

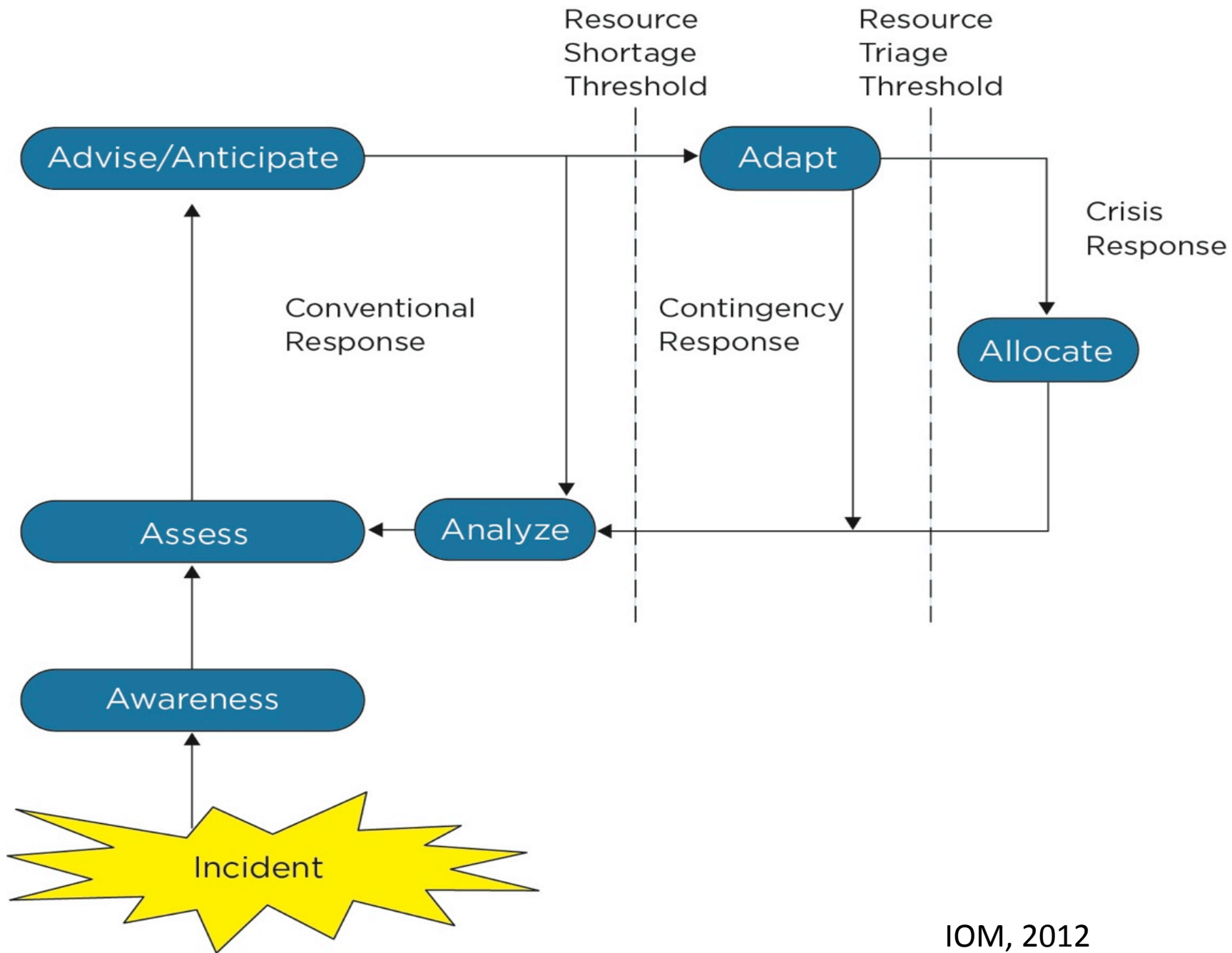
Leadership and Crisis Management Breakout Session

Dan Hanfling, MD

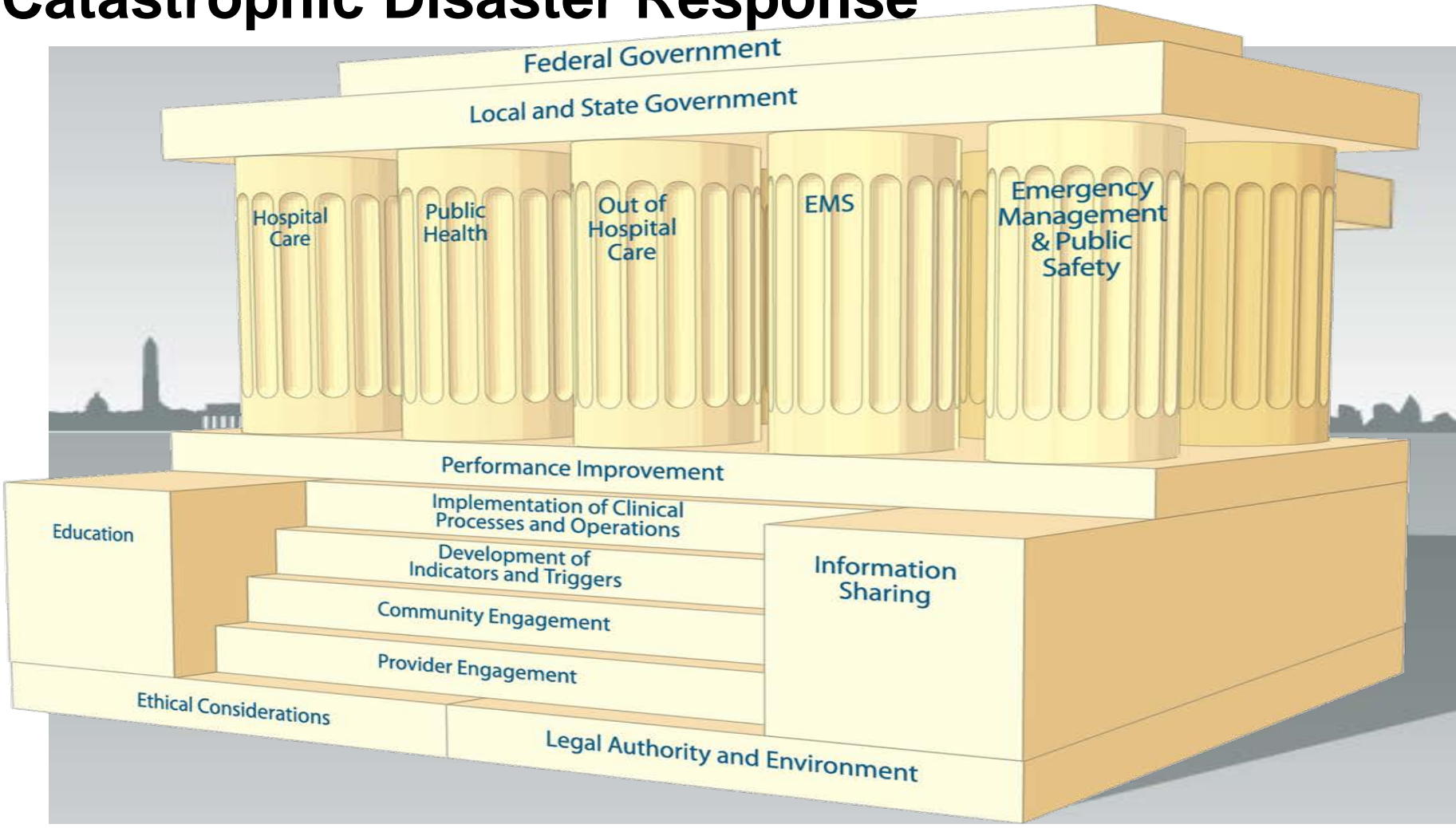
Global Health Risk Framework
Health Systems Workshop
Accra, Ghana
August 5-7, 2015

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



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Making Matters Worse

An Anatomy of Leadership Failures in Managing Catastrophic Events

Naim Kapucu

University of Central Florida, Orlando

Montgomery Van Wart

California State University, San Bernardino

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

Achieving Agility in Disaster Management

John R. Harrald, Virginia Polytechnic and State University, USA

ABSTRACT

A significant body of social science research has concluded that improvisation in distributed, collaborative, open systems is the key to success in responding to and recovering from extreme events. The evolution of emergency management in the United States since the 9-11 attacks has emphasized the development of doctrine, process, and structure. In earlier work I concluded that both the agility desired by the social sci-

“...no sooner had he set up his command post and begun making phone calls than 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.”

---Atul Gawande, “Why Boston Hospitals Were Ready”, New Yorker, April 17, 2013

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

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SPECIAL ISSUE

The Future of C2

Agility, Focus, and Convergence:
The Future of Command and Control
David S. Alberts

- 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."

detract from response efforts. Automating the information exchange, where possible,

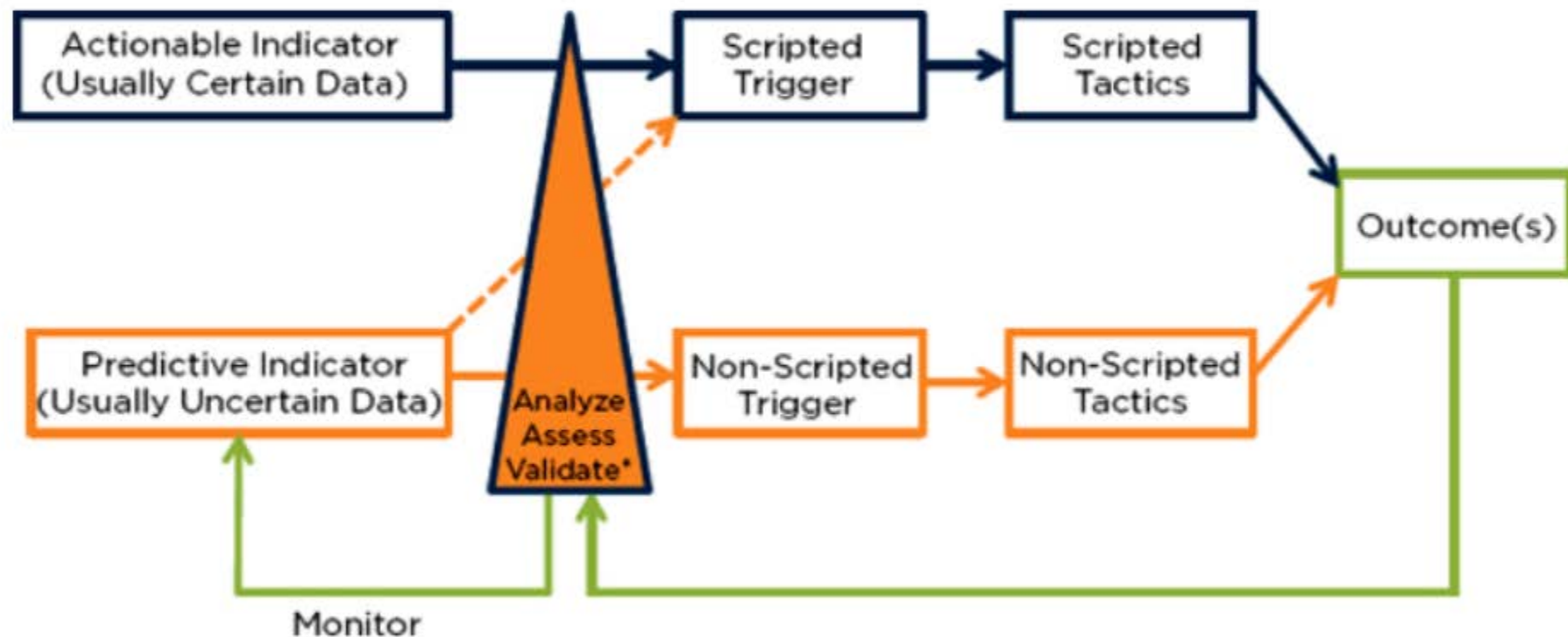


FIGURE S-1

Relationships among indicators, triggers, and tactics.

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