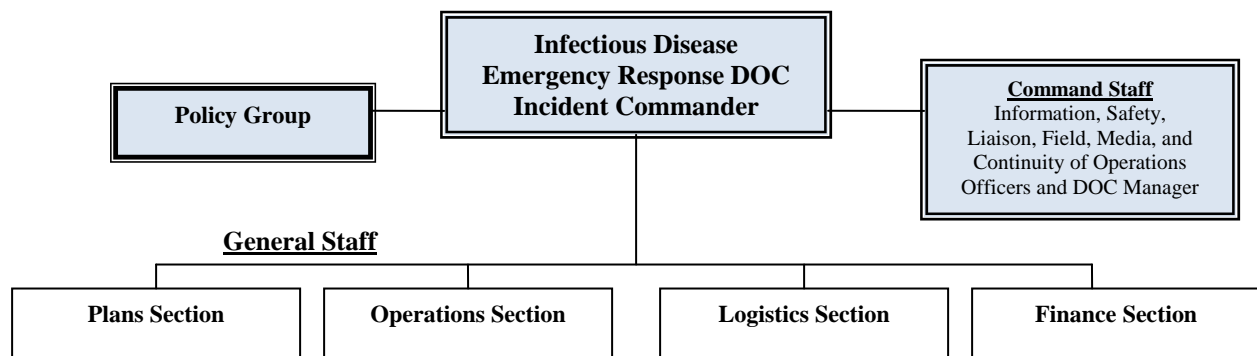


1. COMMAND

A. ORGANIZATION CHART



B. DESCRIPTION

a. Purpose & Objectives

The purpose of IDER DOC Command is to provide overall management and to be responsible for the major decisions of the infectious disease emergency response. Command objectives include:

- Establish the IDER DOC Command and response modules.
- Approve and authorize the Incident Action Plan.
- Approve and authorize any major decisions, policies, informational materials, or requests that are a part of the response.
- Ensure close coordination with the EOC, other DOCs, partners, field command posts, and ongoing operations of the Department of Public Health.
- Maintain an appropriate response organization.

b. Methods

IDER Plan. The IDER plan, including the Annexes and Appendices, is a guide for responding to different types of infectious disease emergencies.

Operational Period. The length of the operational period (e.g. 8 hours, 12 hours, 24 hours, 1 week) is determined by the needs of the incident and set by the Command and General Staff. In rapidly escalating or very complex incidents, the operational periods should be shorter to allow for rapid response to changing events.

C. IMPLEMENTATION

a. Incident Commander

Activate the Incident Commander for all activations.

The Incident Commander is selected based on the incident type and by qualifications and experience. The Deputy serves as the liaison with the EOC and will provide regular updates and collect and

disseminate information from the EOC to the IDER response. The Deputy should be able to assume the position of Incident Commander.

In multi-agency incidents a Unified Command organization may be formed to jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

The Incident Commander (IC) is responsible for the overall management of the incident at the DOC Command Post and any activated field sites (e.g., POD(s), Isolation and Quarantine Facilities, RSS Warehouse, Field Command Post, etc.). The Incident Commander is directly responsible for ensuring that all activities are directed toward accomplishment of the overall objectives. The Incident Commander, with assistance from General and Command Staff, is responsible for setting the objectives for the operational period. Example objectives include:

- Provide guidance to the public on the event, disease, prevention, and when to seek health care
- Provide guidance to clinicians on diagnosis, treatment, and prevention, including infection control
- Implement disease control measures (e.g. prophylactic antibiotics, PPE, isolation)
- Ensure that health care systems are functional, coordinated and able to meet the needs of the situation.
- Collect and disseminate information epidemiological information about the incident (e.g. source of the outbreak, duration, who is at risk, geographic extent, how many people are affected)
- Facilitate laboratory diagnosis/confirmatory testing

The size or complexity of an incident may prompt the Incident Commander to expand the incident response organization (activate or de-activate modules).

Functions of the Incident Commander

- Assess the situation and/or obtain a briefing from the prior Incident Commander. Obtain and review the Incident Briefing Form (201) if available.
- Approve the Incident Action Plan and make recommendations for the next operational period.
- Establish or maintain an appropriate organizational structure and activate/deactivate modules as needed.
- Approve requests for additional resources (e.g., supplies, staff).
- Coordinate activities of Command and General Staff.
- Meet at least once per operational period with Command and General Staff (Section Chiefs) (meetings to be scheduled by the Plans Section).
- Oversee functions of the Information Officer, Media Officer, Continuity of Operations Officer, Safety Officer, Liaison Officer, Field Officer, and DOC Manager.
- Ensure that all documents and information developed by the response are reviewed and approved by the Information Officer prior to dissemination.
- Ensure that all policies developed by the response are reviewed and approved by the Policy Group.
- Assign the Deputy to coordinate situational updates, response support, and objectives with the EOC.
- Order demobilization of the incident response.

a.1. Information Officer

Activate the Information Officer position for all activations.

This position will review and approve all documents that are distributed to internal and external audiences. The Incident Commander will provide final authorization, as appropriate. This individual will work closely with Information and Guidance Branch to develop communication goals, identify documents to produce, craft messages, and review and approve final documents. They should meet at least once per operational period with Branch staff.

Functions of the Information Officer

- Review and approve all documents and other information developed by the IDER response.
- Ensure that all information and guidance released internally and externally is in agreement with policies and objectives set by the Policy Group and Incident Commander.
- Coordinate communication strategy and message development closely with the Information & Guidance Branch. Meet regularly.
- Track and list all approved documents including time and date of approval.
- Determine from the Incident Commander if there is any sensitive or confidential information that should not be shared outside the response.

a.2. Media Officer

Consider activation of the Media Officer when the event is likely to attract media attention or when media should be utilized for information dissemination.

The Media Officer coordinates and/or provides updates on the incident, disease, response, and other related topics for broad distribution to the general public. Primarily dissemination sources include:

- Press (e.g., television news, newspapers, radio programs, magazines).
- Social media, primarily internet (e.g., Twitter, Facebook, FastFacts) and mobile-based (e.g., CCSF Alert, Twitter) tools for sharing/discussing information. (Note that updates to the website, 311, and phone bank are done by the Information and Guidance Branch following Information Officer approval.)

The Plans Section and Information and Guidance Branch will primarily provide guidance on existing media activity, public response to the event, and public information needs. Other modules may also hear-of and provide feedback. The Media Officer should develop a plan to ensure that accurate and timely information is being disseminated broadly through media sources to the general public and special populations accessible through media sources (e.g., non-English speakers).

The Media Officer will also receive requests from the press and set-up interviews, press conferences, press tours, and other activities as needed. He/she may act as a spokesperson or recruit a technical expert for this role. The Media Officer will release or approve the release of messaging developed by the Information and Guidance Branch and approved by the Information Officer to social media sites.

The Media Officer will coordinate closely with the EOC Public Information Officer/Media Officer and/or Joint Information Center (JIC). This may include sharing incident and response information, informational materials (e.g. fact sheets, health alerts, press releases created by the Communicable Disease Information Branch), and a media spokesperson.

Functions of the Media Officer

- Obtain media activity and information needs from the Plans Section, Information and Guidance Branch, and other sources to develop a media plan.
- Serve as a liaison to the EOC Public Information Officer and/or JIC.
- Coordinate material for use in media briefings with Information & Guidance Branch (e.g. press releases, talking points) with approval from Information Officer.
- Coordinate with media and set-up press conferences, interviews, etc. as needed. Serve as, or recruit, a media spokesperson.
- Release or approve the release of information through social media.

a.3. Safety Officer

The Safety Officer position should be activated when:

1. It is necessary to develop and recommend measures for assuring responder safety, OR
2. It is necessary to assess and/or anticipate hazardous and unsafe situations.

The Safety Officer is responsible for ensuring that the physical and psychological health needs of all responders. Federal, state, and local laws, ordinances, and regulations mandate minimum safety equipment and procedures for private and public employees and employers alike. Contracts or contractual obligations may also be in place. An emergency does not supersede these regulations. The Safety Officer should coordinate closely with the Infection Control/Occupational Health Group in the Information and Guidance Branch.

Assistant Safety Officers may be assigned to implement key functions such as implementation of personal protective equipment (PPE) for responders, surveillance of responders for symptoms of the infectious disease of concern, and to assess and provide safety recommendations for Points of Distribution (PODs), the Receipt, Stage and Store Warehouse (RSS), non-activated health department staff, and/or other sites. (Specific roles and responsibilities for on-site Assistant Safety Officers can be found in the Mass Prophylaxis Group module and the Pharmaceutical and Medical Supplies Sub-Unit module of the IDER Plan).

If a responder requires medical evaluation or care while working during the response, the Safety Officer will provide information and direction to ensure the responder processes necessary claims with the Finance Section and is seen at the San Francisco General Hospital Occupational Health clinic or other location.

Functions of the Safety Officer

- Review the Incident Action Plan for safety implications.
- Identify hazardous situations associated with the incident.
- Develop a safety message for responders.
- Ensure responders are supported to take breaks and receive hydration and nourishment as appropriate.
- Participate in Command and General Staff meetings.
- Receive recommendation for prophylaxis, personal protective equipment, and other infection control measures from the Infection Control/Occupational Health Team. Work with the Logistics Section Personnel Unit, Mass Prophylaxis Group, and/or other modules to ensure that necessary responders are provided with and trained on safety measures.
- Exercise emergency authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred and ensure that responders receive proper care.
- Coordinate with the Claims Unit in Finance Section as required.
- Develop method to track the health and safety of responders, including injuries, minor illnesses, and surveillance for signs and/or symptoms of relevant infectious disease.

a.4. Liaison Officer

Activate the Liaison Officer when the incident is multi-jurisdictional or involves several agencies or partners.

The Liaison Officer is the contact for other DOCs and partners involved in response operations (e.g., Red Cross). (Note: the Liaison Officer will represent DPH if there is a Unified Command). The Liaison Officer will provide updates and receive and ensure the prompt response to questions, recourse requests, and other needs.

Functions of the Liaison Officer

- Be a contact point for partners and cooperating agencies.
- Maintain a list of assisting partners and agency representatives.
- Keep agencies supporting the incident apprised of the incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.

a.5. Continuity of Operations Officer

Activate the Continuity of Operations Officer for all activations.

The Continuity of Operations Officer is responsible for ensuring coordination between the response and ongoing health department activities. He/she will provide the San Francisco Department of Public Health Director, or designee, with updates on the event, response, and future objectives; will receive updates on ongoing health department activities and share these with the Command and General Staff; and provide ongoing support to the Logistics Section to coordinate the request and smooth transition of resources (e.g. staff, supplies) to areas of priority in the response or ongoing health department activities.

Depending on the emergency event and needs of the response the San Francisco Department of Public Health Director may scale-back ongoing daily operations. For a small emergency response, daily operations may only be modified slightly. During an emergency where large numbers of staff and resources are required, health department priorities may shift to focus solely on mission critical, legally required, and life saving activities. (Note that legal requirements may be waved or modified during an emergency by the local, state, or federal government). Additional details are available in the San Francisco Department of Public Health Continuity of Operations Plan.

If a new emergency situation is identified, or if the scale and scope of the response or health department activities changes significantly during the operational period, the Continuity of Operations Officer will facilitate communication between the Incident Commander and the Health Department Director to establish priorities and determine how resources should be redirected or requested from outside partners.

Ongoing health department activities may be impacted by the infectious disease emergency. For example, demand of services may increase/decrease, staff use of infection control measures may be modified, public questions about the situation/disease to health department staff may increase, etc.

Functions of the Continuity of Operations Officer

- Be a contact point for the San Francisco Department of Public Health Director or designee.
- Keep leadership within the Health Department apprised of the incident status and objectives.
- Provide updates to Command and General Staff on health department needs and priorities.
- Assist the Logistics Section with the request and coordination of health department assets (e.g., supplies, staff).
- Monitor incident operations to identify current or potential inter-organizational problems.
- Ensure the transfer of necessary information and guidance to and from the response and ongoing health department operations.
- Participate in planning meetings, providing current resource status, including limitations and capability of DPH resources.

a.6. Field Officer

Activate the Field Officer when an IDER presence is required at a field command post or other field site.

A Field Officer may be needed to provide infectious disease specific information to agencies and partner organizations at a field site. The Field Officer may function as part of Unified Command at a field command post or coordinate with a designated liaison. All field requests for information and recommendations will be forwarded to the Incident Commander and all responses should first be authorized by the Incident Commander. The Field Officer will provide situational status information between the IDER Command and the partners and agencies at the field site.

Functions of the Field Officer

- Be a contact point for partners and cooperating agencies at the field command post.
- Provide updates on the incident and response activities at the field site.
- Coordinate actions and decisions with the IDER Incident Commander.
- Provide infectious disease information (e.g. clinical information, infection control guidance) to agencies at the field site.
- Maintain a list of assisting partners and agency representatives at the field site.
- Participate in field meetings.
- Request IDER resources as needed.

a.7. DOC Manager

Consider activation of the DOC Manager for large-scale emergency responses.

The DOC Manager provides support to the Incident Commander, Officers, and Policy Group. He/she may coordinate requests to the Plans, Operations, Logistics, or Finance Sections to support smooth operations at the DOC. The DOC Manager troubleshoots administrative and other problems.

Functions of the DOC Manager

- Attend Command and General Staff meetings.
- Ensure Command Staff has necessary administrative support.
- Coordinate Plans, Operations, Logistics, and Finance requests to support DOC operations.

a.8. Policy Group

Consider activation of the Policy Group for all activations.

The Policy Group is composed of technical experts and health department leaders. Approval from the Policy Group will be required for, but not limited to, the following:

- Response objectives and activities
- Clinical guidance
- Guidance to the general public, special populations, and other key groups (especially social distancing interventions)
- Policies and protocols
- High-profile decisions
- Data sharing
- Data analysis priorities

The Policy Group will work closely with the Incident Commander, Officers, and ensure that response decisions are in concordance with EOC, Mayor's Office and San Francisco City and County Departmental priorities.

Functions of the Policy Group

- Provide guidance on when policy approval is required.
- Identify and request staffing required for the Policy Group.
- Receive and approve policy requests in a timely manner.
- Coordinate decisions with the Incident Commander and Command Officers as appropriate.
- Ensure that policy decisions are coordinated with the EOC, Mayor's Office, and other San Francisco City and County Departments.

D. STAFF POSITIONS

The following positions are required for minimum staffing levels.

Staff Position Roster: Command Staff				
Job Title	Task Overview	Job Classification / Critical Skills	Minimum No. of Employees	Location
Incident Commander	Manage the overall incident. Develop the incident action plan.	Management and leadership experience; ICS experience	1	DOC
Deputy Incident Commander	Perform tasks assigned by the Incident Commander, serve as the liaison to the EOC, and assume responsibility for the response as needed.	Management and leadership experience; ICS experience		DOC
Administrative Assistant	Provide administrative support including note taking, sending and receiving faxes, modifying documents, phone and radio communication		1+	DOC
Information Officer	Approve all guidance and documents. Coordinate with the Information and Guidance Branch. Serve as a liaison to the EOC/JIC for information requests.	Disease control experience	1	DOC
Media Officer	Liaison to media. Provide media and social networking plan. Develop press releases and talking points. Assist the Information Officer with tasks. Serve as a liaison to the JIC as needed.	Public Information Officer		DOC
Liaison Officer	Provide point of contact and coordination with agency representatives from assisting or cooperating agencies			DOC
Continuity of Operations Officer	Ensure communication and coordination with ongoing health department activities and the response.	Management and leadership experience	1	DOC
Safety Officer	Develop and implement safety plan for IDER responders. Assess and/or anticipate hazardous and unsafe situations. Implement provision of PPE and/or prophylaxis for IDER responders if necessary.	Occupational Health Professional		DOC
Field Officer	Represent the DOC at a field site. Coordinate decisions between the Incident Commander and agencies/partners at the field.			DOC
DOC Manager	Support DOC Operations.			DOC
Policy Group Member	Receive and approve policy approval requests.			DOC

E. REPORTING

The Command Staff and all Section Chiefs report to the Incident Commander

F. DELIVERABLES

The Command Staff is responsible for producing the following:

- Approved Incident Action Plan for each operational period
- List of approved documents, policies, and guidelines (with date and time)
- List of assisting and cooperating agencies and agency representatives
- Safety Plan for IDER responders
- List of IDER responder health and safety incidents

G. RESOURCES

The following resources will be required to perform response operations:

a. Protocols, forms, and guidelines, and MOUs

Items	Location
ICS Forms	Appendix B
Job Action Sheets	Appendix C

b. Office and Communication Supplies

Items	Units Required	Location or Request From
Telephone	1	Logistics
Fax machine access	1	Logistics
Computer with local network, internet access	1+	Logistics
Printer access	1	Logistics
800 MHz Radio/cell phone/pager	1+	Logistics
Copy machine access	1	Logistics