



Emergency Management + Enterprise Resilience

HOW A RIGOROUS EXERCISE PROGRAM LED TO MCI SUCCESS IN BROOKLYN

May 19th, 2022

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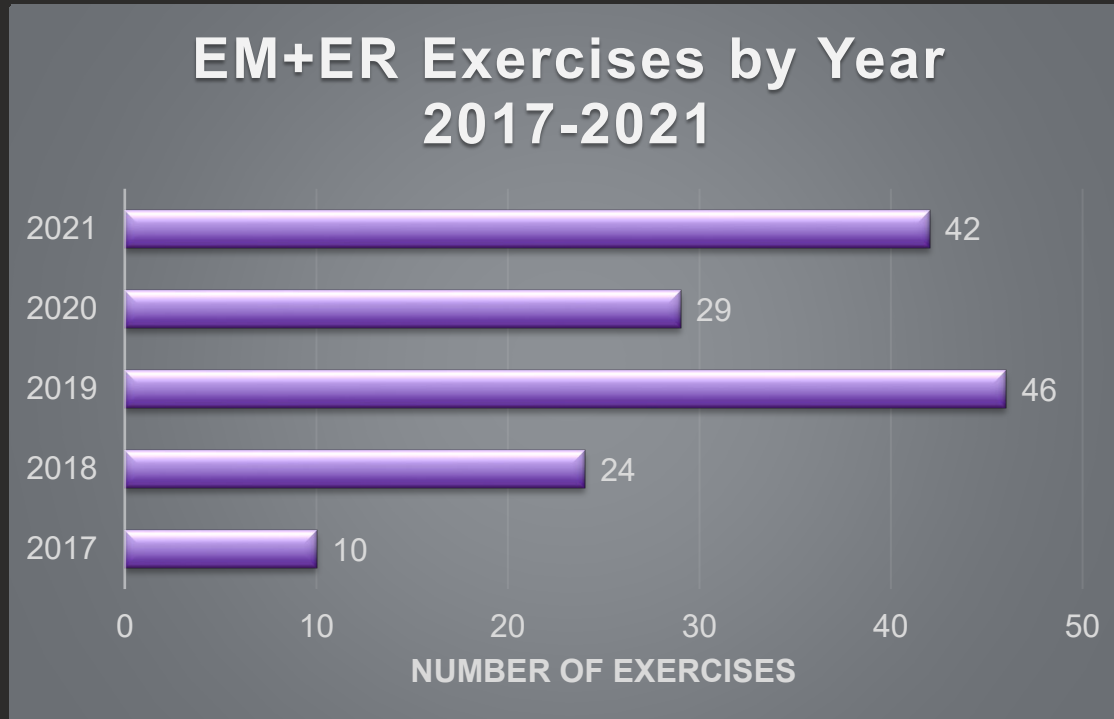
Stephen Stark (ED)



Agenda

- Exercise Program
- Incident Overview
- EM+ER Lessons Learned
- Clinical Response
- Clinical / Operational Lessons Learned
- Debriefing: Initial Results

Historic Exercises



Future Exercises

2022 EXERCISE CALENDAR






Location

-  Manhattan
-  Brooklyn
-  Long Island
-  Cobble Hill ED
-  LOH
-  EM+ER Only
-  Enterprise-Wide
-  Research & Education

Exercise Types

-  Full-scale (FSE)
-  Functional (FE)
-  Tabletop (TTX)
-  Drill
-  Walkthrough

Q1 JANUARY

-      Mass Decon: Team Recall (virtual)

FEBRUARY

-  MCI – OR Drill
-     Bomb Threat
-  Infant/Ped Security






MARCH

-     HID/Mystery Patient
-  Digital Dust Storm
-  EPIC Prolonged Downtime

Q2 APRIL

-  Finance Cyber Disruption
-  HID/Mystery Patient
-  HCP Comms  RITN
-  Blood Product Request







MAY

-  Continuity Pilot Program (June/July)
-  Infant/Ped Security
-  MCIT Infrastructure
-  Disruptive Patient
-  EMOC







JUNE

-     Mass Decon: Comms Drill
-  MCI: Disaster Mode
-     CARF/Patient Evacuation
-   Infant/Ped Security





Q3 JULY

-      Mass Decon: Setup
-  EMOC
-  Coastal Storm

AUGUST

-      HID: Donning & Doffing (Single Aspect)
-  Infant/Ped Security
-  EMOC
-  MCI w/ Mass Decon
-     Active Shooter Recovery + F&F

SEPTEMBER

-  Executive TTX (Labor Day)
-  Emerging Issues Placeholder
-   MCI w/ Mass Decon



Q4 OCTOBER

-  Office of Science and Research
-   Infant/Ped Security
-  EMOC
-   HID/Mystery Patient

NOVEMBER

-  Network Integration Program
-   HID/Mystery Patient
-  LISOM  GSOM
-  MCI w/ Mass Decon
-  Infant/Ped Security
-  EMOC

DECEMBER

-  EMOC
-  NICU Evacuation TTX

Date	Name	Type	Description	Scope
19 January 2021	MCI Triage Toolkit TTX	Tabletop	MCI exercised designed to validate the MCI Toolkit	NYU Langone Hospital--Brooklyn
March 2021	Active Shooter TTX Series	Tabletop	Site specific tabletop exercise series validating Active Shooter Protocols	MN, BK, CHED, LI
31 March 2021	Q1 Infant/pediatric abduction drill	Functional Exercise	Hospital infant /pediatric abduction exercise	NYU Langone Hospital--Brooklyn
19 April 2021	Civil Unrest Tabletop	Tabletop	Scenario: post not-guilty verdict in the Chauvin trial. Citywide curfew and mass transit shutdown, Level C MCI/Decon event	NYULH Enterprise
7 May 2021	Cyber Disruption TTX	Tabletop	Cyber Disruption TTX focused on clinical super users	NYULH Enterprise
12 May 2021	Highly Infectious Disease - EVD RampUp TTX Exercise	Tabletop	Ebola Virus Disease Person Under Investigation (PUI) presents at NYU Langone Hospital- Brooklyn	NYU Langone Hospital--Brooklyn
29 June 2021	4th of July MCI Departmental Tabletop	Tabletop	4th of July MCI Exercise - IED scenario	NYULH Enterprise
29 July 2021	Hurricane Olympia- Annual Coastal Storm Exercise	Tabletop	Annual hurricane exercise NICS Briefing followed by 4 simultaneous breakout groups	NYULH Enterprise
18 August 2021	MCI with Chempack	Full Scale	MCI with chemical exposure. Mass Decon, MCI, and Chempack tested in various capacities	NYU Langone Hospital--Brooklyn
5 October 2021	HID - Mystery Patient Drill	Tabletop	MPD TTX to validate HID workflow processes, roles, and responsibilities related to recognition, notification, isolation	NYU Langone Hospital--Brooklyn
3 November 2021	Infant/pediatric abduction structured walkthrough	Structured Walkthrough	Walkthrough of 5th floors of NYU-BK engaging users to manipulate TotGuard system	NYU Langone Hospital--Brooklyn
4 November 2021	Cyber Attack TTX	Tabletop	Executive TTX with Dean, Chief of Staff, CISO, CIMO, and General Counsel on initial actions to a cyber threat	NYULH Enterprise
1 February 2022	MCI Exercise - OR Prioritization	Functional Exercise	OR Drill to simulate a surge of critical patients in the OR. Three breakout workgroups	NYU Langone Hospital--Brooklyn
18 February 2022	Bomb Threat TTX	Tabletop	Bomb Threat TTX to validate the Enterprise-Wide Bomb Threat & Suspicious Policy	NYU Langone Hospital--Brooklyn
24 February 2022	Infant/Pediatric Abduction Exercise	Full Scale	First Quarter Infant/Pediatric Exercise for NYULH-BK	NYU Langone Hospital--Brooklyn
10 March 2022	MCI "Digital Dust Storm" EPIC SBX	Functional Exercise	Epic Sandbox Exercise to test functionality and staff competency in EPIC SBX feature	All EDs (MN, BK, CHED, LI)
23 March 2022	Mystery Patient Drill	Functional Exercise	MPD for ED at BK regarding Lassa Fever	NYU Langone Hospital--Brooklyn
29 March 2022	Finance Cyber TTX	Tabletop	Drill down on Finance specific actions required in the event of an attack	NYULH Enterprise
26 April 2022	High Consequence Pathogen (HCP) Call Down Drill	Drill	High Consequence Pathogen (HCP) Group Drill	NYULH Enterprise

Recent MCI Exercises

- August 18th 2021 – MCI with chemical exposure and Mass Decon
 - Scenario – nearby industrial incident
- February 1st 2022 – OR prioritization
 - Scenario – trauma patients from Active Shooter event at nearby Costco



Incident Overview

- Just prior to 0830 on April 12
 - Manhattan bound N train approaching 36th Street station
 - Smoke device detonated
 - 33 rounds fired from 9mm weapon
 - Reports of several potential explosive devices
 - Bomb squad dispatched
 - Suspect at large – citywide manhunt



Incident Overview – Notifications

Time	Impact
8:31	NYPD paid detail receives first report of possible shooting/explosive device detonation
8:39	NYPD paid detail receives confirmation of incident taking place
8:40	NYPD paid detail alerts security staff
8:47	NYU Langone Watch Center enters initial report
8:49	NYU Langone Watch Center engages EMOC
8:54	Security Department notifies 33-911 to engage EM+ER
9:00	Brooklyn ED calls EM+ER with information from the field (patients already arriving)

Brooklyn Subway Attack – 4.12.22

NYU Langone Health Hospital—Brooklyn Timeline – EM+ER



8:49am

Z. Campos (BK EMOC) engaged by Emergency Operator

8:49am

EM+ER Evolving Incident Thread – NYULH Watch Center reports “NYULH WC | Update | EMOC Engaged | Police Activity/36th St & 4th Ave, Brooklyn, NY 11232, USA | Multiple shooting in the area, person shot in leg. Close to D, N, R subway lines. Bomb Squad requested to area.

8:51am

BK EMOC notifies Dr. Wittman via text

8:56am

BK EMOC request connection to the ED Charge RN

8:59am

NYCEM Health & Medical Director, Rob Bristol calls J. Miele (EM+ER) to provide update on situation and J. Miele provided update on current patient totals

8:59am

ED receives first patient

9:02am

J. Miele (EM+ER) reports 3 patients in route to NYULH BK ED via EIT

9:03am

#MCI_LevelA_Brooklyn notification sent

9:04am

E. Rizvi (EM+ER) arrives at NYU-BK Emergency Department.

9:13am

LI EMOC issues MCI notification to the MCI_Long Island WebEx group

9:10am

INYULH Alert! Sent to NICS Leadership Group by K. McKinney (EM+ER).

9:14am

E. Rizvi confirms 4 patients in the ED via EIT

9:15am

Brooklyn Workforce email sent.

9:25am

EM+ER, Nursing, Surgery, Security, Radiology, Social Work, and other departments huddle in ED; total patient count is 5. No issues or unmet needs reported

9:30am

J. Miele reports total incident patient count at 11 via EIT

9:38am

INYULH Alert! Evolving Incident sent

9:45am

J. Miele and Z. Campos set up EOC in NYU-BK executive board room; NICS briefing #1 convenes (Led by K. McKinney)

10:04am

First news van arrives outside NYULH-BK Emergency Department

10:07am

EMResource Juvare sends MCI Level A notification

10:30am

Dr. Wittman leads close out huddle. No additional serious patients were anticipated

11:45am

NICS Brief #2 led by K. McKinney

2:45pm

Shuttle bus re-routing and extended ferry operations planning in progress

4:00pm

NICS #3 Brief led by Z. Campos; no issues or unmet needs reported; EOC activated until 2100hrs

5:50pm

Total Brooklyn Workforce email sent

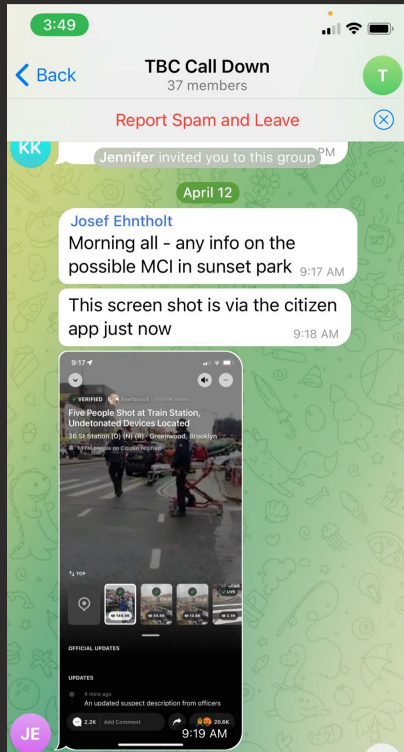
9:00pm

BK EOC deactivates

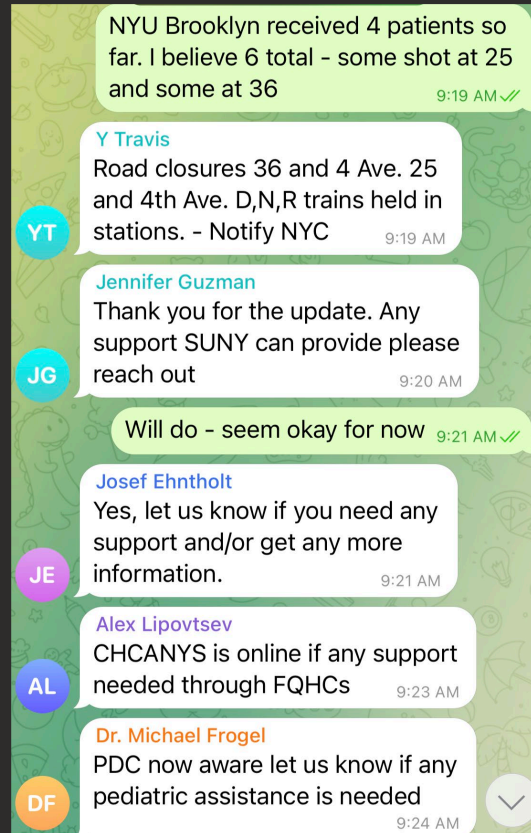
10:34pm

MTA releases statement of subway service restoration; All Staff messaging sent. Incident considered closed

Incident Overview – Situational Awareness



Emergency Management + Enterprise Resilience



EM+ER Lessons Learned

- **Strengths**

- Notifications/communication/situational awareness
- Staffing and response
- Safety and Security

- **Areas for Improvement**

- Follow-up communication
- Up to date contact lists
- FQHCs and other off sites
- Debrief early with several audiences
- Utilization of MCI vests and other tools



- **Other**

- Telecommunications

Clinical Response

- No casualties
 - Trauma evaluations for penetrating injuries
 - Evaluation/treatment for smoke inhalation
- Several 'waves' but manageable numbers (22)
 - 9 EMS; 13 walk-in
- OR needs also manageable
 - 2 urgent OR; 3 intervention/observation → all 5 admitted
 - Remaining patients T&R



Clinical / Operational Lessons Learned

- **Strengths**

- Early notification and assignments
- Staffing levels, time of day
- Radiology portable XR



Above, members of the NYU Langone Hospital—Brooklyn Emergency Department team.

- **Areas for Improvement**

- Communication (ED to OR, admits/discharges, OR/PACU/ICU)
- Delayed use of Disaster mode/list in EPIC
- Patient tracking in EPIC

- **Other**

- Trauma alias matchup

Debriefing: Initial Results

- **Strengths**

- Rigorous exercise schedule
- Management of patient influx and media
- Communication across network

- **Areas for Improvement**

- Transportation issue pre-planning
- Friends and Family Center (reception)
- Exercise the 'what-if' scenarios
 - More severe, less staff, mass decon, press conf, etc.



NYC PBA
@NYCPBA

This morning, NYC police officers ran towards the smoke & gunfire in Brooklyn to get people to safety.

Now we work non-stop to catch the perp and secure the subways & streets in every corner of the city.

The victims of today's attack need your prayers. We need your support.

2:38 PM · Apr 12, 2022 · Twitter for iPhone





HELEN L. AND MARTIN S.
KIMMEL PAVILION



THANK YOU



STAY
AMAZING

NewYork-
Presbyterian

WITH WORLD-CLASS DOCTORS FROM  COLUMBIA

NewYork-Presbyterian National Weather Service 2022 Hurricane Preparedness Tour

May 5, 2022

John F. Kennedy International Airport

NYPBeReady

Hurricane Season 2022

June 1 – November 30 Storm Names for the Atlantic Basin

Alex	Hermine	Owen
Bonnie	Ian	Paula
Colin	Julia	Richard
Danielle	Karl	Shary
Earl	Lisa	Tobias
Fiona	Martin	Virginia
Gaston	Nicole	

The NOAA Hurricane Hunters



Gulfstream IV-SP (N49RF), aka "Gonzo"



Beechcraft King Air 350 CER



Lockheed WP-3D Orion N42RF, aka "Kermit,"

USAF 53rd Weather Reconnaissance Squadron



The USAF WCJ-130J Hurricane Hunter



NYP's Emergency Management Team

Collaboration



Nelson Vaz
NWS Warning Coordination Meteorologist



Kenneth Graham
Director - National Hurricane Center



NYP Emergency Management Team
with
NYCEM Commissioner Zack Iscol

STAY
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