staffing needs and issues
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Assist the DMO in the assignment of medical staff to patient care and treatment Areas

Coordinate prioritization assessment and triage of Patients for discharge with
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Nursing Unit Leader

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Extended:

Establish a physician message center and emergency incident information board with the assistance of Staff Support Unit Leader and Personnel Pool Unit Leader

Assist the DMO in developing a medical staff rotation schedule

Assist the Medical Staff Director in maintaining a log of medical staff Assignments

Brief Planning Section Chief as frequently as necessary on the status of medical staff pool numbers and composition

Develop a medical staff rest and nutritional area in coordination with Logistics Section Chief

Document actions and decisions on a continual basis

Other Concerns:

HOSPITAL POLICE

MISSION: To coordinate all security operations in support of the disaster situation

Responsibilities Done

Time

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Immediate:

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Receive appointment from the Emergency Incident Commander. Obtain packet containing Section's Job Action Sheets, identification vests and forms

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Read this entire Job Action Sheet and review organizational chart on back

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Put on position identification vest

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Obtain briefing from Emergency Incident Commander

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Serve as liaison to NYPD

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Notify NYPD Contact:

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Serve as liaison to NYC Fire Department

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Notify NYC Fire Department Contact

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Secure all hospital entrances/exits

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Control traffic flow in and adjacent to Emergency Room/Disaster location

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Man designated elevators

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Provide transportation when necessary

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Communicate frequently with Emergency Incident Commander

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Document actions and decisions on a continual basis

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Obtain needed supplies with assistance from Logistics Section Chief

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Escort media to and open Media Center

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Other Concerns:

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ANCILLARY SERVICES

MISSION: To provide for the optimal functioning of Ancillary Services in support of the facility's medical objectives in the disaster situation

Responsibilities Done

Time

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Immediate:

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Receive appointment from the Emergency Incident Commander. Obtain packet containing Section's Job Action Sheets, identification vests and forms

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Read this entire Job Action Sheets and review organizational chart on back

--

Put on position identification vest

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Obtain briefing from Emergency Incident Commander

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Appoint Ancillary Unit Leaders

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Radiological Services:

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ØMRI/CT Scan/X-Ray

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ØAngiography

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ØSonography

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Respiratory Therapy

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Pharmacy

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Laboratories and Blood Bank

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Brief Unit Leaders on current situation, outline action plan and designate time for next briefing

--

Attend damage assessment meeting with Emergency Incident Commander, Facility Management and others as appropriate

--

Obtain information and updates regularly from unit leaders and officers, maintain current status of all areas.

--

Communicate frequently with Emergency Incident Commander.

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Document actions and decisions on a continual basis

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Observe all staff, volunteers and patients for signs of stress and inappropriate behavior

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Report concerns to Psychological Support Unit Leader

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Provide for staff rest periods and relief

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Other Concerns:

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FACILITIES MANAGEMENT & OPERATIONS

MISSION: To protect, evaluate, control repair and maintain plant and utility systems necessary for patient care in support of the disaster condition

Responsibilities Done

Time

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Immediate:

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Receive appointment from the Emergency Incident Commander. Obtain packet containing Section's Job Action Sheets, identification vests and forms

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Read this entire Job Action Sheet and review organizational chart on back

--

Put on position identification vest

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Obtain briefing from Emergency Incident Commander

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Implement back-up measures in the event of utility failures and assign Unit Leaders for:

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ØPower

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ØWater

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ft

→ Electric

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ØMedical gases

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Communicate frequently with Emergency Incident Commander and Senior VP for Administration

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Assure that all communications are copied to the Communications Unit Leader

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Document actions and decisions on a continual basis

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Other Concerns:

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