Faculty Disclosure

Craig A. DeAtley, PA-C

Mr. DeAtley has listed no financial interest/arrangement that would be considered a conflict of interest.
Effective Leadership During Crisis
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Craig DeAtley PA-C
Director Institute for Public Health Emergency Readiness
Washington Hospital Center
Ph: 202-257-4714 Email: craig.deatley@medstar.net
Good Morning!!!

- Thank you for the invitation to speak
- What do you need to know about me?
- Interesting subject to speak on today
- “The secret of successful managing is to keep the five guys who hate you away from the four guys who haven’t made up their minds”
Lesson Objectives

At the our time together today you will:

- Identify qualities of an effective leader
- List obstacles leadership has to overcome during a disaster
- Outline what will mark success in leading a disaster response
- Discuss what make tools are needed for effective leadership during an emergency

- THIS IS NOT A LECTURE ON LEADERSHIP BUT A FACILITATED DISCUSSION ON THE SUBJECT BY LEADERS ...... YOU
What is Leadership?
Who Is a Good Leader?
WHAT MAKES A GOOD LEADER
During a Crisis?
What Defines Effective Leadership in a Crisis?

- Timely, decisive and correct decision making individually and collectively
- Limit death and suffering through preventative, curative and supportive care
- Meet the physical, mental health and social needs of vulnerable populations
- Recognize and respond to initial and on-going staff needs
Effective Leadership

- Preserve economic stability of the agency/institution while meeting the costs of the response
- Bolster the ability of individuals and community to rebound from traumatic, tragic, and unpredictable events
- “A leader is not a person who can do the work better than his men; he is a person who can get this men to do the work better than he can”
What Are Some Obstacles to Effective Leadership?

- Lack of a response plan
- Lack of qualified and trained personnel to provide leadership
- Lack of critical information to make decisions
- Tunnel vision
- Failure to communicate!!!
- Know your limitations
- You are distracted by personal concerns-family and home status
WHY DO LEADERS FAIL?
Some Critical Leadership Practices

- Know your role
  - Use a cheat sheet
  - Ask pertinent questions
- Understand the problem—“situational awareness”
- Look ahead not just at your feet
- It’s not just about talking.....it is important to listen too
What are Some Needed Leadership Tools?

- Emergency Operations Plan (EOP)
  - Lays response foundation guidance
  - Assigns roles and responsibilities and authorities
  - Outlines alert/notifications
  - Addresses types of responses
  - Identifies the needed documentation
  - Includes restoration and recovery and not just response
If your every day administrative structure works ... then use it .... but you probably aren’t in a disaster!

Based on business, military and public safety principles and practices

Agencies that used a ICS fare better then those who don’t

The Doctrine of Daily Routine
The Incident Management Team
The Team

- The Incident Commander
  - Agency Executive
- Command staff
  - Liaison Officer
  - Safety Officer
  - PIO
  - Med Technical Specialists
- General Staff
  - “Doers, getters, thinkers and buyers/sellers”
Scalable, flexible and adaptable system

Effective use is based on situational assessment of needs and availability of trained personnel

Integration with local community

Promotes easier mutual aid assistance
JAS

- Brain teaser/reminder
- 4 time periods of ideas
- Tools/documents
Incident Response Guides

- Provide situational guidance
- Suggestions for each position
Some Other Needed Leadership Tools

**Information**

- Our judgment is no better than our information

- What information do I need?
  - Incident update
  - Impact details
  - Hospital status
  - Healthcare system
  - Local/regional/national situation
More On Information

- Getting information
  - Inside /outside
- Using information
  - Just information
  - Making decisions
- Sharing information
  - Staff/patients
  - External partners (i.e. DOH/EOC)
Implementing an Effective Decision-Making Structure

- Individual vs. collective decisions
- Meetings vs. conversations
  - Teleconferences
- Talk with your other responders
- Have your thoughts and actions recorded
  - By you
  - By the system
- Evaluate your progress
  - Formally
  - Informally
The Incident Action Plan (IAP)

- What is it?
- Who does it?
- When is it completed?
Some Leadership Do’s

- Be connected
- Follow the plan!!
- Be flexible
- Be knowledgeable
- Be decisive ..... when it is needed
- Share information- all types
- Be approachable
- Be creative with your coping
- Have a sense of humor
Lucky Too!!!

- Comes to those who are prepared
- Is an extra ... not a substitute
Some Leadership Don’ts

- Try to do it all by yourself!!
- Miss the trees for the forest
- Fail to communicate
  - Personnel
  - Patients/family
  - EOC and other responders
  - Press and media
Some More Don’ts

- Ignore rumors
- Think you have to have all the answers...right now
- Believe you can eliminate all uncertainty
- Fail to anticipate
Some Other Critical Keys

- Can you tell the players from the command staff?
- What is your work schedule?
- Remember mental health support for the leaders too!!
Leaders maybe born but effective leadership is learned and practiced

To be successful you need a game plan, the staff are the players and history will be the referee

The Incident Command System is a structure that used properly can promote effective command, control and communication .... while being part of a community of responders

Command, control and communication must be established early and maintained for the duration of the incident
Time To Move On!!

- Any Questions ?!