

Public Health Preparedness & Leadership

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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 CRISES

- NATURAL DISASTER
- ACT OF WAR
- TOXIC CHEMICAL RELEASE
- HAZARDOUS MATERIAL SPILL
- CRASH OR DERAILMENT
- STRIKE OR BOYCOTT
- TERRORIST ACT
- FINANCIAL CATASTROPHE

BE PREPARED

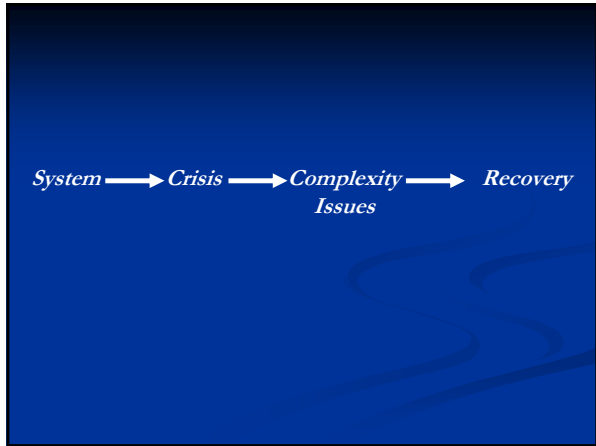


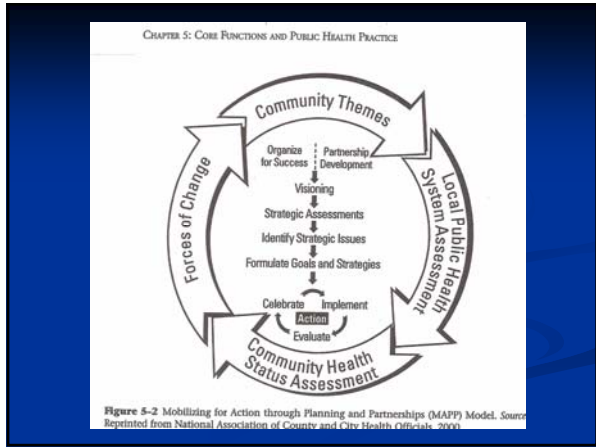
The New Public Health
Marching Song

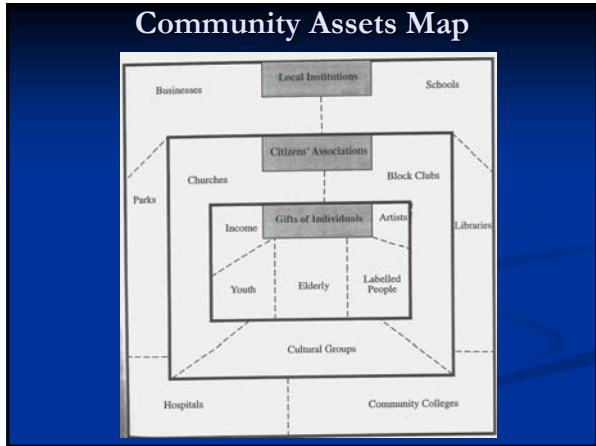


SYSTEMS THINKING AND COMPLEXITY

Do you understand your community?







Exercise on
Forces for Change

CRITICAL ISSUE:

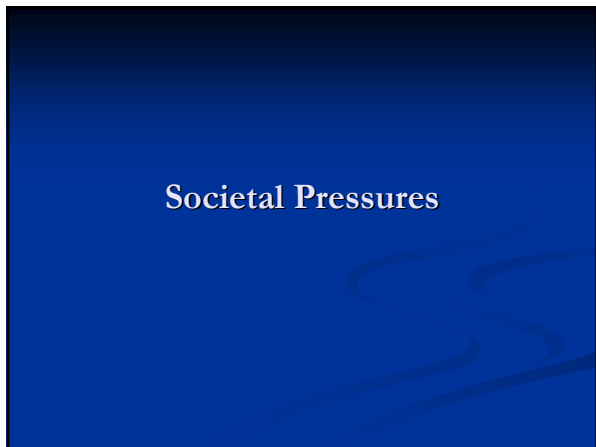
*HOW DO I
KEEP MY
FAMILY SAFE?*

TIPPING POINT

AWARENESS







Dimensions of Culture (Hofstede, 1997)

1. Power Distance
2. Collectivism vs. Individualism
3. Femininity vs. Masculinity
4. Uncertainty Avoidance

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 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 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-femininity as a dimension of societal culture

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

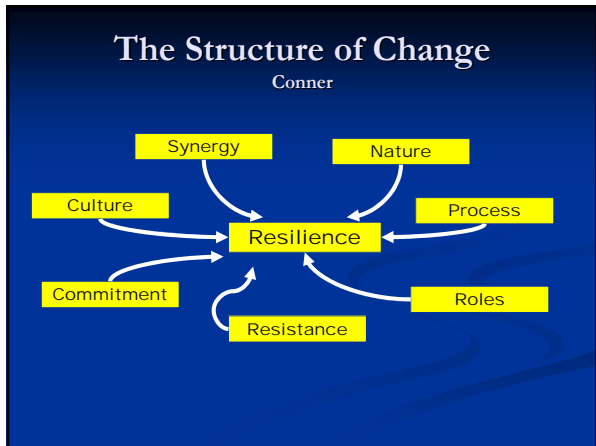
STRATEGIC CHALLENGES

NATIONAL AGENDA

- ## NATIONAL AGENDA
- PUBLIC HEALTH CERTIFICATIONS
 - HEALTH ALERT NETWORK
 - PUBLIC HEALTH LEADERSHIP
 - ESSEENTIAL PUBLIC HEALTH SERVICES
 - WORKFORCE DEVELOPMENT
 - PUBLIC HEALTH INFRASTRUCTURE
 - NATIONAL PERFORMACE STANDARDS
 - PUBLIC HEALTH INFORMATICS
 - MAPP
 - EVIDENCE-BASED PUBLIC HEALTH
 - HOMELAND SECURITY

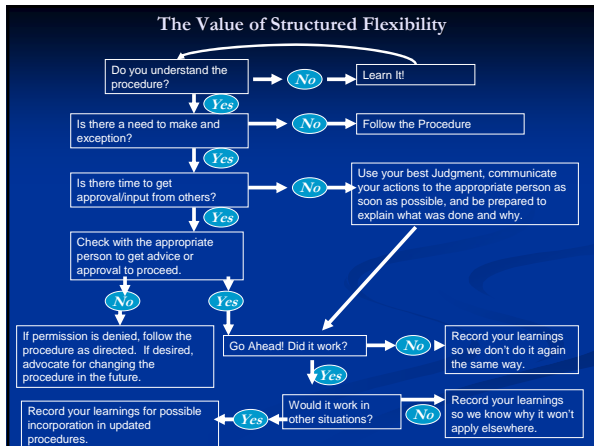
Adaptation to Change

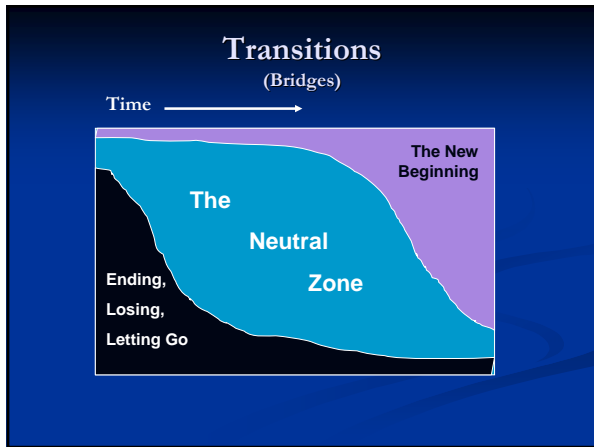
The Resilience Factor



Leadership Styles and Environment Match

Style	Goal	Optimum Environment
Anti-change	Protect the status quo	Magnitude: Inconsequential Cost of failure: Slight
Rational	Minimize the melodrama and avoid mistakes	Magnitude: Modest Cost of Failure: Noteworthy
Panacea	Keep people happy	Magnitude: Strong Cost of Failure: Significant
Bolt-on	Take care of as many people issues as feasible, given the constraints.	Magnitude: Shocking Cost of Failure: Considerable
Integrated	Treating people issues as integral to the success of each major project.	Magnitude: Breath taking Cost of Failure: Dramatic
Continuous	Succeed with current projects while ensuring that the organization maintains adequate assimilation resources for the changes it will face in the future.	Magnitude: Relentless Cost of Failure: Prohibitive





Social Capital Theory

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

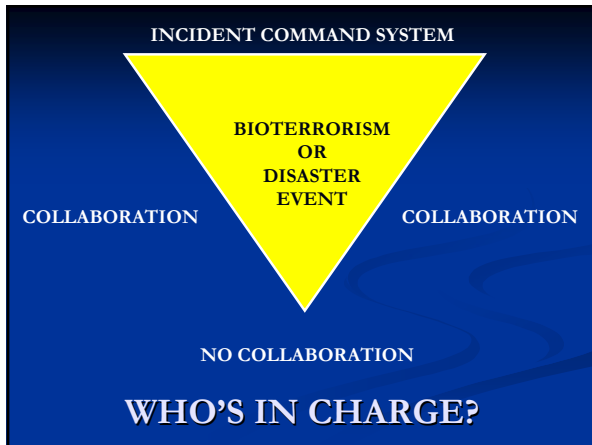


Leadership and Preparedness in Crisis Situations

- ### **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

Competencies for Leaders (Continued)

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

1. *Shared Work*
2. *Maintain Organizational Identities*
3. *Synergy*

CHANGING WAYS TO WORK

- CORE*
- SPECIALISTS*
- GENERAL WORKERS*
- COMMUNITY RESIDENTS*



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 RELATIONSHIP WITH OTHERS

A Framework of Emotional Competencies

p. 28 Cherniss and Goleman

	Self (Personal Competence)	Other (Social Competence)
Recognition	Self-Awareness <ul style="list-style-type: none"> ■ Emotional self-awareness ■ Accurate self-assessment ■ Self-confidence 	Social Awareness <ul style="list-style-type: none"> ■ Empathy ■ Service Orientation ■ Organization
Regulation	Self-Management <ul style="list-style-type: none"> ■ Emotional self-control ■ Trustworthiness ■ Conscientiousness ■ Adaptability ■ Achievement drive ■ Initiative 	Relationship Management <ul style="list-style-type: none"> ■ Developing others ■ Influence ■ Communication ■ Conflict management ■ Visionary Leadership ■ Catalyzing change ■ Building bonds ■ Teamwork and collaboration

Leadership Style, EI and Organizational Effectiveness

Leadership Style	EI Competencies	Objective
Visionary	Self-confidence, Empathy, Change Catalyst, Visionary Leadership	Mobilize others to follow a vision
Affiliative	Empathy Building Bonds, Conflict Management	Create harmony
Democratic	Teamwork and Collaboration, Communication	Build commitment through participation
Coaching	Developing Others, Empathy, Emotional Self-Awareness	Build strengths for the future
Coercive	Achievement Drive, Initiative, Emotional Self-Control	Immediate compliance
Pacesetter	Conscientiousness, Achievement Drive, Initiative	Perform tasks to a high standard

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

Exercise on Emotional Intelligence

Relationship between Risk Communication and Crisis Communication

RISK COMMUNICATION SKILLS

1. High Concern-High Stress Situations
2. Trust Determination and Building Trust
3. Strategies for stressed people who do not listen
4. Skills for dealing with negative statements (Covello)
1 N = 3 P
One negative = Three Positive
5. Risk perception by the public and skills for dealing with it

CRISIS COMMUNICATION

- COMMUNITIES MUST FORM A FLEXIBLE AND QUICKLY ACTIVATED CRISIS COMMUNICATION TEAM TO IMPLEMENT A COMMUNICATION PLAN AS A PART OF THE TOTAL RESPONSE EFFORT

SEVEN STEP COMMUNICATIONS RESPONSE PLAN

- ACTIVATE THE CCT
- GATHER AND VERIFY INFORMATION
- ASSESS THE GRAVITY OF THE CRISIS
- IDENTIFY KEY STAKEHOLDERS
- IMPLEMENT A COMMUNICATIONS STRATEGY
- DEVELOP EXTERNAL MATERIALS
- INFORM PARTNERS, STAKEHOLDERS, AND MEDIA

**INFORMATION
TECHNOLOGY:**

How to use data

KNOWLEDGE OF THE LAW

1. POLICE POWERS
2. PERSONAL RIGHTS
3. CONFIDENTIALITY--HIPAA

**FORENSIC
EPIDEMIOLOGY**

New Leadership Skills for New Times

Major Crisis Leadership Lessons (Mitroff)

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

Major Crisis Leadership Lessons (Mitroff) continued

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

Major Crisis Leadership Lessons
(Mitroff) continued

- 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 crisis, but they also see the interconnections between them

*Leadership will involve
working at all
levels of the system*
