

SOPs for HQ/EOC

Standard Operating Procedures for WHO/HQ Emergency Operations Centre (HQ/EOC)

***"A Supporting SOP for the WHO Incident
Management System"***

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Introduction

Today's increasingly mobile and interconnected world heightens health security risks, which can result from a wide range of hazards and complex emergencies, including disease outbreaks, radio nuclear accidents, and environmental and natural disasters. Events such as SARS, the 2009 H1N1 pandemic, the 2011 Japan earthquake and tsunami, and the Ebola outbreak of 2014 demonstrate the variety and severity of public health events.

Experience and research has shown that timely implementation of an emergency operations centre (EOC) provides an essential platform for the effective management of public health emergencies. For this reason, WHO has established EOCs in Geneva and in its regional offices. These centres play a vital role in supporting rapid, evidence-based decision-making and in facilitating coordination across WHO, partner organizations and other sectors.

The WHO headquarters (HQ) EOC, historically referred to as the Strategic Health Operations Centre (SHOC), serves as a central hub of the networks of public health EOCs and of WHO's Health Emergency Programme, providing a point of coordination for responses to significant public health crises. The EOC Operations Team works with all areas, reporting through the Director of Emergency Operations.

The WHO HQ EOC (including the SHOC) is a combination of specially equipped rooms and information systems administered and supervised by EOC operations staff, which supports monitoring and assessment of, and the response to, global public health events around the clock. The EOC facilitates international collaboration during public health emergencies and daily operations. In the EOC, information and communications technologies are combined to support field operations and facilitate collaboration with all levels of WHO, its Member States, and United Nations and other partner networks.

During emergencies, the WHO HQ EOC provides a hub and technical platform for the WHO HQ Incident Management Team (IMT) to conduct incident management activities, especially in terms of ensuring that the various levels of the Organization are effectively linked to each other for coordination of information and resources to ensure efficient and effective responses to all hazards with health consequences.

Beyond emergency response operations, the HQ EOC supports and participates in WHO global preparedness activities for public health emergencies, including emergency planning, training and exercises to ensure overall readiness and preparedness. The EOC team also provides technical advice to WHO regional offices and other public health agencies in the design and construction of EOCs.

Objectives and use of this document

This document contains step-by-step instructions for activating, operating and maintaining the HQ EOC and its functions, including information systems and communication technologies, to achieve a predictable, standardized, desired result within the overall process of emergency and day-to-day operations.

It provides operational guidance for:

- the primary functions of the HQ EOC Operations Team;
- procedures to activate HQ EOC for emergency operations;
- Information on the Incident Management System (IMS);

- EOC operations and actions following different levels of EOC activations;
- operational response data and information management;
- day-to-day operations;
- maintenance of equipment and facilities.

This SOP document is intended to be used internally by EOC management and the EOC team, the IMT working with EOC support during emergencies, and relevant WHO teams responsible for emergency response operations.

Mission statement of the EOC

The HQ EOC is a flexible operational platform and hub for information sharing and coordination of responses to public health risks. By leveraging state-of-the-art technologies, the EOC supports WHO HQ, regions and Member States in their field activities and provides technical support and guidance in setting up their EOCs. This helps countries meet their commitment under the International Health Regulations (2005) to provide continuous surveillance and rapid detection of unusual health events, and to communicate this and other information to WHO. The HQ EOC Operations Team, comprised of management and information technologies support staff, also participates in global preparedness activities and provides technical advice on the establishment, management and assessment of emergency operations structures and systems guided by the Public Health EOC (PHEOC) Framework.¹

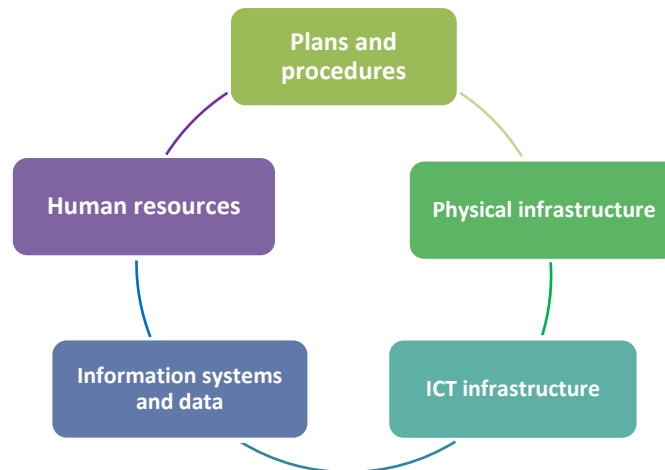
The HQ EOC Operations Team also facilitates international collaboration and communication between WHO and multiple partners to improve the efficiency and effectiveness of responses to public health events and emergencies. This is accomplished through the PHEOC Network which is managed by the WHO EOC Operations Team. This network of PHEOCs develops and provides guidance to ensure that all PHEOCs have access to the latest PHEOC information, including PHEOC development and assessment guidance.

Components of the EOC

The HQ EOC is a combination of specially equipped rooms and information systems administered and supervised by EOC operations staff, which supports monitoring and assessment of, and the response to, global public health events around the clock, and facilitates international collaboration during public health events, emergencies and daily operations. To achieve its objectives and enable its essential functions, the HQ EOC utilizes the IMS and consists of the core components shown in Figure 1.

¹ See http://www.who.int/ihr/publications/9789241565134_eng/en/

Figure 1. Core components of the HQ EOC and IMS



- **Plans and procedures: EOC standard operating procedures**

The HQ EOC provides a physical work space, but it is implementation of the IMS and associated plans and procedures that leads to effective incident responses. Developed before a public health emergency occurs, these plans and procedures allow for a more effective, predictable implementation of response activities during emergencies.

- **Physical infrastructure: EOC rooms and facilities**

EOC facilities are multi-function spaces featuring work space, meeting space and advanced telecommunications and presentation capability.

- **Information and communications technology (ICT) infrastructure**

The daily operations of the HQ EOC rely on a robust ICT infrastructure. EOC technological solutions incorporate hardware and software systems, internal and external telecommunications, and all aspects of information management, including the following:

- workstations featuring computers with Internet connections and a hardwired telephone open for international calls, which are available in the lower SHOC and the main SHOC room;
- telecommunications systems with capacity for multiple, high-quality, multi-point video, audio and web conferences and recording;
- large-screen video displays, which support visual representation of the status and contextual aspects of incidents;
- media monitoring capacity, including satellite television and social media;
- all of the usual office requirements: computers, printers, copiers, document scanners, a fax machine, application hosting and data storage server(s), and office supplies, etc.

The technical support personnel working in the EOC Operations Team must be trained to use and maintain its ICT tools. The list of the ICT infrastructure in EOC rooms is attached in Annex 1.

- **Information systems and data**

Managing emergency response and recovery operations involves a tremendous amount of incident-specific, incident management and contextual data. All of this information needs to be managed and shared in a coordinated manner, so that it can be accessed by the EOC users and field responders. The job of the team in the EOC is to selectively provide access to relevant data and information.

Several systems support WHO emergency information management in WHO at HQ, regional and country office levels, as described below.

- **Event Management System (EMS)**

The EMS is a web-based system, developed by and for WHO staff worldwide. The system facilitates the exchange of information on event surveillance, operations and risk assessment for public health action. The EMS provides easy access to timely and relevant data on evolving public health events.

The EMS is a safe and secure system available only to WHO staff, usually the Outbreak teams who are monitoring and assessing public health events at different levels of WHO.

- **Virtual SHOC (vSHOC)**

vSHOC is based on WebEOC, a commercial, off-the-shelf emergency management platform used by many EOCs around the world. During larger event responses, vSHOC supports the complete cycle of emergency information management and incident management, including data input and manipulation, reporting and geospatial information systems (GIS) mapping. It enables incident management features to be created or modified quickly and on-the-fly to meet the needs of a specific emergency response.

There are two primary types of information managed in vSHOC: operational and health-specific.

Operational features include: incident registration, task lists, incident contact and distribution lists, meeting schedules, tracking of deployments and partner activity tracking.

Health-specific features include: line lists with automated epicurves, laboratory and treatment centres, and disease-specific publication libraries.

- **Email and distribution lists**

Email remains one of the primary methods of communication in the EOC, and is hosted by WHO ITT.

Incident-specific distribution lists are created for sending email messages to all members of the IMT, and potentially to WHO partners. Distribution lists may be created using Microsoft Outlook (WHO staff members only) or Listsrv.

- **ArcGIS**

ArcGIS is GIS mapping software. ArcGIS desktop and ArcGIS online are used to produce static and interactive maps for situational awareness, and are integrated with vSHOC.

- **SharePoint**

SharePoint is also used for document sharing and management.

- **Human resources**

Competent and trained personnel are crucial to the achievement of the EOC objectives and functions.

Human resources for maintaining and operating the EOC include both routine and surge staff. EOC operations staff consist of the EOC Manager, staff supporting the EOC ICT infrastructure and information systems, and other technical staff supporting PHEOC preparedness. A roster of competent and trained human resources must be maintained for each position, and may be complemented by surge capacity when required.

EOC operations management and technical support

- **EOC operations management**

The HQ EOC is an integral part of the WHO Health Emergencies Programme in WHO HQ. The EOC Operations Team Leader (EOCTL) is responsible for the day-to-day operations of the HQ EOC Operations Team, under the supervision of the Chief of Emergency Operations and Support.

The EOCTL supervises the team that ensures that the EOC is always operational and ready to support emergency responses and that provides technical support and advice to Incident Managers and other staff assigned to the EOC. The EOCTL also liaises with technical groups that are closely related to the EOC, develops and manages operational contacts with WHO Member States, United Nations agencies and partners, and helps WHO offices and partner organizations to establish and improve EOCs, in order to ensure that reliable communications mechanisms are in place for real-time information exchange and coordination of international public health emergency responses. She/he also organizes Public Health Emergency Exercises and manages the network of Public Health EOCs (EOC-NET).

The EOCTL is supported by a team of technical personnel responsible for maintaining the facilities, information systems, telecommunications, GIS and security.

- **EOC Infrastructure and Information Systems Lead**

The EOC Technology and Information Systems Lead is responsible for EOC information systems and has first line of responsibility for EOC equipment and infrastructure maintenance, supervising the staff and contractors that perform the maintenance. She/he ensures that emergency response information systems are always operational, updated and improved as required to meet the specific needs of emergency responses, supervises the staff and contractors who work on information system improvements, and liaises with HQ ITT to ensure alignment of efforts. She/he also provides technical support to WHO offices and partner organizations upon request in the technological aspects of establishing and improving EOCs.

- **EOC Information Systems and GIS Specialist**

The EOC Information Systems and GIS Specialist liaises with EOC clients during emergency responses and day-to-day operations to gather requirements for and implement their specific information system and GIS mapping needs. Each group that uses vSHOC (For example Outbreak, Influenza, Polio) and each emergency that it is used for has similar yet different functional requirements, and the EOC information systems specialist ensures that all requirements are met and do not interfere with each other, and that appropriate access is established for users. She/he trains users on the use of EOC information systems, and produces high-quality maps based on data in vSHOC and other systems, as required by EOC clients, and high-quality visual media for display in the EOC facilities including presentations and video.

- **EOC infrastructure, planning and telecommunications specialists**

The EOC infrastructure, planning and telecommunications specialists monitor and triage the generic EOC email account, provide secure access to EOC facilities and information systems as required, schedule, plan, launch, monitor and assist with audio and video conferences and meetings, maintain EOC telecommunications infrastructure and devices, including video and teleconferencing devices and mobile communications devices, maintain other EOC equipment in cooperation with maintenance contractors, develop and maintain technical documentation on the technological features of the EOC and train users on these features, maintain the EOC Intranet and Internet pages, and assist with EOC purchases, contracts and financial records.

Section 1: EOC emergency operations

The fundamental purpose of establishing the HQ EOC is to support the information communication and resource coordination conducted by WHO IMTs.

Primary functions of the EOC during significant emergencies

- Provide the centralized location from which HQ incident management operations staff can be briefed, directed and coordinated.
- Provide a work space for dedicated IMS functional area leaders and operations teams as needed.
- Facilitate the receipt, collection, collation, display, analysis and storage of contextual data and operational information about incidents.
- Support communication and coordination between WHO IMS and internal and external partners, networks and experts, regardless of their physical location, by providing internal and external communication tools.
- Identify and track resources for supporting the operation process, including surge capacity, services and materials to support all EOC functions.

HQ EOC activation levels

Based on the extent and complexity of emergencies with public health and humanitarian consequences, the EOC will be activated at different levels as necessary to meet the demands of the emergency response actions of the WHO HQ IMT. The EOC may support simultaneous incidents with different levels of “grading”. The level of EOC activation will also depend on the WHO grading of the incident. Grading criteria and processes are defined in the WHO Emergency Response Framework, but the level of EOC activation will not necessarily reflect the grade assigned to an incident.

The activation levels of the EOC are:

Level 1 Monitoring	Level 2 Partial activation	Level 3 Full-scale activation
<ul style="list-style-type: none"> • Supporting daily operational and planning activities, some emergency operations • Functional areas are activated 	<ul style="list-style-type: none"> • IMS functional areas are activated in support of emergencies • Extended business hours 	<ul style="list-style-type: none"> • Acute emergency - All functional areas are activated • Extended hours; up to 24/7 staffing required

Level 1 – The IMT and EOC Operations Team are in a constant state of readiness, prepared to support the escalation of WHO activities as required. The IMT closely monitors the evolution of events, conducts operational support assessments and continuously assesses the needs in terms of escalating the activation level of HQ EOC in order to coordinate the information and resources required to respond to the event.

Levels 2 and 3 – Functional operation areas in the EOC are activated. The level of EOC activation depends on the nature and scope of the event or emergency. The appropriate level of EOC activation, the required staffing level and times necessary to manage an event or emergency are determined by the Incident Manager, in consultation with senior management. The level of EOC activation will also

depend on the grading of the event as defined in the WHO Emergency Response Framework, but the level of EOC activation will not necessarily reflect the grade.

Only those IMT function leads that are required to meet current response objectives need to be present in the EOC unless their presence is requested by team leaders or the Incident Manager (e.g. during briefings).

The IMT organizational structure should be flexible enough to expand and contract as needed. IMT staff may be required to take on more than one function (role), as determined by the scope, stage and nature of the event, availability of resources and/or as assigned by their supervisor. Unstaffed required functions will be the responsibility of the next highest level in the IMT organization.

EOC activation procedures

1. Incident response is launched

Upon assessment of the severity, urgency, magnitude, scope, context and public health consequences of the emergency, as well as the need for assistance for countries, WHO HQ will immediately assemble an IMT to implement and coordinate response activities. An Incident Manager or a focal point is assigned to lead the response efforts at HQ level.

2. Send the activation request

The request to activate the EOC should be raised by the Incident Manager who is assigned to lead the emergency response efforts at HQ level, or the director of the department responsible for the response. The request should be sent as follows:

During WHO Geneva business hours, send the request by email to shoc@who.int. Outside Geneva business hours, call +41 22 791 5533, which is the 24/7 EOC Point of Contact phone number.

3. Determine the required support

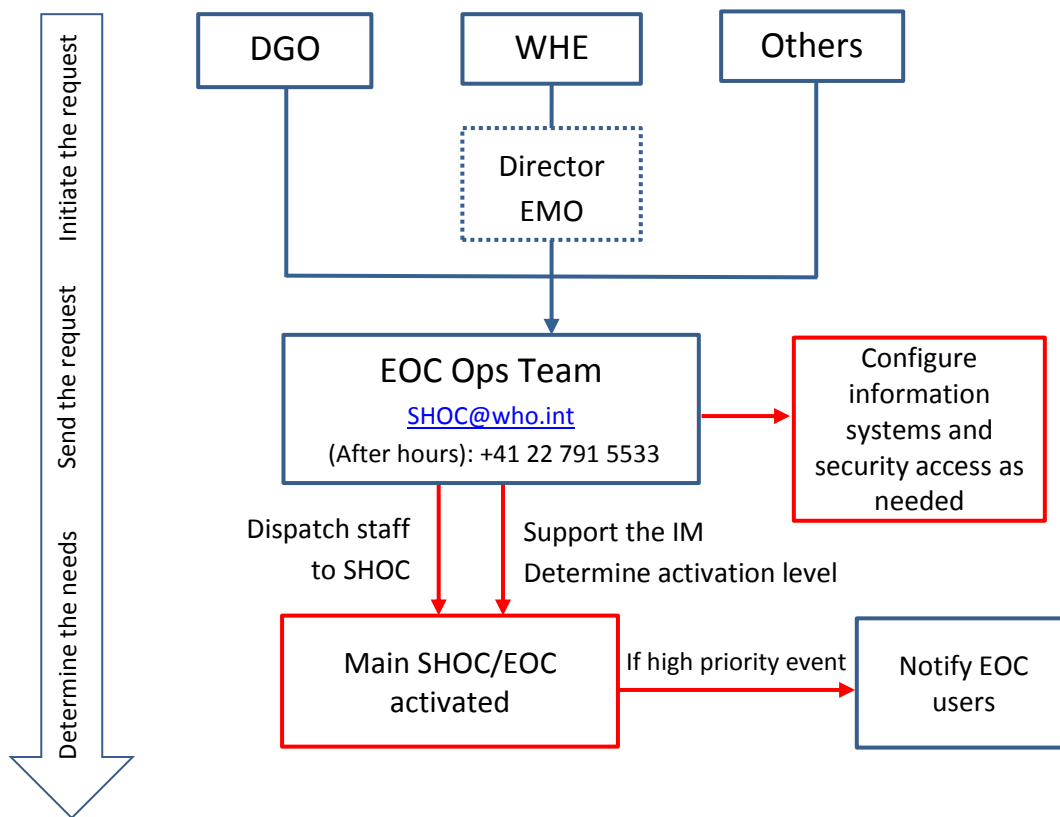
Once the activation request is received by the EOC, the responsible/duty officer should immediately report the request to the EOC Manager or his/her designate through the fastest means of communication. The EOC Manager or his/her designate will work with the responsible director(s) and/or technical experts to determine the required support and any subsequent activities.

4. Ensure the EOC is ready to receive response personnel

Once the required support is determined, the EOC Manager and EOC operations staff should ensure that the EOC is ready to receive personnel from the WHO IMT for the required incident management functions and activities.

The EOC Point of Contact (duty officer) will remain in the vicinity of WHO headquarters 24/7.

Figure 2. EOC emergency activation request procedures



Legend

- DGO – Director-General’s Office
- EMO – Emergency Management Operations
- IM – Incident Manager
- SHOC – Strategic Health Operations Centre

EOC checklist of actions after activation

During significant events, the primary functions of the HQ EOC Operations Team are to:

- Provide technical advice to the Incident Manager on the establishment, management and assessment of emergency operations structures and systems of the WHO IMT.
- Set up the EOC work space and meeting rooms for receiving the WHO IMT, and relocate existing occupants if required.
- Manage the meeting schedule, telecommunications and information display.
- Manage EOC information systems and access to those systems, especially in relation to incident registration, incident contact lists and organizational charts, task tracking, deployment tracking and incident document management.
- Provide proximity IT support.
- Support the Incident Manager of the WHO IMT as necessary.

To ensure that all the above emergency response functions are performed appropriately, the EOC Operations Team will follow the checklist of actions to be performed after the HQ EOC is activated. All or some of the activities in the following checklist may be required, depending on the scope, stage and magnitude of the incident.

Immediate

- Perform a preliminary evaluation of the situation and immediately implement the most appropriate staffing option for the EOC Operations Team to support the HQ IMT.
- Meet with the assigned Incident Manager to receive a briefing and report on EOC facility status and EOC technical staff status.
- Provide the Incident Manager with the IMS functions layout template (see Figure 3).
- Acquire resources as needed for the continuity of and expansion of EOC support.
- Inform the IT duty officer and IT support staff as required.
- Use the standard checklist (see Annex 1) to ensure that key EOC equipment is fully functional.
- Configure EOC information systems and access to information systems and facilities:
 - register the incident in vSHOC;
 - create an incident contact list and incident distribution list; as new members join the IMT, add them to the incident contact list and distribution list, specifying their function/role, and give them access to information systems and facilities; include relevant generic email addresses in the distribution list;
 - set up document management and sharing mechanisms;
 - ensure that IMT members know how to access the information systems and incident documents.
- Manage meeting schedules and venues, and telecommunications, including audio, video and web conferences.
- Receive and display information to support decision-making, including information from event management web applications, e.g. EMS, vSHOC, ArcGIS, SharePoint, and other sources of information.
- During the first incident briefing, brief staff on the use of the EOC (handout to be provided)
- Provide user support and training for EOC facilities, equipment and information systems

Intermediate

- Communicate with EOC and IT focal points in WHO regional and country offices, and potentially partner agencies, to determine methods of operational information sharing. A regional or country office may take the lead on information systems to be used for the incident response.
- Assign dedicated numbers to functional areas for audio and video conferencing as needed.
- Provide situational maps of the event area with data overlays from information systems, in close collaboration with GIS.
- Configure vSHOC to support incident-specific needs, including:
 - Ensure that contact information for WHO regional and country offices and partner agencies is added to the incident contact list;

- Ensure tracking of tasks, resource requests and deployments, and distribution of this information;
- Create an interactive map for the incident in ArcGIS online and import or add layers in vSHOC;
- Import incident-specific human resources (HR) and planning lists from a previous incident and modify as needed;
- Coordinate with the HR for Emergencies and Emergency Planning teams to ensure that the features used by those teams are correctly configured for the incident.

Extended

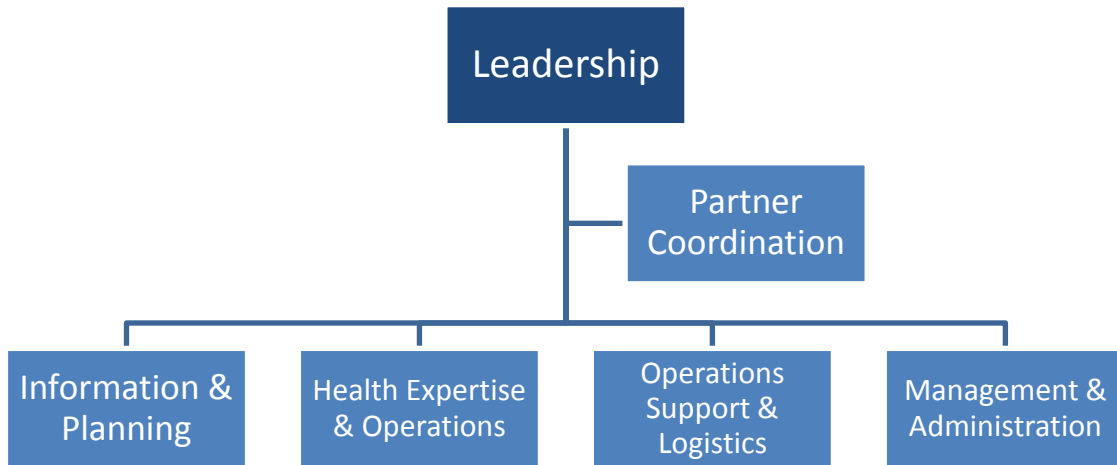
- Publish an announcement on the Intranet notifying WHO staff that the EOC is dedicated to an incident response, and notify meeting focal points for existing EOC reservations that their reservation may be cancelled.
- Prepare an escalation and de-escalation plan for review by the Incident Manager.
- Attend and monitor meetings, audio, video and web conferences scheduled by the IMT.
- Regularly distribute relevant operational information, such as the task/meetings calendar, incident contact list and situational maps.
- Add functionality to vSHOC and other information systems to meet incident-specific needs, as required.
- Train IMT members in the use of EOC information systems.
- Ensure that EOC Staff are given rest periods and other support as needed.

Incident Management System overview

To ensure that a coordinated and efficient response to emergencies is achieved, and to facilitate unity of effort, WHO utilizes a common organizational IMS model; this model, or a slight variation of it, should be used at all levels of emergency management within WHO and in Member State health EOCs. An appropriately structured and operated EOC will provide the management systems and infrastructure necessary for vertical and horizontal communication, coordination, resource management and accountability, while enabling agile information processing and decision-making.

Within the necessary infrastructure of the IMS for the overall response, six essential functions are typically established to form the generic event management model of an EOC. These essential functions are shown in Figure 3.

Figure 3. WHO’s IMS high-level organizational chart*



* This structure is applied at WHO HQ, regional office, country office and subnational levels.

The essential functions illustrated above have the flexibility to adapt to different emergencies, and are expandable to include comprehensive sub-functional operations areas as needed. The main functions of each section in the above IMS structure are listed in the table below.

Leadership	Strategic leadership and incident management
	Staff health, well-being and security
	External relations (resource mobilization, communications, advocacy)
	EOC management
Partner Coordination	Health partner coordination
	Liaison
Information and Planning	Risk analysis and needs assessment
	Information products and dissemination
	Strategic response and operations planning
	Monitoring
	Project management
Health Expertise and Operations	Risk communications and community engagement
	Early warning and surveillance
	Health service delivery
	Prevention and control measures

	(case management, vector control, prep of unaffected areas)
	Science and research
Operations Support and Logistics	Supply chain management
	Operations support (ICC, transport, lodging, offices)
	Health logistics
Management and Administration	Finance, budget and grant management
	Procurement
	HR and surge

Job action sheet for IMT functional section chiefs

Once SHOC or WHO HQ IMT functional areas are activated, the emergency functional sections should immediately implement the suggested list of actions for emergency operations in the EOC (see above and IMS SOP). Each Functional area section has a detailed Job Action Sheet found in the IMS SOPs

Deactivation of the IMS and the EOC

When the event is contained or the emergency has progressed to the point that high-level coordination is no longer needed, the IMS and the EOC should be deactivated. The decision to deactivate the EOC will be made by the Incident Manager in consultation with the relevant directors and key response partners.

Once the IMS and EOC are deactivated, the EOC will return to day-to-day operations, and emergency personnel will return to their regular duties. The equipment which was distributed to emergency personnel for emergency response purposes should be returned to the EOC (see Annex 6).

A notification of the deactivation of the IMS and EOC will be sent to all clusters and the IMT.

Section 2: EOC day-to-day operations

These include supporting surveillance and risk assessment and ensuring that the EOC remains ready for an incident response.

Primary functions of the EOC during day-to-day operations

- Develop and revise the EOC framework, and plans and procedures for EOC operations based on best practices and external consultation.
- Organize and conduct exercises for improving emergency preparedness.
- Provide technical support on EOC establishment and management in WHO regional and country offices and Member States.
- Provide telecommunications support for audio, video and web conferences, to WHO HQ and regional offices, for communications relevant to surveillance, risk assessment and event response.
- Improve EOC information systems, based on lessons learnt from previous emergency responses.
- Manage and update access to EOC facilities and information systems.
- Manage and maintain EOC facilities, equipment and information systems.

Access to the EOC facility and information systems

During an event response, access to the EOC facility and information systems is provided to all new members of the IMT. Certain staff will also require access during day-to-day operations. They should send the request to shoc@who.int. In some cases, EOC operations staff may need to forward the request to building security or the IT Global Service Desk.

The EOC Operations Team also provides external partners with selective access to information systems as required; external partners may be required to sign a non-disclosure or data use agreement before obtaining access.

EOC meeting and telecommunications procedures

At any time, operational meetings for emergency communications are given priority in scheduling the HQ EOC rooms. During incident responses, one or all of the meeting rooms may be dedicated to emergency communications only. EOC rooms can also be used for surveillance, risk assessment, planning and other related communications during day-to-day operations.

Request for EOC room use for relevant communications should be made using the following procedures (see also Annex 2):

1. Check the meeting schedule at <http://vshoc.who.int> to see if one of the EOC meeting rooms is available
2. Fill the EOC reservation form with the information requested, at: <http://intranet.who.int/sites/shoc/conferenceroomrequest/>

The following step-by-step operational procedures guide the management of audio, video and web conferences administered by the EOC. Some of the telecommunications managed by the EOC take place outside the EOC rooms.

- **Before the meeting:**

1. Once the time and place of the meeting/audio/video/web conference are agreed between the meeting requester and the EOC Operations team, a reservation will be made by EOC in the vSHOC schedule, including connection details (audio conference telephone number, web conference link, video conference connection details, etc.);
2. EOC will send an Outlook calendar invitation to the focal point who requested the room, to be forwarded to other participants;
3. For videoconferences, the meeting focal point and the EOC team will communicate with the remote end-point to organize a test to make sure that everything works and that systems are compatible. If there are multiple remote end-points, they are requested to contact the EOC to organize a test at their earliest convenience.
4. The requester must specify in advance if they want the audio/video/web conference to be recorded.

- **During the meeting:**

5. On request, the EOC can call out to the participants to connect them to an audio, video or web conference.
6. During audio, video or web conferences, the EOC team will help the meeting organizers set up the connection and monitor the call, muting participants who make noise and unmuting them when the floor is open, reconnecting participants who are disconnected, etc.

- **After the meeting:**

7. If recording has been requested, the recording will be downloaded and saved on the shared drive. A link to the recording will be shared with the requester. Audio conferences that take place on certain bridge numbers are automatically recorded. However, recordings are only routinely sent when requested before the conference.

Management of EOC information systems

The primary information systems used in the EOC are described above in the section “Components of the EOC” under the bullet point “Information systems and data”.

The EMS and access to it are managed by the Detection, Verification and Risk Assessment team.

The EOC Operations Team manages vSHOC, emergency SharePoint sites for incident-specific file sharing, WHO HQ shared drives in the “SHOC” group, and a limited number of ArcGIS desktop and ArcGIS online instances/licences. Procedures for managing each of these information systems are described here.

- **vSHOC**

vSHOC always requires authentication, and can be selectively accessed by WHO staff and external partners. When access to vSHOC is requested, the EOC Operations Team will typically contact the requester and/or their supervisor to determine which role the requester requires access to. The EOC may deny access if insufficient justification is presented, and the EOC may remove access at any time if the user’s role changes or if misuse concerns arise. External partners may be required to sign a non-

disclosure or data use agreement before obtaining access, depending on the incident and information to which they require access.

vSHOC is used primarily by four areas of work: Emergency Operations, HR for Emergencies, Emergency Planning, and Infectious Hazard Management. There are similar but separate procedures for each of these areas of work. Ownership of the data in vSHOC is specific to each area of work.

Features used for Emergency Operations include management of incident contact lists and meeting schedules, activity, task and deployments tracking, and self-service GIS mapping. The EOC Operations Team provides access to Emergency Operations features as required, both to everyone working in the incident management structure and WHO staff who need continual access, and revokes access from users who are no longer involved in the emergency response. Selective access to limited information in specific incident(s) may also be given to external partners, subject to Incident Manager approval. External partners can see limited contact information, edit their own contact information, see limited information about deployments, input and edit their agency's deployments, and see meeting schedules if relevant. All users can update their own contact information and details of tasks assigned to them. Contact lists, meeting schedules and task tracking information are input and maintained by the EOC Operations Team and Event Management Assistant(s). Information about activities are input by focal points for relevant teams in WHO and external partners, as determined by the Emergency Planning function. Deployment tracking information is input and maintained by HR for Emergencies.

Features used for HR for Emergencies include recording incident-specific HR requirements (positions) and deployments. The HR for Emergencies team maintains this information, and provides access to WHO HR specialists as required. There are several levels of HR access: country office HR specialists can view and edit positions and deployments for their own country only; regional office and HQ HR specialists can view and edit any deployments for incidents.

Features used for Emergency Planning include activities, tasks, supply chain, and recording HR requirements (positions). These features are designed to enable the Emergency Planning team to easily calculate the total cost of an incident response. The Emergency Planning team maintains this information, and provides access to WHO staff and partner agency focal points who input the information.

Features used for Infectious Hazard Management include line lists with automated epicurves, location of laboratories and treatment centres, hazard-specific publication libraries, and self-service GIS mapping. The Infectious Hazard Management department maintains and updates this information, and requests the EOC Operations Team to provide designated WHO staff with appropriate access.

vSHOC is managed by the EOC infrastructure and information systems lead and the EOC information systems specialist. They may designate additional partial or complete system administrators as required, after special training. They are the first to troubleshoot any issues with the web application.

WHO maintains a software maintenance contract with Intermedix for WebEOC, which includes upgrades to new versions and unlimited 24/7 software support. EOC information systems specialists or HQ ITT may contact Intermedix for help with any issues they are unable to resolve, including development questions.

- **Incident document management**

Incident-specific documents are stored and shared using secure incident-specific SharePoint sites and locally accessible shared drives. Incident-specific SharePoint sites are created by the EOC Operations Team, who add appropriate folders based on standard and incident-specific IMS functions and provide permission to all WHO staff who also have access to the same incident in vSHOC. Those who have access

to the SharePoint site are responsible for uploading and updating documents themselves for their functional area. A SharePoint site may be designated as internal to WHO or it might be made available to partner agencies. Sites or folders shared with partner agencies should be clearly marked as such. Incident-specific local shared drives may be used to store, for example, draft documents that should only be accessed by the IMT in one location; the EOC Operations Team also provides access to incident-specific local shared drives by sending an access request to the WHO IMT Global Service Desk.

- **Email and distribution lists**

WHO IT provides individual email accounts for staff members. Generic function-specific email accounts are typically used during emergency responses and day-to-day operations, to enable multiple individuals to cover a function; email communication that is relevant to a specific function is sent to that function's generic email account, and the person who is currently covering that function or the duty officer for that function will receive the message. As an example, the generic email address outbreak@who.int is used by the Detection, Verification and Risk Assessment team.

Incident-specific email distribution lists are maintained by the EOC Operations Team, based on the incident contact list in vSHOC, in Microsoft Outlook and Listsrv. MS Outlook lists are easier to manage and appear in the WHO global contact list but only who.int email addresses can be added to them. Listsrv distribution lists may contain any email address. The EOC Operations Team may create a new MS Outlook distribution list but must wait 1–2 days for it to appear in the WHO global contact list. Requests to create a new Listsrv distribution list must be sent to the WHO Global Service Desk. Contacts must be added to both the vSHOC incident contact list and distribution lists. This has been flagged for improvement in late 2016/early 2017.

- **ArcGIS**

The EOC Operations Team maintains several ArcGIS desktop and online licences, for integration with vSHOC and to provide surge support to the Data Management, Mapping and Analytics team. The EOC information systems and GIS specialist maintains a knowledge of how to produce static situational maps using ArcGIS desktop and interactive base maps using ArcGIS online. An interactive base map is produced for each new incident.

- **vSHOC user support, modifications, improvement and development**

The EOC information systems lead and the EOC information systems specialist are responsible for vSHOC user support, modifications and improvement, and software development in collaboration with WHO IT. Changes which can be made through the user interface are made by the EOC Operations Team; WHO IT must be consulted for any changes to the code on the application web server or for application upgrades.

The EOC creates and modifies features for specific emergency responses. For example, different versions of the Line List feature are maintained for H7N9 and MERS. Creation and modification of features is usually instigated by the team using the feature; when a request is made, the EOC evaluates its available resources to determine if it can meet the need. Emergency responses at higher levels of activation are given priority. When a feature is modified for a specific emergency, care must be taken to avoid conflicts with other uses of the same feature. For example, if the Line List feature were to be used for a new disease outbreak, modifications would need to be made with care to avoid negatively affecting the H7N9 and MERS features. If the modifications requested require changes to server-side code, HQ IMT approval will need to be requested.

WHO IT provides development and User Acceptance Testing (UAT) environments for vSHOC. Every time a development cycle is complete, the contents of the Production database are pushed to the UAT and

development databases. Major changes to the code (both server-side and client-side) are first made in the development environment, then tested in UAT before being implemented in production. Minor changes to the client-side code are applied and tested in UAT before being implemented in production. Changes are never made to production code without being tested in UAT first. Changes are typically tested by both the EOC team and a focal point of the team that uses the feature.

Guidance for creation of generic email accounts

1. Make the name simple and easy to remember, containing no special characters if possible.
2. Avoid incident-specific generic email addresses, as they tend to be neglected when an incident response slows down. Create team- or department-specific addresses instead.
3. A staff member with a longer-term contract should take responsibility for each generic email address; they will be responsible for approving access to the mailbox and discontinuing it when it is no longer in use.
4. Notify shoc@who.int when a new generic email address is created, as the EOC team is responsible for maintaining contact lists.

EOC Operations duty officer (DO) roster

EOC operations personnel take turns serving as DO, with responsibility for monitoring and responding to the requests received by the EOC during and after office hours. The DO should stay near HQ Geneva during the duty period. The EOC technology and information systems lead ensures that the EOC DO roster is maintained, and the EOC planning and telecommunications specialists ensure that the EOC DO has the required equipment. Responsibilities of the DO officer include:

- monitoring and managing the EOC mailbox (shoc@who.int) and DO phone;
- answering requests to the EOC DO (call forwarded from +41 22 79 15533) during and after office hours;
- reporting to and seeking guidance from the EOC Operations Team Lead in case of an emergency request;
- providing on-site support in the EOC after office hours if the EOC is activated;
- documenting urgent requests received during the duty period.

EOC physical infrastructure management

- **IT equipment operations**

The EOC IT support staff should be able to:

- launch, monitor and record audio, video and web conferences;
- display information/documents on various large format displays (using the computers, satellite TVs, other sources and the central remote control system);
- check that all equipment and facilities are in working order;
- restart the audio or video conferencing systems;
- restart computers in the EOC (control computer or user computers);
- remote control designated computers;
- understand the location and routing of equipment and devices (displays, audio and visual systems, printers);
- know how to access information systems used in the EOC including vSHOC, SharePoint, shared folders, Outlook and Listsrv distribution lists, ArcGIS online and desktop, how to back up shared folders, and how to provide users with access to these systems;

- use the central remote control system to manage displays, lighting, video and audio conferencing systems;
- know where spare office equipment and supplies are located, and be familiar with the procedure for lending equipment;
- have contact information for the EOC maintenance partner available, and contact the partner if they are not able to resolve an issue themselves.

- **Maintenance of EOC equipment**

The EOC technology and information systems lead has first line of responsibility for EOC equipment maintenance and renewal, and the EOC infrastructure, planning and telecommunications specialist regularly checks equipment and notifies the technology lead and maintenance partner of any failures. The technology lead and telecommunications specialist ensure that faulty equipment is repaired or replaced as soon as possible under the existing WHO procurement requirements and procedures, and notifies the EOC Manager of any serious issues that cannot be corrected immediately, and any budget shortfalls. The form in Annex 3 is a checklist for the routine verification of EOC equipment, performed by the EOC planning and telecommunications specialist

Before the EOC is activated for emergency operation purposes, or before large events and meetings are conducted in the EOC rooms, EOC IT staff check that all equipment and facilities are in working order.

Annexes

Annex 1: List of ICT infrastructure in EOC rooms

Items	Upper SHOC	Main SHOC	EOC	E218
Video wall	NO	YES	YES	NO
Large displays	YES: 2	YES: 6	YES	YES
Route computer output to large displays	YES	YES	YES	YES
Built-in desktop computers	YES: 1	YES: 15	YES	YES: 1
Control computer	NO	YES: 1	YES: 1	NO
Central remote control system	YES: 1	YES: 1	NO	YES: 1
Touch screen	NO	YES: 1	NO	NO
Video conferencing capability	YES	YES	YES	YES
Audio conferencing capability	YES	YES	YES	YES
Standard telephones	YES: 1	YES: 19	YES	YES: 1
Web conferencing capability with video	YES	YES	NO	PARTIAL
Video/audio routing system	YES	YES	NO	NO
Satellite TV	YES	YES	NO	NO
Conference recording capability	YES	YES	YES	YES
High quality audio with echo cancellation	YES	YES	NO	NO

Annex 2: EOC meeting reservation form

The form can be obtained on the WHO HQ Intranet at: <http://intranet.who.int/sites/shoc/conferenceroomrequest/>

Please note: The EOC only serves operational meetings, and the EOC reserves the right to cancel any meeting due to an emergency or higher priority meetings.

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SHOC reservation form

Contacts

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SHOC reservation form

Request for SHOC reservation - PLEASE contact us at 15533 to ask if SHOC is available before filling this form out!

Information about the requested reservation

What type of reservation are you requesting? * Please choose one

Requested reservation date * The date format is "dd/mm/yyyy"

Reservation start time * The time format is hhmm (24 hour clock, e.g. 1300)

The input is of type "number"

Reservation end time * The time format is hhmm (24 hour clock, e.g. 1300)

The input is of type "number"

Reservation title / purpose *

Focal point e-mail address (one e-mail address only) *

The e-mail format is "xxxx@yyyy.zzz"

Cluster / Department / Team *

Information about participants

Number of participants *

The input is of type "number"

Participants E-mail addresses (optional) Please separate e-mail addresses with a comma. e.g.,xyz@who.int

Special Requirements

Requirements (optional)

Please assign a dial-in teleconference number

Record conference audio

Presentation from laptop computer

Attach presentation / agenda (optional) If you have a presentation, please attach it here

File size is limited to 10MB.

Do you already have a teleconferencing dial-in number or videoconferencing details? if YES please specify


Other requirements (optional)

Annex 3: Weekly maintenance schedule of EOC equipment

EOC responsible officer should follow this weekly schedule to conduct a routine maintenance check on EOC equipment.


Date:	
Ad-hoc extra check	Weekly check (every Monday)
<u>UPPER SHOC</u> <input type="checkbox"/> Colour printer <input type="checkbox"/> Paper <input type="checkbox"/> Working <input type="checkbox"/> Crestron (working)	<u>UPPER SHOC</u> <input type="checkbox"/> Keyboard <input type="checkbox"/> Mouse <input type="checkbox"/> Displays <input type="checkbox"/> Microphones
<u>LOWER SHOC</u> <input type="checkbox"/> PCs <input type="checkbox"/> PC <input type="checkbox"/> Keyboard <input type="checkbox"/> Mouse Every meeting room in Multi/point conferencing system <input type="checkbox"/> Printers <input type="checkbox"/> SHOCbw <input type="checkbox"/> SHOCMain <input type="checkbox"/> SHOCMfp <input type="checkbox"/> Camera <input type="checkbox"/> Working <input type="checkbox"/> Battery <input type="checkbox"/> Memory Card <input type="checkbox"/> DVD playback	<u>LOWER SHOC</u> <input type="checkbox"/> Microphones <input type="checkbox"/> Video conference <input type="checkbox"/> codec <input type="checkbox"/> MCU <input type="checkbox"/> Recording of TC/VC <input type="checkbox"/> Wireless keyboard <input type="checkbox"/> Wireless mouse <input type="checkbox"/> Latest information displayed <input type="checkbox"/> Audio out from media commander
Specify the problem if any:	Specify the problem if any:
Signature of responsible officer:	Signature of responsible officer:

Annex 4: Sample contact list of WHO HQ IMT

Contact details of WHO HQ Incident Management Team*						 World Health Organization
Role in IMT	Name	Home Unit	GPN	Mobile	Office/Seating Code	Email
Incident Manager						
Director						
Management section						
Deputy Incident Manager						
Communication Officer						
EOC Facility Manager						
EOC Technical Support						
Planning Section						
Chief/Team Leader						
Information Management						
Chief/Team Leader						
Operations Section						
Chief/Team Leader						
Technical Officer						
Logistics Section						
Chief/Team Leader						
Admin/Finance Section						
Chief/Team Leader						


* The list should be adapted to the structure of the current WHO HQ Incident Management Team.

Annex 5: List of EOCs in WHO regional offices

INTERNAL INFORMATION NOT FOR PUBLICATION						 World Health Organization	
	GPN	Mobile	Email	Duty Station			
AFRO Brazzaville							
EOC							
EOC Manager/Focal Point							
Team Leader							
AMRO/PAHO Washington							
EOC							
EOC Focal Point							
Director							
EMRO Cairo							
SHOC							
EURO Stockholm							
EOC							
SEARO New Delhi							
SHOC							
WPRO Manila							
EOC							
EOC Focal Point							
Director							

Annex 6: Declaration of receipt of equipment from the EOC

This declaration form is to be completed by the response staff member who is to receive the equipment from the EOC.

EMERGENCY OPERATIONS CENTRE DECLARATION OF RECEIPT		 World Health Organization
User: Seating Code:		
Team: Home Unit:		
Item	Asset/Serial Number	Comments
Laptop/Computer		
Screen 1		
Screen 2		
Docking station		
Desk Phone		
iPhone		
<p>The undersigned accepts full financial responsibility for the appropriate use and safekeeping of the above equipment, in accordance with manufacturer's recommendations, locally applicable legislation and the rules and procedures established in the WHO Manual and Standard Operating Procedures. The undersigned undertakes to take all reasonable precaution to prevent loss or damage as a consequence of improper use, negligence or mishandling, and to notify the asset management unit in all cases of damage, loss or malfunction of the equipment listed above. The undersigned staff member is responsible for the safe return of the equipment. No transfer, lease, loan, sale or other disposal may be made without the written approval of the Property Survey Committee.</p> <p>Date:</p> <p>Signature of user: For non-staff members: Name and signature of staff member:</p>		
<p>The undersigned confirms the safe return of the equipment listed above.</p> <p>Date:</p> <p>Signature of responsible officer:</p>		