



Veterans Health Administration

Incident Management System Operational Procedures

**Attachment 1 to Appendix F
VHA Handbook 0320**

For Official Use Only

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VHA Incident Management System Operational Guidelines

Introduction

These operational guidelines were developed for Veterans Health Administration (VHA) staff with incident management responsibilities at Central Office, Veterans Integrated Service Network offices, and/or VA medical facility levels. This guidance is consistent with the National Incident Management System (NIMS).

The operational guidelines are organized as follows:

- **Appendix F, VHA Emergency Operations Procedures:** This separate document provides the overall concept of operations, general procedures and responsibilities of all levels of VHA during response and recovery to a major emergency.
- **Annex A, Hurricane Incident-specific Guidance:** This separate document provides guidance for the response and recovery to specific hazards.
- **Attachment 1 to Appendix F: This document** contains specific procedures for the VHA Joint Operations Center, VISN and VA medical facility Emergency Operations Centers.
- **Attachment 2 to Appendix F:** This separate document contains a glossary of terms and list of acronyms used in the various documents.
- **Supplementary Information:** This information includes administrative policies and procedures and Blanket Purchase Agreements (BPAs) which are available at the following link:
<http://vaww1.va.gov/emshg/page.cfm?pg=127>

Recommendations for Changes. These guidelines are intended to be “living” documents, revised as needed based on issues identified in exercises or actual events. The following procedures provide for the expeditious processing of proposed changes:

- Suggested changes will be submitted to the Outlook email group “VHA EMSHG Operations.”
 - Email Subject Line: “Proposed Change to the VHA Operational Guidelines.
 - Cite the page and paragraph numbers.
 - State the change as you envision it.
 - Explain the reason for the proposed change.
 - List the name, telephone number, and email address for the POC.

General Operational Checklist

The following apply to all personnel assigned an Incident Command System (ICS) assignment:

Prior to Activation

- Keep your contact information current.
- Make sure your supervisor is aware of your potential assignment.
- Ensure personal readiness.

Upon Activation

- Receive notification of your assignment.
- Notify your supervisor of your assignment.
- Monitor information from local sources such as internet, radio, and television.
- Participate in briefings and meetings as requested.
- Report to the assigned location at the prescribed time.
- Complete check-in procedures.
- Carry out assignments as directed.

Incident Operations

- Participate in the briefings and meetings, as appropriate.
- Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques.
- Ensure use of all safety practices and procedures.
- Ensure proper equipment needs are met and equipment is operational prior to each work period.
- Report any signs/symptoms of stress, injury, fatigue, or illness in yourself or co-workers to your immediate supervisor.
- Brief your shift replacement fully on all ongoing operations when relieved at operational period rotations.
- Prepare and maintain records and reports, including unit logs, as appropriate.
- Carry out assignments as directed.

Deactivation

- Participate in the briefings and meetings as requested.
- Return all assigned equipment to appropriate location.
- Participate in stress management activities.
- Submit comments to your incident management supervisor for possible inclusion in an After Action Report. This should include a review of pertinent position descriptions, operational checklists, and procedures for recommended changes. They should also include but not be limited to noting work accomplishments and issues.

Leadership, Policy Coordination and Command Operational Guideline

This Guideline describes:

- Some principles and practices of incident leadership, policy coordination and command.
- The various leadership, coordination and command section positions:
 - Agency Executive
 - Policy Coordinating Entity
 - Incident Management Team Commander
- The basic responsibilities of each of these ICS positions.

Mission. The Incident Management Team (IMT) Commander's mission is to ensure that the Agency Executive (Under Secretary for Health, VISN Director or VA medical facility Director, or designee) has up-to-date information on the impacts of the disaster and that the support needed by the field is provided.

Principles and Practices. The IMT Commander is responsible for managing the support activities associated with the incident. Understanding the incident is called "situational awareness," and is the perception of what the incident is doing, and what you are doing in relation to the incident and your objectives.

Situational awareness skills include:

- Identify problems/potential problems.
- Recognize the need for action (atypical situations).
- Do NOT ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.
- Continue collecting information about the incident and assignments made.
- Assess your own task performance.
- Identify deviations from the expected.
- Communicate your situational awareness to all team members!

Complexity analysis factors:

- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved, jurisdictional boundaries.
- Availability of resources.

The following command performance elements should be periodically reviewed:

- Inappropriate external influences.
- Poor communication.
- Unrealistic or poorly defined incident objectives, strategies or tactics.
- The personnel in the command staff positions are not adequately trained or experienced.
- Conflicting agency policies or procedures prevent the resolution of the issue(s)
- Demobilization must be coordinated through the Agency Executive and announced to ensure all vested parties are timely notified.

Initial Actions

The lead VHA Agency Executive (VA medical facility Director, VISN Director, USH, or designee) will activate an Incident Command System organization; establish the length of the initial operational period(s); and designate an initial Incident Management Team (IMT) Commander.

The IMT Commander's primary challenge is having situational awareness of the incident. This is the perception of what the incident is doing, and what the organization is doing in relation to the incident. Determining the operational status of the VHA healthcare delivery system is an ongoing priority.

The initial IMT Commander's initial steps include:

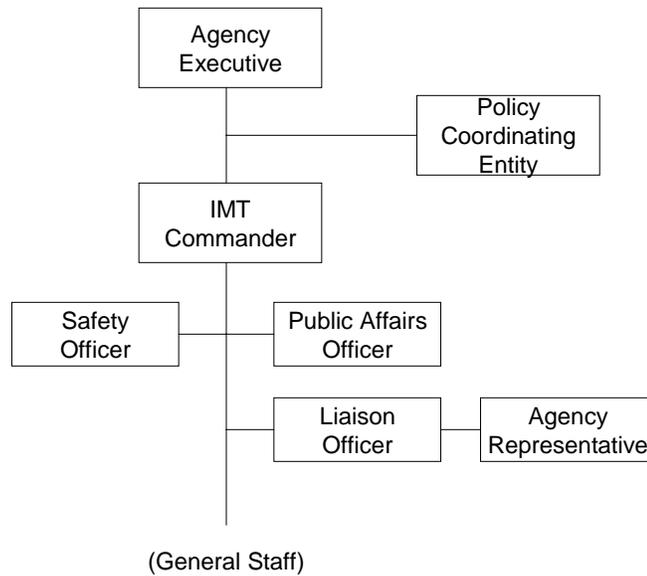
- Assume command and conduct a situation assessment.
- Communicate the situation to other levels (see section on Incident Reporting).
- Designate the length of the current and future operational periods.
- Designate a Planning Chief or initiate the incident action planning cycle.
- Set objectives for what needs to be done to:
 - Save lives
 - Provide maximum safety for patients, visitors and staff.
 - Protect the environment, VHA property, facilities, equipment and vital records.
- Define immediate priorities consistent with the objectives:
- Designate an Operations Chief or determine the strategies and tactics required to carry out these objectives.
- Designate a Logistics Chief or identify the types and numbers of resources needed for the tactics and get them requested/ordered.
- Delegate responsibilities to other positions within the ICS organization.

The specific organizational structure established for any given incident will be based upon the management needs of the incident. If one individual can

simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area. The remaining ICS positions within an Incident Management Team (IMT) include:

- Incident Management Team (IMT) Commander
- Safety Officer
- Liaison Officer
 - Agency Representative(s).
- Public Information Officer
- General Staff
 - Operations Section Chief
 - Planning Section Chief
 - Logistics Section Chief
 - Finance/Administration Section Chief

Command Section Organizational Structure



Agency Executive

CHECKLIST USE

The checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of the incident.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

AGENCY EXECUTIVE'S CHECKLIST

- Conduct Management Meeting
 - Obtain incident briefing and from the IMT Commander.
 - Assess incident situation.
 - Evaluate effectiveness of current objectives and strategies.
 - Establish overall policy, direction and scope of authority for the IMT Commander.
 - Identify potential issues and delegate to Policy Coordinating Entity or IMT Commander.
 - Coordinate with Agency Executives at other levels.
-

Management Meeting

The Management Meeting provides the IMT Commander with an opportunity to review and discuss the incident with the Agency Executive in order to make adjustments to operational period objectives and overall priorities. IMT staff attend this meeting.

The meeting should be brief but address:

- Is the incident stable, or is it increasing in size and complexity?
- Are there any safety issues?
- What are the current incident objectives, strategy, and tactics?
- Are the objectives effective? Is a change of course needed?
- How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Policy Coordinating Entity Chief

CHECKLIST USE

The checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of the incident.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

POLICY COORDINATING ENTITY CHIEF'S CHECKLIST

- Attend Management Meeting.
- Provide technical guidance to support policies or actions.
- Provide advice to the Agency Executive and IMT Commander.
- Coordinate issues between program offices, services or departments.
- Coordinate with Policy Coordinating Entity Chiefs at other levels.

Incident Management Team (IMT) Commander

ORGANIZATION

The IMT Commander is responsible for the overall management of all incident activities including the development and implementation of strategy and for approving the ordering and release of resources. The IMT Commander may have a deputy. The deputy's responsibilities will be as delegated by the IMT Commander.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

INCIDENT MANAGEMENT TEAM COMMANDER'S CHECKLIST

- Obtain briefing from the IMT Commander you are replacing.
- Attend the Situation Briefing.
- Coordinate with IMT Commanders at other levels.
- Prepare for the Management Meeting:
 - Assess effectiveness of current objectives and strategies.
 - Identify potential safety issues.
 - Determine adequacy of resources
- Attend the Management Meeting:
 - Brief the Agency Executive on the current situation, problems, priorities and recommendations.
 - Obtain overall policy, direction and scope of authority.
- Attend Planning Meeting:
 - Brief IMT command and general staff on any changes to policy, direction, objectives, strategies and priorities.
 - Approve the activation of additional ICS positions.
 - Approve requests for additional resources.
 - Approve and authorize implementation of Incident Action Plan.
- Attend the Operations Briefing.
- Authorize release of information to news media.
- Approve demobilization plan.

Safety Officer

ORGANIZATION

The safety officer, a member of the command staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety.

The safety officer will correct unsafe acts or conditions through the regular line of authority, although the officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

The safety officer maintains an awareness of active and developing situations, approves the medical plan, and includes safety messages in each incident action plan. The safety officer reports to the IMT Commander.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

SAFETY OFFICER'S CHECKLIST

- Identify any unsafe situations.
- Coordinate with Safety Officers at other levels.
- Attend the Situation Briefing.
- Attend the Management Meeting
 - Address any potential safety issues.
- Attend the Planning Meeting
 - Prepare the Safety Analysis for the Incident Action Plan.
- Attend the Operations Briefing.

Public Information Officer

ORGANIZATION

The public information officer, a member of the IMT Commander's staff, is responsible for the preparation and release of information about the incident to the news media and other appropriate agencies and organizations. The information officer reports to the Incident Management Team Commander.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

PUBLIC INFORMATION OFFICER'S CHECKLIST

- Contact other Public Information Officer(s) to coordinate public information activities.
- Establish a joint information center (JIC), as appropriate, in coordination with other agencies.
- Obtain approval for information release from the IMT Commander.
- Release information to the media and post information in the emergency operations center area and other appropriate locations.
- Attend the Situation Briefing.
- Attend the Management Meeting.
- Attend the Planning Meeting.
- Attend the Operations Briefing.

Liaison Officer

ORGANIZATION

The liaison officer of the jurisdictional agency is responsible for interacting (by providing a point of contact) with the assisting and cooperating agencies. If these agencies assign agency representatives to the incident, the liaison officer will coordinate their activities. The liaison officer, a member of the command staff, reports to the IMT Commander.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

LIAISON OFFICER'S CHECKLIST

- Provide a point of contact for assisting/cooperating agency representatives.
- Identify agency representatives from each agency including communications link and location.
- Respond to requests from incident personnel for inter-organizational contacts.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Attend the Situation Briefing.
- Attend the Management Meeting
 - Advise on any inter-organizational issues.
- Attend the Planning Meeting.
- Attend the Operations Briefing.

Agency Representative

ORGANIZATION

An agency representative is an individual from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters effecting that agency's participation at the incident. Agency representatives report to the liaison officer, if that position has been filled. If there is no liaison officer, agency representatives report to the IMT Commander. There will be only one (1) agency representative from each agency assigned to the incident.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

AGENCY REPRESENTATIVE CHECKLIST

- Check in at the incident.
- Obtain briefing from liaison officer or IMT Commander.
- Establish working location. Advise agency personnel on the incident that the agency representative position has been filled.
- Attend incident action planning meetings, as required.
- Provide input on use of agency resources.
- Cooperate fully with IMT staff on agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to incident.
- Advise liaison officer of any special agency needs or requirements.
- Determine if any special reports or documents are required.
- Report to agency headquarters on prearranged schedule.
- Ensure that all agency personnel and/or equipment is properly accounted for and released prior to your departure.
- Ensure that all required agency forms, reports, and documents are complete prior to your departure from the incident.
- Have debriefing session with liaison officer or IMT Commander prior to departure.

Operations Section Operational Guidelines

This Guideline describes:

- Some principles and practices of incident operations.
- The various operations section positions.
 - Operations Section Chief
 - Branch Director(s)
 - VHA Requirements Branch, and/or
 - NRP Requirements Branch.
 - Operations Section Chief in a deployed overhead team, e.g. VHA Response Support Unit. (See RSU Field Operations Guide)
 - Team Leader, e.g. MERRT, EMRT, ad-hoc health care Strike Team or Task Force. (See RSU Field Operations Guide)
- The basic responsibilities of each of these ICS positions.

Mission. The Operations Section's mission is to define the strategy, tactics and resources that are needed to accomplish the objectives set by Command for the operational period (shift).

Principles and Practices.

Achieving the objectives requires the constant monitoring of the incident and evaluation of the following factors:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
 - Are there any safety issues?
 - Are the objectives effective? Is a change of course needed?
 - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Objectives, Strategies and Tactics. Objectives state what will be accomplished. Strategies establish the general plan or direction towards accomplishing the objectives. Tactics specify how the strategies will be executed.

Developing an appropriate strategy involves:

- Generate a list of alternative strategies.
- Select the strategy that:
 - Is within acceptable safety norms.
 - Makes good sense (is feasible, practical, and suitable).
 - Is cost effective.
 - Is consistent with sound environmental practices.
 - Meets political considerations.

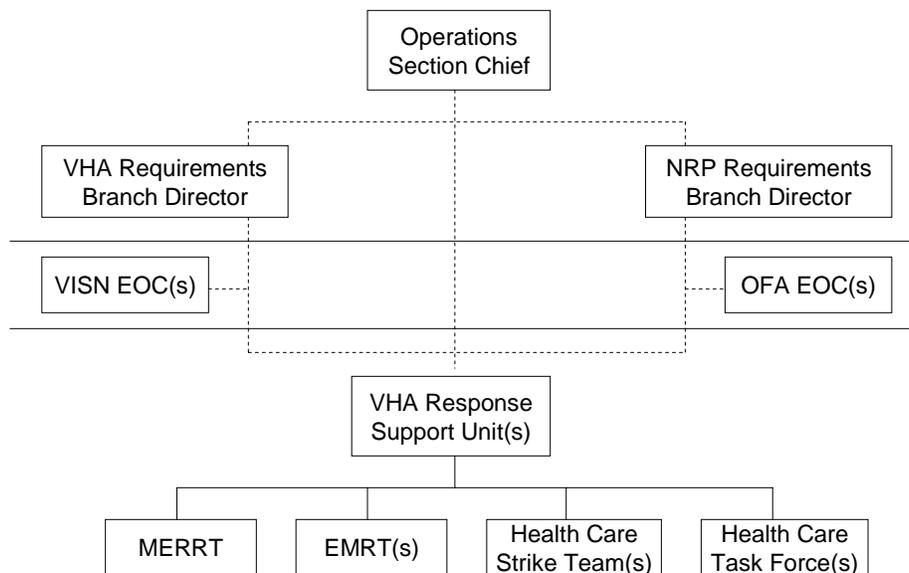
Executing tactical direction involves:

- Establish Tactics: Describe what must be done.
- Assign Resources: Determine and assign the kind and type of resources needed for the selected tactics.
- Monitor Performance: Determine if the tactics and resources selected for the various strategies are both valid and adequate.

In resource selection and assignment decisions, the following is important:

- Safety: Response and recovery actions at all levels of the organization must be conducted in a safe manner.
- Personnel Accountability: All resources must be accounted for at all times.
- Managerial Control: Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually.
- Adequate Reserves: Adequate reserves of resources must be maintained to meet anticipated demands.
- Cost: Objectives must be achieved through cost-effective strategy selection and a variety of the right kind, type and quantity of resources.

Operations Section Organizational Structure



Operations Section Chief

ORGANIZATION

The operations chief, a member of the general staff, is responsible for identifying the strategies, tactics and resources needed to accomplish the operational period objectives. The operations chief reports directly to the IMT Commander. It may be desirable for the operations chief to have a deputy. The deputy's responsibilities will be as delegated by the operations chief and the deputy must serve in the same operational period.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

OPERATIONS SECTION CHIEF'S CHECKLIST

- Coordinate with Operations Section Chiefs at other levels.
- Monitor the status of all incident operations.
- Attend the Situation Briefing.
- Prepare for the Management Meeting, assisting the IMT Commander in
 - Assessing effectiveness of current objectives and strategies.
 - Identifying potential safety issues.
 - Determining the adequacy of resources
- Attend the Management Meeting
- Attend the Planning Meeting:
 - Identifies strategies and tactics to accomplish the operational period objectives.
 - Identifies the resources needed and their organization.
- Conduct the Operations Briefing.
 - Brief and assign operations personnel in accordance with the Incident Action Plan.
- Advise on demobilization planning.
- Review suggested list of resources to be released and initiate recommendation for release of resources.

Branch Director

ORGANIZATION

The branch director is responsible for the management of all operational support to internal VHA requirements, or external National Response Plan mission assignments. The branch director(s) coordinate with VHA or Other Federal Agency (OFA) IMT Commanders/Operations Section Chiefs, e.g. VISN Emergency Operations Center or HHS Secretary's Operations Center. The branch director reports to the operations section chief.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

BRANCH DIRECTOR'S CHECKLIST

- Obtain briefing from the Operations Section Chief.
- Coordinate with other VHA and OFA entities on operational support requirements.
- Develop strategies, tactics and resource requirements as part of the incident action plan.
- Brief VHA Response Support Unit (RSU) IMT Commander and/or Operations Section Chief on operational support plans.
- Monitor the provision of operational support.
- Review suggested list of resources requested by the RSU and/or the list of resources to be released and make recommendation to the Operations Section Chief.

Plans Section Operational Guideline

This Guideline describes:

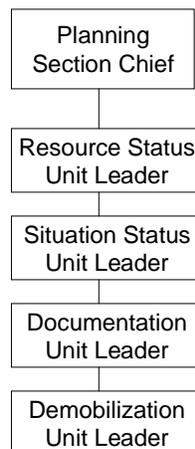
- Some principles and practices of incident planning.
- The various plans section positions:
 - Plans Section Chief
 - Resource Status Unit Leader
 - Situation Status Unit Leader
 - Documentation Unit Leader
 - Demobilization Unit Leader
- The basic responsibilities of each of these ICS positions.

Mission. The Plans Section's mission is to facilitate the incident action planning process.

Principles and Practices. The Plans Section Chief will:

- Accomplish situation and resource assessments, incident action planning, documentation, and demobilization planning.
- Facilitate the incident action planning cycle activities.
- Support the IMT Commander's interactions with the Agency Executive and Policy Coordinating Entity.
- Coordinate with other VHA levels and non-VHA entities.
- Document situation and resource status information.

Plans Section Organizational Structure



Management of the Incident Action Planning Process

Managing information across a national system requires a standardized framework of activities and forms that each level in the system uses. This framework includes:

- Designation of operational periods or shifts.
- Synchronization of reporting times across the organization.
- Establishment of a conference call schedule that augments the reporting process.
- Discipline that keeps participants focused on the agenda for each particular planning cycle activity.

An operational period is a designated time period in which tactical objectives are to be accomplished and re-evaluated. The five activities that occur within each operational period or shift are:

1. Situation reporting/analysis and situation briefing/shift change
2. Management meeting
3. Planning meeting
4. Operations briefing
5. Assess progress (leads back to situation reporting/analysis)

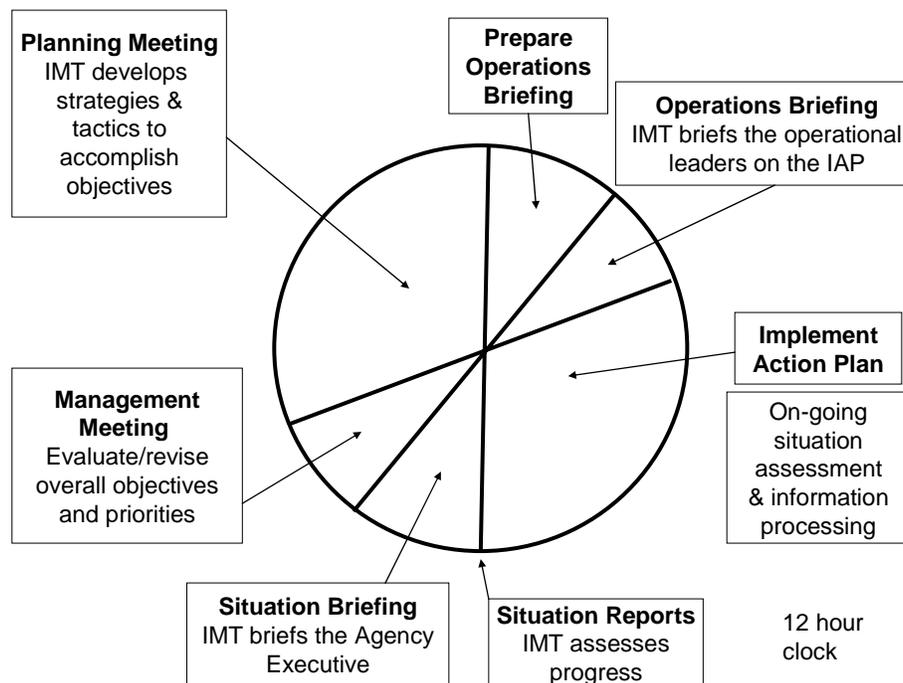


Figure Two: Overview of ICS Planning Cycle

Shift Change Briefing. This briefing is developed by the Plans Section and will consist of the following information:

- Date/time of start of incident
- Name of the incident
- Agencies involved
- Current incident status
- Current resource status
- Current strategy/objectives
- Communications systems being used
- Safety issues
- Special problems/issues

Management Meeting. The Management meeting provides the Agency Executive with an opportunity to provide input to the IMT Commander on overall goals, objectives and priorities. The IMT staff will attend this meeting. The meeting should be brief but address:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
- Are there any safety issues?
- Are the objectives effective? Is a change of course needed?
- How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Planning Meeting. The output of the Planning Meeting is the Incident Action Plan, which can take several hours to accomplish. Incident action planning is a proactive process, identifying objectives, strategies and tactics for the NEXT operational period.

The checklist, below, captures the main activities and who accomplishes them.

1. State incident objectives and policy issues - IMT Commander.
2. Brief consolidated situation, critical and sensitive areas, weather/sea forecast, and resource status/availability - Plans Chief and/or Situation Unit Leader.
3. Brief consolidated agency and IMT Commander objectives and strategies, noting gaps, overlaps, and seams - Planning Section Chief.
4. State primary and alternative strategies to meet objectives - Operations Section Chief.
5. Designate tactics and resource requirements for each strategy - Operations Section Chief.
6. Identify resource availability and cost – Logistics and Finance Section Chiefs.

7. Specify operations facilities and reporting locations – Operations and Logistics Section Chiefs.
8. Develop resource order(s) - Logistics and Finance Section Chiefs.
9. Consider support: communications, traffic, safety, medical, etc. – Operations, Planning and Logistics Section Chiefs.
10. Consider overall safety and health concerns of deployed personnel - Safety Officer.
11. Consider media considerations - Public Information Officer.
12. Report on expenditures and claims - Finance Sections Chief.
13. Finalize and approve work plan for the next operational period - IMT Commander.

Operations Briefing. This meeting presents the Incident Action Plan to the groups involved with supporting VHACO, VISN, VAMC and/or RSU operations.

1. Review the IAP - Planning Section Chief.
2. Discuss current strategy and last shift's progress towards objectives - Operations Section Chief.
3. Review forecast/expected situation in next operational period - Planning Section Chief.
4. Explain assignments and work locations - Operations Section Chief.
5. Provide transport, communications, and supply updates - Logistics Section Chief.
6. Deliver a safety message - Safety Officer.

Assess Progress. During the execution phase of the operational period, the Operations Section Chief, in conjunction with groups assigned responsibility for supporting VISN, VA medical facility and/or RSU operations will confer and review progress made towards the operational period objectives. This information is used by the Operations Section Chief to review and revise future operational period objectives, strategies and tactics.

Incident Reporting Process

Note: All forms described below can be found in Attachment 1.

VA Medical Facilities:

1. Initial Reporting. When *an incident occurs that requires the activation of a VA Facility's Emergency Operations Plan/Incident Command System (ICS)*, the situation is reported using an **Issue Brief** form to the designated contact at the

VISN office as soon as is reasonable. An **Operating Status Capability Assessment Report (OSCAR)** can be attached.

2. Subsequent Reporting. When emergency situations are not resolved within the initial 24 hour period, or as directed by the VISN office, VA Facilities should be conducting the incident action planning process described on pages 19-21. In addition to the Issue Brief, an **Incident Action Plan (IAP)** will be submitted to the designated contact at the VISN office according to the following schedule:

Issue Brief	by 0730 hrs. local time
Incident Action Plan	by 1100 hrs. local time
Issue Brief	by 1930 hrs. local time.

Reporting times may vary due to VACO requirements.

3. Incident Termination. VA Facilities must indicate termination of an incident by sending an email to the designated contact at the VISN office stating the emergency situation has been resolved. If Outlook is down, the report should be submitted by telephone to the designated VISN point-of-contact.

VISN Offices

1. Initial Reporting. As soon as reasonable, designated contact(s) at the VISN office should review and forward the VA Facility **Issue Brief** to the Outlook mail group VHA EMSHG Operations, with the subject line: "ATTN: VHA JOC Duty Officer." If Outlook is down, the report should be submitted by telephone using 304-264-4800, and then FAXed to 304-264-4499.

2. Subsequent Reporting. VISN offices should review and forward subsequent VA facility reports **or** in significant emergency situations that involve multiple VA facilities the VISN office should consolidate information received from VA facilities into a VISN Issue Brief. As directed by Central Office, the VISN should conduct the incident action planning process described on pages 19-21. VISN office reporting should be to Outlook email group VHA JOC with the subject line, "ATTN VHA JOC Duty Officer," according to the schedule below.

VISN Issue Brief	by 0900 hrs. local time
VISN Incident Action Plan	by 1300 hrs. local time
VISN Issue Brief	by 2100 hrs. local time

Reporting times may vary due to VACO requirements.

3. Incident Termination. VISN offices should send an email indicating termination of an incident at a VA Facility to the Outlook email group VHA JOC with the subject line, "ATTN VHA JOC Duty Officer." If Outlook is down, the report

should be submitted by telephone using 304-264-4800, and then FAXed to 304-264-4499.

VHA Central Office Joint Operations Center (JOC)

JOC is only staffed by a Duty Officer

1. Initial Reporting. The JOC Duty Officer will be responsible for converting Issue Briefs that are received from VISN offices into a **VHA JOC Issue Brief**. For events that involve significant threat or impact on VA patients or staff, this report should be sent immediately to the Outlook email groups VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC Issue Brief, (Date), and (Name of incident)." For events that do not involve significant threat or impact on VA patients, staff or facilities, the report should be sent as soon as possible or by 1600 hours, Eastern Time.
2. Subsequent Reporting. **VHA JOC Issue Briefs** will be submitted by 0900 hours and 1600 hours, Eastern Time, daily to the Outlook email group VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC Issue Brief, (Date), and (Name of incident)."
3. Incident Termination. The VHA JOC Duty Officer will forward Incident termination emails received from VISNs to the Outlook mail group VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC, Incident Termination Notice, (Date), and (Name of incident)."

JOC expanded staffing

1. Subsequent Reporting. The Incident Management Team Commander (IMT) or Plans Section Chief will be responsible for ensuring the **VHA JOC Issue Briefs** are completed and sent to the Outlook mail group VHA EMCG and VHA JOC, and copied to the VACO ROC, according to the schedule below, unless otherwise directed. The "Subject" line will state: "VHA JOC Issue Brief, (Date), and (Name of incident)."

The IMT Commander or Plans Chief will also develop a **VHA JOC Incident Action Plan** and send it to the Outlook email group VHA EMCG and VHA JOC, according to the schedule below, unless otherwise directed. The "Subject" line will state: "VHA JOC Incident Action Plan, (Date), and (Name of incident)."

VHA JOC Issue Brief	by 0900 hrs. eastern time.
VHA JOC Incident Action Plan	by 1130 hrs. eastern time.
VHA JOC Issue Brief	by 1230 hrs. eastern time *
VHA JOC Issue Brief	by 1930 hrs. eastern time.

* 1230 hour report only necessary when 1400 hours Crisis Response Team (CRT) meetings are held.

2. Incident Termination. The IMT Commander and/or Plans Section Chief will send an incident termination email to the email group VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC, Incident Termination Notice, (Date), and (Name of incident)."

VA Readiness Operations Center (ROC)

1. The VA ROC should contact the JOC Duty Officer by calling 1-304-264-4800 and/or sending an email to the Outlook mail group VHA EMSHG Operations with the subject line: "ATTN: VHA JOC Duty Officer."

2. The JOC may contact the VA ROC by calling 1-202-273-5510 and/or by sending an email to the Outlook mail group VACO ROC.

After Action Reporting

VHA Central Office may request **After Action Reports** from the VISNs and/or VA Facilities based on the nature, magnitude and duration of the incident. Completed After Action Report forms should be submitted to the Outlook email group VHA EMSHG Operations.

Plans Section Chief

ORGANIZATION

The planning section chief, a member of the IMT Commander's general staff, is responsible for the collection, evaluation, dissemination, and use of information regarding the incident and status of resources. Information is needed to 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident. The planning section chief reports directly to the IMT Commander. It may be desirable for the planning section chief to have a deputy. The deputy's responsibilities will be as delegated by the section chief.

PLANNING SECTION CHIEF'S CHECKLIST

- Establish information requirements and reporting schedules for all levels.
- Track activated ICS positions including names and contact information of assigned staff.
- Provide current incident status summary information in an Issue Brief.
- Prepare for/Conduct the Situation Briefing.
- Prepare for the Management Meeting, assisting the IMT Commander in
 - Assessing effectiveness of current objectives and strategies.
 - Provide information on alternative strategies.
 - Provide predictions on incident potential.
- Attend the Management Meeting
- Conduct the Planning Meeting.
 - Supervise preparation of the Incident Action Plan.
- Support the Operations Briefing.
- Conduct demobilization planning.

Prepare recommendations for release of resources.

Resource Status Unit Leader

ORGANIZATION

The resources unit is primarily responsible for: (1) seeing that incident resources are properly checked in; (2) the preparation and processing of resource status change information; (3) the preparation and maintenance of displays, charts, and lists which reflect the current status and location of tactical resources, transportation, and support vehicles; and (4) maintaining a file of check-in lists of resources assigned to an incident. The resources unit leader reports to the plans section chief.

RESOURCES UNIT LEADER'S CHECKLIST

- Report to and obtain briefing and special instructions from plans section chief.
- Establish check-in function at specified incident locations.
- Using the Incident Briefing Form (ICS Form 201), prepare and maintain the command post display (organization chart and resource allocation and deployment sections of display).
- Assign duties to resource unit personnel.
- Confirm deployment and estimated time of arrival for ordered resources unit personnel (request additional personnel, or release excess personnel).
- Establish contacts with incident facilities by telephone or through communications center, and begin maintenance of resource status.
- Participate in plans section meetings as required by the plans section chief.
- Gather, post, and maintain incident resource status.
- Gather, post, and maintain resources status of transportation and support vehicles and personnel.
- Maintain master list of all resources checked in at the incident location(s).
- Provide resource summary information to situation unit as requested.
- Receive order to demobilize resources unit.
- Dismantle and store resources unit displays.
- List expendable supplies that need replenishing and file with supply unit leader.

Situation Status Unit Leader

ORGANIZATION

The situation unit is primarily responsible for the collection and organization of incident status and situation information, and the evaluation, analysis and display of that information for use by ICS personnel. The situation unit leader is responsible for ensuring these major functions are performed by unit personnel. The situation unit leader reports to the plans section chief.

SITUATION STATUS UNIT LEADER'S CHECKLIST

- Report to and receive briefing and special instructions from person in charge of planning activities when you arrive.
- Prepare and maintain emergency operations center displays.
- Assign duties to situation status personnel.
- Collect all incident related data at earliest possible opportunity and continue for duration of incident.
- Post data on displays at scheduled intervals or as requested by plans section chief.
- Participate in plans section meetings as required.
- Prepare the Situation Report before each Situation Briefing.
- Provide resources and situation status information in response to specific requests.
- Maintain situation unit records.
- Receive order to demobilize situation unit.
- Dismantle situation unit displays and place in storage.
- List expendable supplies that need replenishing and file with supply unit.

Documentation Unit Leader

ORGANIZATION

The documentation unit leader can accomplish the major activities assigned the unit without assistance for the majority of smaller incidents. The work load of the unit will be the greatest, immediately preceding each planning meeting, and immediately following the planning meeting when the incident action plan and attachments are made available to the activated organization for implementation and unit level planning.

The documentation unit leader reports to the plans section chief.

DOCUMENTATION UNIT LEADER'S CHECKLIST

- Obtain briefing from plans section chief.
- Establish work area.
- Establish and organize incident files.
- Establish duplication service and respond to requests.
- Retain and file duplicate copies of official forms and reports.
- Accept and file reports and forms submitted by ICS units.
- Check on accuracy and completeness of records submitted for files.
- Correct errors or omissions by contacting appropriate ICS Units.
- Provide duplicates of forms and reports to authorized requestors.
- Prepare incident documentation for plans section chief when requested.

Demobilization Unit Leader

ORGANIZATION

The demobilization of the resources and personnel from a major incident is a team effort involving all elements of the incident command organization. The demobilization unit is formed on a major incident both to develop the demobilization plan and to coordinate and support the implementation of that plan throughout the incident command organization.

The demobilization unit leader reports to the plans section chief.

DEMOBILIZATION UNIT LEADER CHECKLIST

- Obtain briefing from plans section chief.
- Review incident resource records to determine probable size of demobilization effort.
- Assess and fill unit needs for additional personnel, work space, and supplies.
- Obtain objectives, priorities, and constraints on demobilization from the plans section chief.
- Coordinate with plans section to arrange shifts to assure priority resources are available for release.
- Develop release procedures in coordination with other sections/units.
- Prepare Demobilization Plan to include following sections:
 - General - Discussion of demobilization procedure
 - Responsibilities - Specific implementation responsibility and activity
 - Release Priority - Take into account assisting agency requirements and kind and type of resources.
 - Release Procedures - Detailed steps and process to be followed
 - Travel Restrictions - Restrictions and instructions for travel
- Obtain approval of demobilization plan.
- Distribute plan to each section and processing point (on and off incident).
- Ensure that all sections/units understand their responsibilities within the demobilization plan.
- Coordinate and closely supervise the demobilization process.
- Brief plans section chief on progress of demobilization.
- Complete all records prior to departure.

Logistics Section Operational Guideline

This Guideline describes:

- Some principles and practices of resource management.
- The various logistics section positions.
 - Logistics Section Chief
 - Service Branch Director
 - Communications Unit Leader
 - Food Unit Leader
 - Employee Health Unit Leader
 - Support Branch Director
 - Supply Unit Leader
 - DEMPS Volunteer Unit Leader
 - Facilities Unit Leader
 - Transportation Unit Leader
- The basic responsibilities of each of these ICS positions.

Mission. The Logistics Section's mission is to identify, procure and provide the services and support needed by the Operations Section to accomplish the objectives set by Command.

Principles and Practices.

- Proactive planning to identify resource needs and availability is essential throughout the incident

In ICS, resources are described by "Kinds" and "Types":

- Kinds of Resources: Describe what the resource is (for example Mobile Health Clinic, Nurses, MDs, Respiratory Therapists, etc.)
- Types of Resources: Describe the size, capability and staffing qualifications of a specific kind of resource.

NOTE: Resource typing for health and medical resources is in development.

Resource ordering involves:

- Approving Orders: The Incident Commander approves all resource orders
- Placing Orders: The Incident Commander, Logistics Section Chief and Supply Unit Leader are authorized to place orders.
- Resource orders require certain information elements:
 - Incident Name
 - Order and/or request number
 - Date and Time of order
 - Quantity, kind and type
 - Special support needs

- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned)
- Person/title placing request
- Callback phone number

Accounting for Responders. As responders arrive, they must be separated from spectators, volunteers and victims by a coordinated Check-in process.

- Establish resource accountability
- Identifying and credentialing all personnel
- Control access
- Ensure Safety
- Establish a work environment that is safe, secure and comfortable as possible

The check-in process involves:

- The Resources Unit, Planning Section Chief or Incident Commander establishes and oversees the check-in function.
- Check-in should be done at all incident locations.
- ICS Form 211, Check-in List is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.
- Check-In Information – All Check-In information is used for tracking, resource assignment and financial purposes:
 - Date and Time of Check-in
 - Name of resource
 - Home Station
 - Departure Point
 - Order Number and Position Filled
 - Team Leader name and Personnel Manifest
 - Travel Method

Resource tracking responsibilities are shared as follows:

- Planning Section is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- Operations Section is responsible for tracking the movement of resources within the Operations Section itself.

Changing resource status involves:

- Depending on the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division Supervisor.
- Information about the status change what will last more than a few minutes must be communicated to the Resource Unit or other appropriate element.

Resource utilization considerations include:

- Supervisory personnel direct, guide, monitor and evaluate the efforts of subordinates toward attaining specific objectives.
- A designated supervisor or leader from Operations, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.
- All positions have the delegated authority of the position.

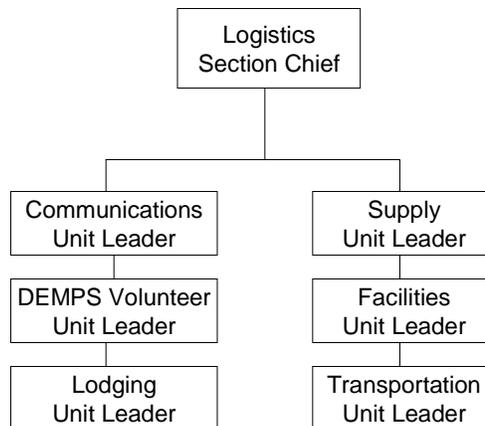
Monitoring and assessing resources requires:

- Resource use is monitored on an ongoing basis
- Assessed before objectives are set for the next operational period

Resource evaluations should consider:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During After Action Reporting.

Logistics Section Organizational Structure



Logistics Section Chief

ORGANIZATION

The logistics section chief, a member of the general staff, is responsible for providing facilities, services, and material in support of the incident. The section chief participates in the development of the incident action plan and activates and supervises the units within the logistics section.

The logistics section chief reports to the IMT Commander. It may be desirable for the logistics section chief to have a deputy. The deputy's responsibilities will be as delegated by the section chief.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

LOGISTICS SECTION CHIEF'S CHECKLIST

- Identify service and support requirements for planned and expected operations.
- Coordinate and process requests for additional resources.
- Attend the Situation Briefing.
- Attend the Management Meeting:
 - Advise on current service and support capabilities.
- Attend the Planning Meeting:
 - Identify service and support requirements for planned and expected operations.
 - Prepare service and support elements of incident action plan.
- Attend the Operations Briefing.
- Participate in demobilization planning.
 - Estimate future service and support requirements.

Communications Unit Leader

ORGANIZATION

The communications unit leader, under the direction of the logistics section chief, is responsible for: (1) developing plans for the effective use of incident communications equipment and facilities; (2) installing and testing of communications equipment; (3) supervision of the incident communications center; (4) distribution of communication equipment to incident personnel; and (5) the maintenance and repair of communications equipment.

COMMUNICATIONS UNIT LEADER'S CHECKLIST

- Obtain briefing from logistics section chief.
- Determine communications unit personnel needs.
- Advise on communications capabilities/limitation during preparation of the incident action plan.
- Prepare and implement the incident radio communications plan.
- Ensure the incident communications center and message center are established.
- Ensure communications systems are installed and tested.
- Ensure an equipment accountability system is established.
- Ensure portable radio equipment is distributed per radio plan.
- Provide technical information as required on:
 - Adequacy of communications systems currently in operation
 - Geographic limitation on communications systems
 - Equipment capabilities
 - Amount and types of equipment available
 - Anticipated problems in the use of communications equipment
- Supervise communications unit activities.
- Maintain records on all communications equipment as appropriate.
- Ensure all equipment is tested and repaired.
- Recover equipment from relieved or released units.

DEMPS Volunteer Unit Leader

ORGANIZATION

The DEMPS volunteer unit leader is primarily responsible for identifying the types of clinical and non-clinical volunteers needed to support VHA or NRP requirements. The DEMPS volunteer unit leader would review resource characteristics via the DEMPS database and request additional volunteer recruitment through the logistics section chief. The DEMPS volunteer unit leader would review spreadsheets of additional volunteers submitted by VISN offices and match skills to requirements. The DEMPS volunteer unit leader reports to the support branch director or logistics section chief

DEMPS VOLUNTEER UNIT LEADER'S CHECKLIST

- Obtain briefing from support branch director or logistics section chief.
- Participate in logistics section/support branch planning activities.
- Review DEMPS database.
- Review mission assignments to determine the type and amount of personnel needed.
- Request the identification of additional volunteers through the VISNs, as needed.
- Match personnel to requirements for deployment periods.
- Demobilize DEMNPS volunteer unit.

Lodging Unit Leader

ORGANIZATION

The lodging unit leader is primarily responsible for providing for the sleeping accommodations of deployed staff; collecting and recording information about the availability of hotels and other accommodations; and coordinating lodging support for the incident. The lodging unit leader reports to the logistics section chief.

LODGING UNIT LEADER'S CHECKLIST

- Obtain briefing from the logistics section chief.
- Participate in logistics section planning activities.
- Develop lodging planning for the incident.
- Notify resources unit of all status changes on lodging facilities.
- Maintain inventory of available accommodations.
- Coordinate lodging services.

Supply Unit Leader

ORGANIZATION

The supply unit leader is primarily responsible for ordering, receiving, and storing all supplies for the incident; maintaining an inventory of supplies, and servicing nonexpendable supplies and equipment. The major functions of the unit are grouped into the ordering of equipment and supplies and the receiving/distribution of equipment, other than primary supplies. The supply unit leader reports to the support branch director or logistics section chief

SUPPLY UNIT LEADER'S CHECKLIST

The supply unit leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintain an inventory of supplies, and servicing nonexpendable supplies and equipment.

- Obtain briefing from support branch director or logistics section chief.
- Participate in logistics section/support branch planning activities.
- Provide kits to planning, logistics, and finance sections.
- Determine the type and amount of supplies enroute.
- Arrange for receiving ordered supplies.
- Review Incident Action Plan for information on operations of the supply unit.
- Develop and implement safety and security requirements.
- Order, receive, distribute and store supplies and equipment.
- Maintain inventory of supplies and equipment.
- Service reusable equipment.
- Demobilize supply unit.
- Submit reports to the support branch director.

Facilities Unit Leader

ORGANIZATION

The facilities unit leader is primarily responsible for the activation of incident facilities, (i.e., base, camp(s), and incident command post). The unit provides sleeping and sanitation facilities for incident personnel, and manages base and camp(s) operations. Each facility (base, camp) is assigned a manager who reports to the facilities unit leader and is responsible for managing the operation of the facility. The basic functions or activities of the base and camp manager are to provide security service and facility maintenance. The facilities unit leader reports to the support branch director. Close liaison must be maintained with the food unit leader, who is responsible for providing food for all incident facilities.

FACILITIES UNIT LEADER'S CHECKLIST

Receive incident action plan.

Participate in logistics section/support branch planning activities.

Determine requirements for each facility to be established.

Prepare layouts of incident facilities.

Notify unit leaders of facility layouts.

Activate incident facilities.

Obtain personnel to operate facilities.

Provide sleeping facilities.

Provide security services.

Provide facility maintenance services - sanitation, lighting, clean up.

Supervise out-of-service resources and unassigned personnel.

Demobilize base and camp facilities.

Maintain facilities unit records.

Transportation Unit Leader

ORGANIZATION

The transportation unit leader is primarily responsible for providing air and ground transportation of personnel; collecting and recording information about air and ground transportation; and coordinating transportation planning for the incident. The transportation unit leader reports to the logistics section chief.

TRANSPORTATION UNIT LEADER'S CHECKLIST

- Obtain briefing from the logistics section chief.
- Participate in logistics section planning activities.
- Develop a transportation planning for the incident.
- Notify resources unit of all status changes on transportation vehicles/contracts.
- Maintain inventory of support and transportation vehicles.
- Coordinate transportation services.
- Collect information on rented equipment.
- Requisition maintenance and repair supplies (e.g., fuel, spare parts).

Finance Section Operational Guideline

This Guideline describes:

- Some principles and practices of the finance section.
- The various finance section positions:
 - Finance/Administration Section Chief
 - Time Unit Leader
 - Cost Unit Leader
 - Procurement Unit Leader
 - Compensation/Claims Unit Leader
- The basic responsibilities of each of these positions.

Mission: The Finance Section Chief will be responsible for all financial and cost analysis aspects of the incident within the guidelines, policy and constraints established by the Agency Executive.

Principles and Practices: A member of the Business Liaison Office for DUSHOM (10NG) will normally serve as the Finance Section Chief with rotation among office staff if multi-shift coverage is needed. When additional coverage is required, the Incident Commander may appoint a Chief from the field or from other personnel located at VACO. The principal duties of the Finance Section Chief include:

- Identify any applicable financial guidelines, policies, constraints or limitations.
- Determine financial impact of any incident related agreements, whether or not activated.
- Identify participating entities and agencies that may require fiscal coordination.
- Identify financial liaisons with other elements of VA.
- Determine the possibility of cost sharing.
- Determine any political implications surrounding fiscal responsibilities.
- Monitor involvement of other agencies and entities and any financial implications.
- Identify financial requirements for planned and expected operations.
- Determine if hazard pay is needed and facilitate its approval.
- Establish who will record costs for the Incident and how they will be recorded.
- Develop a procedure for recording costs, including establishment of charge codes.
- Develop a procedure for reporting costs during and after the incident.
- Determine of who will keep time records for the Incident and how they will be recorded.
- Communicate with responsible entities on appropriate procedures.

- Provide financial summary on cost of actions to include labor, materials, services, rentals and contracts.
- Coordinate with local and federal government agencies for possible state and federal reimbursement.

National Response Plan (NRP) Mission Assignments and Sub-Tasking

General: ESF Primary Agencies use the structures and processes described in the NRP to request, deploy and manage personnel and other assets requested under Mission Assignments (MAs) and Sub-Taskings.

ESF Primary Agencies may issue mission assignments to other Federal agencies to: 1) address a State's request for Federal assistance to address unmet emergency needs; or 2) support overall Federal operations pursuant to, or in anticipation of, the President invoking the Stafford Act. Generally, all public health and medical assistance requirements (including all public health, medical and medical special needs response personnel and teams, deployable infrastructure, and medical supplies and equipment) will be mission assigned to HHS as the Primary agency for ESF 8 by using DHS Form 90-129 (Mission Assignment). If the requested assets reside primarily with an ESF 8 Support Agency, HHS in coordination with DHS and the applicable Support Agency, will determine if the Mission Assignment should be directly assigned to the Support Agency. If HHS will need to request assistance from a Support Agency to fill part of a mission assignment, a sub-tasking (see below) from HHS may be a more efficient way to fulfill the requirement(s).

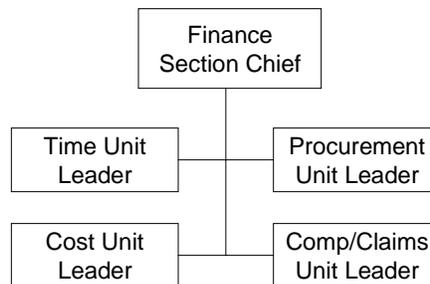
Initial Mission Assignments issued to VA, and in turn VHA, may be written or oral, *but must immediately be followed by a written authorization from an appropriate ESF Primary Agency official*. However, before VHA takes action on a Mission Assignment or Sub-tasking it must be signed off by the VHA JOC Incident Commander. This communication and coordination between the requesting department or agency and VHA will occur for every event involving a VHA public health and medical response.

Mission Assignment Sub-tasking (under ESF 8). As necessary, HHS will request VA to provide available assets in support of tasks outlined in ESF 8 Mission Assignments. If HHS determines that the services of VA are needed, HHS will provide VA with a copy of the Mission Assignment, funding limitations, and other documents that will be necessary for VA to support the Mission Assignment. HHS will use an appropriate Mission Assignment Subtasking Request form. VHA will submit breakdowns of costs by sub-object class code to HHS, which must review and approve the documentation before forwarding it to DHS for reimbursement. These guidelines will be followed consistently within for each Incident of National Significance

(reference: Financial Management Support Annex, pg FIN-5 of the ESF 8 CONOPS for the 2006 Hurricane Season and www.fema.gov/ofm for additional details on billing and reimbursement).

Travel Coordination. In the event the VHA JOC requests personnel from VA medical facilities to fulfill Mission Assignments or direct taskings, each VAMC will be responsible for coordinating and arranging travel to the VHA JOC designated arrival point. All travel information for each deployed individual will be forwarded to the VHA JOC Logistics Section for tracking and further coordination as necessary. To promote coordination at the VHA CO, VA Medical facilities will coordinate logistic requirements with the VHA JOC Logistics Section. The VHA JOC will coordinate and/or arrange for ground transportation from the arrival point as well as other logistics concerns (e.g., billeting) for the deployed personnel through the use of established Blanket Purchase Agreements (BPA).

Finance Section Organizational Structure



Finance/Administration Section Chief

ORGANIZATION

The finance section chief, a member of the general staff, is responsible for all financial and cost analysis aspects of the incident within the guidelines, policy and constraints established by the IMT Commander and the responsible agency. The finance section chief participates in the development of the incident action plan and activates and supervises the units within the section.

Please see pages 19-24 for an explanation of the Incident Action Planning Cycle.

FINANCE SECTION CHIEF'S CHECKLIST

- Track costs and personnel time associated with the incident.
- Process incident-related claims.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Attend the Situation Briefing.
- Attend the Management Meeting:
 - Advise on financial issues.
- Attend the Planning Meeting:
 - Provide cost estimates for various strategies and tactics.
- Attend the Operations Briefing.
- Participate in demobilization planning.
 - Provide cost estimates for various demobilization options.

Time Unit Leader

ORGANIZATION

The time unit is responsible for establishing files, collecting employee time report, and providing a commissary operation to meet incident needs.

The time unit leader reports directly to the finance section chief.

TIME UNIT LEADER'S CHECKLIST

- Obtain briefing from finance section chief.
- Determine incident requirements for time recording function.
- Establish contact with appropriate agency personnel/representatives.
- Ensure that daily personnel time recording documents are prepared and compliance to time policy is met.
- Establish commissary operation as required.
- Submit cost estimate data forms to cost unit as required.
- Provide for records security.
- Ensure that all records are current or complete prior to demobilization.
- Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
- Brief finance section chief on current problems and recommendations, and outstanding issues and follow-up requirements.

Cost Unit Leader

ORGANIZATION

The cost unit leader is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost saving recommendations for the incident. The cost unit is responsible to prepare summaries of actual and estimated incident costs. The unit also prepares information on costs of resource use and provides cost effectiveness recommendations.

The cost unit leader reports to the finance section chief.

COST UNIT LEADER'S CHECKLIST

- Obtain briefing from finance section chief.
- Coordinate with various agency levels on cost reporting procedures.
- Ensure all equipment/personnel requiring payment are identified.
- Obtain and record all cost data.
- Prepare incident cost summaries.
- Prepare resources-use cost estimates for planning.
- Make recommendations for cost savings to finance section chief.
- Ensure that all cost documents are accurately prepared.
- Complete all records prior to demobilization.
- Provide reports to finance chief.

Procurement Unit Leader

ORGANIZATION

The procurement unit is responsible to develop a procurement plan for the incident. The procurement plan will ensure that goods and services are procured to meet the needs of the incident within the authority and the constraints of the agency. The procurement unit leader is responsible for administering all financial matters pertaining to vendor contracts. The procurement unit will work closely with the incident supply unit which will implement the procurement plan and perform all incident ordering.

The procurement unit leader reports to the finance section chief.

PROCUREMENT UNIT LEADER'S CHECKLIST

- Obtain briefing from finance section chief.
- Contact appropriate unit leaders on incident needs and any special procedures.
- Coordinate with VISN and/or local medical facility on agreements and supply sources.
- Develop/obtain incident procurement plan.
- Prepare and sign contracts and agreements as needed.
- Draft memorandums of understanding.
- Establish contracts with supply vendors as required.
- Interpret contracts/agreements and resolve claims or disputes within delegated authority.
- Coordinate with compensation/claim unit on procedures for handling claims.
- Finalize all agreements and contracts.
- Coordinate use of imprest funds as required.
- Organize and direct equipment time recording function.
- Complete final processing and send documents for payment.
- Coordinate cost data in contracts with cost unit leader.

Compensation and Claims Unit Leader

ORGANIZATION

Compensation for injury and claims are included together within one unit in the ICS. It is recognized that specific activities are different, and may not always be accomplished by the same person. The compensation/claims unit is responsible for the prompt preparation and processing of all forms required in the event of injuries of death to any incident personnel; and the gathering of evidence and preparing claim documentation for any event involving damage to public or private properties which could result in a claim against the agency. The compensation/claims unit leader must have firsthand knowledge of all required agency procedures on claims handling.

The compensation/claims unit leader is responsible for the overall management and direction of all compensation for injury specialist and claims specialists assigned to the incident. The unit leader and assigned specialist must work in close coordination with the safety officer. The compensation/claims unit leader reports to the finance section chief.

COMPENSATION/CLAIMS UNIT LEADER'S CHECKLIST

- Obtain briefing from finance section chief.
- Establish contact with incident safety officer and liaison officer or agency representatives if no liaison officer is assigned.
- Determine the need for compensation for injury and claims specialists and order personnel if needed.
- Establish compensation for injury work area.
- Ensure that compensation for injury and claims specialist have adequate work space and supplies.
- Brief compensation/claims specialists on incident activity.
- Coordinate with procurement unit on procedures for handling claims.
- Periodically review all logs and forms produced by compensation/claims specialists to ensure:
 - Work is complete.
 - Entries are accurate and timely.
 - Work is in compliance with agency requirements and policies.
- Keep finance section chief briefed on unit status and activity.
- Obtain demobilization plan and ensure that compensation for injury and claims specialists are adequately briefed on demobilization plan.

- Ensure that all compensation for injury and claims logs and forms are up to date and routed to the proper agency for post incident processing prior to demobilization.
- Demobilize unit in accordance with demobilization plan.

COMPENSATION FOR INJURY SPECIALIST'S CHECKLIST

The compensation for injury specialist is responsible for administering financial matters arising from serious injury and deaths occurring on the incident. Many of the specialist's functions are done or partially done in the medical unit.

- Obtain briefing from compensation/claims unit leader or finance section chief.
- Collocate compensation for injury operations with those of the employee health unit when possible.
- Establish procedures with medical unit leader on prompt notification of injuries or deaths to incident personnel.
- Establish contact with safety officer and agency representatives.
- Provide written authority for personnel requiring medical treatment.
- Ensure that correct billing forms for transmittal to doctor and/or hospital.
- Keep informed and report on status of hospitalized personnel.
- Obtain all witness statements from safety officer and/or medical unit and review for completeness.
- Provide analysis of injuries and coordinate with safety officer.
- Arrange for notification of next-of-kin of seriously injured or deceased personnel.
- Coordinate/handle all administrative paperwork on serious injuries or deaths to personnel.
- Obtain demobilization plan and ensure that necessary follow-up actions will be handled.
- Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals after demobilization.

VHA Joint Operations Center (JOC) Duty Officer Procedures

Department of Veterans Affairs
Emergency Management Strategic Healthcare Group
Martinsburg, WV 25405

EMSHG MEMORANDUM 13C-XX

DUTY OFFICER PROCEDURES

I. PURPOSE: To establish policies and procedures for staff who perform the VHA Central Office Joint Operations Center (JOC) Duty Officer (DO) function.

II. POLICY: VHA must maintain situational awareness and communications linkage with internal and external authorities 24 hours a day, 365 days a year for the purpose of emergency management. During normal business hours, the EMSHG Director of Operations performs the DO function. During non-regular business hours, this function is performed by individuals designated from GS-14 and above EMSHG headquarters staff.

III. PROCEDURES:

1. Connecting the Duty Officer. The EMSHG Operations Specialist will forward 304-264-4800 to the designated number of the staff member performing the DO function prior to the close of business, Eastern Time on the first day of the rotation. The designated number can be a VA-provided cell phone/BlackBerry number or pager number. The EMSHG Operations Specialist will test the system by contacting the DO through this process. Procedures for forwarding the telephone are in **Attachment A**.

2. Receiving Notifications. The DO will ensure the VA-provided cell phone/BlackBerry or pager device is operable and answerable at all times during his/her rotation (should this not be possible for any reason, the DO should contact the Deputy Director, Operations; the Deputy Director, Logistics or the Chief Consultant in that order to arrange for coverage). If a voice message or a page is received, the DO will immediately call and gather the information. The DO will answer all calls received with *"Hello, this is the VHA Joint Operations Center Duty Officer, How can I help you?"* The audible alert for the BlackBerry email receipt should be activated and emails checked at least every hour.

3. Incident Reporting. Guidance is provided in **Attachment B**.

4. Activation Procedures. Guidance is provided in **Attachment C**.

5. Requests for Information and Special Reports. The DO will occasionally receive requests for information about the status of VA Facilities. Unless information has been reported by VA Facilities or VISNs pursuant to the guidance in **Attachment B**, the DO should simply report, *"We have no indication that any*

VA Facility has been impacted at this time.” Requests for special reports will be cleared with the Chief Consultant, EMSHG or the individual designated as Acting Chief Consultant.

6. Operations and Communications Security. Guidance is provided in **Attachment D.**

7. End of Tour Transition Briefing. The DO will keep notes on all notifications and actions taken during a rotation. On the last day of the rotation, the DO will provide a roll-up of these activities in an email to the VHA EMSHG Operations email group using the **Issue Brief** format with the subject line, *“End of Tour Transition Briefing.”* The individual assuming the DO function will acknowledge the email with a replay.

IV. RESPONSIBILITIES

1. The EMSHG Operations Specialist is responsible for ensuring the DO schedule is published on a quarterly basis. The schedule will be distributed via the VHA EMSHG Operations email group with the subject line titled, *“Duty Officer Schedule.”*

2. Changes to the DO schedule will be reported to the EMSHG Operations Specialist who will update the schedule as necessary and sent to the VHA EMSHG Operations email group with the subject line titled *“Revised Duty Officer Schedule.”*

3. The EMSHG Operations Specialist is responsible for ensuring 304-264-4800 line is forwarded to the correct staff and tested on the first day of each rotation.

V. RECERTIFICATION: _____

Michael C. Vojtasko, CHE
Chief Consultant,
Emergency Management
Strategic Healthcare Group

Attachments

Distribution: EMSHG staff

Attachment A: Forwarding the Telephone

304-264-4800 is the published 24 hour contact telephone number for EMSHG. In the evenings and over the weekends, it is forwarded to the designated Duty Officer.

Using the phone in the Copy Room, forward the phone following this procedure:

1. Pick up the handset, hit # then 6, and then hang up.
2. Pick up the handset, hit # then 7, and then hang up.

1 and 2 cancel the previous forwarding information.

3. Pick up the handset, dial * then 6, then:

For a 1-800 number:

Dial – 9, then 1 then the rest of the ten digit number, then hang up.

For a long distance number:

Dial – 8 then the rest of the ten digit number, then hang up.

For a local number:

Dial 9 – then the rest of the seven digit number, and then hang up.

4. Pick up the handset, dial * then 7, then repeat entering the number as you did above in step 3.

3 and 4 forward the phone to the designated number for the Duty Officer.

5. Pick up the handset and lay it down on the desk. Go to another phone and dial 9-264-4800. The call should be transferred to the designated number for the Duty Officer.

6. Hang up both phones.

Attachment B: Incident Reporting Process and Forms

Incident Reporting Process

Note: All forms described below can be found in Attachment 1.

VA Readiness Operations Center (ROC)

1. The VA ROC should contact the JOC Duty Officer by calling 1-304-264-4800 and/or sending an email to the Outlook mail group VHA EMSHG Operations with the subject line: "ATTN: VHA JOC Duty Officer."
2. The JOC may contact the VA ROC by calling 1-202-273-5510 and/or by sending an email to the Outlook mail group VACO ROC.

VHA Central Office Joint Operations Center (JOC)

JOC is only staffed by a Duty Officer

1. Initial Reporting. The JOC Duty Officer will be responsible for converting Issue Briefs that are received from VISN offices into a **VHA JOC Issue Brief**. For events that involve significant threat or impact on VA patients or staff, this report should be sent immediately to the Outlook email groups VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC Issue Brief, (Date), and (Name of incident)." For events that do not involve significant threat or impact on VA patients, staff or facilities, the report should be sent as soon as possible or by 1600 hours, Eastern Time.
2. Subsequent Reporting. **VHA JOC Issue Briefs** will be submitted by 0900 hours and 1600 hours, Eastern Time, daily to the Outlook email group VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC Issue Brief, (Date), and (Name of incident)."
3. Incident Termination. The VHA JOC Duty Officer will forward Incident termination emails received from VISNs to the Outlook mail group VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC, Incident Termination Notice, (Date), and (Name of incident)."

JOC expanded staffing

1. Subsequent Reporting. The Incident Management Team Commander (IMT) or Plans Section Chief will be responsible for ensuring the **VHA JOC Issue Briefs** are completed and sent to the Outlook mail group VHA EMCG and VHA JOC, and copied to the VACO ROC, according to the schedule below, unless otherwise directed. The "Subject" line will state: "VHA JOC Issue Brief, (Date), and (Name of incident)."

The IMT Commander or Plans Chief will also develop a **VHA JOC Incident Action Plan** and send it to the Outlook email group VHA EMCG and VHA JOC, according to the schedule below, unless otherwise directed. The "Subject" line will state: "VHA JOC Incident Action Plan, (Date), and (Name of incident)."

VHA JOC Issue Brief	by 0900 hrs. eastern time.
VHA JOC Incident Action Plan	by 1130 hrs. eastern time.
VHA JOC Issue Brief	by 1230 hrs. eastern time *
VHA JOC Issue Brief	by 1930 hrs. eastern time.

* 1230 hour report only necessary when 1400 hours Crisis Response Team (CRT) meetings are held.

2. Incident Termination. The IMT Commander and/or Plans Section Chief will send an incident termination email to the email group VHA EMCG and VHA JOC and copied to VACO ROC. The "Subject" line will state: "VHA JOC, Incident Termination Notice, (Date), and (Name of incident)."

VISN Offices

1. Initial Reporting. As soon as reasonable, designated contact(s) at the VISN office should review and forward the VA Facility **Issue Brief** to the Outlook mail group VHA EMSHG Operations, with the subject line: "ATTN: VHA JOC Duty Officer." If Outlook is down, the report should be submitted by telephone using 304-264-4800, and then FAXed to 304-264-4499.

3. Subsequent Reporting. VISN offices should review and forward subsequent VA facility reports **or** in significant emergency situations that involve multiple VA facilities the VISN office should consolidate information received from VA facilities into a VISN Issue Brief. As directed by Central Office, the VISN should conduct the incident action planning process described on pages 19-21. VISN office reporting should be to Outlook email group VHA JOC with the subject line, "ATTN VHA JOC Duty Officer," according to the schedule below.

VISN Issue Brief	by 0900 hrs. local time
VISN Incident Action Plan	by 1300 hrs. local time
VISN Issue Brief	by 2100 hrs. local time

Reporting times may vary due to VACO requirements.

3. Incident Termination. VISN offices should send an email indicating termination of an incident at a VA Facility to the Outlook email group VHA JOC with the subject line, "ATTN VHA JOC Duty Officer." If Outlook is down, the report should be submitted by telephone using 304-264-4800, and then FAXed to 304-264-4499.

VA Medical Facilities:

1. Initial Reporting. When an incident occurs that requires the activation of a VA Facility's Emergency Operations Plan/Incident Command System (ICS), the situation is reported using an **Issue Brief** form to the designated contact at the VISN office as soon as is reasonable. An **Operating Status Capability Assessment Report** (OSCAR) can be attached.

2. Subsequent Reporting. When emergency situations are not resolved within the initial 24 hour period, or as directed by the VISN office, VA Facilities should be conducting the incident action planning process described on pages 19-21. In addition to the Issue Brief, an **Incident Action Plan (IAP)** will be submitted to the designated contact at the VISN office according to the following schedule:

Issue Brief	by 0730 hrs. local time
Incident Action Plan	by 1100 hrs. local time
Issue Brief	by 1930 hrs. local time.

Reporting times may vary due to VACO requirements.

3. Incident Termination. VA Facilities must indicate termination of an incident by sending an email to the designated contact at the VISN office stating the emergency situation has been resolved. If Outlook is down, the report should be submitted by telephone to the designated VISN point-of-contact.

After Action Reporting

The VHA JOC may request **After Action Reports** from the VISNs and/or VA Facilities based on the nature, magnitude and duration of the incident. Completed After Action Report forms should be submitted to the Outlook email group VHA JOC

Email Group Addresses:

VHA EMSHG Operations
VHA JOC
VHA EMCG
VHA 10N Network Support
VACO ROC

EMSHG.Operations@med.va.gov
VHAJOC@va.gov
VHAEMCG@va.gov
VHA10NNetworkSupport@va.gov
vaco.roc@va.gov

Contact Information for EMSHG DO Staff

<u>Position</u>	<u>BlackBerry</u>	<u>Pager</u>	<u>BB PIN</u>
Chief Consultant	304-268-1338	800-386-9844	23 F 9844 F
Deputy Director, Operations	304-264-1682	800-204-7028	23 F 98 B 4 C
Deputy Director, Logistics	304-268-1340	877-218-1702	23 F 98 C 93
Eastern District Manager	617-823-0808	413-552-8022	23 E 8 C 5 D
Central District Manager	317-370-7507	800-413-6140	201 C 4 D 02
Western District Manager	213-324-2579	888-765-6507	23 F 99 C 5
Director, Administration	304-616-0944	877-531-2925	23 F 983 B 9
Director, Plans	304-268-1337	n/a	23 F 98 E 19
Director, Operations	304-616-6423	877-528-1042	4010 F 3 BF
Director, Training	304-268-1318	877-384-5656	23 F 98449
Director, Strategic Planning			
Program Manager, DEMPS			

Attachment C: Activation Procedures

Initial Actions

The lead VHA official/Agency Executive (EMSHG Deputy Director(s), EMSHG Chief Consultant or other VHA Official) or will activate an Incident Command System organization; establish the length of the initial operational period(s); and designate an initial Incident Management Team (IMT) Commander (Duty Officer).

The IMT Commander's primary challenge is having situational awareness of the incident. This is the perception of what the incident is doing, and what the organization is doing in relation to the incident. Determining the operational status of the VHA healthcare delivery system is an ongoing priority.

The initial IMT Commander's initial steps include:

- Assume command and conduct a situation assessment.
- Communicate the situation to other levels (see Attachment B).
- Designate the length of the current operational period.
- Set objectives for what needs to be done by the JOC in that period of time:
- Define immediate priorities consistent with the objectives:
- Determine the strategies and tactics required to carry out these objectives.
- Identify the types and numbers of resources needed for the tactics and get them requested/ordered.
- Delegate responsibilities to other positions within the ICS organization.

The specific organizational structure established for any given incident will be based upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area. The remaining ICS positions within an Incident Management Team (IMT) include:

- Incident Management Team (IMT) Commander
- Safety Officer
- Liaison Officer
- Public Information Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

Attachment D: Operational Security (OPSEC)

OPSEC is defined as the process of denying to potential adversaries information about capabilities and/or intentions by identifying, controlling and protecting generally unclassified evidence of the planning and execution of sensitive activities.

Intelligence Value - Any information that can be used against our VA operations or to negatively impact our readiness to meet our assigned missions.

Critical Information - are the core secrets of an activity, capability, or intention that if known to the adversary, could weaken or defeat the operation.

- Critical information is the information about your operations an adversary needs to achieve their goals.
- Critical information usually involves only a few key items.
- If those items are unavailable to us they could impact the way we conduct business.
- Our critical information is information required to be successful in our jobs.

Vulnerabilities - Vulnerabilities are defined as the characteristics of a system which can cause it to suffer degradation as a result of having been subjected to some level of a hostile threat.

OPSEC Process

OPSEC Action 1 – Identification of Critical Information

OPSEC Action 2 -- Analysis of Threats

OPSEC Action 3 -- Analysis of Vulnerability

OPSEC Action 4 -- Assessment of Risk

OPSEC Action 5 -- Application of Appropriate OPSEC Measures

Critical Information Commandments

I – You must protect the information that the adversary needs to accomplish his mission

II - You shall not try to protect everything

III - Consider who the adversaries are and what information they require to inflict harm to you

IV - You shall consult all sources of information to determine what the enemies know about you

V - Once you have determined what information is critical, you shall determine if that information is associated with your activities

Examples of Critical Information include but are not limited to:

- Cache locations
- Security measures
- Risks to normal operations
- Vulnerabilities to normal operations
- Outages or disruptions to utilities that jeopardize security measures
- IT and Information Security measures
- Access codes
- Patient information

If you are uncertain whether the information you are asked to share is a threat to Operational Security please discuss your concerns with the Deputy Chief Consultant for Operations and Planning prior to transmitting or releasing any information.

ISSUE BRIEF FORMAT

Issue Title:

Date of Report:

Brief Statement of Issue and Status:

Actions, Progress, and Estimated Resolution Date:

Contact for Further Information:

OPERATING STATUS and CAPABILITY ASSESSMENT REPORT (OSCAR)

Event: _____ Date: _____ Time: _____

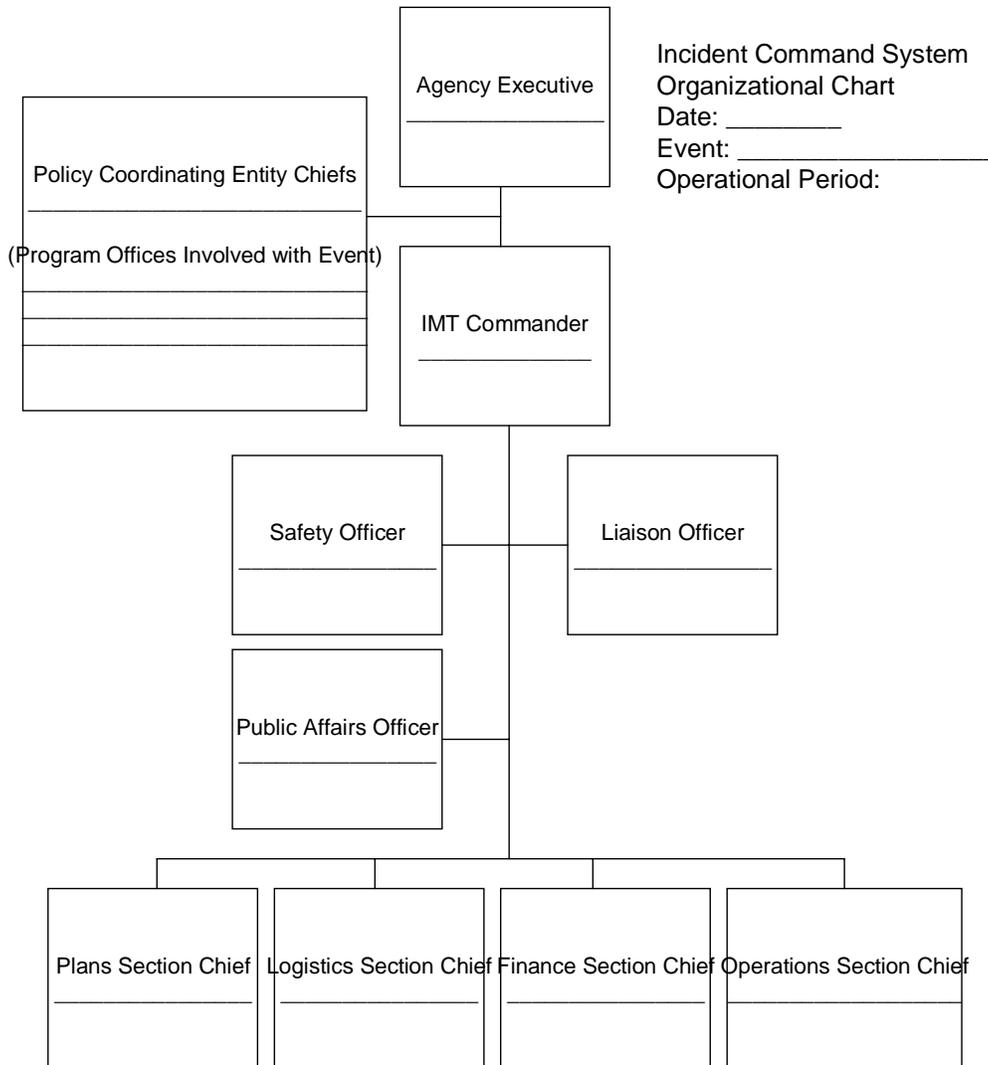
Questions	Yes	No	Comments
1. Can you continue to treat incoming patients?	<input type="checkbox"/>	<input type="checkbox"/>	<i>If No, why not?</i>
2. Any patient evacuated to outside the hospital?	<input type="checkbox"/>	<input type="checkbox"/>	If Yes, where? _____ _____ Total Evacuated _____ No. of unstable/critical
3. Any fatalities?	<input type="checkbox"/>	<input type="checkbox"/>	If Yes, _____ Patients _____ Staff
4. Any patients/staff injured?	<input type="checkbox"/>	<input type="checkbox"/>	If Yes, _____ Patients _____ Staff
5. Any structural damage? Identify.	<input type="checkbox"/>	<input type="checkbox"/>	Partial Collapse? Total Collapse?
6. Any major non-structural problems?	<input type="checkbox"/>	<input type="checkbox"/>	If Yes, what are the problems?
7. Power from any source?	<input type="checkbox"/>	<input type="checkbox"/>	
8. Can you communicate with the outside world?	<input type="checkbox"/>	<input type="checkbox"/>	If Yes, how?
9. Access to all essential areas of the hospital?	<input type="checkbox"/>	<input type="checkbox"/>	If No, is anyone trapped?
10. Sufficient number of elevators working?	<input type="checkbox"/>	<input type="checkbox"/>	
11. Water lines intact to essential areas?	<input type="checkbox"/>	<input type="checkbox"/>	
12. Natural gas lines intact to essentials areas?	<input type="checkbox"/>	<input type="checkbox"/>	
13. Medical gas lines intact to essential areas?	<input type="checkbox"/>	<input type="checkbox"/>	
14. Adequate staff at the hospital?	<input type="checkbox"/>	<input type="checkbox"/>	
15. Adequate staff at the hospital?	<input type="checkbox"/>	<input type="checkbox"/>	
16. Outside assistance needed?	<input type="checkbox"/>	<input type="checkbox"/>	
17. Need structural engineer sent to hospital?	<input type="checkbox"/>	<input type="checkbox"/>	If Yes, what?
18. Number of Critical Care Beds? _____			
19. Number of Medical/Surgical Beds? _____			
20. Number of Psychiatry beds _____			
21. Number of specialty beds available (state number and type)? _____			
22. Number of OR suites open and ready for surgery? _____			
23. Number of Patients Admitted Since Last Report? _____ Total No. Pts _____ Date/Time of Last Report _____ Medical/Surgical _____ Critical Care _____ Psychiatric _____ Other (Type)			

Questions	Yes	No	Comments
24. Number of Patients Seen in ER Since Last Report? _____ Total No. Pts _____ Date/Time of Last Report _____ No. of Pts Admitted _____ Pts Transferred _____ No. of Pts Treated _____ No. of and Released _____			
25. Do you have at least a 3-day operations capacity in each of the following areas?	Yes	No	Comments
a. Communications?	<input type="checkbox"/>	<input type="checkbox"/>	
b. Electrical Power?	<input type="checkbox"/>	<input type="checkbox"/>	
c. Natural Gas?	<input type="checkbox"/>	<input type="checkbox"/>	
d. Diesel Fuel (Generator)?	<input type="checkbox"/>	<input type="checkbox"/>	
e. Sewage/Refuse Disposal?	<input type="checkbox"/>	<input type="checkbox"/>	
f. Supplies? (Specify)			
Oxygen?	<input type="checkbox"/>	<input type="checkbox"/>	
Pharmaceuticals?	<input type="checkbox"/>	<input type="checkbox"/>	
Other Medical Supplies?	<input type="checkbox"/>	<input type="checkbox"/>	
Non-Medical Supplies?	<input type="checkbox"/>	<input type="checkbox"/>	
Equipment?	<input type="checkbox"/>	<input type="checkbox"/>	
Food?	<input type="checkbox"/>	<input type="checkbox"/>	
Other? (Specify)	<input type="checkbox"/>	<input type="checkbox"/>	

INCIDENT ACTION PLAN SUMMARY FORM

Incident Action Plan Summary		1. VHA Entity		2. Station/VISN	
3. Incident Name		4. Operational Period Date: Time:			
Staff Assigned to the Incident					
Agency Executive		Public Information Officer			
Policy Coordination Entity POC		Operations Chief			
IMT Commander		Logistics Chief			
Deputy IMT Commander		Finance Chief			
Safety Officer		Planning Chief			
Liaison Officer		Technical Specialist			
Current Situation					
Resources Assigned this Period					
Team/Task Force	Leader / POC	Contact Info #	# of Persons / units	Location	Reporting Info/Notes/ Remarks
Objectives for the Next Operational Period					

Incident Management Team Organizational Chart



AFTER ACTION REPORT FORM

For (Enter Type of Event)

I. Functional/Key Activity Area: List one of the following:

- Management (MG)
- Public Information (PA)
- Liaison (LN)
- Planning/Intel (PI)
- Logistics (LG)
- Finance/Admin (FA)
- Operations (OP)
- Business Continuity (BC)
- Plant and Utilities (PU)
- Safety and Security (SS)
- Health and Medical (HM)

- **Issue (Designator and Description):** Each Issue will be assigned a distinct Alpha/Numeric Designator for tracking and reference. The designator is comprised by the two digit Alpha code for the functional/key activity area applicable to the issue, followed by sequential numbers (within each functional area

III. Discussion: This section will discuss the issue or problem and report on its investigation. The Discussion section will clearly show the process that led to the Action statement provided below. It is in the Discussion section that any alternatives would be discussed and support provided for the subsequent action to be taken, and how that action will address resolution of the issue.

IV. Action: This is not a recommendation. It is an action-oriented statement written in a positive, declarative manner that provides the strategy and activities to mitigate against reoccurrence of the issue. The signature of the Medical Center Director or designee below authorizes the action to be taken. Accordingly, AARs must be fully coordinated and signed off by the Emergency Management Committee before being presented for approval.

V. Office of Primary Responsibility: Office that is assigned the action.

VI. Suspense Date: Date action is to be completed. This would usually be left blank for determination by the Medical Center Director.

(Signature of Medical Center Director or Designee)

Date