

MGH Institute of Health Professions

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Emergency Preparedness Plan  
January 2024

**RECORD OF CHANGES**

The MGH Institute of Health Profession’s Emergency Preparedness Plan is reviewed and revised on a regular basis as a result of feedback from events, drills, training, and input from the Emergency Preparedness Team and community.

<b>Date</b>	<b>Changes</b>	<b>Author</b>
<b>September 2014</b>	<b>Complete Plan revision</b>	<b>Denis Stratford</b>
<b>April 2016</b>	<b>Contact Information Update</b>	<b>Denis Stratford</b>
<b>January 2017</b>	<b>Contact and Facilities Update</b>	<b>Denis Stratford</b>
<b>May 2017</b>	<b>Contact Update</b>	<b>Denis Stratford</b>
<b>October 2017</b>	<b>Contact and Facilities Update</b>	<b>Denis Stratford</b>
<b>March 2018</b>	<b>Contact and Facilities Update</b>	<b>Denis Stratford</b>
<b>July 2018</b>	<b>Annual Update</b>	<b>Denis Stratford</b>
<b>September 2018</b>	<b>Updates</b>	<b>Denis Stratford</b>
<b>September 2020</b>	<b>Updates</b>	<b>Denis Stratford</b>
<b>October 2021</b>	<b>Updates</b>	<b>Denis Stratford</b>
<b>January 2024</b>	<b>Updates</b>	<b>Denis Stratford</b>



January 2024

**EPP & Management**

Dear MGH Institute Community Members:

The MGH Institute of Health Professions is committed to providing our community access to a safe and secured campus environment. To achieve this commitment all members of the community should be aware of their surroundings at all times and understand how to act when we experience foreseeable or unforeseeable events. The Institute's Emergency Preparedness Plan, developed by the Emergency Preparedness Team and approved by the Executive Council, is in place to provide an effective response for the protection of Institute students, faculty, staff, and visitors during an emergency. As we have learned by the experience of the recent pandemic, our community must also be prepared to react to campus and virtual events. Virtual events may occur during online classes, remote and hybrid events and meetings, and telehealth and tele-research sessions.

This plan identifies the Emergency Preparedness Team and their respective responsibilities and the actions they will take during an emergency. This Team meets on a regular basis and participates in specialized training activities to understand and refine their actions. They also coordinate emergency preparedness training for the Institute community.

While it is impossible to plan for every type of emergency, this plan contains procedures and checklists as a guide during an emergency. The plan defines the functional teams that will be activated based on the scope of the situation in order to minimize the impact during and after an emergency or natural disaster.

Each member of the Institute community should be familiar with this plan and always be aware of the initial action they should take during an emergency on campus or in a remote or virtual environment. Your individual effort will enhance the response and recovery from an emergency.

Sincerely,

Paula Milone-Nuzzo  
President and John Hilton Knowles Professor

Denis G. Stratford  
Chief Operating Officer

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## **PREFACE**

The MGH Institute of Health Professions leadership is “committed to providing our community access to a safe and secured campus environment.” The Emergency Preparedness Plan described within this document is just one component of the comprehensive approach in place to enable students, faculty, staff, clients, guests and anyone else who arrived on campus or virtually to have a successful experience.

The components presented below comprise the dynamic comprehensive approach that should be followed to enable successful experiences within our learning and work environments. Some of these components satisfy federal, state and local legislative and statutory requirements, and accreditation standards as defined by NECHE and individual academic program accreditors. The Institute views many of these requirements as a minimum threshold as we plan and implement these components:

- Emergency Preparedness as described within this plan satisfied federal and state requirements and is integrated and guided by Mass General Brigham Emergency Preparedness and MGH Police & Security expertise, policies, and procedures.
- The Risk Management Committee identifying risks of various types which may impact the ability to provide successful experiences. This process identifies business risks for which the Institute has exposure. It also rates the likelihood of occurrence for each risk and the impact on the Institute if the event takes place. Mitigation plans are then developed for those risks identified with medium to high likelihood and medium to high impact. An annual report is developed with this information and is presented to the Board of Trustees through the Audit and Risk Committee.
- Annual Financial Audit is a mechanism through which the financial health of the Institute is documented in coordination with the Mass General Hospital and Mass General Brigham Finance and Internal Audit protocols.
- Production and submission of reports to various federal, state and local agencies satisfying regulatory and compliance requirements. Some of these reports includes Annual Security Report (Clery Act), Commonwealth of Massachusetts Sexual Assault Report, IPEDS (Fall Semester Opening Enrollment), NC-SARA (state authorization for online learners and student clinical placements in other states), and annual and periodic reporting to NECHE and academic program accreditors.
- The Institute also provides operational guidance, policies and protocols through the following IMPACT Practice Center Operations Manual, Student Handbook, Faculty Manual, Research Operations, Academic Operations, and student program manuals, among others for each academic program’s entering student cohort including global travel.
- These policies and protocols have been updated to include procedures for when virtual meetings, classes and client sessions are occurring in the event of an emergency.

This is just a snapshot of the comprehensive approach in place across the Institute’s academic, research and administrative functions to provide successful experiences for all members of the Institute community.

## **EXECUTIVE SUMMARY**

The MGH Institute of Health Professions community has a shared responsibility to be prepared to act during an emergency. Students, faculty, and staff should understand the Institute's plan, have a personal plan and be prepared to act and assist others during an emergency. The MGH Institute has developed an Emergency Preparedness Plan to assist the community in coping during a foreseen or unforeseen event.

The Emergency Preparedness Plan (EPP) has been developed as a leadership, and management resource to initiate a timely, efficient, and effective response to an emergency event impacting the community or campus. The plan integrates MGH Institute and Mass General Brigham emergency preparedness and response resources and procedures of the MGH Department of Police, Security and Outside Services, with those of local, state, and federal agencies. An important tenet of this plan is to provide a unified command, and organizational structure in response to any emergency.

This plan will be used at any location where the safety and security of the MGH Institute community may be affected. In the event of an emergency, the President, Provost, and Chief of Staff are to be immediately contacted by the Chief Operating Officer who serves as the Primary Emergency Coordinator & Incident Commander. Members of the Emergency Preparedness Team will meet and discuss the event. Once the event is classified as an emergency the Emergency Preparedness Team will act accordingly. The primary goal of the plan is to assure the community's safety and security on and off campus.

For the EPP to work properly, all members of the Institute's community should be trained in hazards and emergencies, actions to be taken and be kept informed. Communication is essential during and immediately following an emergency. Communication will occur through electronic means including emergency notifications, email, text messages, phone call, social media, and the Institute's web site. In the event that electronic communication is unavailable, information will be sent through word of mouth to keep members informed. This will help keep all MGH Institute's members informed and provide proper distribution of information regarding the emergency to maintain a safe and secure community.

The MGH Institute's EPP is informed by and integrated into the overall Mass General Brigham and Mass General Hospital's EPP, management, and systemwide resources. The MGH Institute's Chief Operating Officer serves as a member of the Mass General Brigham's Emergency Preparedness Committee. The MGH Institute's Campus Services Manager serves as the backup representative to this committee.

The Mass General Brigham Department of Emergency Preparedness is a resource available to all entities and affiliates within the system and works to support and improve readiness to respond and recover from any emergency. This work is accomplished by:

- conducting coordinated and efficient information and resource sharing before, during, and after incidents

- providing support for individual Mass General Brigham institutions through collaborative planning, training, and exercise efforts
- increasing system-wide coordination and access to resources through strong relationships with internal and external partners who contribute to preparedness, response, recovery, continuity, and security
- creating realistic improvement plans and being accountable for implementing the identified improvements.

The MGH Institute's EPP defines types of emergencies as well as procedures for the Emergency Preparedness Team to take when executing and communicating actions to the community and public. The plan outlines primary and secondary locations for the Emergency Preparedness Team to meet to discuss the occurring situation. These locations have been prepared with necessary equipment needed for any emergency event. During the time of the emergency, the team is to meet at the designated location to execute an action plan. The President and Chief of Staff will notify the Board of Trustees Chair and Vice Chair of the emergency along with the Institute's course of action. Additional communication to the full Board of Trustees will occur as needed during and after the emergency.

The Chief Communications Officer is the sole representative responsible for communicating as needed with public media. The EPP also includes a preparation checklist, team responsibilities and key constituencies.

## **PURPOSE**

The EPP provides a framework for identifying, assessing, responding to, and communicating an out-of-the-ordinary event effectively and promptly to the MGH Institute community and the public. The Plan is designed to cover foreseeable or unforeseeable events and will be used to safeguard the MGH Institute's students, faculty, staff, clients, tenants and visitors, property, information, and operating systems.

This plan is intended to assist the MGH Institute community in coping with anticipated and unforeseen needs during an emergency. Through the effective use of resources available from MGH Institute, Mass General Brigham, Massachusetts General Hospital (MGH), City of Boston and other resources the plan is designed to provide a framework for communicating events and requirements and the resolution of each emergency.

## **SCOPE**

This plan will be activated when an event that meets the MGH Institute's criteria and definition of an emergency occurs. Such an event may occur anywhere that the safety and security of members of the MGH Institute community may be affected. Locations may include on campus, any Mass General Brigham location, within the Charlestown Navy Yard, Charlestown, Boston or any national or international location where the MGH Institute has some responsibility, or where members of this community are involved, for example, commencement, clinical affiliate sites, community events, student outings and activities, and study abroad. The procedures will apply to all members of the MGH Institute

community, including students, faculty, staff, clients, research participants, tenants, and visitors.

The Plan assumes once an emergency is identified an immediate response will be taken without delay to safeguard lives and property. All such events will be reported to the President, Provost and Chief of Staff immediately by the Primary Emergency Coordinator and the Emergency Preparedness Team's action plans will be executed based on the specifics of the event.

## **CAMPUS OVERVIEW**

The MGH Institute is a commuter campus with a dynamic population, due to our various academic curricula, and the populations we serve in our clinical and research centers and labs.

The MGH Institute of Health Professions has approximately 1,600 students, 300 fulltime faculty and staff, numerous term lecturers, a day care center as a tenant, and at times numerous visitors and clients to our academic classes, clinical education centers and research labs. At times the population of our campus can exceed 2,000 individuals, while some external events such as commencement can exceed three thousand or more.

The MGH Institute's campus population in addition to students, faculty, staff, standardized patients, and contractors include tenants, clients, research subjects, parents, family members, guardians, and caregivers participating in:

- MGH Children's Quarters (Shouse Building).
- Dr. Charles A. and Ann Sanders IMPACT Practice Center (2CW) which houses:
  - Aphasia Center
  - Marjorie K. Ionta Physical Therapy Rehabilitation and Health Promotion Center,
  - Ruth Sleeper Nursing Center for Clinical Education and Wellness.
  - Speech Language and Literacy Center,
  - Tabor/Connor Family Occupational Therapy Center for Learning, Intervention, Participation, and Rehabilitation, and
  - Tedy's Team Center of Excellence in Stroke Recovery.
- Research labs
  - B-ABLE Lab,
  - Brain, Education, and Mind (BEAM) Lab,
  - Brain Recovery Lab,
  - Cancer Rehabilitation (CaRe) Lab,
  - Cognitive Neuroscience Group,
  - SPAN Lab,
  - SPaN-AD Lab,
  - Speech and Feeding Disorders Lab,
  - Speech and Language (SAiL) Literacy Lab,
  - Swallowing & Communication Collaborative.
  - TASSEL Lab,



- Well Collaborative.

The MGH Institute campus is located within the footprint of the original Boston Navy Yard, more commonly known as the Charlestown Navy Yard [CNY]. The MGH Institute occupies space in six (6) buildings within CNY, which are located on both sides of the active U. S. Naval port housing the USS Constitution.

Maps of the campus are available through the MGH Institute's website at: [Maps & Directions | MGH IHP](#)

## **MGH POLICE & SECURITY: THE MGH INSTITUTE'S CAMPUS SECURITY**

The MGH Institute works collaboratively with the MGH Department of Police, Security and Outside Services (MGH Police & Security) for all issues involving campus safety and security services. MGH Police & Security are the Institute's campus security.

The MGH Police & Security Department operates on the main campus of Mass General Hospital (Boston), the Charlestown Navy Yard, as well as the Chelsea, Revere, and Charlestown Healthcare Centers. MGH Police and Security also staffs the MGH/NS Center for Outpatient Care in Danvers.

MGH Police & Security officers' staff the lobby of the Catherine Filene Shouse Building (B36), and Two Constitution Wharf (2CW), during the facility's normal hours of operation. In addition, other officers walk through all campus buildings periodically and after hours. Additional information about the services and resources offered by MGH Police & Security is available on their web site <http://www.massgeneral.org/police/>.

In addition, the MGH Institute utilizes the resources of MGH Police & Security for additional functions. Escort services, access systems in all Institute buildings, campus emergency preparedness and training, student and employee orientation, the issuance of ID cards, and overall campus safety. If an emergency occurs, the MGH Police & Security Department is the MGH Institute's first responders. They work with the MGH Institute's Chief Operating Officer, and senior leadership team to facilitate a response, and initiate communication throughout all channels of the response team.

## **HOW YOU CAN BE PREPARED**

The MGH Institute has developed this EPP to respond and recover from emergency situations, some of which, but not all potential situations are described later in this document. Being prepared for an emergency is a shared responsibility of all members of the MGH Institute community. When all members of the community (students, faculty, staff, administrators, clients, tenants, and visitors) are prepared, we create a safe and secure environment.

The information in this plan, along with the related training provided through the Office of the Chief Operating Officer and MGH Police and Security will prepare the community for

emergency situations. Each member of the MGH Institute community should learn and observe about types of hazards and emergencies that can occur, and how you should react when they occur.

## **COMMUNICATING EMERGENCY INFORMATION**

Communication is vital during an emergency. The MGH Institute maintains various forms of communication to distribute information during and after an emergency. This section describes the forms of communication currently in place. We continue to evaluate and update our approach to communication. In order for you to receive these communications it is important that you enter and update the ways by which you prefer to receive messages. You provide the MGH Institute contact information such as telephone numbers, text messaging numbers and an alternate email address by entering this information into iOnline at: <http://ionline.mghihp.edu>

Means of Communication include:

- Emails to @mghihp.edu accounts, the official means of communication within the MGH Institute.
- Blackboard Connect to distribute emergency notifications including campus closures. Students, faculty, staff, and administrators enter contact information in iOnline, which is used to broadcast notifications via email, phone, and text messages. All members of the community receive these notifications in their @mghihp.edu email in addition to other phone, text, and email addresses entered in iOnline.
- Desire2Learn to distribute messages to specific groups of students and faculty.
- Institute digital displays located across campus.
- Institute website at [www.mghihp.edu](http://www.mghihp.edu).
- Via social media networks such as Facebook, Twitter and Instagram.
- Local television stations.
- Word of mouth by designated employees, especially during a loss of power or Internet access.

During an emergency some combination of the above means of notification will communicate information about the nature of the emergency, what actions to take, and where to get further details. Depending on the nature of the event, periodic updates will be sent, including when it is safe to resume normal operations.

## **WHAT SHOULD I DO DURING AN EMERGENCY?**

There are usually two immediate actions to be taken during an emergency; stay in place or evacuate. Staying in place, often referred to as “Shelter in Place”, means stay indoors until notified. In the event of an evacuation, you should leave and continue to move away from the building. Depending on the type of emergency you may be directed to a

specific location by campus authorities, and then provided additional directions if the event continues.

## **INDIVIDUALS REQUIRING ASSISTANCE**

Members of the community who have hearing, visual, mobility, and other disabilities may require special assistance during an emergency. It is a shared responsibility within our community to make others aware of our needs, and to learn the needs of others in the event of an emergency. We must all be aware of our surroundings and develop a personal plan to follow. During an emergency, stay alert of the needs of others, and notify authorities when special assistance is required.

Generally, during an evacuation, people requiring additional or special assistance should:

- Leave the building or area if possible; and stay away from building entrances and exits.
- Do not use an elevator.
- If you cannot evacuate on your own, proceed to the nearest stairwell and wait for an officer or someone to help you get out of the building. First responders are instructed to check all exit corridors and stairwells first for any stranded persons.
- Alert your professor, co-worker, classmate or friend who can tell others that you are going to the stairwell to await assistance.
- If possible, ask another person if they are willing to accompany you to the stairwell and to ensure that an officer is aware of your exact location.
- Call the MGH Police & Security at 617-726-5400 using your cell phone and tell the dispatcher your exact location and what assistance you will need to get out of the building.
- Stay calm until help arrives. If help does not arrive within 5-10 minutes, call the MGH Police & Security again.
- Report the condition and location of any other persons unable to leave the building or area or who need assistance to emergency personnel.
- Stay at least 300 feet from site.

If at any time the MGH Institute loses the ability to communicate electronically while an emergency is in process, on campus designated MGH Institute or MGH Police & Security authorities will coordinate a word of mouth process to keep the community informed.

## **TYPES OF EMERGENCIES**

From a public perspective, an "emergency" can be defined as any extraordinary event that endangers the MGH Institute's community, property or operations. An emergency is often unexpected and sometimes tragic. An emergency may also generate community or media interest in the MGH Institute. Effective communication is a key element in responding to the MGH Institute's community and to the media in case of an emergency of any kind.

An emergency may include, but is not limited to, the following situations. The conditions may present an actual, perceived, or potential threat to the MGH Institute's students, faculty, staff, tenants, visitors, facilities or systems.

- a. Major accidents or injury involving students, faculty, staff or tenants;
- b. Charlestown or Navy Yard incident requiring mutual aid from the MGH Institute;
- c. Environmental or natural disasters - fires, earthquakes, floods, chemical spills or leaks, explosions etc;
- d. Severe weather incidents; MGH/MGB incident requiring the MGH Institute to play a supporting role;
- e. Political situations - riots, demonstrations, national security alerts, terrorism, etc;
- f. Violent crime or behavior affecting the MGH Institute's students, faculty, staff, tenants, visitors - robbery, murder, suicide, personal injury (existing or potential), workplace violence, etc;
- g. Cybersecurity,
- h. Pandemic or other contagious infectious disease outbreaks.

## **EMERGENCY PREPAREDNESS TEAM**

The Emergency Preparedness Team is created by and reports to the President of the MGH Institute. The Emergency Preparedness Team must be available to respond and react as a team during emergency situations. The Core Team, Team Leaders and Back-up Designees will be required to meet at least annually to review the plan and update information. The Chief Operating Officer serves as the Primary Emergency Coordinator and will provide a written report after each Team review meeting.

The MGH Institute Emergency Preparedness Team is comprised of a Core Team and five (5) functional teams including Communications, Facilities & Campus Services, Human Resources, Information Technology and Student & Alumni Services. Each functional team has an assigned Team Leader and a Back-up Team Leader. Depending on the type of emergency one or more of these teams will be activated.

An important component of the Core Group and all other supporting groups is the inclusion of a member of the Institute's JEDI staff. The Chief Equity Officer serves as a member of the Core Group, and the Director of JEDI Education and Programs serves as backup. The primary focus of the JEDI staff participation is to bring to each emergency's response and recovery an understanding of the impact of specific segments of the Institute community from a justice, equity, diversity, and inclusion perspective. This enables a response and recovery which addresses how different community members may be impacted.

The Emergency Preparedness Team participates in training exercises, many of which simulate specific types of events, to better understand and improve how to respond. This team also facilitates training and drills for the MGH Institute community, some of which are mandated by federal, state or local laws and statutes. Employees and students also participate as part of their respective orientations in online emergency preparedness training and are provided periodic on campus training opportunities.

Membership is as follows:

The **Core Group** is responsible for the overall assessment, coordination and institutional responses to an emergency and includes:

<b>Title</b>	<b>Emergency Preparedness Team Role</b>
President	President
Chief Operating Officer	Primary Emergency Coordinator
Provost	Chief Academic Officer
Campus Services Manager	Back-up Primary Emergency Coordinator #1
Chief of Staff	Back-up Primary Emergency Coordinator #2
Chief Communications Officer	Communications Leader
Chief Equity Officer	JEDI
Director of JEDI Education & Programs	JEDI Back-Up

**Team Leaders** responsible for coordinating specific communications and tasks include:

<b>Title</b>	<b>Emergency Preparedness Team Role</b>
Director of Human Resources	Human Resources Team Leader
Director of Enterprise Software Applications	Information Services Team Leader
Dean of Students	OSAS Team Leader
Campus Services Manager	Facilities & Campus Services Team Leader
Chief Communications Officer	Communications Team Leader
MGH Police & Security Operations Manager	Primary Liaison to Team

**Backup Team Leaders** responsible for performing duties of Team Leaders in the event of their absence include:

<b>Title</b>	<b>Emergency Preparedness Team Role</b>
Senior HR Business Partner/Analyst	Human Resources Back-up Team Leader
CBRE Building Manager	Facilities Back-up Team Leader
Director of Web & Technology Services	Information Services Team Leader
Director of Accessibility Services and Wellness	OSAS Back-up Team Leader
Director of Communications	Communications Back-up Leader

It is important that each member of the team be familiar with each other and fully aware of their responsibilities about Emergency Preparedness. Designated responsibilities for team members should not be delegated. If all members of the Core Team are off-site during an emergency requiring assessments and decisions at the scene, the Chief Operating Officer will assign temporary authority to another team member until they can arrive at the scene.

The plan assumes that if an emergency requires an immediate response, such actions will be taken without delay to safeguard lives and property. These actions will be reported by the Chief Operating Officer to the President, Provost and Chief of Staff immediately.

In the event of an emergency, the teams will work with the Core Team to lead the MGH Institute community through the situation and determine the course of action and communications to the public. When appropriate the President will inform the Chair of the Board of Trustees of the emergency and the MGH Institute's course of action.

## **COMMUNICATION PROCEDURES**

All potential or actual emergencies should be reported immediately to the Chief Operating Officer who will then inform the President, Provost, the Chief of Staff and the Chief Communications Officer. If necessary, the President will inform the Chair of the Board of Trustees. Depending on the type and scope of the emergency the Communications Team Leader will facilitate communications in consultation with the Primary Emergency Coordinator as outlined in the EPP.

If the Chief Operating Officer (or designated back-up) in consultation with the President considers the situation an emergency or a potential emergency, the Emergency Preparedness Team will be contacted immediately. All available members will convene at the designated location to discuss the situation and to devise the MGH Institute's response plan.

The Chief Operating Officer will advise the Emergency Preparedness Team and provide direction for internal communications within the MGH Institute community. The Chief Communications Officer will coordinate all the external communications including those with the media. The Chief Operating Officer will facilitate internal communications and notifications in coordination with the Chief Communications Officer.

The Institute's Emergency Notification System (Blackboard Connect) contains contact information provided and updated by students, faculty and staff. The faculty and staff responsible for the administration of the clinical education centers and research labs will maintain client contact information.

The Emergency Preparedness Team will make every effort to be transparent and timely in its communications with the MGH Institute community, the media and local communities during an emergency. Concern for the right to privacy, personal health and safety, legal liability and the public's legitimate right to be informed will guide decisions regarding all internal and external communications.

Under no circumstances should any representative of the MGH Institute reveal a victim's name in any case, unless authorized to do so by the victim or the victim's agents.

## **MEETING LOCATIONS**

In the event of an emergency, the Emergency Preparedness Team will meet at predetermined locations.

## **COMMUNICATIONS TEAM**

The Chief Communications Officer, in consultation with the President and Primary Emergency Coordinator, will assemble and chair the Communications Team. In their absence, an alternate team leader will be appointed.

The Communications Team will be responsible for:

- a. Meeting with the Emergency Preparedness Team Leader (Primary Emergency Coordinator), to determine the level of emergency and audiences affected.
- b. Maintaining regular contact with the Emergency Preparedness Team Leader (Primary Emergency Coordinator).
- c. Assisting in the identification of an official spokesperson and alternate and providing support to those individuals.
- d. Establishing a media center either on or off site.
- e. Providing communications and media counsel to the President of the MGH Institute and the Emergency Preparedness Team.
- f. Preparing and disseminating statements or information, MGB, MGH, Charlestown community, interested constituencies, the media, and other groups as identified.
- g. Handling public inquiries regarding the emergency.
- h. Responding to media inquiries regarding the emergency.
- i. Arranging for photography and audio-visual services, if necessary.
- j. Maintaining regular contact with the Emergency Preparedness Leader and with communications officials of other agencies or organizations (Boston police, fire, etc.) responding to the emergency for coordinating the preparation and dissemination of public statements of information.
- k. Managing the media's presence during the emergency and enforcing the guidelines for media behavior during an emergency.
- l. Monitoring media coverage and public response to the emergency.
- m. Providing post emergency follow-up releases and news, as appropriate, to the media.
- n. Evaluating the communication process, providing full media documentation to the President and participating in a debriefing session with members of the Emergency Preparedness Leader.

The Chief Communications Officer will have the authority to disseminate information to the media and the public with the general direction of the President or the Emergency Preparedness Team Leader (Primary Emergency Coordinator).

Except for emergency services personnel and security, only the Communications Team will be authorized to provide direction to the media.

Once an emergency has been identified, MGH Police & Security will have the authority to limit access to the affected area and any other areas of building designated for use in responding to the emergency.

With the consent of MGH Police & Security and external authorities, Chief Communications Officer may allow media photographers and camera operators to have an escorted tour of the emergency site.

Depending on the nature and duration of the emergency, the Communications Team may establish a media center and oversee a public inquiry center or telephone inquiry center. This center may be in the primary or secondary location or at a predetermined outside site. The Chief Communications Officer will identify on and off campus sites suitable for use as a media/public inquiry center. The sites will have capacity to activate appropriate communication equipment e.g., telephones and computers.

At the direction of the Chief Operating Officer, or the Emergency Preparedness Leader, the Unit will have authority to use other Institute facilities and/or offices for these and related purposes.

## **OFFICIAL SPOKESPERSON**

In consultation with the Chief Communications Officer, the President will appoint one official spokesperson and an alternate. Only in the most serious of circumstances should the President or the Chair of the Board of Trustees serve as spokesperson.

The spokesperson will be responsible for articulating the MGH Institute's position only upon the authorization of and as directed by the President. The spokesperson and alternate should be readily available and accessible to the Communications Team and the media and be able to articulate the MGH Institute's position in a way appropriate for the media.

## **OTHER PLANNING ASSUMPTIONS**

### **Jurisdiction at the Scene**

In any situation where the MGH Police and Security, Boston Police or Fire Departments are involved, they will secure the premises and take appropriate jurisdiction over activities at the scene.

### **Emergency Shelter**

Accommodations will be provided based on advice of MGH Police and Security.



**Institute Closings**

The President will decide if the MGH Institute will close or change its hours of operations due to an emergency. The notification to the campus community will be disseminated by the Chief Operating Officer and external messaging by the Chief Communications Officer.

Weather closing decisions are handled by the Chief Operating Officer.

**EMERGENCY PREPARATION CHECKLIST**

<b>ACTION</b>	<b>RESPONSIBLE AREA</b>
Maintain and update external communication plans	Chief Communications Officer
Fire/Evacuation Procedures	Campus Services Manager
Maintain current telephone listings, including fax, cellular and home numbers for all key personnel for Emergency Preparedness	Chief Operating Officer
Communication plans for reaching those who are not easily accessible (clinical sites, clients, patients, etc.)	Deans, Chairs, Program and Department Directors
Floor Plans	Campus Services Manager MGH Police & Security
Building and CNY Maps	Campus Services Manager MGH Police & Security
Inventory of emergency supplies (blankets, barricades, tape) storage and accessibility	Campus Services Manager MGH Police & Security
Cellular phones, pagers and two-way radios	Chief Operating Officer
Emergency generators (moveable)	Facilities Manager
Maintain Hot Lines for student and parents during and after an emergency	Chief Operating Officer Campus Services Manager
Locations and contact names for off campus temporary relocation.	Emergency Preparedness Team
Emergency vehicles	MGH Police & Security

## **EMERGENCY PREPAREDNESS TEAM MEMBERS FUNCTIONAL RESPONSIBILITIES**

### **President**

- Oversee the development and the ongoing maintenance of the EPP.
- Ensure that the Emergency Preparedness Team membership and structure is appropriate to accomplish the EPP objectives.
- Act as liaison to the Board of Trustees, Massachusetts General Hospital and Mass General Brigham,
- Oversee all aspects of an actual or potential emergency, including initial assessment of the situation, development of the MGH Institute's response, and management of activities during the emergency and debriefing of the Board of Trustees and the Emergency Preparedness Team following the emergency.

### **Primary Emergency Coordinator**

**Chief Operating Officer** (Primary Emergency Coordinator)

**Campus Services Manager** (Backup Coordinator #1)

**Chief of Staff** (Backup Coordinator #2)

- Oversee and coordinate implementation of Emergency Preparedness Team response
- Serve as chairperson for the Emergency Preparedness Team
- In the absence of the President, assume her/his responsibilities
- Direct emergency response and recovery
- Coordinates informing and accessing Mass General Brigham emergency preparedness resources
- Act as the liaison with MGH Police & Security
- Coordinate and maintain Emergency Preparedness center
- Maintain EPP
- Test EPP
- Coordinate notification to various constituents.

**Chief Communications Officer** (Communications Team Leader)

Director of Communications (Backup Team Leader)

- Provide communications and media counsel to the President and the Emergency Preparedness Team
- Serve as the official spokesperson or identify an alternate
- In coordination with President and Primary Emergency Coordinator, prepare and disseminate statements or information to the MGH Institute community, interested constituencies, the media or other groups.
- Manage the media's presence during an emergency and enforce guidelines for media behavior during an emergency.
- Monitor media coverage and public response to emergencies.

- Evaluate the communication process, providing full media documentation to the President and debrief the Emergency Preparedness Team

**Dean of Students (OSAS Team Leader)**

Director of Accessibility Services and Wellness (Backup Team Leader)

- Student accountability and relocation/assignment.
- Protect and preserve student records.
- Provide stress management and counseling for students.

**Campus Services Manager (Facilities Team Leader)**

CBRE Facilities Manager (Backup Team Leader)

- Act as liaison with building tenants.
- Act as liaison with building manager and security.
- Oversee and coordinate relocation.
- Restore building operations.
- Coordinate with Primary Coordinate notification to visitor populations.

**Director for Enterprise Software Applications & Systems (Information Services Team Leader)**

Director of Web & Technology Services (Backup Team Leader)

- Maintain communication system.
- Support essential business functions.
- Perform data recovery.

**Director of Human Resources (Human Resources Team Leader)**

Senior HR Business Partner/Analyst. (Backup Team Leader)

- Employee accountability, and relocation/assignment
- Provide stress management and counseling for faculty and staff.

**Backup Team Leaders**

- In the absence of the Team Leader, assume and perform their responsibilities as outlined in the EPP.

**EMERGENCY PREPAREDNESS TEAM  
RESPONSIBILITIES**

**EMERGENCY STAGE**

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		<b>Advance Warning</b>	<b>Emergency In Progress or Immediate Aftermath</b>	<b>Post Emergency</b>
1	Convene Emergency Preparedness Team	X	X	X
2	Make precautionary evacuations if needed	X	X	X
3	Notify MGH Security to secure the premises	X	X	X
4	Complete incident report if required	X	X	X
5	Coordinate activities and events for Institute facilities	X	X	X
6	Plan for security, shelter, counseling, etc.	X	X	X
7	Coordinate restoration of lost or damaged utility services	X	X	X
8	Establish communication hot lines	X	X	X
9	Develop plans based on anticipated situations; prepare a worst-case scenario plan	X	X	
10	Make and implement communication decisions	X	X	X
11	Notify key Institute personnel who need to be involved	X	X	X
12	Contact essential service personnel if required	X	X	X
13	Contact City services (police, fire, ambulance) if required and not already on scene	X	X	
14	Address precautionary quarantine orders if initiated by health authorities.	X	X	
15	Debrief Emergency Preparedness Team	X	X	X
16	Set up Emergency Preparedness Center	X	X	
17	Mount rescue operations (through City services if required)		X	
18	Initiate damage control		X	X
19	Debrief and continue communications to the MGH Institute community, general community or the media as required		X	X
20	Arrange for counseling to be provided to those who need it			X
21	Arrange memorial services at the MGH Institute if required.			X
22	Record events and prepare permanent records to be maintained			X
23	Assess any required changes or additions to the EPP			X