



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
MEDICAL UNIT LEADER**

MEDICAL UNIT LEADER

1. Competency: Communicate effectively

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

1a. Behavior: Ensure the exchange of relevant information during briefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Lead staff briefings and debriefings.	E, F, I		
2. Prepare for and participate in briefings: <ul style="list-style-type: none"> • Ensure briefings are accurate, timely and include appropriate personnel • Brief external support organizations • Share and evaluate information 	E, F, I		

1b. Behavior: Coordinate and communicate Medical Unit information and needs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Coordinate with state, regional and local EMS authorities for limited recognition of resources to ensure proper EMS laws and regulations are followed.	E, F, I		
4. Coordinate with the Facilities Unit Leader to provide and maintain utilities, space, and facilities.	E, F, I		

2. Competency: Lead assigned personnel

Description: Influence, lead and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

2a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Create a positive work environment: <ul style="list-style-type: none"> ● Communicate leader's intent and guidance ● Manage unit and its activities effectively ● Proactively assume responsibility for the unit and initiate action 	E, F, I		
6. Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> ● Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies 	E, F, I		
7. Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
8. Understand and comply with NIMS/Incident Command System (ICS) concepts and principles: <ul style="list-style-type: none"> ● Establish and modify an effective organization based on changing incident and resource conditions ● Maintain appropriate span of control ● Act as a representative of incident leadership 	E, F, I		

2b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
9. Communicate with assigned personnel: <ul style="list-style-type: none"> ● Communicate priorities, objectives, strategies and any changes ● Inform personnel of their assigned tasks and expectations ● Clearly explain conflict resolution procedures and ensure that personnel understand ● Ensure that assigned objectives and expectations for the operational period are reasonable and accurate 	E, F, I		
10. Ensure debriefings occur and participate as necessary: <ul style="list-style-type: none"> ● Ensure incident situation status information is current and complete 	E, F, I		
11. Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: <ul style="list-style-type: none"> ● Federal, state, local, tribal, territorial and regional relationships, as appropriate ● Roles and responsibilities of potential responder agencies ● Scope, jurisdiction and authority of potential responder agencies' contingency plans 	E, F, I		

<p>12. Supervise and hold personnel accountable for executing assigned tasks:</p> <ul style="list-style-type: none"> ● Identify and promptly resolve disagreements, issues and misunderstandings ● Prioritize work while considering immediate support for incident operations 	E, F, I		
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2c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>13. Demonstrate knowledge of and comply with relevant health and safety requirements:</p> <ul style="list-style-type: none"> ● Direct and oversee unit operations to ensure compliance with health and safety considerations and guidelines ● Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines 	E, F, I		
<p>14. Evaluate mental and physical fatigue of assigned personnel:</p> <ul style="list-style-type: none"> ● Ensure adequate rest is provided to section personnel 	E, F, I		
<p>15. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk:</p> <ul style="list-style-type: none"> ● Adjust operations in response to hazards, weather and other relevant events 	E, F, I		
<p>16. Report or explain the procedures for reporting unexpected occurrences, such as fire, death, injury, illness, exposure to pathogens or hazardous materials (HAZMAT), accident, political contact or property loss or damage:</p> <ul style="list-style-type: none"> ● Ensure report contains nature of event, location, magnitude, personnel involved and initial action taken (such as helicopter picking up injured or an appropriate subsequent action) ● Ensure the protection of Personally Identifiable Information (PII) while reporting ● Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel 	E, F, I		

2d. Behavior: Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>17. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.</p>	E, F, I, J		
<p>18. Demonstrate the ability to identify opportunities for universal accessibility.</p>	E, F, I, J		
<p>19. Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.</p>	E, F, I, J		

3. Competency: Conduct operations and ensure completion of assigned tasks

Description: Identify, analyze and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

3a. Behavior: Set the unit priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
20. Analyze work assignments and staffing levels to ensure achievement of unit objectives.	E, F, I		
21. Attend and participate in strategy meetings as necessary: <ul style="list-style-type: none"> ● Assess organizational needs ● Identify additional resource needs ● Identify critical factors to ensure unit success ● Prioritize incident and unit objectives 	E, F, I		
22. Disseminate priorities and expected completion timelines to staff.	E, F, I		
23. Hold staff accountable for communicated priorities and deadlines.	E, F, I		

3b. Behavior: Develop and implement plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
24. Approve completed plans: <ul style="list-style-type: none"> ● Ensure plan is complete, accurate, realistically attainable and relevant to the incident objectives 	E, F, I		
25. Brief and update all staff on incident-wide and Medical Plan (ICS 206) changes, incident assignments and evolving resources.	E, F, I		
26. Participate in the planning process: <ul style="list-style-type: none"> ● Prepare for and participate in planning meetings ● Assist in the development of plans, as necessary: <ul style="list-style-type: none"> ○ Long-range ○ Strategic ○ Contingency ○ Demobilization ○ Continuity of Operations Plan (COOP) 	E, F, I		
27. Review, validate and modify plans: <ul style="list-style-type: none"> ● Analyze alternate strategies and explain decisions ● Validate or revise unit objectives ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate unit organizational structure ● Validate unit resource assignments ● Review reserve resources ● Evaluate immediate support needs 	E, F, I		

3c. Behavior: Coordinate with all appropriate personnel and stakeholders

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
28. Consult with public health officials on response to medical emergencies that have the potential for significant number of patients such as an outbreak of a communicable disease.	E, F, I		
29. Coordinate with facilities to establish layout of Medical Unit: <ul style="list-style-type: none"> ● Parking ● Fueling ● Maintenance ● Loading/unloading of personnel and heavy equipment ● Incident base/camp traffic flow pattern ● Space for expansion ● Shelter ● Security 	E, F, I		
30. Coordinate with Safety and Operations functional areas to communicate significant limitations to response capacity and/or emerging health trends.	E, F, I		
31. Coordinate with state, regional and local EMS providers to plan and arrange for appropriate medical ground transport (basic life support or advanced life support).	E, F, I		
32. Establish contact with state, regional and local medical facilities (i.e. trauma centers, hospitals and clinics) to communicate the likelihood of increased patient volume during an incident.	E, F, I		
33. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> ● IMT personnel ● Other supporting personnel 	E, F, I		
34. Establish effective relationships with state, regional and local EMS, hospitals, health clinics, search, and rescue teams, fire departments and public health in the impacted jurisdiction(s).	E, F, I		
35. Provide leadership on incident medical resource decision making.	E, F, I		

3d. Behavior: Apply agency policy, contracts and agreements

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
36. Complete all work according to organization/agency direction, policy and incident objectives: <ul style="list-style-type: none"> ● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives 	E, F, I		
37. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		

3e. Behavior: Ensure documentation is complete

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

38. Coordinate with Compensation/Claims Unit Leader for patients with injuries or illness requiring care outside the medical unit aid station.	E, F, I		
39. Maintain and collect personal records related to incident: <ul style="list-style-type: none"> ● Time sheets ● Rental records ● Accident forms ● Property records <ul style="list-style-type: none"> ○ Equipment time records ● Receipts 	E, F, I		
40. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs: <ul style="list-style-type: none"> ● Property loss/damage reports ● Agency-required incident reports ● Activity log ● Changes in strategy and tactics 	E, F, I		
41. Properly dispose of any Personally Identifiable Information (PII)/Protected Health Information (PHI) at the end of the incident.	E, F, I		
42. Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

3f. Behavior: Perform or Supervise Medical Unit Leader Duties

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
43. Develop and maintain Medical Plan (ICS 206): <ul style="list-style-type: none"> ● Develop the Medical Plan (ICS 206) to establish effective medical unit procedures for major medical emergencies, non-emergency transport and patient return from medical facility ● Determine EMS staffing, rescue and extraction procedures based on evolving incident complexity and operational need 	E, F, I		
44. Maintain Twenty-Four Hour Emergency Response Readiness: <ul style="list-style-type: none"> ● Maintain 24-hour on-call readiness to coordinate Incident Within an Incident (IWI) emergency response ● Plan for and evaluate information and risk on any emergency ● Coordinate EMS resources to efficiently provide care for, extricate, and transport patient(s) to definitive care in remote, austere settings with limited communication 	E, F, I		
45. Manage Medical Unit aid station(s): <ul style="list-style-type: none"> ● Establish medical unit aid station(s) as necessary to support occupational health of incident personnel ● Order, monitor and maintain supplies and personnel necessary to meet the complexity of the incident while anticipating and providing for any special needs (personnel, supplies, equipment) ● Maintain security for the Medical Unit ● Provide for biohazard handling and disposal procedures ● Evaluate unit's ability to perform patient assessments and care and monitor trends in illness for any potential communicable disease outbreak ● Audit use of "over-the-counter" medications made available in the Medical Unit to monitor trends and usage. 	E, F, I		

4. Competency: Prepare for demobilization/transfer

Description: Demobilize position and transfer position duties.

4a. Behavior: Transfer position duties while ensuring continuity

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
46. Complete all necessary reports and narratives following common standards before turnover: <ul style="list-style-type: none"> ● Activity log ● Shift change ● End of operational period ● Reassignment ● Deactivation/demobilization 	E, F, I		
47. Complete the process for demobilizing position responsibilities: <ul style="list-style-type: none"> ● Brief and provide complete and accurate records to relief personnel ● Discuss equipment release considerations ● Provide information to supervisor to assist with decisions on release priorities ● Coordinate with appropriate partners regarding demobilization procedures ● Brief personnel on demobilization responsibilities ● Ensure personnel demobilize in a timely and complete manner ● Emphasize safety and accountability during this phase of operations 	C, E, F, I, J, T		
48. Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: <ul style="list-style-type: none"> ● Inform assigned personnel ● Notify incoming personnel when and where transition of positions will occur ● Conduct transition effectively ● Document follow-up action and submit to agency representative 	E, F, I		
49. Participate in transition or incident closeout: <ul style="list-style-type: none"> ● Conduct debriefings with agency administrator(s) as requested ● Close out incident as appropriate for the AHJ 	E, F, I		

4b. Behavior: Plan for demobilization and ensure staff follow demobilization process

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
50. Participate in the development, approval and implementation of the demobilization plan: <ul style="list-style-type: none"> ● Coordinate with appropriate partners regarding demobilization procedures ● Coordinate needs and responsibilities 	E, F, I		

5. Competency: Competency: Assume position responsibilities

Description: Successfully assume the role of Medical Unit Leader and initiate position activities at the appropriate time according to the following behaviors.

5a. Behavior: Ensure readiness for assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>51. Arrive properly equipped at designated time and location and check in according to agency/organization guidelines:</p> <ul style="list-style-type: none"> ● Arrive with go-kit and any additional equipment ● Carry out check-in procedures and ensure assigned personnel do the same 	E, F, I		
<p>52. Obtain complete incident and logistical information:</p> <ul style="list-style-type: none"> ● Incident name, number, anticipated duration, size, type, responsibilities and expectations ● Reporting time and location ● Transportation arrangements and travel routes ● Contact procedures during travel (telephone/radio) ● Expected working conditions ● Personal Protective Equipment (PPE) ● Security measures ● Updated contact information and information links 	E, F, I		
<p>53. Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable:</p> <ul style="list-style-type: none"> ● Supplies: <ul style="list-style-type: none"> ○ Office supplies appropriate to the function ○ Authority Having Jurisdiction (AHJ) identification badge and qualification card ● Reference materials: <ul style="list-style-type: none"> ○ Functional guidelines relative to incident type (agency guidance or other functional guidelines) ○ AHJ operations guides or other operational guides ○ Position manuals ● Forms: <ul style="list-style-type: none"> ○ Agency-specific forms appropriate to the function 	E, F, I		

5b. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>54. Gather critical state, regional and local Emergency Medical System (EMS) resource information, regulations and response capabilities.</p>	E, F, I		
<p>55. Obtain and review necessary documentation:</p> <ul style="list-style-type: none"> ● Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU) ● Applicable plans and reports ● Directories: phone, notification ● Written incident status summary ● Authorizations: cell phones, rental vehicles, computers 	E, F, I		

<p>56. Receive briefing from Logistics Section Chief, Support Branch Director or outgoing Medical Unit Leader:</p> <ul style="list-style-type: none"> ● Meetings and briefings schedule ● Situational assessment ● Incident objectives ● Strategy ● Hazards to incident personnel and public ● Agencies/jurisdictions involved ● Organizational structure ● Resources summary ● Logistical needs ● Ordering procedures ● Incident priorities and status: life safety, incident stabilization, property and environment ● Timing and scheduling ● Expected products 	<p>E, F, I</p>		
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5c. Behavior: Establish or determine organizational structure, resource and staffing needs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>57. Evaluate staffing needs required to manage the unit:</p> <ul style="list-style-type: none"> ● Ensure consistency with National Incident Management System (NIMS) organizational structure ● Identify training opportunities ● Ensure use of established procedures for ordering resources ● Request appropriate technical specialists to assist with special incident conditions 	<p>E, F, I</p>		
<p>58. Utilize unit personnel:</p> <ul style="list-style-type: none"> ● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control 	<p>E, F, I</p>		
<p>59. Validate licensure, qualification and readiness of Medical Unit personnel and equipment.</p>	<p>E, F, I</p>		