



Leadership During A Pandemic

Planning to Lead: Pandemic Preparedness & Response Priorities

ACP Symposium
Syracuse, NY



Objectives

To manage a pandemic crisis in a more systematic way by:

- ❖ Improving advance planning for preparation and response
- ❖ Improving our understanding of the leadership and communication necessary for pandemic preparedness, response and recovery
- ❖ Anticipating the leadership styles, decision-making techniques and communication methods required in a crisis



Pandemic Defined

Pandemic flu is a global outbreak of disease that occurs when a new influenza A virus appears or “emerges” in the human population, causing serious illness that spreads easily from person to person worldwide.

- ❖ Expectation – Avian Flu (H5N1) with origins in Asia
- ❖ Reality – Swine Flu (H1N1) with origins in Mexico



Pandemic's Potential Effect

Past influenza pandemics have led to high levels of illness, death, social disruptions and economic loss.

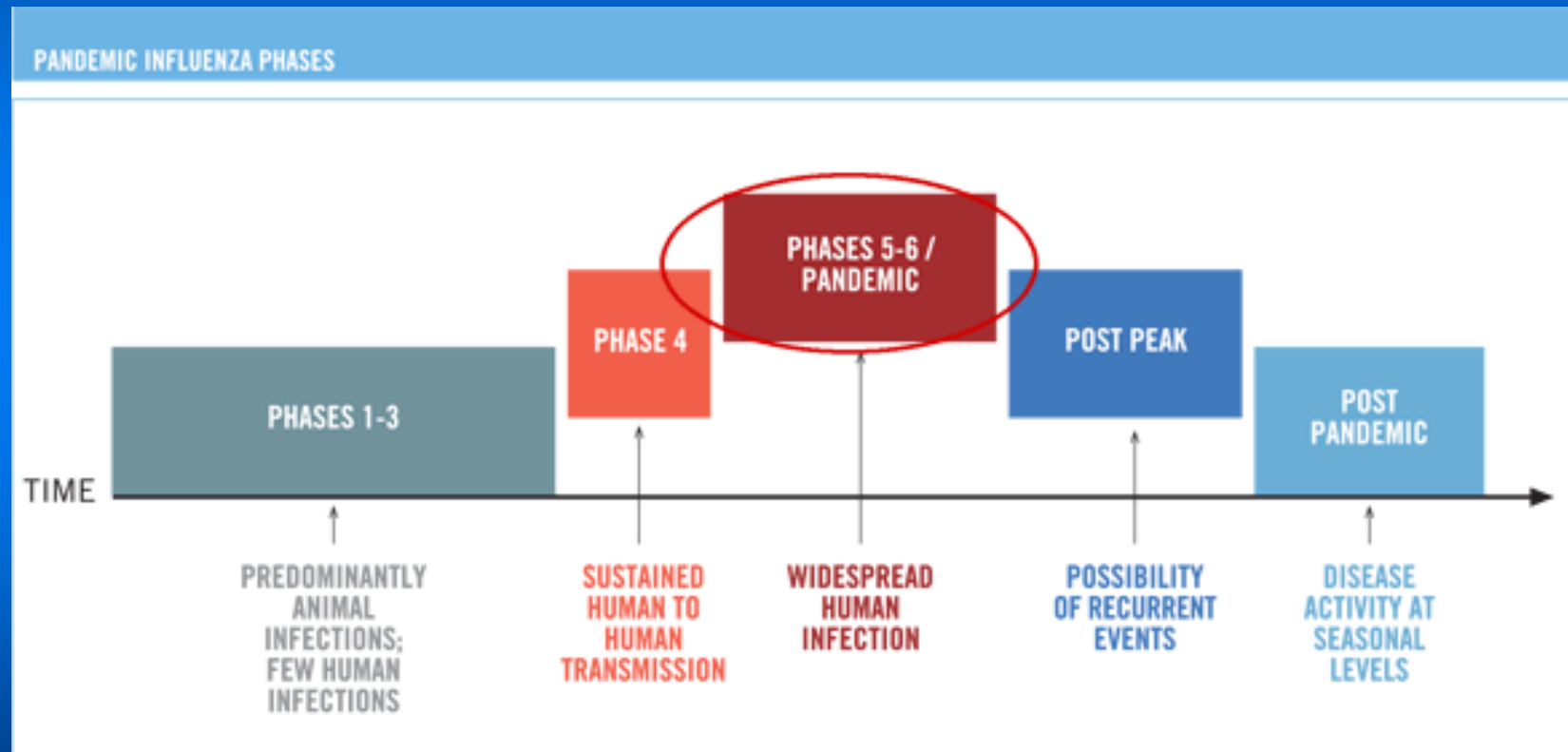
❖ In 1918 the Spanish Flu did not look so bad during the first wave in March but months later during the second wave in August, it had mutated into a much deadlier form resulting in:

- 500 million people infected worldwide
- Estimates are that more than 50 million died
- Over 1/2 million died in the US alone





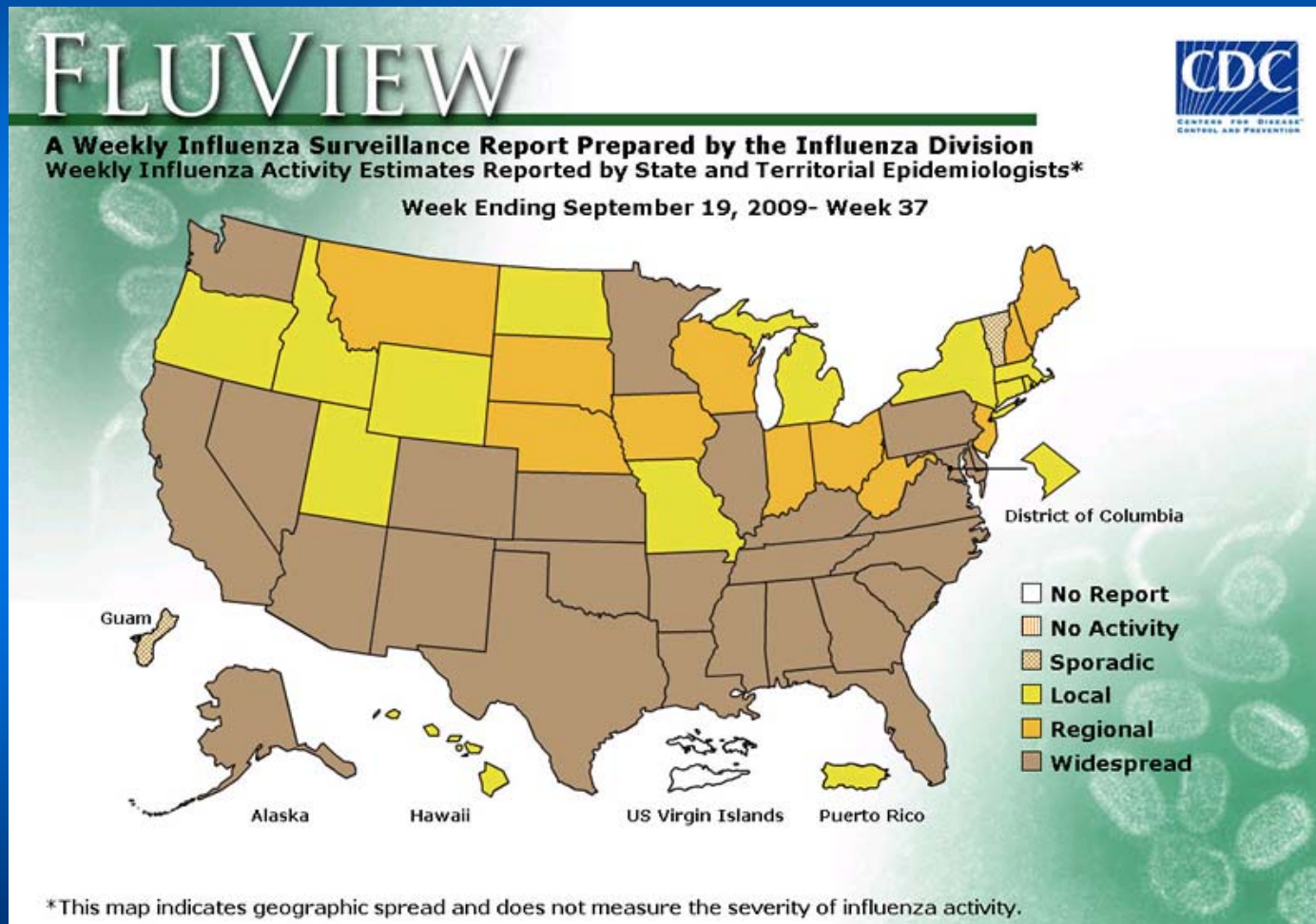
Phase 6 Pandemic – Declared June 11, 2009



Source: http://www.who.int/csr/disease/avian_influenza/phase/en/



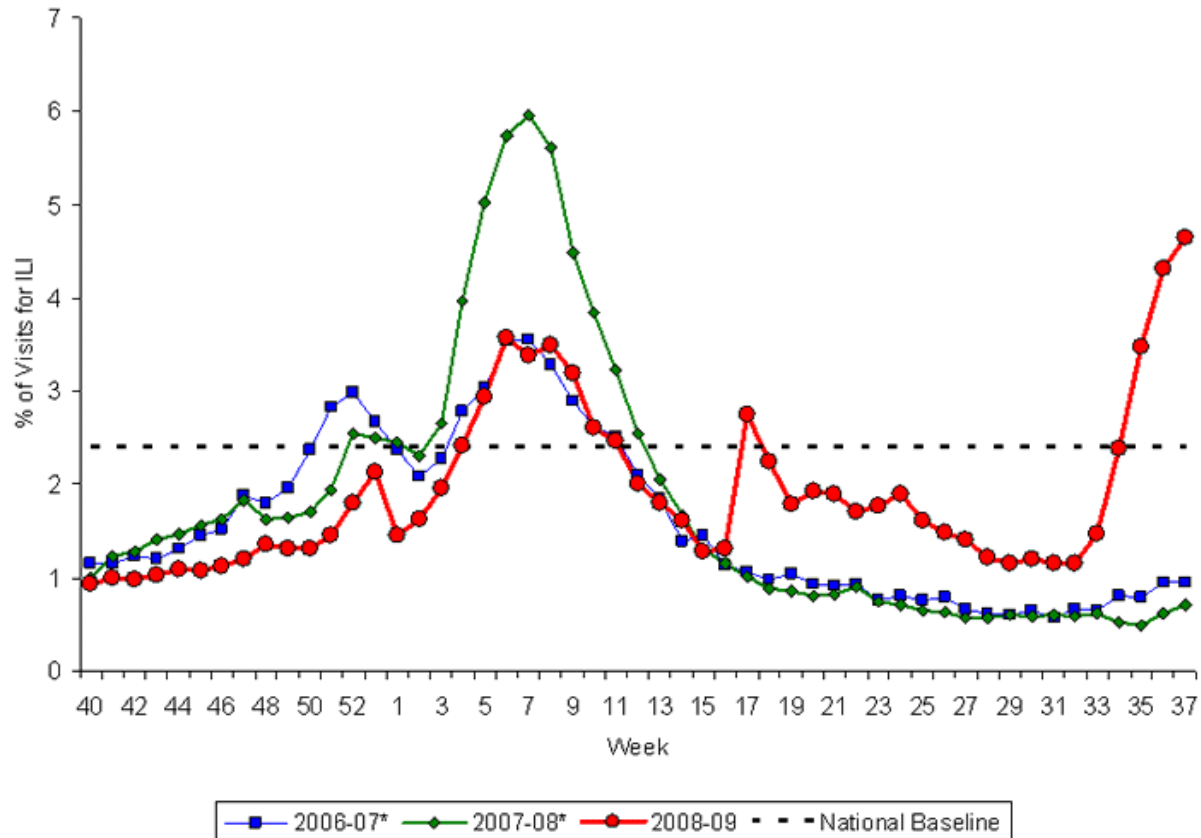
Map: Weekly Influenza Activity Estimates Reported (Week Ending September 19, 2009)



Source: <http://www.cdc.gov/h1n1flu/updates/us/>



Percentage of Visits for Influenza-like Illness (ILI) Week Ending September 19, 2009



*There was no week 53 during the 2006-07 and 2007-08 seasons, therefore the week 53 data point for those seasons is an average of weeks 52 and 1.

Source: <http://www.cdc.gov/h1n1flu/updates/us/>



Clear and Present Danger?

The Danger is Here and Widespread

- ❖ But, Nobody Knows the Potential Severity of the A H1N1

There is No Shortage of Information

- ❖ But, There are Gaps in Quality and Quantity of Leadership Involvement and the Beneficial Effects on Preparedness and Planning that Improvements in Leadership Would Yield



Absenteeism v. ILI

- ❖ Managing Absenteeism is tied for top priority with managing the business without a high percentage of employees or the right employees.
- ❖ Unlike Absenteeism, Influenza-Like Illness “ILI” is not a statistic that corporations closely track.
- ❖ We know employees will not come to work if they feel uncomfortable leaving behind home situations, commuting &/or being in the work environment.
- ❖ Absenteeism for whatever its cause is what we encounter and must manage.



Typical Responses During a Crisis

- ❖ Reaction based on personal needs
- ❖ Distraction due to onset of multiple issues
- ❖ Decreased ability to collect accurate and pertinent information
- ❖ Fall back to the hierarchy of concern:
 - Personal, family, community, job, business
- ❖ Yearn for certainty



Plan Now

The most important thing you can do to prepare your business is to have a written plan.

- ❖ Identify workplace coordinators for health-related issues
- ❖ Examine policies for leave, telework, and employee compensation
- ❖ Determine who will be responsible for assisting ill individuals in the workplace
- ❖ **Identify essential employees, essential business functions, and other critical inputs**
- ❖ Share your pandemic plans with employees and clearly communicate expectations
- ❖ Prepare business continuity plans
- ❖ Establish an emergency communications plan

Source: <http://www.flu.gov/professional/business/smallbiz.html>



How Do We Answer the Difficult Questions?

Impact to Business

- ❖ Can we quantify economic loss?
- ❖ Limits of face-to-face business
- ❖ Can we afford to pay salaries with no work performed?
- ❖ Will the economy suffer a general downturn?

Critical Resource Availability

- ❖ Management succession planning
- ❖ How to operate with 40% or more staff reduction?
- ❖ Critical employee cross-training required
- ❖ Identify Supply Chain issues



Leadership Before and During is Key

Leadership to:

- ❖ Manage the Preparedness
- ❖ Manage the Health Safety
- ❖ Manage the Workforce
- ❖ Manage the Business Operations



The Critical Needs of Leadership in the Emergent Phase of Crisis

“The Guiliani Effect”

- ❖ Presence and Place
- ❖ Poise
- ❖ Voice
- ❖ Action



3 C's: Gaining Employee Confidence

- ❖ Competence
- ❖ Credibility
- ❖ Caring



Key Tenets of Leadership

- ❖ Adopt a directive rather than a participatory leadership style
- ❖ Communicate what is known quickly and consistently
- ❖ Understand your own stress as well as the stress of others
- ❖ Increase employee confidence by demonstrating competence, credibility and caring
- ❖ Be visible, have presence, poise and voice



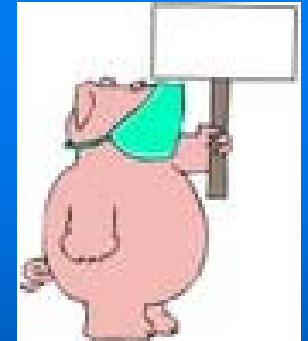
Lessons Learned Policies & Practices

HR Policies & Procedures

- ❖ Legal liabilities for action or inaction
 - Can an employee refuse screening? – No
 - Can an employee refuse vaccinations? - Yes
 - Is the company obligated to grant medical leave because of the nature of the crisis? Maybe? (some FMLA exceptions)
- ❖ Alignment of policies with government action

Hygiene Supplies & Practices

- ❖ Shortage of masks & other supplies
 - Hospitals will use 10 times more supplies than normal
 - Most people are uncomfortable wearing masks
- ❖ Document and train employees on proper hygiene
- ❖ Establish level of support for Vaccine Program





Lessons Learned

People Contact

Social Distancing

- ❖ Validate your Infrastructure to support work from home
- ❖ Understand the potential impact on Web resources at peak



Travel Policies

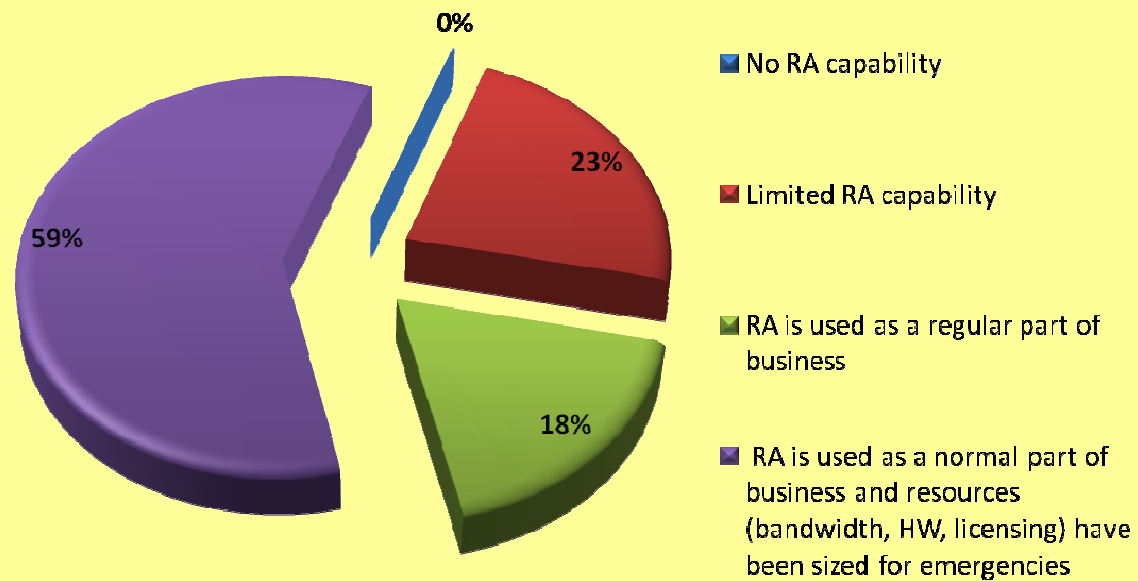
- ❖ Restrict business travel
- ❖ Plan in advance for use of Web conferencing



Lessons Learned

People Contact

How extensive is the bank's Remote Access (RA) capability in general?





Lessons Learned

Planning & Communication

❖ Plan Documents

- Update call trees and other contact lists
- Pandemic plan actions should be loosely tied to WHO phases or other trigger points

❖ Communication

- Communication and coordination with Governmental agencies is required
- Communication to employees is paramount
- Automated, pre-programmed notification technologies, along with wireless capabilities and internet access are critical success factors



Next Steps – A Call to Action

“The *Last Call*” for Advance Planning

- Identify Top “C-Level” Program Sponsors
- Evaluate current response strategy
- Create and/or update and train on plans
- Review and/or establish required policies
- Enable social distancing capabilities
- Cross-train staff and focus on supply chain dependencies
- Enhance communication plans and capabilities



Thank You

Gerry Nolan
Eagle Rock Alliance, Ltd.

gnolan@eaglerockalliance.com

www.eaglerockalliance.com

800-277-5511