

Activating the Plan: Identification and Notification of a Potential Disaster

Tab B

A. What to do if you learn of a potential Disaster

Any employee who learns of an occurrence that might constitute a disaster should attempt to obtain the following information:

- The nature of the occurrence
- Is the occurrence internal or external
- Estimated number of casualties
- Type of injuries
- Expected number and estimated time of arrival of victims

B. Who to notify of a potential Disaster

- The same action shall be taken for all potential Disasters
- The employee who learns of the occurrence must notify their immediate Supervisor a.s.a.p.
- The Supervisor will notify the Vice Chancellor 984-1010 and/or Associate Vice Chancellor for Administrative Affairs 984-1018. One of these offices will then notify the CEO/COO of University Hospitals & Clinics during the day at ext. 984-4100, President of University Physicians 984-6447, and the UMMC Police Department at ext. 815-7777 as deemed necessary.
- The CEO/COO of University Hospitals & Clinics will notify the Senior ED Physician on site.
- The Vice Chancellor and/or Associate Vice Chancellor for Administrative Affairs, and/or the CEO/COO of University Hospitals & Clinics will decide if the occurrence requires activation of the UMMC Emergency Management Plan. During after hours, the CEO/COO of University Hospitals & Clinics will confer with the Senior ED Physician on site before activation of the plan.
- Only the Vice Chancellor, Associate Vice Chancellor for Administrative Affairs, as well as the CEO/COO of University Hospitals & Clinics have the authority to initiate the Emergency Management Plan for Disasters.

Initiation of the Emergency Management Plan:

The Emergency Management Plan may be initiated in two distinct phases:

- **Alert**
- **Activation.**

Alert:

The Alert Phase of the EMP is when a potential disaster situation exists that could effect the medical center but may not warrant full activation of the plan (distant severe weather, terrorist threat, major event in the city).

The Alert Phase is also for situations where there is an emergency situation at the medical center that partially compromises our ability to fulfill the hospital's mission (partial utility failure, ED crowding, VIP patient, planned utility shutdown, equipment failures, etc).

The Alert Phase is to be utilized as a time for senior administration to evaluate the potential needs of the facility and make contingency plans for the specific event. This will include, but not be limited to:

- Opening the command center
- Appointment of the Incident Commander
- Appointment of one Command Center Recorder
- Key personnel list (see below) paged by operator to command center
- Appointment of the top positions of the ICS/HICS (Top 8 positions)
- Review of the Job Action Sheets for appointed positions (See Appendix)
- Review of staffing and bed count
- Review status of Academic Schools/Staff/Instructors

Page operator to page personnel: 984-1001

KEY Personnel List	Phone Number	NAME
Vice Chancellor	984-1010	Dr. Jones
Associate Vice Chancellor for Administrative Affairs	984-1018	Dr. Powe
CEO of University Hospitals & Clinics	984-4118	Dr. Ferniany
COO of University Hospitals & Clinics	984-4118	Mr. Putt
President of University Physicians	984-6447	Dr. Stringer
Associate Vice Chancellor for Nursing & Dean of School of Nursing	984-6220	Dr. Bender
Associate Vice Chancellor for Academic Affairs	984-5009	Dr. Turner
Associate Dean	984-5006	Dr. Woodward
Associate Vice Chancellor for Clinical Affairs	815-4700	Dr. Keeton
Associate Vice Chancellor for Research	815-5000	Dr. Hall
Student Services	815-5900	Mr. Clark
University Police	984-1745	Mr. Girod
Human Resources	984-1130	Mr. Trussell
Public Affairs	984-1100	Ms. McKenzie
Legal	984-1776	Mr. Jenkins
Office of the Dean	815-4715	Dr. McMullan
Incident Command Center Personnel		
Chief of Staff	984-5571	Dr. Phillips
Safety Officer	984-1982	Mr. Saffle
Emergency Preparedness Coordinator	815-6015	Ms. Hemphill
Pharmacy	984-2055	Dr. Todero
Medical Supply	984-4286	Mr. Allen
Physical Facilities	984-1420	Mr. Bogan
Patient Registration	815-1650	Mr. Pride

Surgery	984-5100	Dr. Mitchell
Critical Care	984-2294	Ms. Gillespie
OBGYN	984-5306	Dr. Cowan
Pediatrics/ Ped ED	984-5212	Dr. Evans
Anesthesiology	984-5900	Dr. Brunson
Volunteer Services	984-2068	Ms. Crecink
Morgue/Pathology	984-1530	Dr. Bigler
Food Services	984-2074	Mr. Goodwin
Medical Mall	984-4086	Mr. Shirley
Emergency Department	984-5572	Dr. Galli
SHRP	984-6100	Dr. Mitchell
Dental	984-5900	Dr. Hupp
Nursing	984-4130	Dr. Rachel
IT	815-3760	Mr. Singleton
Pavilion	815-4934	Dr. Skinner
Medicine	984-5600	Dr. DeShazo
Employee/Student Health	984-1185	Dr. Waterer
Senior Administrators:		
Associate Vice Chancellor for Strategic Research Alliances	815-5330	Dr. Dzielak
Associate Vice Chancellor for Financial Affairs	984-1027	Mr. Lightsey
Associate Vice Chancellor for Multicultural Affairs	984-1340	Dr. Taylor
Dean of the School of Dentistry	984-6000	Dr. Hupp
Dean of School of Graduate Studies in Health Sciences	984-1195	Dr. Granger
Assistant Vice Chancellor for Veteran Affairs	364-1206	Dr. Kirchner
Dean of School of Health Related Professions	984-6300	Dr. Mitchell
Assistant Vice Chancellor for Academic Affairs	984-2810	Dr. Rockhold

Activation:

Activation of Emergency Management Plan

The Activation Phase of the EMP is to be utilized when a disaster has occurred at the medical center or outside the facility and it is expected to compromise or impact the operations of the hospital. **Once the decision to activate the incident command center is made, all activities will follow the NIMS (National Incident Management System) and the Hospital Emergency Incident Command System (HICS).**

The Vice Chancellor and his/her designee is the final authority for approval of the institutional plan. Activation of the emergency plan will follow a chain of command. The Vice Chancellor and/or Associate Vice Chancellor for Administrative Affairs and his/her

designee, President of University Physicians, and/or CEO/COO of University Hospitals & Clinics are responsible for the following actions to initiate the full EMP:

- Establish Incident Command
- Open the Command Center and initiate NIMS/HICS
- Appoint two Command Center Recorders
- Incident Commander notifies UMMC Police to activate the disaster announcement to be given.
- Notify the page operator to page Key Personnel to the command center
- Notify the page operator to announce and instruct personnel to follow their departmental disaster plans via the overhead page
- Appointment of the top of the NIMS/HICS (Top 8 positions – National Incident Management System/Hospital Incident Command System)
- Review of the Job Action Sheets for appointed positions
- Review of staffing and bed count
- Ensure each department will activate their disaster plan under the administrative control of the Incident Commander
- Establish operating status of Academic Schools/Staff/Students/Instructors
- Access the Mississippi Hospital Alert System - <http://hss.doh.ms.gov/hospital.nsf>

UMMC Police:

Once notified by the Incident Commander that the Activation Phase of the EMP has been initiated, an announcement will be given over the paging system.

The UMMC Police shall have a representative in the command center that is to be appointed as the Security Officer. They should verbally confirm with the Incident Commander that the announcement was given.

Hospital Police will follow their internal SOPs related to emergency situations.

Page Operator:

Page operator will notify the Vice Chancellor, Associate Vice Chancellor for Administrative Affairs, and his/her designee, the AOD, and UMMC Police of any disaster situations.

Page operator shall page the “Key Personnel” List at the instruction of the Command Center.

The Page operator will also notify UMMC Police of any “disaster” situation called into the operators.

Summary of Phases of EMP Initiation:

Phase	Notification	Staff	Clinical Space
Alert	Limited notification to key personnel	Not called, no change of activity or function	Prepare to expand
Activation	Key personnel and all staff via overhead page	Notified and departmental plans activated	Expand as required

Activation Check List

This sheet is to be completed by the Vice Chancellor or his/her designee assigned to open the Command Center

ACTIONS TO BE COMPLETED WITHIN FIRST 5 MINUTES OF DECLARING THE DISASTER	YES
Open Command Center	
Appoint Incident Commander	
Appoint Command Center Recorder(s)	
Key Personnel paged by operator to Command Center	
Time that Key Personnel returns calls is recorded	
Top of NIMS/HICS appointed (Top 8 Positions)	
Job Action Sheets reviewed for appointed positions	
Order and control evacuation if necessary	
Initiate contact with key emergency offices off campus – Emergency Preparedness Coordinator will contact County/State and other agencies as requested by Incident Commander	

DAILY ACTIONS	YES
Establish Incident Command Rotation Plan	
Make plan to deal with staff information and personal needs	
Evaluate buildings for usability	
Initiate plan to work from alternate locations if needed	
Monitor media and emergency management sources – Ongoing Media/Emergency Management Services, and information sources	
Evaluate communication systems – phone, computer, internet, etc.	
Evaluate network – restore or work around	
Retrieve and respond to messages	
Initiate contact with key emergency offices off campus	
Develop staffing plan needed in acute phase	
Gather needed additional supplies and operational materials	
Gather disaster related resource information	
Prepare disaster bulletins with media	
Disseminate bulletins to staff, students, contact lists, and faculty	
Maintain records of disaster related expenditures	
Maintain disaster activity log	
Develop plan for work in long-term recovery	
Maintain situational awareness of area/state hospitals/agencies	

ACTIONS TO BE COMPLETED AT END OF DISASTER	YES
When appropriate, declare end of disaster phase	
Establish time-line for debriefing	
Complete expenditure lists within 60 days	
Gather written documentation for end-of-phase assessment	

See Appendix B for UMMC Departmental Briefings Outline

****If a statewide emergency has been declared and initiated by the Governor and/or MEMA, the following procedures will take place:**

- The Department of Health coordinates all ESF #8 Functions for the state of Mississippi – Emergency Support Functions. UMMC is listed as a support agency for the state of Mississippi; therefore, in a statewide alert status, UMMC is to function under the directive of the local Emergency Management Agency (Hinds County EMA), the Mississippi State Department of Health, and the Institutes of Higher Learning. Any requests concerning deployment of personnel to various sites, gasoline requests, etc. are to be requested directly through the local EMA Director and they will contact the State Health Department under the direction of the Vice Chancellor and his/her designee. Proper procedures must be followed in order to insure the safety and well-being of personnel and to expedite the procedures needed for reimbursement under the NIMS compliance guidelines. Appropriate forms are to be used to maintain tracking of resources and accountability of personnel. These are listed as ICS forms and are available at the following site: http://www.nimsonline.com/download_center/index.htm#forms

ORGANIZATION

Incident Command System (ICS) Structure

Once the decision to activate the incident command center is made, all activities will follow the NIMS (National Incident Management System) and the Hospital Emergency Incident Command System (HICS). During an emergency or large scale event, the University will utilize the Incident Command System (ICS) to control and manage operations. This system utilizes the principles of management by objective and is recognized and utilized by public safety services of the surrounding communities and by the State Office of Emergency Management. A nationally recognized system, the Incident Command System allows establishment of an integrated organizational structure tailored to the complexity and demands of single or multiple incidents. The Incident Command System is proven effective in managing multiple agency and multiple jurisdiction incidents of any nature. To better coordinate the needs associated with emergency preparedness, a classification system may be utilized as follows:

Class 1: The incident will be handled completely by University assets. Routine events (non- injury vehicle accidents, minor university police responses) are Class 1 events requiring no mutual aid response from city or county units. Usually Class 1 incidents will not require Emergency Operations Center activation.

Class 2: The incident will require mutual aid but the University retains Incident Command. Large routine events (graduation), incidents requiring minimal mutual aid (injury accidents or minor fires), and incidents with prepared contingency plans may be Class 2 incidents. Class 2 incidents may include Emergency Operations Center activation but usually such activities are of limited scope. Special Note - minor fire incidents on campus are handled as Class 2 incidents - if Jackson Fire Department is called, joint command will be exercised for the incident command at the scene.

Class 3: The incident requires significant mutual aid and the University requests an outside agency assume joint/unified Incident Command. A major incident (gas explosion or building collapse) on campus, an incident beyond the scope of University plans and capabilities (aircraft accident on campus), or an incident crossing the University property line (fire, hazardous material spill) could trigger a Class 3 requirement. In a Class 3 event the University Emergency Operations Center is activated and a full Incident Command System organization staffed. Joint command may be established with direction from the Vice Chancellor and/or his/her Designee.

Class 4: The incident requires mutual aid above and beyond Jackson, Hinds County, and State or Federal agency – Unified Incident Command is requested. A Class 4 event is most likely to be declared when a regional level incident occurs (earthquake, severe storm) and the University and

the County are brought under State or Federal Unified Incident Command System jurisdiction, or statute requires State or Federal involvement (terrorist incident, martial law declaration). In Class 4 the University Emergency Operations Center is activated and full Incident Command System organization staffed and integrated into State or Federal Unified Incident Command System structure.

The Incident Command System structure for an incident on the University campus can range from simple to complex, based upon the scope and requirements of the incident. A full Incident Command System structure (such as that required for a Class 3 or a Class 4 incident) for the University is discussed below.

At the University of Mississippi Medical Center, the Vice Chancellor and/or his designee, provides the authority for incident management to a single designated Incident Commander.

The **Incident Commander** (IC) is responsible for the overall management of the incident. A Command Staff and a General Staff assist the Incident Commander. The Command Staff usually includes a Safety Officer, Information Officer (IO) and a Liaison Officer who report directly to the Incident Commander. The General Staff usually includes Operations, Planning, Logistics and Finance/Administration Sections. Based on the complexity of the incident, the General Staff may report directly to the Incident Commander or to a deputy Incident Commander.

The **Incident Commander** (IC) can be drawn from almost any department/organization of the University or any supporting agency. In a fire incident or event involving the Jackson Fire Department as the principal responding agency, the Incident Commander will usually be the responding Chief; the Incident Commander for a major event in the Emergency Department would be the Department Head; the Incident Commander for a shelter operation could be from the Facilities and/or Student Affairs department. The Incident Commander may change during an incident due to changes in the scope, duration or complexity of the incident.

The **Command Staff may include Safety, Information and Liaison Officers.** The **Safety Officer** recommends measures to assure the safety of personnel responding to the incident. The Safety Officer should not be responsible for any other functions. The University of Mississippi Medical Center Police Department, Facilities Management, or the Incident Commander's recommendation of an outside organization will usually provide the Safety Officer. For example, in an incident with a Jackson Fire Department Incident Commander the Safety Officer will usually come from the Jackson Fire Department. However, any principal university department could provide a Safety Officer based on the nature of the incident. The **Information Officer** (IO) - referred to in many organizations as the Public Information Officer - develops and releases information about the incident to the media, incident personnel, and other appropriate agencies and organizations. The Information Officer should be the only source of media releases, and should manage all information flow to agencies/organizations external to the incident. The Information Officer should provide regular media releases and information briefings, and should attend all operations briefings. The Public Affairs

Department will provide the Information Officer. The **Liaison Officer** coordinates incident activities with assisting and cooperating agencies and serves as the University representative to the Jackson emergency agencies, Hinds County agencies and/or the Mississippi Office of Emergency Management. The University Emergency Preparedness Coordinator will usually serve as the Liaison Officer.

The General Staff consists of Incident Command System Sections directed by Section Chiefs. The size and composition of this staff is tailored to the scope and complexity of the incident and may include Operations, Logistics, Planning and Finance sections.

Generally for short duration or routine incidents (Class 1 or Class 2) the Command Staff and Operations Section of the General Staff are utilized. Other sections should be considered for incidents of increased complexity or duration), such as those lasting longer than 8-10 hours or more than one Operational Period (complex Class 2 or any Class 3 / 4 incidents).

The **Operations Section** manages tactical operations at the incident. The Operations Section Chief usually acts as principal deputy to the Incident Commander.

- In a fire type incident, the Operations Section Chief may be provided from the University Safety Department and/or Jackson Fire Department.
- For other type incidents on campus, University of Mississippi Medical Center Police Department may provide the Operations Section Chief.
- The Operations Section is usually composed of several critical branches and may include: Staging, Law Enforcement, Fire, Medical, Public Works, Coroner, and Air Operations Branches.
- The University of Mississippi Medical Center Facilities Department may provide a Staging Manager.
- The University of Mississippi Medical Center Police Department will usually provide a Law Enforcement Branch Director, Safety Department and/or Jackson Fire Department a Fire Branch Director, the county ambulance service provider or the University Emergency Department a Medical Branch Director, Facilities Management a Public Works Branch Director, the University Pathology Department and/or Hinds County Coroner a Coroner Branch Director if required, and the University AirCare and Air Operations Branch Director if required.

Note - the Medical Branch Director in the Operations Section is responsible for medical planning, triage, evacuation and treatment of victims or casualties caused by the incident that are not incident personnel (i.e. not responding public safety personnel).

The **Planning Section** manages all information relevant to the incident and provides the operational support required for long term incidents. The Planning Section prepares formal briefings, consolidates and disseminates Incident Action Plans, maintains records and manages demobilization.

- Planning Sections are usually required only for complex incidents expected to last beyond 8-10 hours.
- The Planning Section Chief could be drawn from the Facilities Department or University Police Department.

- The Planning Section may include Resource, Situation, and Documentation Units as well as technical specialists as required. The Resource and Situation Unit Leader could be provided by Facilities Management, the Documentation Unit Leader from the Printing Department and/or an administration office, and technical specialists from the University IT Department as required.

The **Logistics Section** provides facilities, materials and services for the incident and is composed of a Service Branch and a Support Branch.

- The Logistics Section Chief and branch directors may be drawn from the organization most knowledgeable with the incident or best suited to serve in a capacity to support the incident. For example, in a Student evacuation incident the Logistics Chief could be drawn from Student Affairs, but in an incident involving power or utilities the Logistics Chief could be from Facilities.
- The Service Branch may include Communications, Medical and Food units, which provide support to incident personnel.
 - Usually the Communications Unit Leader will be the University of Mississippi Medical Center Communications Director, the Medical Unit Leader will be drawn from the Emergency Department, and the Food Unit Leader from Food Services.
- The Support Branch may include Supply, Facilities/Shelter and Transportation Units, which provide support to the incident - both incident personnel and victims/casualties of the incident.
 - Usually the Supply Unit Leader will be provided by the Supplies and Receiving Department and the Transportation Unit Leader from the Physical Plant; the Facilities Unit Leader may be provided from Facilities, Student Affairs, or the Jackson office of the American Red Cross and/or Salvation Army if the incident involves sheltering University personnel off campus.

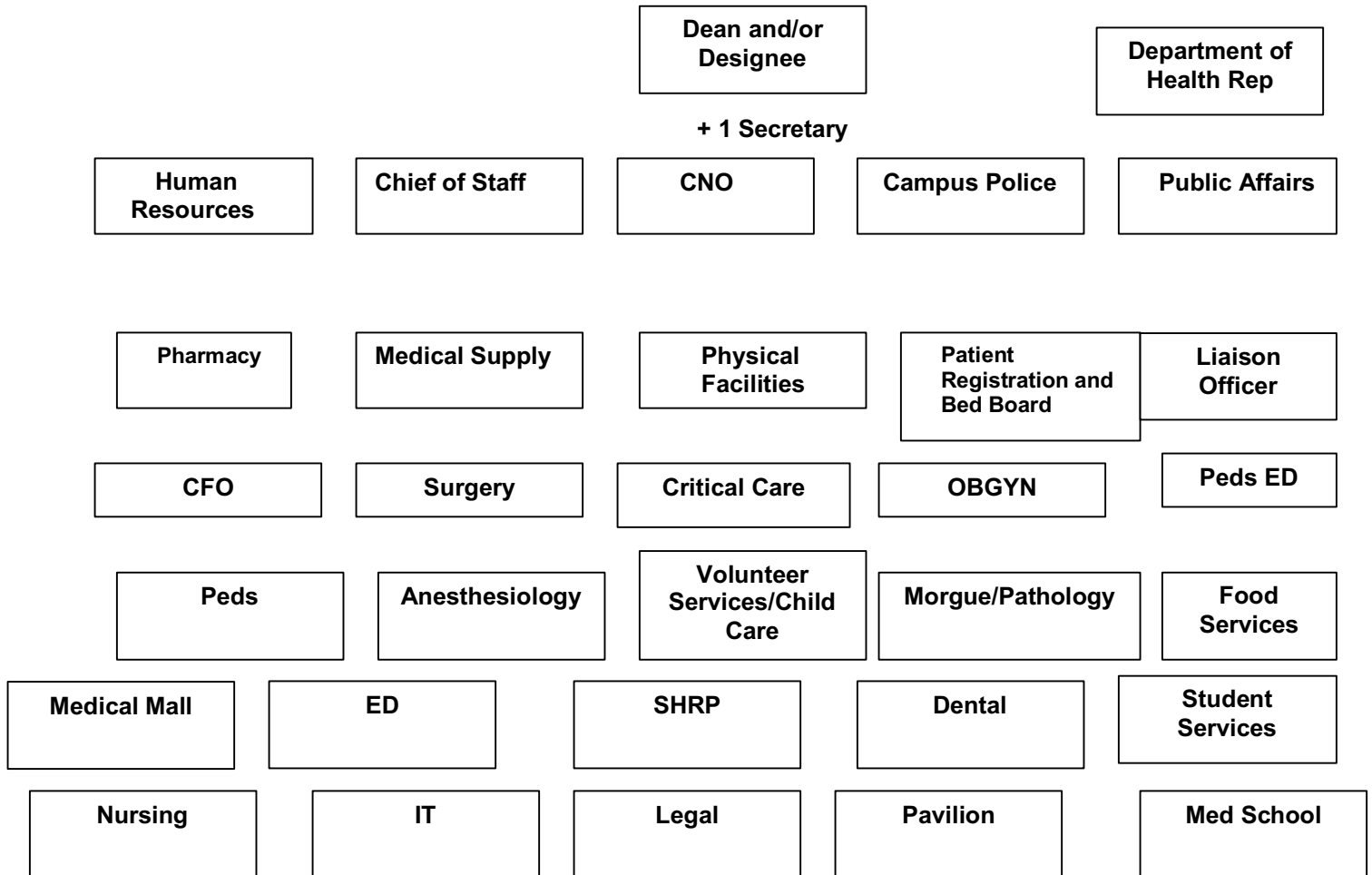
The **Finance Section** manages all financial aspects of the incident to include purchasing and contract support.

- The Financial and Business Department of the Associate Vice Chancellor for Administration will usually provide the Finance Section Chief and the Finance Section may include: Time, Procurement, Compensation/Claims and Cost units.
- The Time Unit Leader could be drawn from Human Resources, the Claims Unit Leader from Risk Management, and the Cost Unit Leader from Financial or Business Services.
- While often not activated in routine or short-term incidents, this section is vital in complex incidents involving extensive recovery or cost recovery and in such incidents it is often the last section demobilized.

Note: The diagram following this section shows a full Incident Command System structure. The structure used at an incident depends upon the nature and complexity of the incident. Not all positions shown below need to be filled, and the organization of an incident command

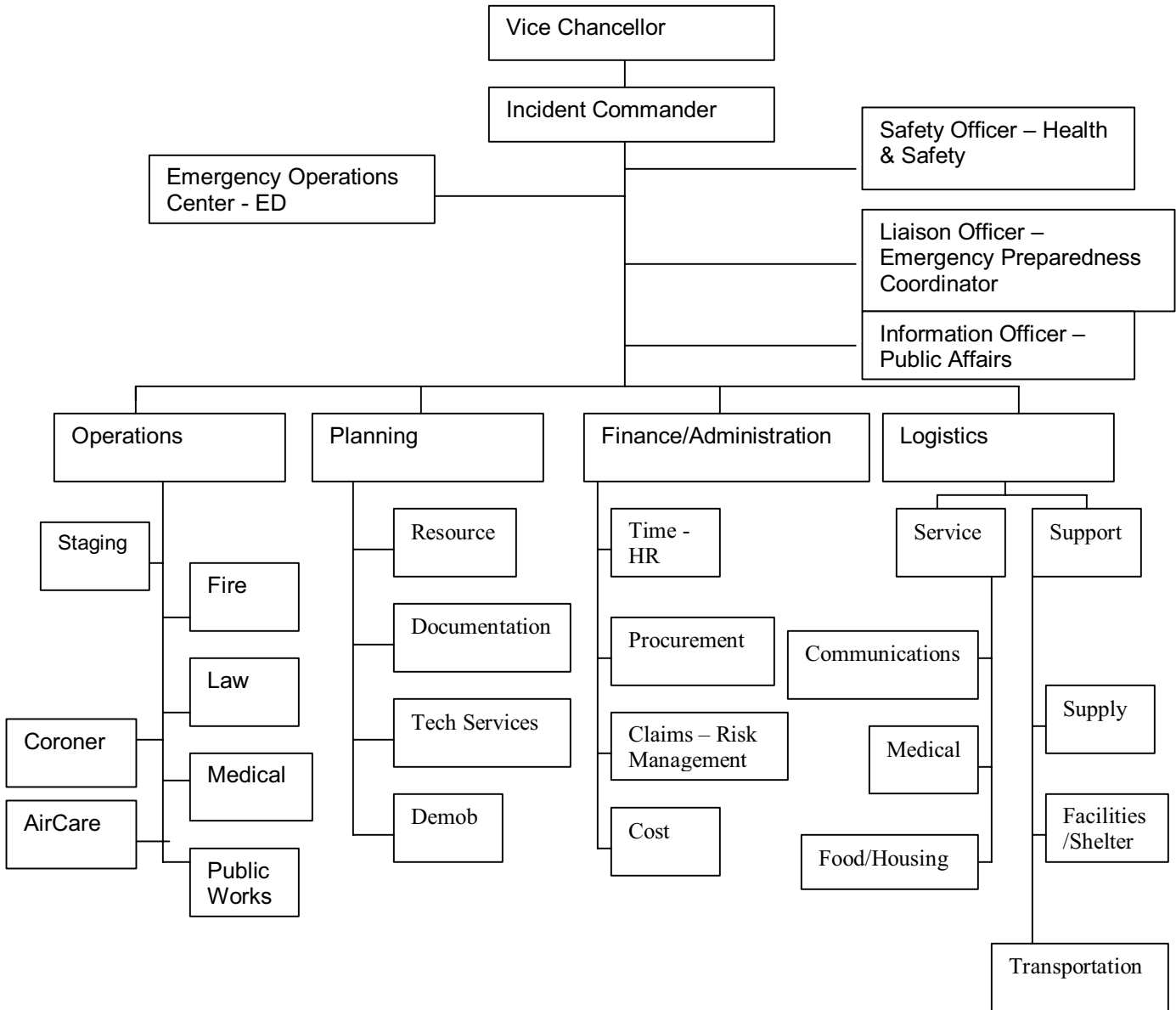
structure is not limited to these positions. This example is provided to show a possible structure. (See Appendix B)

Physical Layout of UMMC Departments
All areas will have at least 1 hand-held radio and 1 telephone.



- 15 Work Stations
- 1 Large Screen TV
- 10 Computers
- 2 Printers
- 2 Satellite Linked Phones
- 1 Conference Table
- 10 Wall/Flip Charts
- 10 UMMC Maps/Physical Plant Diagrams
- 2 Fax Machines
- 1 Coffee Machine
- 1 Hand Held Charger Bank w/Extra Batteries
- 10 Copies of UMMC Disaster Plan
- 1 Box of Administrative Supplies
- 1 Large Dry Erase Board- Wall Mounted
- 2 Tandberg Units

INCIDENT COMMAND CENTER FORMAT



Activation of Emergency Operations Center

The Emergency Operations Center is activated through the direction of the Vice Chancellor and/or designee at the University of Mississippi Medical Center.

When activated, the individuals can convene at the Vice Chancellor's Conference Room or the site so designated by the Vice Chancellor and/or designee.

PURPOSE: Ground level emergency operations – Feeds information to ICC

Staffing of the Emergency Operations Center

The Emergency Operations Center may be established in the Emergency Department conference room or any other suitable location that best serves the Incident Commander (IC); for example, a command post functioning as an Emergency Operations Center for mass casualty incidents is activated and staffed in the Emergency Department Trailer located in the Emergency Department Parking Lot.

The **Emergency Operations Center** will usually be staffed by all sections of the Incident Command System not required by the Incident Commander at the incident scene.

- While Section Chiefs will usually locate in the Emergency Operations Center, subordinate units/groups/divisions may operate either from their usual work areas or the Emergency Operations Center based upon direction of their Section Chiefs.
 - For example, the Information Officer may initially work out of the Emergency Operations Center;
 - The Communications Unit will usually continue to conduct normal operations from the dispatch center while providing an incident dispatcher to the Emergency Operations Center;
 - The Transportation Unit will continue to operate out of the Physical Facilities Department with a liaison present in the Logistics Section in the Emergency Operations Center.
 - In an incident of complexity and duration requiring full Finance and Planning Sections, units of those sections will usually be established in or around the Emergency Operations Center.

Other Incident Command System Terms (in alphabetical order)

Demobilization

Demobilization is the process to terminate an incident, and must be accomplished in an orderly fashion. The Planning Section provides a demobilization plan in larger incidents to ensure site security, property and personnel accountability are maintained throughout the process.

Incident Action Plan (IAP)

The Incident Action Plan states the objectives to be accomplished in an operational period by incident personnel. The Incident Action Plan provides enough detailed information to direct activities to achieve stated objectives in a period while reflecting the overall incident

strategy. Verbal or written, when in writing an Incident Action Plan will include a map and traffic, safety and communication portions of the action plan. The Incident Action Plan must be approved by the Incident Commander.

Joint Information Center (JIC). A Joint Information Center may be established by the Information Officer to facilitate media briefings.

Media Releases

Under the Incident Command System, media releases are channeled through the Information Officer (IO). Only the Information Officer's staff provides information to the media, usually through scheduled briefings. The Information Officer may establish a Joint Information Center (JIC) and use this facility for briefings. Media personnel at the scene should be escorted by a member of the Information Officer's staff. This ensures the safety of the media personnel, minimizes disruption of ongoing operations, and prevents incorrect information from being released.

Operational Periods (Ops Periods)

An operational period is the time scheduled to accomplish objectives specified in the Incident Action Plan. Usually operational periods are 12 hour increments and rarely exceed 24 hours. Operational periods commence and conclude with an operations briefing and are also referred to as "Ops Periods."

Operations Briefings

Operations briefings are held at the start and finish of an operational period and provide the Incident Commander an opportunity to brief key incident personnel on the Incident Action Plan, objectives, and incident progress. These briefings are also referred to as end of period briefings or operational period change (OPC) briefings.

Planning Meetings

Planning meetings are held throughout the duration of an incident to select specific strategies and tactics for incident control operations and ensure adequate service and support for the incident. Planning meetings are held prior to an operational period change and operations briefing. In incidents requiring a Planning Section Chief, that individual is responsible for managing the planning meetings.

Record Keeping

In larger incidents, accurate and timely record keeping is absolutely vital to successful incident termination and cost recovery. Often information lost early in an incident cannot be accurately recovered. At a minimum, an Incident Commander should maintain or assign the task to maintain an incident log, activation log, and listing of actions/expenditures authorized in support of an incident. In a large incident the Planning Section maintains detailed records, but much of the initial response paper trail depends upon the incident command staffs attention to detail early in the incident. Incident Command System Unit Logs (such as the ICS Form 214) can capture much of this vital information. (Form in Appendix)

Staging

Staging is the concept of gathering and controlling assets responding to an incident at a location separate from the actual incident. Staging allows assets to be logged in, briefed, and then dispatched to the location those assets are required. While in smaller incidents staging usually occurs at the scene of the incident and is managed by the Incident Commander, in larger incidents a staging area is established and managed for the Incident Commander by a member of the operations staff. When a staging area is established, all

personnel responding to the incident must first report to staging for accountability and assignment.

PROCEDURES

Organization for Planning

The Disaster Preparedness Committee in cooperation with the various departments with the University of Mississippi Medical Center coordinates University level emergency preparedness plans under the direction of the Institutional Disaster Preparedness Committee.

Deans, Department Heads and Directors should appoint planners and oversee preparation of emergency preparedness and business continuity and recovery plans for their departments. Planners may additionally serve as liaisons to the Disaster Preparedness Committee and Emergency Operations Center.

Preparation and Coordination of Plans

The Emergency Preparedness Coordinator prepares draft University level emergency plans as directed, and coordinates draft plans with all departments/organizations identified as action agencies. Draft University level emergency plans are additionally coordinated with the Institutional Disaster Preparedness Committee.

If a department or directorate level emergency and contingency plan requires support by another department or organization, coordination with that department/organization is required. The Department Planner of the originating department/organization will coordinate such plans through the Disaster Preparedness Committee. Should a plan be prepared by a Dean, Department Head or Director without change after an organization answered non-concur with comment, a copy of that non-concurrence will be forwarded with the plan to the Chair of the Disaster Preparedness Committee for review by the committee.

Publication of Approved Emergency Preparedness Plans

Approved University level plans will be published and distributed to all Disaster Preparedness Committee members as well as the Institutional Disaster Preparedness Committee members. Representatives from these groups will distribute plans to Deans, Department Heads and Directors.

Preparation of Business Continuity and Business Recovery Plans

The purpose of business continuity and business recovery plans is to allow the University to continue its critical missions of providing medical care, teaching, research and community service through any emergency incident. Business continuity plans focus on continuing critical functions through an incident, while business recovery plans focus on re-establishing complete services and functions following a major incident and recovering extraordinary costs caused by the event.

The Business Continuity Planning Process

Step One. Identify critical functions of the organization to include critical products, services and operations.

Critical functions of your department/organization are those essential to the continued accomplishment of the University mission of providing medical care, teaching, research and community service. If the failure of your department/organization to perform a function will result in irrevocable disruption of student education, irrecoverable loss of research data, irrecoverable loss of operational data, or significant financial loss to the University that would be a critical function.

Determine the critical business functions your organization performs for the University in terms of:

- **Products** – to include deliverables, such as procedural guides for patients/students/staff/faculty and equipment to University facilities.
- **Services** – to include support activities such as transportation / housing / feeding patients and students, custodial or maintenance services to research facilities, utility services for University structures and fire protection or emergency services.
- **Administrative & Regulatory functions** – to include permits or licensing actions, required financial actions, publications or notices.

Identify the customers, volume and frequency of these functions. Determine the result of not accomplishing these functions (Result of Non-Delivery). Note any additional remarks concerning the functions.

Step Two. Prioritize and establish Recovery Time Objectives for critical functions.

Categorize those activities performed by your department/organization identified in Step One using the following criteria:

- Immediately essential to the critical functions of the University; list these as CRITICAL ACTIVITIES.
- Not immediately essential to University critical functions but recommended to be continued; list these as RECOMMENDED ACTIVITIES.
- Not essential to critical functions of the University that may be temporarily discontinued; list these as NON-ESSENTIAL ACTIVITIES.

Prioritize the activities, with the most essential activity being priority number one.

Identify:

- Any other department/organization of the University providing the same or similar critical functions.
- Where these departments/organizations are located.
- Which functions they can perform during the disruption of your operations.

Note functions that may be provided by a contractor temporarily during the disruption of your operations (POTENTIAL CONTRACTOR ACTIVITIES). Note the priority of the

activity the contractor may provide in brackets. List the contractor and contact information for that contractor.

The remaining actions will focus on those functions identified as CRITICAL ACTIVITIES – those immediately essential to the critical functions of the University. As time permits, your plan may be expanded to include the other functions (RECOMMENDED and NON-ESSENTIAL); however, initial planning should focus on the CRITICAL ACTIVITIES.

Establish Recovery Time Objectives.

For each critical activity (Product, Service or Administrative & Regulatory Action) categorized in Step Two as immediately essential to the critical functions of the University, develop a specific Recovery Time Objective (RTO) which states how soon that function must be resumed.

For example, one Recovery Time Objective for a telephone service provider may read "Restore service within one hour to 25% of customers; restore service within two hours to 50% of customers; service must be restored within three hours to 100% of customers."

Develop these Recovery Time Objectives in order using the priority established.

Now, complete Step Three for each Recovery Time Objective.

Step Three. Identify Assets required and any shortfalls for accomplishing each Recovery Time Objective for Critical Functions.

Identify and list all assets required to meet the Recovery Time Objectives prepared in Step Two. Include the following requirements:

- Personnel
- Work Area
- Equipment and Supplies
- Services

Personnel should be identified by job classification or description of duties, number required to accomplish a specified requirement, location they will be required to report, and remarks (such as special training required, additional duties they may be able to perform, or length required if not continually needed to maintain a critical function).

Work Area should be described in terms of the type of space required (e.g. classroom, office, shop area, etc), activity to be conducted in the area, number of personnel required to be accommodated in the area, location required (in the most general terms as on campus or off campus; at a specific location if known).

Equipment and Supplies should include location and types of equipment to include computers, telephone lines, and other equipment or supplies required to meet the Recovery Time Objective.

Services should include such issues as mail and transportation services, warehousing, special requirements such as specific power requirements or water if beyond normal office use, data storage and access and any other special requirements.

Identify resources available.

Identify internal resources your organization can provide to meet the Recovery Time Objectives using the same categories (Personnel, Work Area, Equipment & Supplies, and Services).

Services could include any services required which can be immediately provided by contractors (e.g. through standing contracts, current contracts). List the contractors and their contact information.

Identify shortfalls.

Identify the resource requirements that your organization cannot meet which prevent your department/organization from meeting the Recovery Time Objectives using the same categories (Personnel, Work Area, Equipment & Supplies, and Services).

Step Four. Identify solutions.

Identify possible solutions to overcome or compensate for the shortfalls (Personnel, Work Area, Equipment & Supplies, and Services) identified in Step Six. Determine if manual work-around techniques are possible and applicable. List the actions required to overcome the shortfalls identified in Step Six and meet the Recovery Time Objectives identified in Step Three. Step Seven provides the core of the business continuity plan for the department/organization.

Prepare and distribute the plan.

Once finished with these steps, the core of the business continuity plan is completed. Consolidate the worksheets and solutions and distribute within the department, and brief the plan to the department.

This process completes the business continuity planning sequence. The detailed procedures to meet the Recovery Time Objectives serve as the Business Continuity Plan, allowing the continuation of critical functions and services through an incident.

Describe the procedures to utilize all internal resources to accomplish the Recovery Time Objectives. Where applicable, prepare standing contracts to assist in the accomplishing Recovery Time Objectives. Consider availability of contractors in a major or regional event.

From this process, identify any shortfalls without solutions at your level and detail these for Vice Chancellor consideration or elevation to University level for prioritization and planning.

Business Continuity Plan Format

- Situation – describe the situation requiring the plan.
- Situation Recovery Time Objectives assignments – detail the assignment of departmental/organizational assets to accomplish specific Recovery Time Objectives.
- Shortfalls / solutions – describe possible solutions to each identified shortfall with details on how to overcome or compensate for the shortfall (such as implementing standing contracts, requesting mutual aid from another department providing that

- service).
- Shortfalls without solutions – describe any identified shortfalls which your department/organization cannot overcome or compensate for and will require action at University level.

Business Recovery Plans

The business recovery plan expands upon the business continuity plan by identifying actions required to completely re-establish all operations. As is true in all plans, not all aspects of the business recovery plan will be required in all recovery situations.

A complete business recovery plan will include identification and instructions for salvage, service restoration and mitigation teams. Additionally, an event requiring activation of a business recovery plan will probably have been fairly destructive or disruptive. For this reason, a business recovery plan should address actions to support employee and employee problems, such as critical stress debriefings and employee assistance programs. The business recovery plan must also address cost recovery, insurance, and mitigation issues.

Identify the salvage team. In a major event requiring activation of a recovery plan, it is likely significant damage or destruction of facilities and assets will have been incurred. In order to minimize loss, a salvage team should attempt to recover any usable assets. Additionally, the salvage team assists in determining the extent of the clean-up and repair necessary to re-occupy a facility, if re-occupation is an option.

Identify a service restoration team. The service restoration team ensures those actions critical to restoration of full services are properly accomplished. In the event a facility can be re-occupied, the service restoration team activates standing contracts for facility clean-up or repair. The service restoration team prioritizes establishment of utility, communications, data processing, supply delivery and storage services. Additionally, the service restoration team ensures revenue collection and accounting activities (where applicable) are properly established. In the event a facility cannot be re-occupied, the service restoration team determines what replacement facilities and equipment purchases are required to restore full services.

The service restoration will work closely with the University Risk Management office in beginning cost recovery efforts and business continuity insurance claims (if applicable).

Identify a mitigation team. The mitigation team works to capture all lessons learned during the event and to formulate policies and procedures to minimize or avoid reoccurrence of the incident.

Business Recovery Plan format.

- Situation – describe the situation requiring the plan.
- Employee recovery issues and instructions.
- Salvage team instructions.
- Service restoration team instructions.
- Mitigation team instructions.

GENERAL RESPONSIBILITIES

Deans, Department Heads and Directors

Deans, Department Heads and Directors should appoint planners and oversee preparation of emergency preparedness and business continuity and recovery plans for their departments/organizations.

Planners

University organization planners appointed by Deans, Department Heads and Directors should:

- Prepare emergency preparedness, business continuity and business recovery plans for their organizations in accordance with the examples and templates provided.
- Coordinate these plans or annexes with all organizations identified or tasked in their plans.
- Review plans annually and update as required.
- Serve as liaisons to the University emergency preparedness staff and the Emergency Operations Center.

Non-University Emergency Service Providers

The Jackson Fire Department and the AMR ambulance service provider currently under contract with Hinds County are primary emergency response agencies for incidents on the University campus if deemed needed by the Vice Chancellor and/or designee. The Jackson Fire Department and AMR ambulance service provider will respond to all fire and hazardous material calls on the University campus.

The Jackson Police Department, Hinds County Sheriff's Office and the Mississippi Department of Public Safety support the University of Mississippi Medical Center Police Department in accordance with standard operating procedures.

The Mississippi State Health Department, Institutes of Higher Learning, Hinds County Emergency Management Agency and Mississippi Emergency Management Agency (MEMA) are principal assisting agencies for the University in the event of major emergencies and the channel for requesting assistance from state agencies and the state or federal government (see Page 24).

Incident Command Structure Information and Timeline:

1. **Location:** Vice Chancellor's Designated Area and/or Hospital Administration Office Suite.
Alternate Location: Determined by Vice Chancellor or his/her designee according to circumstance.
2. **Activation Criteria:**
 - A. Discretion of Vice Chancellor
 - B. Anytime an internal/external event is likely to either disrupt normal operations or will require excess personnel/equipment not currently available.

3. **Event Sequence:**

Within 15 minutes

- A. Notification Process (Vice Chancellor and/or Designee, and/or AOC and secretary)
 - Safety Officer
 - Administrative Staff (Administrators, CNO, CFO, etc)
 - Chief of Staff
 - Department Chairmen
 - Public Affairs, Director
 - Campus Police, Director
 - Physical Facilities, Director
 - Pharmacy, Director
 - Materials Management, Director
 - Emergency Preparedness Coordinator
 - Chair of Disaster Preparedness Committee
- B. ICC Setup Begins
- C. Emergency Department – decision to augment staff

Within 1 Hour

- A. Key Personnel Arrive- Briefed by Vice Chancellor and/or designee
- B. Departments begin “discharge planning”
- C. ICC Setup continues
- D. Alternate Patient Care Area Setup
- E. Discharge Holding Area Setup
- F. Disaster Call Team Arrives to assigned work areas
- G. Hand Held Radios distributed to key personnel
- H. Review Disaster Supplies Inventory
- I. Establish Security Alert Level

Within 2 Hours

- A. ICC Fully Functional
- B. Alternate Patient Care and Discharge Holding Areas established
- C. Manpower Pool Processing Site Setup
- D. Critical Telephone Contacts Made
- E. Local area hospital status checked
- F. Initial situation briefing to Dean
- G. ICC checklist covered
- H. Determination of meeting schedule/attendance
- I. ICC Staffing posture

Priority & Assignments of Work

NOTE: All Section Leaders prepared to brief Vice Chancellor with hourly updates or as requested

Personnel:

- Tracks non-medical staffing
- Constant contact with Manpower Pool Processing site

Chief of Staff:

- Physician staffing
- Advises Vice Chancellor on Medical Decisions

Chief Nursing Officer:

- Tracks nursing staff
- ICU Bed status
- Assists nursing augmentation of alternate patient care site(s)

Campus Police:

- Tracks police/security positions
- Interacts with JPD
- Establishes security posture as designated by Vice Chancellor

Public Affairs:

- Media Interaction

Pharmacy:

- Tracks critical levels of pharmaceuticals
- Contact vendors/adjacent hospital pharmacies

Medical Supply:

- Tracks critical levels of supplies
- Contact vendors/adjacent hospitals

Physical Plant:

- Maintains status of physical facilities
- Tracks manpower

Patient Registration:

- Tracks patient locations
- Tracks bed status

Student Affairs:

- Tracks student status and locations
- Tracks faculty/staff status and locations

Volunteer Services:

- Coordinates volunteer processing site
- Coordinate childcare site

Legal:

- Provides updates on legal issues

Medical School:

- Coordinates use of Medical Students

- Coordinates use of Medical School faculty

Food Services:

- Updates on days of supplies
- Feeding Plan
- Establishes surge plan

Morgue:

- Coordinates receipt of bodies
- Coordinates dispersion of remains

Critical External Contact List

B-2

Hinds County Emergency Management Agency – 601-960-1476 or
Larry Fisher - (601) 960-1245 Fax: 960-1247

911 on campus is linked to: UMMC Dispatch – Dispatch will direct calls to:

Jackson Police Department
Jackson Fire Department
EMS

Department of Public Safety – (601) 987-1212

Hinds County Sheriff's Department –
Emergency (601) 857-2600
Administration (601) 974-2902
Radio Room (601) 857-2600

State Department of Health

Art Sharpe, Office of Emergency Planning and Response
601-576-7680
601-576-7270 fax

Pam Nutt - District Coordinator
601) 576-7725 (daytime) (601) 576-7400 (nights and weekends)

Reporting hotline: 1-800-556-0003

VA Hospital

Ron Kirkpatrick, NDMS Regional Coordinator (601) 364-1339 – office
(601) 946-6040 (cell)

Jackson Area Hospitals: (See Appendix B-1)

River Oaks
Baptist Medical Center
St. Dominic
CMMC
Rankin Medical Center

Mississippi Institute of Higher Learning:

Dr. Thomas Meredith, Commissioner – 601-432-6623
Cliff Tucker – Director of Insurance and Risk Management –
601-432-6688 (cell) 573-4383
Annie Mitchell – Director of Media Relations – 601-432-6493 (cell) 573-6836

Other Numbers:

Radiation Safety Office personnel	Pager (601) 929-3886
	Pager (601) 929-3883
	Pager (601) 929-3882
Chemical/Biological Safety Office	Pager (601) 929-3884
Infection Control	(601) 984-3942
Department of Nuclear Medicine	(601) 984-2575
Radiation Oncology	(601) 984-2550
MSDH, Radiological Health	(601) 987-6893
Branch Director MSDH/DRH	Pager (601) 471-7953
MS Emergency Management Agency	1-800-222-6362
	601-933-6362
	04 601-933-6875
MS Highway Patrol, State Warning Point	(601) 987-1530
State Epidemiologist	(601) 576-7725 (day)
	(601) 576-7400 (nights and weekends)

Hinds County Emergency Numbers:

Administration	974-2902
Radio Room	857-2600
Patrol	857-8781
Booking	857-4807
Byram Patrol Substation	968-6530
Raymond Patrol Substation	857-8781
Warrants Division	857-4802
Raymond Detention Center	857-4800
Penal Farm	857-8058
Investigations Unit	974-2914
Juvenile Investigations	974-2919
Victim Assistance	974-2933
Human Resources	974-2943
Narcotics Unit	346-0277

CRITICAL INTERNAL CONTACT NUMBERS

B-3

	<u>Phone</u>	<u>Pager</u>
*Vice Chancellor	984-1010	
*Associate Vice Chancellor	984-1018 984-1022	228-326-9593 (cell)
*Public Affairs	984-1100	
Hospital Administration	984-4100	
Administrator-on-Call (AOC)	(601) 984-1000 (Ask to page the AOC) or 929-1007	
Asst. Director of Nursing (ADON)	984-4114	471-0230
Medical Director	984-4874	306-2069
Emergency Preparedness Coordinator	815-6015 or (c) 955-5880 (p)929-0100	
Environmental Health & Safety Officer	601-984-1980	
Infectious Diseases	984-5560	
Infection Control	984-2188	
Campus Police	984-1360	
Safety Officer	984-1982	929-3885
Fire Safety	984-1983	929-0227
Physical Facilities	984-1420	519--3893
President of University Physicians	984-6447	
Research	984-1814	
Student Affairs	815-5900	

All Department Chair Personnel:

Departmental and personnel numbers may be accessed through the UMMC website - <http://dis.umc.edu/phone/servlet/Departments>