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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.

Point of Dispensing (POD) Manager Guidebook

TriCounty Health Department

Revised 4/12/2019

This Point of Dispensing (POD) Manager Guidebook is a supplement to the TriCounty Health Department (TCHD) Strategic National Stockpile (SNS) Plan. It is intended for use by TCHD employees and Medical Reserve Corps (MRC) volunteers who have completed POD Manager training. A complete list of TCHD trained POD Managers is available from the TCHD Emergency Response Coordinator (ERC).

The TCHD POD Manager Guidebook was developed and produced by TCHD staff and MRC volunteers.

Photos used in this guide book come from the Centers for Disease Control and the mass clinic conducted by Davis County Health Department at Clearfield Job Corps Center (CJCC) in May 2005. CJCC Mass Clinic photos taken by Bob Ballew.

List of Acronyms – Quick Reference

CDC	Center for Disease Control and Prevention
CRS	Central Receiving Site
TCHD	TriCounty Health Department
CSO	County Sheriff's Office
SD	School District
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERC	Emergency Response Coordinator
HAFB	Hill Air Force Base
HHS	Health and Human Services
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IND	Investigational New Drug
JIC	Joint Information Center
LHD	Local Health Department
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
NIMS	National Incident Management System
POD	Point of Dispensing
PIO	Public Information Officer
PPE	Personal Protective Equipment
RSS	Receipt, Store and Stage Warehouse
SMI	Stockpile Managed Inventory
SNS	Strategic National Stockpile
SO	Safety Officer
TARU	Technical Advisory Response Unit
UDOH	Utah Department of Health
UNG	Utah National Guard
UNIS	Utah Notification and Information System
VMI	Vendor Managed Inventory
VRC	Volunteer Reception Center

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Section 1 – Introduction

Background

The Strategic National Stockpile (SNS) program was created to help communities mass-dispense medications and/or vaccinations during an emergency. These large-scale emergencies are likely to include terrorist attacks (chemical, biological, nuclear, radiological or explosive), infectious disease outbreaks or natural disasters.

The SNS is designed to provide rapid delivery of a *broad spectrum* of support in the early-hours of an incident. Stockpile items include antibiotics, vaccines, pediatric items, intravenous supplies, ventilators and more. The SNS can be requested once it is apparent local resources will become exhausted. Initial supplies usually come as a 12-hour push pack (meaning they will arrive in Utah within 12 hours of the request being placed). Additional supplies can be requested and delivered throughout the emergency response.

CDC 12-hour push pack.

When SNS assets are needed to respond during a public health emergency, the health officer will notify the Utah Department of Health, who in turn will submit a formal request to the Centers for Disease Control (CDC). Once SNS assets arrive in Uintah County, the TriCounty Health Department (TCHD) will be responsible for dispensing medications to the public. In most cases, medications will be dispensed through Points of Dispensing (PODs) located in easily identifiable locations such as schools or churches.

Purpose

This POD Manager Guidebook is designed to provide POD Managers with information needed to successfully run a mass clinic. POD Managers will be required to effectively manage a number of volunteers and resources in order to disseminate medications to County residents. This guidebook is a concise resource for the POD Manager to aid them in ensuring the needs of all staff, volunteers and county residents are met.

Scope

This guidebook outlines POD Manager responsibilities, as well as tasks for a number of teams within a POD. These teams include Education, Triage, Medication, Security/Facility, and First Aid. The guidebook contains quick reference charts and graphics to aid in POD set up and fulfilling various job positions.

This POD Manager Guidebook is specific to the needs of the County. While many of the operations in this Guidebook will be universal to other local health departments, POD Managers volunteering in other jurisdictions are responsible for learning about unique policies and procedures that apply to those other locations.

POD Manager Training

All TCHD employees and MRC volunteers serving in the role of POD Manager will need to complete POD Manager training. Training requirements are as follows:

- Incident Command System (ICS) 100, 200
- National Incident Management System (NIMS) 700
- POD Manager Workshop
- POD Skills Drill
- Participation in a TCHD SNS Exercise
- Completion of annual refresher training

ICS and NIMS training can be completed online through the Federal Emergency Management Agency (FEMA) Independent Study (IS) program at http://training.fema.gov/IS/crslist.asp or through a health department sponsored classroom workshop.

POD Manager Workshops are offered through the TCHD. Identified TCHD staff and Medical Reserve Corps (MRC) volunteers will be invited annually to participate in the workshop.

POD Skills Drills are available to all TCHD employees and MRC volunteers. These drills will be scheduled to take place in one of the high schools for hands-on experience. (The Health Department has written agreements with the School Districts to utilize their buildings as POD locations during a public health emergency.)

The TCHD conducts annual SNS Exercises. TCHD staff and MRC volunteers who have completed the POD Manager training will be invited to participate in the next exercise.

All POD Managers will be required to attend an annual refresher course after completing the initial training. The refresher courses will provide POD Managers with updates to the SNS Plan, including policies and procedures.

SNS Vocabulary

A number of acronyms and phrases are used as part of the county SNS plan. Here are ones each POD Manager should be familiar with:

CDC — Centers for Disease Control
Public Health agency in Atlanta, Georgia that oversees disease prevention and control efforts and the Strategic National Stockpile.

CRS — Central Receiving Site
Uintah County site where SNS assets are received inventoried and prepared for shipment to individual PODs. At the end of a mass clinic event, left-over SNS assets are returned to the CRS.

EOC — Emergency Operations Center
County-wide and/or city-wide operations center for managing large scale emergencies. Depending on the size of the mass clinic event, the Incident Commander may work with one or more EOCs while coordinating our response.

ICP — Incident Command Post
In most large scale events this will be located in the TriCounty Health Department. The ICP is where the Incident Commander and other command and general staff are generally located to oversee and manage mass clinic operations.

ICS — Incident Command System
Nation-wide organizational system used to manage emergency response.

IND — Investigational New Drug
Drugs not yet approved by the FDA, but may be allowed to be used in a public health emergency. When instructed to dispense an IND, the POD Manager will need to follow all additional instructions, including additional paperwork.

JIC — Joint Information Center
Public Information Officers from a number of participating agencies may elect to work together in a JIC. All media requests for information and interviews must be referred to the PIO and/or the JIC.

MRC — Medical Reserve Corps
Group of pre-identified and pre-trained volunteers with a variety of medical and non-medical backgrounds. MRC members are critical to the success of mass dispensing operations.

POD — Point of Dispensing
Dispensing site(s) for mass clinic operations. PODs will be held at local high schools.

PIO — Public Information Officer
Handles all media inquiries and outside requests for information. Will work out of the ICP, EOC or JIC. All media inquiries must be referred to the PIO.

PPE — Personal Protective Equipment
The Safety Officer and Incident Commander will determine appropriate PPE for the mass clinic event. PPE can include any or all of the following: sensible shoes, long sleeves, warm clothes, examination gloves, surgical mask, etc.

SNS — Strategic National Stockpile
Federally controlled stockpile of a variety of medications and resources that can be utilized in a public health emergency. Medications distributed at PODs will come from the SNS.

TCHD TriCounty Health Department
Tri-County area agency responsible for overseeing mass clinic operations.

UDOH Utah Department of Health
The UDOH receives the initial shipment of SNS, inventories it and prepares it for distribution to Uintah, Daggett or Duchesne County. Staff within the ICP and EOC will work with UDOH directly.

VRC Volunteer Reception Center
Authorizes volunteers to assist in POD operations and assigns them a location as determined by the Operations Section Chief. Operated by the Uintah County Citizen Corps.

Section 2 – Review of Incident Command System (ICS)

What is ICS?
The Incident Command System:

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS Purposes
Using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.

Weaknesses in past incident management were due to:

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

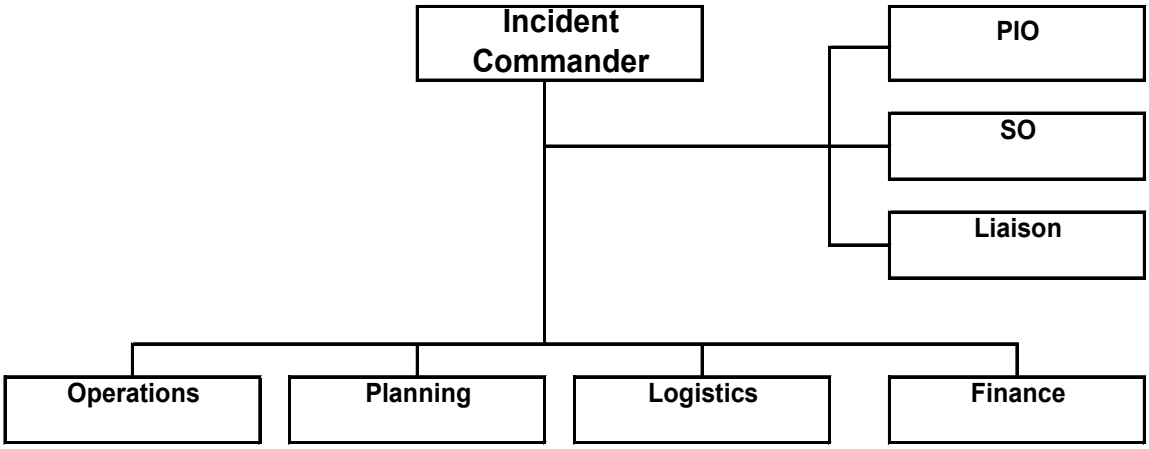
The identification of these areas of management weakness resulted in the development of ICS.

Basic Features of ICS

- Uses *plain English*, no jargon, radio codes, etc.
- Use of an *Incident Action Plan (IAP)* to clearly outline incident objectives for each operational period, responsible personnel and action steps.
- Uses *chain of command*: an orderly line of authority within the ranks of the incident management organization.
- Uses *unity of command*: personnel report to only one supervisor and receive work assignments only from their supervisor.
- Maintains a *span of control* of 3 to 7, with 5 being optimal.
- All responders *check in* to receive an assignment in accordance with the procedures established by the Incident Commander, as outlined in the IAP.

ICS Organizational Chart & Major Positions

Basic ICS Organizational Chart



Incident Commander

- On-scene commander of the emergency incident
- Provides overall leadership for incident response
- Responsible for overall incident safety
- Delegates authority to others
- Takes general direction from agency administrator/official
- Establishes incident objectives
- Only ICS job that is always filled
- Fills other positions as needed

Command Staff

Public Information Officer

- Advises Incident Commander on information dissemination and media relations
- Serves as primary contact for anyone who wants information about the incident
- Serves external and internal audiences
- Obtains information from the Planning Section

Safety Officer

- Makes sure everyone does their job safely
- Advises Incident Commander on issues regarding incident safety
- Conducts risk analyses and implements safety measures
- Works with the Operations Section to ensure the safety of field personnel

Liaison Officer

- Serves as point of contact for assisting and cooperating agency representative(s)
- Identifies problems between supporting agencies

- Participates in planning meetings by providing the status on current resources, resource limitations, and resource capabilities of other agencies

General Staff

Operations Section Chief

- Develops and implements strategy and tactics to carry out the incident objectives
- Organizes, assigns, and supervises the tactical field resources
- Supervises resources in Staging Areas

The Operations Section utilizes the majority of the incident resources and is commonly divided into Divisions, Groups, and Branches. Divisions divide incident resources geographically, and Groups divide incident resources by functional area. When the number of Divisions or Groups exceeds the span of control, Branches are used when the number of Division or Groups exceeds the span of control and can be either geographical or functional.

Planning Section Chief

- Gathers, analyzes, and disseminates information and intelligence
- Manages the planning process
- Compiles the Incident Action Plan (IAP)
- Plans for demobilization as soon as the incident begins
- Manages Technical Specialists

Commonly used Units for the Planning Section include Resources, Situation, Demobilization and Documentation.

Logistics Section Chief

- Provides resources and service required to support incident activities
- Develops portions of the IAP and forwards them to the Planning Section
- Contracts for and purchases goods and services needed at the incident

Commonly used Units for the Logistics Section include Communications, Medical (for responders only), Food, Supply, Facilities, and Ground Support (transportation).

Finance Section Chief

- Responsible for financial and cost analysis of incident response
- Oversees contract negotiations
- Tracks personnel and equipment time
- Processes claims for accidents and injuries
- Works with Logistics to ensure resources are procured

Commonly used Units for the Finance Section include Time, Procurement, Compensation/Claims, and Cost.

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Section 3 – POD Manager & SNS Operations

Background
This Guidebook is a supplement to the TCHD SNS Plan and will outline operations from the viewpoint of the POD Manager. The TCHD SNS Plan contains a comprehensive outline of all SNS operations, and a copy can be requested for review from the Emergency Response Coordinator (ERC).

SNS Operations include all steps taken from the beginning of a SNS incident to the end. This includes selection and activation of POD Managers, POD Manager briefing, setting up the POD site, medication dispensing, and incident recovery.

SNS ICS Model
The TCHD utilizes the High School Model for dispensing SNS assets. Complete ICS charts for the model is located in ***Attachment A***.

POD Manager Activation
In a public health emergency the Incident Commander will make the determination if the SNS needs to be requested. Depending upon the size of the emergency, the Incident Commander will also determine the number of PODs to be opened and which agreements will be activated.

The Incident Commander will work with the Operations and Planning Section Chiefs to select the number of POD Managers to activate. The TCHD is training a large number of staff members and MRC volunteers as POD Managers. Those not activated as POD Managers during a public health emergency may be asked to assist in another role.

POD Manager activation and notification will happen in one of the following ways:

- UNIS/CityWatch Notification
- Phone call/email
- Other form of notification during the work day

When activated, the POD Manager will be provided with the following information:

- Where to report for event briefing
- Time to report
- What to bring with you

Depending upon the nature of the public health emergency, the Incident Commander may elect to hold separate clinics for first responders and their family members prior to mass dispensing. If you, or you and your family members, are to report to one of these separate clinics, this information will also be provided. Keep in mind not all emergencies will warrant first responders receiving medications prior to the opening of mass clinics.

POD Manager Briefing

This section outlines the information POD Managers should receive at their initial briefing. If any of this information is not covered during the briefing, it is the responsibility of the POD Manager to ask the Division Supervisor for the missing information before deploying to their assigned location.

Chain of Command

The first step in managing a POD is to understand the POD Manager's direct line of communication to the Incident Commander. You need to record the following information regarding chain of command at the POD Manager briefing:

- Who you will report to for all questions, supply requests and sharing of information (Division Supervisor)
- How to contact Division Supervisor (desk phone, mobile phone, radio, etc.)
- Number to the Incident Command Post (ICP) in the event of an emergency and the Division Supervisor cannot be reached

Keep in mind 4-5 POD Managers will all report to the same person.

Incident Details

At a minimum, the following incident details should be discussed at the POD Manager briefing:

- Nature of the emergency
  - Special instructions (keeping well and ill apart, triage guidelines, etc.)
  - Personal Protective Equipment (PPE) needed
- Medications to be distributed
  - Medication fact sheets
  - Method of distribution (vaccine, unit of use, family vs. individual)
  - Paperwork to be completed (individual vs. family)
- Length of shift, number of shifts, duration of event
- Projected POD operating hours (opening time, closing time)
- Number of citizens to expect at your location
- Food and water delivery (for staff and volunteers)
- POD-in-a-box Kits (delivered to you vs. pick up at Weatherization)
- Staffing/volunteer details
  - Anticipated number of staff and MRC volunteers
  - MRC volunteers assigned (background information may or may not be available at this time)
  - Just-in-time volunteers plans and procedures
  - Only accept volunteers and staff with official identification
- Point of Contact (POC) for your assigned facility (if available)

Assigned Location

Your assigned location will be dependent upon a number of factors including, but not limited to:

- Number of trained POD Managers available
- Number of TCHD staff available
- Number of MRC volunteers available
- Number of PODs to be opened
- Medications to be dispensed

While pre-assigning POD Managers to locations would be ideal, it is not logistically feasible. Incident Command will take the geographical locations of POD Managers into account among other factors when making POD assignments. ***Attachment A*** includes addresses and Google Earth maps of all pre-determined POD locations.

POD Site Packet

At the POD Manager Briefing you will be provided with a packet of information unique to your POD location. This packet will include:

- Incident Command Contact sheet (for names and numbers provided in briefing)
- Emergency notification
  - Numbers for local law enforcement
  - Numbers for local Emergency Medical System (EMS)
  - When to call 911
- POD address and map of immediate area
- Site assessment forms (beginning and ending operation)
- Map outlining traffic flow for the parking lot
- Flow pattern for building including entry and exit, disabled access information and set up within the facility
- POD stations set-up diagram
- Paperwork for signing staff and volunteers in and out at POD site
- Staff and volunteer briefing checklist
- Second language record sheet
- Job Action Sheets for job assignments (staff and volunteers)
- Inventory replacement forms (site, and POD-in-a-Box Kit)
- Accident/injury reporting forms

A sample of a POD Site Packet is included in ***Attachment B***.

Section 4 – POD Site Preparations

Site Agreements
The health department has written agreements with the School Districts to utilize their buildings as POD sites during a public health emergency. The agreements outline many different things including which buildings we can use, what parts of the building we can use, how supplies will be replaced and even how any damages will be repaired. While this guidebook covers many of the items outlined in these agreements, it is not comprehensive. When the POD Manager has a question regarding the facility they are assigned to, they need to contact the Division Supervisor.

Site Point of Contact (POC)
The health department's agreements with the School Districts call for a Point of Contact (POC) to be present to open the building and assist with site logistics. At a minimum, this contact should be able to give you access to a phone, copy machine, fax machine and associated office supplies. The POD Site Packet includes paperwork to track any facility supplies used because we will need to replace them per our agreements.

The site POC will also assist you with locating and restocking bathroom supplies, and any needed cleaning supplies. It is the POD Manager's responsibility to obtain contact information for the POC if they are not going to stay on site during entire POD operations. The POD Manager is also responsible for ensuring the site POC secures the building at the end of the event. If the POD Manager fails to ensure the building is secure before leaving the premises, they may be personally liable for any problems that result.

Preliminary Preparations
The following preliminary preparations should be made to increase POD efficiency and ensure you are able to open the site to the public as scheduled:

- Park your vehicle as far away from the building as possible (and not in the parking lot). You will need to remind staff and volunteers to do the same.
- Ensure all doors are locked until staff and volunteers have arrived, have been briefed and are ready to staff all stations.
- Set up a large room for POD staff and volunteer briefing.
- Gain access to on-site office space – should include landline phone, fax machine and copy machine. This will serve as the POD Manager office and will be staffed by the POD Manager Assistant.
- Contact the Division Supervisor and provide them with applicable phone numbers at your assigned facility.
- Ensure cold storage is available if event requires it.
- Ensure bathrooms are stocked.
- Ensure electricity is working.

Site Assessments

Conduct a complete assessment of building condition (in the areas we are using/where the public will be) upon arrival at the building. If possible/feasible have the POC conduct the assessment with you. Notice any damage to the building prior to POD operations. We are bound by agreement to pay for any repairs that need to be made after POD operations. Take photos of any existing problems and note time photo is taken (if you have a camera available). There is a sample of the site assessment form in ***Attachment B***.

Receiving Staff and Volunteers

Depending on the size of the emergency, there may only be one TCHD staff member present at each POD site. For this reason we will rely heavily upon volunteers to meet the needs of a large-scale emergency. Volunteers will either be pre-oriented MRC members, or people who have just joined the MRC as recently as the day of the mass clinic. Brand new MRC volunteers are referred to as just-in-time volunteers.

Pre-oriented MRC volunteers will have a basic understanding of POD operations, and will have an official MRC ID badge with their photograph and name. Some MRC volunteers have completed POD Manager training, POD dispensing drills, and other emergency exercises. A sample of the official MRC ID badge is pictured to the right.

In emergency situations many people report to the site of the emergency to offer their assistance in response efforts. POD Managers do not have enough time to manage large numbers of people offering assistance; they simply have too many other things that demand their time. This is why the TriCounty SNS plan calls for having these just-in-time volunteers report to a Volunteer Reception Center (VRC) first, unless directed differently by the Incident Commander.

The VRC will interview all volunteers, provide them with official identification (sample ID pictured to the left) and assign them to a POD location based upon current need, as indicated by the Operations Section Chief. Just-in-time volunteers will be given a very limited overview of POD operations at the VRC and will need additional training when arriving at the POD site. The VRC is coordinated by the Uintah County Citizen Corps, and will be operated out of one or more city centers or libraries, depending upon need and availability.

When staff and volunteers arrive have them sign in on the official sheet provided in the POD Site Packet. In some emergencies we may be eligible for federal reimbursement, and one of the requirements for reimbursement is an accurate record of staff and volunteer hours.

Conduct Staff and Volunteer Briefing

After you have received and checked in all volunteers you need to conduct a staff and volunteer briefing to orient everyone. The following items should be covered in the briefing (similar to the POD Manager briefing you already received). ***Attachment B*** includes the following items on the Staff and Volunteer Briefing Checklist.

Staff and volunteers receive briefing at CJCC, May 2005.

- Nature of the emergency
  - Special instructions (keeping well and ill apart, triage guidelines, etc.)
  - Personal Protective Equipment (PPE) required
- Medications to be distributed
  - Medication fact sheets (if applicable)
  - Method of distribution (vaccine, unit of use, family vs. individual)
  - Paperwork to be completed (individual vs. family)
- Length of shift, number of shifts
- Projected POD operating hours (opening time, closing time)
- Number of citizens expected
- Job assignments
  - Ensure everyone knows who their team leader is, chain of command
  - Distribute colored MRC volunteer vests to all staff and volunteers
- Event communication
  - Distribute Family Radio Service (FRS) radios to team leaders
  - Select channel and conduct quick radio check (***Attachment D*** includes information on communications tools, including FRS radios)
  - Procedure for changing radio channel (POD Manager makes decision)
- Tell team leader when you are going to run low on supplies well beforehand
- Explain POD layout and how teams are going to set up each area
- Customer service – "the customer is always right"
  - Notify team leader if there is a problem, POD Manager if necessary
  - We will serve everyone. We are not concerned if they live in area or not (unless directed differently by Incident Commander)
- Break room location and how breaks will be conducted
  Team leaders are responsible for ensuring everyone on team receives breaks as needed

Just-in-time volunteers generally will have no background knowledge of POD operations. The POD Manager will need to take additional time with these volunteers following the staff and volunteer briefing to ensure they are familiar with their job duties for the mass clinic, and answer any questions they may have. Remember the job action sheets are designed to quickly summarize job responsibilities to aid in orienting all just-in-time volunteers.

Making Job Assignments
As other staff members and volunteers arrive at the POD site, obtain their background information and areas of expertise to determine the best job assignment for them. Some volunteers might be community leaders, physicians, nurses, EMTs, business owners, etc. and may have an area of expertise that fits well with one of the job assignments for a POD. Medical people should be selected for triage and vaccinating/dispensing jobs. Non-medical volunteers will have a variety of experiences and some may be able to help assist in a medical-type role. For example, non-medical personnel may be ok administering vaccinations after receiving a short training. These volunteers could include veterinarians, vet techs, pharmacy techs, parents of diabetics, diabetics, and so on. Remember to take the time to match skills with job descriptions.

Attachment C includes a complete list of all Job Action Sheets for POD operations. Below is a short summary of skills that fit well with each job within a POD.

POD Manager Assistant
- Large event organization
- Good listener
- Record keeping
- Report writing
- Friendly
- Assertive

Inventory Control Manager
- Detail oriented
- Good at mathematics
- Trustworthy
- Assertive

Education Team Leader & Staff
- Large event planners
- Communication, public speaking & presentation skills
- Good listener
- Record keeping & organizational skills
- Customer service oriented
- Assertive

Triage Team Leader & Staff
- *Place your highest medically trained staff/volunteer in Triage Team*
- Medical background/training
- Interview skills
- Communication skills
- Good listener

- Problem solving skills

Medication Team Leader & Staff

- Medical background/training (if available)
- People familiar with administering medication with needles (if applicable)
- Customer service oriented

First Aid Team

- Medical training (First Aid Certified)
- *EMTs ideal, but place first in Medication Team if needed*

Security/Facility Team Leader

- *Do not need to be law enforcement*
- Familiar with members of the immediate community
- Well respected within immediate community
- Good listener
- Communication skills
- Customer service oriented
- Assertive

Internal & External Unit Leaders & Staff

- Customer service oriented
- Good listener
- Communication skills
- Assertive
- Familiar with members of the immediate community

Facilities Staff

- Good physical condition
- Understand use of PPE as applicable for job duties

In some instances, or in the early stages of an incident, there may not be enough volunteers available. It is the responsibility of the POD Manager to fill all job positions to the fullest extent possible. The Incident Commander may delay opening a POD location until more volunteers arrive. POD Managers need to consider the following priorities when experiencing a limited number of volunteers:

- Fully staff all positions that work outside of the building. These staff and volunteers need to be available to answer questions and reassure the availability of medical supplies when lines are long, or when there is a delay in opening the POD. In some instances, the POD Manager may need to reassign additional staff to assist outside the building for a period of time.
- Staff the Education, Triage and Medication Teams proportionately. As more staff and volunteers become available, increase positions at all three stations. The overarching goal is to eliminate bottlenecks and improve the flow of patients through the POD.
- The First Aid Station can be left vacant and staff/volunteers can be re-assigned to that location when there is a need.

Once assignments have been made, each staff member and volunteer will be given a colored vest. These vests help POD participants quickly locate POD officials. Color designations are as follows:

White	*POD Manager*
Black	*Inventory Control*
Yellow	*Licensed Medical Professionals*
Blue	*Non-licensed personnel*
Orange	*Security/Facility Team*

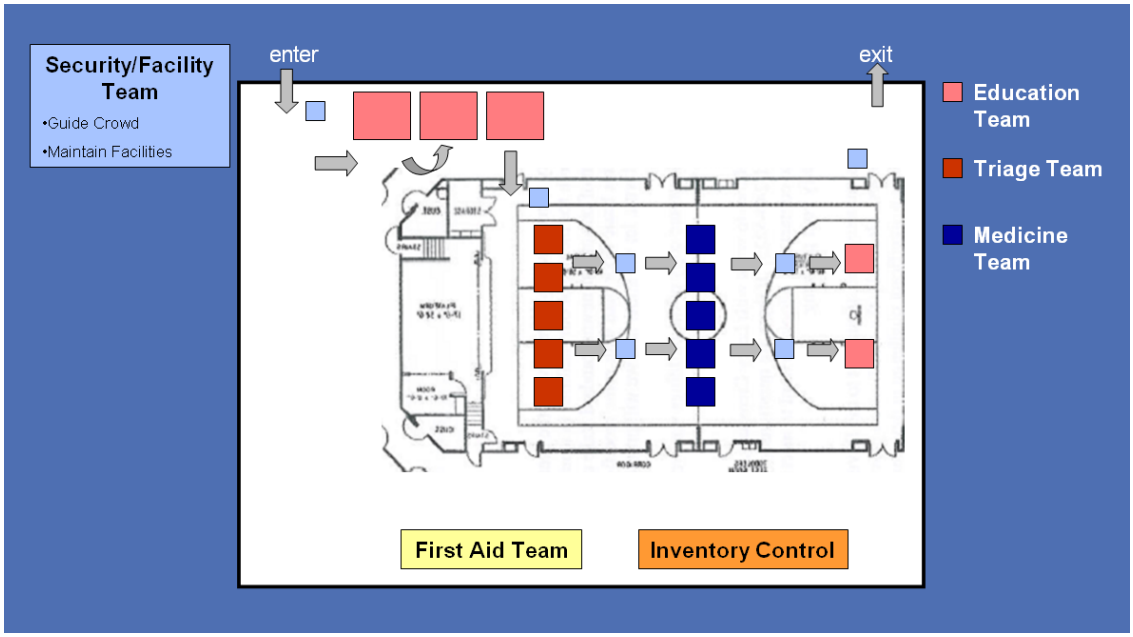
If the POD site has more licensed medical professionals than yellow vests, select the highest trained medical professionals to receive the yellow vests. This enables all POD site personnel to easily locate a medical professional when one is needed.

There are other considerations when working with volunteers. For example, some volunteers may not be able to stand for long periods of time. These volunteers can be helpful in inventory, education and exit stations, or even sitting in a chair to direct interior traffic. Remember to be flexible with volunteers; they may have unique needs that do not allow them to stay for the duration of the incident. With that, the POD Manager needs to keep in mind they may have to reassign jobs throughout the incident based upon various circumstances and needs.

Setting Up POD Stations

Follow the diagram provided in the POD site packet to set up the POD site. A sample of POD stations and traffic flow is included in ***Attachment B***. Depending on the nature of the emergency, the Incident Commander may include additional instructions for POD set up including, but not limited to, separate routes for infected vs. non-infected, express lanes for people with no complications or families picking up for several household members, and alternate medication methods for people with allergies or other complications. The traffic flow and set up chart included in the POD Site kit is intended to be a guide for setting up the POD site. The POD Manager may have to make changes due to circumstances unique to the incident. POD set up will include the following teams:

- ***Security/Facility Team*** – responsible for the flow of traffic inside and outside the POD. Directs traffic, parking, and queue line outside the POD, controls number of people entering the POD and answers general questions. Depending on the event may also be involved in distributing surgical masks, paperwork, or directing people to different entrances for symptomatic/asymptomatic.
- ***Education Team*** – responsible for distributing and gathering paperwork at beginning and end of clinic, sharing information with clients regarding the medication being distributed, and controlling the initial flow of the clinic. The education team serves at the entry and exit points of the mass clinic.
- ***Triage Team*** – responsible for talking with patients about possible contraindications for medication being distributed, assessing patients presenting symptoms and those who are not, and making treatment recommendations depending on the needs of each individual SNS incident.
- ***Medication Team*** – this may consist of express lanes (patients with no complications, large families, etc.), vaccination stations, medication distribution stations, etc. depending on the needs of each individual SNS incident.
- ***First Aid Team*** – provides general first aid until EMS services arrive.
- ***Inventory Control*** – responsible for ensuring security and accurate inventory of all SNS assets throughout the incident.



Each POD includes a limited number of supplies in the POD-in-a-Box Kit. This kit may be either delivered to the POD Site, or the POD Manager might be instructed to pick it up at the Weatherization facility before reporting to the POD site. The kit is designed to be compact enough to fit in a personal vehicle. In the event more supplies are needed than are provided in the kit, the POD Manager will use the chain of command to request additional supplies through the Division Supervisor.

The following pages outline basic supplies to assign to each station. Team Leaders should assist team members in setting up their respective stations.

POD Manager Office

Prepared by: POD Manager Assistant

Materials needed:

- (1) Two-Way Family Radio Service (FRS) radio for assistant
- (1) FRS radio for POD Manager
- (6) Flashlights (to be distributed in power outage)
- (24) D-Batteries (for flashlights)
- (12) Pocket notebooks (to be distributed to team leaders, inventory control, POD Manager and POD Manager Assistant)
- (5) Boxes of pens (to be distributed as needed)
- (1) Stapler
- (1) Box of 5,000 staples (to be distributed as needed)
- (1) Collapsible hand truck (to be used as needed by
- (1) all)
- (1) White Vest (POD Manager)
- (5) Black Vest (distributed to Inventory Control Manager)
- (20) Yellow Vests (distributed to top 5 licensed medical professionals)
- (35) Orange Vests (distributed to facility team)
- Blue Vests (distributed to remaining volunteers)

Inventory Storage

Prepared by: Inventory Control Manager

Materials needed:

- (1) Cold storage (refrigerator, when needed)
- (1) Calculator
- (1) Note pad
- (1) Pen

First Aid

Prepared by: First Aid Team

Materials needed:

- (2) Military cots
- (2) Disposable pillows

(2) Fleece blankets
(1) Box adhesive band-aids
(1) Stethoscope
(1) Aneroid sphygmomanometer with regular blood pressure (bp) cuff
(1) Adult large size bp cuff
(1) Child size bp cuff
(1) Safety scissor
(1) Box latex examination gloves
(2) Pens

Entry Unit (Education Team)

Prepared by: Education Team Leader, Entry Unit Leader

Materials needed:
(1) FRS radio for Education Team Leader
(1) FRS radio for Entry Unit Leader
(12) Clip-less clipboards
(2) Boxes binder clips
(4) Boxes pen
(1) Stapler
(1) Tally counter

Education team assisting with paperwork at CJCC, May 2005.

Triage Team

Prepared by: Triage Team Leader

Materials needed:
(1) FRS radio for team leader
(1) Box pens

(1) Stapler

Medication Team

Prepared by: Medication Team Leader

Materials needed:
(1) FRS radio for team leader
(1) Bathroom scale
(1) Box pens
(10) Sharps containers (when applicable)

Exit Unit (Education Team)

Prepared by: Education Team Leader, Exit Unit Leader

Materials needed:
(1) FRS radio for Entry Unit Leader
(1) Box binder clips
(1) Box pens
(1) Stapler

Security/Facility Team

Prepared by: Security/Facility Team Leader

Materials needed:
(1) FRS radio for team leader
(1) FRS radio for Internal Unit Leader
(1) FRS radio for External Unit Leader
(12) Whistles
(1) Bullhorn
(8) C batteries
(4) Rolls blank barrier tape
(10) Traffic cones

All Team Leaders notify the POD Manager once their station set-up is complete.

POD Site Walk Through

Prior to opening, the POD Manager needs to conduct a POD Site Walk Through with all staff and volunteers. Starting with the *Entrance* and ending with the *Exit*, each team will explain what is accomplished at their station and make sure everyone knows who each team leader is. This is a time to answer questions from staff and volunteers and make

sure everyone is clear on POD operations. The walk through also needs to include Inventory Control, First Aid and Security/Facility functions that are peripheral to POD flow.

Once the walk through is complete, the POD Manager notifies the Division Supervisor the POD is ready to open. The POD Manager also needs to notify the Division Supervisor if SNS inventory has been received. The Division Supervisor will provide the POD Manager with a time to open the POD. Opening time will be coordinated with all other PODs by Incident Command for consistency across the county.

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Section 5 – POD Operations

POD Opening Time
Do not open the POD to the public until instructed to do so by the Division Supervisor. This direction may come as a fixed time, or a notification just prior to your opening. All POD opening times will be coordinated by Incident Command for consistency across the county.

If a crowd begins prior to opening, outdoor volunteers (facilities/parking lot) will start a queue line and tell everyone we are still setting up inside and will open as soon as possible. When needed, reassure there is enough medication for everyone.

Receiving SNS Assets
The Incident Commander will determine the amount of SNS materials to be delivered to each POD. Depending upon the number of volunteers and staff available to assist in the emergency, SNS materials may be delivered by a variety of people, but all people assisting with a mass clinic event will have official identification. In some cases, staff and volunteers may be accompanied by a police officer when supplies are delivered.

Deliveries need to be made to the entrance indicated in the POD Site Kit. This entrance will be close to the Inventory Control location, and away from POD flow entrance and exit points. All SNS asset deliveries need to be carefully inventoried and stored.

Inventory
Each SNS asset delivery will include a Medication Tracking Form (see sample in ***Attachment E***) that serves as the chain of custody record during the SNS event. The TCHD is responsible for a chain of custody for all SNS and state materials. To help ensure an accurate inventory, the POD Manager needs to assign one person as the Inventory Control Manager to stay with the inventory at all times.

The Inventory Control Manager needs to confirm inventory as it is received and record the amount received on the Medication Tracking Form. Additionally, the Inventory Control Manager also needs to track when inventory is taken out of storage and delivered to the Medication Team Unit Leader. The Inventory Control Manager will also account for all used medication and any remaining medication at the conclusion of the mass clinic. The Inventory Control Manager will then ensure all unused inventory and the Medication Tracking Form are returned to the Central Receiving Site (CRS).

SNS inventory must never be left unattended. When the Inventory Control Manager needs a break, the POD Manager Assistant will monitor the inventory, and the start and end time of the break will be noted on the back side of the Medication Tracking Form.

POD Security
When an emergency requires SNS assets to be delivered to the population, a number of security and safety issues will arise. Once SNS assets arrive in Uintah County, it is the responsibility of local authorities to provide security not only for the medications, but also for staff and volunteers conducting SNS operations.

The County Sheriff's Office (CSO) will provide security at the CRS and will coordinate all security for the duration of the incident. The CSO will also serve as back up to local law enforcement for PODs throughout the county. Local law enforcement will provide assistance at each POD based on the needs of each individual location. Typical needs will likely include crowd and traffic control, and assistance in shutting down daily POD operations when not running on a 24-hour schedule. If deemed necessary, law enforcement may also be asked to provide security assistance in transporting SNS Materials from the CRS to individual PODs.

When possible, local police departments will have an officer on site or within the immediate vicinity of each POD. However, this may not be feasible in all cases; therefore each POD Manager needs to know how to contact police when needed. Each POD Site Kit includes the phone numbers for local police departments and information on when to call 911. POD Managers should only call 911 in an emergency situation so the dispatch center does not become overwhelmed.

POD security includes methods other than local police support. Strategies include:

- Limiting access to SNS assets (shut door to room, with Inventory Control Manager inside if necessary)
- Securing doors to building, ensuring one entrance and one exit
- Utilizing trusted community members as facility team leaders
- Having a presence on the exterior of the building to talk to patients
- Ensuring staff and volunteers in the parking lot have the ability to communicate potential problems with the POD Manager as soon as possible

Paperwork Organization
Patients coming to the POD site will be asked to complete a patient information form. A simplified one-page form is currently under development. This form is intended to be concise and increase efficiency. Depending upon the emergency, these forms may be filled out by individuals or by family unit, instructions for use will be given by the Incident Commander. Keep in mind it is also likely the form may change depending upon the circumstances of each incident. It is the responsibility of staff and volunteers working in the entry and education teams to assist people in completing all necessary paperwork.

Staff and volunteers at the exit station will keep paperwork together in family groups, where possible, and in alphabetical order. The POD-in-a-Box kit includes file folders, binder clips, and staplers to aid in this process. In many cases, all clinic information will be entered into a computer system at a later date and prior file organization will aid this

process. Properly organized files will also assist in locating paperwork quickly in the event of an adverse drug reaction or other need.

Operational Challenges

No matter how much time is spent on training, orienting, drilling and exercising, there is no way to prepare for every challenge that may arise during a mass clinic. POD operations will undoubtedly include a number of situations that will warrant special consideration.

Do not make assumptions! If there is a question that was not covered in the POD Manager briefing, such as details regarding medications, contra indications and so on, contact the Division Supervisor for more information. This is not because you do not possess the knowledge, background, or expertise to answer the question at hand; it is to ensure we are sending a consistent message throughout the county at each and every POD. A question that arises at your location is very likely to arise at other locations too.

This section outlines some challenges that may come up during a POD event, but is in no way comprehensive of problems a POD Manager may experience. Regardless of the situation that occurs, each POD Manager needs to notify the Division Supervisor of the situation, report what measures were taken and if any additional assistance is needed.

Disability Access

The POD Site Packet includes information on access for people with disabilities, including when entrance and exit points need to differ from the rest of the POD flow. It is the responsibility of the POD Manager to ensure that all staff and volunteers are familiar with this additional access information.

Non-English Speaking Residents

In most cases, people who speak a language other than English will have someone with them who can translate. Because this will not always be the case, the POD Manager needs to ask staff and volunteers what additional languages they speak and make a note of their name, language(s) spoken and assigned POD station on the Secondary Language Record included in the POD Site Packet (***Attachment B***). This will enable the POD Manager to locate these individuals quickly when their assistance is needed. In the event no one on site speaks the language needed, the POD Manager will know a request needs to be made to the Division Supervisor for translation assistance.

Long Lines

Incident Command will do everything they can to try and encourage residents to not all show up at once. However, human nature is to worry there will not be enough

medication, and therefore think showing up early to get a spot at the front of the line is the best plan of action.

Communication strategies with the public may include having people arrive at assigned times based upon the letter their last name starts with, the street they live on, and even by passing out tickets with an assigned time. Regardless of the strategy to eliminate long lines, if someone comes before their assigned time, let them enter the POD the same as anyone else. People may show up at different times for any number of reasons and it just isn't worth the effort to try and refuse them entrance until a later time.

Unsatisfied Patient

When a patient is unhappy with the service being provided at the POD the first step is for the POD Manager to ask the person to come to another part of the building out of view (and ear shot) from the other patients. When pulling an unsatisfied patient aside to resolve a problem, the POD Manager must always have another staff member or volunteer accompany them for safety reasons. In the majority of situations where someone is unsatisfied, the best course is to do what is necessary to remedy the situation (give them their medication ahead of others, answer their questions, find alternate treatment, give medication without completing paperwork, etc.). Overall, it is best to remove the unsatisfied person from the crowd to prevent an individual problem turning into a larger problem. The POD Manager must use their best judgment and include the Division Supervisor when needed.

Emergency Evacuation

The POD Site Packet also includes emergency evacuation instructions for the site. The POD Manager and Facility Team Leader are responsible for ensuring everyone leaves the building. Additionally, the POD Manager must contact the facility POC to notify them of the situation. The Inventory Manager transfers all SNS inventory to their personal vehicle and relocates it to another POD as directed by the POD Manager. The POD Manager notifies the Division Supervisor of the situation and receives instructions on where to re-assign staff, volunteers and SNS inventory. The POD Packet includes the addresses of the 5 closest POD locations for re-assigning staff and supplies as determined by the direct supervisor.

News Media Inquiries

No employees or volunteers are authorized to respond to news media inquiries during an emergency response. Additionally, staff and volunteers simply do not have time to talk to the news media to answer questions during POD operations.

All media requests need to be referred to the Public Information Officer (PIO). In most incidents, the TCHD PIO will serve as the PIO in public health emergencies. Contact information for the PIO will be given to POD Managers during the POD Manager briefing. Additional information regarding communication with the news media is located in ***Attachment D***.

Injury

It is possible that a patient, staff member or volunteer may become injured during POD operations. For minor injuries not requiring medical attention, the POD Manager and First Aid Team should make a note of the location, time, and contact information of the person who was injured. If the person is attended to by staff and/or volunteers serving in the First Aid Station, make a note of who aided the injured person. For situations requiring medical attention, the POD Manager needs to complete the required injury reporting forms included in the POD Site Packet (***Attachment B***). The Division Supervisor also needs to be notified. If the event is an emergency, the POD Manager needs to contact EMS directly and obtain as much patient information as possible.

Medical Questions

Each POD site may not have enough medically trained personnel to answer every medical question that may be asked during POD operations. When a question cannot be answered locally, the POD Manager needs to ask for assistance from the Division Supervisor. When necessary, the Operations Section Chief and Incident Commander may become involved to determine the best course of action. In some situations it is possible someone may not receive treatment at the POD and be advised to follow up with their personal physician or be referred to another medical provider.

Customer Service

During a public health emergency frustration and anxiety will run high among patients, staff and volunteers. By focusing on providing the best customer service possible, the POD Manager, staff and volunteers can reduce stress, reassure patients and provide a more efficient process. This section outlines a few customer service tips that the POD Manager should share with all staff and volunteers.

Smile

It's that simple. Smile when you're working, when you're communicating with peers and when you're communicating with the public. This simple gesture reassures people that everything is going great and worrying is unnecessary.

Remain Calm

Calmness is catching. If the POD Manager maintains a calm appearance, it will provide a visual message to everyone else in the operation. Be conscious of voice volume and tone, body language and facial expressions. In tense situations continue to be calm verbally and non-verbally, and others will become calmer with you.

Be truthful

Don't make promises you can't keep. Throughout mass clinic operations many people will have many questions. Do not re-assure with false information, and make sure questions are answered honestly to build trust with the community.

Listen

Communication is a two way process. Someone talks and someone listens. If someone is not listening, it is not communication, it is just someone talking. Every staff member and volunteer at the POD will need to listen to and respond to many people throughout the day. Become part of the conversation by being an active listener. Make eye contact, ask for clarification, and paraphrase what you've heard. Problems can be mitigated simply by actively listening to the customer's questions and concerns

Respond Quickly

When a customer has a complaint, respond to it immediately. When attention is given to an issue quickly, the possibility of it turning into a larger problem is reduced significantly. Never leave someone standing by and stewing, address their issue and provide a solution as soon as possible.

Be Helpful

When orienting staff and volunteers, the POD Manager needs to remind everyone to be helpful, courteous and knowledgeable throughout the event. If they don't know the answer to a question, don't just say, "I don't know," encourage staff and volunteers to find out the answer, or direct the question to someone who will know the answer. By taking the extra step and being helpful, you show extra care and will relieve a lot of anxiety and stress.

Take the Blame

Is the customer always right? Not necessarily, but it's certainly not something worth getting worked up over. When someone is upset, remember they are not upset at you personally; rather they are upset at the process or the current situation. Listen to the concern, apologize, and thank them for any suggestions they have for improvement. By stating you are sorry, that it is your fault, or by thanking them for their feedback, you can diffuse a situation and make the customer feel better.

Section 6 – Concluding POD Operations

When to Close a POD
When POD Operations begin to slow (no line outside, citizens trickle in) notify your immediate supervisor. Tell them the number of people in the POD at a given time (on average) and the number of medications you have already dispensed, as well as the number of people who have come through (from tally counter, counting paperwork, etc.).

The incident commander may decide to consolidate PODs when things slow down enough, and you may or may not be closed early. If you are closed early, you will need to place a notification on every door stating where the nearest alternate POD location is.

Closing Inventories
Make an inventory of school supplies used. This includes paper, paper towels, toilet paper, staples, napkins, etc. Fill out the inventory replacement sheet and ensure this is turned into the Division Supervisor. Part of our agreement with the SD is to replace supplies used.

Take an inventory of the POD-in-a-Box kit items. What needs to be replaced? What was used? Anything broken? Fill out inventory sheet and ensure it is returned with the POD-in-a-Box kit. The form should be taped to the front of the box so replacement supplies are delivered to the correct box.

Ensure left over medications are returned to the CRS or other facility as designated. Include the medication tracking sheet/chain of custody form with medications.

With the POC, make a complete assessment of building condition. Note any changes to the building since the initial assessment. Also, if possible, take photos of any damage that we will need to repair.

Removal of waste
Make cleaning assignments to all volunteers and staff. Ensure all biohazard waste is removed according to protocol/best practices. Find out from Division Supervisor where biohazards are to be delivered. POD operations are not complete until building is in original condition. Remove all trash, clean all surfaces.

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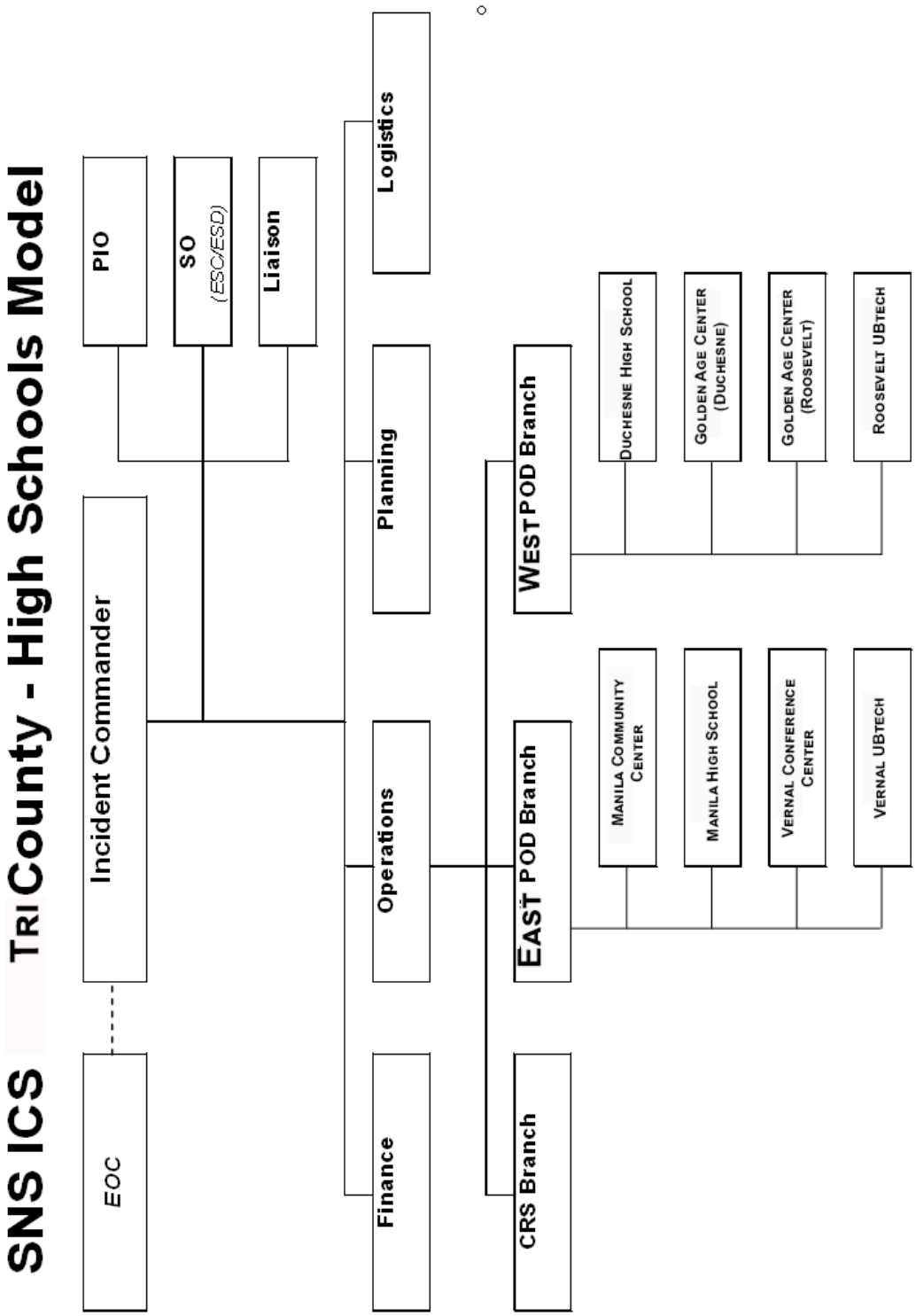
Attachment A – ICS Charts & POD Locations



Attachment A – ICS Charts & POD Locations

High School Locations

East POD Branch

Manila Community Center
40 North 2nd West
Manila, UT

Manila High School
200 W 2nd N St
Manila, UT

Vernal Conference Center
313 E 200 S
Vernal, UT

Vernal UBtech
450 N 2000 W
Vernal, UT

West POD Branch

Duchesne High School
155 W Main St
Duchesne, UT

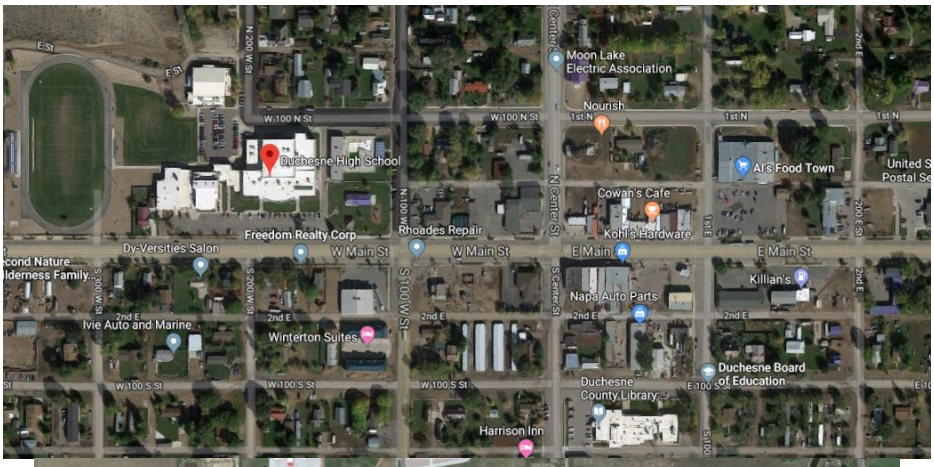
Duchesne Golden Age Center
734 N Center St
Duchesne, UT

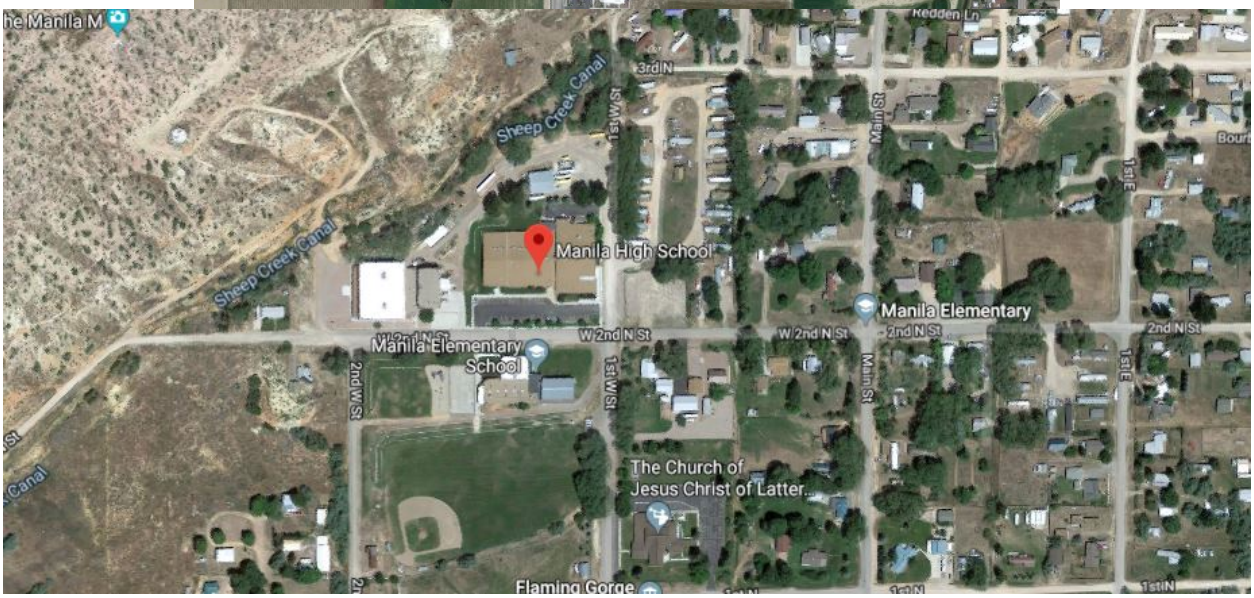
Roosevelt UBtech
1100 East Lagoon St
Roosevelt, UT

Roosevelt Golden Age Center
510 W 1000 N
Roosevelt, UT

Attachment A – ICS Charts & POD Locations

Locations Google Earth Screenshot





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Attachment B – POD Site Packet

Incident Command Contact Sheet

Assigned Location _____

Phone _____ *FAX* _____

POD Division *(Circle one)* 1 2 3 4 5 6 7 8 9 10 11 12

POD Branch *(Circle one)* South North East North West

Division Supervisor _____

Phone _____ *FAX* _____

Public Information Officer _____

Phone _____

EMERGENCY COMMUNICATION NUMBERS ONLY

ICP Phone Number _____

Operations Section Chief _____

Phone _____ *FAX* _____

POD Branch Director _____

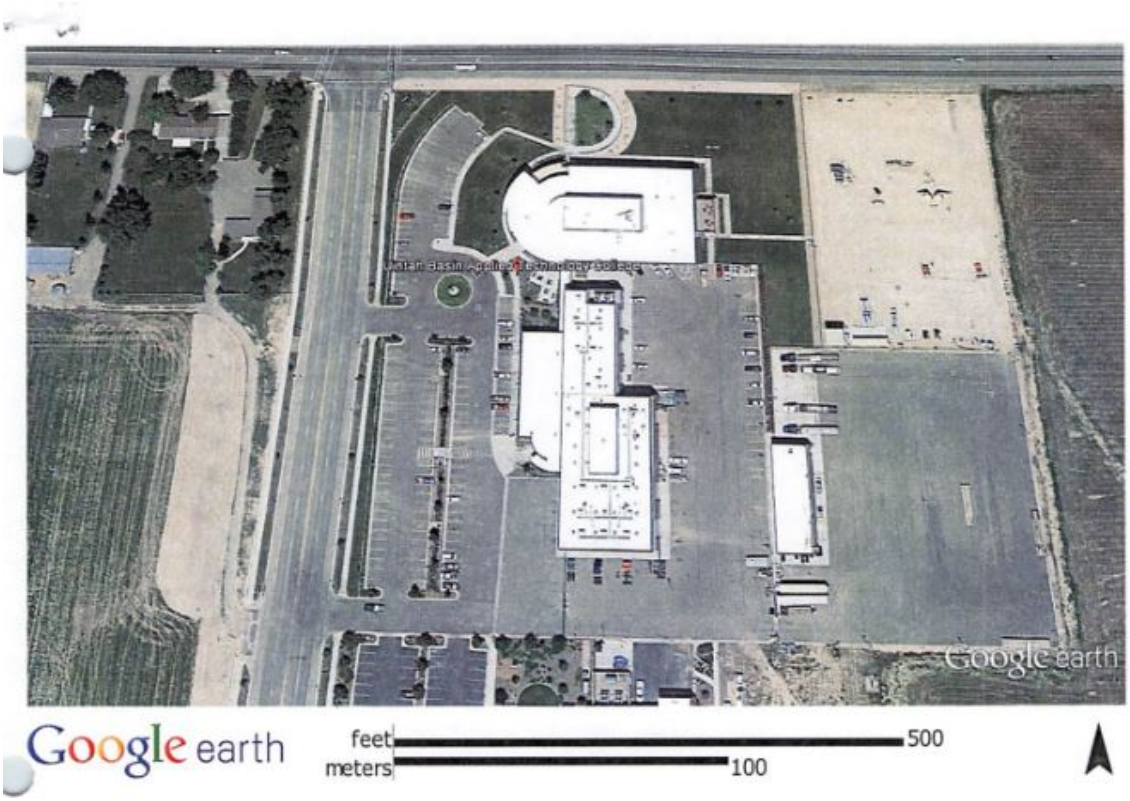
Phone _____ *FAX* _____

CRS Branch Director _____

Phone _____ *FAX* _____

Attachment B – POD Site Packet

POD Address & Map of Immediate Area



Vernal – UBATC

Attachment B – POD Site Packet

Site Assessment Form

POD Name/Address		
POD Manager	POC (if applicable)	
Date (mm/dd/yy):	Time (military):	☐ Beginning Assessment ☐ Ending Assessment

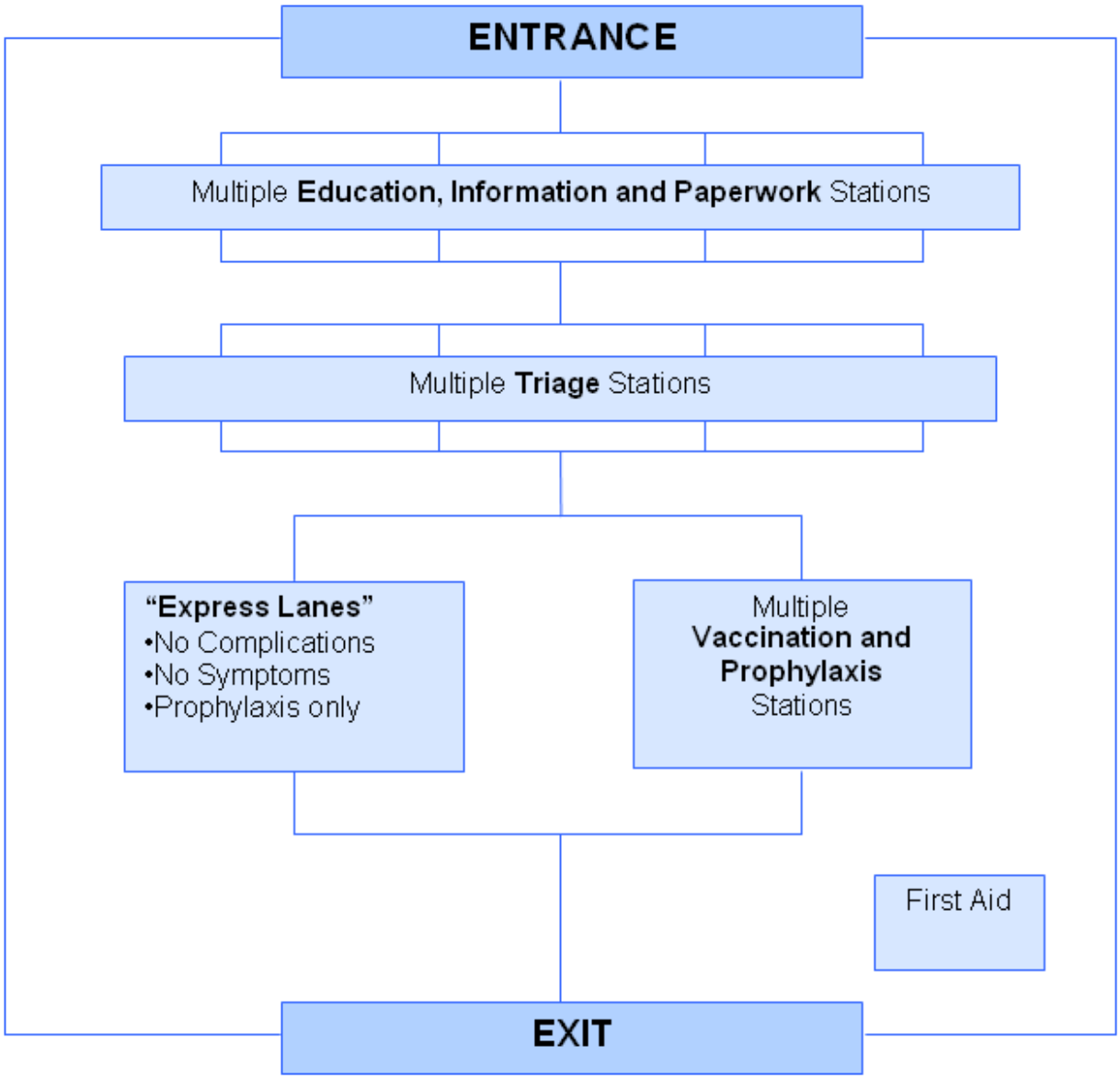
Item	Location	Description	Photo Y/N
1			
2			
3			
4			
5			
6			
7			
8			

Page _____ of _____

Attachment B – POD Site Packet

POD Stations Set Up Diagram

The following diagram is a general layout of a POD. This layout is flexible and can be adjusted depending on the POD location and the type and extent of emergency.



POD set up can include two separate areas for patients with and without symptoms. Decon can also be added outside of the entrance, depending on the needs of the emergency.

Attachment B – POD Site Packet

CHECK IN ROSTER

INCIDENT: CHECK IN LOCATION: DATE:

Name	Phone #	Email	Assignment	Check In Time	Check Out Time

Attachment B – POD Site Packet

Staff & Volunteer Briefing Checklist

- ❑ Nature of the Emergency
  - Special Instructions
  - Personal Protective Equipment (PPE) Required

- ❑ Medications to be Distributed
  - Medication Fact Sheets (if applicable)
  - Method of Distribution (vaccine, unit of use, family vs. individual)
  - Required Paperwork (individual vs. family unit)

- ❑ Length of Work Shift, Number of Shifts

- ❑ Projected POD operating hours (opening time, closing time)

- ❑ Number of citizens expected

- ❑ Job Assignments
  - Team Leaders
  - Chain of Command
  - Distribute Colored Vests

- ❑ Event Communication
  - FRS radios to team leaders
  - Channel assignment, radio communications check
  - Channel re-assignment procedures

- ❑ Inform team leader when you will run out of supplies well before hand

- ❑ Discuss POD Layout and Assign Team to Set Up

- ❑ Customer Service
  - Smile, remain calm, use “customer is always right” philosophy
  - Contact team leader when you need assistance
  - We will serve residents and non-residents (unless directed differently by IC)

  - Break Room, Break Schedule/Process

Attachment B – POD Site Packet

Second Language Record Sheet

Name	Language 1	Language 2	Location

Attachment B – POD Site Packet

Inventory Replacement Form (Site)

POD Name/Address	
POD Manager	Date (mm/dd/yy)

Item	Location	Quantity

Attachment B – POD Site Packet

Inventory Replacement Form
POD-in-a-BOX Kit

Tape Form Inside Box Facing Outwards

POD Name/Address	
POD Manager	Date (mm/dd/yy)
(Check One) ☐ Communication Supplies ☐ Medical Supplies ☐ Office Supplies	

Item	Quantity

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Attachment C – Job Action Sheets

POD Manager

Suspected Event

Requesting SNS

- ❑ Report to the SNS supply location at Weatherization facility
  - Check out POD-in-a-Box Kits from POD Branch Director
  - Obtain POD location assignment from POD Branch Director
- ❑ Participate in initial debriefing with POD Branch Director
- ❑ Obtain all necessary phone numbers for communication
- ❑ Ensure you have contact information for local law enforcement agency
- ❑ Ensure you understand all inventory procedures before proceeding to POD location
- ❑ Review the Incident Action Plan (IAP) and ensure you understand all information specific to current event

Event Organization

- ❑ Set up POD site as outlined in ***Attachment H***
- ❑ Ensure all staff and volunteers sign in and out
- ❑ Conduct just-in-time training with volunteers (you need a minimum of 40 staff and volunteers to open a POD)
- ❑ Conduct debriefing at the beginning and end of each shift
- ❑ Ensure security staff is able to communicate with POD Manager and each other via two-way radios
- ❑ Ensure POD site has one clearly marked entrance and one clearly marked exit for each function (all, symptomatic, no symptoms, express, etc. as applicable)
- ❑ Ensure secure refrigerated area is set up for SNS assets
- ❑ Notify POD Branch Director or POD Division Supervisor when you are ready to open the POD
- ❑ Inventory SNS assets as they are delivered from the CRS
  - Count and confirm amount shown on Medication Tracking Form and initial
  - Have one additional POD staff member count and initial confirmation of inventory as supplies are removed from the inventory
- ❑ Communicate with POD Branch Director or POD Division Supervisor regularly throughout the event
  - Supply needs
  - SNS asset inventory updates
  - Determine items/situations where assistance is needed
  - Ensure security needs are being met
  - Estimated percent of population reached
  - Discuss POD flow and when to suggest site closure

Attachment C – Job Action Sheets

POD Manager Cont.

Recovery

- ❑ Communicate with POD Branch Director or POD Division Supervisor
  - Assess need to consolidate and/or close POD operations for site
  - Discuss procedures for closing POD site
- ❑ Ensure all re-usable POD supplies are returned to the storage shed and accounted for
- ❑ Ensure all unused SNS assets are inventoried, verified, and delivered to the CRS
- ❑ Ensure all Medication Tracking Forms are returned to the CRS
- ❑ Ensure each POD site is cleaned when operations cease
- ❑ Ensure all bio-hazardous material is disposed of properly
- ❑ Ensure each POD site is secured by the appropriate contact when operations cease
- ❑ Return all paperwork to the POD Branch Director or POD Division Supervisor
  - Sign in-out sheets
  - POD operations logs
  - Injury report forms
  - Other

Attachment C – Job Action Sheets

POD

Education Team Leader

Reports to: POD Manager
Supervises: Exit Unit, Entry Unit

Event Organization:
- ❑ Ensure all members of the Education Team are familiar with medications to be dispensed
- ❑ Debrief Education Team on the POD operations (flow, command, process, etc.)
- ❑ Work with Security/Facility Team Leader to manage flow of clients into the POD
- ❑ Ensure paperwork is completed and collected from each client before they exit the POD
- ❑ Work with Triage Team Leader to monitor POD flow
- ❑ Ensure all members of the Education Team receive lunch breaks

Recovery:
- ❑ Work with Education Team to count paperwork from all clients
- ❑ Work with POD Manager to utilize client count to balance SNS asset inventory
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist POD Manager in POD clean-up

POD

Entry Unit

Reports to: Education Team Leader
Supervises: N/A

Event Organization:
- ❑ Work with Education Team Leader to control flow of clients into the POD
- ❑ Educate all clients on medications being given and POD process
- ❑ Answer client questions, find someone with answers to their questions
- ❑ Assist clients in completing all necessary paperwork
- ❑ Direct clients to Triage Team when education is completed

Recovery:
- ❑ Work with Education Team Leader to count paperwork from all clients
- ❑ Assist POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

Exit Unit

Reports to: Education Team Leader
Supervises: N/A

Event Organization:
- ❑ Gather completed paperwork from each client as they leave the clinic
- ❑ Answer client questions, find someone with answers to their questions
- ❑ Provide clients with any special instructions
- ❑ Direct clients to POD exit once paperwork has been gathered
- ❑ Work with the Security/Facility Team Leader to ensure clients exit POD

Recovery:
- ❑ Work with Education Team Leader to count paperwork from all clients
- ❑ Assist POD Manager in POD clean-up

POD

Triage Team Leader (Medically Trained)

Reports to: POD Manager
Supervises: Triage Staff (Medically Trained)

Event Organization:
- ❑ Ensure all members of the Triage Team are familiar with medications to be dispensed
- ❑ Debrief Triage Team on the POD operations (flow, command, process, etc.)
- ❑ Work with Education Team Leader to manage flow of clients coming to triage
- ❑ Ensure each client has questions and concerns adequately addressed before they proceed to the Medicine Team for medication dispensing
- ❑ Ensure clients with contraindications are properly referred to their medical provider as applicable
- ❑ Ensure all members of the Triage Team receive lunch breaks

Recovery:
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

Triage Staff (Medically Trained)

Reports to: Triage Team Leader (Medically Trained)
Supervises: N/A

Event Organization:
- ❑ Verify age, weight and other important information as it pertains to dispensing medications for the SNS event
- ❑ Ensure client paperwork is complete
- ❑ Address client questions and concerns before they proceed to the Medicine Team for medication dispensing
- ❑ Refer clients with contraindications to their medical provider as appropriate

Recovery:
- ❑ Assist POD Manager in POD clean-up

POD

Medication Team Leader (Medically Trained)

Reports to: POD Manager
Supervises: Express Unit Leader, Regular Unit Leader, Complications Unit Staff

Event Organization:
- ❑ Ensure all members of the Medication Team are familiar with medications to be dispensed
- ❑ Debrief Medication Team on the POD operations (flow, command, process, etc.)
- ❑ Work with Triage Team Leader to manage flow of clients coming to medication dispensing
- ❑ Assist the POD Manager in maintaining security of SNS assets
- ❑ Assist the POD Manager in maintaining an accurate inventory of SNS assets
- ❑ Ensure clients with contraindications are properly referred to their medical provider as applicable
- ❑ Ensure all members of the Medication Team receive lunch breaks

Recovery:
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist the POD Manager in accounting for all SNS inventory
- ❑ Assist the POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

Express Unit Leader

Reports to: Medication Team Leader (Medically Trained)
Supervises: Express Unit Staff

Event Organization:
- ❑ Ensure all clients have completed all applicable paperwork ("head of household")
- ❑ Assist the Medication Team Leader in maintaining security of SNS assets
- ❑ Assist the Medication Team Leader in maintaining an accurate inventory of SNS assets

Recovery:
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist the Medication Team Leader in accounting for all SNS inventory
- ❑ Assist the POD Manager in POD clean-up

POD

Express Unit Staff

Reports to: Express Unit Leader
Supervises: N/A

Event Organization:
- ❑ Ensure all clients have completed all applicable paperwork ("head of household")
- ❑ Indicate on paperwork the total number of medication units dispensed/lot numbers
- ❑ Direct clients to the Exit Unit

Recovery:
- ❑ Assist the Medication Team Leader in accounting for all SNS inventory
- ❑ Assist the POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

Regular Unit Leader

Reports to: Medication Team Leader (Medically Trained)
Supervises: Regular Unit Staff

Event Organization:
- ❑ Ensure all clients have completed all applicable paperwork
- ❑ Watch for any complications and refer to first aid team and/or POD Manager as applicable
- ❑ Assist the Medication Team Leader in maintaining security of SNS assets
- ❑ Assist the Medication Team Leader in maintaining an accurate inventory of SNS assets

Recovery:
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist the Medication Team Leader in accounting for all SNS inventory
- ❑ Assist the POD Manager in POD clean-up

POD

Regular Unit Staff

Reports to: Regular Unit Leader
Supervises: N/A

Event Organization:
- ❑ Ensure all clients have completed all applicable paperwork
- ❑ Watch for any complications and refer to First Aid Team and/or Medication Team Leader
- ❑ Indicate on paperwork medication/lot number dispensed
- ❑ Direct clients to the Exit Unit

Recovery:
- ❑ Assist the Medication Team Leader in accounting for all SNS inventory
- ❑ Assist the POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

Complications Unit Staff (Medically Trained)

Reports to: Medication Team Leader (Medically Trained)
Supervises: N/A

Event Organization:
- ❑ Ensure all clients have completed all applicable paperwork
- ❑ Review medical history with client
- ❑ Ensure all questions and concerns are addressed prior to medication dispensing
- ❑ Refer clients with contraindications to their medical provider as appropriate
- ❑ Watch for any complications and refer to First Aid Team and/or POD Manager as applicable
- ❑ Follow-up with First Aid Team as appropriate
- ❑ Notify Medication Team Leader and/or POD Manager of any emergency situations
- ❑ Assist the Medication Team Leader in maintaining security of SNS assets
- ❑ Assist the Medication Team Leader in maintaining an accurate inventory of SNS assets

Recovery:
- ❑ Assist the Medication Team Leader in accounting for all SNS inventory
- ❑ Assist the POD Manager in POD clean-up

POD

First Aid Team Leader (Medically Trained)

Reports to: POD Manager
Supervises: First Aid Team Staff (Medically Trained)

Event Organization:
- ❑ Set up First Aid Area
- ❑ Ensure First Aid staff have access to phone and/or radio for communications
- ❑ Work with Medication Team Leader to meet first aid needs of clients, staff and volunteers
- ❑ Notify POD Manager of any emergency situation
- ❑ Ensure paperwork is completed for each client, staff member and volunteer attended to

Recovery:
- ❑ Submit all completed paperwork to POD Manager
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist the POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

First Aid Team Staff (Medically Trained)

Reports to: First Aid Team Leader (Medically Trained)
Supervises: N/A

Event Organization:
- ❑ Assist First Aid Team Leader in setting up First Aid Area
- ❑ Have access to phone and/or radio for emergency communications
- ❑ Provide basic first aid
- ❑ Contact Emergency Medical Service (EMS) when warranted
- ❑ Notify First Aid Team Leader and/or POD Manager of any emergency situation
- ❑ Complete paperwork on all clients served during POD operations

Recovery:
- ❑ Submit all completed paperwork to the First Aid Team Leader
- ❑ Assist the POD Manager in POD clean-up

POD

Security/Facility Team Leader

Reports to: POD Manager
Supervises: Internal Unit Leader, External Unit Leader, Facilities Staff

Event Organization:
- ❑ Debrief Security/Facility Team on the POD operations (flow, command, process, etc.)
- ❑ Work with all Team Leaders to manage flow of clients
- ❑ Assist the POD Manager in maintaining security of SNS assets
- ❑ Notify POD Manager and/or local law enforcement of emergency situations
- ❑ Ensure Security/Facility Team Members have access to radio communications as needed
- ❑ Maintain POD safety and security both inside and outside the building
- ❑ Ensure all members of the Security/Facility Team receive lunch breaks
- ❑ Ensure all garbage and biohazard waste (sharps containers) are disposed of properly

Recovery:
- ❑ Assist POD Manager in maintaining security of SNS assets
- ❑ Ensure facility is cleaned inside/outside
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced

Attachment C – Job Action Sheets

POD

Internal Unit Leader

Reports to: Security/Facility Team Leader
Supervises: Internal Unit Staff

Event Organization:
- ❑ Work with all Team Leaders to control flow of traffic during POD operations
- ❑ Ensure clients exit building
- ❑ Communicate any needs with Security/Facility Team Leader

Recovery:
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist POD Manager in POD clean-up

POD

Internal Unit Staff

Reports to: Internal Unit Leader
Supervises: N/A

Event Organization:
- ❑ Control flow of traffic at POD entrance
- ❑ Control flow of traffic from station to station
- ❑ Answer client questions, find someone to answer their questions
- ❑ Communicate needs with Internal Unit Leader and/or Security/Facility Team Leader

Recovery:
- ❑ Assist POD Manager in POD clean-up

Attachment C – Job Action Sheets

POD

External Unit Leader

Reports to: Security/Facility Team Leader
Supervises: External Unit Staff

Event Organization:
- ❑ Assist clients in parking cars
- ❑ Control flow of traffic from station to station
- ❑ Notify Security/Facility Team Leader and/or POD Manager of any emergency situation
- ❑ Communicate POD procedure information with clients waiting in line outside clinic
- ❑ Ensure safety of all External Team Members throughout POD operations
- ❑ Ensure External Team Members have communication means as applicable

Recovery:
- ❑ Inventory POD resources and indicate whether they can be re-used or if they must be replaced
- ❑ Assist POD Manager in clean-up

POD

External Unit Staff

Reports to: External Unit Leader
Supervises: N/A

Event Organization:
- ❑ Control vehicular flow of traffic
- ❑ Assist clients in parking cars
- ❑ Control flow of traffic/line of people at entrance
- ❑ Communicate POD procedures with clients, answer questions
- ❑ Communicate any needs with External Unit Leader and/or Safety/Facility Team Leader

Recovery:
- ❑ Assist POD Manager in clean-up

Attachment C – Job Action Sheets

Facilities Staff

POD

Reports to: Security/Facility Team Leader
Supervises: N/A

Event Organization:
- ❑ Assist POD Manager in POD set-up
- ❑ Ensure restrooms are stocked and clean
- ❑ Remove garbage (wear appropriate PPE)
  - Medication stations
  - Break room
  - Rest rooms
- ❑ Ensure break room is stocked
- ❑ Assist where needed
- ❑ Communicate needs with Security/Facilities Team Leader

Recovery:
- ❑ Properly dispose all garbage
- ❑ Work with Security/Facilities Team Leader to properly dispose all biohazard waste (sharps containers)
- ❑ Assist POD Manager in clean-up

Inventory Manager

POD

Reports to: POD Manager
Supervises: N/A

Event Organization:
- ❑ Set room/area to accept inventory from CRS
- ❑ Receive inventory from CRS, verify quantity
- ❑ Utilize paperwork to track medication as it is distributed to different dispensing stations within the POD
- ❑ Provide POD Manager with regular updates regarding current inventory levels
- ❑ Accept and account for additional deliveries from CRS

Recovery:
- ❑ Utilize paperwork to account for all inventory, used and not used
- ❑ Complete paperwork outlining unused SNS assets
- ❑ Return unused SNS assets and paperwork to the CRS

Attachment C – Job Action Sheets

POD

POD Manager Assistant

Reports to: POD Manager
Supervises: N/A

Event Organization:

- ❑ Prepare POD Manager Office
- ❑ Assist in Beginning Site Assessment as appropriate
- ❑ Distribute and track all supplies
- ❑ Communicate regularly with Inventory Control Manager to determine any needs
- ❑ Monitor phone and fax communication and inform POD Manager as appropriate

Recovery:

- ❑ Ensure all POD-in-a-Box supplies are returned and Inventory Replacement Forms are completed, taped to the inside of the box and facing outwards
- ❑ Complete Inventory Replacement Form for any supplies used on site
- ❑ Assist in Ending Site Assessment as appropriate
- ❑ Assist POD Manager in completing any paperwork
- ❑ Ensure all supplies are returned to storage shed
- ❑ Ensure POD Site is secured before leaving

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Attachment D – Communication Tools

News Media Inquiries/Communication
No employees are authorized to respond to news media inquiries during an emergency response. Under no circumstances are employees allowed to give contact information of TCHD personnel to media representatives other than that of the Public Information Officer/Risk Communication Coordinator (PIO/RCC).

All media inquiries must be referred to the Public Information Officer (PIO).

The PIO will also work with the Incident Commander to generate media releases as applicable.

Two-Way Family Radio Service (FRS) Radios
Each POD will have 10 Family Radio Service (FRS) radios for event communication. Staff may only use channels 1-14, which are designated as FRS channels. An instruction sheet is included with the radios in the POD-in-a-Box Kit.

For SNS operations all staff members are to use channel 1. Because FRS frequencies can be used by anyone, it is possible that other members of the community may be using the same channel. When this is the case, the POD Manager may elect to use a different channel. The following positions should utilize the Two-Way FRS radios for communication during an SNS Event:

1	POD Manager
2	Education Team Leader
3	Entry Unit Leader
4	Exit Unit Leader
5	Triage Team Leader
6	Medication Team Leader
7	First Aid Team Leader
8	Security/Facility Team Leader
9	Internal Unit Leader
10	External Unit Leader

Radio Communication Procedures

1. Ensure you are on the correct frequency/channel.
2. Listen to make sure your transmission won't interfere with another communication.
3. Listen to radio at all times to be familiar with actions going on during the event response.
4. Radio communications are not secure. Many people have the ability to scan radio frequencies including the news media. Keep conversations brief, to the point and share sensitive information only when critical. (When possible, share sensitive information in person or by phone).
5. Use clear, plan language (not radio talk) to ensure smooth communications during the response.
6. Keep all radio communication concise.
7. To contact someone begin by stating his or her name followed by your name. Example: "Brian Hatch, Ivy Melton Sales." Respond by stating, "Go ahead for Brian."
8. Use phonetics for spelling words and names that are not understood.

Phonetic Alphabet

A	Alpha	J	Juliet	S	Sierra
B	Bravo	K	Kilo	T	Tango
C	Charlie	L	Lima	U	Uniform
D	Delta	M	Mike	V	Victor
E	Echo	N	November	W	Whiskey
F	Fox	O	Oscar	X	X-Ray
G	Golf	P	Papa	Y	Yankee
H	Hotel	Q	Quebec	Z	Zulu
I	India	R	Romeo		

Bullhorns

Each POD will be supplied with 1 bullhorn to aid in communications. Bullhorns are intended to be used outside of POD buildings communicating information with large groups of people.

Whistles

Each POD is supplied with 12 whistles to assist security staff and volunteers with directing large groups of people throughout the POD.

Attachment E – Medication Tracking Form

SNS Medication Tracking Form

page _____ of _____

This form must accompany all medications throughout the event.

POD Location	POD Address	Inventory to be sent	
		Type	*Quantity*
Date	Inventory Team Leader		

Central Receiving Site (CRS)

1 - Picking Team	
Count	**Name**
	Signature

2 - Quality Control	
Count	**Name**
	Signature

3 - Loading Team
Name
Name

4 - Driver	
Count	**Name**
	Signature
	Time Left CRS

Point of Dispensing (POD)

5 - POD Manager	
Count	**Name**
	Signature
	Time Received

6 - POD Inventory Control	
Count	**Name**
	Signature

Be sure to attach all medication tracking forms together at the end of the event and return to the Central Receiving Site (CRS).

Attachment E – Medication Tracking Form

Medication Tracking Form

page _____ of _____

This form must accompany all medications throughout the event.

Date	POD Location	POD Manager	Inventory Manager

Time	POD Manager/Inventory Manager	From (delivery) / To (station/employee)	Received (+) / Removed (-)	Balance
Beginning inventory balance from ☐ ***Central Receiving Site (CRS)*** ☐ ***previous page***				
Ending inventory for ☐ ***this page*** ☐ ***event***				

Be sure to attach all medication tracking forms together at the end of the event and return to the Central Receiving Site (CRS).

Attachment E – Medication Tracking Form

Return of Unused SNS Assets *(Unused Medications)*

This form must accompany all medications throughout the event.

page _____ of _____

Date	POD Location	POD Manager	Inventory Manager

Inventory Received

Date	*Time*	*Amount*
	TOTAL	

Inventory Used

	Amount
*Total Patient Tracking Sheets (**total count will be given for the exercise**)*	
Remaining Inventory Count (*count all remaining unused inventory*)	
Add to above columns and put amount here:	

Do amounts match? ☐ YES ☐ NO

If amounts do not match, please provide reason why:

_____

_____

_____

_____

Signature of person preparing final SNS asset report

Be sure to attach all medication tracking forms together at the end of the event and return to the Central Receiving Site (CRS).

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