Emergency Management

Northwest Commission on Colleges and Universities

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Senior Vice President for Safety & Chief Law Enforcement Officer

November 20, 2019
Agenda - Discussion Points

- Emergency Management – All Hazards Approach
  - National Incident Management System and Incident Command System
- Syracuse University Case Study – 2018 Mumps Outbreak
  - Incident Management Working Group
  - NIMS Process
- Standing Objectives
- Points of Distribution
- Conclusion
- NWCCU - Table Top Exercise
Phases of Crisis Management/Crisis Management as Process

- Crisis management is a multistage process
- Management model is broadly applicable to any surprise disruption of service
- Model is flexible and scalable
  - Phases are not necessarily equal and not all resources are needed for each event
- The best crisis management models are consistent with the National Incident Management System (NIMS)
NIMS Components and ICS

- Preparedness
- Communication and Information Management
- Resource Management
- Command and Management
- Ongoing Management and Maintenance

- Incident Command System
- Multiagency Systems
- Public Information
Response Management – Chain of Command:
Roles

### Incident Command Roles

- Responds to lead the mitigation of the emergency, disaster or to stop the killer
- Manages the incident
- Implements strategic objectives
- Delegates authority and responsibilities to responders
- Reinforces response protocols and procedures
- Coordinates interagency response
- Keeps the policy group informed on all important incident matters

### Policy Group/Senior Officials Roles

- Supports and guides the incident commander
- Interprets policy
- Articulates strategic objectives
- Delegates authority
- Authorizes extraordinary use of institutional resources
- Considers recovery plan / actions
- Keeps Chancellor/President informed, advises and takes action
Typical Incident Command Structure:
Keys to Crisis Management

- Risk review and hazard reduction (Mitigation)
- Planning, protocols and training (Preparedness)
- Situational awareness and prompt orderly operations (Response)
- Excellent communications plan and execution (Response and Recovery)
- Short and long term constituent support (Recovery)
Case Study

Syracuse University – Mumps Outbreak 2017
Outbreak - Immediate Actions

- Early fall semester 2017 – first case presented

- A cross-functional team from across the University has been working swiftly and deliberately around to clock to contain the spread of this disease since the beginning of semester – NIMS/ICS model initiated.

- Onondaga County declared an “outbreak” of the mumps at Syracuse University on September 22, 2017

- Approximately 1500 students with no MMR record were identified and provided records with four days (100 required investigation for location and compliance, 6 recalcitrant students isolated)
Outbreak - Immediate Actions

• Key actions and preventative measure we took immediately and continue today:

  • ISOLATION:
    • Any student suspected of having mumps was immediately isolated.
    • Anyone who came in contact with these students was notified and their rooms, places they frequented were cleaned.
    • Anyone suspected of having mumps is placed in isolation out of an abundance of caution.

  • EDUCATION:
    • Launching an aggressive outreach campaign (5-thousand print and digital signs, email and text blasts, automated phone calls and proactive media outreach.)

  • SANITATION:
    • We have taken significant measures in place to clean and sanitize our campus. We have purchased special machines.
National Incident Management System (NIMS) structure:

• Policy Group – Chancellor's Executive Team – Policy and Oversight
• Incident Command
  • Communications / Public Information - Staff Function
  • Planning – Staff Function
• Operations Branch
  • Health Services and Student Assistance
  • Athletics
  • Academics
  • Human Resources
• Logistics Branch
  • Auxiliary Services
  • Physical Plant
• Finance Branch
  • Budget and Planning
NIMS Process

• Team organized and structured
• Standing objectives established
• Quality Assurance – Epidemiology expert consultant
• Daily working group morning briefing 8:30 AM – daily goals / action items
• Data and accomplishments updated 2:00 PM daily for situation report (SITREP)
• SITREP shared with Incident Management Working Group and Executive Team / Policy Group 5:00 PM daily
• Daily policy group afternoon briefing
• Continues until outbreak has ended
# Daily Situation Reports (SITREP)

## Syracuse University
Division of Campus Safety and Emergency Services

### Situation Report #42

**Date:** 11/27/2017  
**Time:** 1700

#### Event Summary:

- **TREX:** 45 lab confirmed, 79 probable, 2 probable employees

#### STANDING OBJECTIVES:

1. Identify a disease caused by microorganisms.
   - Effective: Yes
   - Ineffective: No

2. Identify a disease caused by chemical or physical agents.
   - Effective: Yes
   - Ineffective: No

3. Identify a disease caused by behavioral factors.
   - Effective: Yes
   - Ineffective: No

4. Identify a disease caused by environmental factors.
   - Effective: Yes
   - Ineffective: No

5. Identify a disease caused by occupational factors.
   - Effective: Yes
   - Ineffective: No

#### Website Status Summary:

- **Onondaga County Health Website:** All reported outbreak cases in Onondaga County.
- **Syracuse University Health Center Website:** All reported outbreak cases in Syracuse University students.

#### Student Status Summary:

- **Confirmed Cases:** 4
- **Probable Cases:** 0
- **Total:** 4
- **Isolation:** 4
- **Pacing Lab Results**: 4

#### POI Operations:

- **POI Operations Total:** 961
- **Total Vaccination:** 144

#### Prepared By:

- **Print Name:** Joe Monroe
- **Date/Time Prepared:** 11/27/2017 17:00

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### Situation Report #43

**Date:** 11/27/2017  
**Time:** 1700

#### Event Summary:

- **TREX:** 45 lab confirmed, 79 probable, 2 probable employees

#### STANDING OBJECTIVES:

1. Identify a disease caused by microorganisms.
   - Effective: Yes
   - Ineffective: No

2. Identify a disease caused by chemical or physical agents.
   - Effective: Yes
   - Ineffective: No

3. Identify a disease caused by behavioral factors.
   - Effective: Yes
   - Ineffective: No

4. Identify a disease caused by environmental factors.
   - Effective: Yes
   - Ineffective: No

5. Identify a disease caused by occupational factors.
   - Effective: Yes
   - Ineffective: No

#### Website Status Summary:

- **Onondaga County Health Website:** All reported outbreak cases in Onondaga County.
- **Syracuse University Health Center Website:** All reported outbreak cases in Syracuse University students.

#### Student Status Summary:

- **Confirmed Cases:** 4
- **Probable Cases:** 0
- **Total:** 4
- **Isolation:** 4
- **Pacing Lab Results**: 4

#### POI Operations:

- **POI Operations Total:** 961
- **Total Vaccination:** 144

#### Prepared By:

- **Print Name:** Joe Monroe
- **Date/Time Prepared:** 11/27/2017 17:00

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### Situation Report #44

**Date:** 11/27/2017  
**Time:** 1700

#### Event Summary:

- **TREX:** 45 lab confirmed, 79 probable, 2 probable employees

#### STANDING OBJECTIVES:

1. Identify a disease caused by microorganisms.
   - Effective: Yes
   - Ineffective: No

2. Identify a disease caused by chemical or physical agents.
   - Effective: Yes
   - Ineffective: No

3. Identify a disease caused by behavioral factors.
   - Effective: Yes
   - Ineffective: No

4. Identify a disease caused by environmental factors.
   - Effective: Yes
   - Ineffective: No

5. Identify a disease caused by occupational factors.
   - Effective: Yes
   - Ineffective: No

#### Website Status Summary:

- **Onondaga County Health Website:** All reported outbreak cases in Onondaga County.
- **Syracuse University Health Center Website:** All reported outbreak cases in Syracuse University students.

#### Student Status Summary:

- **Confirmed Cases:** 4
- **Probable Cases:** 0
- **Total:** 4
- **Isolation:** 4
- **Pacing Lab Results**: 4

#### POI Operations:

- **POI Operations Total:** 961
- **Total Vaccination:** 144

#### Prepared By:

- **Print Name:** Joe Monroe
- **Date/Time Prepared:** 11/27/2017 17:00

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### Situation Report #45

**Date:** 11/27/2017  
**Time:** 1700

#### Event Summary:

- **TREX:** 45 lab confirmed, 79 probable, 2 probable employees

#### STANDING OBJECTIVES:

1. Identify a disease caused by microorganisms.
   - Effective: Yes
   - Ineffective: No

2. Identify a disease caused by chemical or physical agents.
   - Effective: Yes
   - Ineffective: No

3. Identify a disease caused by behavioral factors.
   - Effective: Yes
   - Ineffective: No

4. Identify a disease caused by environmental factors.
   - Effective: Yes
   - Ineffective: No

5. Identify a disease caused by occupational factors.
   - Effective: Yes
   - Ineffective: No

#### Website Status Summary:

- **Onondaga County Health Website:** All reported outbreak cases in Onondaga County.
- **Syracuse University Health Center Website:** All reported outbreak cases in Syracuse University students.

#### Student Status Summary:

- **Confirmed Cases:** 4
- **Probable Cases:** 0
- **Total:** 4
- **Isolation:** 4
- **Pacing Lab Results**: 4

#### POI Operations:

- **POI Operations Total:** 961
- **Total Vaccination:** 144

#### Prepared By:

- **Print Name:** Joe Monroe
- **Date/Time Prepared:** 11/27/2017 17:00

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### Situation Report #46

**Date:** 11/27/2017  
**Time:** 1700

#### Event Summary:

- **TREX:** 45 lab confirmed, 79 probable, 2 probable employees

#### STANDING OBJECTIVES:

1. Identify a disease caused by microorganisms.
   - Effective: Yes
   - Ineffective: No

2. Identify a disease caused by chemical or physical agents.
   - Effective: Yes
   - Ineffective: No

3. Identify a disease caused by behavioral factors.
   - Effective: Yes
   - Ineffective: No

4. Identify a disease caused by environmental factors.
   - Effective: Yes
   - Ineffective: No

5. Identify a disease caused by occupational factors.
   - Effective: Yes
   - Ineffective: No

#### Website Status Summary:

- **Onondaga County Health Website:** All reported outbreak cases in Onondaga County.
- **Syracuse University Health Center Website:** All reported outbreak cases in Syracuse University students.

#### Student Status Summary:

- **Confirmed Cases:** 4
- **Probable Cases:** 0
- **Total:** 4
- **Isolation:** 4
- **Pacing Lab Results**: 4

#### POI Operations:

- **POI Operations Total:** 961
- **Total Vaccination:** 144

#### Prepared By:

- **Print Name:** Joe Monroe
- **Date/Time Prepared:** 11/27/2017 17:00

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### Situation Report #47

**Date:** 11/27/2017  
**Time:** 1700

#### Event Summary:

- **TREX:** 45 lab confirmed, 79 probable, 2 probable employees

#### STANDING OBJECTIVES:

1. Identify a disease caused by microorganisms.
   - Effective: Yes
   - Ineffective: No

2. Identify a disease caused by chemical or physical agents.
   - Effective: Yes
   - Ineffective: No

3. Identify a disease caused by behavioral factors.
   - Effective: Yes
   - Ineffective: No

4. Identify a disease caused by environmental factors.
   - Effective: Yes
   - Ineffective: No

5. Identify a disease caused by occupational factors.
   - Effective: Yes
   - Ineffective: No

#### Website Status Summary:

- **Onondaga County Health Website:** All reported outbreak cases in Onondaga County.
- **Syracuse University Health Center Website:** All reported outbreak cases in Syracuse University students.

#### Student Status Summary:

- **Confirmed Cases:** 4
- **Probable Cases:** 0
- **Total:** 4
- **Isolation:** 4
- **Pacing Lab Results**: 4

#### POI Operations:

- **POI Operations Total:** 961
- **Total Vaccination:** 144

#### Prepared By:

- **Print Name:** Joe Monroe
- **Date/Time Prepared:** 11/27/2017 17:00

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Standing Objectives

1. Infectious disease control
   A. Effective treatment and isolation
   B. Effective communication and messaging
      A. Students
      B. Faculty and Staff
      C. The greater community
   C. Effective decontamination and cleaning
Standing Objectives

2. Managing reputational risks

a. Appropriate responses to student and parent concerns
   i. Managing infected students through release from isolation
   ii. Managing waiver students through return to campus
   iii. Communicating with non-infected students. Responding to questions and minimizing likelihood of contagion

b. Effective communication to the public regarding efforts taken in reducing the spread of the disease and efforts taken to support impacted students

c. Effective coordination between, and communication with, Syracuse University Athletics and the ACC

d. Effectively communicating with the county and other government leaders
Standing Objectives

3. Quality Assurance in response, treatment and prevention efforts

4. Effectively managing financial risk and finances associated with response

5. Minimizing impact of risks to daily University operation
• Entered into Closed POD agreement in 2012

• Attended Mass Prophylaxis Workshop, drafted POD Plan in 2013

• Held first POD Exercise in 2014, then annually since

• The Mumps PODs were a Syracuse University operation with support by OCHD and NYSDOH
The Decision to offer 3rd MMR - Points of Distribution

• Long standing memorandum of understand between Syracuse University and Onondaga County for Point of Distribution (POD)

• Distribution (POD) plan
  Syracuse University would be self sufficient in a community wide outbreak
  Annual POD drill during flu vaccination process

• Decision to implement POD for SU mumps outbreak
  CDC guidelines followed
  Athletic population as test group
  Multiple POD dates and times

• New York State, Onondaga County, Syracuse University partnership
Use of Countermeasure Data Management System (CDMS)

Positives:

• Chose to use CDMS to eliminate data entry for 4,000+ records

• Could completely set up event management within a couple hours

• Students pre-registered including answering screening questions

• Made time students were at POD significantly shorter

• Could provide training as JIT for users, with follow-up support
Use of Countermeasure Data Management System (CDMS)

Lessons Learned:

• It takes time to get a large group user IDs, plan ahead

• Have back up paper forms

• Provide proof of vaccination (simple form)

• When setting up event management, consider each POD as a separate event (especially if many “users” and several vaccine lot numbers)
POD Operations
POD Org Chart

POD Unified Command
- PIO/Communications
- Safety Officer (Fire Safety)
- Medical Director

Operation
- Vaccinator Lead
- Vaccinator Lead 2
- Vaccinator 1
- Vaccinator 6
- Vaccinator 2
- Vaccinator 7
- Vaccinator 3
- Vaccinator 8
- Vaccinator 4
- Vaccinator 9
- Vaccinator 5
- Vaccinator 10
- Greeter
  - Greeter 1
  - Traffic
    - Traffic 1
    - Traffic 2
- Triage
  - Triage 1
  - Triage 2
  - Triage 3
  - Triage 4

Logistics
- Security and Safety
- Inventory Support Unit Manager
- Runner Unit Manager
- Fire Safety
- Vaccine Prep Lead
- Inventory Supply Support
- Runners
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<tr>
<td><strong>Totals</strong></td>
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Outbreak Status - February 2018

• All outbreak Associated Cases:
  • 56 Confirmed Cases
  • 94 Probable Cases
  • Included 2 Confirmed and 3 Probable Cases in persons who are neither Syracuse University students, not faculty/staff members

• Syracuse University Students/Staff:
  • 54 Confirmed Cases
  • 91 Probable Cases (2 are staff)
Epi-Curve - Confirmed and Probable Cases

By symptom onset date. Cases grouped by intervals of 1/2 average incubation period (9 days). Case counts are preliminary and highly subject to change.

Source: New York State Department of Health
Incidents of the Mumps at Syracuse University...
Outbreak Associated Cases by Group

- SU-Undergrad: 84%
- SU-Graduate: 11%
- Community: 3%
- SU-Faculty/Staff: 1%

Source: New York State Department of Health
• As of February 14, 2018, Onondaga County Health Department has declared our outbreak over
• An active shooter comes onto campus and engages during a religious service at the campus chapel.
  • Campus and local police immediate engage and stop the shooter who is killed in a gunfire exchange with police.
  • 12 students and 1 faculty member are killed, 25 students are wounded, one campus police officer is killed.
• Considering use of a NIMS/ICS model in the immediate aftermath, determine:
  • Who is in charge? Who is the “policy group” and who is the “incident commander”
  • Incident Command Location?
  • What are the immediate first hour considerations and steps necessary to begin the recovery process?
  • Who should be involved?
  • What actions need to be taken over the next week, the next month and the next year?
Thoughts and Questions?

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