

Apache County Public Health Services District

**A Strategy for Emergency Response
Training and Development**



2011

APACHE COUNTY PUBLIC HEALTH SERVICES DISTRICT
EMERGENCY RESPONSE TRAINING AND DEVELOPMENT
(Version 1.4)

Approval and Implementation

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Record of Changes

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Preface

On June 16, 2010, the Apache County Board of Supervisors unanimously approved a major revision of the Apache County Emergency Management Plan (ACEMP). The Board adopted the principles of the Department of Homeland Security's National Incident Management System (NIMS). NIMS provides a consistent template to enable Federal, State, tribal and local governments to work collectively with the private sector and non-governmental organizations to better prepare for, respond to, and mitigate the effects of incidents, regardless of cause. The Board of Supervisors, with regard to employees training and development, directed the Department of Emergency Management and Public Health Services District to:

- Coordinate all aspects of the jurisdiction's capabilities
- Communicate intelligence received of known or potential threats
- Assess availability and readiness of County resources
- Conduct exercises to test plans and systems; capture lessons learned and make system wide improvements
- Develop procedural guidelines for activation of personnel and resources

The ACEMP conveys a concept of operation known as the Employee and Resource Status System (ERSS) whereby key personnel and resources are identified and processes set in motion for notification of a pending action. Essential to a multi-jurisdiction response is the level of preparedness of our most important resource, people.

The Apache County Public Health Services District is charged with the development of core competencies, training, and personnel development to ensure a level of preparedness should any incident occur that poses a public health threat to the citizens of Apache County. This document describes the operational foundations for employee development within the NIMS framework and identifies training guidance for both mandatory and optional courses.

Introduction

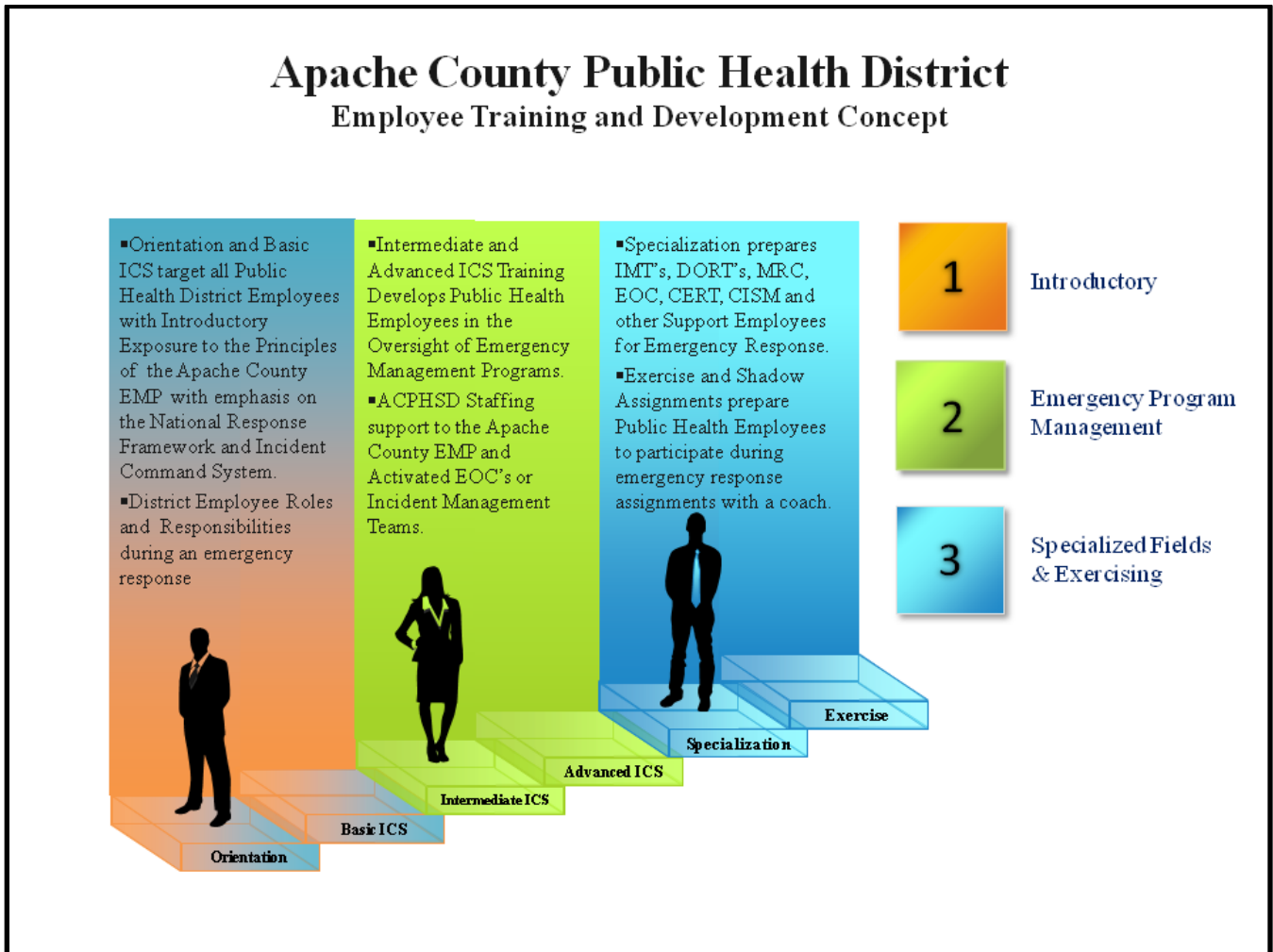
The National Incident Management System (NIMS) represents a core set of doctrines, principles, terminology, and organizational processes that enables effective, efficient and collaborative incident management across any discipline or response organization. NIMS will be the foundation of the Apache County Public Health Services District, Training and Development Program.

Adequately trained and qualified personnel are critical to implementation of the ACEMP preparedness directives. The Public Health Training and Employee Development Program is intended to meet the needs of both, the agency for response readiness and the personal interests of each employee to participation in incident management. Personnel require adequate training to gain the knowledge, skills and abilities (KSA's) to function within NIMS and to demonstrate proficiency for working within a public health emergency. It is the intent of the Program to gain experience through an incident assignment or simulation exercises designed to measure individual performance. There are two elements that make up the Program; those courses that meet NIMS compliance and those activities that strengthen the capability and capacity to sustain core knowledge, skills and abilities within the Public Health Services District.

The Apache County Public Health Services District Training and Development Program will focus on providing awareness-level training with an objective to lead the District toward a higher state of competency and capability. Employee Development will follow a stair-step approach, as shown in figure 1, where personnel engaging in emergency management will gain in basic knowledge, skills, and abilities as part of the Orientation and Basic ICS steps. Training Guides (see Appendix A & B) will be utilized to develop employees to advanced levels of ICS.

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Figure 1



Authorities and Policy

Laws and/or Authorities

Laws, regulations and directives at the Federal and State level are referenced in the Apache County Emergency Management Plan. Title 36, Arizona Revised Statutes (A.R.S.) is a reference which provides direction to County Public Health Officers. Additional Resolutions, plans and directions are provided to the Public Health Officer by the Apache County Board of Supervisors.

Policies

On June 16, 2010, the Apache County Board of Supervisors adopted the ACEMP (Apache County Emergency Management Plan). The ACEMP provides direction

for a coordinated response to a public health emergency. In addition to these county-wide policies, the following Public Health policies are pertinent to training and employee development:

- ACPHSD Staff Response in Public Health Emergency policy effective 07/2009 states that all District employees must be trained, available and prepared to respond to a public health emergency at any time.
 - All employees must be trained to the ACEMP and understand ICS (Incident Command System).
 - Salaried employees are to be accessible 24/7 by telephone.
 - Employees are urged to take appropriate steps to personally prepare their homes and families to function in their absence.
- Staff Development and Training policy effective 02/2009 outlines the training options and requirements for full and part-time District employees.
 - New employees must complete basic ICS competencies within the first 6 months of their District employment. The basic competencies include an introduction to public health, IS 100 and IS 700.

Purpose

Apache County Public Health Services District's training objectives are fundamental to the County's ability to receive grant funding and to effectively respond to any public health emergency. Specific coursework outlined for the Program, contain materials appropriate for accomplishing these objectives. Training provides ACPHSD employees with the requisite KSA's necessary to plan and respond to any public health emergency. ACPHSD's training guides are designed to increase the capacity and capability to respond to an emergency.

Scope

The Emergency Response Training and Development Strategy will cover all ACPHSD employees consistent with their involvement in emergency response. The

Training Program Guides will specify the required training necessary to staff an Incident Management Team (IMT) to meet an incident complexity of a Type 3 organization as defined in the National Incident Management System. (See Definitions pg 26, “Incident Complexity”)

Programmatic Goals and Objectives

Goal 1

Maintain Incident Response Readiness

Objectives

- Maintain NIMS Compliance
- Maintain ACEMP Awareness
- Develop Just in Time Training (JITT) Aids

Goal 2

Increase Response Capability

Objectives

- Develop External Partnerships
- Build Internal Relationships
- Promote Leadership

Goal 3

Advance Performance Quality

Objectives

- Develop Exercises consistent with the Demographics and Hazard Identification and Risk Assessment (HIRA) of Apache County
- Conduct After Action Reviews (AAR)
- Capture Lessons Learned

Goal 4

Provide Employee Development Opportunity

Objectives

- Promote Continuing Education Studies for Self-improvement
- Identify a Professional Development Series
- Utilize a “Train The Trainer” Program

Current State of Training

The ACEMP was approved in June of 2010 following a collaborative effort with the Department of Emergency Management and the Public Health Services District which provided uniform direction to follow NIMS. Public Health has met all of the compliance requirements of NIMS and continues to build on their readiness and response capability. Training and proficiency continue to be a major focus item identified by Management as needing attention. The following statements are indicators of the current state within Apache County Public Health Services District:

- Employees are trained but unexercised in NIMS
- Employees are unfamiliar with the Apache County Emergency Management Plan (ACEMP)
- Just in Time Training (JITT) is not planned or anticipated on recurring issues (ie communications, forms, patient flow) that have been identified during AAR's
- Agreements are in place with most local governments and NGO's however there is an obvious lack of agreement and partnering with local Federal and State agencies
- Employees are encouraged to fill response positions however most lack JITT or intermediate training to successfully perform duties (this includes leadership)
- Employees have received basic training but have lost proficiency through lack of exercise
- Unification between Public Health Divisions during an emergency is fragmented due to lack of incident training, exercising and good understanding of roles and responsibilities
- Exercises are not planned nor executed on a recurring basis; training program maintenance and exercises are lacking
- AARs are completed routinely following the limited numbers of planned exercises however issues, concerns and opportunities are not resolved; lessons learned are not identified or adopted

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- County HR policies are in place for continuing education and professional development however Public Health training and develop policies are lacking
- Employees may not be aware of Continuing Education opportunities
- Preparedness training is not equally distributed throughout Public Health; primarily focused in Public Health Emergency Preparedness (PHEP) which leads employees to believe PHEP to be a response division rather than an emergency planning staff to the District
- A formal process is not currently in place to document Employee Development
- Public awareness, education and prevention programs are in place and supported by limited Community Emergency Response Teams (CERT).

Apache County Public Health Services District requires specific training to be completed by all employees. This training includes the basic ICS courses for NIMS compliance. The following list represents the current required training:

- Orientation to Public Health
- Health Insurance Portability and Accountability Act (HIPAA)
- ICS 100 and ICS 700
- Blood borne pathogens
- Confidentiality
- Basic CPR

Desired End-State of Training

The Apache County Emergency Management Plan (ACEMP) referenced Presidential Directives published in 2002 that presented a course of action affecting all levels of government to operate according to a set of Standard Operating Procedures (SOP's) for managing domestic incidents. A subsequent planning effort by Apache County Public Health Services District in response to a variety of potential public health issues has:

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- Adopted NIMS as the common operating platform and exercised routinely
- An assessment of availability and readiness using an Employee Skills Inventory has been completed to maintain the District at 80% readiness
- Individual Development Plans provide for training to maintain Public Health's readiness level at 80%
- Partnership agreements have been forged with Federal, State, Tribal and local governments to provide capacity for incident management within Apache County
- Public awareness, education and prevention programs are in place and supported by active Community Emergency Response Teams (CERT), Medical Reserve Corp (MRC), and specialized Incident Management Organizations (IMO) in support of public health emergencies
- Private sector and Non-governmental Organizations (NGO) are actively involved in planning, training and exercises
- Hazard Identification and Risk Assessment (HIRA) is being used to train and staff one Type 3 Incident Management Team (IMT) focused on the threats identified in the assessment
- Emergency Support Functions (ESF) for public health issues have been established in Apache County Emergency Operations Center (EOC) with trained Public Health employees staffing these positions
- Centers for Disease Control & Prevention (CDC) Nine Core Competencies are being used to assess ACPHSD response capability
- Training Standards and prerequisites have been identified for positions
- Employee Development Plans reflect opportunities for continuing education and Professional Development Programs

SWOT Analysis

A SWOT analysis is a strategic planning methodology used to assess the Strengths, Weaknesses, Opportunities and Threats in any decision-making situation when a

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desired end-state (objectives) has been defined. The SWOT analysis will be used to make recommendations for both training and employee development. The following table identifies objectives, associated analysis, strategic actions, and who is responsible for implementation:

Table 1

<u>Objectives</u>	<u>Analysis</u>	<u>Strategic Actions</u>	<u>Implementation</u>
NIMS Compliance & Proficiency	<p>Strengths – ACPHSD is 100 % compliant with NIMS.</p> <p>Weaknesses – Attrition is leading to a challenge in maintaining NIMS compliance and ICS proficiency. Currently employees have had the NIMS training, but have not maintained proficiency.</p> <p>Opportunities – Train all new employees and exercise current employees.</p> <p>Threats – Funding new/recurring training may be limited. Unfunded mandates may cause a redirection of funding priorities.</p>	<ul style="list-style-type: none"> • Continue to require NIMS training as part of New Employee Orientation • Exercise Employees on a routine basis to maintain NIMS proficiency • Continue to seek alternative funding • Conduct internal training to reduce funding demands 	<p>Training</p> <p>Training</p> <p>Management</p> <p>Management</p>
ACEMP Awareness	<p>Strengths – The ACEMP is approved and being implemented in EM & PH with revisions. The ACEMP is posted on the County Z Drive for employee access. The ACEMP is annexed with PH specific material.</p> <p>Weaknesses – Outside of EM & PHEP employees are not aware of; concerned about; or interested in the ACEMP.</p> <p>Opportunities – Prioritize the ACEMP as an important training tool for all divisions.</p> <p>Threats – Workloads and budget issues are a barrier to achieving “buy-in” from all employees. There is misunderstanding of PHEP’s roles and responsibilities as a planning versus a response division.</p>	<ul style="list-style-type: none"> • Develop an orientation package that can be delivered to all County Employees • Include ACEMP topics in EM & PH in social networking opportunities • Ensure that ACEMP components are visible during training/exercises 	<p>Training</p> <p>Training</p> <p>Training</p>
Just in Time Training	<p>Strengths – There is a recognized need for JITT</p> <p>Weaknesses – There is not enough offered; planned for; no identification of type or kind.</p> <p>Opportunities – Provide JITT task specific training.</p> <p>Threats – Lack of experience to place the recognized need into actions.</p>	<ul style="list-style-type: none"> • Prepare basic skill assessment for training aids • Train to ACEMP Job Aids • Standardization Tools, Job Aids, etc • Emphasize JITT during exercise planning 	<p>Management</p> <p>Training</p> <p>Management</p> <p>Management</p>
External Partnerships	<p>Strengths– Agreements and partnerships have been established.</p> <p>Weaknesses – Limited utilization of other government agencies, ngo’s, & private sector assets within or neighboring Apache County. Current agreements</p>	<ul style="list-style-type: none"> • Review and update approved agreements • Draft New Agreements to promote interagency coordination & cooperation • Utilize external partners in 	<p>Management</p> <p>Management</p> <p>Management</p>

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	<p>have not been reviewed for content.</p> <p>Opportunities – Expand Agreements and Partnerships to include interagency training</p> <p>Threats – The perception that authorities and jurisdictions will be compromised by sharing responsibilities.</p>	training and mentoring	
Internal Relationships	<p>Strengths – All employees are familiar with NIMS and the response policy requirements of Public Health employees. Cooperative interaction is visible during recurring events (ie. mass vaccination clinics).</p> <p>Weaknesses – Not all employees outside of PHEP are proficient with NIMS and continue to be uncertain of their roles and responsibilities during a response. A training strategy does not exist that addresses their KSA’s or responsibilities during an emergency.</p> <p>Opportunities – Improve relationships between PH Division</p> <p>Threats – Budgets; Workload; Awareness of Roles and Responsibilities; Attrition; Job Security; Human Factors</p>	<ul style="list-style-type: none"> • Review and update HR/PH policies addressing roles and responsibilities • Establish Director meetings with all PH employees • Publicize the Training and Development Strategy/Guide • Develop Standardized Training and Develop Plans for all employees • Conduct Team Building Seminars • Explore Employee Wellness Opportunities relating to Critical Stress during or after an incident • Distribute Employee Questionnaire – 9 CDC Core Competency Self Assessment 	<p>Management</p> <p>Management</p> <p>Management</p> <p>Management</p> <p>Management</p> <p>Management</p> <p>Management</p> <p>Management</p>
Leadership	<p>Strengths – Leadership is recognized as an integral component to an effective response and management of an emerging public health incident.</p> <p>Weaknesses – Limited leadership training is offered for employee development. NIMS functional positions require leadership qualities; these are lacking in PH.</p> <p>Opportunities – Include leadership training in the PH Training and Development Strategy.</p> <p>Threats – Lack of KSA’s in Emergency Management when utilizing an Incident Management Team (IMT) Organization</p>	<ul style="list-style-type: none"> • Develop an Employee Questionnaire with specific questions on Leadership training • Recommend Leadership training for all positions in Step 3 and above on the T&D Concept • Utilize external partners in training and mentoring • Identify personnel and positions that would require a “fast track” approach 	<p>Management</p> <p>Training</p> <p>Management</p> <p>Management</p>
Exercises	<p>Strengths – Exercises have been planned and executed in the area of mass vaccination.</p> <p>Weaknesses – The number of exercises planned and executed are limited in scope and complexity; only staying within their comfort zone.</p> <p>Opportunities – Increase the frequency, complexity, and incident type for exercising the Districts KSA’s.</p> <p>Threats – Operating outside the comfort zone; limited KSA in non-recurring incidents; commitment to exercising; lacking leaders with KSA’s to plan and execute complex exercises.</p>	<ul style="list-style-type: none"> • Utilize Job Aids from the ACEMP; prepare new Aids where none exist; take of advantage existing “tool boxes” • Increase the frequency and complexity of exercises • Encourage PH Staff to participate in other jurisdictions exercises or incidents • Solicit external partners for coaches to mentor planning 	<p>Training</p> <p>Training</p> <p>Management</p> <p>Management</p>

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		and execution of exercises	
After Action Reviews	<p>Strengths – PH uses a structured process, to review incident/exercise performance</p> <p>Weaknesses – AAR documentation is weak; follow-up on issues, concerns or opportunities (ICO’s) is lacking;</p> <p>Opportunities – Correct weaknesses and sustain management strengths through completed AAR processes.</p> <p>Threats – Perceived loss of management control by allowing employee to speak openly. Potential punitive actions against employees for speaking openly.</p>	<ul style="list-style-type: none"> • Develop a standardized AAR process to document and mitigate ICO’s • Train employees on the AAR process • Address AAR function and value during Leadership Training 	<p>Management</p> <p>Training</p> <p>Training</p>
Lessons Learned	<p>Strengths – There is recognition that published lessons learned are needed following a response or exercise</p> <p>Weaknesses – Not presently used by PH; no formal documentation package retained following an incident.</p> <p>Opportunities – Capture Lessons Learned through a formal process.</p> <p>Threats – Increased Workload; Just another report; Documentation of failures or omissions as a result of management actions resulting in legal actions.</p>	<ul style="list-style-type: none"> • Establish an archive policy that aids in the recovery of lessons learned • Incorporate the Lessons Learned into the planning process for exercises • Utilize Lessons Learned as a performance improvement tool 	<p>Management</p> <p>Training</p> <p>Training</p>
Self Improvement	<p>Strengths – PH has policies that allows for continuing education and professional development training.</p> <p>Weaknesses – There is no formal process between employees, supervisors and management to document and routinely review training plans.</p> <p>Opportunities – Formalize training and development planning.</p> <p>Threats – Limited training budget;</p>	<ul style="list-style-type: none"> • Formalize the employee T&D process and incorporate with the Annual Performance Review process 	<p>Management</p>

Employee Interviews

A component of the SWOT analysis is an evaluation of the capability and capacity to respond to a public health emergency using employees. An interview process was developed with key questions and an individual self rating, using the CDC’s 9 Core Competencies to provide an understanding of the employee’s interest response participation and KSA’s. The following table summarizes the Key ICO (Issues, Concerns and Opportunities) Areas; Employee Feedback Summary and Recommendations relating to training and development.

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Table 2

ACPHSD Employee Interview - Content Analysis

<u>Key ICO Areas</u>	<u>Employee Feedback Summary</u>	<u>Recommendations</u>
ICS Training	The on-line training satisfies the NIMS compliance, however retention and proficiency to operate in an ICS role is lacking and unorganized.	On-line training is required to achieve an awareness level, however follow-up seminars, workshops, and simple exercises are needed to improve individual working knowledge.
Exercises/Training	The use of exercises as a training tool has received considerable attention, however frustration exists within the Public Health District on the lack of execution and follow through to gain ICS proficiency	Complete a skills inventory to identify individual ksa's. Develop seminars, workshops, and exercises that are appropriate in scope, scale and subject matter to further employee training around their existing ksa's to fill the needs during an emergency response.
PHEP	Most employees have little comprehension of the roles and responsibilities of the Emergency Preparedness Division. It is common acceptance among the employees to defer leadership to PHEP by assuming a support role during an incident. PHEP roles and responsibilities are unclear.	Roles and responsibilities should be defined for every Division. Employees can better understand the function of the Public Health Services District in the context of their position. An employee orientation package should be developed.
ACEMP	Employees are aware that an Apache County Emergency Management Plan exists however few know what is in the plan, how they are affected by the plan, where the plan is kept or how to access key components of the plan.	Place high priority on communicating the ACEMP to the employees through NIMS TIPS, seminars and other forms of social media.
Response	The lack of defined roles and responsibilities during an incident has created an environment of uncertainty. Employees are unwilling to commit out of fear of stepping outside of their perceived role to support PHEP when called upon. PHEP sees this lack of commitment as an unwillingness to participate and therefore assumes responsibilities for the response.	The high level of employee interest in sharing leadership responsibilities at multiple levels of the ICS organization indicates a capability and capacity that is currently under utilized. The Public Health District should complete a skills inventory of all employees' knowledge, skills abilities or interests. A recruitment drive should be conducted to align everyone's KSA's or interests to the District's ICS organization.
Preparedness	Generally, employees feel a lack of confidence in ICS organization and individual position responsibilities. Job aids can fulfill defining position duties however ICS core roles and responsibilities will continue to be lacking if the on-line courses are not followed with additional studies.	Develop an Incident Management Team and provide team building opportunities to ensure competency. Develop standardized procedures (ie. forms, facilities, processes) in advance of an incident to better prepare employees for a response.

Implementation Strategy

The SWOT Analysis and employee interviews process was used to generate recommendations for future training and development. The following table represents a compilation of actions and recommendations from both processes.

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Table 3

Objectives	Training Actions	Recommendations
NIMS Compliance & Proficiency	Continue to require NIMS Training as part of New Employee Orientation	<ul style="list-style-type: none"> • Maintain NIMS IS-100; IS-700; IS-200; IS-800 • All new employees will complete NIMS training • Provide Intro to CISM
	Exercise Current Employees on a routine basis to maintain NIMS proficiency	<ul style="list-style-type: none"> • Publish monthly “NIMS-TIPS” in AC PHEP News Letter • All normal PH functions will be planned using an ICS Model, coordinated with PHEP • Require an annual NIMS refresher • Set aside one, all employees meeting, with the Director to address NIMS
ACEMP Awareness	Develop an orientation package that can be delivered to all County Employees	<ul style="list-style-type: none"> • Prepare a one hour orientation package that can be used to present the ACEMP either in a group setting or self study
	Include ACEMP topics in EM & PH social networking opportunities	<ul style="list-style-type: none"> • Publish articles in AC PHEP Newsletter relating to ACEMP
	Ensure ACEMP components are visible during training/exercises	<ul style="list-style-type: none"> • Create visual displays (ie sign boards; posters)
Just in Time Training	Train on ACEMP Job Aids	<ul style="list-style-type: none"> • Build in Job Aid training for each event planned
	Emphasize JITT during exercise planning	<ul style="list-style-type: none"> • Develop a list JITT topics to include in exercise planning • Prepare JITT standalone short subject courses
Leadership	Recommend Leadership training for all positions in Step 3 (Intermediate)	<ul style="list-style-type: none"> • Include CISM training at the Intermediate Level • Send employees to leadership training that emphasizes skills in: People Mgt; Conflict Resolution; Cultural Awareness;
Exercises	Utilize Job Aids from the ACEMP; take advantage of existing “tool boxes”	<ul style="list-style-type: none"> • Complete an assessment of needs and acquire additional Aids • Prepare new Aids where none exist
	Increase the frequency and complexity of exercises	<ul style="list-style-type: none"> • Plan a minimum of 4 exercises per year with increasing complexity over time
After Action Reviews	Train employees on the AAR process	<ul style="list-style-type: none"> • Develop a SWOT Analysis training module for use as a model for AAR’s • Prepare a standardized documentation • Emphasize the value of the AAR process to leaders
Lessons Learned	Incorporate Lessons Learned into the planning processes	<ul style="list-style-type: none"> • Implement a formal process to capture performance improvement opportunities
	Utilize Lessons Learned as a performance improvement tool	

Strategic Training Priorities

Utilizing the SWOT Analysis, Employee Feedback and Implementation Strategy recommendations, the following training priorities are suggested. They represent a short term view of the priorities necessary to achieve the competency to manage public health emergencies.

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1. NIMS compliance
2. ACEMP Awareness
3. Knowledge Skills and Abilities in support positions
4. Public Health Incident Management Organization
 - a. Logistics
 - b. Command
 - c. Plans
 - d. Finance
 - e. Operations

Appendix A

Multi-year Training Program Guide

May 2011



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Appendix A

Multi-year Training Program Guide

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Multi-year Training Program Guide

Introduction

This program guide is a dynamic planning tool used to focus training to achieve the preparedness and response mandates of Apache County Public Health Services District. Program categories have been established to direct the training priorities over a multi-year period. Selection of training courses will be dependent on funding, opportunities, and candidate availability. Individual training elements can be moved between years as appropriate to meet the overall goals, objectives and priorities developed in the strategy.

Objectives

- Develop training schedules that target the Strategic Priorities
- Schedule training with a focus on increasing response capability
- Provide organizational capacity to the Incident Management Team
- Utilize the “Train the Trainer” concept to maximize local training and optimize budgets

Responsibilities

Public Health Emergency Preparedness Division

- Plan and Prepare the Annual Calendar
- Secure funding
- Schedule training around priorities and State mandates
- Document and maintain training records related to response capability

Supervisors

- Identify and nominate employees to attend scheduled training
- Coordinate with PHEP, training to meet the commitments to staff an Incident Mgt Team

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- Coordinate with PHEP on funding response training
- Encourage employees to participate in or support emergency response activities

Employees

- Understand their roles during an emergency response
- Participate in After Action Reviews
- Attend agreed upon training
- Provide training feedback when participating in a “Train the Trainer” Course

Instructor Qualification

Local Training

- Subject Matter Experts (SME) should be utilized to the extent practical
- Utilize “Train the Trainer” instructors for local sessions
- Seek partnerships with local agencies and colleges for qualified instructors

State or Nationally Sponsored Training

- Must be State or Nationally certified instructors
- Utilize On-line training whenever possible with local follow-up sessions as needed

Program Categories

Strategic Training Priorities (STP) (page 14) and Program Categories will be used to guide training selection. Program categories are intended to achieve the goals and objectives identified in the parent document, “A Strategy for Emergency Response Training and Development”.

Category 1 – Increase Response Capability and Capacity

STP 1 - NIMS compliance

STP 2 - ACEMP Awareness

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STP 3 - Knowledge Skills and Abilities in support positions

Category 2 – Advances Improvements in Leadership, Efficiencies and Mgt
Effectiveness

STP 4 - Public Health Incident Management Organization

(in order of priority - Logistics, Command, Plans, Finance, Operations)

Category 3 - Promotes Interagency Operability

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Annual Event Planning Matrix

Current Training Year

Category	Course	Course Description	Target Audience	Prerequisites
1	Recruitment Initiative	Solicitation of Incident Management Positions to fill an Incident Management Team	All Employees	None
1	ACEMP Awareness	Presentation of the ACEMP to develop a working knowledge of the Plan	All Employees	None
1	ICS Refresher	Reinforcing the Basic Principles of the Incident Command System and its functionality during a response	All Employees	Online IS-100 & IS-700
1	IS-200	Incident Management of single resources and Initial Action Incidents - online	Command & General Staff Unit Leaders	Online IS-100 & IS-700
1	IS-300	Intermediate ICS training based on local incident management organizational planning	Command & General Staff Unit Leaders	IS-200
2	ICS Exercise (Local)	Joint Ops Exercise with the Navajo Nation – Pandemic Event	ACPHSD & Navajo Nation Public Health & IHS	None
3	ICS Exercise (State)	Joint Ops Exercise with ADHS; CBREN & WMD's	ACPHSD, ADHS & ADEM	None
2	MGT 319 Mass Prophy Preparedness & Planning	Two day on site course designed to design and execute a mass prophylaxis dispensing/Point of Dispensing (POD) site for a local community	Those that would be involved with planning and execution SNS POD, LE.CERT,MRC,ARC, EMT, etc.	None

Out Year Schedule of Events

Category	Course	Course Description	Target Audience	Prerequisites
1	IS-400	Advanced ICS for managing a multi-jurisdictional incident	Command and General Staff	IS-300
1	IS-800	Introduction to the National Response Framework	Command & General Staff Unit Leaders	IS-200
2	MAG-191 IMT/EOC Interface	Team building session on working with an Emergency Operations Center from an Incident Management Team Prospective	IMT Staff & EOC Staff	None

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1	P-450 Logistic Section Chief	Provides the training for managing the logistic function on an incident. Includes supervisory roles and responsibilities	Logistics Section Staff	Advanced ICS Compliant
1	P-400 Incident Commander	Leadership training on Supervising and directing an Incident Management Team.	General Staff & Competent Leaders	Advanced ICS Compliant
2	Planning “P” Workshop	Provides a workshop environment to practice the planning cycle workload	Command & General Staff Unit Leaders	None
2	ICS Exercise (Local)	TBA	ACPHSD & Navajo Nation Public Health & IHS	None
3	ICS Exercise (State)	TBA	ACPHSD, ADHS& ADEM	None
2	ICS Exercise (Local)	TBA	ACPHSD & Navajo Nation Public Health & IHS	None
3	ICS Exercise (State)	TBA	ACPHSD, ADHS& ADEM	None

Appendix B

Type-3 Incident Management Team - Qualification Guide

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T3-IMT Qualification Guide

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Guide Overview

Apache County Public Health Services District (ACPHSD) developed this guide to train and staff a Type 3 Incident Management Organization. This effort was based on the needs for an incident management organization trained on a local level commensurate with the hazards and risks associated with Apache County.

The ACPHSD is responsible for the development, implementation, and maintenance of the qualification procedures. This document is intended to provide guidance when developing personnel qualifications as part of the overall credentialing process that complies with the National Incident Management System (NIMS). Under NIMS Guidance: *National Credentialing Definition and Criteria* issued by the Federal Emergency Management Agency (FEMA) (NG0002, March 2007), credentialing is a component of a “Performance-based” system that insures personnel are identified, their authorization for deployment confirmed, and their qualifications related to the performance of any incident management position are understood by both the receiving jurisdiction and the sending organization. ACPHSD will work toward achieving full credentialing under the performance-based criteria when it is required by CDC National Direction; however during the interim a “Competency-based” model of Knowledge, Skills and Abilities (KSA’s) will be used to measure qualifications and document local certification to perform position duties on an IMT.

No local agency or jurisdiction outside ACPHSD is required to use these standards or qualifications to certify a local incident management position.

Type-3 Incident Management Team Qualification Guide

Purpose

This document serves as the qualification guidelines for ACPHSD's Type 3 Incident Management Team (IMT) to meet competency.

Scope

The statements and descriptions referenced by this guide are considered the **minimum** personnel qualifications that are established for mutual aid within the State of Arizona. Sample Incident Management Team organizations are included for reference, with Command and General Staff qualifications identified. Frequently called upon Unit Leaders are also listed with generic qualification standards. Positions below the Unit Leader level are referenced by position descriptions and associated Job Aid checklists. This Qualification Guide is a dynamic document; it will be updated as needed to incorporate new position titles or to revise the qualification standards to align with state and national direction as it becomes available. ACPHSD will ensure the most recent version of this guide is posted for employee access.

Explanation of Terms

Acronyms

- DHS - Department of Homeland Security
- DIVS - Division Supervisor
- EMI - Emergency Management Institute
- FSC - Finance/Administration Section Chief
- IC - Incident Commander
- ICS - Incident Command System
- IMT - Incident Management Team
- LOFR - Liaison Officer
- LSC - Logistics Section Chief

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MACC - Multiagency Coordination Center
NIMS - National Incident Management Team
NRF - National Response Framework
NWCG - National Wildfire Coordinating Group
OSC - Operations Section Chief
PIO - Public Information Officer
PSC - Planning Section Chief
SOFR - Safety Officer
USFA - U.S. Fire Administration

Definitions

Incident Complexity - Incident complexity is identified by Types 5 to 1, with 5 being the simplest and 1 being the most complex. For example, a Type 5 incident is characterized by relatively few resources, is of short duration, and has few complicating factors. A Type 1 incident has large numbers of resources and may last for several operational periods and has many complicating factors. A Type 3 incident is characterized by an incident which has or is expected to expand beyond the capabilities of the initial response organization. Type 3 incidents generally have several resources and will be expected to function over several operational periods with limited to moderate complicating factors.

Memorandum of Understanding (MOU) - is a document outlining policies, procedures, and agreements between the jurisdictions, and agencies.

Local Certification - approval issued to an individual that meets the competency as described by ACPHSD to perform the position duties within acceptable KSA's.

Technical Specialist (THSP) - is a person participating as a member of an Incident Management Team (IMT) that contributes technical knowledge and skill.

Objectives

- Establish minimum training and qualification standards
- Utilize the competency-based qualification system

- Identify the minimum required training for IC, Command and General Staff and Unit Leaders
- Identify a range of organization options for a Type 3 Incident Management Team

Incident Qualification System

Introduction

Personnel mobilized by the ACPHSD Type 3 IMT will be required to meet the qualification standards in this guide. Incident Management Teams (IMT's) provide an effective response organization designed to manage resources and information; provide planning and direct operational tasks to manage/mitigate an incident.

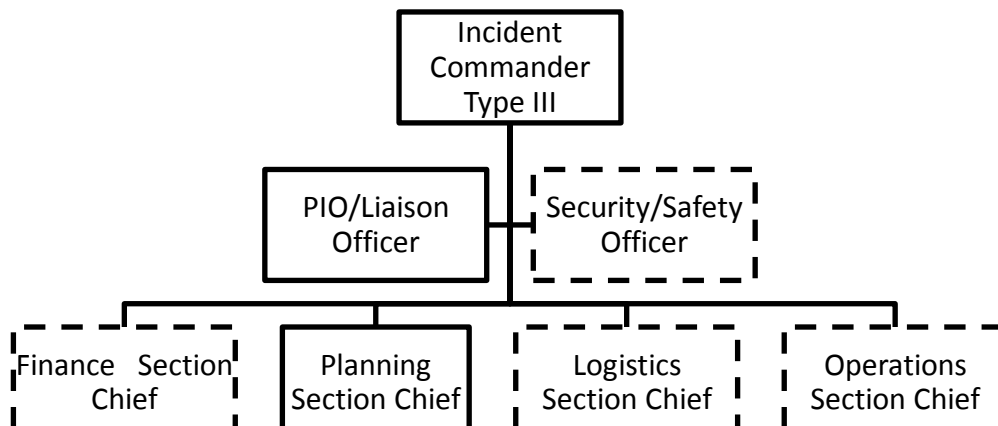
Required Training/Recommended Experience

Training which supports development of knowledge and skills are; seminars, activities, events, workshops and exercises that can help support position performance. Documentation of participation will be the responsibility of the employee supervisor or position supervisor on an incident. It is the responsibility of each Division Manager to ensure that trainees have the opportunity to acquire the knowledge and skills necessary for a position.

Incident Management Team Organization

Chart 1

Public Health Initial Response – Incident Management Team

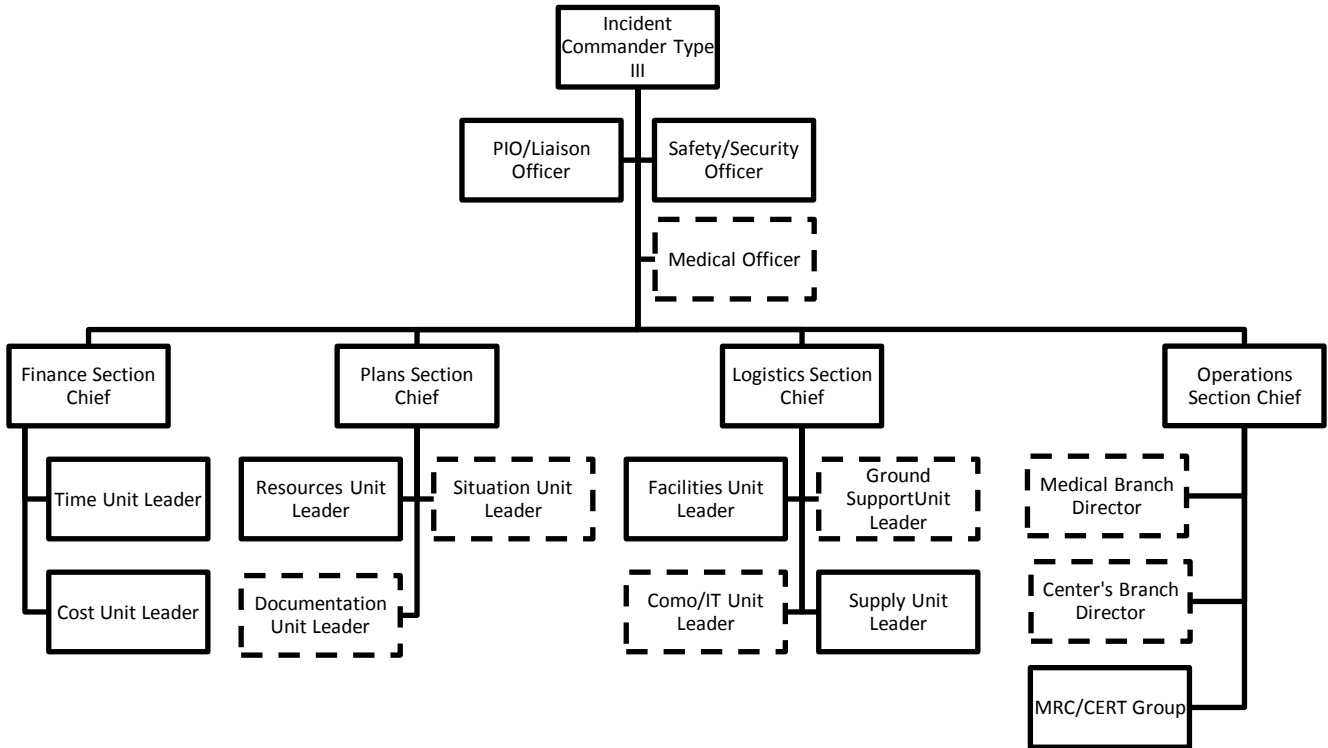


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Positions identified with dashed boxes are on Alert Status pending activation by the Incident Commander.

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Chart 2
Public Health Full Incident Management Team



Positions should only be Activated as the need arises.

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Type 3 ICS Position Qualifications

INCIDENT COMMANDER (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • All-Hazard Incident Commander (EMI E/L 950; FEMA P-400; NWCG S-300) or equivalent
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Public Information • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; DHS-026 Command and Control of Incident Operations or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Incident Command at the levels of government commensurate with the scope of the incident • Satisfactory performance in other positions within the ICS organizational structure, including Operations Section Chief (OSC) and Planning Section Chief (PSC) • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Public Information/Liaison Officer (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • All Hazard Public Information Officer (E-952 PIO; FEMA P-403PIO; NWCG S-403 PIO) or equivalent • JIC/JIS Joint Information Center/Systems
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in the Public and Media Communications Network, commensurate with the complexity of the incident • Satisfactory performance in other positions within the ICS organizational structure • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Safety/Security Officer (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • All Hazard Safety Officer (E-954 SO; FEMA P-404 SO; NWCG S-404 SO, DHS-036 Incident SO) or equivalent
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in the Safety and Security programs, commensurate with the complexity of the incident • Satisfactory performance in other positions within the ICS organizational structure • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Medical Officer (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • NONE
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Medical Officer (Ready RN Courses;) or equivalent • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in the Medical Field commensurate with the complexity of the incident • Satisfactory performance in other positions within the ICS organizational structure, or Hospital Emergency Incident Command System (HEICS) • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Planning Section Chief (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • All-Hazard Planning Section Chief(E-962; FEMA P-440; NWCG S-440) or equivalent
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Incident Command at the levels of government commensurate with the scope of the incident • Satisfactory performance in other positions within the ICS organizational structure, including Situation Unit and Resource Unit • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Planning Unit Leaders (Type 3)

(Documentation, Situation and Resources)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • Planning Unit Leaders Training Courses (ie. E-964 Situation ; E-965 Resource; E-229 Documentation; IS-703 & 707 Resources; NWCG S Courses, etc) or equivalent
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337 or equivalent) • Incident Action Plan (IAP) Development; “Planning P” • Supervisory and Teambuilding • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Support or Service levels of government commensurate with the scope of the incident • Satisfactory performance in other technical positions within the ICS organizational structure or exercise drills • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Operations Section Chief (Type 3)
(Same Qualifications for Branch Level Positions)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u> All-Hazard Operations Section Chief(E-958; FEMA P-430; NWCG S-430) or equivalent</p>
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent • DHS-026 Command and Control of Incident Operations
Experience	<ul style="list-style-type: none"> • Functional Experience in Incident Command at the levels of government commensurate with the scope of the incident • Satisfactory performance in other positions within the ICS organizational structure, including Branch or Division/Group positions • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Operational Divisions/Groups (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u> All-Hazard Operations (E-960 Div/Group Sup; NWCG S-339 Div/Group Sup) or equivalent courses</p>
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Operations at the levels of government commensurate with the scope of the incident • Satisfactory performance in other positions within the ICS organizational structure, including Strike Team/Taskforce Leader • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Logistics Section Chief (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u> All-Hazard Logistic Section Chief (EMI E/L 950; FEMA P-450; NWCG S-450) or equivalent</p>
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Incident Command at the levels of government commensurate with the scope of the incident • Satisfactory performance in other positions within the ICS organizational structure, including Planning Section Chief (PSC), or Logistic Section Unit Leaders • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Logistics Unit Leaders (Type 3)

(Facilities; Ground Support; Communication/IT; Supply)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • Logistics Unit Leader Training Courses (ie. E-971 Facilities; E-970 Supply; E-969 Como; IS-703 & 707 Resources; IS-704 & DHS 114 Como; DHS-036 Safety; NWCG S Courses, etc) or equivalent
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337 or equivalent) • Incident Action Plan (IAP) Development; “Planning P” • Supervisory and Teambuilding • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Support or Service levels of government commensurate with the scope of the incident • Satisfactory performance in other technical positions within the ICS organizational structure or exercise drills • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Finance Section Chief (Type 3)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • ICS-400: Advanced ICS for Command and General Staff, Complex Incidents, and MACS. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u> All-Hazard Finance Section Chief (E-973 FSC; FEMA P-460; NWCG S-460) or equivalent</p>
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337, or equivalent courses) • Incident Action Plan (IAP) Development; “Planning P” • Management, Leadership and Teambuilding (DHS 085 Leadership, Who’s in Charge; or equivalent courses) • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Incident Command at the levels of government commensurate with the scope of the incident • Satisfactory performance in other positions within the ICS organizational structure, including Operations Section Chief (OSC) and Planning Section Chief (PSC) • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

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Finance Unit Leaders (Type 3)

(Time, Cost)

Requisite Elements

<u>Category</u>	<u>Criteria</u>
Training	<p><u>NIMS</u></p> <ul style="list-style-type: none"> • ICS-100: Introduction to ICS for Operations First Responders. • ICS-200: Basic NIMS/ICS for Operational First Responders. • ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders. • FEMA IS-700: NIMS, an Introduction. • FEMA IS-800b: National Response Framework, an Introduction. <p><u>POSITION</u></p> <ul style="list-style-type: none"> • Finance Unit Leaders Training Courses (ie. E-975 Finance/Admin; NWCG S Courses, etc) or equivalent
Experience	Ongoing experience related to the management of emergency incidents or events where an ICS organization is utilized as the management structure. This may be achieved through exercise or actual incident/event experience.
Medical/Physical Fitness	Medical and physical fitness requirements established by ACPHSD that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress.
Certifications	A performance-based certification and qualification system to document minimum training, knowledge, skills and experience. At the discretion of ACPHSD, a competency-based qualification system may be utilized within Apache County.

Recommended Elements

<u>Category</u>	<u>Criteria</u>
Training	<ul style="list-style-type: none"> • All-Hazard Incident Management Team (USFA O-305, N-337 or equivalent) • Incident Action Plan (IAP) Development; “Planning P” • Supervisory and Teambuilding • Critical Incident Stress Management (CISM) • Incident Command System/Emergency Operation Center (ICS/EOC) Interface (MAG-191) or equivalent
Experience	<ul style="list-style-type: none"> • Functional Experience in Finance or Administration levels of government commensurate with the scope of the incident • Satisfactory performance in other technical positions within the ICS organizational structure or exercise drills • Completion of a Position Task Book (PTB) that documents the ability to perform required skills in exercises and or actual incidents. This will be required for formal certification and credentialing.

Support Positions

Many positions may be required that are not identified as part of the Incident Management Team and do not have specific training criteria. These positions are in support of the team and will vary with the incident. The following support positions are not all inclusive and will be required to have the basic NIMS awareness training.

- Greeter
- Registration
- Clinic Flow
- Educator
- Medical Screener
- Vaccinator
- Vaccinator Assistant
- Medicine Dispenser
- Medicine Preparer
- Forms Collection
- Supply Manager
- Mental Health Consultant
- Public Information Liaison
- Security Manager
- Traffic Control
- Liaison
- Greeter/Check-in
- Data Entry Clerk
- Records Clerk
- Transportation Coordinator
- Volunteer Coordinator
- Interpreter/Translator
- Triage RN

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Greeter

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Greet clients and conduct initial orientation upon their arrival. Ensure that clients and volunteer staff entering the clinic are on the access list.

Qualifications: Non-licensed with some medical background preferred, public speaking and good communication skills, required training, required vaccine/prophylaxis.

Equipment:

- Roster of clinic staff.
- Roster/schedule of clients to receive treatment (if applicable).
- Flowchart of clinic operation.
- Pens.
- Clipboards.
- Watch/clock.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Assist in setting up clinic operation.
- Secure a current list of clinic volunteer staff from Clinic Manager.
- Identify contact information of the clinic Public Information Liaison for media inquiries.
- Review response plans with security personnel and Clinic Manager in anticipation of any security problems.

Ongoing Duties:

- Ensure no one enters the clinic process that is not on the access list.

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- ❑ Monitor the identification system – staff granted access to the emergency clinic will have appropriate identification badges (i.e. Health Agency ID, photo ID, etc.). All staff personnel will be wearing a green vest with ID appropriately placed on the vest.
- ❑ If someone arrives who is not on the access list and their entrance is questionable, notify the Clinic Manager.
- ❑ Direct all media inquiries to the Public Information Liaison assigned to the clinic.
- ❑ Orient clients to the clinic process using the flow chart. Explain how the clinic will flow, approximate time it will take (if known), and what clients can expect as they move from station to station.
- ❑ Inform clients of the resources available to assist them (i.e. language translation assistance, assistance for people with disabilities, mental health consultation, etc.) and alert appropriate clinic staff of any special needs clients have coming in, so that the necessary resources can be prepared.
- ❑ Direct clients to proceed to the Registration station.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.

Extended Duties:

- ❑ Clear and clean the greeting station at the conclusion of the clinic operation.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing session

Registration

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Provide appropriate forms to all patients entering the clinic. Assure completeness and accuracy of patient's screening/consent/declination documents prior to screening. Answer any forms questions.

Qualifications: Non-licensed with medical background or non-medical professionals, basic clerical and organizational skills, attention to detail, required training, required vaccine/prophylaxis.

Equipment: Pens, clipboards, registration forms.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Assist in setting up clinic operation.
- Ensure a sufficient number of clipboard packets are prepared and available.

Ongoing Duties:

- Provide client with a clipboard of materials; stress the importance of filling out forms completely and legibly.
- Review each person's documents for completeness and accuracy.
- Assist clients in completing documents.
- Be available to answer any forms questions as they arise; any medical questions should be referred to the Medical Screeners for clarification.
- When client completes registration, refer client to the Educator, or the appropriate waiting area.
- Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.

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Extended Duties:

- ❑ Re-pack supplies conveniently for next clinic and notify Supply Manager of supplies needed..
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing session

Clinic Flow

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Maintain steady flow of clients throughout clinic process.

Qualifications: Non-medical, able to stand and walk for extended periods, required training, required vaccine/prophylaxis.

Equipment: To be determined.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Obtain orientation.

Ongoing Duties:

- Assist clients in moving through each station of the clinic process.
- Notify clients to have forms ready and to ready themselves for injections (e.g., bare arms).
- Escort non-English speaking/reading clients from entrance to processing area. Notify appropriate persons of translation needs.
- Assists groups entering and leaving education area.
- Accompany non-urgent ambulatory clients needing to rest to “sick room.”
- Accompany clients who decline treatment to the forms collection station.
- Notify Security Staff of situations requiring security intervention.
- Inform Clinic Manager of any bottlenecks that need to be eased.
- Assist Supply Manager in transporting supplies to work stations.
- Periodically check with staff at each clinic station for any supply needs or client assistance.
- Alert a psychosocial team member of any distressed, upset and anxious clients or escort such person(s) to the consultation area.

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Extended Duties:

- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

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Educator

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Provide information to clients regarding the disease in question, and the Prophylactic treatment clients will receive at the clinic. Ensure clients view educational video. Answer client questions.

Qualifications: Non-licensed with some medical background preferred, public speaking/training skills, good communication skills, required training, and required vaccine/prophylaxis.

Equipment: Orientation script, prophylactic agent information forms, disease Information forms, educational video, TV/VCR and projector, extension cords.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Obtain orientation and set up educational area.
- Stock education area with prophylactic agent information forms and disease information forms from supplies area.
- Ensure that video and equipment is set up and operational.

Ongoing Duties:

- For each group of clients, greet and provide basic information (verbally or with a video presentation) about the disease in question and the medication, vaccine, or biologic being dispensed or administered.
- Explain the clinic process; distribute disease information sheets and prophylactic information sheets.
- Explain how to complete forms (if needed).
- Answer questions.

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- ❑ Explain what body site will be used for injections and request that clothing be prepped to bare this area at injection station.
- ❑ Discharge clients to Medical Screener station or designated waiting area.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or escort such person(s) to the consultation area.
- ❑ Request additional forms and other supplies from Supply Manager.

Extended Duties:

- ❑ Re-pack supplies conveniently for next clinic and notify Supply Manager of any supply needs.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Medical Screener

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Assesses clients for contraindications to prophylactic agents. For each clinic setting, someone will take the role of “Lead” Medical Screener. A public health physician will be “on call” for any final recommendations/decisions.

Qualifications: Licensed medical professional, required training, required vaccine/prophylaxis.

Equipment:

- Training toolkit notebook/educational material and forms.
- Private area.
- Table and 2 chairs.
- Pens.

Will have access to:

- Phone.
- HIV Testing/Counseling Sites Booklet.
- Physicians’ Desk Reference Book.
- Medical Dictionary.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Review screening form and familiarize self with contraindications, potential drug interactions, medication/vaccine/biologic side effects, and disease symptoms.
- Identify the Lead Medical Screener for the clinic.
- Assist in setting up the clinic operation and ensure appropriate supplies and documents are available to all screeners.
- Verify the physician “on call” and appropriate contact information.

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Ongoing Duties:

- ❑ Review screening form for evidence of contraindication or potential drug interaction to first-line prophylactic agent and disease symptoms.
- ❑ Will assure that the Patient Medical History and Consent form is complete and questions asked in the medical history are clear to the client.
- ❑ Will verbally confirm each condition for both client and any close contacts.
- ❑ Will discuss the medical conditions that could make her/him ineligible to receive the prophylactic agent and determine if such conditions are present.
- ❑ Will confer with Lead Screener of physician “on call” if further consultation/evaluation regarding eligibility is needed.
- ❑ Will answer any medical questions concerning prophylaxis method and reactions.
- ❑ If no contraindications/interactions or disease symptoms, direct client to vaccination or dispensing waiting area.
- ❑ For non-English reading/speaking clients, contact interpreter and obtain information necessary to complete screening form.
- ❑ If client refuses recommended prophylactic agent, have client sign declination, sign as witness.
- ❑ Will ask the client to sign the consent form before proceeding to vaccination/dispensing station. (*signature must be witnessed*)
- ❑ If patient opts out or is deferred, document this status and notify Clinic Flow staff to escort them to Forms Collection station.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.
- ❑ Request additional forms and other supplies from Supply Manager.

Extended Duties:

- ❑ Prepare Medical Screening station for next clinic.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

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Vaccinator

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Administer vaccines and injected biologics, provide site care instructions, and answer questions.

Qualifications: Licensed medical professional, required training, required vaccine/prophylaxis.

Equipment:

- Dryvax vaccine.
- Sterile needle for venting of vaccine vial.
- Diluent and vented needle.
- Sterile specimen container for vaccine stopper storage (1 per vaccination station).
- Sterilized bifurcated needles.
- Sharps container.
- Biohazard trash container.
- Non-latex gloves.
- Waterless antiseptic hand wash.
- Antibacterial hand washing solution.
- Hand lotion.
- Gauze.
- Hypoallergenic tape.
- Take home dressing packet.
- Blue pads.
- Paper towels.
- 1:10 Bleach solution in spray bottle.
- Plastic table cover.
- Sharpie permanent marker for dating vaccine bottle.
- Pen.
- Table and 3 chairs.
- Cot.

Will have access to:

- Smallpox vaccine administration supplies.

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- ❑ Physician order and protocol for smallpox vaccine administration.
- ❑ Vaccine reconstitution protocol.
- ❑ Patient medical history and consent form.
- ❑ Post Vaccination and Follow-up Information Sheet.

Immediate Duties:

- ❑ Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- ❑ Read this entire Job Action Sheet.
- ❑ Set up vaccination station (site cleansing supplies, sharps container, vaccine/diluents, injection supplies, bandages, emergency supplies, lined wastebasket, pens, and forms).
- ❑ Obtain orientation regarding specific tasks and special instructions for specific type of vaccine/biologic being used.
- ❑ Review printed/other materials on injection administration.

Ongoing Duties:

- ❑ Answer final client questions.
- ❑ Review screening and consent form to rule out contraindications.
- ❑ Check that client has signed consent form.
- ❑ Prepare vaccine/biologic and/or fill syringes, as needed.
- ❑ Administer vaccination and apply dressing to vaccination site.
- ❑ Provide instructions on care of site.
- ❑ Observe for immediate reactions/complications and respond; request Emergency Medical Staff assistance, as needed.
- ❑ Document product administered on client's form, including lot # and label.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.
- ❑ Request additional forms and other supplies from Supply Manager.

Extended Duties:

- ❑ Reconstitute vaccine per protocol as needed.
- ❑ Repack supplies conveniently for next clinic.
- ❑ Clear and clean station area.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions

Vaccinator Assistant

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Assist the vaccinator with all aspects of pre- and post vaccination activities.

Qualifications: Licensed medical professional, non-licensed professionals with medical background, required training, required vaccine/prophylaxis.

Equipment:

- Separate table for clients' coats, purses, etc.
- Office supplies – Pens, notepad and post-it notes.
- Biohazard containers.
- Latex gloves.
- Waterless Antibacterial hand cleaner.
- Gauze.
- Hypoallergenic tape.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Assist in setting up vaccination station (site cleansing supplies, sharps container, vaccine/diluents, injection supplies, bandages, emergency supplies, lined wastebasket, pens, and forms).
- Obtain orientation regarding specific tasks and special instructions for type of vaccine/biologic being used.
- Review printed/other materials on injection administration.

Ongoing Duties:

- Verify current vaccination information.
- Assist client to expose vaccination site.

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- ❑ Prepare (cleanse) vaccination site, as indicated for particular vaccine/biologic.
- ❑ Record lot number of biologic/diluents on consent form and any other required forms.
- ❑ Provide client with documentation of injection (and for smallpox, reaction card).
- ❑ Monitor supplies and request as needed from Supply Manager.
- ❑ Properly clean and disinfect contaminated surfaces and dispose of contaminated items.
- ❑ Assist in preparing vaccine/biologic and/or filling syringes, as needed.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.

Extended Duties:

- ❑ Assist with final site clean-up.
- ❑ Repack supplies conveniently for next clinic and replenish supplies.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Medicine Dispenser

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Dispense medications to clients who do not have identified contraindications, and advise clients of the risk/benefit, dosage, expected reactions, and any adverse effects, and instructions for taking the medication.

Qualifications: Licensed medical professional, required training, required vaccine/prophylaxis.

Equipment: Pens, pre-packaged first-line antibiotics, labels, client information sheets.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Assist with set-up of dispensing stations.
- Familiarize self with contraindications, potential drug interactions, medication/vaccine/biologic side effects, disease symptoms, and appropriate dosages.

Ongoing Duties:

- Review screening form for evidence of contraindication or potential drug interaction to first-line prophylactic agent and disease symptoms.
- If no contraindications/interactions or disease symptoms, give client the information sheet and review risk/benefit, dosage, expected reactions, and adverse effects instructions.
- Check that client has signed consent form.
- Dispense appropriate medication (med. Dispensing syringe, if needed), document medication dispensation on form.
- Attach appropriate label with lot numbers on the client's form.

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- ❑ Dispense appropriate dosages for each client and review instructions for taking the medication.
- ❑ If client refuses recommended prophylactic agent, have client sign declination, sign as witness.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.
- ❑ Request additional medications, forms and other supplies from Supply Manager.

Extended Duties:

- ❑ Clean the dispensing station.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Medicine Preparer

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Divide and repackage medicines for dispensing to clients, track pharmaceutical lot numbers, and maintain dispensing station.

Qualifications: Licensed medical or non-licensed professionals with medical background, required training, and required vaccine/prophylaxis.

Equipment: Pill counter, prescription bottles, label maker, pens, client information sheets.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Assist in setting up dispensing station (pens, dispensing forms, filled prescription bottles, lot # labels, and client information sheets).
- Review printed/other materials on medicine dispensing.

Ongoing Duties:

- Repackage pills into appropriate dosages according to instructions (using pill counter and prescription bottles). This may not always be applicable.
- Create labels for bottles, including lot numbers and important information.
- Ensure labels with lot numbers are attached to both the prescription bottle and the client's paperwork when dispensed.
- Stock the dispensing stations with client information sheets on how to take the medication.
- Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.
- Request any needed supplies from Supply Manager.

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Extended Duties:

- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Forms Collection

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Collect the Client Medical History, consent forms, and any other important documentation. Check to ensure all forms are complete and legible. Assist clients with form completion if necessary.

Qualifications: Non-medical, basic clerical skills/attention to detail, required training, required vaccine/prophylaxis.

Equipment: Pens, clipboards, form collection box, paperclips and other office supplies.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Assist in setting up clinic operations.

Ongoing Duties:

If the client comes to the Exit station opting out or is deferred:

- Keep the: Medical History form, Follow-up Information Sheet, and Adult Immunization Card and other documentation.
- All educational material can go with client.

If the client received the prophylactic treatment:

- Ensure all pages of the Patient Medical History and Consent Form is complete and legible.
- If anything is illegible or incomplete, assist the client with completing the form.
- Ensure lot numbers are entered on the appropriate documents.
- Ask the client if they have any remaining questions that need answered before leaving the clinic.
- Annotate departure time on the clinic checklist and retain for future reference.

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- ❑ Collect the necessary documents for data entry.
- ❑ Direct the client to the exit.

Extended Duties:

- ❑ Re-pack supplies conveniently for next clinic and notify Supply Manager of any supply needs.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Supply Manager

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Will be responsible for the set up of clinic operations and ensure all necessary supplies/equipment are available prior to and during clinic operations.

Qualifications: Non-medical, good organizational skills, required training, required vaccine/prophylaxis.

Equipment: 2-way radio, cell phone, supply list.

Immediate Duties:

- Arrive at assigned site 2 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Familiarize self with site set-up, supplies needed at each workstation, and where supplies are kept.
- Obtain orientation regarding specific tasks and special instructions for prophylactic agent(s) being used.
- Assist with site set-up.
- Secure/replenish all necessary supplies and equipment.

Ongoing Duties:

- Periodically check all work stations, empty waste containers, and deliver needed supplies.
- Monitor supply inventory and notify Clinic Manger of items in short supply.
- Prepare request form for items needed.
- Make formal request to appropriate entity for needed supplies (e.g. District EOC, RSS Site, county EOC, etc.)

Extended Duties:

- Maintain the clinic supply list and ensure supplies are replenished.

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- ❑ Ensure vaccines or medicines are secured and locked up.
- ❑ Assist with final site clean-up.
- ❑ Repack supplies conveniently for next clinic and replenish supplies.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Mental Health Consultant

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Provide mental health consultation, referral and support to distressed, anxious and upset clients and/or clinic staff.

Qualifications: Licensed mental health professional, counseling experience, required training, required vaccine/prophylaxis.

Equipment: Pens, information handouts (such as resources on taking care emotionally, coping, stress), referral forms, client contact documentation forms.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Assist with set-up of consultation area.
- Request needed supplies from Supply Manager.

Ongoing Duties:

- Provide mental health support to clients or staff who are distressed, upset or anxious.
- Provide appropriate support, education, and therapeutic intervention as needed.
- Provide client resource information on stress, coping and emotional care.
- Refer clients to additional (outside) appropriate treatment as needed.
- Document any referrals on referral form.
- If client chooses to continue with the clinic process, have support staff escort the client through the rest of the process.
- If client declines further treatment, have support staff escort the client to the exit station.
- Document each client encounter on documentation forms for record-keeping purposes.

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- ❑ When no clients are present at the consultation station, Consultation staff should “work the line” or go to areas between stations where clients are waiting and provide educational materials and do brief assessment for signs of distress, anxiety or other mental health issues. Address needs for consultation and support accordingly.

Extended Duties:

- ❑ Clean up and prepare consultation station for next clinic.
- ❑ Assist with final site clean-up.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Public Information Liaison

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: To serve as the point of contact for all media inquiries during the clinic set-up and operations. This position is under the direction of the Public Information Officer (PIO).

Qualifications: Non-medical, public speaking/public information skills, good communications skills, required training, required vaccine/prophylaxis.

Equipment:

- Cell phone.
 - Pen and notepad.
 - Important contact information of county and public health officials, and other county and state PIOs.
 - Media packets.
- Will have access to:*
- The county PIO.
 - The State PIO and/or Joint Information Center (JIC).
 - Schedule and location of emergency clinics in operation.
 - List of clinic staff volunteers.
 - Information about the disease and the prophylactic treatment being provided.

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with county and State PIO and Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Establish an off-site location for media interviews for each clinic site.
- Contact all media sources in the vicinity of the clinic operation and inform them of the media protocols.
- Prepare media packets.

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Ongoing Duties:

- ❑ Ensure the clinic Greeters, Clinic Manager, and Security have your contact information, and specifics on the off-site Media Information Center.
- ❑ Conduct press briefings under the direction of the State PIO.
- ❑ Maintain contact with county and State PIO staff and/or JIC to ensure a consistent and accurate message to the media.
- ❑ Maintain contact with Clinic Managers on the status of the clinic.
- ❑ Notify media of important information the public needs to know when coming to an emergency clinic, under direction of the State PIO.
- ❑ Feed media information supplied by the State PIO.
- ❑ Field media questions for the State PIO to address.
- ❑ Monitor media outlets to check accuracy of information being reported.

Extended Duties:

- ❑ Conduct follow-up press briefings and releases as needed.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Security Manager

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Ensure the emergency clinic site is safely secured and entrance is restricted to only:

- Clinic staff who are on the access list.
- Clients in need of treatment.

Qualifications: Non-medical with security or police background preferred, required training, required vaccine/prophylaxis.

Equipment: Radio communications.

Immediate Duties:

- Arrive at assigned site 2 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Obtain orientation.
- Make contact with local law enforcement and establish emergency protocols.
- Initiate a reconnaissance of the clinic facility during the clinic set-up for any compromising security issues.
- Review response plans with Greeter and Clinic Manager in anticipation of any security problems.

Ongoing Duties:

- Station one security officer at the clinic entrance and exit, and one inside the clinic.
- Clinic Greeter and the Clinic Manager will have an approved access list of all personnel.
- Unexpected persons seeking entrance into the clinic must be approved through the Clinic Manager.
- Observe all packages or cases brought in by clients or staff.

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- ❑ Monitor the identification system – staff granted access to the emergency clinic will have appropriate identification badges (i.e. Health Agency ID badges, photo ID, etc.). All staff personnel will be wearing a green vest with ID appropriately placed on the vest.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.

Extended Duties:

- ❑ Ensure the prophylactic medicines or vaccines are safely secured.
- ❑ Confirm status of the facility upon closure and note any damages or problems.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing sessions.

Traffic Control

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Ensure steady and problem-free traffic flow of vehicles into and out of the clinic parking area. Perform basic initial triage of persons by interviewing people from their cars on the way into the parking area.

Qualifications: Non-licensed volunteers, required training, required vaccine/prophylaxis.

Equipment: Radios, flashlights, list of interview questions for triage, traffic control Vests, Personal Protective Equipment (PPE)

Immediate Duties:

- Arrive at assigned site 1.5 hours prior to start time and check in with Clinic Manager.
- Read this entire Job Action Sheet.
- Receive orientation.
- Make contact with Security and Greeter and establish emergency protocols.
- Review response plans with Security, Greeter and Clinic Manager in anticipation of any persons who may present at the clinic.
- Receive interview cards from Greeter.
- Familiarize self with contraindications, potential drug interactions, medication/vaccine/biologic side effects, disease symptoms, and appropriate dosages.

Ongoing Duties:

- Maintain use of proper PPE at all times.
- Interview persons coming into the clinic parking area, while they are still in their cars.
- If there is no one in the car who is symptomatic or who has potentially been exposed, direct the person(s) on where to park and give instructions on how and where to get in line for clinic services.
- If there is even one person in the car who is symptomatic or has potentially been exposed, direct that vehicle with all persons still inside to the nearest hospital or designated off-site facility. **People who are symptomatic or potentially exposed may not enter the clinic.**

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- ❑ Direct traffic out of the parking area, when people have completed clinic services.
- ❑ Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.
- ❑ Request assistance from Security as needed.

Extended Duties:

- ❑ Ensure decontamination of PPE, and equipment.
- ❑ Check out with Clinic Manager.
- ❑ Participate in scheduled debriefing session.

Liaison

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Function as the Triage Center contact person for representatives from other agencies.

Equipment:

- Roster of Center Staff.
- Flowchart of Center operation.
- Pens.
- Clipboards.
- Watch/clock

Immediate Duties:

- Upon arrival Arrive check in with the TC Branch Director.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.
- Assist in setting up clinic operation.
- Attend overall staff briefing and receive assignment specific briefing from the Triage Center Branch Director
- Establish contact with liaison counter partners of each assisting and cooperating agency.

Ongoing Duties:

- Keep TC Branch Director and other agencies and organizations updated on changes in the Center status and operations
- Respond to request and complaints from incident personnel regarding interagency issues
- Monitor the incident to identify current or potential inter-organizational problems
- Maintain a list of all assisting agencies including their resource availability

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Extended Duties:

- ❑ Assist with final site clean-up.
- ❑ Check out with TC Branch Director.
- ❑ Prepare end of shift report for the Incident Package
- ❑ Participate in scheduled debriefing sessions

Greeter/Check-In

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Greet clients and conduct initial orientation upon their arrival. Ensure that clients and volunteer staff entering the Center are on the access list.

Equipment:

- Roster of Center Staff.
- Flowchart of Center operation.
- Pens.
- Clipboards.
- Watch/clock.
- PPE for patients

Immediate Duties:

- Upon arrival check in with the Data Management Group Leader.
- Read this entire Job Action Sheet.
- Receive orientation and establish working schedule.
- Assist in setting up Center operation.
- Secure a current list of volunteer staff from Resources Management Group Leader.
- Identify contact information of the Center Liaison for media inquiries.
- Review response plans with security personnel and Security Officer in anticipation of any security problems.

Ongoing Duties:

- Ensure no one enters the Center that is not on the access list without being properly registered.
- Monitor the identification system – staff granted access to the Triage Center will have appropriate identification badges (i.e. Health Agency ID, photo ID, etc.). All staff personnel will be wearing a green vest with ID appropriately placed on the vest.
- If someone arrives who is not on the access list and their entrance is questionable, notify the Security Officer.
- Direct all media inquiries to the Public Information Officer assigned to the IMT.

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- ❑ Provide patients with Personal Protective Equipment as needed
- ❑ Orient clients to the Triage Center process using the flow chart. Explain how the clinic will flow, approximate time it will take (if known), and what clients can expect as they move from station to station.
- ❑ Inform clients of the resources available to assist them (i.e. language translation assistance, assistance for people with disabilities, mental health consultation, etc.) and alert appropriate clinic staff of any special needs clients have coming in, so that the necessary resources can be prepared.
- ❑ Direct clients to proceed to the Registration station.

Extended Duties:

- ❑ Clear and clean the greeting station at the conclusion of the clinic operation.
- ❑ Assist with final site clean-up.
- ❑ Check out with Data Management Group Leader.
- ❑ Participate in scheduled debriefing session

Data Entry Clerk

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Enters the data provided in the patient medical history and consent form, and any other documentation as needed.

Equipment:

- Laptops with AC adaptors.
- External keyboards.
- External mice.
- 50 ft. extension cord.
- Surge protector power strips.
- Extension cords.
- File box with folders identified for each participating facility.

Immediate Duties:

- Upon arrival Arrive check in with the Data Management Group Leader.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.
- Assist in setting up clinic operation.
- Establish filing structure for records entry
- Obtain necessary supplies and forms for data entry

Ongoing Duties:

- Retrieve paperwork form the Intake and Registration station.
- Enter all patient data into computer.
- File paper copies according TC policies.
- Establish back-up standards for all records
- Prepare reports as needed for IMT and ACDPH use

Extended Duties:

- Assist with final site clean-up.
- Check out with Data Management Group Leader.
- Participate in scheduled debriefing sessions

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Records Clerk

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Enters the data provided in the patient medical history and consent form, and any other documentation as needed.

Equipment:

- Laptops with AC adaptors.
- External keyboards.
- External mice.
- 50 ft. extension cord.
- Surge protector power strips.
- Extension cords.
- File box with folders identified for each participating facility.

Immediate Duties:

- Upon arrival Arrive check in with the Data Management Group Leader.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.
- Assist in setting up clinic operation.

Ongoing Duties:

- Retrieve paperwork form the Intake and Registration station.
- Enter all patient data into computer.
- File paper copies according TC policies.
- Secure all files, hard copy documents and maintain secure files
- Maintain coordination with IMT Documentations Unit

Extended Duties:

- Assist with final site clean-up.
- Check out with Data Management Group Leader.
- Participate in scheduled debriefing session

Transportation Coordinator

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Organize and arrange transportation for all personnel, and TC Patients and resources.

Equipment: Determined by incident, includes roster of enter staff and volunteers.
Two way radio, computer and internet access, land line and cell telephone

Immediate Duties:

- Upon arrival Arrive check in with the TC Branch Director.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.
- Establish the scope and scale of the transportation needs based on the MCE
- Procure the necessary resources and vehicles to accommodate the demand for transportation needs

Ongoing Duties:

- Coordinate with the IMT Logistics Chief and Ground Support Unit Lead as needed
- Maintain Records on the fleet
- Process necessary reports for IMT use
- Provide for vehicle maintenance
- Report all damage and accidents to the Ground Support Unit Leader
- Establish communications with the local EMS and Fire Departments
- Coordinate with the IMT Medical Unit Leader
- Arrange transportation for patients when they are assigned to another facility
- Assist RN and Staff to physically prepare patients for transport
- Maintain a log of requests
- Report issues that cannot be resolve by your unit with current resources to the Group Leader

Extended Duties:

- Assist with final site clean-up.
- Check out with TC Branch Director.

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- ❑ Prepare end of shift report for the Incident Package
- ❑ Participate in scheduled debriefing sessions

Volunteer Coordinator

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Coordinates and oversees management of volunteers assigned to the Triage Center.

Equipment:

- Roster of Volunteers.
- Flowchart of Center operation.
- Pens.
- Clipboards.
- Watch/clock

Immediate Duties:

- Upon arrival Arrive check in with the TC Branch Director.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.

Ongoing Duties:

- Coordinates use of volunteers through the IMT, Finance Section Chief; EOC or MRC as the case may be
- Ensure all new volunteers report to you to begin check-in and orientation
- Provide an overview of the Triage Center patient flow and relevant chain of command
- Provide job action sheets as indicated
- Ensure all volunteers have Identification Badges
- Assign jobs to volunteers based on skill level and need
- Monitor fatigue and stress within the volunteers
- Document volunteer hours and job tasking

Extended Duties:

- Assist with final site clean-up.
- Check out with TC Branch Director.

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- ❑ Prepare end of shift report for the Incident Package
- ❑ Participate in scheduled debriefing sessions

Interpreter/Translator

Site: _____

Position Assigned To: _____

Job Shift(s): _____

You Report To: _____

Mission: Provide interpretation for non-English speaking clients throughout the Triage Center.

Equipment: Copies of all forms and educational materials in English, copies of forms and educational materials in other language if available, pens, clipboards, blank notepad, language dictionary if available.

Immediate Duties:

- Upon arrival Arrive check in with the Care Management Group Leader.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.
- Review and become familiar with all forms and educational materials to enable easier translation.
- Provide translation of forms and materials if possible.
- Maintain contact with Greeter, Registration, and Screening Staff, so they are aware of your availability to interpret.

Ongoing Duties:

- Requests for interpretation most likely will come from Greeter, however may come from anyone in the Center.
- Greet the client, introduce yourself, and explain that you are there to provide interpretation to help them through the clinic process.
- Interpret all verbal instructions, questions, education, and written material.
- Provide assistance with forms. Clinic staff may need to verbally ask for the information on the form and write in the information given by the client.
- Accompany clients through each station of the clinic process when possible.
- Alert a psychosocial team member of any distressed, upset and anxious clients or refer person(s) to the consultation area.
- Request additional forms and other supplies from IMT Supply Manager.

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Extended Duties:

- ❑ Assist with final site clean-up.
- ❑ Check out with Resources Management Group Leader.
- ❑ Participate in scheduled debriefing sessions.

Triage RN

Site: _____
Position Assigned To: _____
Job Shift(s): _____
You Report To: _____

Mission: Assesses patients presenting for care and directs them to the appropriate level of care following the MCE triage priorities

Equipment: Medical supplies and equipment as needed for the level and nature of the MCE

Immediate Duties:

- Upon arrival Arrive check in with the TC Branch Director.
- Read this entire Job Action Sheet.
- Receive orientation and work schedule.
- Attend overall staff briefing from the Triage Center Branch Director and receive assignment specific briefing from the Care Management Group Leader

Ongoing Duties:

- Check equipment and supplies
- Set up nursing assessment station
- Conduct triage – emergent, urgent and non-urgent
- Conduct nursing assessment
- Refer to the appropriate level of care
- Evaluate needs and report requests to the Group Leader
- Monitor supplies
- Ensure patient records and referral information is transferred to Records
- Prepare end of shift report for Care Management Group Leader

Extended Duties:

- Assist with final site clean-up.
- Check out with TC Branch Director.
- Prepare end of shift report for the Incident Package
- Participate in scheduled debriefing sessions