Harden Risk Management Series: Crisis Management Webinar

Be CERTAIN in the bridge.
Be MORE CERTAIN in who engineered it.

Insurance | Risk Management | Employee Benefits | Financial Services

Speakers

▲ Introduction/Closing
Jeremy Miller, Executive Vice President
  » Harden

▲ Featured Speaker and Q & A
Hart S. Brown, Senior Vice President
  » R3 Continuum

▲ Q & A
David Robertson, Executive Vice President
  » Harden

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Presentation

Crisis Management –
How to Manage a Disruption to Your Business

Hart S. Brown
Senior Vice President
R3 Continuum

Assault
Weapons
Natural Disaster
Accident
Threat
Stalking
Death
Suicide
Hostage Crisis
Missing person
Stress
Self Injury
Arrest

Disappearance
Acquisition
Shooting
Robbery
Homicide
Extortion
Reduction in force
Terrorism
Termination
Civil Commotion
Reorganization
Sexual Assault
Drug Abuse
R3 and the Healthcare Sector

- Responding 18,000 times each year, increasing 30% YoY
- Responding 1,000 times each year to Healthcare
- Executive focus from cost control to revenue growth
- Burnout and depression of health professionals, practicing physicians
- Suicidal ideation higher than general public
- Trending to more organizational approaches

R3 Disruptive Event Management (DEM)

- A Disruptive Event is any event that has the real or perceived power to temporarily disrupt an individual or group’s ability to cope.
- To be effective, resiliency support:
  - Engaged in a timely manner
  - Service all levels of an organization
  - Delivered simultaneously
  - Conducted at scale
Impact of Disruptive Events

- Actual or perceived decreased safety
- Pursuit of medical and psychiatric opinions
- Coping with issues related to grief/loss, generalized stress, family concerns, physical needs, financial strain
- Harsh judgments if emergency decisions were handled poorly
- Tolerance often decreases as stress, role conflict, and extreme fatigue set in
- Difficulty concentrating increased mistakes
- Irritability with students, colleagues and providers
- Decreased productivity
- Ongoing financial and legal concerns
- Absenteeism and presenteeism

Gaining Focus

- Care
- Compassion
- Concern
- Commitment
Timing

- Organizational Continuity (Human and Business) occurs in phases
  - Pre-Event
  - 7 days
  - 30 days
  - 12 months
- It is possible to forecast the number of disrupted employees to help understand the business recovery.
- It is possible to forecast the level of disruption employees will suffer and therefore lose productivity.

Meaning Attribution

- Attribution Theory: how people make sense of their world
- There is a strong need in individuals to understand transient events by making attributions of cause and effect to:
  - Internal Disposition: *What does this say about me?*
  - External Situation: *What does this say about my environment?*
- Achieve a sense of order, predictability, and cognitive control by constructing a narrative (meaning)
Language is Important

- “Traumatic Event” or “Critical Incident” are symbolically loaded
- “Trauma victim” communicates powerlessness
- “Recovery” assumes injury, damage or pathology
- Care is needed to avoid defining negative identities for individuals
- Hero & Victim: Complimentary cultural roles (Reyes, 2015)
- Perceiving victims has consequences for those so perceived
- The clear majority are resilient, and many report personal growth (PTG)

Communications

- World view predicts outcome
- Communities coming together vs. communities falling apart
- This organization cares about me vs. I’m just a number
- They know their stuff vs. They are clueless
Positioning

- Positions leadership favorably
- Allows those impacted to process in a safe facilitated environment
- Identifies understandable reactions to an abnormal event so that people don’t misinterpret their own reactions
- Builds group support and cohesion

Recent Trends (US)

- 2017/2018 - 17 mass events in 20 months
- Given the speed of the news cycle, some are angry at how quickly the rest of the Nation “moved on”
- Increasing understanding of primary immediate prevention and stabilization approach to post-event recovery
- Difficulty in maintaining rapid transition and surge capacity
- The average shelf-life of any disaster plan is 6 months
Ensuring Continuity

- Organizational Resilience and Personal Resilience are closely aligned
- Most need their trust in the leadership established so that they desire to return
- Are assured enough of their safety to not feel afraid to return
- Efforts should be directed to promote resilience vs. pursuing pathology (iatrogenic effect)
- Resilience is the most common trajectory (Bonanno, 2004)
- Return to routine is a powerful expression of functional resilience
  - Comfort in the familiar
  - Power of the mundane
  - Enhanced efficacy

Thank You

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Insurance Considerations

- Risk Factors & Awareness
- Risk Prevention
- Risk Management & Training Resources
- Active Shooter (aka Active Assailant) Insurance

Questions?