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The tools, templates and resources provided in this online toolkit are compiled and curated by NACCHO primarily to assist those local health departments applying to [Project Public Health Ready \(PPHR\)](#), a criteria-based all-hazards preparedness training and recognition program for local health departments.

Many of these tools were collected from the plans of previous PPHR applicants. All of the resources in this toolkit were vetted and approved as exemplary practices by a NACCHO staff and/or a workgroup of local public health preparedness experts.

We hope you find these resources useful and engaging. For more information about PPHR or to provide feedback on any of these tools, please contact us at [pphr@naccho.org](mailto:pphr@naccho.org).

**Concept of Operations for Emergency Public Information and Warning**

<b>Staff Role</b>	<b>Responsibility</b>	<b>Response actions</b>	<b>Timeframe</b>	<b>Authority</b>	<b>Documentation</b>
Communicable Disease & Epidemiology Division Director	Coordinate and communicate public health messaging with healthcare partners	<ul style="list-style-type: none"> <li>● Draft messaging for public and partners</li> <li>● Coordinate draft on messages</li> <li>● Serve as CD &amp; Epi spokesperson</li> </ul>	Before, during and after incident	As directed by LHO, TCHD policy and procedures	ICS forms
Community Health Services Division Director	Coordinate and communicate public health messaging with community partners	<ul style="list-style-type: none"> <li>● Draft messaging for public and partners</li> <li>● Coordinate on messages</li> <li>● Serve as spokesperson</li> </ul>	Before, during and after incident	As directed by LHO, TCHD policy and procedures	ICS forms
Deputy Health Director	Oversee public information outreach as alternate to LHO	<ul style="list-style-type: none"> <li>● Approve messaging for public and partners as alternate to LHO</li> <li>● Coordinate on draft messages</li> <li>● Serve as department spokesperson</li> </ul>	Before, during and after incident	LHO, IC, County policy and procedures	ICS forms
Emergency Response Coordinator	Coordinate and communicate emergency public health messaging with emergency response partners	<ul style="list-style-type: none"> <li>● Draft messaging for public and partners</li> <li>● Coordinate on draft messages</li> <li>● Serve as emergency response spokesperson</li> </ul>	Before, during and after incident	EOC, as directed by LHO, TCHD policy and procedures	ICS forms
Environmental Health Services Division Director	Coordinate and communicate environmental health messaging with environmental response partners	<ul style="list-style-type: none"> <li>● Draft messaging for public and partners</li> <li>● Coordinate on draft messages</li> <li>● Serve as environmental health spokesperson</li> </ul>	Before, during and after incident	As directed by LHO, TCHD policy and procedures	ICS forms
Family Health Services Division Director	Coordinate and communicate nursing messaging with healthcare partners	<ul style="list-style-type: none"> <li>● Draft messaging for public and partners</li> <li>● Coordinate on draft messages</li> <li>● Serve as nursing spokesperson</li> </ul>	Before, during and after incident	As directed by LHO, TCHD policy and procedures	ICS forms

Health Director	Oversee public information outreach	<ul style="list-style-type: none"> <li>● Approve messaging for public and partners</li> <li>● Serve as department spokesperson</li> </ul>	Before, during and after incident	LHO, IC, County policy and procedures	ICS forms
PIO	Coordinate public health messaging, contact with media and other partners	<ul style="list-style-type: none"> <li>● Participate in JIC/JIS</li> <li>● Coordinate with SMEs and division directors to develop public health messaging</li> <li>● Obtain LHO (or designated alternate) for news release approval</li> <li>● Release information to public and partners</li> <li>● Monitor news media/social media for updates</li> <li>● Report to DOC (if stood up)</li> </ul>	Before, during and after incident	As directed by LHO, TCHD policy and procedures	ICS forms, news releases, social media posts, completed media query forms

# L: Information Sharing

## Concept of Operations for Information Sharing

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Communicable Disease and Epidemiology Division Director	Sharing of information with healthcare providers	<ul style="list-style-type: none"> <li>Send out alerts to healthcare partners, lab partners, schools, and other agencies concerning communicable disease</li> <li>Receive information regarding communicable disease</li> </ul>	Before, during and after incident	LHO, IC, Board of Health	ICS forms, Disease reporting
Community Health Promotion Division Director	Sharing of information with emergency management partners	<ul style="list-style-type: none"> <li>Forward and send alerts to hospital partners, internal staff, LHDs, County Emergency Manager</li> <li>Alert internal staff regarding emergency</li> <li>Receive information from partners</li> <li>Act as ESF-8 liaison at County EOC</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Emergency Response Coordinator	Sharing of information with emergency management partners	<ul style="list-style-type: none"> <li>Forward and send alerts to hospital partners, internal staff, LHDs, County Emergency Manager</li> <li>Alert internal staff regarding emergency</li> <li>Receive information from partners</li> <li>Act as ESF-8 liaison at County EOC</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Environmental Health Emergency Response Team	Sharing of information with partners involved with environmental	<ul style="list-style-type: none"> <li>Alert partners regarding environmental emergency and</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, regulations	ICS forms, environmental health forms

	health and HAZMAT	<p>clean up situations.</p> <ul style="list-style-type: none"> <li>● Alert dispatch on need for resources.</li> <li>● Receive notification from dispatch.</li> </ul>			
Environmental Health Division Director	Sharing of information with partners involved with environmental health and HAZMAT	<ul style="list-style-type: none"> <li>● Contact partners involved in environmental health incident</li> <li>● Receive calls from dispatch</li> <li>● Mobilize ER team once information is received</li> </ul>	Before, during and after incident	LHO, IC	ICS forms, environmental health forms
Epidemiologist	Disease surveillance and sharing data trends and analysis	<ul style="list-style-type: none"> <li>● Send out alerts to healthcare partners, lab partners, schools, and other agencies concerning communicable disease</li> <li>● Receive information regarding communicable disease</li> </ul>	Before, during and after incident	LHO, IC	ICS forms, Disease reporting
WIC Services Division Director	Sharing of information regarding mass clinics, vaccination etc.	<ul style="list-style-type: none"> <li>● Receive information regarding vaccines and other prophylaxis</li> <li>● Share information with healthcare providers regarding vaccination and prophylaxis measures</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, CDC guidance	ICS forms, vaccination forms
Health Officer	Coordination of information sharing with elected officials and the general public	<ul style="list-style-type: none"> <li>● Approve press releases and media releases</li> <li>● Coordinate information sharing at EOC Policy Group</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC Policy Group	ICS forms, EOC forms
PIO	Communication of critical information	<ul style="list-style-type: none"> <li>● Draft press releases</li> <li>● Activate public call</li> </ul>	As directed by LHO	LHO, IC	Press releases, ICS forms

		center <ul style="list-style-type: none"><li>• Coordinate with partner JICs</li><li>• Respond to news media inquiries</li></ul>			
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# M: Epidemiology

## Concept of Operations for Epidemiology

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Epidemiologist	Conduct and report on human health surveillance	<ul style="list-style-type: none"> <li>• Disease investigation</li> <li>• Review and tabulate data</li> <li>• Produce reports as appropriate</li> </ul>	These responsibilities are completed at all times - to identify outbreaks and issues as quickly as possible	LHO, Division Director	<ul style="list-style-type: none"> <li>• Surveillance systems</li> <li>• Disease Surveillance Reports</li> <li>• After Action Reports</li> </ul>
Disease Data Technician	Assist with health surveillance by entering disease data correctly and efficiently	<ul style="list-style-type: none"> <li>• Collect disease information via phone, fax, and email</li> <li>• Oversee data entry</li> <li>• Maintain accurate records</li> </ul>	These responsibilities are completed at all times - to identify outbreaks and issues as quickly as possible	LHO, Division Director	<ul style="list-style-type: none"> <li>• Surveillance systems</li> <li>• Disease Surveillance Reports</li> <li>• SIRE/OnBase Audit Reports</li> </ul>
Nurse/health educator	Conduct disease investigations, including educating clients on disease prevention, treatment, etc.	<ul style="list-style-type: none"> <li>• Interview and educate clients</li> <li>• Assist in outbreak investigations</li> <li>• Conduct site visits, when appropriate</li> <li>• Provide treatment, when applicable</li> <li>• Document interview notes in client's case file and in UT-NEDSS</li> </ul>	These responsibilities are completed at all times, but may be more frequent and thorough during an outbreak investigation	LHO, Division Director	<ul style="list-style-type: none"> <li>• Case Report Form and other case notes</li> <li>• UT-NEDSS Reports</li> <li>• After Action Reports</li> </ul>

<p>Communicable Disease &amp; Epidemiology Division Director</p>	<p>Oversee disease and outbreak investigations</p>	<ul style="list-style-type: none"> <li>● Direct staff on appropriate response actions</li> <li>● Continuously update LHO on status of investigation</li> <li>● Coordinate investigative efforts between other local health departments and the Utah Department of Health, when applicable</li> </ul>	<p>Upon identification of outbreak</p>	<p>LHO</p>	<ul style="list-style-type: none"> <li>● After Action Reports</li> </ul>
<p>Environmental Health Specialist</p>	<p>Conduct technological event investigations and, when applicable, assist with disease outbreak investigations</p>	<ul style="list-style-type: none"> <li>● Respond to technological events and assist with clean-up</li> <li>● Educate those involved in event on treatment or other response actions.</li> <li>● Conduct site visits, when appropriate</li> </ul>	<p>Upon identification of technological event or disease outbreak</p>	<p>LHO, Division Director</p>	<ul style="list-style-type: none"> <li>● After Action Reports</li> </ul>
<p>Environmental Health Division Director</p>	<p>Oversee technological event response and/or assist with disease outbreak investigations</p>	<ul style="list-style-type: none"> <li>● Direct staff on appropriate response actions</li> <li>● Continuously update LHO on status of response</li> <li>● Coordinate investigative efforts between other local health departments and UDOH, when applicable</li> </ul>	<p>Upon identification of technological event or disease outbreak</p>	<p>LHO</p>	<ul style="list-style-type: none"> <li>● After Action Reports</li> </ul>
<p>Medical Reserve Corps Coordinator</p>	<p>Organize and implement MRC response operations</p>	<ul style="list-style-type: none"> <li>● Mobilize volunteers to assist in outbreak investigation</li> <li>● Oversee volunteer response</li> <li>● Demobilize volunteers</li> </ul>	<p>As directed by LHO</p>	<p>LHO</p>	<ul style="list-style-type: none"> <li>● ICS forms</li> <li>● Check-in forms</li> </ul>

## N: Laboratory Data and Sample Testing

### Introduction

The Laboratory Section of the TriCounty Health Department (TCHD) All-Hazards plan describes policies and procedures related to processing sample testing and collecting laboratory data.

The purpose of this plan is to outline how laboratory specimens will be prepared, labeled, and shipped, and how results for these specimens will be received and tracked.

In an outbreak or public health emergency, laboratory testing is needed to confirm the presence of an immediate or ongoing threat. Prompt and effective laboratory testing can catalyze an epidemiologic response so that the repercussions of such events are minimal.

### Concept of Operations for Lab

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Nurse	Package, label, and prepare laboratory specimens for transport to UPHL and/or a reference laboratory.	<ul style="list-style-type: none"> <li>• Prepare specimen for transport</li> <li>• Notify laboratory of impending shipment</li> <li>• Update Lab Specimen Log</li> </ul>	These responsibilities are completed as the need for laboratory testing arises.	LHO, Division Director	<ul style="list-style-type: none"> <li>• Lab Specimen Log</li> <li>• Laboratory results</li> </ul>
Disease Data Technician and/or Nurse	Receive laboratory results from LIMS, fax machine, email, etc.	<ul style="list-style-type: none"> <li>• Update Lab Specimen Log</li> <li>• As appropriate, attach laboratory results to the patient's record in UT-NEDSS.</li> </ul>	These responsibilities are completed as laboratory results are received.	LHO, Division Director	<ul style="list-style-type: none"> <li>• Lab Specimen Log</li> <li>• UT-NEDSS</li> <li>• Laboratory results</li> </ul>
Epidemiology coordinator	Oversee laboratory specimen collections and receipt of results.	<ul style="list-style-type: none"> <li>• Direct staff on appropriate response actions</li> <li>• Coordinate receipt of LIMS emails with UPHL</li> <li>• Coordinate laboratory testing in outbreak situations when UPHL has reached maximum testing capacity.</li> </ul>	These responsibilities are completed at all times, but will require additional oversight upon identification of an outbreak.	LHO	<ul style="list-style-type: none"> <li>• Lab Specimen Log</li> <li>• After Action Reports</li> </ul>

<p>Environmental Health Specialist</p>	<p>Package, label, and prepare environmental samples for transport to UPHL and/or a reference laboratory.</p>	<ul style="list-style-type: none"> <li>● Prepare sample for transport</li> <li>● Notify laboratory of impending shipment</li> </ul>	<p>These responsibilities are completed as the need for laboratory testing arises.</p>	<p>LHO, Division Director</p>	<ul style="list-style-type: none"> <li>● After Action Reports</li> </ul>
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# O: Medical Countermeasure (MCM) Dispensing

## Concept of Operations for Medical Countermeasure Dispensing

Staff Role	Responsibility	Response actions	Timeline	Authority	Documentation
Health Officer	Approve all requests to CDC for MCM/SNS operations and work with County elected officials and other administrative positions during the response	<ul style="list-style-type: none"> <li>● Report to EOC Policy Group if stood up</li> <li>● Approve activation of MCM/SNS Plan</li> <li>● Approve emergency expenditures and expedited hiring</li> </ul>	Before, during and after incident	LHO, IC, County policy and procedures	ICS forms
Agency IC	Oversee MCM/SNS response operations and day-to-day management of department	<ul style="list-style-type: none"> <li>● Oversee MCM/SNS Plan implementation</li> <li>● Oversee Response &amp; Recovery operations</li> </ul>	Response through completion of recovery	Health Officer, EOC policy group, Board of Health	ICS Forms
Emergency Support Function # 8 Coordinator	Coordinate with emergency management and assist with organizational response	<ul style="list-style-type: none"> <li>● Report to EOC/ESF-8 (if EOC stood up)</li> <li>● Assist with ICS organization</li> <li>● Coordinate planning process</li> </ul> <p>Coordinate ESF #8 response</p>	Response through completion of recovery	EOC, LHO	ICS forms

<p>Emergency Response Coordinator/ SNS Coordinator</p>	<p>Coordinate all MCM/SNS Program functions</p>	<ul style="list-style-type: none"> <li>● Maintain list of resources related to response capacity</li> <li>● Report to DOC if stood up</li> <li>● Coordinate surge assistance with ESF 8 partners</li> <li>● Coordinate with SST Coalition</li> <li>● Coordinate JITT for staff and volunteers</li> </ul>	<p>As directed by LHO</p>	<p>EOC, LHO</p>	<p>ICS forms</p>
<p>TCHD DOC Staff</p>	<p>Coordinate TCHD responses to support ESF #8</p>	<ul style="list-style-type: none"> <li>● Report to the TCHD DOC</li> <li>● Fill Required TCHD ICS functions</li> </ul>	<p>Upon activation of the TCHD DOC</p>	<p>As directed by LHO and IC</p>	<p>ICS and TCHD forms</p>
<p>Family and School Health Nursing Director</p>	<p>Coordinate MCM/SNS POD response regarding mass clinics and other medical response</p>	<ul style="list-style-type: none"> <li>● Provide clinical guidance for the MCM/SNS program</li> <li>● Manage Distribution of MCM/SNS</li> <li>● Suspend day-to-day operations that aren't crucial and reassign personnel to emergency</li> </ul> <p>Acquire surge personnel and resources to support response</p> <ul style="list-style-type: none"> <li>● Demobilize surge operations</li> </ul>	<p>Before, during and after incident</p>	<p>EOC, LHO</p>	<p>ICS forms</p>

Staff Role	Responsibility	Response actions	Timeline	Authority	Documentation
Environmental Health Director	Coordinate surge response regarding environmental health related issues associated with MCM/SNS	<ul style="list-style-type: none"> <li>● Recognize need for surge of EH resources</li> <li>● Suspend day-to-day operations that aren't crucial and reassign personnel to emergency</li> <li>● Acquire surge personnel and resources to support response</li> <li>● Demobilize surge operations</li> </ul>	Before, during and after incident	EOC, LHO	ICS forms
Business Manager	Coordinate emergency hiring and procurement of resources to assist in surge operations	<ul style="list-style-type: none"> <li>● Coordinate expedited hiring of surge employees</li> <li>● Work with County financial to expedite onboarding of surge employees</li> <li>● Expedite expense approval for surge resources</li> <li>● Track emergency response expenditures</li> </ul>	Before, during and after incident	LHO, IC, County policy and procedures	Hiring paperwork, ICS forms, expense reports
Epidemiology Nurse	Coordinate surge response regarding communicable disease related issues	<ul style="list-style-type: none"> <li>● Recognize need for surge of CD/EPI resources</li> <li>● Suspend day-to-day operations that aren't crucial and reassign personal to emergency</li> <li>● Acquire surge personnel and resources to support response</li> </ul>	Before, during and after incident	EOC, LHO	ICS forms

Staff Role	Responsibility	Response actions	Timeline	Authority	Documentation
Medical Reserve Corps Coordinator	Organize and implement MRC response operations to assist with MCM/SNS surge capacity	<ul style="list-style-type: none"> <li>● Activate MRC volunteers to assist with surge</li> <li>● Ascertain need for volunteers and what location to assign MRC volunteers</li> </ul>	As directed by LHO	EOC, LHO	ICS forms, sign-in sheets

## P: Mass Care

### Introduction

Mass care is the provision of services for those that are impacted by an emergency or disaster and are being housed at a congregate location. During a large scale incident in the tri-county area, mass care is the primary responsibility of the American Red Cross (ARC). While mass care is primarily an ARC responsibility, numerous agencies have a supporting role including, but not limited to: EMS agencies, health clinics and other healthcare providers, public health, Medical Reserve Corps (MRC), Uintah, Daggett and Duchesne County Sheriff's Offices, Northeastern Counseling and the local School Districts.

### Concept of Operations for Mass Care

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Emergency Response Coordinator	Coordinate with emergency management and assist with organization of response	<ul style="list-style-type: none"> <li>Report to EOC/ESF-8 (if EOC stood up)</li> <li>Assist with ICS organization</li> <li>Coordinate planning process</li> <li>Coordinate delivery and setup of ACS supplies</li> </ul>	This position will be among the first activated and will be involved throughout the duration of the response	EOC, LHO	ICS forms
Environmental Health Scientist	Provision of environmental health and safety inspections	<ul style="list-style-type: none"> <li>Visit shelter sites and conduct inspections with shelter manager</li> <li>Make recommendations based upon findings</li> <li>Ensure shelter sites can accommodate for special needs</li> </ul>	Upon opening of each shelter	LHO, Division Director	CDC shelter inspection form ( <a href="#">Attachment A</a> )
Epidemiologist	Conduction of and reporting on human health surveillance at congregate locations	<ul style="list-style-type: none"> <li>Contact shelter manager and coordinate surveillance activities at each shelter site</li> <li>Review and tabulate data</li> <li>Make reports as appropriate</li> </ul>	Upon opening of each shelter	LHO, Division Director	Attachments <a href="#">D</a> , <a href="#">E</a> , <a href="#">F</a> .
Medical Reserve Corps	Organize and implement MRC	<ul style="list-style-type: none"> <li>Assist with operations at</li> </ul>	Upon opening of shelters	LHO, State Code	ICS forms, check-in forms

Coordinator	response operations	general, medical shelters ● Check-in volunteers ● Demobilize volunteers			
PIO	Communication of critical information	● Draft press releases ● Coordinate with partner JICs ● Respond to news media inquiries	As directed by LHO	LHO, IC	Press releases, ICS forms

# Q: Mass Fatality Management

## Concept of Operations for Mass Fatality Management

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Community Health Services Division Director	Serves as backup to the emergency response coordinator	<ul style="list-style-type: none"> <li>• Same as emergency response coordinator</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Emergency Response Coordinator	Coordinate with emergency management during mass fatality incident	<ul style="list-style-type: none"> <li>• Serve as ESF-8 coordinator</li> <li>• Coordinate mass fatality resources at EOC</li> <li>• Coordinate ICS/NIMS procedures and IAP</li> <li>• Assist with JITT if necessary</li> <li>• Coordinate ICS/NIMS</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Communicable Disease and Epidemiology Services Division Director	Oversee infection control and related communicable disease aspects of a mass fatality incident	<ul style="list-style-type: none"> <li>• Provide recommendations on PPE and infection control for first responders</li> <li>• Assist in providing guidance on proper burial of descendants</li> <li>• Determine exposure risk for response staff</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC	ICS forms, CD/EPI division documents
Deputy Registrar	Oversee filing and issuing of all death certificates in the County	<ul style="list-style-type: none"> <li>• Coordinate with medical examiner and local physicians</li> <li>• Provide JITT for volunteers and surge staff in recording death certificates</li> </ul>	During and after incident	LHO, IC, Board of Health, regulations, State law	Death certificates

		<ul style="list-style-type: none"> <li>• Coordinate with other LHD's in order to meet surge needs</li> </ul>			
Environmental Health Services Division Director	Oversee environmental health aspects of a mass fatality incident	<ul style="list-style-type: none"> <li>• Provide recommendations on PPE and infection control for first responders</li> <li>• Provide recommendation on burials regarding disease containment</li> <li>• Monitor sanitation and environmental health during response</li> <li>• Provide guidance on decontamination of radiological material</li> <li>• Provide guidance on rapid disposition procedures</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, regulations	ICS forms, EH division documents
Business Manager	Oversee vital records staff and ensure timely issuance of death certificates	<ul style="list-style-type: none"> <li>• Ensure surge of vital records staff necessary to process death certificates</li> <li>• Coordinate processing of death certificates</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, regulations, State of Utah	Death certificate records, hiring paperwork, ICS forms
PIO	Coordinate messaging regarding mass fatality with JIC partners	<ul style="list-style-type: none"> <li>• Draft press releases</li> <li>• Coordinate with partner JICs</li> <li>• Respond to news media inquiries</li> </ul>	As directed by LHO	LHO, IC	Press releases, ICS forms

## R: Environmental Health Response

### Concept of Operations for Environmental Health Response

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Emergency Response Coordinator	Coordinates participation between EHRT and other agencies	<ul style="list-style-type: none"> <li>Act as ESF-8 liaison at County EOC</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Environmental Health Response Team	Respond to public health emergencies concerning environmental hazards	<ul style="list-style-type: none"> <li>Alert partners regarding environmental emergency and clean up situations..</li> <li>Ensure food safety</li> <li>Ensure water safety</li> <li>Provide recommendations on HAZMAT</li> <li>Conduct shelter assessments</li> <li>Ensure air quality</li> <li>Coordinate vector control</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, regulations	ICS forms, environmental health forms
Environmental Health Services Division Director	Oversee environmental health response operations	<ul style="list-style-type: none"> <li>Contact partners involved in environmental health incident</li> <li>Receive calls from dispatch</li> <li>Mobilize ER team once information is received</li> </ul>	Before, during and after incident	LHO, IC	ICS forms, environmental health forms
Epidemiologist	Assist with response in zoonotic, foodborne illness, or other environmental hazards	<ul style="list-style-type: none"> <li>Conduct and report on human health surveillance</li> <li>Review and tabulate data</li> <li>Disease investigation</li> <li>Produce reports as appropriate</li> </ul>	These responsibilities are completed at all times - to identify outbreaks and issues as quickly as possible.	LHO, IC	Surveillance systems, Disease Surveillance Reports. After Action Reports, ICS forms
Health Officer	Act as public	<ul style="list-style-type: none"> <li>Approve press</li> </ul>	Before, during	LHO, IC,	ICS forms, EOC

	health authority concerning environmental rules and regulations	releases and media releases <ul style="list-style-type: none"> <li>• Coordinate information sharing at EOC Policy Group</li> </ul>	and after incident	Board of Health, EOC Policy Group	forms
PIO	Communication of critical information regarding environmental health	<ul style="list-style-type: none"> <li>• Draft press releases</li> <li>• Activate public call center</li> <li>• Coordinate with partner JICs</li> <li>• Respond to news media inquiries</li> </ul>	As directed by LHO	LHO, IC	Press releases, ICS forms

# S: Disaster Behavioral Health

## Concept of Operations for Disaster Behavioral Health

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Community Health Services Division Director	Serves as backup to the emergency response coordinator	<ul style="list-style-type: none"> <li>• Same as emergency response coordinator</li> </ul>	During and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Emergency Response Coordinator	Coordinate with behavioral health partners during and after response	<ul style="list-style-type: none"> <li>• Serve as ESF-8 coordinator</li> <li>• Coordinate behavioral health resources at EOC</li> <li>• Communicate with behavioral health partners</li> <li>• Ensure TCHD responders receive treatment for behavioral health issues arising during response</li> </ul>	During and after incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Medical Reserve Corps Coordinator	Coordinate use of MRC volunteers in behavioral health response objectives	<ul style="list-style-type: none"> <li>• Activate MRC volunteers</li> <li>• JITT on response activities.</li> <li>• Coordinate provision of psychological first aid</li> <li>• Demobilize volunteers as needed</li> </ul>	Before, during and after incident	LHO, IC, Board of Health, regulations	ICS forms
PIO	Coordinate messaging regarding behavioral health with JIC partners	<ul style="list-style-type: none"> <li>• Draft press releases</li> <li>• Coordinate with partner JICs</li> <li>• Respond to news media inquiries</li> </ul>	As directed by LHO	LHO, IC	Press releases, ICS forms

## T: Non-Pharmaceutical Interventions

### Concept of Operations for Non-Pharmaceutical Interventions

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Communicable Disease and Epidemiology Services Division Director	Oversee implementation of NPI recommendations	<ul style="list-style-type: none"> <li>Assess for need to isolate/quarantine individuals and groups</li> <li>Assess sites used for isolation/quarantine</li> <li>Implement procedures for isolation/quarantine</li> <li>For non-compliant individuals, follow the procedures outlined in Bench Book</li> <li>Link individuals to services under order of restriction</li> <li>Implement social distancing, closures and other NPI's as needed</li> <li>Identify surge needs for personnel and resources</li> </ul>	As directed by LHO	LHO, State Code, Board of Health	Order for isolation form, order for quarantine form (Attachment A) ICS forms
Communicable Disease Emergency Response Team Member	Under direction of the director-perform duties related to NPI response	<ul style="list-style-type: none"> <li>Conduct disease investigations</li> <li>Assess for possible need for medical therapies</li> <li>Conduct monitoring activities for those under order of restriction</li> </ul>	As directed by LHO	LHO, State Code, Board of Health	ICS forms, EOC documents, Policy Group documents
Community Health Services Division Director	Act as a backup to the emergency response	See emergency response coordinator actions	Before, during and after an incident	LHO, State Code, Board of	ICS forms, EOC documents

	coordinator	<ul style="list-style-type: none"> <li>• Coordinate the development of literature and educational materials regarding NPI's</li> </ul>		Health	
Deputy Health Officer	Act as a backup to the Health Officer	See Health Officer response actions	Before, during and after an incident	LHO, State Code, Board of Health	ICS forms, EOC documents, Policy Group documents
Emergency Response Coordinator	Coordinate emergency management regarding NPI's	<ul style="list-style-type: none"> <li>• Implement ICS/NIMS procedures</li> <li>• Assist with JITT of staff and volunteers</li> <li>• Act as ESF-8 coordinator</li> <li>• Coordinate DOC activation and set-up</li> <li>• Coordinate ACS (if necessary)</li> </ul>	Before, during and after an incident	LHO, State Code, Board of Health	ICS forms, EOC documents
Epidemiologist	Conduct surveillance and investigation related to NPI's	<ul style="list-style-type: none"> <li>• Tabulate data related to disease for which NPI's are being implemented</li> <li>• Assist with recommendations for NPI's</li> <li>• Communicate with partners and stakeholders being affected by NPI's</li> <li>• Assist with sharing data with medical partners</li> </ul>	Before, during and after an incident	LHO, State Code, Board of Health	Order for isolation form, order for quarantine form (attachment A) ICS forms
Health Officer	Oversee implementation of NPI recommendations	<ul style="list-style-type: none"> <li>• Implement social distancing measures</li> <li>• Implement order of restriction(s)</li> <li>• Recommend isolation and quarantine measures</li> <li>• Communicate with County attorney regarding NPI measures</li> <li>• Work with EOC</li> </ul>	Before, during and after incident	LHO, State Code, Board of Health	Order for isolation form, order for quarantine form (Attachment A) ICS forms, Policy Group documents

		Policy Group if stood up			
Medical Reserve Corps Coordinator	Coordinate activation and implementation of MRC volunteers	<ul style="list-style-type: none"> <li>• Communicate need for MRC volunteers</li> <li>• Conduct JITT training and check-in for MRC volunteers</li> <li>• Demobilize MRC volunteers</li> </ul>	Before, during and after an incident	LHO, State Code, Board of Health	ICS forms, EOC documents, volunteer forms
PIO	Coordinate public information and risk communication with the public, media and partners regarding NPI's	<ul style="list-style-type: none"> <li>• Share information regarding NPI measures with media and the public</li> <li>• Provide public information on measures to be taken to reduce risk of transmission</li> <li>• Participate in JIC with partners</li> </ul>	As directed by LHO	LHO, State Code, Board of Health	Press releases, ICS forms

# U: Continuity of Operations

## Concept of Operations for Continuity of Operations

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Communicable Disease and Epidemiology Division Director	Prioritize essential functions for division	<ul style="list-style-type: none"> <li>Define what services can be delayed and set priorities for division resources</li> <li>Determine resources that can be deployed for essential functions</li> <li>Report to DOC as needed</li> </ul>	Before, during and after an incident	LHO, IC, Board of Health	ICS forms, Division documents
Community Health Services Division Director	Prioritize essential functions for division	<ul style="list-style-type: none"> <li>Define what services can be delayed and set priorities for division resources</li> <li>Determine resources that can be deployed for essential functions</li> <li>Report to DOC as needed</li> </ul>	Before, during and after an incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms, Division documents
Emergency Response Coordinator	Coordinate COOP plan implementation and overall emergency management	<ul style="list-style-type: none"> <li>Implement ICS/NIMS</li> <li>Serve as ESF 8 coordinator</li> <li>Assist with DOC set up and activation</li> <li>Communicate with staff with COOP roles</li> <li>Conduct JITT</li> </ul>	Before, during and after an incident	LHO, IC, Board of Health, EOC	ICS forms, EOC forms
Environmental Health Services Division Director	Prioritize essential functions for division	<ul style="list-style-type: none"> <li>Define what services can be delayed and set priorities for division resources</li> <li>Determine resources that can be deployed for essential functions</li> <li>Report to DOC as</li> </ul>	Before, during and after an incident	LHO, IC	ICS forms, Division documents

		needed			
Family Health Services Division Director	Prioritize essential functions for division	<ul style="list-style-type: none"> <li>Define what services can be delayed and set priorities for division resources</li> <li>Determine resources that can be deployed for essential functions</li> <li>Report to DOC as needed</li> </ul>	Before, during and after an incident	LHO, IC, Board of Health, CDC guidance	ICS forms, Division documents
Health Officer	Oversee implementation of the COOP plan and set department priorities	<ul style="list-style-type: none"> <li>Identify essential functions and resource priorities</li> <li>Coordinate with EOC Policy Group</li> <li>Work with county officials for alternate work location</li> </ul>	Before, during and after an incident	LHO, IC, Board of Health, EOC Policy Group	ICS forms, EOC forms

# V: Surge Capacity

## Concept of Operations for Surge Capacity

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Business Manager	Coordinate emergency hiring and procurement of resources to assist in surge operations	<ul style="list-style-type: none"> <li>• Coordinate expedited hiring of surge employees</li> <li>• Work with County financial in order to expedite on-boarding of surge employees</li> <li>• Expedite expense approval for surge resources</li> <li>• Track expenditures related to emergency response</li> </ul>	Before, during and after an incident	LHO, IC, County policy and procedures	Hiring paperwork, ICS forms, expense reports
Communicable Disease & Epidemiology Division Director	Coordinate surge response regarding communicable disease	<ul style="list-style-type: none"> <li>• Recognize need for surge of CD/EPI resources</li> <li>• Suspend day-to-day operations that aren't crucial and reassign personnel to emergency</li> <li>• Acquire surge personnel and resources to support response</li> <li>• Demobilize surge operations</li> </ul>	Before, during and after an incident	EOC, LHO	ICS forms
Community Health Services Division Director	Serve as back-up to the ERC responsibilities as necessary	<ul style="list-style-type: none"> <li>• Maintain list of resources related to surge capacity</li> <li>• Report to DOC if stood up</li> <li>• Report to EOC if stood up</li> <li>• Coordinate medical surge assistance with ESF 8 partners</li> </ul>	Before, during and after incident	EOC, LHO	ICS forms

		<ul style="list-style-type: none"> <li>• Coordinate with NUHC</li> <li>• Coordinate JITT for staff and volunteers</li> </ul>			
Deputy Health Director	Serve as the Health Director in his/her absence	<ul style="list-style-type: none"> <li>• Report to DOC if stood up</li> <li>• Report to EOC Policy Group if stood up</li> <li>• Approve activation of MRC</li> <li>• Approve emergency expenditures and expedited hiring</li> </ul>	Before, during and after an incident	EOC, LHO	ICS forms
Emergency Response Coordinator	Coordinate surge capacity in collaboration with EOC and ESF-8 partners	<ul style="list-style-type: none"> <li>• Maintain list of resources related to surge capacity</li> <li>• Report to DOC if stood up</li> <li>• Report to EOC if stood up</li> <li>• Coordinate medical surge assistance with ESF 8 partners</li> <li>• Coordinate with NUHC</li> <li>• Coordinate JITT for staff and volunteers</li> </ul>	As directed by LHO	EOC, LHO	ICS forms
Environmental Health Services Division Director	Coordinate surge response regarding environmental health	<ul style="list-style-type: none"> <li>• Recognize need for surge of EH resources</li> <li>• Suspend day-to-day operations that aren't crucial and reassign personnel to emergency</li> <li>• Acquire surge personnel and resources to support response</li> <li>• Demobilize surge operations</li> </ul>	Before, during and after an incident	EOC, LHO	ICS forms
Family Health Services Division Director	Coordinate surge response regarding mass clinics and other medical response	<ul style="list-style-type: none"> <li>• Recognize need for surge of medical resources</li> <li>• Suspend day-to-day operations that aren't</li> </ul>	Before, during and after an incident	EOC, LHO	ICS forms

		<p>crucial and reassign personnel to emergency</p> <ul style="list-style-type: none"> <li>● Acquire surge personnel and resources to support response</li> <li>● Demobilize surge operations</li> </ul>			
Health Director	<p>Approve all surge operations and work with County elected officials and other administrative positions during the course of the response</p>	<ul style="list-style-type: none"> <li>● Report to DOC if stood up</li> <li>● Report to EOC Policy Group if stood up</li> <li>● Approve activation of MRC</li> <li>● Approve emergency expenditures and expedited hiring</li> </ul>	<p>Before, during and after an incident</p>	<p>LHO, IC, County policy and procedures</p>	<p>ICS forms</p>
Medical Reserve Corps Coordinator	<p>Organize and implement MRC response operations to assist with surge capacity</p>	<ul style="list-style-type: none"> <li>● Activate MRC volunteers to assist with surge</li> <li>● Ascertain need for volunteers and what location for MRC to arrive to</li> <li>● Assist with JITT for MRC response roles</li> </ul>	<p>As directed by LHO</p>	<p>EOC, LHO</p>	<p>ICS forms, sign-in sheets</p>

# W: Volunteer Management

## Concept of Operations for Volunteer Management

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Medical Reserve Corps Coordinator	Organize and implement MRC response operations	<ul style="list-style-type: none"> <li>• Coordinate activation and notification of volunteers</li> <li>• Oversee credentialing of volunteers</li> <li>• Manage spontaneous volunteers</li> <li>• Track volunteers</li> <li>• Demobilize volunteers</li> <li>• Assign volunteers to response roles</li> <li>• Coordinate JITT for volunteers</li> </ul>	Before, during and after an incident	EOC, LHO, State law	ICS forms, volunteer forms
Emergency Response Coordinator	Coordinate with emergency management and assist with organization of response regarding volunteer management	<ul style="list-style-type: none"> <li>• Assist with JITT for volunteers</li> <li>• Implement ICS and NIMS regarding volunteers</li> <li>• Coordinate ESF 8 volunteer needs</li> </ul>	This position will be among the first activated and will be involved throughout the duration of the response	EOC, LHO	ICS forms
Community Health Services Division Director	Act as backup to Medical Reserve Corps Coordinator	See response actions for MRC coordinator	Before, during and after an incident	EOC, LHO, State law	ICS forms, volunteer forms

# X: Mutual Aid and External Resources

## Concept of Operations for Mutual Aid and External Resources

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Communicable Disease and Epidemiology Services Division Director	Coordinate provision of mutual aid regarding communicable disease resources	<ul style="list-style-type: none"> <li>● Contact relevant partner to activate MOU</li> <li>● Assess need for additional resources/external aid</li> </ul>	As necessary during the emergency	MOU, State Code, LHO, IC	Relevant MOU
Community Health Services Division Director	Serve as back-up to the ERC in coordinating mutual aid	<ul style="list-style-type: none"> <li>● Contact relevant partner to activate MOU</li> </ul>	As necessary during the emergency	MOU, State Code, LHO, IC	Relevant MOU, IAP, planning section docs
Emergency Response Coordinator	Coordinate provision of mutual aid with relevant partners during an emergency	<ul style="list-style-type: none"> <li>● Contact relevant partner to activate MOU</li> <li>● Assess need for additional resources/external aid</li> </ul>	As necessary during the emergency	MOU, State Code, LHO, IC	Relevant MOU, IAP, planning section docs
Environmental Health Division Director	Coordinate provision of mutual aid regarding environmental health resources	<ul style="list-style-type: none"> <li>● Contact relevant partner to activate MOU</li> <li>● Assess need for additional resources/external aid</li> </ul>	As necessary during the emergency	MOU, State Code, LHO, IC	Relevant MOU
Health Officer	Participate in the County Policy Group and approve the sending and receipt of external resources and provision of mutual aid	<ul style="list-style-type: none"> <li>● Coordinate resource allocation from County Policy Group</li> <li>● Approve sending of mutual aid</li> <li>● Approve receipt of mutual aid</li> </ul>	As mutual aid is requested or Policy Group is stood up	MOU, State Code	Relevant MOU, Policy Group documents, delegation of authority

Staff Role	Responsibility	Response actions	Timeframe	Authority	Documentation
Communicable Disease & Epidemiology Division Director	Ensure communicable disease investigation and surveillance during recovery	<ul style="list-style-type: none"> <li>• Conduct disease investigation</li> <li>• Conduct surveillance post disaster</li> <li>• Coordinate surge of CD/EPI staff needed post disaster</li> </ul>	Response through completion of recovery	LHO, IC, Board of Health	CD/EPI forms, ICS forms
PIO	Communication of critical information	<ul style="list-style-type: none"> <li>• Draft press releases</li> <li>• Activate public call center</li> <li>• Coordinate with partner JICs/JIS</li> <li>• Respond to news media inquiries</li> </ul>	As directed by LHO	LHO, IC	Press releases, ICS forms
Environmental Health Scientist	Ensure a healthy and safe environment for impacted communities	<ul style="list-style-type: none"> <li>• Conduct food inspections</li> <li>• Test water</li> <li>• Investigate illness complaints</li> <li>• Educate partner agencies and the public on vector prevention</li> </ul>	Environmental health response actions will continue through response to short term recovery	LHO, EH Division Director, IC	ICS forms
Emergency Response Coordinator	Coordinate public health emergency operations and work with county emergency management	<ul style="list-style-type: none"> <li>• Participate in recovery task force</li> <li>• Assist with COOP plan implementation</li> <li>• Serve as ESF 8 coordinator</li> </ul>	Response through completion of recovery	LHO, EH Division Director, IC	ICS forms, EOC forms,
Epidemiologist	Ensure communicable disease investigation and surveillance during recovery	<ul style="list-style-type: none"> <li>• Tabulate CASPER data</li> <li>• Conduct surveillance post disaster</li> <li>• Assist with disease investigation post disaster</li> </ul>	Response through completion of recovery	LHO, EH Division Director, IC	ICS forms, EOC forms
Health Officer	Oversee recovery operations and	<ul style="list-style-type: none"> <li>• Participate with EOC Policy Group for</li> </ul>	Response through	IC, Board of Health, EOC	ICS forms, EOC forms, Policy

	overall leadership of department	recovery priorities <ul style="list-style-type: none"><li>• Oversee COOP implementation</li></ul>	completion of recovery	policy group	Group documents
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