



SCHOOL OF PUBLIC HEALTH
UNIVERSITY AT ALBANY State University of New York

University at Albany
Center for Public Health Preparedness

Grand Rounds Series

Public Health Preparedness and Leadership in Crisis Situations

September 14, 2006

Speaker

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Public Health Leadership Institute

Sponsored by

Centers for Disease Control and Prevention (CDC)
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Evaluation

UAlbanyCPHP.org/evals

Nursing Contact Hours,
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We cannot live in a post-September 11, 2001 world with a pre-September 11, 2001 mind.

-- Adapted from Angela Thirkell, 1933

Definition of Crisis

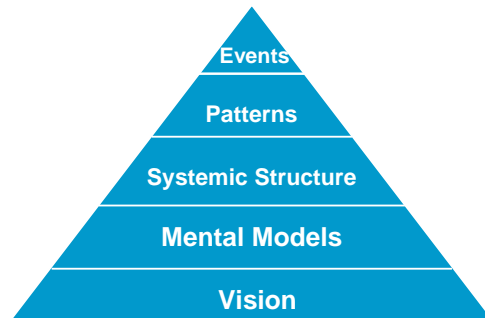
- A CRISIS is characterized by a high degree of instability and carries the potential for extremely negative results that can endanger the lives of people in a community.

(Adapted from Klann)

Types of Crisis

- Natural disaster
- Act of war
- Toxic chemical release
- Hazardous material spill
- Crash or Derailment
- Strike or Boycott
- Terrorist act
- Financial catastrophe

The Iceberg

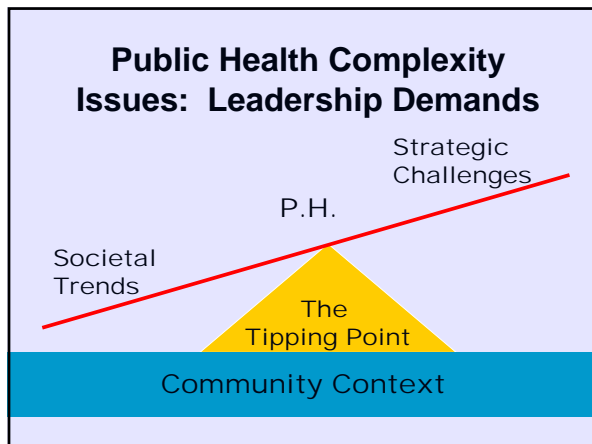


System → *Crisis* → *Complexity Issues* → *Recovery*

Mobilizing for Action through Planning and Partnerships (MAPP)



Source: National Association of County and City Health Officials (NACCHO)



- ### Dimensions of Culture (Hofstede, 1997)
- Power Distance
 - Collectivism vs. Individualism
 - Femininity vs. Masculinity
 - Uncertainty Avoidance

Power Distance

- **Power distance** is the extent to which the less powerful members of institutions and organizations within a country expect or accept that power is distributed unequally.

Individualism

- **Individualism** pertains to societies in which the ties between individuals are loose; everyone is expected to look after himself or herself and his or her immediate family.

Collectivism

- **Collectivism** as its opposite pertains to societies in which people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetimes continue to protect them in exchange for unquestioning loyalty.

Masculinity vs Femininity

- Masculinity vs Femininity pertains to how a society or community acts in terms of expected gender roles.

Uncertainty Avoidance

- Uncertainty avoidance is the extent to which the members of a culture feel threatened by uncertain or unknown situations.

Critical Issue:

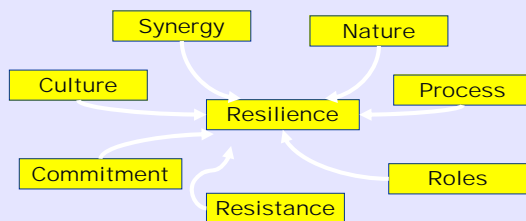
*How do I keep
my family
safe?*

National Agenda

- Public Health Certifications
- Health Alert Network
- Public Health Leadership
- Essential Public Health Services
- Workforce Development
- Public Health Infrastructure
- National Performance Standards
- Public Health Informatics
- MAPP
- Evidence-based Public Health
- Homeland Security

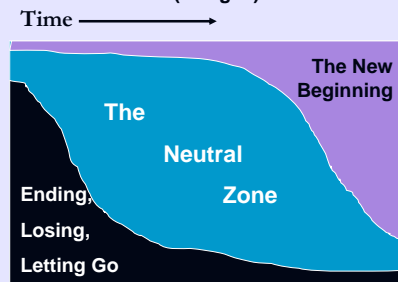
The Structure of Change

Conner



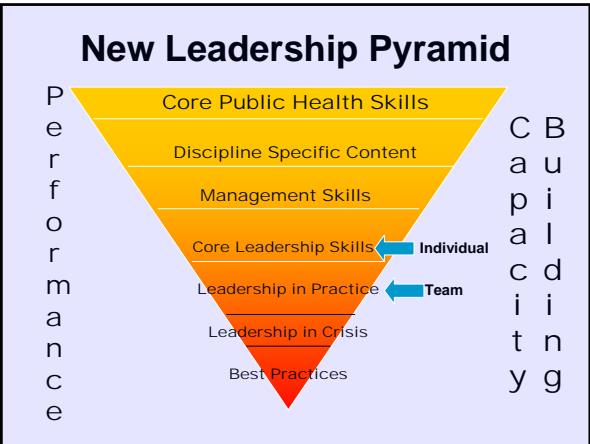
Transitions

(Bridges)



Social Capital Theory

Those resources including trust, norms and associational networks inherent to social relations which facilitate collective action.



Ecological Leadership

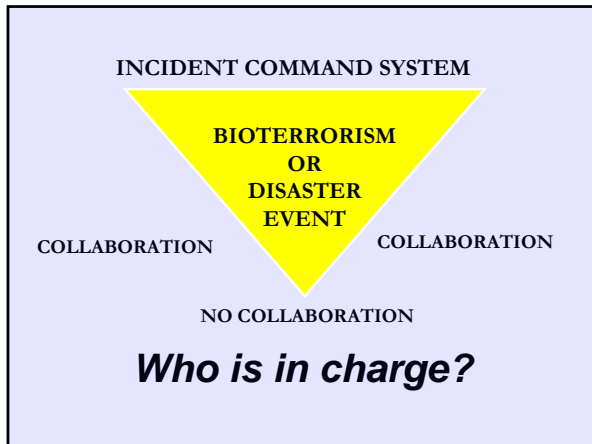
Ecological leaders are committed to the development of their leadership skills and competencies throughout their professional careers while at the same time being committed to the appropriate application of these skills in their communities changing health priorities.

The Delicate Balance

Ecological leaders are able to balance the needs of day-to-day practice of public health in his/her organization and community with the special skills and applications necessary to address public health emergencies.

- BIOTERRORISM:
Competencies for Leaders**
1. *DESCRIBE* the chain of command and management system
 2. *COMMUNICATE* public health information/roles/capacities/legal authority accurately to all emergency response partners
 3. *MAINTAIN* regular communication with emergency response partners

4. *ASSURE* that the agency has a written updated plan
5. *ASSURE* that the agency regularly practices all parts of emergency response
6. *EVALUATE* every emergency response drill
7. *ASSURE* that knowledge and skills are transmitted to others



- ### New Partnerships
- Emergency Management System
 - Police Department
 - Fire Department
 - Emergency Medical System
 - Community Health Centers
 - FBI
 - Local Public Health Department
 - Homeland Security

- ### New Models of Collaboration
- Shared Work
 - Maintain Organizational Identities
 - Synergy

- ### Measures of Success: In Collaborative Leadership
- Communication
 - Assessment
 - Conflict management
 - Development of trust
 - Decision-making
 - Addressing safety concerns

Definition of Emotional Intelligence

The ability to use your emotions in a positive and constructive way in your relationships with others.

- Daniel Goleman

A Framework of Emotional Competencies

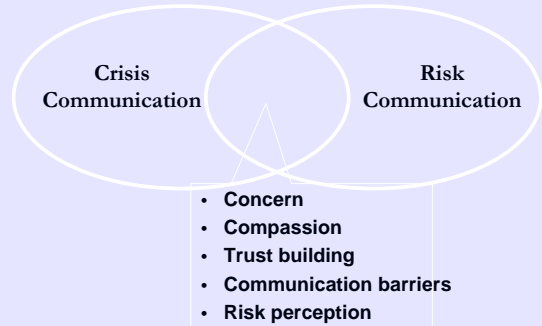
p. 28 Cherniss and Goleman

	Self (Personal Competence)	Other (Social Competence)
Recognition	Self-Awareness •Emotional self-awareness •Accurate self-assessment •Self-confidence	Social Awareness •Empathy •Service Orientation •Organization
Regulation	Self-Management •Emotional self-control •Trustworthiness •Conscientiousness •Adaptability •Achievement drive •Initiative	Relationship Management •Developing others •Influence •Communication •Conflict management •Visionary Leadership •Catalyzing change •Building bonds •Teamwork and collaboration

People Smart Strategies

1. Flexibility in communication
2. Personal stress management
3. Help others who express pessimism about the future
4. Show respect for others
5. Manage work rage

Common Skills



Crisis Communication

Communities must form a flexible and quickly activated crisis communication team (CCT) to implement a communication plan as a part of the total response effort.

Seven Step Communications Response Plan

1. Activate the CCT
2. Gather and verify information
3. Assess the gravity of the crisis
4. Identify key stakeholders
5. Implement a communications strategy
6. Develop external materials
7. Inform partners, stakeholders and media

Knowledge of the Law

1. Police Powers
2. Personal Rights
3. Confidentiality-- HIPAA

Major Crisis Leadership Lessons (Mitroff)

1. Prepare for at least one crisis in each crisis family
2. It is not sufficient to prepare for crises that are normal in community
3. Prepare for the simultaneous occurrence of multiple crises
4. The purpose of definitions are to guide, not predict

5. Every type of crisis can happen to every organization
6. No type of crisis should be taken literally
7. Tampering is the most generic form or type of crisis
8. No crisis ever happens as one plans for it
9. Traditional risk analysis is both dangerous and misleading

10. Every crisis is capable of being both cause and the effect of any other crisis
11. Crisis leadership is systemic
12. Perform a systemic crisis audit of your agency and community
13. Crisis leaders not only recognize the validity of all types of crises, but they also see the interconnections between them

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Further Study



Public Health for the 21st Century: The Prepared Leader

By Louis Rowitz

On-line Course

Public Health Preparedness and Leadership
South Central Center for Public Health Preparedness

southcentralpartnership.org/preparedness

Four contact hours. Free of charge.

Preparedness

“Communities should make plans now for dealing with any recurrences. The most promising way to deal with a possible recurrence is to sum it up in a single word ‘Preparedness’ and now is the time to PREPARE.”

Rupert Blue
 Civilian Surgeon General, 1919

Evaluation

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October 12, 2006

Agroterrorism:
Management of Emerging
Animal Diseases
Dr. Floron Faries, Jr.