



EMERGENCY RESPONSE PLAN

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1.0 Purpose and Applicability

- 1.1 The purpose of this Emergency Response Plan is to coordinate the response of the Boston University Medical Center to a situation that may jeopardize the safety or well being of patients, students, tenants, visitors, faculty, staff or other employees, the community and the environment. Types of disasters include: fires, bomb threats, radiation exposures, chemical releases, loss of utilities, and natural disasters (hurricanes, floods, wind, etc.).
- 1.2 It is the policy of the Medical Center to respond appropriately to a variety of emergency situations. These events are outlined in this plan available at <http://www.bu.edu/ehsmc> and in the *Emergency Instructions Flip Chart* posted in each department.

2.0 Definitions

- 2.1 “Code Red” is the term used to declare a potential fire emergency. Fire alarms will be treated as described in the Fire Plan and declared through the CODE RED group page list maintained at Operator Services. If a fire alarm escalates to an actual event, a disaster may be declared.
- 2.2 “PP” initials for the Power Plant located at 750 Albany Street.
- 2.3 “MP” initials for the Menino Pavilion located at 840 Harrison Avenue
- 2.4 “NP” initials for the Newton Pavilion located at 88 East Newton Street.
- 2.5 “Incident Commander” is the designated Medical Center official responsible for the implementation of this plan and has overall responsibility in disaster response.
- 2.6 “PHASE A” - A Phase A response is considered a report of a potential emergency event or one which can be handled through personnel on-site at the time of the incident.
- 2.7 “PHASE B” – A Phase B event will be declared when a response to an event requires the assistance of personnel from other departments.
- 2.8 “PHASE C” – A Phase C disaster will be declared when a major event exists which requires assistance from personnel that are presently not on site. It may also require the assistance from contractors and outside agencies.



3.0 Roles and Responsibilities

There are many offices and departments within the university that play an important role in emergencies. This section describes the roles and responsibilities of key departments. *In addition, some departments listed include the titles of the Incident Command staff. Those titles follow the department and are written in italics and in blue font.*

- 3.1 **Command Center** - The Command Center will be established during a Phase C event and is made up of key medical campus personnel who have the authority to allocate resources to appropriately respond to the event. The Command Center is located at the Power Plant Conference Room. The phone number is 638-6860. During normal operations the number is transferred to the security desk. When a Phase C is declared, Security will transfer the phone line to the Command Center. The alternate location is the Menino second floor conference room.
- 3.2 **Command Center Team** - This team consists of key representatives who have the authority to allocate resources in their respective departments to appropriately respond to an emergency. The team is responsible for the maintenance of this plan and its implementation.
- 3.3 **Office of Environmental Health and Safety (OEHS)** - The OEHS is responsible for responding to disasters and providing expertise to hazardous materials incidents and fires. OEHS will provide guidance and expertise to appropriately respond to the event and if hazardous materials are involved, to ensure proper cleanup and disposal. OEHS is responsible for general safety in all emergency situations and will notify safety and environmental agencies as necessary including EPA, DEP, and OSHA. OEHS coordinates the emergency response planning process and maintains a current response plan.
- 3.4 **Emergency Planning and Response Manager (*Planning Section Chief*)** – The Emergency Planning and Response Manager will provide to the Office of Environmental Health and Safety, Facilities Management and planning, the Department of Public Safety and members of the Emergency Response Team recommendations related to emergency management planning, training and response coordination. In addition, the EPRM will participate in the development and implementation of emergency response plans, exercises, risk reduction initiatives and risk prevention measures; and serve as the liaison to the Boston, Massachusetts and Federal Emergency Management Agencies.
- 3.5 **Facilities Management (FM) (*Facility Manager*)** - FM is responsible for the management of all BUMC facilities. FM provides routine maintenance, custodial



services, and the management of construction projects. The FM staff responds on a 24-hour/day basis to various requests for emergency service. The staff is trained to provide mechanical, electrical, and plumbing solutions to failures of BUMC systems as well as interim contingencies for utility company failures or natural disasters. The FM staff is available through the Control Center at all times.

- 3.6 **BUMC ERT** is the Boston University Medical Center Emergency Response Team, a team of BUMC personnel that will respond and assess the emergency situation at the laboratory. This team will then implement an action plan to stabilize and mitigate the hazard.
- 3.6.1 The BUMC ERT consists of the following people:
- 3.6.1.1.1 Biosafety Officer
 - 3.6.1.1.2 Facilities Management Representative
 - 3.6.1.1.3 Public Safety Supervisor or Officer
 - 3.6.1.1.4 Manager of Emergency Planning and Response
 - 3.6.1.1.5 Principal Investigator or designee
 - 3.6.1.1.6 Chief of Occupational Health or designee
- 3.7 **Incident Commander (IC)** - The IC is Kevin Tuohey, Executive Director, Operations and Public Safety. Mr. Tuohey, or the highest-level administrator, will report to the Command Center as soon as possible for Phase C emergencies. The Incident Commander is authorized to allocate resources to respond to the event and to declare an evacuated area safe for re-occupancy with approval from BFD, BPD or other local, state, or federal authorities. The IC will ensure appropriate communication during the event as well as when the event is terminated. The primary alternate IC is Connie Packard, Director of BUMC Public Safety. The secondary alternate IC is Robert Whitfield, Director of BUMC OEHS.
- 3.8 **Department Managers and Supervisors** - shall maintain a current list of staff including their home phone numbers, page numbers, and mobile phone numbers if applicable. Managers will ensure their staff is familiar with this plan and any department specific emergency procedures. Managers are also responsible for evacuating staff of affected areas as necessary and as instructed, and to account for all staff
- 3.9 **Operator Services** - Operator Services will initiate a group page declaring the disasters as instructed by the Incident Commander or designee. Group page lists are continually updated and maintained by Operator Services. The scripted group page messages inform the group of the phase of the disaster, the location, and the necessary response. See Appendix B for page instructions.



- 3.10 **Security** - Security will respond under the direction of the Security Supervisors. Security personnel will take immediate steps to prevent the entrance of all non-essential traffic at the incident. The Highest Ranking Officer on duty will be responsible for traffic control. Security personnel will ask employees not authorized to be at the incident scene to leave the area. Security will direct members of the Press to a location designated by Corporate Communications. Additional personnel requirements will be coordinated with the Boston University Police Department and the Boston Police Department. Additional personnel will be called as necessary.
- 3.11 **Educational Media** – The office of Educational Media will respond to the Command Center and manage classroom and conference space.
- 3.12 **Office of Information Technology** – In the event of an emergency situation, an IT team will ensure computer systems are operational for the Command Center. Should the event affect the network, a team will work with the local system administrator to identify the problem, assess the risks and the impact on the user community. The team determines the scope of isolation necessary to contain and repair the damage, install preventive measures and bring the system(s) back on-line and reconnected to the network. The Office of Information Systems and Technology is also responsible for the promulgation of announcements regarding University policies and special procedures on the Internet. University Information Systems has specific IT emergency procedures.
- 3.13 **Telecommunications** – Departmental response is required during all disaster phases. **Incident Command System role: Telecommunications Leader:** Departmental Manager/designee. Report to and carry out the directives of the Information Systems Chief. Organize coordinate, and monitor both internal and external communications. Operators will ensure activation of the group paging system (appendix D) upon notification, upgrade, or termination of a “disaster” from the appropriate declaring authority. Incoming calls will be directed to the appropriate response authority for example, media calls will be directed to Corporate Communications, patient information calls will be directed to Social Services. The Office of Telecommunications (Telecom) a unit of Information Technology is responsible for the provision of telephone and related communications services, support systems, and facilities. This includes the campus telephone system, access to 911, voice mail services, operator/directory assistance services, cellular and paging services, Automatic Call Distribution (ACD) services, cable plant and wire facilities and management of Verizon Communications support staff. Telecom is also responsible for the readiness of the primary disaster recovery Command Center. Telecom provides 24/7 telephone repair services and, in a disaster, would manage and coordinate maintenance and restoration of telecommunications systems and services with internal engineering teams, Verizon Communications, wireless carriers, the Network Systems Group, Physical Plant and the



BU Police. Telecom would also be responsible for the promulgation of announcements to the University community via the voice mail system.

- 3.14 **Office of the Dean (School of Medicine)** – Responsible for all actions that take place within, and affect, the School of Medicine before, during and after an emergency event. The Office of the Dean of the School of Medicine is represented by the School of Medicine Liaison.
- 3.15 **Office of the Dean (School of Public Health)** - Responsible for all actions that take place within, and affect, the School of Public Health before, during and after an emergency event. The Office of the Dean of the School of Public Health is represented by the School of Public Health Liaison.
- 3.16 **Office of Dean (School of Dental Medicine)** - Responsible for all actions that take place within, and affect, the School of Dental Medicine before, during and after an emergency event. The Office of the Dean of the School of Dental Medicine is represented by the School of Dental Medicine Liaison.
- 3.17 **Office of the Dean (Division of Graduate Medical Sciences)** - Responsible for all actions that take place within, and affect, the School of Medicine before, during and after an emergency event. The Office of the Dean of the Division of Graduate Medical Sciences is represented by the Division of Graduate Medicine Sciences Liaison.
- 3.18 **Occupational and Environmental Medicine (*Medical Officer*)** – In the event of an emergency situation, the Boston University Occupational Health Center, at 930 Commonwealth Avenue West could be used. Sick or injured patients could be evaluated, managed and transferred. Occupational Health’s medical personnel may be directed to go to the disaster site and help take care of injured or sick patients.
- 3.19 **Corporate Communications (*Information Officer*)** – Departmental response is required during all disaster phases. **Incident Command System role: Information Officer:** Departmental Manager/designee Report to and carry out directives of the Incident Commander. Departmental responsibilities will include coordinating the interaction between the facility and news media including but not limited to establishment of a public information area, providing status reports to the media and acquiring additional information from the media. Coordinate and ensure the use of radio, television, and other mediums to notify staff if necessary. The Office of Public Relations serves as the primary source of information to the news media in the event of an incident that attracts inquiries or the presence of reporters and camera crews on campus. Since outside agencies such as the Fire Department usually provide information to the media directly, OPR will work with On-scene Commander and the



BUPD to identify outside agency spokespersons and coordinate information dissemination with them.

- 3.20 Office of Financial and Business Affairs - (*Finance Section Chief*) - Departmental response is required during "PHASE C" disasters. **Incident Command System role: Finance Section Chief:** Chief Financial Officer/designee. Report to and carry out the directives of the Incident Commander. Monitor the utilization of financial assets. Coordinate the acquisition of supplies and services from contract/non-contract vendors in support of the medical mission. Supervise the documentation of expenditures relevant to the disaster. Assign and coordinate the activities of Unit Leaders to monitor expenditures related to manpower, supply/equipment procurement and claims for or against the facility.
- 3.21 **Office of Personnel** - is responsible for notifying University departments and employees of a decision to close the University, to delay the opening of the University, or to close the University early, consistent with the University Emergency Closing Procedures. The Office of Personnel advises departments as to pay procedures resulting from the decision. The Office of Personnel is responsible for communications with Unions when represented employees are affected.
- 3.22 **Office of General Services** – The Office of General Services includes Public Safety, Parking and Transportation, shuttle, Courier and Control Center services. These departments provide support to the Boston University Schools of Medicine, Dental Medicine and Public Health and to Boston Medical Center.
- 3.23 **Logistics Section Chief** – The Logistics Section Chief is responsible for providing facilities, services, and material in support of the incident. The Section Chief participates in the development and implementation of the Incident Action plan and activates and supervises the Branches and Units within the Logistics Section.
- 3.24 **Liaison Officer** – The Liaison Officer is the contact for the personnel assigned to the incident by assisting and cooperating agencies.
- 3.25 **Radiation Protection Office (RPO)** - Incident Command System role: *Technical Specialist*: (at the request of Incident Commander). In the event the incident involves radioactive materials, the RPO will ensure the decontamination procedures are followed and personnel are properly protected. The RPO or designee will provide guidance to the ED. If the event escalates to a Phase B or C, the RPO will be required to be on site.
- 3.26 **The Office of Risk Management** is notified immediately of any incident involving heavy property damage, an environmental spill, or in the case of serious bodily injury to employees, students, or outside parties. ORM is responsible for notification to the



applicable insurance carrier or Third Party Administrator. ORM coordinates the investigation between the University and the claim adjuster, ensures that important evidence is preserved in its early stages in order to maximize the amount of the University's insurance recovery, and sees that injured parties are properly contacted.

4.0 Emergency Declaration Procedures

- 4.1 **A Phase A Alert** is the initial response to the report of a potential emergency or an actual emergency when the impact on the Medical Center is uncertain. For example, a Phase A Alert might involve an approaching blizzard or hurricane, or a building system failure that may extend for a few hours. Limited on-site personnel can handle a Phase A Alert. Advancement to a Phase B is unnecessary unless the incident cannot be handled by those already involved or personnel from other departments must be notified.

Notification for a Phase A Alert will be accomplished via group page. Each department director or supervisor with specific roles is responsible for notifying their own staff. The Incident Commander may terminate a Phase A Alert.

In the event of an upgrade or termination of a Phase A Alert, all personnel who have been contacted will be informed via group page and/or by phone.

- 4.2 **A Phase B Alert** will be declared in response to an actual event that stresses facility operations but can be managed by on-duty personnel and resources with assistance from other departments. The purpose of Phase B is to quickly mobilize on duty personnel and resources in support of event management. For example, a Phase B Alert might involve the arrival of a blizzard or hurricane, extended or widespread power failures, a significant fire, or a significant hazardous material release on campus.

Notification for a Phase B Alert will be accomplished via group page. Each department director or supervisor with specific roles in a disaster is responsible for notifying their own staff. Upon notification of a Phase B personnel will remain on duty, report immediately to their assigned areas, and proceed as directed.

In the event of upgrade or termination of Phase B, all personnel who have been contacted will be informed via group page and/or by phone.

- 4.3 **A Phase C Alert** is the medical campus response to a major event in which on-site personnel cannot effectively manage the event. The purpose of a Phase C is to quickly mobilize necessary off-duty personnel, contractors or outside agencies. A Phase C Alert involves the transfer of Medical Center Administration to the Command Center. The acquisition of buildings, equipment, supplies or department space for the purpose



of relocating patients, students, visitors, or staff may be necessary to temporarily compensate for disruptions to normal operations.

Notification for a Phase C Alert will be accomplished via group page. Each department director or supervisor with specific roles in a disaster is responsible for notifying their own staff. A Phase C may be terminated at the discretion of the Incident Commander.

Upon notification of a Phase C Alert personnel will remain on duty and report immediately to supervisor for direction.

5.0 Emergency Response Procedures

- 5.1 **Notification of an Emergency** - Upon receipt of reliable information about an emergency situation or potential emergency, the Security Supervisor or Control Center will contact the Incident Commander or alternate. If necessary the Security Supervisor or Control Center will call the Page Operator to initiate a group page alert identifying the level of the disaster, location and type.

When Command Center members are instructed to report to the Command Center, they should report as soon as possible or send their alternate. Command Center members should bring any reference material they shall require to appropriately respond to the event. This may include staff lists with contact numbers, vendor lists, ect.

- 5.2 **Departmental Notification/** - Each department shall maintain a current list of personnel including their home phone numbers, page numbers and mobile phone numbers if applicable. This list will be made available to the Incident Command Staff upon request. The Command Center Members are responsible for contacting other departments or staff as necessary.
- 5.3 **Command Center Team** will be comprised of the staff listed in Appendix A. Other departments and staff will be added as necessary and depending on the event.
- 5.4 **Initial Response/Assessment.** The BUMC ERT will perform the initial investigation of a potential emergency. As the investigation progresses the Control Center will be updated. If a significant threat exists, the Control Center will notify the Incident Commander. It is the responsibility of the Incident Commander to assess the situation. As instructed, Operator Services will issue the group page (Command Center Members), specifying the level of the alert and the location of the Command Center. See Appendix B.
- 5.5 **Command Center.** The Command and Control Center at the Power Plant will serve as the Command Center until it is determined the event or level of response warrants the set-up of the Command Center in the conference room at the Power Plant.



All Command Center Members are expected to report to the Command Center during a Phase C event as instructed. See Appendix B.

- 5.6 **Evacuation.** As necessary, personnel will be evacuated via stairwells to a safe location outside and away from the building. Department managers must pre-designate a meeting location to account for patients, students, visitors, and staff.

Personnel potentially contaminated with chemicals or radiation must be decontaminated at the scene or brought out of the building via the shortest route. Do not bring contaminated individuals through adjacent buildings. Contaminated individuals must be directed to the decontamination room at the ambulance bay at the MP Emergency Department Entrance to the exterior door entrance.

For significant hazardous materials contamination, Boston EMS and BFD will be responsible for establishing decontamination zones and staging areas at the scene. Only minor or secondary decontamination can be done by the E.D. The Office of Environmental Health and Safety will respond in accordance with the Integrated Contingency Plan. This plan is available upon request at the OEHS, Fuller Building M 470. For Radiation Exposure, refer to the Radiation Exposure Plan.

Relocation of operations will be coordinated by Administration through the Command Center.

- 5.7 **BUMC Communications.** The Incident Commander, Administration, and Corporate Communications will prepare a script containing information about the event and phone numbers to call for further information for Operator Services response to inquiries and will be posted on the Boston University Medical Center website under "Emergency Disaster Communications". www.bumc.bu.edu . The Disaster Information line (638-6886) will be updated with a similar message.
- 5.8 **Safety During Event.** Patients, students, visitors, and personnel should be moved away from areas of risk as well as equipment as appropriate. Managers shall ensure an accurate count of all patients, staff, and visitors if evacuated or relocated.

6.0 Key References and Resources

- Fire Plan



- Bomb Threat Response Plan
- Radiation Exposure Plan
- Chemical Spill Response Plan
- Utility Failure Response Plan
- Communication System Failure
- Hurricane Response Plan
- Boston Medflight Helicopter Crash Incident Plan
- Integrated Contingency Plan



**Appendix A
Command Center Members (Group Page List)**

| Name | Role/Department | Office Number | *Pager # | Mobile | Home Phone | Email | Alternate |
|-------------------|--|---------------|----------|--------|------------|-------|-----------|
| Kevin Tuohey | Incident Commander | | 1007 | | | | |
| Bob Whitfield | Alternate Incident Commander (OEHS) | | 1370 | | | | |
| Connie Packard | Alternate Commander (General Services) | | 4935 | | | | |
| Ellen Berlin | Corporate Communications | | 1025 | | | | |
| David Flynn | Facilities Management | | | | | | |
| Tom Tribble | BMC Facilities Liaison | | 8811 | | | | |
| Doreen NiCastro | Special projects Consultant | | 4521 | | | | |
| Bill Gasper | Financial Affairs | | N/A | | | | |
| Susan Wilcox | Div of Graduate Medical Sciences Liaison | | | | | | |
| Jim Munroe | Facilities | | 1932 | | | | |
| Peter Reich | School of Medicine Liaison | | | | | | |
| George Snowdon | BUMC Personnel | | 4618 | | | | |
| Stephen Morash | Emergency Planning and Response Mgr | | 6597 | | | | |
| Joe Kajunski | General Services | | 7632 | | | | |
| Andrew Burke | School of Dental Medicine Liaison | | 7347 | | | | |
| Safety On-Call | EHS | | 7233 | | | | |
| Control Center | Control | | 4144 | | | | |
| Security | Security | | 4441 | | | | |
| Public Relations | Corporate Communications | | 0304 | | | | |
| Sally Dwyer | School of Public Health Liaison | | | | | | |
| Tom Cavagnaro | Telecommunications | | 0044 | | | | |
| Bill Gibbons | Security | | 8177 | | | | |
| Brian Raymond | Security | | 6855 | | | | |
| Luigi Martiniello | Security/Control | | 5184 | | | | |

* Personnel page ID #'s included in the group page list. Dial 617 638-5795 then the page ID# to page individually.



APPENDIX B

Disaster Announcements

| Declaring Authority |
|--|
| The Incident Commander or Alternate may declare a disaster. In the absence of the Incident Commander or alternate, the on-duty Security Supervisor may declare a disaster. The declaration of a Phase C Alert should be consulted with the Incident Commander if possible. |

| Key Word | Description |
|----------|-------------------|
| BOMB | Bomb Threat |
| CODE RED | Fire |
| HAZMAT | Chemical Spill |
| UTILITY | Utility Failure |
| WEATHER | Weather Emergency |

| Level of Disaster | Key Word/Description | Location if applicable | Instruction/Direction |
|-------------------|---|---------------------------------|---|
| PHASE A | <input type="checkbox"/> BOMB <input type="checkbox"/> CODE RED <input type="checkbox"/> HAZMAT <input type="checkbox"/> UTILITY <input type="checkbox"/> WEATHER | An exact location if applicable | STAND BY |
| PHASE B | <input type="checkbox"/> BOMB <input type="checkbox"/> CODE RED <input type="checkbox"/> HAZMAT <input type="checkbox"/> UTILITY <input type="checkbox"/> WEATHER | An exact location if applicable | FOLLOW DEPARTMENTAL PROCEDURES |
| PHASE C | <input type="checkbox"/> BOMB <input type="checkbox"/> CODE RED <input type="checkbox"/> HAZMAT <input type="checkbox"/> UTILITY <input type="checkbox"/> WEATHER | An exact location if applicable | Report to Command Center at the Power Plant |

- Text Example: *Phase C DISASTER REPORT TO COMMAND CENTER, Power Plant.*
- When sending a group page to alert staff, be sure to state the incident and an exact location if applicable.
- Please note, CODE RED alerts have a separate group page list. If the CODE RED escalates to an actual event, it may be necessary to declare a disaster using the text above.



Appendix C

**Boston University Medical Center
Essential Phone Numbers**

| Internal Contacts | |
|--|-----------------------|
| Control Center | (617) 414 6666 |
| BUMC Security | (617) 414-4444 |
| Command Center | (617) 638-6860 |
| Disaster Information Line | (617) 638-6886 |
| | |
| | |
| City/State Agencies | |
| Boston Emergency Medical Services | 911 or (617)343-1400 |
| Boston Emergency Management Agency | (617) 343-2400 |
| Boston Fire Department | 911 or (617) 343-3550 |
| Boston Police Department | 911 or (617) 343-4200 |
| Boston Water and Sewer Commission | (617) 989-7000 |
| Massachusetts Water Resources Authority | (617) 242-6000 |
| Massachusetts DEP Spill Hotline | (888) 304-1133 |
| Massachusetts DEP Northeast Region Office | (617) 932-7600 |
| State Emergency Response Commission | (617) 292-5593 |
| Massachusetts State Police | (508) 820-2121 |
| Federal Agencies | |
| National Response Center | (800) 424-8802 |
| EPA Region 1 | (617) 223-7265 |
| Spill Response Contractors | |
| Clean Harbors Environmental Services, Inc. | (800) 645-8265 |