Leadership and Crisis Management
Breakout Session

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Global Health Risk Framework
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Objectives

• Identify key priority areas for enhancing leadership and management during an emerging infectious disease outbreak.
• Explore the roles of governments, non-state actors, and the private sector in building and sustaining health systems
Conceptualizing a Systems Framework for Catastrophic Disaster Response

IOM, Crisis Standards of Care, 2012
Making Matters Worse

An Anatomy of Leadership Failures in Managing Catastrophic Events

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Catastrophic disasters require additional leadership capabilities because extreme events overwhelm local capabilities and damage emergency response systems themselves. Therefore, leaders at all levels must adapt and rebuild the
“…no sooner had he set up his command post and begun making phone calls then the first wave of victims arrived. Everything happened too fast for any ritualized plan to accommodate.

So what did you do, I asked him.

“I mostly let people do their jobs,” he said. He never needed to call anyone. Around a hundred nurses, doctors, X-ray staff, transport staff, you name it showed up…. [and] they did on a large scale what they knew how to do on a small scale.”

The Case for Transforming Governmental Public Health
Salinsky, Gursky  *Health Affairs*, 2006

- Fragmentation of public health authority – “the failure to strategically align resources across levels of government and geographic areas...”
- System failures – “the consequences of conflicting priorities, diffuse responsibility and inadequate resources...”
- Recommendation: “Deliberate efforts should be made to identify one agency with the charge to prepare, oversee, coordinate and be accountable for health security actions during a public health emergency....”
- “....Achieve greater strategic and operational interdependence with other sectors....”
Crisis Management Models in Africa

• Nigeria

National Emergency Management Agency (1999); National Disaster Management Framework
  – State (SEMA) and Local (LEMA)
  – Use of Incident Command System (ICS) and establishment of Emergency Operations Centers (EOCs)
Crisis Management Models in Africa

• **Uganda**
National Policy for Disaster Preparedness and Management (Office of Prime Minister)
Promotes integrated and multi-sectoral approach; focus on “system” framework and strengthening of institutional capacities
National Emergency Coordination and Operations Centre (October 2014)
National Task Force on Epidemics; district and local subcommittees; national and district response teams
Crisis Management Models in Africa

- Kenya, Ethiopia, Niger – food security focus
- Multiple ministries with different responsibilities, limited resources to execute their powers
- Famine early warning systems serve as a good example of the use of “indicators”
Information Needed to Make Decisions

- **Indicators** are measurements or predictors of change in demand for healthcare service delivery or availability of resources.

- **Triggers** are decision points that are based on changes in the availability of resources that require adaptations to health care services delivery along the care continuum

  - Consider what information about demand and resources is available across the health system,
  - Understand how this information is shared and integrated across stakeholders,
  - Determine how this information drives actions, and
  - Decide what actions might be taken to provide the best health care possible given the situation
• The careful monitoring of indicators are likely important determinants of successful crisis response

• "focus represents a synthesis of how [a] situation is perceived and understood, including perceptions about the nature of the endeavor (strategies and plans) that are appropriate for the situation."
Automating the information exchange, where possible,

**FIGURE S-1**
Relationships among indicators, triggers, and tactics.
References

IOM Reports:


Crisis Management Models:
Rohwerder, B (2015), Crisis management models in Africa, Birmingham, UK: GSDRC, University of Birmingham

OCHA (2014) 2014-16 Revised Strategic Response Plan Nigeria. OCHA
