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¿Qué es lo que se necesita cuando se produce una crisis?

Una gran capacidad de liderazgo.

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USA

Acercas de Regina Phelps



Regina es una líder reconocida internacionalmente en el campo de la gestión de emergencias, la pandemia, y planes de contingencia. Desde 1982 ofrece servicios de consultoría, capacitación y como expositora en países alrededor de cuatro continentes. Es fundadora de Emergency Management & Safety Solutions, una firma de consultoría y capacitación.

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Su especialización incluye el desarrollo de equipos de Gestión de Incidentes, planificación para la pandemia, diseño de centros de operaciones de emergencia (COE), y el desarrollo de ejercicios de emergencia para las grandes empresas globales. Parte de su lista de clientes incluye Visa, el Banco Mundial, American Express, Northern Trust, Tritón, la CFI, la Universidad de Duke, la Universidad de Stanford, el Instituto de Tecnología de California, el FMI, el Banco de Canadá, e International Paper.

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PART ONE

What Do You Need When a Crisis Occurs?
Great Leadership!

Agenda

- Three Types of Emergencies:
 - Routine, Crisis, and Emergent Crises
- Crisis Leadership: Seven Essential Skills
- Hurricane Sandy

Three Types of Emergencies

Three Types of Emergencies

1. Routine Emergencies
2. Crisis Emergencies
3. Emergent Crises

Routine Emergencies

- “Routine” does not mean “easy.”
- “Routine” refers to the relative predictability of the situation; it is of a “general nature” that permits advanced preparation.
- Able to take advantage of lessons learned from prior experience.
- Likely to have thought about how to act, what is needed, and have been trained and are practiced.



Crisis Emergencies

- Distinguished by significant elements of novelty:
 - Threats never encountered before.
 - A familiar event occurring at unprecedented speed.
 - A confluence of forces, which, while not new, in combination pose unique challenges.
- Because of the novelty, plans and behaviors that may work well in the “routine” are frequently grossly inadequate or even counterproductive.



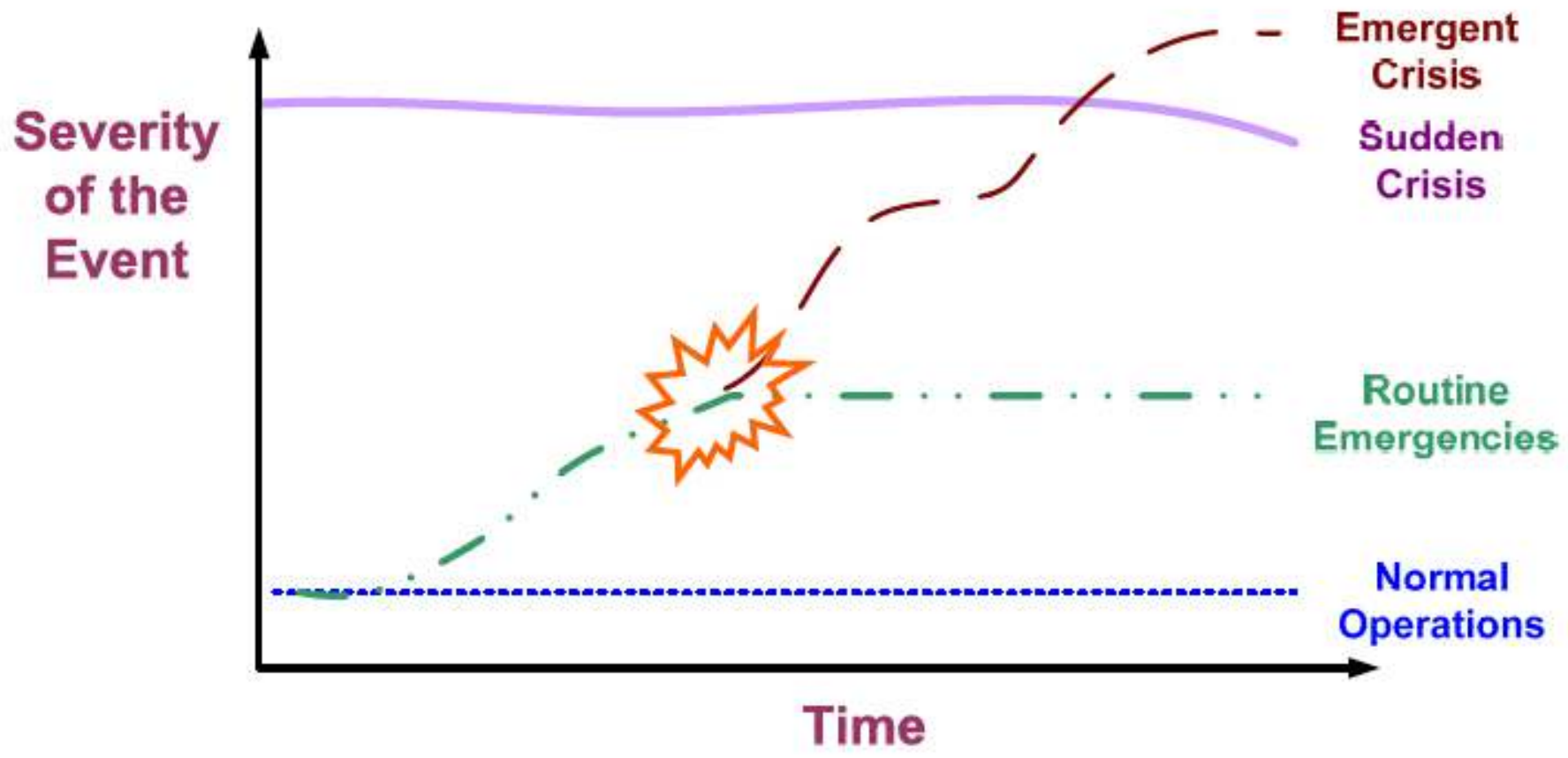
Crisis Emergencies Require Different Capabilities

1. First, **diagnose** the elements of the novelty.
2. Then, **improvise** response measures adequate to cope with the unanticipated aspects of the emergency. Born of necessity, these may be actions quite different than ever done before.
3. Response must be **creative** and extremely **adaptable** to execute improvised solutions.

Emergent Crises

- Pose special challenges in terms of recognizing novelty because they look much like “routine” emergencies in their early stages, only *later* revealing their unusual characteristics.
- Leaders may be slow to see the new features that require a different response. They become “wed” to their original solution.





Crisis Leadership: Seven Essential Skills

Seven Essential Skills



Situational Awareness

- Gather and assimilate key facts, often under conditions of great confusion and uncertainty.
- Assess how the entity is positioned to deal with the emergency.
- Decision-makers must project forward the implications of the information they have gathered to anticipate possible consequences of the still-moving incident.
- Able to generate possible alternative courses of action and assess which of them holds the most promise of dealing with the situation.

Improvise

- Using situational awareness, review routine plans and checklists, then determine if customization is required.
 - The presence of significant novelty calls into question whether routine plans will work and may require unplanned and unrehearsed actions.
- A true crisis: Leaders, often under extreme pressure with high stakes and compressed timelines, must formulate a new approach and then execute new responses or a combination of responses.
 - In other words, leaders must improvise.

Creativity and Adaptability

- Leaders must find ways to see and appreciate the novel elements in a crisis. Ways to foster creativity and adaptability include:
 - Focus attention on the novelty of the situation: What is new? People are drawn to the familiar. Ask over and over, “What is the same?” More importantly, ask “What is different?”
 - Ensure that diverse viewpoints are heard. Have a mixed team with a variety of backgrounds and experiences.
 - Systematically require additional thought. Is the set of possibilities large enough at the beginning? Look for one or more best alternative explanations. Use a “Team B” approach.
 - Set operational expectations and track results against those.

Creativity = Flexibility

- A leader must adapt rapidly.
- By its nature, a crisis changes quickly.
 - The first response will likely not be the final response.
- In crisis situations, a leader cannot be wedded to a single strategy.
 - S/He must continue to take in new information, listen carefully, and consult with the frontline experts who know what's happening.

Decisiveness

- Once situational awareness has been reviewed,
AND
- The response has been improvised,
AND
- Creativity and adaptability have been exercised,
THEN
- **Make a decision.** Decisive action is required.
 - If after a while it becomes apparent the wrong decision was made, make another one.
 - Keep moving forward.

Decisiveness – This is the Time to Lead!

- When things are happening quickly, no one can have actual control of the situation, but a leader can assume control.
 - In other words, *the disaster can't be controlled, but the response can be.*
 - Assume the mantle of leadership and, well, lead!

Action

- Once the previous skills have been exercised, it's time enact the plans and observe.
- Ensure that there are sufficient feedback loops to assess response to the new plan and adjust accordingly.
- Be aware of the dangers of cognitive bias.

Action – Cognitive Bias

- “Cognitive bias”: The persistent forces that shape people’s thinking and organizational awareness. Some cognitive biases that appear in crisis situations include:
 - Overweighing one’s experience. (“Been there, done that.”)
 - Illusion of experience. A tendency for individuals to think that they have more experience than they actually do.
 - Overconfidence. In one’s abilities and in one’s ability to predict the future. As a result, overconfidence in the ability to control the future.
 - Failure to observe or believe disconfirming evidence.
 - Escalation of commitment. Once it’s noticed that it is not working, people recommit to the solution.
 - Migration of objectives. Objectives shift and become personal.

Action – Counteracting Cognitive Bias

- Cognitive biases are a constant influence. It is necessary to identify moments when they are pushing in the wrong direction, then counteract them in real time.
 - Choose different leaders or teams from the groups less likely to be subject to the same bias.
 - Provide training and guidance about cognitive biases and how to avoid them.
 - Develop rules, procedures, and tools that help to counteract them.
 - For example, overconfidence: Have a group of advisors involved in consultation with the leader.

Communication

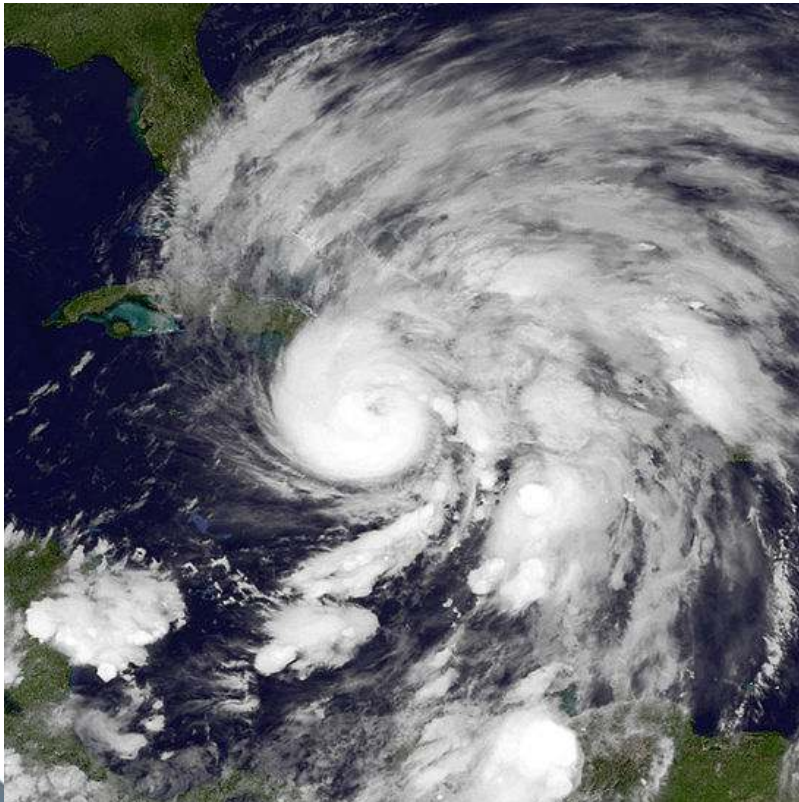
- Clear, crisp, concise, and timely communication is essential.
 - Set realistic expectations.
 - Communicate early and often.
- Don't alarm people, but don't be afraid to speak to the magnitude of the situation.
- The communication plan must include:
 - Who the stakeholders are.
 - What the message is.
 - What tools are used for communication.
 - Who communicates with the stakeholders (i.e., who owns the relationship).

Reevaluate

- Set regular intervals to reevaluate and reassess progress.
 - This allows the ability to tweak (or do a major overhaul) of the plan.
 - Check for cognitive bias.
 - Measure performance.
 - Recommit or redesign.
 - Keep moving forward.

Hurricane Sandy

The Early Sandy



- The storm formed on October 22 and began her June through the Caribbean islands:
 - Haiti
 - Dominican Republic
 - Cuba
 - Bahamas
 - Jamaica

East Coast Begins to Pay Attention



- By October 25, all eyes were looking south at Sandy; the speculation and hedging began:
 - Different landfall models were circulating.
 - Widespread disbelief and discounting: "This will probably be like Hurricane Irene."



October 28, 2012

90% *chance* that Sandy would hit the major population centers in the East *head on*.

Landfall – October 29, 8:00 PM



- The center of the storm made landfall just south of Atlantic City, N.J., around 8:00 PM.
 - The storm was downgraded from a hurricane to a post-tropical storm right before landfall.



Final Tracking Path of Hurricane Sandy

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Sandy Superlatives



- Deadliest and most destructive storm of the 2012 Atlantic hurricane season.
- Second costliest hurricane in United States history. Preliminary estimates assess damage at \$75 billion. (In 2005, Katrina's damage was higher at \$81 billion.)

Sandy Superlatives



- Sandy is the largest Atlantic hurricane on record as measured by diameter, with winds spanning 1,100 miles from Florida to Canada.
 - A third of the country was impacted by the storm.
- Hurricane Sandy affected 24 states.
 - Thousands of homes and businesses destroyed.
 - Millions without electrical power.

Sandy Statistics



- At least 285 people were killed along the path of the storm in seven countries.
 - 72 of those deaths were in the United States.

Sandy Statistics



- On October 29, more than 13,000 flights were canceled across the U.S. On October 30, more than 3,500 were cancelled.
 - Total number of flights cancelled = 19,729.
- Public transportation was halted throughout the region.
- The New York Stock Exchange closed for two days.

Sandy Statistics

- Four city hospitals were forced to evacuate patients as water poured in and power failed.
 - NYU Langone Medical Center, Bellevue, and the Manhattan VA hospitals – all next door to one another along the East River – and Coney Island Hospital in Brooklyn had to relocate more than 1,200 patients.



Leadership Successes

- No deaths or serious impacts from the hospital evacuations.
- Minimal deaths in the region.

Leadership Failures

- Many businesses failed to adequately take the threat seriously.
 - Common thought: "We braced ourselves for Irene and nothing happened!"
 - Downplayed the possibility of a direct hit and serious flooding because a storm of this size "had never happened before."
- Many plans assumed there would be a short time out of the building and then everyone could go back to work.
- Plans assumed minimal impact in the region; they expected power and ISPs to work.
- Work-from-home processes and plans that included displacing workers were never tested.
- Many citizens failed to get ready at home.

Three Things to Remember

- For a Leadership Team to be great, it requires three things to be in place:
 1. The team must know their roles and responsibilities.
 2. There must be a clear incident assessment process, team, and escalation strategy.
 3. They must know how to develop an action plan.
- We will talk about these three things next.

PART TWO

Organization During a Disaster

Agenda

- Things to Remember During a Disaster
- Leadership in Times of Crisis
 - A Recent Disaster
- Team Organization
- Incident Command System
 - Building Your ICS Team
- Incident Assessment
- Incident Action Plans
- Practice

Things to Remember During a Disaster

Remember:

- Declare the disaster and activate as early as possible.
- Staff initially to a high-enough level.
- Issue clear and consistent instructions to staff.
- Delegate authority to those who have been tasked.
- Avoid the “We’re a really smart group and we’ll figure it out when it happens” syndrome.



Remember:



- Assume and plan for some degradation in personnel and/or systems over time.
 - Closely monitor team and plan effectiveness.
- Make decisions – keep moving forward.
 - Make changes when necessary, and keep moving.
- Communicate, communicate, communicate.

Leadership in Times Of Crisis – A Recent Disaster

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Costa Concordia Disaster



- January 13, 2012: The Costa Concordia partially sank after hitting a reef off the coast of Tuscany, requiring the evacuation of 4,229 people on board.
 - The collision tore a 70-meter crack in its hull.
 - 32 dead, including 1 salvage worker.
 - 64 injured.

Where Was Their Leader (Captain)?



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He Told The Coast Guard and the Judge...

- "I was trying to get people to get into the boats in an orderly fashion. Suddenly, since the ship was at a 60-70 degree angle, I tripped and I ended up in one of the boats. That's how I found myself in the lifeboat."
- "I didn't even have a lifejacket because I had given it to one of the passengers."

Costa Concordia Lessons – On the Ship

- The Captain never took charge.
 - Down-played the incident.
- Ship staff failed to communicate.
 - With guests and with each other.
- Guests were never trained.
- Crew was poorly trained.

Costa Concordia Lessons – At Corporate

- Carnival Cruise Lines:
 - Declined to “fess up” promptly.
 - Cast blame elsewhere.
 - Struck adversarial postures with the public, the government, and the news media.

Costa Concordia Lessons – Fallout

- The public saw Carnival as:
 - Not having a crisis plan in hand.
 - And if that was their plan/strategy? OMG!
 - Not having an understanding of the situation they were in.

Team Organization

Incident Command System

- ICS is an organized, team-based approach to manage critical incidents.
 - Developed in the California Fire Service in the 1970's to deal with fast-moving wildfires.
- ICS is now used widely throughout the United States:
 - National Response Plan (NRP).
 - Foundation for NIMS.
- ICS is also widely used worldwide.

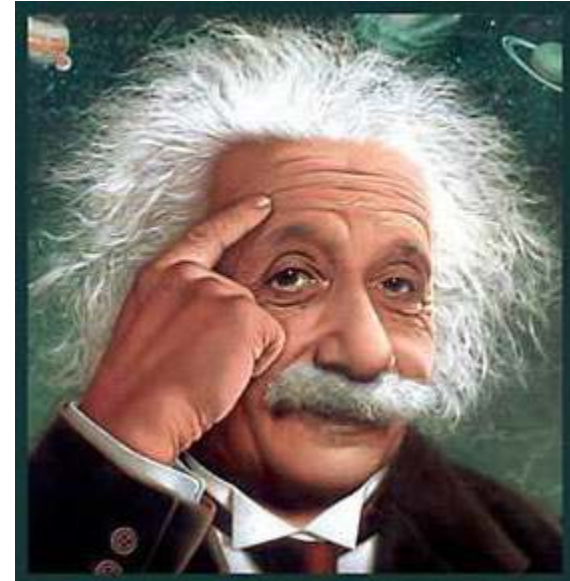
Why ICS?

- The six Cs:
 1. Command.
 2. Control.
 3. Collaboration.
 4. Coordination.
 5. Communication.
 6. Consistency.



Try Something Different

- History tends to repeat itself.
 - We need to learn from the mistakes of the past.
- Remember the words often attributed to Albert Einstein:
 - *“Insanity is doing the same thing over and over again and expecting different results.”*

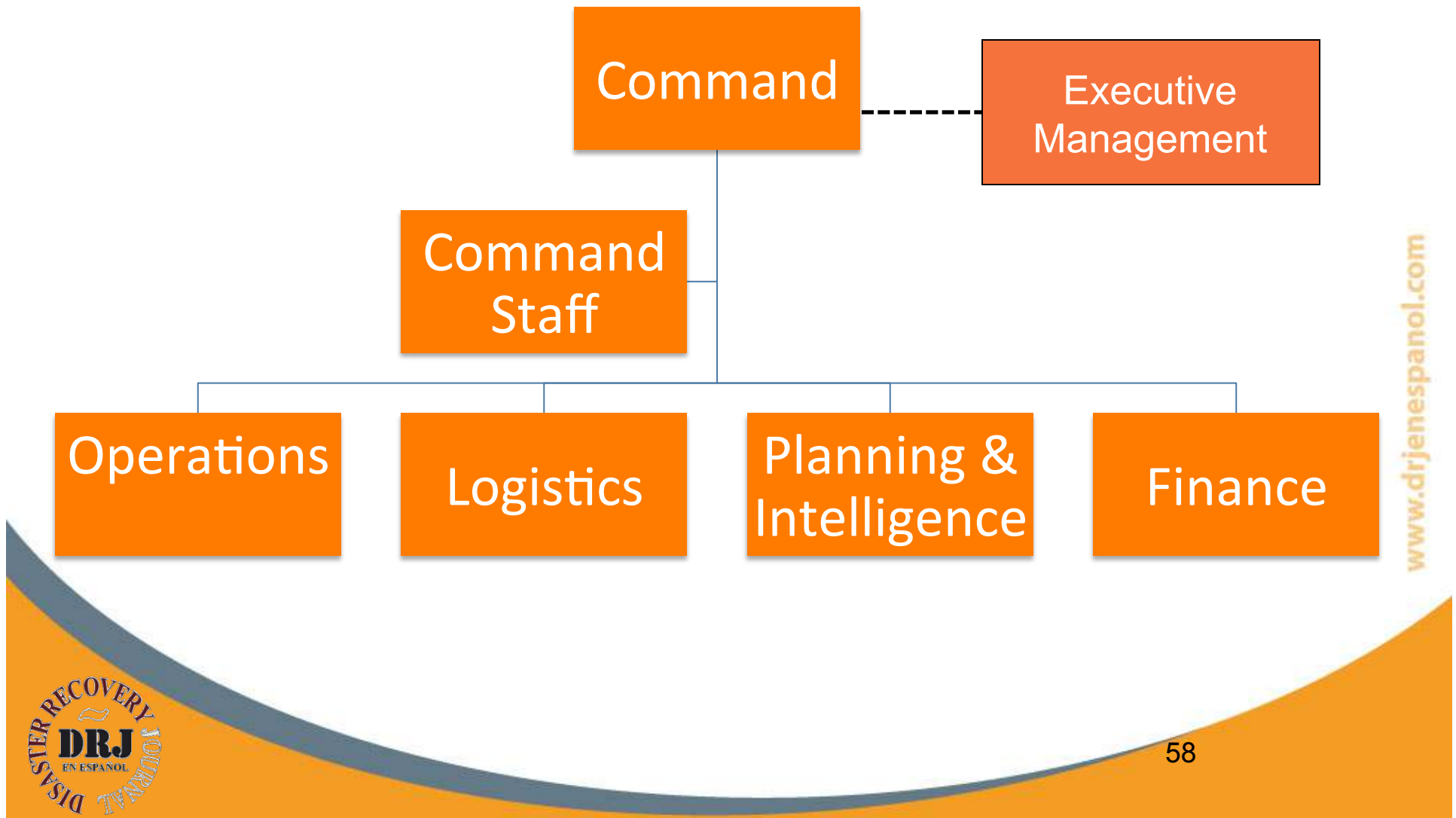


Eight Hallmarks of ICS

1. Manageable span of control.
2. Common terminology.
3. Modular/scalable organization.
4. Integrated communications.
5. Unified command structure.
6. Incident action plans.
7. Pre-designated command centers.
8. Comprehensive resource management.

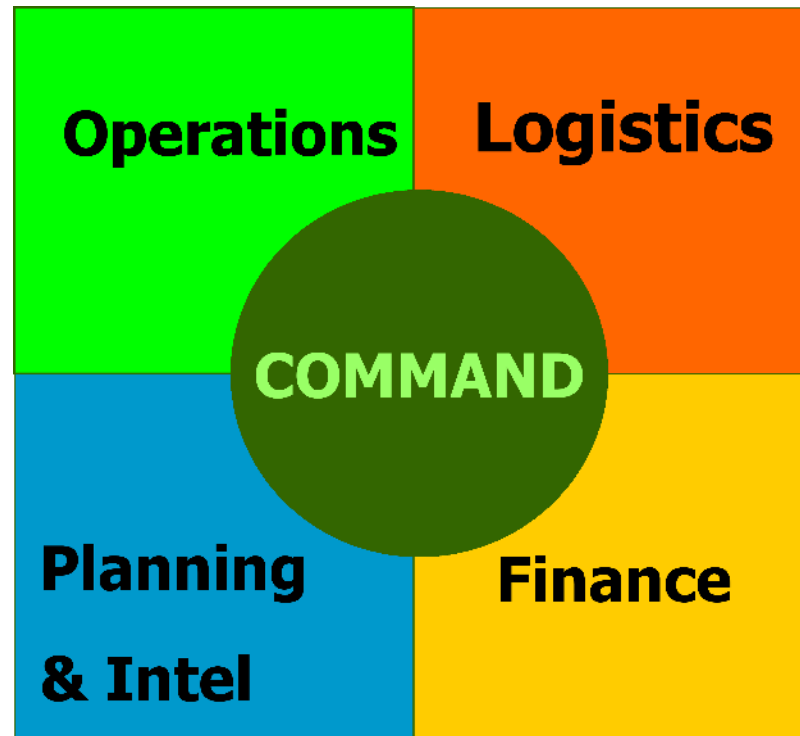
Building an ICS Team

Five Teams in ICS



One-Word Definitions

- Command
 - “Manages”
- Operations
 - “Does”
- Logistics
 - “Cares”
- Planning & Intelligence
 - “Plans”
- Finance
 - “Pays”



Command

- Sets priorities and objectives, and is responsible for overall command and responsibility of the incident.
- In charge of all functions.
- Directs, controls, orders resources.
- Resolves conflict in the teams.
- Makes and implements policy decisions.
- Provides interface to Executive Management.
- Who makes a good Incident Commander (IC)? Someone who:
 - Has strong leadership skills.
 - Is decisive, not afraid to make a decision.
 - Has a good overall understanding of the business.
 - Is well respected by their peers and senior management.
- A traditional command staff includes communications, liaison staff and safety. Legal may be here as well.

Operations

- Has the responsibility for all *tactical* operations necessary to carry out the plan (response and recovery).
 - Performs initial damage inspection.
 - Establishes situation control.
 - Develops situation status reports (“Sit Reps”).
 - Are front-line responders – they resolve the issues.
- Goal: Restore business back to “business as usual.”
- Team includes the key “backbone” aspects of the business.

Planning & Intelligence

- Responsible for the collection, evaluation, and dissemination of information concerning incident development.
- Takes the situation reports (“Sit Reps”) from Ops and evaluates information.
- Applies “intelligence” to the situation.
- Develops and disseminates the incident action plans (IAP).

Logistics

- Responsible for providing the necessary support to meet incident human needs:
 - Food.
 - Shelter.
 - Transportation.
 - Medical support.
 - Counseling.
- Primary responsibility is the “care and feeding” of the teams.
 - All of the human aspects of the disaster.
- Responsible for acquiring or otherwise procuring necessary supplies.

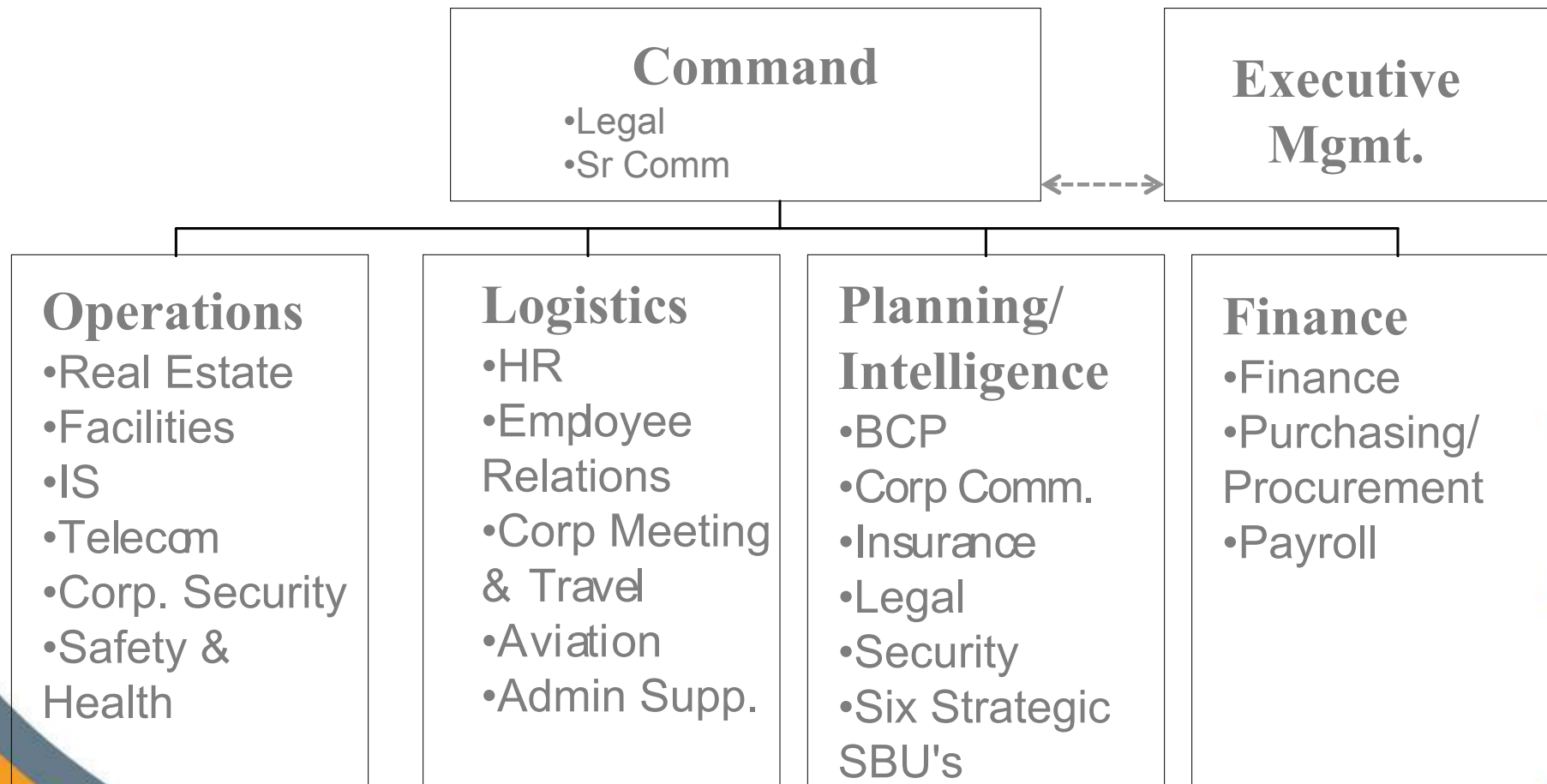
Finance

- Responsible for monitoring and documenting all costs. Provides the necessary financial support related to the incident.
- Establishes a paper trail for all expenditures.
- Manages payroll, emergency purchase orders and cash, corporate cards, and other critical cash issues.
- Works with insurance companies regarding reimbursement and worker's compensation insurance.

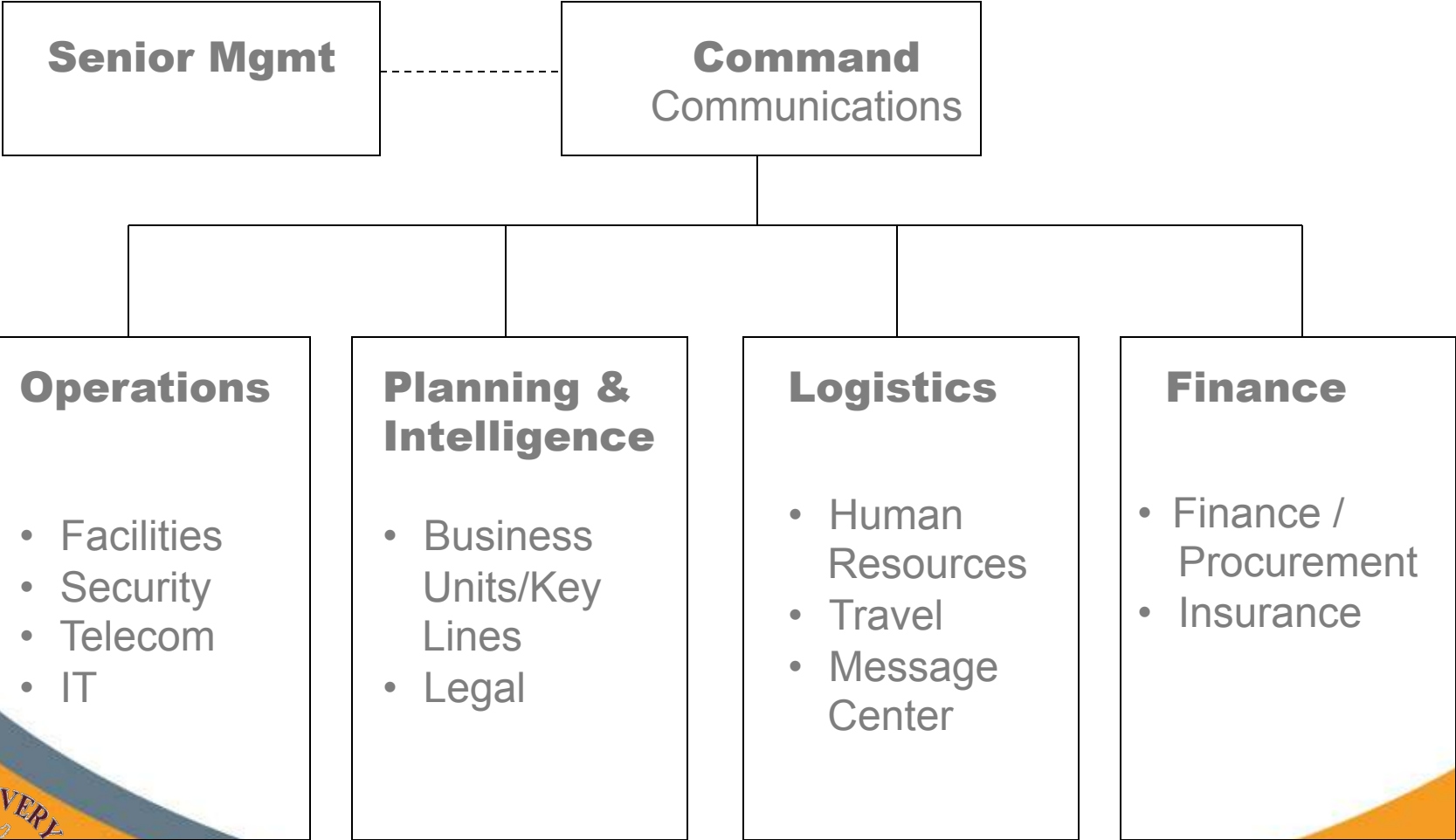
ICS Benefits

- Facilitates the flow of information and resources within and between all teams and at all levels of the organization.
 - Especially helpful for companies with multiple locations.
- Provides a structure for coordination between teams.
- Allows for rapid mobilization, deployment, and tracking of resources.
- Provides ability to detect trends and pattern development.
- Minimizes confusion and errors.

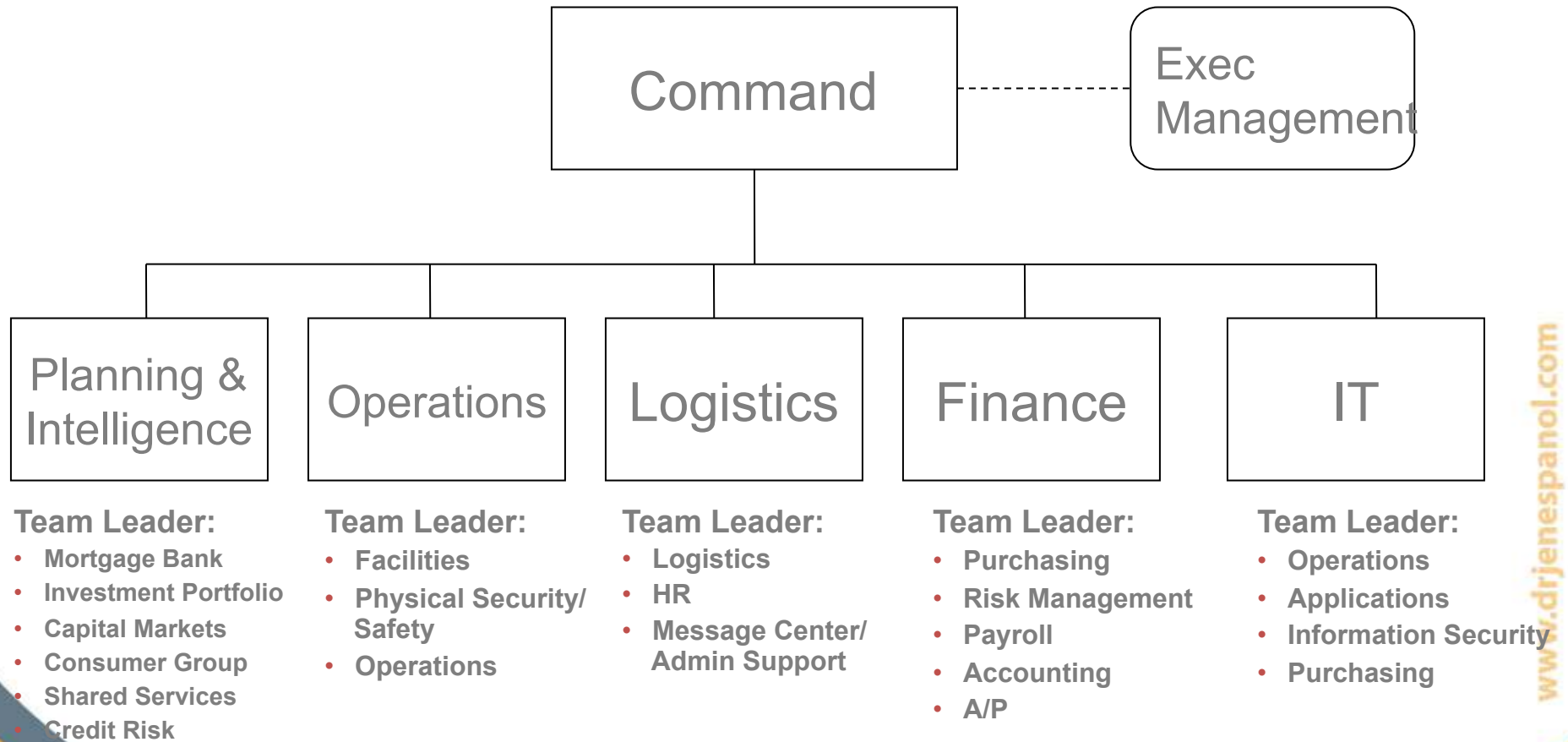
Large International Insurance Company



Large Multinational Bank



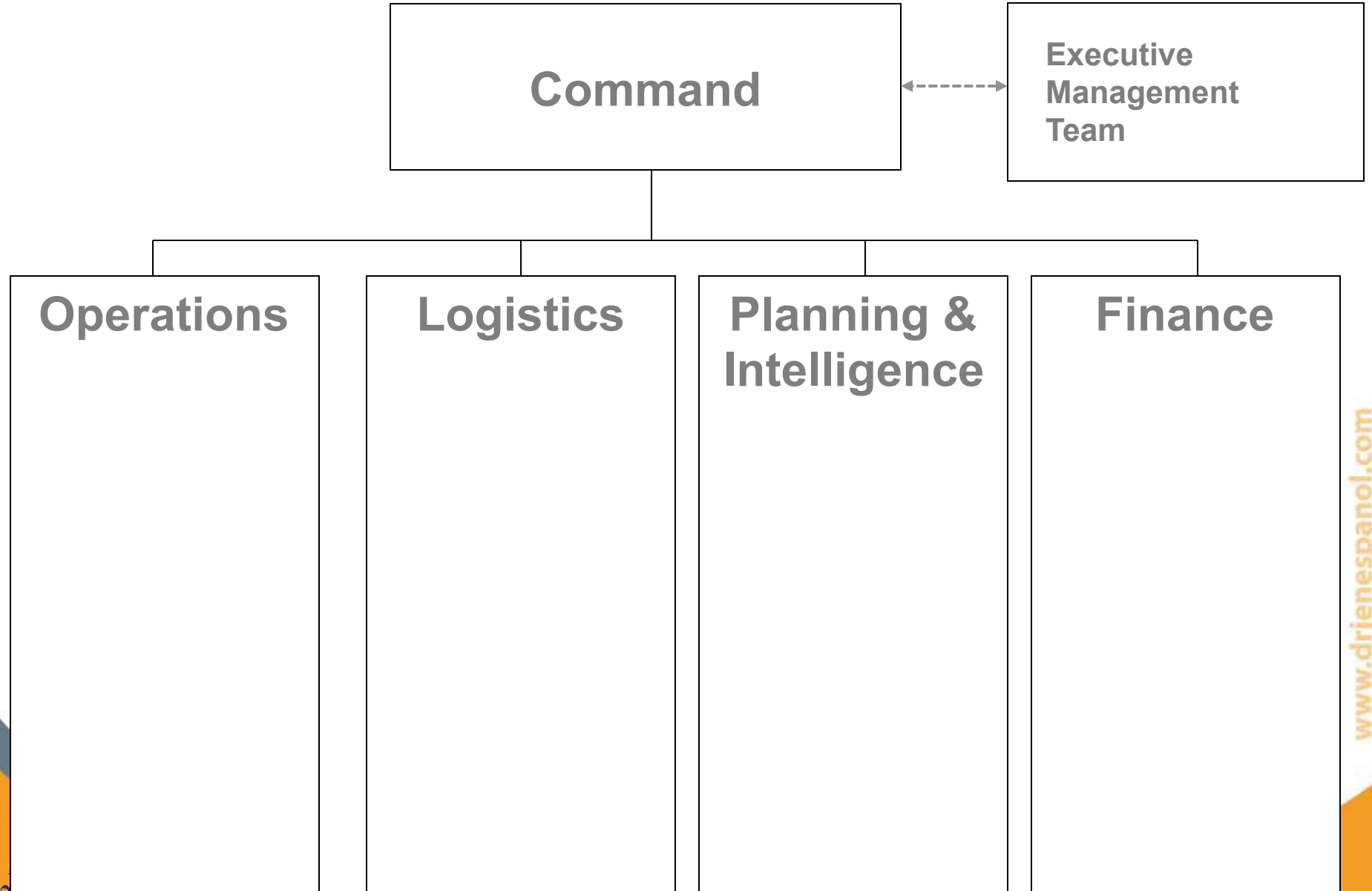
National Mortgage Company



Where are the Executives?

- Ideally, they are not part of the ICS Team.
(Note that all Exec boxes have dotted lines.)
- Traditionally they have four overall responsibilities:
 1. Strategic and policy oversight.
 2. Approval of large expenditure requests.
 3. Senior statesperson role to all key stakeholders: employees, major customers, investor community, Board of Directors, etc.
 4. Media spokesperson (if the situation warrants it).

Building Your ICS Team



Develop Your ICS Org Chart

- Take a few minutes to develop your ICS Org chart.

Incident Assessment

Initial Assessment Team

- The Initial Assessment Team (IAT) has the authority to activate the plan.
- Members of the team:
 - Consider backbone assessment (Facilities, Security, IT, Telcom) first.
 - Then others, depending on risks and situation.
- Responsibilities include:
 - Conducting initial assessment.
 - Assessing criteria for plan activation.
 - Determining escalation strategies.
- Need to determine in advance how team members meet. (Conference bridge? In-person meetings – if so where?)
- Any of the members can activate the plan.

IAT Activation

- When an event occurs:
 - Follow usual reporting mechanism.
 - Any member of the Initial Assessment Team can activate when they become aware of an event.
- IAT will meet to review the event and determine if plan activation is necessary.
 - In person.
 - On conference bridge.

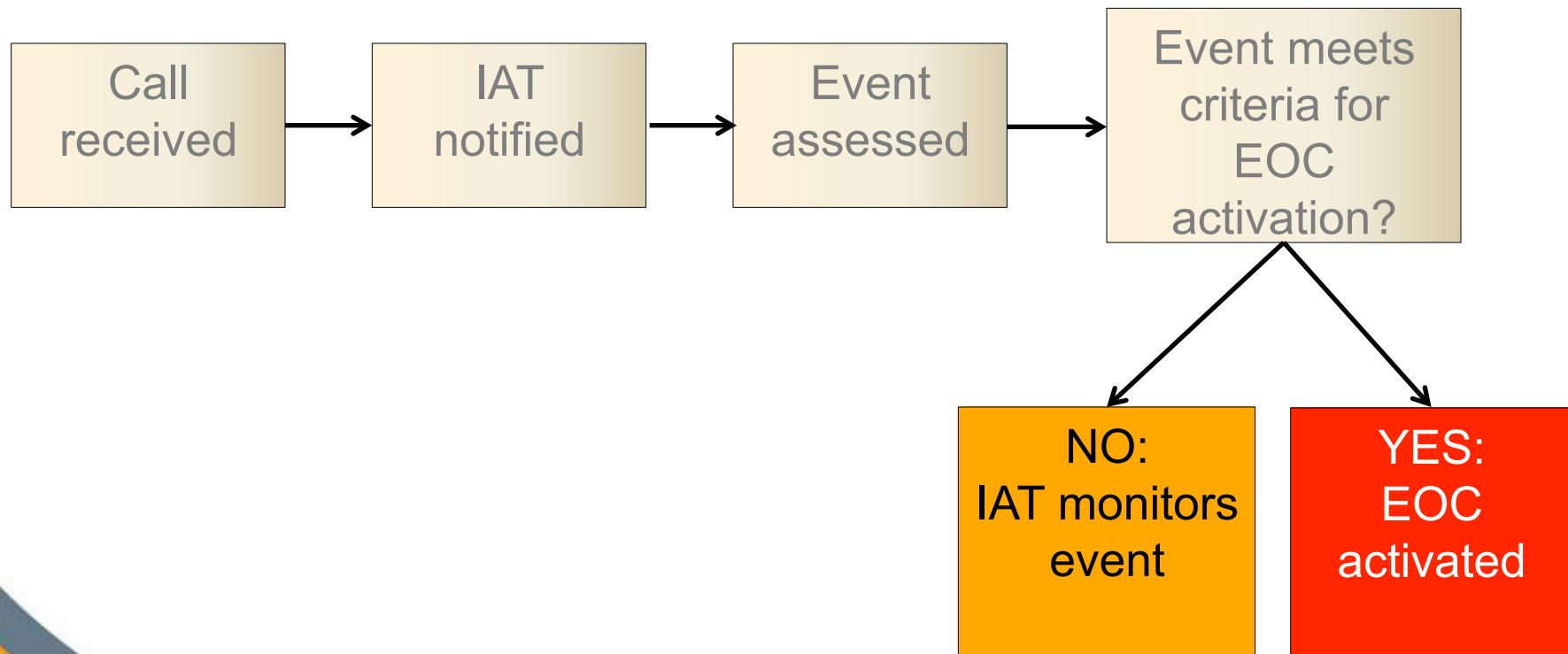
Assessment

- Determine the incident level:
 - 1, 2, 3 (low, medium, high).
- Does the incident meet activation criteria?
 - If yes:
 - Activate the Emergency Operations Center.
 - Conduct an action planning meeting.
 - Determine the Operational Period.
 - If no:
 - Should the situation be monitored?
 - If yes, determine who on the IAT is in charge of monitoring, when the next briefing is and where.
 - If no, follow up using standard business practices.

Example of Emergency Levels

- **Level 0:** An emergency that is handled as BAU. Examples: A medical emergency or a short-term building evacuation.
- **Level 1:** An emergency that is **limited in scope** and can be addressed by the normal response of of the organization. Examples: A minor fire or a temporary power outage.
- **Level 2:** An emergency that is **moderate to severe** in scope. Examples: A moderate fire that closes parts of a building, a moderate earthquake with some damage.
- **Level 3:** A **catastrophic disaster** that has severely damaged a mission critical facility requiring relocation of staff and business processes and/or severe disruption of services at that facility.

Activation – Call Received



Assessment Questions

- The first discussion should be about the type of event and its likely impact to the company location or staff:
 - Is this a local event? (Examples: Limited power outage, fire.)
 - Is this a regional event? (Examples: Flooding, earthquake.)
 - Is this a national event? (Example: 9/11.)
 - Is this an international event spanning countries or regions? (Examples: Tsunami, flooding, typhoons.)

Assessment Questions

- Life Safety/ People
 - Are lives in danger? Is there an impact on our people?
 - Is there a life safety issue?
- Facilities
 - Is a company facility at risk?
- Technology
 - Is there a disruption of technology services (e.g., telecom, network, data center)?
- Business - Financial
 - Does the event impact power to our customers? Has an ETOR (estimated time of recovery) been established?
 - Does the situation have a significant financial impact for the company?
- Company Reputation / Brand / Mission-Critical Activities
 - Does the event have a reputation impact for the company?
 - Does the situation have a significant impact for customers?

Activation Matrix

Stakeholder	Life Safety/People	Facility	Technology	Financial	Brand
Company					
City					
Region (e.g. EQ, flood)					
Nation (e.g. 9/11)					
International event (e.g. Tsunami)					

Incident Action Plans

What is an Incident Action Plan?

- An IAP is the plan of action that the team will be using for a set period of time.
- An IAP identifies:
 - Overall incident status / strategy.
 - Specific strategic objectives and any necessary supporting information.
 - Assignment of responsibility for each objective.
 - Next Operational Period.

Overall Program Priorities

- The most common priorities include:
 - Life safety.
 - Incident stabilization.
 - Property and equipment preservation.
 - Return to business as usual.



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Steps to Build an IAP

1. Assess the incident situation (gain “situational awareness”) and report the current status of the event.
2. Establish strategic incident objectives. Ensure that necessary resources are available to complete the tasks.
3. Assign all objectives (to a team or individual).
4. Determine the Operational Period.
5. Communicate the plan to all identified stakeholders.

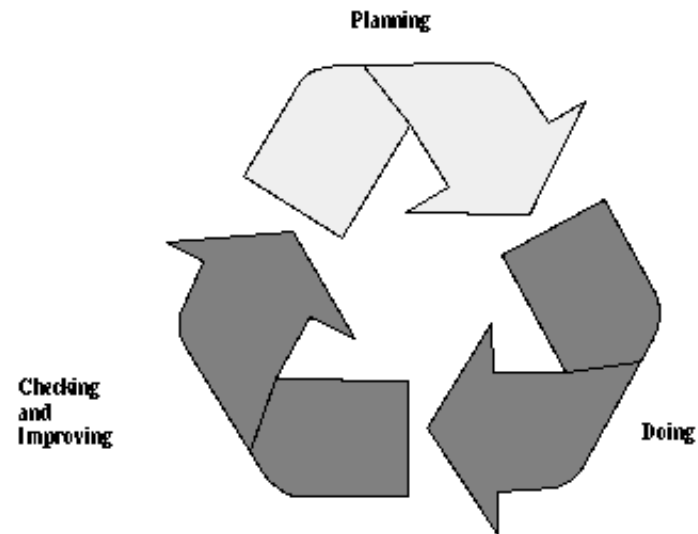
Situational Awareness

- What is the situation?
What is going on?
- What are your sources for information?



Establish Objectives

- Establish strategic incident objectives.
 - Set overall objectives and priorities.
 - Ensure that necessary resources are available to complete the tasks.



Sample Objectives

People

- Account for all staff.
- Determine need for EAP services.
- Notify emergency contact.

Finance

- Issue a disaster accounting code.
- Contact all ins. carriers.
- Document all physical damage with video or still images.

Facilities

- Conduct an initial damage assessment.
- Contact contractors.
- Appoint a liaison to work with ER responders.

Technology

- Conduct an initial assessment.
- Reroute main number if unable to reoccupy in 15 minutes.

Mission-Critical Activities

- Assess business unit impact.
- Activate BCPs as necessary.
- Determine the immediate work-arounds and what should be instituted.

Communication

- Communicate company status with key stakeholders.
- Update website.
- Update employee hotline.

Assign Objectives

- Assign all objectives:
 - To a team or individual.
 - An unassigned objective means no one is responsible to get it done.



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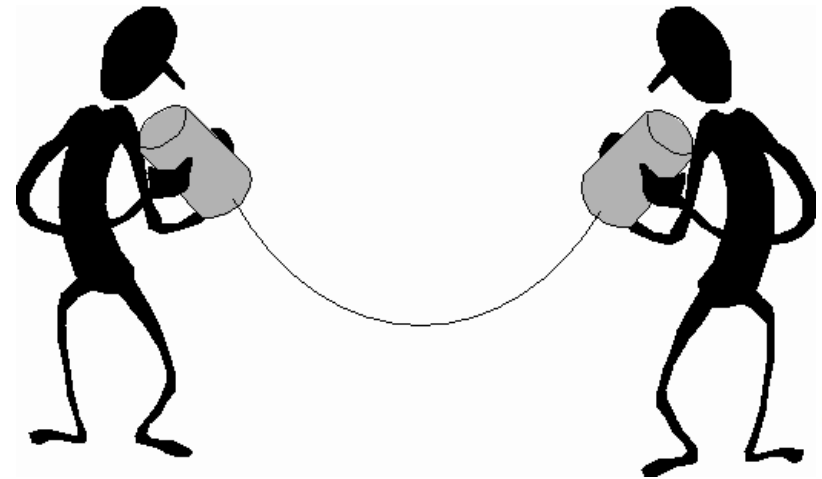
Determine Operational Period

- Determine the Operational Period.
 - Establish how long you will work on the objectives before the planning team needs to stop and assess status and progress.



Communicate the Plan

- Communicate the plan to all identified stakeholders.
 - Who are the key stakeholders?
 - Does everyone get the same message?
 - What are the tools used to disseminate the information?



Time to Practice

Practice

- Time for a party!
 - You are planning big party with three other friends to celebrate a special occasion.
 - You want the party to be a big success so you have decided that one way to do that is to develop an Incident Action Plan (IAP).
 - Using the IAP process, develop objectives for this party.
 - What are your priorities?
 - What are your objectives?



Gracias!

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