



UNIVERSITY OF MIAMI
MILLER SCHOOL
of MEDICINE

University of Miami Medical Campus

Disaster Preparation & Recovery Plan

Public Version

CONFIDENTIAL INFORMATION REMOVED [REDACTED]
CONTACT THE MEDICAL CAMPUS EMERGENCY MANAGER FOR ACCESS: 305-243-9466

Revised: May 8, 2012

I. Emergency Response Team/Chain-of-Command**Emergency Response Team Members**

Pascal Goldschmidt
Maggie (Magaly) Robitaille
Jack (Jonathan) Lord
Elaine Van Der Put
Ronald Bogue
Alan Harris
Daniel Snyder
Michael Gittelman
Richard Ballard
Steven Falcone
David Lubarsky
Bill (William) O’Neill
Tomas Pereira
Christine Morris
Lisa Worley
Lawrence Gardner
Ana Campo
Alex Mechaber
Brad (John) Rohrer
Frank (Francisco) Rodriguez
Sheri Keitz
Kathryn Fisk
Anthony Artrip
Ramon Valdes
John Pepper

Chain-of-Command

Pascal Goldschmidt
Jack (Jonathan) Lord
Anthony Artrip

Emergency Advisory Committee (EAC)

The Emergency Advisory Committee consists of University administration, including the President, Provost, vice presidents, assistant vice presidents, deans and their alternates, and other personnel essential to coordinating preparations for, and recovery from, a disaster. This group will be convened whenever there is a threat of a disaster, a disaster occurs without warning, or a hurricane is within a 1,000-mile radius of South Florida.

Notice of meeting will come via e-mail or telephone messaging system. **IN TIMES OF EMERGENCY, IT IS THE RESPONSIBILITY OF EACH EAC MEMBER TO CALL THE HOTLINE NUMBER (305-284-5151) FOR INFORMATION ON DATES/TIMES FOR THESE MEETINGS.**

EAC Representative

Primary: Pascal Goldschmidt
Alternate: Anthony Artrip

The Medical School will hold additional Crisis Decision Team meetings. University wide decisions will be refined by the Medical School's Crisis Decision Team to conform to clinical, research, and student responsibilities. Decisions and directions from this team will be distributed by e-mail and the Rumor Control Hotline. **THESE DECISIONS OFTEN DIFFER FROM THE GABLES AND RSMAS BASED ON CLINICAL RESPONSIBILITY.**

Essential/Designated Employees

Employees are designated essential by their supervisor and directed to work during a disaster such as a hurricane impact. An essential/designated employee is required to perform duties as directed by their supervisor before, during, and after a disaster. These duties may not be consistent with normal responsibilities. Essential/designated employees may be listed in each Unit's UReady Continuity Plan and/or designated by their supervisor at the time of or in preparation for the emergency. Hourly-paid personnel are subject to the disaster plan overtime policy.

For anticipated and long-term emergencies, essential/designated employees may be broken into two groups; Group A and a Group B. Group A consists of personnel who report for duty prior to the impact of the anticipated emergency, and remain in safe quarters designated and approved by the school until it is declared safe to move about the campus by UM Security. Group B consists of personnel who will relieve Group A after the emergency incident has passed or a significant amount of time has passed and the incident is still ongoing

List essential/designated employees for your unit here:

Pascal Goldschmidt, Maggie (Magaly) Robitaille, Jack (Jonathan) Lord, Elaine Van Der Put, Ronald Bogue, Alan Harris, Daniel Snyder, Michael Gittelman, Richard Ballard, Steven Falcone, David Lubarsky, Bill (William) O'Neill, Tomas Pereira, Christine Morris, Lisa Worley, Lawrence Gardner, Ana Campo, Alex Mechaber, Brad (John) Rohrer, Frank (Francisco) Rodriguez, Sheri Keitz, Kathryn Fisk, Anthony Artrip, Ramon Valdes, John Pepper.

UM HURRICANE HOTLINE TELEPHONE NUMBERS

The University has established Hurricane Hotlines for each campus, maintained by Media Relations and/or UM Police/Security. In non-emergency times, you will hear recorded information. When the Crisis Decision Team determines that an emergency situation exists, these lines will be activated and manned by live operators. Callers can obtain the most recent information on the situation and the University's status as to class cancellations, patient care, library and office closings, etc.

If you have an emergency, call UM Police/Security on your campus.

Hurricane Hotlines

Coral Gables 305-284-5151
 Long Distance 800-227-0354
 Medical/South Campus 305-243-6079
 RSMAS 305-421-4888

University Switchboard 305-284-2211

UM Police/Security (Emergencies)

Coral Gables 305-284-6666
 Medical/South Campus 305-243-6000
 RSMAS 305-421-4766 (office) or 305-710-7991 (cell)

Telephone Numbers

The general contact telephone number for the School of Medicine Dean’s Office.

243-6545

The office, home, cellular numbers for each member of the Emergency Response Team are as follows:

NAME	OFFICE	HOME	CELLULAR	SATELLITE
Pascal Goldschmidt				
Maggie (Magaly) Robitaille				
Jack (Jonathan) Lord				
Elaine Van Der Put				
Ronald Bogue				
Alan Harris				
Daniel Snyder				
Michael Gittelman				
Richard Ballard				
Steven Falcone				
David Lubarsky				
Bill (William) O’Neill				
Tomas Pereira				
Christine Morris				
Lisa Worley				
Lawrence Gardner				
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Alex Mechaber				
Brad (John) Rohrer				
Frank (Francisco) Rodriguez				
Sheri Keitz				
Kathryn Fisk				
Anthony Artrip				
Ramon Valdes				
John Pepper				

NAME	OFFICE	HOME	CELLULAR	SATELLITE
Security:				
Administration	305-243-6280			
Emergency	305-243-6000			
Non-Emergency	305-243-7233			
Rumor Control	305-243-6079			

II. Event Preparation:

- A. Copies of this plan will be kept available at all times and maintained at home by the following individuals:

NAME	OFFICE	HOME	CELLULAR	SATELLITE
Anthony Artrip	305-243-6280			
John Pepper	305-243-9466			

- B. Each Medical Campus unit is required to utilize the UReady System to develop and submit a Unit UReady Continuity Plan and Emergency Calling Tree to the Security Department before December 1st each year.
- C. (See “Unit Level Preparations” in the [University-Wide Disaster Preparation & Recovery Plan.](#))
- D. (See Individual Unit UReady Continuity Plans in the [UReady System.](#))

III. Critical Operations:

- A. Security & Parking
- The Security Department is responsible for 24-hour security and protective services on the Medical and South Campuses.
 - Under emergency conditions, the Security Department becomes the emergency operations and information center for the Medical and South campuses. The director will activate the automated rumor control system when incoming calls become excessive. The rumor control line is the official source of information for the Medical School.
 - (See the Security Unit UReady Continuity Plan in the [UReady System.](#))
- B. Facilities and Plant Operations
- Facilities Administration will oversee and coordinate preparation and clean up activity.
 - Medical Physical Plant will prepare the building and maintain operations where possible.
 - Medical Facilities Planning & Construction will assist with event preparation and help coordinate building and grounds damage assessment surveys for Medical and South Campuses and all reconstruction efforts requiring outside contractors.
 - (See Facilities Administration Unit UReady Continuity Plan in the [UReady System.](#))

- C. Environmental Health & Safety
1. EHS staff is critical in the evaluation and determination of environmental hazards before, during, and after a disaster. EHS will assign staff members to be on site at the Medical School and in contact with the command center during a disaster.
 2. *(See Environmental Health and Safety's Unit UReady Continuity Plan in the [UReady System.](#))*
- D. Information Technology
1. Information Technology is a critical component of communications before and immediately after a disaster. Network Services will have staff on site before, during, and after a disaster to assure that major network components and critical applications are in full operation before the disaster, and protected to what extent possible during the disaster to minimize downtime. Restoration of services after the disaster is equally critical.
 2. *(See Network Service's Unit UReady Continuity Plan in the [UReady System.](#))*
- E. Telecommunication
1. Telephone service is critical before, during, and after a disaster. Telecommunication staff will be responsible for maintaining telephone systems, protecting these systems during the disaster, and returning these systems to full operations as soon after the disaster as possible.
 2. *(See Telecommunication's Unit UReady Continuity Plan in the [UReady System.](#))*
- F. Public Relations/ Communications
1. Public Relations is critical in disseminating information to employees, students, and the community in order to prepare them for a disaster and to keep them informed during and after a disaster.
 2. *(See Public Relations' Unit UReady Continuity Plan in the [UReady System.](#))*
- G. Human Resources
1. Human Resources is critical in managing employees from an institutional perspective pre, during and post disaster. Disaster pay policies and procedures for employees is a function of Human Resources.
 2. *(See Human Resources' Unit UReady Continuity Plan in the [UReady System.](#))*
- H. Hospital and Clinical Operations
1. Hospital and Clinical operations provide needed community service therefore presenting unique challenges in maintaining operations when at all possible. Closing these functions too far in advance of a disaster, and not being able to bring these functions back into full operation after a disaster, could have significant impact on the community, the institution, and the staff.
 2. The University of Miami Hospital, Bascom Palmer Eye Institute, Sylvester Comprehensive Cancer Center, University of Miami Hospital & Clinics, and all hospital-based clinical practices will implement their internal disaster plans as appropriate.
 3. *(See Individual Hospital Emergency Operations Plans (EOP) maintained by each Hospital's Safety Officer, and Unit UReady Continuity Plans in the [UReady System.](#))*

IV. Minimum Requirements to Run Each Critical Operation: Space

1. Each critical operation has different space needs based on their responsibilities. Each of the critical operations will identify their space needs and locations in their Unit UReady Continuity Plan.
2. *(See Individual Unit UReady Continuity Plans in the [UReady System](#).)*

B. Staff

1. Each critical operation has different staffing needs based on responsibilities. Each of the critical operations will identify their staffing needs and assignments in their Unit UReady Continuity Plan.
2. *(See Individual Unit UReady Continuity Plans in the [UReady System](#).)*
3. The Human Resources Disaster Plan encompasses all policies related to personnel, including pay, and should be referenced as necessary.
4. Essential personnel are allowed to perform official duties on campus before and after a disaster impact, but no personnel are allowed to remain on campus during a disaster impact without express written consent from the Director of Security.
5. In the event that any emergency compromises the security of parking areas on campus, the 15th Street Parking Garage will be established as the official campus “secure parking area.” University Security personnel will take posts in and around the building, and may utilize various locking systems, in such a manner as to control the access of all vehicles and persons. Only those personnel designated as “essential” by University administration will be granted access for the purpose of parking a personally owned vehicle, and/ or University owned vehicle(s). Only 1 personal vehicle per essential employee will be permitted to park. If the forthcoming incident is known, the 15th Street Parking Garage will be secured by University Security personnel 24-72 hours prior to potential impact. If the incident occurs without warning, University Security personnel will immediately secure the Garage.

C. Equipment

1. Each critical operation has different equipment needs based on responsibilities and systems management. Each of the critical operations will identify their equipment needs in their Unit UReady Continuity Plan.
2. *(See Individual Unit UReady Continuity Plans in the [UReady System](#).)*
3. The University owns a fleet of vehicles, each assigned to specific units for specific purposes. During time(s) of emergency, vehicles may be utilized by Units they are not assigned to, and for purposes they are not designated for unless such would endanger life or property. Units who need a vehicle(s) or additional vehicles for emergency response or recovery efforts may: make direct arrangements with other University Units for the use of their vehicle(s) during times of emergencies; utilize an approved University disaster vendor (see below “Outside Services” section) to provide the service(s) the vehicle is needed for (such as moving); or contact the campus Parking and Transportation Manager to check on the availability of any vehicles not being utilized. Any and all University vehicles not in use during time(s) of emergency are to be parked in the secured 15th Street Garage, and the keys given/ signed over to the Security Guard at the entrance, who

will forward them to the campus Parking and Transportation Manager for possible use as needed.

D. Outside Services

1. The University's Purchasing Department maintains a list of approved University disaster vendors who have pre-established purchase orders for emergency response and recovery purposes. If a commodity is needed by a Unit, and no vendor providing such is on the list, the Unit must arrange for the vendorization of that commodity with Purchasing.

E. Finances/ Petty Cash

1. Units that need petty cash for emergency response and recovery are required to have a plan in place for storage, expenditure and tracking of such funds. The Disaster Plan for each of the University's financial units encompasses all policies related to other expenditures, and should be referenced as necessary.

F. Laboratory Sample Management

1. Each unit has different sample management needs based on their responsibilities. Each unit will identify their sample management needs and response plan in their UReady Unit Continuity Plan.

V. Employee List

A. The security department maintains a "Medical Campus Calling Tree" that contains the names and phone numbers of each unit's Chair/ Director and administrator/ alternates. This list is derived from contact information entered by each individual into myUM.

1. (See [Directions for updating contact information in myUM.](#))

B. Each unit listed on the "Medical Campus Calling Tree" will maintain a complete roster of faculty and staff names, addresses and phone numbers for their respective departments or units. These rosters will remain updated and accessible at all times. Each unit will designate responsible individuals to maintain their "Calling Tree" and plans on and off site and at home as necessary.

C. (See the [UReady System.](#))

VI. Procedures for Plan Activation and Response

A. Command Center(s):

1. Dean's Conference Room
2. Security Command Center

B. Pre-Disaster Plan Activation (University-level)

1. The Emergency Advisory Committee meets and activates the emergency plan.
2. The Director of Security will implement the "Medical Campus Notification Plan" and Rumor Control automated communication system.
3. Any critical information concerning the release of employees, closing of particular operations, etc. will be announced on the rumor control automated system. All employees should use this system to obtain official information.

4. Once notified by security, the chairs, directors, administrators or their alternates will activate their Unit UReady Continuity Plan.
 5. The Director of Facilities Administration will coordinate and assist the departments of Physical Plant, and FP&C with pre-disaster activities and preparations.
- C. Post-Disaster Response (Unit Level)
1. Emergency Response Team members identified in each Unit’s UReady Continuity Plan contact each other by telephone.
 2. Emergency Response Team members meet at each Unit’s Command Center and establish the chain-of-command.
 3. Emergency Response Team members make a preliminary assessment of damage to the Unit’s building/area.
(See “Preliminary Damage Assessment Form” in the [University-Wide Disaster Preparation & Recovery Plan.](#))
 4. Execute Post-Disaster Response Steps.
 5. Conduct an ‘exit’ (or debriefing) meeting with all team members.

VII. Records Management Plan

- A. Each department Chair, Center Director, or Administrator has primary responsibility for record management and for following the guidelines set forth in this Records Management plan, in addition to any Unit specific plans. Secondary responsibility at the department or unit level will be assigned in individual department or unit plans
1. Individual employees are responsible to backup their own desktop and laptop computer data. Backup disks must be secured in accordance with the "Records Management" plan.
- B. Records are classified at the Medical Campus as follows:

RECORDS	TYPE	IMPORTANCE LEVEL	REPLACEMENT LEVEL	STORAGE LEVEL	STORAGE LOCATION
Patient	electronic & hard	Vital	Irreplaceable	See Unit Plans	See Unit Plans
Student	electronic & hard	Vital	Irreplaceable	See Unit Plans	See Unit Plans
Human Resource	electronic & hard	Vital	Irreplaceable	See Unit Plans	See Unit Plans
Research	electronic & hard	Vital	Irreplaceable	See Unit Plans	See Unit Plans
Grants and Contracts	electronic & hard	Vital	Replaceable	See Unit Plans	See Unit Plans
Financial	electronic & hard	Vital	Replaceable	See Unit Plans	See Unit Plans

- C. Record Importance Classification is as follows:
1. Vital - those records that if destroyed will result in a direct material financial loss, or are absolutely essential to operations. Vital records are generally irreplaceable. (Research records, employment records, etc.)

2. Important - those records that if destroyed will cause serious inconvenience or be expensive to replace. Important records are generally replaceable although their replacement will result in a significant cost of time and money.
 3. Useful - those records that if destroyed will cause a temporary inconvenience and/or minor expense.
 4. Non-essential - those records that are expendable.
- D. Record Replacement Ease Classification is as follows
1. Irreplaceable – those records that are completely unique and could never be replaced.
 2. Replaceable – those records that can be replaced, but at a significant cost of time and/or money.
 3. Easily Replaced – those records that require little time and/ or money to replace. It is reasonable to assume that all records stored on a network drive or at the main data center can be easily replaced:
- E. Record Storage Site Classification is as follows
1. Hardened Sites – structurally reinforced, access controlled facilities such as heavy-duty locking cabinets, vaults, fireproof cabinets, or facilities maintained by outside vendors. Hardened sites provided by outside vendors are preferred when reasonable largely because of the geographical separation between the vendor and the University.
 2. Access Controlled Area – a location where access is restricted to a limited number of authorized official.
- F. Electronic Data
1. All units with a network File Server must store all vital, important and useful data files on the network drive. Space permitting, non-essential files should be stored as well. In addition, data files that have been stored on the File Server network drive should be backed up to tape regularly (usually nightly) by the Network Administrator and secured in an access controlled area. Each Unit must confirm with their network administrator that procedures in place are sufficient to protect the Unit’s data files
 2. All Units without a network File Server are encouraged to make arraignments for such through Information Technology. Without a network drive, some form of scheduled desktop data backup must be performed regularly (usually nightly) and secured in an access controlled area. Copies of backups should be stored in an alternate, secure location in the event the primary storage location sustains extensive damage.
 3. Although backups should be part of regular procedures, a separate full backup of critical data should be performed before the University is closed in response to any potential threat or emergency, such as a hurricane. For users who store data files on a network server, the network administrator should perform the backup. It is crucial at this time that a copy of this backup be moved to a secure location an appropriate distance away in order to avoid the possibility that a hurricane would affect both locations.

G. Non-Electronic (Hard/ Physical) Data

1. Each Unit is responsible for developing a specific plan with Business Services Spend Management/ Records Retention to assure vital and irreplaceable records are secured appropriately.
2. All vital and important records that are also irreplaceable or replaceable at a significant cost of time and money must be either duplicated and dispersed or secured at a hardened location.
3. Vital records that cannot be duplicated and moved due to sheer volume (such as patient medical records) will be secured on site. Heavy plastic and tape will be used to protect the records from water damage.

VIII. Damage Assessment Reports

- A. (See “*POST-DISASTER RESPONSE STEPS*” in the [University-Wide Disaster Preparation & Recovery Plan.](#))
- B. The Assistant Vice President for Facilities will have overall damage assessment responsibilities for Medical School Facilities.
 1. The Director of Facilities Administration will be preparing and collect damage assessment reports that relate to facilities.
 2. The Manager of FP&C shall coordinate with the Project Managers and assist the Director of Facilities Administration to ensure that all damages on the campuses are reported.
 3. The Physical Plant Director will assist the Director of Facilities Administration in coordinating the damage assessment and reconstruction efforts.
 4. Report of equipment damages (non-construction and non-building related) and personal property will be the responsibility of each department Chair and Administrator to follow the steps set forward by the Risk Management Department.

IX. Evacuation Procedures

The Emergency Response Team members for each individual unit are responsible for ensuring that every employee within that unit is made aware of the evacuation plan for their campus for a Chemical, Biological, Explosion, Fire, or Radiological Disaster.

I. Response to an event outside of the building: Action: REMAIN INSIDE

- a. If you become aware of an external hazard, such as an overturned tanker releasing chemicals, REMAIN INSIDE THE BUILDING until you hear otherwise.
- b. Think! Don't panic!
- c. Notify Security immediately (305) 243-6000

- d. Advise others who may not be aware of our procedures, like patients and visitors, to remain indoors.
- e. Do not open exterior doors and windows. **Do not use elevators.** Seek shelter in an interior room without windows. Close the door and secure your area from smoke, gases, vapors, and dust. If possible, use wet towels, laboratory coats, etc., to seal large gaps under doors.
- f. Assist others who may need help.
- g. Remain alert and be prepared to proceed to another area or exit the building if instructed to do so by the appropriate authorities.

II. Response to an event inside of the building: Action: EVACUATE

- a. Using the attached chart, identify NOW the safe evacuation area for your building in the event of fire, bomb threat, or incident specific to your building.
- b. If you discover an emergency and fear for your safety, notify those in your immediate area to evacuate, proceed to the nearest emergency exit, and activate the nearest fire alarm pull station. **Do not use elevators.** Report your findings to the nearest Security officer or by calling 243-6000.
- c. The fire alarm, the public address system, or the telephone calling tree may be used by University officials to order an evacuation. Upon hearing the fire alarm, listen closely for an announcement over the public address system if your building has one. If no announcement is heard, and the alarm continues for more than three (3) minutes, evacuate the building. **Do not use elevators.**
- d. Turn off all gas, all electrical equipment except lights, and close all doors and windows (do not lock offices and labs unless there is something highly sensitive, i.e. pharmacies, large amounts of cash, etc.) Exit via the nearest safe stairwell. **Do not use elevators.** Proceed to your predetermined safe evacuation area (See Item II a.).
- e. Follow the directions of emergency personnel.
- f. Check that all fellow employees are outside with you. If someone is missing, notify the Incident Commander (the on-site commander of responding fire department unit) or UM Security immediately.
- g. Handicapped or disabled employees/students are to proceed to the nearest exit or exit stairwell (if located above the ground floor) and remain in the landing until Fire Rescue arrives to evacuate them. Supervisors must advise Fire Personnel/Incident Commander of any handicapped or disabled employees/students that are located in the stairwells upon their arrival to the building.

IF TRAPPED

- Secure your area from smoke, gases, vapors, and dust. Close doors. If possible, use wet towels, laboratory coats, etc., to seal large gaps under doors.

- Use the telephone to call 911, UM Security 305-243-6000 or call anyone and advise them of your situation and location. Yell or hang a towel, shirt, etc. out the window to attract attention.
- ONLY AS A LAST RESORT, if you are trapped and unable to communicate and no one is likely to know you are there, should you consider using a fire extinguisher, fire blanket, coat, etc. in an attempt to escape through a fire. Remain low to the floor to avoid smoke, vapors, and gases and crawl to your nearest exit.

Medical Campus Building Evacuation Area

BUILDING	EVACUATION AREA
ACC East (JMH)	
ACC West (JMH)	
Bascom Palmer Eye Institute	
Batchelor Children's Research Institute	
Biomedical Research Building (BRB)	
Calder Memorial Library	
Central Building (JHM)	
Clinical Research Building (CRB)	
Debbie Institute/ School	
Diabetes Research Institute (DRI)	
Diagnostic Treatment Ctr. (JMH)	
Dominion Parking Garage	
Dominion Tower	
Elliott Building	
Fox Cancer Research Building	
Gautier Building, R. Bunn	
Highland Park Pavilion	
Highland Professional	
Hope Lodge	
International Health Center (Trailer)	
Jackson Medical Towers	
Linda Ray Center	
Lois Pope LIFE Center	
Mailman Center for Child Development	
McKnight Vision Research Center	
Medical Training & Simulation Laboratory	

Mental Health Center	
MRI Center, Joseph Applebaum	
National Parkinson Foundation	
North Wing (JMH)	
Papanicolaou Cancer Research Building	
Park Plaza East (JMH)	
Park Plaza West (JMH)	
Professional Arts Center	
Rehab Center (JMH)	
Research Laboratory (Two-Story Lab)	
Retter Auditorium (BPEI)	
Rosenstiel Medical Science Building	
Sewell Building (Halissee Hall)	
Sieron Building (Center for Family Studies)	
South Wing (JMH)	
Sylvester Cancer Center	
Trauma Center (JMH)	
University of Miami Hospital & Clinics	
Urgent Care Center (JMH)	
Vinciana	
West Wing (JMH)	
Zanetti Building (Sickle Cell Center)	