

ATTACHMENT H  
POINTS OF DISPENSING (POD) TEMPLATE PLAN

## **FOREWORD**

This SNS Points Of Dispensing (POD) template is to be used by the Regional Counter Terrorism Task Forces (RCTTF) to develop specific dispensing site operational plans and standard operating procedures. The template provides the required content area that all RCTTFs should include. The format and terminology can be adjusted or newly developed. The appendices are tools for RCTTFs to use/revise if they are helpful or new forms/tools can be developed.

The template also serves to create an operational consistency between RCTTFs that may be called upon to provide assistance to neighboring RCTTFs as necessary. The greater the similarity between jurisdictions and regions, the easier for personnel to adapt if asked to help.

## SNS DISPENSING SITE PLAN TEMPLATE TABLE OF CONTENTS

	<b>Page</b>
<b>DISPENSING SITE TEMPLATE</b>	
Introduction	4
Purpose	4
Organization	4
Roles and Responsibilities	5
Functional Unit Operations	7
Site Selection	14
Site Design	15
Public Information and Risk Communication	16
Infection Control	17
Security/Transportation	17
Training and Education	18
Recovery	19
<b>APPENDICES</b>	
Appendix A: POD Organizational Chart and Job Action Sheets	
Appendix B: Model Staffing Calculations	
Appendix C: Point of Dispensing Facility Survey and Security Checklist	
Appendix D: Sample Patient History Form	
Appendix E: Anthrax Information	
Appendix F : Botulism Information	
Appendix G : Plague Information	
Appendix H : Tularemia Information	
Appendix I: Pennsylvania's Smallpox Vaccination Plan (Redacted)	
Appendix J: Directions for Preparing Oral Suspensions of Amoxicillin, Cipro and Doxy	
Appendix K: Point of Dispensing Site List with Contact Information	
Appendix L: Sample Dispensing Site Floor Plan	

## **ALL HAZARDS POINT OF DISPENSING (POD) PLAN TEMPLATE**

### **I. INTRODUCTION**

The dispensing of medications/vaccine is a core function of the Strategic National Stockpile (SNS) plan and preparedness. It is the most complex and challenging of all the functions since large numbers of persons must be provided medication/vaccine in just a few days when an event occurs. The key to survival for most people is to provide antibiotics/vaccine as soon as possible and/or before an individual begins to show any clinical symptoms. This plan describes the dispensing of medications to a large number of people for prophylaxis of asymptomatic individuals as well as treatment of symptomatic persons. This is made possible through venues such as Points Of Dispensing (PODS) and hospitals that are part of the medical system developed in each region. The affected population determines the number of PODs. The CDC recommendation is one POD per 20,000 populace. Persons eligible to receive medications/vaccine will be determined by Public Health officials working within a unified command structure based upon reports from Emergency Medical Services (EMS), hospitals, Infection Control Practitioners (ICPs), law enforcement (LE), and physicians regarding the number of the potentially exposed population.

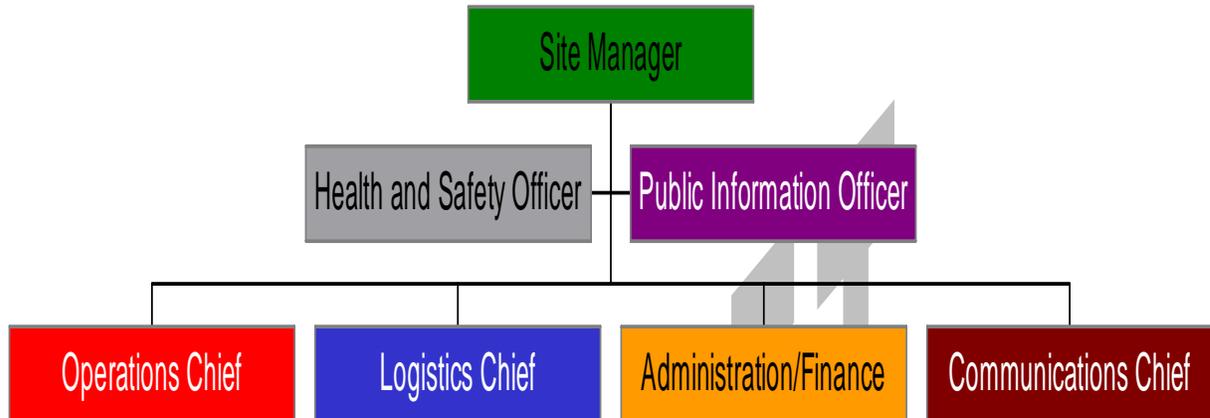
### **II. PURPOSE**

The purpose of this document is to describe the organization and operation of a POD; define responsibilities and responsible parties; provide an operational template for dispensing medications/vaccine locally or regionally; receive medications, vaccines, supplies, equipment from the Receipt, Stage and Store (RSS) warehouse; submit orders to restock materials; maintain tracking and inventory of material; and tracking of recipients and documentation of personal health information care received. This document is intended to provide a basis for standard operating procedure (SOP) development.

### **III. ORGANIZATION**

The organization of the command and control structure for PODs will be locally determined and will fit into existing local emergency command structure. The model for such organization is the National Incident Management System (NIMS) and specifically the Incident Management System (IMS). Figure 3-1 is a model that can be adopted/adapted locally and regionally to provide on-site structure for efficient and productive service. See also Appendices A-E for complete organization structure.

Figure 3-1 POD Command Organization



#### IV. ROLES AND RESPONSIBILITIES

- A. **POD Manager:** The POD Manager is responsible for the command and control activities of the POD. This person(s) will manage and control the total operation of the facility. The Manager ensures the POD functions at the highest level of efficiency possible with the given staff and supplies. The POD Manager directly oversees the operations, logistics, planning, and administration by working closely with the section chiefs and coordinators for all shifts. The POD Manager (or designee) will communicate/coordinate with the county EOC.
- B. **Public Information Officer(s) (PIO):** This person(s) will establish and maintain a relationship with all stakeholders to provide information and receive information. The POD PIO will coordinate media activities and information releases with the county EOC and PA DOH PIO. Media communications will be the responsibility of the county or state PIO. Information will be forwarded to the county/state PIOs for possible distribution to appropriate groups or organizations. The PIO will participate in the Joint Information Center (JIC).
- C. **Health and Safety Officer:** This person is responsible for ensuring the POD is free from health and safety hazards before, during and after operations. The Health and Safety Officer will collaborate with the other sections chiefs regarding the resolution of any safety issue.
- D. **Operations Section Lead:** This section takes responsibility for all clinical areas of the POD. This section consists of the following functional areas:
1. Patient Services: registration, medical screening/triage, emergency care, transportation of internal patients, patient education and exit monitor
  2. Pharmacy Services: dispensing and consultation

3. Special Needs: non-English speaking patients; deaf, blind, illiterate patients, wheelchair/walker/cane patients, and patients requiring mental health services
4. Inventory of supplies, medications, equipment

The Operations Chief will ensure the staff in the respective services fulfill the requirements of the standard operating procedures (SOPs) and are within their scope of practice and training. If staffing adjustments are needed, this Chief will develop the plan/recommendations for the Site Manager to consider and/or implement. This section must coordinate the transport of any patient from triage or sick room to a treatment center.

**E. Logistics Section Lead:** This section is responsible for all support needs of the POD. This section consists of the following functional areas:

1. Facility maintenance
2. Security
3. Supplies
4. Food Services
5. Equipment Maintenance
6. Housekeeping

This section is tasked with procurement of materiel and therefore, must work closely with the Operations Section Lead and the POD Manager. There may be specific refrigeration and security needs for pharmaceuticals that should meet federal Occupational Safety and Health Administration (OSHA) and PA DOH standards. The nutritional needs of the staff are essential and this must be coordinated with the county EOC, American Red Cross (ARC), and other agencies contracted by the county EOC to provide food/beverages.

**F. Administration Section Lead:** This section is responsible for ensuring all POD personnel, volunteers, patient and supply records are correctly kept and maintained throughout the event. This section consists of the following functional areas:

1. Event documentation
2. Patient record retention
3. Patient data entry
4. Coordination of personnel/volunteers (time records, credential verification, staff schedules)
5. Transportation of personnel/volunteers to POD from staging site, if necessary
6. Communication with the Section Leads and POD Manager regarding problems, shortages, needs, etc.
7. Documentation, tracking, inventory tools/logs
8. Routine reporting to POD Manager, county/state EOC

This Section Lead will need to work closely with this section's coordinators to insure patient and personnel statuses are current and accurate. Time, procurement and cost

accounting are the primary functional activities of this section. This section will manage all paperwork generated at the POD. This section is responsible for patient registration, treatment or its deferral, disposition of records, and communicating changes in standing orders. Additionally, this section will direct the management of unassigned personnel/staff, such as spontaneous volunteers who may report to the POD, and coordinate with the POD Manager to insure impromptu on-site training to new members is provided as necessary. Consider positioning the POD Manager's office/workstation in close proximity to the Administration Section. Insure internal POD communications conform to the site IMS structure. Must be prepared to handle situations such as: post-exposure prophylaxis capacities based on different event scenarios; multiple vs. individual regimens; adult pick-up for other family members with incomplete identification (ID) information; establishment of triage location at outset; collaborating with county and state EOCs to determine volume of patients per hour; and staffing for continuous operations.

- G. **Communications Chief:** Responsible for coordinating the internal and external communication resources such as radios, walkie-talkies, RACES activities if used, land and cell phones, computers, printers, and fax machines. Telecommunications and information technology are crucial because incoming and outgoing information must be efficiently and consistently maintained. Important information, such as: number of radios, frequencies used, and who has what type of equipment must be determined. The Communications Chief will perform an inventory analysis at the end of each shift to account for such materiel. All offices, appropriate workstations, and administrative areas must have, at minimum, phone lines. The Communications section must have dedicated phone lines and computers to receive and transmit requests and information. The Chief and section coordinators must provide technical assistance, as needed, or be able to access such assistance. Additional phone jacks should be made available. Consider use of multi-function wireless communication devices powerful enough to communicate outside of the POD. Consider a staff pool to use as runners if resources are scarce, inadequate, or inoperable.

## V. FUNCTIONAL UNIT: OPERATIONS

### A. Credential Verification of Licensed Personnel

1. County/regional plans should utilize and develop a pre-event list of interested professionals that would volunteer but are not part of the public health and hospital staff. These Public Health volunteers should be updated every two years. Licensing can be verified using the PA Department of State. Incident badges should be designed and produced pre-event so they are ready for distribution to all professional volunteers. The design of the badges should enable a picture ID to be attached to the backside of the incident ID. No staff should gain entry to the POD without appropriate ID. Any ID process should be coordinated with the county/RCTTF.

The counties plan needs to include:

- (a) A database of essential personnel and immediate family members, with guidelines to regularly update database
    - (b) A protocol to handle essential personnel not listed in the database
    - (c) Pre-determined staging sites to gather personnel and issue ID badges
    - (d) A notification system to alert volunteers and direct them to a staging site or designated clinic site
  2. County plans should include a process for identifying volunteers that will be needed for non-skilled functions. A pre-event volunteer list would enable a criminal background check to occur.
  3. If locally required a liability waiver form and decide when individual volunteer staff will sign the form.
- B. Orientation and Training of Volunteers
1. Pre-event preparation should include community-training opportunities for both professional and non-professional volunteers. Consider use of videos, community presentations, web-based instruction, collaborative partnerships between organizations to provide the training, etc. Regions should work with all stakeholders to develop standardized training modules and tools to insure correct and consistent information. Employers for staff education and in-services can use the same training materials. Contacting a variety of civil, fraternal and cultural organizations to solicit their cooperation may be a way of accessing groups of volunteers. These volunteers will be especially needed to assist with interpreting for the non-English speaking; signing for the hearing impaired; and assisting the visually impaired. Consider language line services to augment interpreter resources.
  2. Staff briefing and just-in-time training should occur on-site. Pre-planning will make this process effective and efficient. Suggested training materials may include: educational videos, job action guidelines, agent specific information (i.e., fact sheets), samples of accurately completed forms, written scripts when applicable, and an organizational chart outlining the chain of command and communication flow. The staff should be clear about whom to report to regarding questions. A POD flow chart should be clearly posted for staff to use as a reference tool. Training (pre-event or on-site) must also include use of personal protective equipment (PPE) and relevant infection control measures, standard operating procedures (SOPs), information on the agent and prophylactic measures/standing orders, standard reporting procedures, response to outside requests for information, and patient confidentiality. Universal precautions should be routinely practiced by health care workers/volunteers at the POD. Hand washing or waterless hand sanitizer use is paramount. PPE should be disposable and disposed of appropriately. County plans will include provisions made for having PPE readily available.

### C. Receipt of the Medications and Supplies

1. The POD must have the ability to maintain appropriately controlled temperature settings for medications/pharmaceuticals. The U.S. Pharmacopoeia defines as “the usual and customary working environment of 20° C to 25° C (68-77° F) that allows for brief deviations between 15° C and 30° C (59-86° F) that are experienced in pharmacies, hospitals, and warehouses”<sup>1</sup>. When the POD receives the medications and supplies from the RSS, the material must be formally accepted and stored immediately by the Supply Coordinator.
2. The received pharmaceuticals and supplies must be inventoried by the Supply Coordinator and documented. Any discrepancies (excess/deficiency or wrong medications/supplies) between the order and delivery require the Logistics Section Lead be notified in order to contact the RSS for reconciliation.
3. The delivery invoice is checked, signed off by the Logistics Section Lead, and then copied by the appropriate person in logistics. This is then forwarded to the Administration section, RSS, and county EOC.
4. POD delivery points should be designated and clearly marked.
5. Ensure that the POD has a plan to unload supplies.

### D. Labeling of Prescriptions

1. Describe how medications will be labeled to comply with Commonwealth of Pennsylvania and Food and Drug Administration (FDA) regulations. Minimum information should include, but is not limited to:
  - (a) Lot number
  - (b) Drug name, strength, and quantity
  - (c) Directions for use
  - (d) Name/address of dispensing location
  - (e) Name of prescribing provider
  - (f) Date
  - (g) 24 hour telephone number
  - (h) Prescription number
  - (i) Patient name
  - (j) Initials of dispenser
2. Pre-event: Create a CD-ROM or floppy disks with label information ready for printing. Repeat all labels in appropriate foreign languages. CDC provides a CD-

---

<sup>1</sup> U.S. Pharmacopoeia, *Practitioner Reporting*. No. 40, Revised 6/94, “Storage Definitions.”

ROM with software to print labels in 47 languages. Each Public Health Department and RCTTF should have a copy of this CD-ROM.

When creating a label in a foreign language, the English version of the label will have to be edited; print two labels (one in English, one in the other language) on Avery 5395 name badge labels or an equivalent. It will hold all the required information in English.

- (a) The English label is placed on the front of a bag/container and will contain the FDA required information. Labels in other languages contain instructions for taking the drug and precautions for using it.
  - (b) Foreign labels cannot be edited
  - (c) Unit dose bottles will only require prescribing agency, provider, and 24-hour telephone number for questions.
3. As an alternative to having a printer and computer at each site, the county/RCTTF may wish to establish a contingency contract with a large photocopy firm to store the contents of the CD-ROM, the name/address/phone/health history (NAPH) form, and other event-related forms. During an emergency, the firm could replicate needed labels/forms and deliver them to the POD.

#### E. Patient Health History/Release of Information

1. The CDC software on CD-ROM includes electronic versions of patient information forms in English and 47 other languages, for each drug and threat. The templates are in Adobe Acrobat. The templates do not require special fonts. The dispenser's name, the prescriber's name, and a 24-hour phone number for questions can be inserted.
2. The CD-ROM contains formats for printing dosing instructions and precautions in multiple languages that cannot be edited.
3. The NAPH form needs to contain name, address, phone number, health history, lot number, and prescription number of medications/vaccine, allergies, telephone number or message number, birth date, demographics and relevant questions with regard to the bioagent. Any actual or probable contraindications to receiving prophylaxis or vaccine should be referred to an on-site professional for further assessment and resolution of outcome.
4. The county/RCTTF may consider a contingency contract with a local printer to produce health history forms, fact sheets, and documentation tools for delivery during an emergency (such as a power outage or when computers/printers are not available.) The contractor could be provided a copy of the CDC CD-ROM.
5. An appropriate release of information must be signed for each adult/child who is a recipient of the medications/vaccine.

6. Local PODs will forward data to PA DOH for aggregate databases in accordance with established guidelines.
  7. When developing forms, consider carbonless copy format to facilitate tracking.
  8. Refer to Appendix H for sample forms
- F. Tracking Medications/Vaccine and Recipients
1. Name, address, phone, and health history information must be obtained during registration. Barriers to overcome include: language, blindness, deafness, illiteracy, as well as undocumented individuals who are fearful of providing accurate information. Additionally, a family member picking up medications for other family members may not have all the information needed to accurately prescribe for each member (e.g., a child's weight). Forms, therefore, should be short, simple, and bio-agent specific. Include instructions for completing the NAPH form and make it available to people in line for a large-scale event.
  2. The key to tracking drugs, its lot, and its recipient is the drug's unique prescription number. Documenting the prescription number on the patient's NAPH form will allow for the identification of every patient that received a particular drug/lot combination. Additionally, the dispenser must document the date, time, and location of the POD, then sign and date the form.
    - (a) 30 stamping machines for creating unique recipient prescription numbers are included in the 12-hour push package. The machine is hand-held and will stamp a 7-digit number as many times as specified
    - (b) Consider providing a block of prescription numbers to each site.
  3. PODs may wish to utilize a tracking and identification system that allows for accurate, unduplicated patient count and also prevents patients from processing more than once (tags, hand stamps, etc.)
  4. Local jurisdictions must determine how to aggregate the recipient data either by computer entry or hand tabulation. Key entry while patients are in line will invariably slow the patient flow process significantly. On-site key entry, if used, should occur after the client has exited. Another option is to consider contracting for the key entry from annotated NAPH forms. Again, the signed release of information must allow for this.
  5. Each dispensing site should have several copies of the standing orders for the specific bio-agent that includes guidelines for both adult and pediatric regimens
  6. Establish procedures for consultation for those patients who have extensive questions for the pharmacist

7. Protection of Those Who Cannot Use PODs

- (a) County plans need to address dispensing to staff and in-house populace of nursing homes and other long-term care facilities (including mental health facilities), senior residential centers, inmates of a correctional system (jails, prisons, juvenile detention centers), hospitals, special needs, cloistered communities, homeless, and homebound individuals

8. Essential Personnel

- (a) Local or Regional caches of medications/vaccines for essential personnel should be pre-planned by that jurisdiction.
- (b) The county and regional plans should include when and where immediate family members will receive their prophylaxis and how they will be notified.
- (c) If local or region caches exist then a POD should to be activated as quickly as possible to provide medications/vaccine to essential personnel.
- (d) Each county/regional jurisdiction should know the number of people in the following essential personnel groups:
  - (1) Emergency first responders: EMS, HAZMAT, fire, law enforcement, public health response teams
  - (2) Hospital personnel
  - (3) Mortuary Services
  - (4) Other individuals assigned specific tasks within the response
- (e) The total number of essential personnel multiplied by the number of immediate family members (3-4) equals the amount of medication needed before the 12-hour Push Package or VMI arrives
- (f) Priority groups for receiving prophylaxis may include the following:

Priority 1	Priority 2	Priority 3	Priority 4
Essential government-federal, state, local	High risk by age, condition, disability	Secondary government, medical, public service personnel	Others-healthy individuals, transits such as tourists
Essential medical physicians, nurses, EMS, pharmacists	Essential civilians-food service workers, mortuary personnel		
Essential public service-police, fire, public health, utility, hospital personnel, National Guard (NG)			

Note of concern: Family members of personnel in the above groupings. Once groups are listed by priority, must determine how individuals will identify themselves to receive their supplies.

## (g) Important selection criteria at time of the incident:

- (1) Nature of disease: Target certain groups more than others? Which groups are at highest risk for death?
- (2) Geographic location: Is it likely to be contained in one area that then becomes a higher priority?
- (3) Time factors: Can sick people be effectively treated once they show symptoms? Would drugs/supplies be better used for prophylaxis or treatment?
- (4) Can self-isolation or quarantine be effectively implemented to reduce need for drug use? How at risk are family members for getting sick?
- (5) How many people fall into each category? Enough supplies to effectively treat desired groups?
- (6) How fast will supplies be available to conduct further dispensing to various groups?

## G. Staffing

1. The number of personnel needed to operate a POD depends on the size of the POD; the number of patients expected to be treated over selected days; the type of agent; the magnitude of the event; and whether the agent is infectious or non-infectious. Identification of staff with proper training is paramount to POD operations. Staff can be categorized as follows:
  - (a) Core personnel are health professionals with specialized skills and training. This group includes doctors, nurses, and pharmacists, and emergency medical services personnel.
  - (b) Trained volunteers. This group includes the following:
    - (1) Interpreters
    - (2) People who know sign language
    - (3) Generalists that have provided assistance before, such as the American Red Cross, truck drivers, etc.
  - (c) Untrained volunteers, such as civic and fraternal organizations
  - (d) Develop system to enable rapid identification of runners by utilizing colored vests.
2. Assess and initiate waiver process pre-event to overcome legal/regulatory barriers that prevent non-pharmacists from dispensing/distributing prescription drugs during a large-scale emergency
3. Refer to Appendix K for staffing roles and JASs
4. Weill/Cornell Bioterrorism and Epidemic outbreak Response Model (BERM) is a software tool that can assist in determining the number and types of personnel

needed to staff dispensing sites. Additionally, the software assists in calculating patient flow rates. The user is allowed to determine the population size, number of days of POD operations, hours of operation, number of shifts, and downtime to include in the calculations.

5. The Weill-Cornell tool can be downloaded from:  
[www.ahrq.gov/research/biomodel.htm](http://www.ahrq.gov/research/biomodel.htm)
6. The POD should have designated staff parking with appropriate signage to reserve the area

## **VI. SITE SELECTION**

- A. Selection of dispensing sites should be based on a worst-case scenario. Facilities should be assessed with consideration to providing prophylaxis to the entire population of the local jurisdiction. It is much easier to scale down than to try to expand. Magnitude, type, and location of the incident determine the number of people exposed and therefore, the number and location of the sites needed to protect people within a specific time period. More sites enable easier public access; reduced length of lines, time, and anxiety. The trade off is more security, delivery vehicles, drivers, and core staff members, particularly pharmacists, doctors and nurses, are needed. Therefore, it is better to have larger and fewer sites.
- B. Triage Location
  1. Triage should be located a relatively short distance from the dispensing site.
  2. Triage design should include:
    - (a) Climate controlled waiting area
    - (b) Special needs accommodations
    - (c) Sanitary facilities
    - (d) Privacy for medical counsel
- C. Operating hours at each site should be planned for 24 hours a day until the community receives the first protective regimen. In addition to size and location, consider accessibility to major roads and transportation, and facility capacity to handle large numbers of people under cover and out of the weather. Each site should have, at a minimum, the following characteristics:
  1. Heat and air conditioning to maintain controlled room temperature (see also Section 5.31)
  2. Refrigeration for vaccines, if necessary
  3. Adequate bathrooms, water, and electricity
  4. A loading area for receipt of supplies
  5. Adequate parking for staff and populace

6. Heliport or helicopter landing zone if required
  7. Handicap accessibility
- D. Refer to Appendix K for the POD site criteria checklist when performing an assessment site visit.
- E. Possible facilities to consider for PODs:
1. Public Schools, e.g., high schools
  2. Universities
  3. Community recreation centers
  4. Armories
  5. Government buildings
  6. Polling places
  7. Community colleges
- F. The county/regional SNS plan should include the following information regarding the identified dispensing site(s): facility name, address, contact person with phone and pager numbers to reach the individual, schematic of the building, detailed directions, and location in building where supply delivery will occur. If a helicopter is used to deliver, the longitude and latitude should be included, if possible.

## **VII. SITE DESIGN**

- A. Efficiency is directly related to the number of community members that can receive medication/vaccine per hour. If the number is greater than the capacity of a POD, the efficiency of the selected site needs to be improved or increase the number of sites. If professional staff such as doctors, nurses, pharmacists are in short supply, have the health care workers supervise volunteers who do the work at the stations, when appropriate. The HCWs become available for management, consultation, supervision, and education. Create redundancy for all the major functions.
- B. Important Processes to Include in County/Regional Plans
1. Design the POD to function at maximum efficiency
  2. Prepare pre-event multi-language signs, handouts, posters, videos that will:
    - (a) Direct the movement of people
    - (b) Keep people moving
    - (c) Let them know what is happening
    - (d) Educate them about the medications
  3. Keep the NAPH forms simple
  4. Minimize the number of stops to get medications

- (a) If a patient is diverted for consultation, weighing, etc., do not have him/her start at the beginning again
- 5. Insure adequate staffing and space for anticipated bottle necks
  - (a) Registration
  - (b) Triage
  - (c) Medical screening/evaluation
  - (d) Special needs such as language interpretation, signing for the hearing impaired, assistance for the illiterate, scales and volunteers to weigh children under age 5
- 6. Insure adequate security by communicating with the county EOC. Crowd control, lines, entrance and exits, and supplies require adequate protection. Avoid underestimating the law enforcement manpower.
- C. Insure that floor plans allow for one entrance and exit to maintain efficient and controllable patient flow
  - 1. Refer to Appendix M for sample floor/patient flow plans
  - 2. Utilize facility schematic to develop pre-event facility specific patient flow plan
  - 3. Use various facility flow plans for table top exercises
  - 4. Develop a diagram of patient flow for each facility identifying all the needed stations and work areas
  - 5. Confidentiality maintained at the medical evaluation/consultation stations

## **VIII. PUBLIC INFORMATION AND RISK COMMUNICATION**

- A. During a large-scale emergency, a swift and effective health communications plan designed to inform and reassure the public will reduce fear and anxiety and earn confidence and cooperation from the community. The state and local all-hazards plans should contain bioterrorism information that educates, directs, and informs. State/local Public Information Officers (PIO) and health educators are crucial in the pre-event planning and development of threat specific messages, information, media releases as well as disease and medication information. Incident specific messages tell people where to go for prophylactic medication if well; where to go if sick; dispensing site locations and hours, required identification documents to bring, etc. Prepared messages and information materials can quickly be modified with incident specific facts and data. A health communications plan should minimally include:

1. Multi-language text of all documents used to inform the public during an emergency. These include TV and radio public service announcements (PSAs), informational materials, forms scripts, and videos that the dispensing site will use to provide medications
  2. Storage location of all informational materials, including electronic versions
  3. Methods for reproducing and disseminating informational materials during the emergency
  4. Specific communication channels, partnerships, and staffing pools that support all of the health communications activities
- B. Health Communications Information Regarding PODs
1. Agent and the threat to the public health
    - (a) Contagious?
    - (b) Who should be concerned about exposure?
    - (c) Who should seek prophylaxis at dispensing sites and who should seek treatment at treatment centers?
  2. Directions to and information about dispensing site locations
    - (a) When will the POD operation start and what hours will the site be open?
    - (b) Where is the nearest POD?
    - (c) What is the best street access?
    - (d) Where should the public park at each POD?
    - (e) What is the best way to get to the POD? Walk, public transportation, drive?
    - (f) What is the dispensing process within the POD?
    - (g) What types of identification are needed?
    - (h) What information must be brought to pick up medications for other family members?
      - (1) For children: weight, age, health information, drug allergies, and current medications.
      - (2) For adults: health information, drug allergies, and current medications
  3. Medication information the public will receive at the POD:
    - (a) Reasons for using specific drugs or changing drug regimens
    - (b) Importance of taking all of the medication
    - (c) Danger of over medicating
    - (d) 24-hour information phone number for medication questions
    - (e) Medications are not intended for pets

- C. Incorporate resources/examples as needed from the PA DOH Risk Communication plan

**IX. Infection Control**

- A. Include generic infection control measures to prevent transmission to health care staff and close household contacts
- B. Suggested measures if client presents with symptoms or history of exposure extending beyond the incubation period
  1. Patient use of mask, if applicable
  2. Hand washing with soap and water or as second choice, with alcohol based hand rub. If disposable gloves used, wash hands after removing
  3. Notify transport personnel in order to don PPE, if appropriate, for transfer to treatment facility or home
  4. Separate from other clientele at dispensing site or triage area
  5. Clean or remove items handled by the sick/exposed client if agent appropriate
  6. Notify county EOC of needed transport

**X. Security/Transportation**

- A. Security of dispensing sites, personnel, and supplies will be coordinated through the county EOC
  1. Establish guidelines for regular security sweeps of the POD, including all areas the public is permitted to access
  2. 24 hour emergency management phone number:
  3. Name of emergency management coordinator:
  4. 24/7 PA DOH phone number:
    - (a) 1-877-PA HEALTH
- B. Local law enforcement or Pennsylvania State Police (PSP) will provide security for the POD.
- C. Consider forms of transportation to take patients to POD to decrease traffic flow

**XI. Training and education: Training gives responding participants a basic understanding of the POD operations.**

A. Pre-event training module

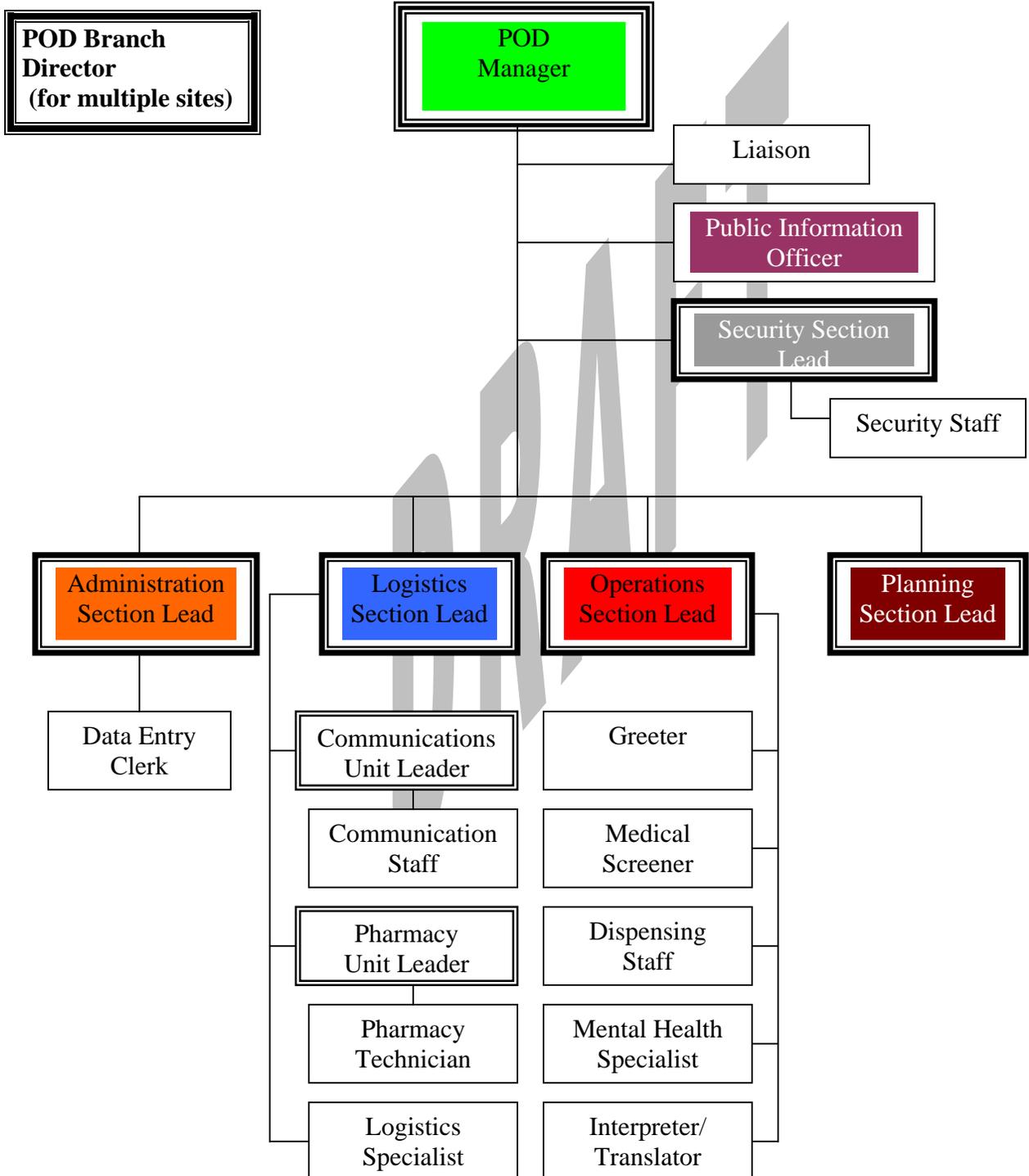
1. POD schematic for patient flow and work station locations
2. Roles and functions for each work station
  - (a) Include scripts for each role
  - (b) Utilize JASs for teaching and learning
  - (c) Standing Orders
  - (d) Use of forms
3. Communication Skills
  - (a) Guidelines for handling on-site procedural changes that impact other functional groups
  - (b) Document information received via phone
  - (c) Periodic briefing of all staff to clarify misunderstandings, answer questions, and provide new information/updates
4. Screening Protocols
5. POD Supplies and Equipment List
6. POD Operations
  - (a) Documentation forms: NAPH form, meds/vaccine and recipient tracking
  - (b) Screening tools
  - (c) Patient Education materials
  - (d) Referral processes
  - (e) VAERS Reporting
  - (f) Staffing Schedule
  - (g) Organizational structure
  - (h) Signage
  - (i) Taping arrows/lanes/path for clients to follow
  - (j) Numbering stations
  - (k) Procedure for victim status system utilizing color-coded system. Provide quick reference cards to all greeters, registration staff, security, and other relevant personnel.
7. Recruit and train a corps of professionals to staff and manage dispensing operations (nurses, doctors, pharmacists, mental health specialists, etc)
8. Tabletop exercise

9. Functional exercises
- B. NIMS/ICS training for local public health
- C. After Action Review
  1. On-site manual with all of the pre-event training information
  2. Use of individual JAS to orient each group of personnel
  3. Group review of on-site manual
  4. Designated on-site individuals to handle all staff questions

## **XII. Recovery**

- A. Inventory all unused meds/vaccine and supplies
  1. Specialized cargo containers
  2. Refrigeration systems
  3. Unused medications that can be verified for proper temperature maintenance
  4. Generators (if borrowed)
  5. Computer and communication equipment, as applicable
- B. Return to RSS in labeled boxes/containers
- C. Return all unopened boxes to RSS
- D. Clean facility: debris, personal items, medical supplies/equipment, biowaste
- E. Remove equipment brought to site: e.g. tables, chairs, computers, communication equipment, etc.
- F. Notification of site point of contact (POC) when the facility is vacated

### APPENDIX A PADOH Incident Command Structure POD ORGANIZATIONAL CHART



## POD Lead Job Action Sheets

PA DOH SNS INCIDENT COMMAND SYSTEM  
Job Action Sheet

SNS OPERATIONS  
DISPENSING SITE SECTION  
POD Manager  
Revised: 4-03, 9-03, 12-03

### POD MANAGER

Positioned Assigned To:	
You Report To: _____	(POD Branch Director)
Dispensing Site Location: _____	Telephone: _____
SNS Dispensing Sites Manager: _____	Telephone: _____
SNS Operations Command Center: _____	Telephone: _____

**Mission:** Organize and direct aspects relating to the POD. Carry out directives of the SNS POD Branch Manager or Operations Center. Coordinate and supervise the POD Staff.

Upon Activation:

- Receive briefing from SNS POD Branch Director or Operations Center. Ensure knowledge of mission and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide. (SNS, Pandemic, Smallpox, etc. Plan)
- Confirm activation of your staff, and assign or greet them as they arrive:
  - Administration Section Lead
  - Logistics Sections Lead
  - Operations Section Lead
  - Planning Section Lead
  - Security Section Lead
  - Public Information Officer
  - Liaison Officer
- Meet with your staff:
  - Establish chain of command and performance expectations:
    - Your staff is to report **ONLY** to you.
    - They work with other staff as assigned by you, but they **DO NOT** take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, **NOT** to anyone else.

- It is important that they DO NOT MAKE DECISIONS on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
- Ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignments.
- Prepare a briefing statement, for the Operations Section Lead, to be given to staff members at scheduled briefing(s):
  - Operational overview
  - Stations / patient flow
- Confirm with Logistics Section Lead that all equipment and supplies are being shipped to the treatment site, and that areas are being set up.
- Develop on-site staff assignments and work schedule.

#### On-site Operations:

- Follow the chain-of-command. THIS IS CRITICAL to ensuring consistent behavior and information across sections and shifts:
  - Give instructions ONLY to personnel that report to you, and take instructions ONLY from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do NOT make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Participate in staff briefing(s) as scheduled by the Section Leads.
- Maintain Unit Log.
- Work with the Logistics Section Lead to set up briefing, interview, dispensing and pharmacy areas. Make sure areas have all equipment and supplies needed to carry out their functions.
- Work with the Operations Section Lead to ensure that material presented is consistent with the mass prophylaxis process and other information being distributed.
- Meet with Security Section Lead to review any and all safety or security issues.
- Meet with Pharmacy Unit Leader to review pharmaceutical operations and supplies.
- Brief all station supervisors on procedures for additional supplies, security problems, treatment issues or other problems.
- Follow the mass prophylaxis process as patients begin to filter through each station. Modify any process as needed.
- Ensure that proper documentation is maintained for all activities.

#### Deactivation Phase:

- Ensure that all records and reports are turned in to the SNS POD Branch Director or Operations Center.
- Conduct exit interviews with your direct staff.
- Participate in the After Action Report process and generate reports on the activities from this POD.

**PUBLIC INFORMATION OFFICER (P.I.O.)**

Position Assigned To:	
You Report To: _____	(POD Manager)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Provide information to the news media.

Upon Activation:

- Receive briefing from POD Manager. Ensure knowledge of full mission request and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide. (SNS, Pandemic, Smallpox, etc. Plan)
- Prepare a briefing statement along with the POD Manager to be given to staff members at scheduled briefing(s):
  - Mission as assigned by local management
  - Latest event information and environmental conditions
  - Any hazards or threats to staff safety and health
  - Media plan and procedures
  - Identification of the affected local emergency management structure
  - Pertinent or unique cultural or local considerations
  - Information flow and reporting requirements
  - Shift considerations, and transition instructions to oncoming staff
  - Problem solving process and methods for establishing or changing priorities

On-site Operations:

- Review your position checklist.
- Receive on-site briefing from POD Manager.
- Determine overall media policy (coordination with State, local, and Incident Joint Information Center). For example:
  - No comment: refer media to a different contact
  - Explanatory statement; no media admittance
  - Media visits permitted
  - Media permitted to attend briefing station
- Develop media statement(s) as appropriate. Review with POD Manager.
- Brief all personnel on media policy.
- Brief security personnel and greeters on media handling procedures.

- Coordinate media activities:
  - Make media contacts as necessary.
  - Provide media statements, answer questions.
  - Arrange guided tours for media as necessary.
- Participate in meetings and briefings to ensure that media considerations are a part of the plan at all times.
- Document all media contacts.

Deactivation Phase:

- Submit media contact documentation to the POD Manager.
- Identify issues and participate in After Action Report process.

DRAFT

**SECURITY SECTION LEAD**

Positioned Assigned To:	
You Report To: _____	(POD Manager)
Dispensing Site Location: _____	Telephone: _____
Radio Frequency: _____	

**Mission:** Oversee the safety and security of POD staff, supplies, and equipment. Organize and enforce scene/facility protection and traffic security.

Upon Activation:

- Receive briefing from POD Manager. Ensure knowledge of full mission request and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide. (SNS, Pandemic, Smallpox, etc. Plan)
- Confirm activation of your staff, and assign or greet them as they arrive:
  - Law Enforcement Officers
  - Security Officers / volunteers
  - Traffic Control Volunteers
- Meet with your Security staff:
  - Establish chain of command and performance expectations:
    - Your staff is to report ONLY to you.
    - They work with other staff as assigned by you, but they DO NOT take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, NOT to anyone else.
    - It is important that they DO NOT MAKE DECISIONS on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
  - Ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignments.

On-site Operations:

- Follow the chain-of-command. THIS IS CRITICAL to ensuring consistent behavior and information across sections and shifts:

- Give instructions ONLY to personnel that report to you, and take instructions ONLY from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do NOT make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Maintain Unit Log.
  - Ensure that a resource accountability system (personnel and equipment) is established and maintained.
  - Arrange for security of equipment and supplies as they arrive at the site.
  - Supervise the set-up of Crowd Control system (cones, barrier tape/ropes, etc.)
  - Participate in meetings and briefings to ensure that security considerations are a part of the plan at all times.
  - Post security staff as needed.  
At a minimum:
    - Entrance: admit authorized personnel and patients only – be alert for individuals who have been to the POD before as they may be trying to acquire additional medications. Report this immediately to the POD Manager.
    - Exit: ensure no unauthorized entry
    - Roving patrol: maintain calm and order preventing disruption or civil disobedience.
  - Ensure security is provided for all personnel, equipment, supplies (including medications), vehicles and buildings.
  - Meet with local law enforcement and coordinate issues/efforts.
  - Coordinate staff badges/passes as necessary.
  - Identify and advise the POD Manager as to any security issues.
  - Offer operational assistance and recommendations regarding evidence collection, processing, and security to local law enforcement.
  - Notify the POD Manager of any accidents or injuries.

Deactivation Phase:

- Ensure all records and reports are turned in to the POD Manager.
- Conduct exit interviews with your staff.
- Identify issues for the After Action Report process.

### SECURITY STAFF

Positioned Assigned To:	
You Report To: _____	(Security Section Lead)
Telephone: _____	Radio Frequency _____

**Mission:** Provide for the safety and security of POD Staff and the general population while at the POD Site. Assist with vehicular and pedestrian traffic control.

**Upon Activation:**

- Receive briefing from Security Section Lead. Ensure knowledge of full mission request and plan of operations.
- Receive briefing on the Mass Prophylaxis Planning Guide (SNS, Pandemic, Smallpox, etc. Plan)

**On-site Operations:**

- Receive on-site briefing from Security Section Lead.

**Responsibilities:**

- Participate in the set-up of crowd control system (cones, barrier tape/ropes, etc.).
- Check all lines and stations on a routine basis for any potential problems with security and/or safety.
- Report findings to the Security Section Lead.
- Serve on entry/exit duty as assigned.
- Assists the Security Section Lead with the acquisition of any access passes/badge required by the local jurisdiction and the delivery to all staff members.
- Establish a protective perimeter for the POD.
- Offer assistance and/or advice regarding evidence processing and custody to the agency of the jurisdiction charged with that responsibility.
- Review sanitation issues as they arise and report concerns to the Security Section Lead.
- Ensure that evacuation signals and routes are labeled appropriately.
- Investigate accidents and write accident reports. Submit to Security Section Lead.
- Render assistance of a general nature as assigned.

**Deactivation Phase:**

- Turn over all records and reports to Security Section Lead.
- Provide operational assistance in packing up equipment/supplies to all areas.
- Identify issues for the after action report.

## POD Operations Job Action Sheets

PA DOH SNS INCIDENT COMMAND SYSTEM  
Job Action Sheet

DISPENSING SITE SECTION  
OPERATIONS SUBSECTION  
Operations Section Chief  
Revised: 4-03, 9-03, 12-03

### OPERATIONS SECTION CHIEF

Positioned Assigned To:
You Report To: _____ (Dispensing Site Supervisor)
Dispensing Site Location: _____ Telephone: _____

**Mission:** Responsible for the supervision of staff involving the efficiency, effectiveness, coordination and operational aspects of the Dispensing Site.

Upon Activation:

- Receive briefing from Dispensing Site Supervisor. Ensure knowledge of mission and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide.(SNS, Pandemic, Smallpox, etc. Plan)
- Confirm activation of your staff, and assign or greet them as they arrive:
  - Greeter
  - Medical Screener
  - Dispensing staff
  - Mental Health Specialist
  - Translator
- Meet with your staff:
  - Establish chain of command and performance expectations:
    - Your staff is to report **ONLY** to you.
    - They work with other staff as assigned by you, but they **DO NOT** take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, **NOT** to anyone else.
    - It is important that they **DO NOT MAKE DECISIONS** on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
  - Ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignments.
- Prepare a briefing statement for the Dispensing Site Supervisor and other staff at scheduled briefing(s):

- Operational overview
- Stations / patient flow
- Confirm with Logistics Section Chief that all equipment and supplies are being shipped to the dispensing site, and that areas are being set up.
- Develop on-site staff assignments and work schedule.

On-site Operations:

- Follow the chain-of-command. **THIS IS CRITICAL** to ensuring consistent behavior and information across sections and shifts:
  - Give instructions **ONLY** to personnel that report to you, and take instructions **ONLY** from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do **NOT** make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Participate in staff briefing(s) as scheduled by the Dispensing Site Supervisor.
- Maintain Unit Log.
- Work with the Logistics Section Chief to set up briefing, interview, clinical and pharmacy areas. Make sure staff has all equipment and supplies needed to carry out their functions.
- Meet with briefing area staff and ensure that material presented is consistent with mass prophylaxis process and other information being distributed.
- If needed: assign and brief all station supervisors ( Greeter, Medical Screener, Dispensing Staff, Mental Health Specialist, Interpreter/Translator) on procedures for additional supplies, security problems, treatment issues or other problems.
  - Note: may consider station supervisors for large-scale dispensing operation.
- Follow the process as patients begin to filter through each station. Modify any process as needed.
- Ensure that proper documentation is maintained for all activities.

Deactivation Phase:

- Ensure that all records and reports are turned in to the Dispensing Site Supervisor.
- Conduct exit interviews with your direct reports.
- Participate in the After Action Report process.

### GREETER

Positioned Assigned To:	
You Report To: _____	(Operations Section Lead)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Assure that all persons entering the POD are welcomed and initially screened for obvious signs of illness or injury.

On-site Operations:

- Review this position checklist.
- Attend overall staff briefing from the POD Manager and receive assignment-specific briefing from the Operations Section Lead (your supervisor).
- Assist with set-up of Check-In area, and other areas as requested.
- Greet patients as they arrive/assemble, and briefly answer their initial questions. Let patients know that all of their technical questions will be answered in the briefings and/or the clinical interview phase.

Deactivation Phase:

- Assist with the break-down and re-packing as requested.
- Identify issues for the After Action Report process.

### MEDICAL SCREENER

Positioned Assigned To:	
You Report To: _____	(Operations Section Lead)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Responsible for reviewing medical history forms to ensure that the correct medication is dispensed.

On-site Operations:

- Review this position checklist.
- Attend overall staff briefing by the POD Manager and receive assignment-specific briefing from the Operations Section Lead (your supervisor).
- Ensure that interview site is physically set up and ready for operations
- Ensure that all necessary flowcharts and forms are available including:
  - Treatment Protocol Flowchart
  - Flowchart for Optimal Preventative Therapy
  - Standing orders for antibiotic prophylaxis (RN, RPh, and PA)
  - Alternative Antibiotic List
  - Anti-Seizure Medication Matrix Worksheets
  - Drug Interaction Matrix Worksheets
  - Notification to Patient’s Primary Care Provider
  - Prescriptions for Antibiotics
- Ensure that all patients receive appropriate prescription for antibiotics as per treatment protocol.
- Ensure that all patients are referred for medical consultation or follow-up as per protocol.

Deactivation Phase:

- Assist with the break-down and re-packing of the Interview Area.
- Ensure the collection of all paperwork and turn in to administration.
- Identify issues for the After Action Report process.

DRAFT

### DISPENSING STAFF

Positioned Assigned To:	
You Report To: _____	(Operations Section Chief)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Initiate and dispense medication to the general population.

On-site Operations:

- Review this position checklist.
- Attend staff briefing by the POD Manager and receive assignment-specific briefing from the Operations Section Lead (your supervisor).
- Set up dispensing site workstations.
- Check and set up all supplies for dispensing.
- Ensure that all forms are completed properly and retaining all forms.
- Ensure availability of and distribute drug interactions forms with each prescription.
- Apply an ink stamp to the right hand of each person that receives medication, and do not issue medication to someone who already has a hand stamp. (if locally available)
- Ensure that each patient is dispensed the correct drug and strength.

Deactivation Phase:

- Break down and repack all equipment/supplies.
- Ensure that all paperwork is complete for turn in to administration.
- Identify issues for the After Action Report process.

### MENTAL HEALTH SPECIALIST

Positioned Assigned To:	
You Report To: _____	(Operations Section Lead)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Assure the provision of psychological, spiritual and emotional support to the POD staff and general population in need of additional services while at the POD. Initiate and organize the Critical Stress Debriefing process as needed.

On-site Operations:

- Review your position checklist.
- Attend overall staff briefing, and receive assignment-specific briefing from the Operations Section Lead (your supervisor).
- Prepare the Mental Health Interview Area.
- Ensure that all patients transiting your area have had their needs met and are as comfortable as possible with the situation.
- Provide on-site counseling.
- Identify and refer any patient needing a mental health referral and/or follow-up.

Deactivation Phase:

- Assist with the break-down and re-packing of the Mental Health Interview Area.
- Ensure the collection of all paperwork and turn in to administration.
- Identify issues for the After Action Report process.

## INTERPRETER / TRANSLATOR

Positioned Assigned To:
You Report To: _____ (Operations Section Lead)
Dispensing Site Location: _____ Telephone: _____

**Mission:** Assist the POD staff in communicating with the general population who may experience difficulty understanding the screening questions and directions being given due to a language, or other, communication barrier.

On-site Operations:

- Review this position checklist.
- Attend overall staff briefing, and receive assignment-specific briefing from the Operations Section Lead (your supervisor).
- Work with Greeters, Medical Screeners, and other POD staff to identify and assist with patients who may present with language, or other, communication barriers requiring interpretation / translation.
- Assist with intake forms completion and provide translation as necessary at each clinical site.

Deactivation Phase:

- Assist with break down of stations and repacking of all equipment/supplies.
- Identify issues for the After Action Report process.

## LOGISTICS Job Action Sheets

PA DOH SNS INCIDENT SYSTEM  
Job Action Sheet

DISPENSING SITE SECTION  
LOGISTICS SUBSECTION  
Logistics Section Chief  
Revised: 4-03, 9-03, 12-03

### LOGISTICS SECTION CHIEF

Positioned Assigned To:	
You Report To: _____	(Dispensing Site Supervisor)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Organize and direct those operations associated with maintenance of the physical environment, and adequate levels of food, shelter and supplies to support the medical objectives.

Upon Activation:

- Receive briefing from Dispensing Site Supervisor. Ensure knowledge of full mission request and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide. (SNS, Pandemic, Smallpox, etc. Plan)
- Confirm activation of your staff, and assign or greet them as they arrive:
  - Communications Unit Leader
  - Logistics Specialists
  - Pharmacy Unit Leader
- Meet with your staff:
  - Establish chain of command and performance expectations:
    - Your staff is to report ONLY to you.
    - They work with other staff as assigned by you, but they DO NOT take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, NOT to anyone else.
    - It is important that they DO NOT MAKE DECISIONS on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
  - Ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignments.
- Prepare a briefing statement, to be given to staff members at scheduled briefing(s):
  - Facility overview, including locations of stations, restrooms, break rooms, emergency exits, etc.
  - Communications protocol

- Role of logistics in this operation: services you provide, problems you solve, etc.
- Ensure shipment of equipment/supplies and arrange for transport to treatment site.
- Ensure that ground transportation is ordered and available for all staff when team reaches destination.
- Utilize established communications protocols.

#### On-site Operations:

- Follow the chain-of-command. THIS IS CRITICAL to ensuring consistent behavior and information across sections and shifts:
  - Give instructions ONLY to personnel that report to you, and take instructions ONLY from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do NOT make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Participate in staff briefing(s) as scheduled by the Dispensing Site Supervisor.
- Maintain Unit Log.
- Arrange for a location and set up of communications equipment (phones and radios) and utilize established communications protocols.
- Work with staff in each area to set up physical work stations.
- Arrange for procurement of additional equipment/supplies as needed and as authorized by Dispensing Site Supervisor.
- Work with Operations Section Chief to make sure that the ordering, inventory, and re-supply of the pharmaceutical cache meets standards.
- Make arrangements for food and beverages for all staff members. Provide plenty of fluids at each work location.
- Anticipate staff needs and request additional staff as needed.
- Arrange for transportation of staff members as necessary.
- Provide logistical support as needed by each station.
- Participate in the Demobilization Planning process.

#### Deactivation Phase:

- Ensure that all records and reports are turned in to the Dispensing Site Supervisor.
- Conduct exit interviews with your direct reports.
- Supervise the break down and repacking of all equipment/supplies at each station.
- Arrange to have all equipment/supplies returned to place of origin and state of readiness.
- Ensure facility is cleaned and returned to former operating condition.
- Participate in the After Action Report process.

### COMMUNICATIONS UNIT LEADER

Positioned Assigned To:	
You Report To: _____	(Logistics Section Lead)
Dispensing Site Location: _____	Telephone: _____
Communications Command Center: _____	Telephone: _____

**Mission:** Organize and coordinate communications; act as custodian of all logged or documented communications.

Upon Activation:

- Work with the Logistics Section Lead to create an operational site Communications Plan.
- Work with the Logistics Section Lead to ensure that all communications equipment (radios, telephones, computers, batteries, chargers, electrical cords, etc.) are either included in equipment cache sent to the Dispensing Sites or are obtained through other sources as needed.

On-site Operations:

- Follow the chain-of-command. THIS IS CRITICAL to ensuring consistent behavior and information across sections and shifts:
  - Give instructions ONLY to personnel that report to you, and take instructions ONLY from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do NOT make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Review this position checklist.
- Attend overall staff briefing by the POD Manager and receive assignment-specific briefing from the Logistics Section Lead (your supervisor).
- Meet with your support staff:
  - Establish chain of command and performance expectations:
    - Your staff is to report ONLY to you.
    - They work with other staff as assigned by you, but they DO NOT take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, NOT to anyone else.

- It is important that they DO NOT MAKE DECISIONS on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
- Ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignments.
  - Set up, test, maintain, and arrange for repair of all telecommunications equipment.
  - Set up a space in Logistics area to house communications support equipment (back-up radios and phones, batteries, etc.)
  - Obtain information for a directory of significant contact phone/fax/pager numbers/e-mail addresses.
  - Establish contact with lead agency and other cooperating agencies.
  - As needed, obtain on-site operational radio frequencies.
  - Establish and manage a message system.
  - Issue radio and/or phone equipment to personnel according to orders from Logistics Section Lead. Maintain records of equipment issued.
  - Maintain a Unit Log.

Deactivation Phase:

- Remove all communications equipment and pack it appropriately for transport.
- Account for all communications equipment issued to staff.
- Identify and tag all equipment needing repair and/or replacement.
- Ensure all records and reports are turned over to Logistics Section Lead.
- Identify issues for After Action Report process.

**COMMUNICATIONS STAFF**

Positioned Assigned To:	
You Report To: _____	(Communications Unit Leader)
Dispensing Site Location: _____	Telephone: _____
Communications Command Center: _____	Telephone: _____

**Mission:** Assist with the organization and coordination of communications.

Upon Activation:

- Work with the Communications Unit Leader to assist in the creation of an operational site Communications Plan.
- Work with the Communications Unit Leader to ensure that all communications equipment (radios, telephones, computers, batteries, chargers, electrical cords, etc.) are either included in equipment cache sent to the Dispensing Sites or are obtained through other sources as needed.

On-site Operations:

- Follow the chain-of-command. **THIS IS CRITICAL** to ensuring consistent behavior and information across sections and shifts:
  - Take instructions **ONLY** from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do **NOT** make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Review this position checklist.
- Attend staff briefing by the Communications Unit Leader and receive assignment-specific briefing.
- Ensure you are personally prepared, self-sufficient and adequately equipped to perform their assignments.
- Set up, test, maintain, and arrange for repair of all telecommunications equipment.
- Set up a space in Logistics area to house communications support equipment (back-up radios and phones, batteries, etc.)
- Obtain information for a directory of significant contact phone/fax/pager numbers/e-mail addresses.
- Establish contact with lead agency and other cooperating agencies.
- As needed, obtain on-site operational radio frequencies.
- Issue radio and/or phone equipment to personnel according to orders from Logistics Section Chief. Maintain records of equipment issued.
- Maintain a Unit Log.

Deactivation Phase:

- Remove all communications equipment and pack it appropriately for transport.
- Account for all communications equipment issued to staff.
- Identify and tag all equipment needing repair and/or replacement.
- Identify issues for After Action Report process.

DRAFT

**PHARMACY UNIT LEADER**

Positioned Assigned To:	
You Report To: _____	(Logistics Section Lead)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Ensure the availability of emergency, incident specific, pharmaceutical and pharmacy services. Supervise Pharmacy Technicians. This position may also involve the dispensing of medications to the general population.

On-site Operations:

- Follow the chain-of-command. **THIS IS CRITICAL** to ensuring consistent behavior and information across sections and shifts:
  - Give instructions **ONLY** to personnel that report to you, and take instructions **ONLY** from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do **NOT** make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Review this position checklist.
- Attend overall staff briefing, and receive assignment-specific briefing from the Logistics Section Lead (your supervisor).
- Confirm and determine numbers and types of pharmacy staff available by specialty. Assign or greet them as they arrive:
  - Pharmacists
  - Pharmacy Technicians
- Meet with your staff:
  - Brief all pharmacy staff on set up and operations.
  - Establish chain of command and performance expectations:
    - Your staff is to report **ONLY** to you.
    - They work with other staff as assigned by you, but they **DO NOT** take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, **NOT** to anyone else.

- It is important that they DO NOT MAKE DECISIONS on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.

- Ensure that all workstations and equipment is set up and operational.
- Ensure that all pharmaceutical and other supplies are available.
- Ensure that drug information sheets are available.
- Assign pharmacist(s) to provide counseling where needed.
- Ensure drug utilization reviews are conducted as necessary.
- Monitor patient flow through the process, and recommend movement of staff to the Logistics Section Lead where necessary to reduce or eliminate bottlenecks in the process (i.e. recommend movement of staff to-and-from pharmacy, evaluation, and interview areas)

Deactivation Phase:

- Supervise the break down and repacking of all pharmaceutical equipment/supplies.
- Ensure the collection of all paperwork and turn in to administration.
- Identify issues for the After Action Report process.

## PHARMACIST / PHARMACY TECHNICIAN

Positioned Assigned To:	
You Report To: _____	(Pharmacy Unit Leader)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Assist the Pharmacy Unit Leader with medication preparation, including compounding pediatric doses (Pharmacist), and restocking of dispensing areas.

On-site Operations:

- Review this position checklist.
- Attend overall staff briefing, and receive assignment-specific briefing from the Pharmacy Unit Leader (your supervisor).
- Set up workstations and ensure availability of pharmaceutical labeling supplies.
- Prepare stock of prescriptions as required.

Deactivation Phase:

- Participate in the break down and repackaging of all equipment/supplies.
- Ensure that all paperwork is complete for turn in to administration.
- Identify issues for the After Action Report process.

**LOGISTICS STAFF**

Positioned Assigned To:	
You Report To: _____	(Logistics Section Chief)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Assist with the organization and direction of those operations associated with maintenance of the physical environment, and adequate levels of food, shelter and supplies to support the medical objectives.

Upon Activation:

- Receive briefing from Logistics Section Chief. Ensure knowledge of full mission request and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide. (SNS, Pandemic, Smallpox, etc. Plan)
- Ensure you follow the chain of command and that:
  - You report **ONLY** to your supervisor.
  - You work with other staff as assigned, but **DO NOT** take instructions from or provide information to anyone other than your supervisor.
  - Any questions, problems, or incidents should be reported to your supervisor, **NOT** to anyone else.
  - It is important that you **DO NOT MAKE DECISIONS** on your own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
  - Ensure that you are personally prepared, self-sufficient and adequately equipped to perform their assignments.
- Ensure you have received a briefing on the following:
  - Facility overview, including locations of stations, restrooms, break rooms, emergency exits, etc.
  - Communications protocol
  - Role of logistics in this operation: services you provide, problems you solve, etc.
- Ensure shipment of equipment/supplies and arrange for transport to treatment site.
- Ensure that ground transportation is ordered and available for all staff when team reaches destination.
- Utilize established communications protocols.

On-site Operations:

- Follow the chain-of-command. THIS IS CRITICAL to ensuring consistent behavior and information across sections and shifts:
  - Take instructions ONLY from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do NOT make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Participate in staff briefing(s) as scheduled by the Logistics Section Chief.
- Maintain Unit Log.
- Arrange for a location and set up of communications equipment (phones and radios) and utilize established communications protocols.
- Work with staff in each area to set up physical work stations.
- Arrange for procurement of additional equipment/supplies as needed and as authorized by Logistics Section Chief.
- Work with Operations Section to make sure that the ordering, inventory, and re-supply of the pharmaceutical cache meets standards.
- Make arrangements for food and beverages for all staff members. Provide plenty of fluids at each work location.
- Anticipate staff needs and request additional staff as needed.
- Arrange for transportation of staff members as necessary.
- Provide logistical support as needed by each station.
- Participate in the Demobilization Planning process.

Deactivation Phase:

- Ensure that all records and reports are turned in to the Logistics Section Chief.
- Assist with the break down and repacking of all equipment/supplies at each station.
- Arrange to have all equipment/supplies returned to place of origin and state of readiness.
- Ensure facility is cleaned and returned to former operating condition.
- Participate in the After Action Report process.

## ADMINISTRATION/FINANCE Job Action Sheets

PA DOH SNS INCIDENT COMMAND SYSTEM  
Job Action Sheet

DISPENSING SITE SECTION  
ADMINISTRATION SUBSECTION  
Administration Section Chief  
Revised: 4-03, 9-03, 12-03

### ADMINISTRATION SECTION CHIEF

Positioned Assigned To:	
You Report To: _____	(Dispensing Site Supervisor)
Dispensing Site Location: _____	Telephone: _____
Administration Command Center: _____	Telephone: _____

**Mission:** Monitor the utilization of financial and administrative assets. Oversee the acquisition of supplies and services necessary to carry out the Dispensing Site mission. Supervise the documentation of expenditures relevant to the emergency incident.

Upon Activation:

- Receive briefing from Dispensing Site Supervisor. Ensure knowledge of full mission request and plan of operations.
- Review this position checklist.
- Review Mass Prophylaxis Planning Guide. (SNS, Pandemic, Smallpox, etc. Plan)
- Confirm activation of your support staff, and assign or greet them as they arrive:
  - Data Entry staff
- Meet with your support staff:
  - Establish chain of command and performance expectations:
    - Your staff is to report ONLY to you.
    - They work with other staff as assigned by you, but they DO NOT take instructions from or provide information to anyone other than you (or a Safety Officer if regarding a safety issue).
    - Any questions, problems, or incidents should be reported to you, NOT to anyone else.
    - It is important that they DO NOT MAKE DECISIONS on their own, other than provided for in their Position Checklist. This ensures critical consistency with respect to performance and information at the site.
  - Ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignments.
- Establish Point of Arrival and Briefing for new incoming staff members.
- Prepare a briefing statement, to be given to your staff members at scheduled briefing(s):
  - Information flow and reporting requirements
  - Documentation requirements

- Assist the Dispensing Site Supervisor, and direct command staff (Logistics Section Chief, Operations Section Chief, Planning Section Chief, Security Section Chief, Liaison, and, Public Information Officer) in the preparation their staff briefing notes.

On-site Operations:

- Follow the chain-of-command. **THIS IS CRITICAL** to ensuring consistent behavior and information across sections and shifts:
  - Give instructions **ONLY** to personnel that report to you, and take instructions **ONLY** from your supervisor.
  - Coordinate with your peers (anyone who reports to your supervisor) to accomplish your assigned tasks.
  - Do **NOT** make decisions that impact others outside your area, or that use information that is not in writing or provided by your supervisor.
  - Report to your supervisor when you encounter problems that you cannot resolve or questions that you cannot answer.
- Conduct staff briefings as scheduled.
- Maintain Unit Log.
- Work with Operations Section Chief to set up greeting, check-in, waiting, out-processing and data input areas. Make sure staff has all equipment and supplies needed to carry out their functions.
- Monitor the documentation process and flow. Make modifications as needed.

Deactivation Phase:

- Ensure that all records and reports are turned in to the Dispensing Site Supervisor.
- Conduct exit interviews with your staff.
- Participate in the After Action Report process.

PA DOH SNS INCIDENT COMMAND SYSTEM  
Job Action Sheet

DISPENSING SITE SECTION  
ADMINISTRATION SUBSECTION  
Data Entry Clerk  
Revised: 4-03, 9-03, 12-03

**DATA ENTRY CLERK**

**DRAFT**

## PLANNING Job Action Sheets

PA DOH SNS INCIDENT COMMAND SYSTEM  
Job Action Sheet

DISPENSING SITE SECTION  
PLANNING SUBSECTION  
Planning Section Chief  
Revised: 4-03, 9-03, 12-03

### PLANNING SECTION CHIEF

Positioned Assigned To:	
You Report To: _____	(Dispensing Site Supervisor)
Dispensing Site Location: _____	Telephone: _____

**Mission:** Assure that all planning done within the Point of Dispensing meets operational objectives and that plans are being followed.

On-site Operations:

- Review plans for the operations of the Point of Dispensing.
- Attend overall staff briefing from the Dispensing Site Supervisor and receive assignment-specific briefing.
- Liaison with the Dispensing Site Supervisor on planning and corrections needing made to plans for the most efficient operation of the Point of Dispensing.
- Perform the duties also of the Safety Officer ensuring the safe operation of the Point of Dispensing.
- Assist in other areas of the Point of Dispensing as appropriate.

Deactivation Phase:

- Assist with the break-down and re-packing as requested.

Identify issues for the After Action Report process.

**Appendix B**  
**Point of Dispensing (POD) Template**  
**Smallpox or Other Treatable/Preventable Communicable Disease**  
**Based on Weill/Cornell Bioterrorism and Epidemic Outbreak Model Staffing Calculations (20,000 patients per POD)**

**Introduction:** The purpose of this document is to provide guidance for emergency planners in determining the critical human resources required to effectively and efficiently dispense life saving vaccine/medication to the citizens of their jurisdiction. This document does not address the physical plant design for the location of stations in the POD, as each designated POD will have different characteristics. The guiding principle is to keep the patients moving toward the exit without crossovers or doubling back.

**Station and Core Staffing Recommendations for a 96 Hour Campaign:**

<u>Station</u>	<u>Staffing/shift (96 hours)</u>
Greeters/Screeners	5
Form Distributors	3
Triage	20
Medical Evaluators	8
Testing	3
Vaccinators/Drug dispensers	22
Forms Collection	18
Briefing Station	6
Crisis Counseling	<u>17</u>
Total Core Staff	<b>102</b>

**Support Staffing Recommendations for a 96 Hour Campaign:**

<u>Support Staff</u>	<u>Per Shift 96 hours</u>
Security	25
Station Managers	4
Data Entry	5
IT	2
Resupply	4
EMS (transport crew)	1
POD Manager	1
Custodial	<u>2</u>
Total Support Staff	<b>44</b>

**NOTE:** *These recommendations are the minimum staffing, with no breaks or down time for staff during a 12 hour shift.*

**Point of Dispensing (POD) Template**  
**Anthrax or Other Treatable Non-communicable Disease**  
**Based on Weill/Cornell Bioterrorism and Epidemic Outbreak Model Staffing Calculations (20,000 patients per POD)**

**Introduction:** The purpose of this document is to provide guidance for emergency planners in determining the critical human resources required to effectively and efficiently dispense life saving medication to the citizens of their jurisdiction. This document does not address the physical plant design for the location of stations in the POD, as each designated POD will have different characteristics. The guiding principle is to keep the patients moving toward the exit without crossovers or doubling back.

**Station and Core Staffing Recommendations for 48 Hour and 96 Hour Campaigns:**

<u>Station</u>	<u>Staffing/shift (48 hours)</u>	<u>Staffing/shift (96 hours)</u>
Greeters/Screeners	2	1
Form Distributors	3	2
Triage	8	4
Medical Evaluators	5	3
Drug Dispensers	9	5
Forms Collection	10	5
Briefing Station (optional)	5	3
Crisis Counseling (optional)	<u>2</u>	<u>1</u>
<b>Total Core Staff</b>	<b>37 (7 optional)</b>	<b>20 (4 optional)</b>

**Support Staffing Recommendations for 48 Hour and 96 Hour Campaigns:**

<u>Support Staff</u>	<u>Per Shift 48 hours</u>	<u>Per Shift 96 hours</u>
Security	7	4
Station Managers	3	3
Data Entry	5	3
IT	2	1
Resupply	3	2
EMS (transport crew)	1	1
POD Manager	1	1
Custodial	<u>2</u>	<u>2</u>
<b>Total Support Staff</b>	<b>24</b>	<b>17</b>

**NOTE:** *These recommendations are the minimum staffing, with no breaks or down time for staff during a 12 hour shift.*

## APPENDIX C

**PENNSYLVANIA DEPARTMENT OF HEALTH  
POINT OF DISPENSING FACILITY SURVEY AND SECURITY CHECKLIST**

<b>Facility Name:</b>		
<b>Address:</b>		<b>Zip Code:</b>
<b>Main Telephone:</b>	<b>Type of Facility:</b> <input type="checkbox"/> High School <input type="checkbox"/> Middle School <input type="checkbox"/> Elementary School <input type="checkbox"/> Recreation Center <input type="checkbox"/> Other (specify) _____	
<b>Directions to the Facility via Car from Closest Major Intersection:</b>		
<b>Directions to the Facility via Public Transportation:</b>		
<b>EMERGENCY CONTACT INFORMATION</b>		
<b>Primary Contact</b> (first & last name)	<b>Other Contact</b> (first & last name)	<b>Other Contact</b> (first & last name)
<b>Title:</b>	<b>Title:</b>	<b>Title:</b>
<b>Business Phone:</b>	<b>Business Phone:</b>	<b>Business Phone:</b>
<b>Home Phone:</b>	<b>Home Phone:</b>	<b>Home Phone:</b>
<b>Cell Phone:</b>	<b>Cell Phone:</b>	<b>Cell Phone:</b>
<b>Pager:</b>	<b>Pager:</b>	<b>Pager:</b>
<b>Fax:</b>	<b>Fax:</b>	<b>Fax:</b>
<b>E-mail Address:</b>	<b>E-mail Address:</b>	<b>E-mail Address:</b>

<b>FACILITY QUESTIONS</b>		
<b>Number of Staff (not including nurses):</b>	<b>Number of Nurses:</b>	<b>Number of Students:</b>
<b>Number of School Police Officers:</b>	<b>Number of External Building Entrances:</b>	<b>External Building Entrance Handicap Accessible:</b> ___Yes ___No
<b>Number of Off-Street Parking Spaces for cars:</b>  <b>More than one entrance to the parking lot:</b> ___Yes ___No  <b>Dedicated area of buses to park:</b> ___Yes ___No  <b>If yes, how many buses can park at one time:</b>	<b>Auditorium:</b> ___Yes ___No  <b>If yes, how many seats:</b> _____	<b>Athletic Fields:</b> ___Yes ___No
	<b>Stage in Auditorium:</b> ___Yes ___No	<b>Loading Dock:</b> ___Yes ___No
	<b>If yes, square footage of stage:</b>	<b>Number of Large Tables:</b>
		<b>Number of chairs: (not attached to desks)</b>
<b>PA System:</b> ___Yes ___No	<b>Security System:</b> ___Yes ___No	<b>Surveillance Cameras:</b> ___Yes ___No
<b>Gym:</b> ___Yes ___No	<b>Number of Refrigerators:</b> ___Small (home kitchen) ___Large (industrial)	
<b>If yes, as large as HS Basketball Court:</b> ___Yes ___No <b>Gym Square Footage:</b>  <b>Number of entrances to gym:</b>  <b>Do gym doors lock?</b> ___Yes ___No	<b>Can any of the Refrigerators be moved? Explain.</b>  <b>Do the refrigerators have temperature gauges on them?</b> ___Yes ___No	
<b>2 secure rooms (close to gym) for material storage and staff break room:</b> ___Yes ___No	<b>Telephone outlet in gym?</b> ___Yes ___No <b>If no, nearest phone outlet to the gym:</b>	<b>Internet Access in gym:</b> ___Yes ___No <b>If no, nearest internet access to gym:</b>
<b>Air Conditioning in entire facility:</b> ___Yes ___No <b>If no, anywhere in facility? Explain.</b>	<b>Generator for power</b> ___Yes ___No <b>If yes, power for what?</b>  <b>How is generator powered?</b>	<b>Emergency Lighting:</b> ___Yes ___No <b>If yes, where is the emergency lighting:</b>

**FACILITY DIAGRAM**

Sketch Entrance and Exit Points, Crowd Flow, Gym Access, Auditorium Access, Arrival Point for Stockpile/Supplies, Location of Loading Dock, Off-Street Car and Bus Parking

DRAFT

<b>COMMENTS/SPECIAL CONSIDERATIONS</b>	
DRAFT	
<b>Number of Required Security Personnel</b>  <b>Inside Facility:</b>  <b>Perimeter</b>	<b>Digital Photos:</b> <input type="checkbox"/> <b>Front/Sides/Rear of Facility</b> <input type="checkbox"/> <b>Off-Street Parking</b> <input type="checkbox"/> <b>Gym</b> <input type="checkbox"/> <b>Auditorium</b> <input type="checkbox"/> <b>Athletic Fields</b> <input type="checkbox"/> <b>Other (explain)</b>
<b>Name and address of closest medical facility/hospital:</b>	<b>Languages (other than English) spoken in community near facility:</b>
<b>Name of Person Completing Survey:</b>	<b>Date:</b>