



### INCIDENT COMMANDER

**Mission:** Organize and direct the Nursing Home Command Center (NHCC). Give overall strategic direction for incident management and support activities, including emergency response and recovery. Authorize total facility evacuation if warranted.

Date: _____	Start: _____	End: _____	Name of Person Assigned to Position: _____
Phone: _____	Signature: _____	Initial: _____	
NHCC Location: _____		Email: _____	

Immediate Response (0-2 hours)	Time	Initial
<p><b>Receive appointment</b> <i>(role may be filled by the Nursing Home Administrator or designee)</i></p> <ul style="list-style-type: none"> <li>• Assume the position of Incident Commander</li> <li>• Put on position identification (e.g., vest, cap, etc.)</li> <li>• Read this entire Job Action Sheet</li> <li>• Notify your usual supervisor that you have been assigned to the Incident Management Team (IMT)</li> <li>• Report to the Incident Commander until demobilized</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Activate the emergency operations plan and initiate internal notifications as appropriate</li> <li>• Determine need for and appropriately appoint Command Staff and Section Chiefs, or Branch Directors, and Medical/Technical Specialists as needed</li> <li>• Initiate the Incident Briefing Form (see NHICS 201) and brief all appointed staff. Include the following:               <ul style="list-style-type: none"> <li>○ Nature of the problem (incident type, victim count, injury/illness type, etc.)</li> <li>○ Safety of staff, residents, and visitors</li> <li>○ Risks to personnel and need for protective equipment</li> <li>○ Risks to the physical plant</li> <li>○ Estimated duration of incident</li> <li>○ Need for modifying daily operations</li> <li>○ Probability of need for shelter-in-place, partial or total evacuation</li> <li>○ Verification of transportation plans</li> <li>○ IMT positions required to manage the incident</li> <li>○ Need to notify state licensing agency</li> <li>○ Overall community response actions being taken</li> <li>○ Status of local, county, and state Emergency Operations Centers (EOC)</li> </ul> </li> </ul>		



**Command Section | Job Action Sheet  
INCIDENT COMMANDER**

Immediate Response (0-2 hours)	Time	Initial
<ul style="list-style-type: none"> <li>• Distribute corresponding Job Action Sheets and position identification (see NHICS 207)</li> <li>• Provide guidance on completing and submitting the following forms:               <ul style="list-style-type: none"> <li>○ NHICS 200: IAP Quick Start (delegate to the Planning Section Chief)</li> <li>○ NHICS 214: Activity Log (All NHCC Positions)</li> <li>○ NHICS 215A: IAP Safety Analysis (Safety Officer)</li> <li>○ NHICS 251: Facility System Status Report (Infrastructure Branch Director)</li> </ul> </li> <li>• Designate time for the next Briefing or Incident Action Planning meeting</li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Receive verbal status reports from Command Staff to determine response and recovery levels and incident objectives</li> <li>• Identify the operational period and NHCC shift change (e.g. every 12 hours)</li> <li>• Develop the NHICS 200.</li> <li>• Receive initial facility damage survey report from Infrastructure Branch Chief and evaluate the need for evacuation</li> <li>• Obtain resident census and status from Planning Section Chief, and request a facility-wide projection report for 4, 8, 12, 24, and 48 hours from time of incident onset. Adjust projections as necessary</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Consider the use of an alternative staff time tracking method (see NHICS 252). Delegate to Finance Administration Section Chief if activated:               <ul style="list-style-type: none"> <li>○ Distribute time sheets to staff and Medical Director/Specialist assigned to Command, and ensure time is recorded appropriately</li> <li>○ Determine the frequency that staff should submit these time sheets to the Finance/Administration Section Chief (e.g. at the completion of a shift or at the end of each operational period)</li> </ul> </li> <li>• Seek information from Section Chiefs regarding current “on-hand” resources of medical equipment, supplies, medications, food, and water as indicated by the incident and authorize as needed. Delegate to Logistics Section Chief if activated</li> <li>• Ensure that appropriate contact with outside agencies has been established and that facility status/resource information is provided to appropriate agencies through the Liaison/Public Information Officer (PIO)</li> <li>• Work with Liaison/PIO to draft initial message for notification to family members, responsible parties, and/or other “need to know” parties regarding the resident and facility status</li> <li>• As appropriate to the incident, authorize a resident prioritization assessment for the purposes of designating appropriate transfer or discharge (e.g. ventilator and /or dialysis residents may need to be discharged to higher level of care or ambulatory residents may need to go first)</li> <li>• Assess current or projected generator load and fuel supply</li> </ul>		



**Command Section | Job Action Sheet  
INCIDENT COMMANDER**

<b>Immediate Response (0-2 hours)</b>	<b>Time</b>	<b>Initial</b>
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• NHICS 200: For ease of use throughout an emergency or to get you started at the onset of an activation</li> <li>• NHICS 201: Initiate the Incident Briefing Form</li> <li>• NHICS 207: Assign or complete the IMT Chart for assigned positions</li> <li>• NHICS 214: Continue documentation of key activities, actions, communications, and decisions on a Activity Log</li> <li>• NHICS 215A: Complete or obtain (from the Safety Officer) the IAP Safety Analysis</li> <li>• NHICS 251: Obtain and review the Facility System Status Report from the Infrastructure Branch Director, if available</li> <li>• NHICS 252: Ensure Section Personnel Time Sheets (or other method of tracking staff time) is communicated</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Assign one or more clerical personnel from current staffing to function as the NHCC Scribe/Runner at IMT Briefings or other meetings as appropriate</li> <li>• Delegate tasks as the demand and workload increase</li> </ul>		
<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Utilize available communications technology or a runner to alert staff regarding the incident</li> <li>• Initiate emergency notification to residents, families and external partners</li> <li>• Notify nursing home Chief Executive Officer, Board of Directors, state survey agency, and other appropriate internal and external officials of situation status</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Review security and facility surge capacity and capability plans as appropriate</li> <li>• NHICS 215A: Ensure that the IAP Safety Analysis is completed and distributed</li> <li>• NHICS 251: Ensure that a Facility System Status Report is completed if the incident warrants</li> </ul>		

<b>Intermediate Response (2-12 hours)</b>	<b>Time</b>	<b>Initial</b>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Continue to authorize resources as needed or requested by Command Staff/Section Chiefs</li> <li>• Designate regular briefings with Command Staff/Section Chiefs to identify and plan for: <ul style="list-style-type: none"> <li>○ Update of current situation/response and status of other area long-term care facilities, hospitals, emergency management/local emergency operation centers, and public health officials and other community response agencies</li> <li>○ Facility operational support issues</li> <li>○ Risk communication and situation updates to staff and families</li> <li>○ Implementation of facility surge capacity procedures</li> <li>○ Ensuring resident tracking system is established and linked with appropriate outside agencies and/or local Emergency Operations Center</li> <li>○ Appropriate use and activation of safety practices and procedures</li> <li>○ Enhanced staff protection measures as appropriate</li> <li>○ Media relations and briefings</li> </ul> </li> </ul>		



**Command Section | Job Action Sheet  
INCIDENT COMMANDER**

<b>Intermediate Response (2-12 hours)</b>	<b>Time</b>	<b>Initial</b>
<ul style="list-style-type: none"> <li>○ Staff and family support</li> <li>• As needed, conduct Incident Action Planning meetings or collect information from Section Chiefs and Command Staff to determine appropriate response to changing conditions and recovery levels</li> <li>• Oversee and approve revision of the IAP developed by the Planning Section Chief</li> <li>• Update overall objectives, tactics, and assignments</li> <li>• Initiate planning for transfer of command as appropriate</li> <li>• Approve media releases submitted by the Liaison/PIO</li> <li>• Ensure that the approved IAP is communicated to all Command Staff and Section Chiefs</li> <li>• Communicate facility and incident status and the IAP to CEO or designee, or to other executives on a need-to-know basis</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• NHICS 214: Continue documentation of key activities, actions, communications, and decisions on a Activity Log</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Authorize resources as needed or requested by Command Staff and Section Chiefs</li> </ul>		
<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Communicate with other health care facilities to determine their ability to accept residents if transferred</li> <li>• Continue coordination with the Liaison/PIO for internal and external messaging and briefings</li> </ul>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Ensure that resident and personnel safety measures and risk reduction actions are followed</li> </ul>		

<b>Extended Response (greater than 12 hours)</b>	<b>Time</b>	<b>Initial</b>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Ensure that briefings of staff, residents and the medical community are regularly conducted</li> <li>• Review and revise the IAP Safety Analysis (see NHICS 215A) and implement correction or mitigation strategies</li> <li>• Evaluate overall operational status, and ensure critical issues are addressed</li> <li>• Review /revise the IAP with the Planning Section Chief for each operational period and report on plan at shift change/briefings</li> <li>• Upon transfer of command, brief your replacement on the status of all ongoing operations, critical issues, relevant incident information, and IAP for the next operational period</li> <li>• Ensure continued communications with local, regional, and state response coordination centers, families, and other Nursing Home Incident Command Centers (NHCCs) through the Liaison/PIO and others</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• NHICS 214: Continue documentation of key activities, actions, communications, and decisions on a Activity Log</li> </ul>		



**Command Section | Job Action Sheet  
INCIDENT COMMANDER**

<b>Extended Response (greater than 12 hours)</b>	<b>Time</b>	<b>Initial</b>
<b>Resources</b> <ul style="list-style-type: none"> <li>Authorize resources as needed or requested by Command Staff and Section Chiefs</li> </ul>		
<b>Communication</b> <ul style="list-style-type: none"> <li>Continue to update for staff, residents, families and external partners</li> <li>Continue coordination with the Liaison/PIO for internal and external messaging and briefings</li> <li>Update the nursing home CEO, Board of Directors, state survey agency, and other appropriate internal and external officials of situation status</li> </ul>		
<b>Safety and security</b> <ul style="list-style-type: none"> <li>Ensure your physical readiness, and that of all Staff and volunteers, through proper nutrition, water intake, rest periods and relief, and stress management techniques</li> </ul>		

<b>Demobilization/System Recovery</b>	<b>Time</b>	<b>Initial</b>
<b>Activities</b> <ul style="list-style-type: none"> <li>Assess the plan developed by Planning and Operations for the gradual demobilization of the NHCC and emergency operations according to the progression of the incident and facility status</li> <li>Demobilize positions in the NHCC and return personnel to their normal jobs as appropriate until the incident is resolved and there is a return to normal operations</li> <li>Brief staff, administration, and other executives</li> <li>Approve announcement of "ALL CLEAR" when the incident no longer poses a critical safety threat or can be managed using normal facility operations</li> <li>Ensure outside agencies and families are aware of status change</li> <li>Ensure demobilization of the facility and restocking of supplies, as appropriate including:               <ul style="list-style-type: none"> <li>Return of borrowed equipment to appropriate location</li> <li>Replacement of broken or lost items</li> <li>Clean up facility, command center and environment, as warranted.</li> <li>Restock of NHCC supplies and equipment</li> </ul> </li> <li>Ensure that after-action activities are coordinated and completed including:               <ul style="list-style-type: none"> <li>Collection of all NHCC documentation by the Planning Section Chief</li> <li>Coordination and submission of response and recovery costs, and reimbursement documentation by the Finance/Administration and Planning Section Chiefs</li> <li>Conducting staff debriefings to identify accomplishments, and response and improvement issues</li> <li>Identification of needed revisions to the emergency operations plan, Job Action Sheets, operational procedures, records, and/or other related items</li> <li>Writing the facility After Action Report and Improvement Plan</li> <li>Participation in external (community and governmental) meetings and other post-incident discussion and after-action activities</li> <li>Post-incident media briefings and facility status updates</li> <li>Post-incident education and information for residents, staff, and families</li> </ul> </li> </ul>		



**Command Section | Job Action Sheet  
INCIDENT COMMANDER**

Demobilization/System Recovery	Time	Initial
<ul style="list-style-type: none"> <li>○ Behavioral health support for staff if needed or requested</li> </ul>		
<b>Documentation</b> <ul style="list-style-type: none"> <li>• NHICS 214: Upon deactivation of your position, submit Activity Logs and all completed documentation to the Planning Section Chief</li> <li>• NHICS 252: Submit Time Sheet to the Finance/Administration Time Unit Leader at end of shift or operational period as determined</li> </ul>		
<b>Communication</b> <ul style="list-style-type: none"> <li>• Communicate final nursing home status and termination of the incident to local EOC, area nursing homes, officials, and state survey agency</li> </ul>		

Documents and Tools
<input type="checkbox"/> NHICS 200: IAP Quick Start which includes a combined and abbreviated: <ul style="list-style-type: none"> <li>• NHICS 201: Incident Briefing Form</li> <li>• NHICS 202: Incident Objectives</li> <li>• NHICS 203: Organization Assignment List</li> <li>• NHICS 204: Assignment List</li> <li>• NHICS 215A: Incident Action Plan (IAP) Safety Analysis</li> </ul> <input type="checkbox"/> NHICS 207: Incident Management Team (IMT) Chart <input type="checkbox"/> NHICS 214: Activity Log <input type="checkbox"/> NHICS 251: Facility System Status Report <input type="checkbox"/> NHICS 252: Section Personnel Time Sheet <input type="checkbox"/> Communication plan <input type="checkbox"/> Business Continuity Plan <input type="checkbox"/> Facility emergency operations plan and other plans as cited in the Job Action Sheets <input type="checkbox"/> Facility organizational chart <input type="checkbox"/> Facility telephone directory

Nursing Home Incident Command System (NHICS) Job Action Sheets have been adapted from the Hospital Incident Command System 5<sup>th</sup> Edition (2014) Guidebook by the American Health Care Association (AHCA) Disaster Preparedness Committee