



2010 Integrated Medical, Public Health, Preparedness and Response Training Summit

## MISSION INTEGRATION AND THE MEGACOMMUNITY

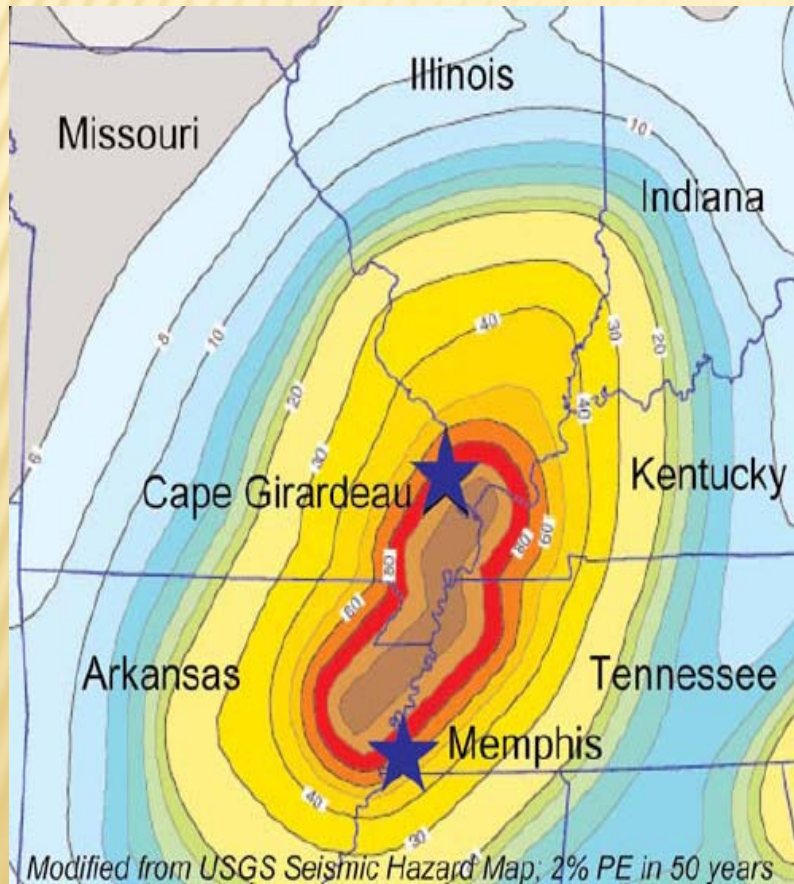
# AGENDA

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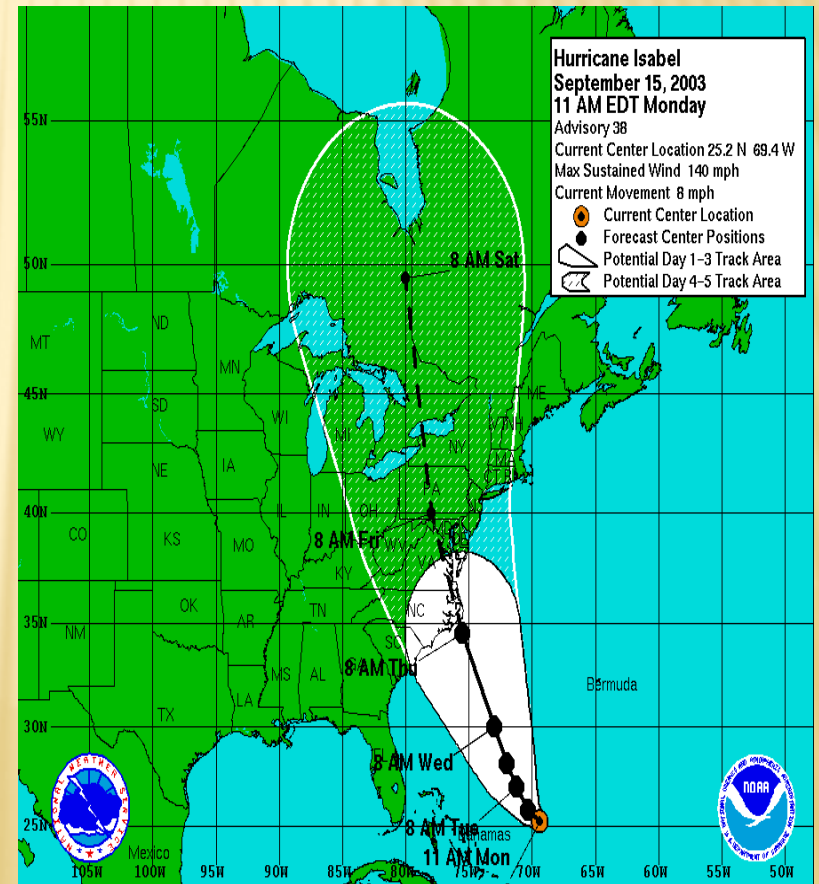
- × Response Characteristics
- × Impacts of an Events
- × Solving Complex Problems
  - + Mission Integration
  - + Megacommunity Concept
- × Megacommunity and Emergency Management
- × Megacommunity and Patient Movement/Evacuation
- × Forming a Megacommunity
- × Comments/Questions

# RESPONSE CHARACTERISTICS

## High Impact, Minimal Warning



## High Impact, Some Warning



# IMPACTS ON MEDICAL COMMUNITY

## PATIENT MOVEMENT/EVACUATION

### Memphis, Tennessee

#### Hospitals

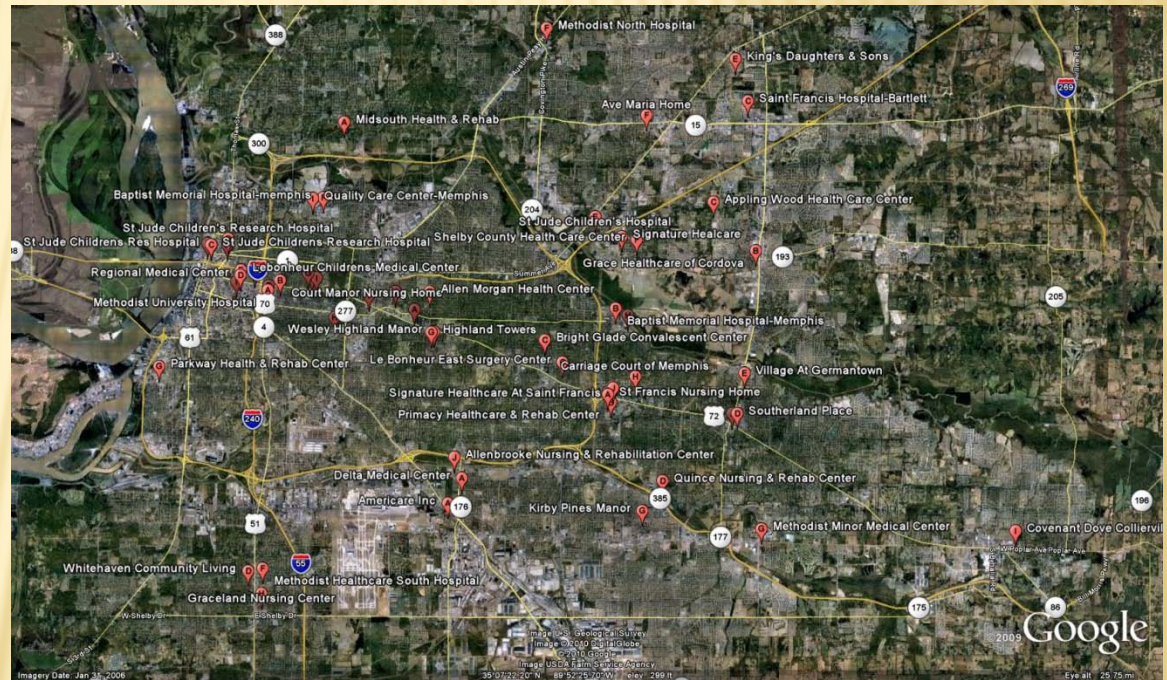
Total Facilities: 19  
Total Beds: 12460

#### Long Term Care/Assisted Living

Total Facilities: 50  
Total Beds: 5781

#### Hospice

Total Facilities: 6



# PATIENT MOVEMENT/EVACUATION ISSUES ARE TOO LARGE AND COMPLEX FOR ANY ONE ENTITY (GOVERNMENT, BUSINESS, CIVIL SECTORS) TO SOLVE ALONE



- ✘ Issues are becoming more highly interconnected
- ✘ Stakeholder networks are growing more complex
- ✘ Interdependencies are adding a higher degree of uncertainty to decision making
- ✘ “Old boundaries” are disappearing
- ✘ Information flows are changing the rules of engagement
- ✘ Events have the potential to escalate abruptly, unpredictably, and at a pace that exceeds our ability to respond

# LEADERS FROM ALL THREE SECTORS ARE COMING TO THE REALIZATION THAT OLD WAYS OF SOLVING PROBLEMS ARE NO LONGER WORKING...

- × Private Sector Organizations

- + *“...everybody is frozen....What has not kept pace in the business world is an understanding of how the uncertainty of the geopolitical environment has impacted business.”*

- × **Kenneth Chenault, Chairman and CEO, American Express Company**

- × Public Sector Organizations

- + *“In the past, corporations could depend on the fact that government defined the answers, [but now, business leaders are afraid that] government doesn’t even understand the questions.”*

- × **Stephen Merrill, former Governor of New Hampshire and current President of Bingham Consulting Group LLC**

- × Civil Sector Organizations

- + *“We’ve had blinders on... We need to change course, to become more of a partner and a player; more knowledgeable about the large systems that exist and the role we can play in them.”*

- × **Paul Leonard, former CEO, Habitat for Humanity International**

# ...CREATING THE NEED FOR A SHIFT IN APPROACH

## Traditional Approach

- ▶ Operate from a single perspective
- ▶ Maximize objectives
- ▶ Stay within organizational boundaries
- ▶ Limit openness, trust, and collaboration

## Emerging Approach

- ▶ Mobilize around shared issue
- ▶ Optimize system
- ▶ Transcend traditional boundaries
- ▶ Remain independent while working across sectors on common interests

Integrating missions to maximize collaboration and outcomes...

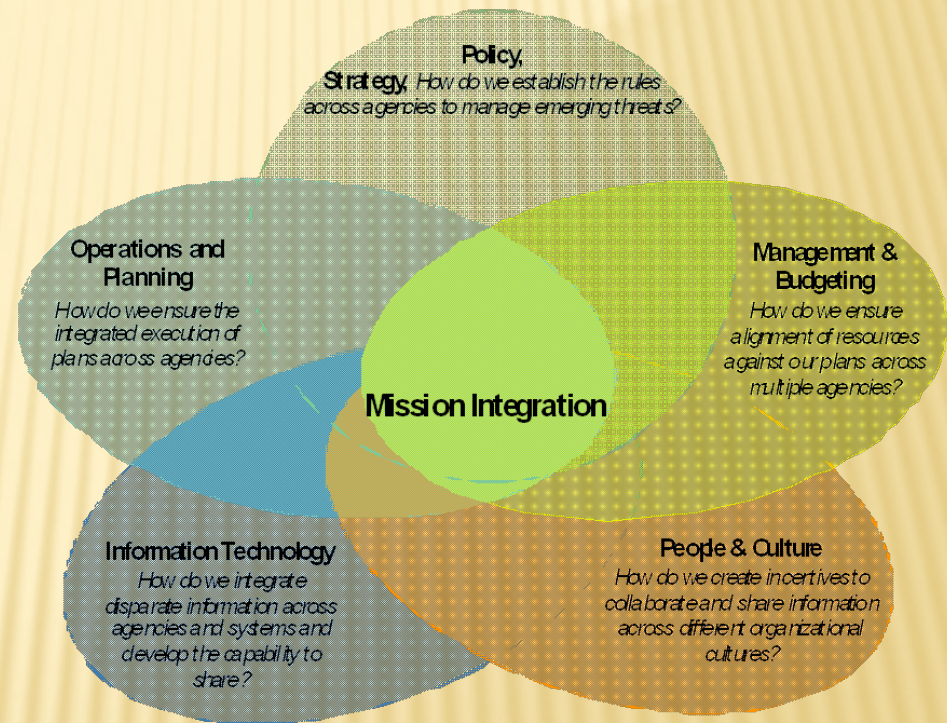
# MISSION INTEGRATION DEFINITION

- ✘ Full mission integration requires an appropriate level of cross-stakeholder organizational alignment across the mission process and across the “points of the star”. This concept incorporates the idea that mission integration is significantly more than systems integration. The “Points of the Star” include:

- + Policy and Strategy
- + People and Culture
- + Management and Budget
- + Information Technology
- + Operations and Planning

- ✘ A Mission Integrated Stakeholder Community (or **Megacommunity**) exists when a group or combination of stakeholder organizations seamlessly works well together to carry out a mission task or assignment.

## Mission Integration Levers



# MISSION INTEGRATION



# THE MEGACOMMUNITY HAS DISTINCT CHARACTERISTICS THAT MOBILIZE THE RESOURCES OF BUSINESS, GOVERNMENT, AND CIVIL SOCIETY



## Key Elements to Effective Outcomes

- Three-Sector Involvement
- Overlapping of Vital Interests
- Alliance
- Networked Structure
- Sustainability and Adaptability

**Each sector uses its levers of influence to interact with a different sector**

# MEGACOMMUNITY WORK REQUIRES A NEW APPROACH TO LEADERS WORKING TOGETHER TO SOLVE COMPLEX ISSUES

Low

*Intensity of Risk, Time, and Opportunity*

High

## Cooperation

- ▶ Short-term informal relations
- ▶ No defined mission, structure
- ▶ Limited information sharing
- ▶ Resources kept separate
- ▶ “Technical” work
- ▶ Transactional Leadership

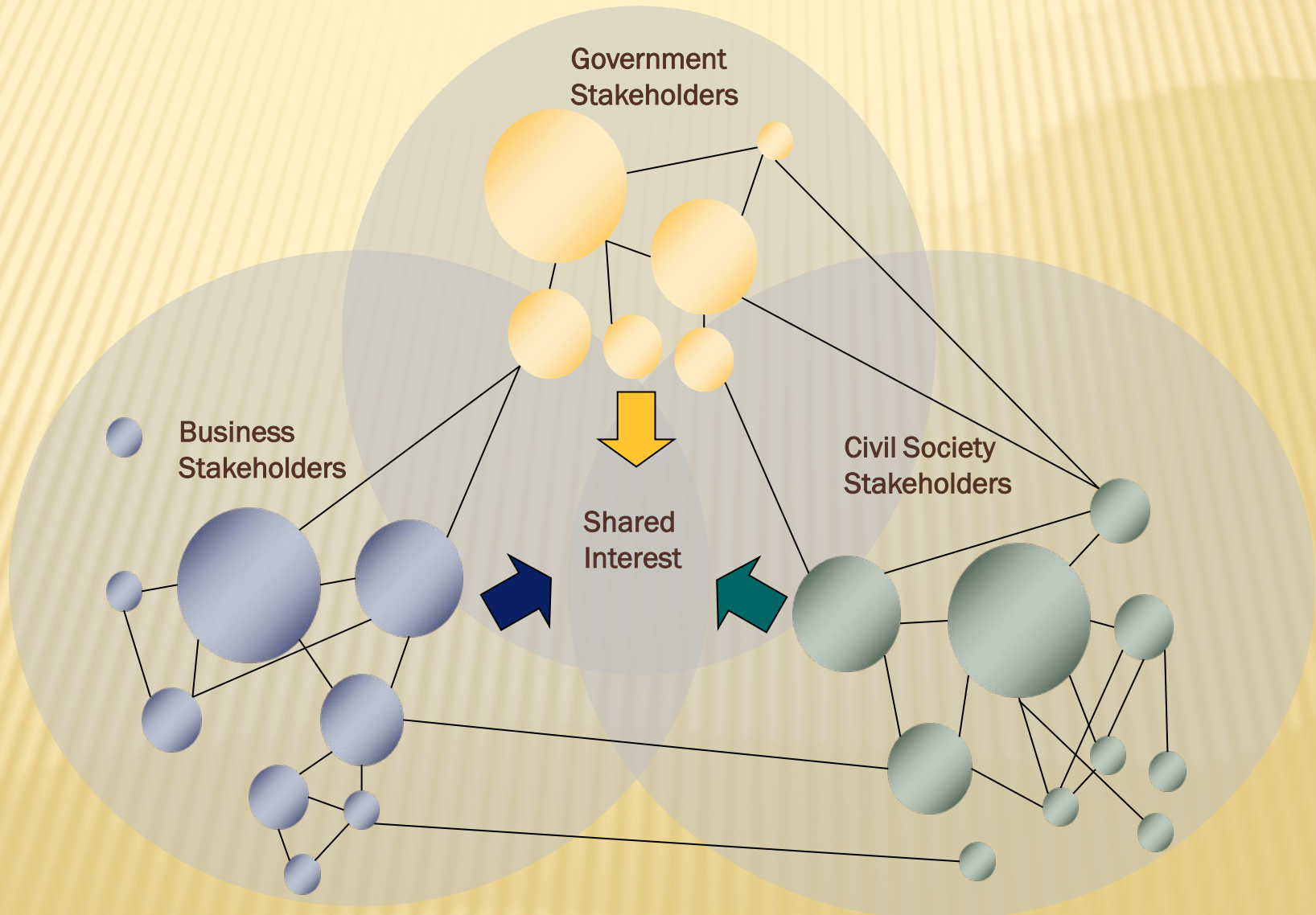
## Coordination

- ▶ Formal relationships & understanding of missions
- ▶ Longer-term interaction on a specific effort or program
- ▶ Open communication
- ▶ Shared resources and rewards
- ▶ Moving from Technical to Adaptive work
- ▶ Integrative Leadership

## Collaboration

- ▶ Durable and pervasive relationship
- ▶ New structure (network)
- ▶ Full commitment to common mission
- ▶ Comprehensive planning
- ▶ Well-defined communication channels
- ▶ Commitment of resources and reputation
- ▶ Shared results and rewards
- ▶ Adaptive work
- ▶ Integrative Leadership

# MEGACOMMUNITIES EXIST NATURALLY AROUND ANY SERIOUS ISSUE – THE CHALLENGE COMES IN ACTIVATING ALL OF THE STAKEHOLDERS



# A TALE OF TWO CITIES (2004-2005)

Tampa, Florida  
Hurricanes Charley, Frances, Ivan, Jeanne, Dennis



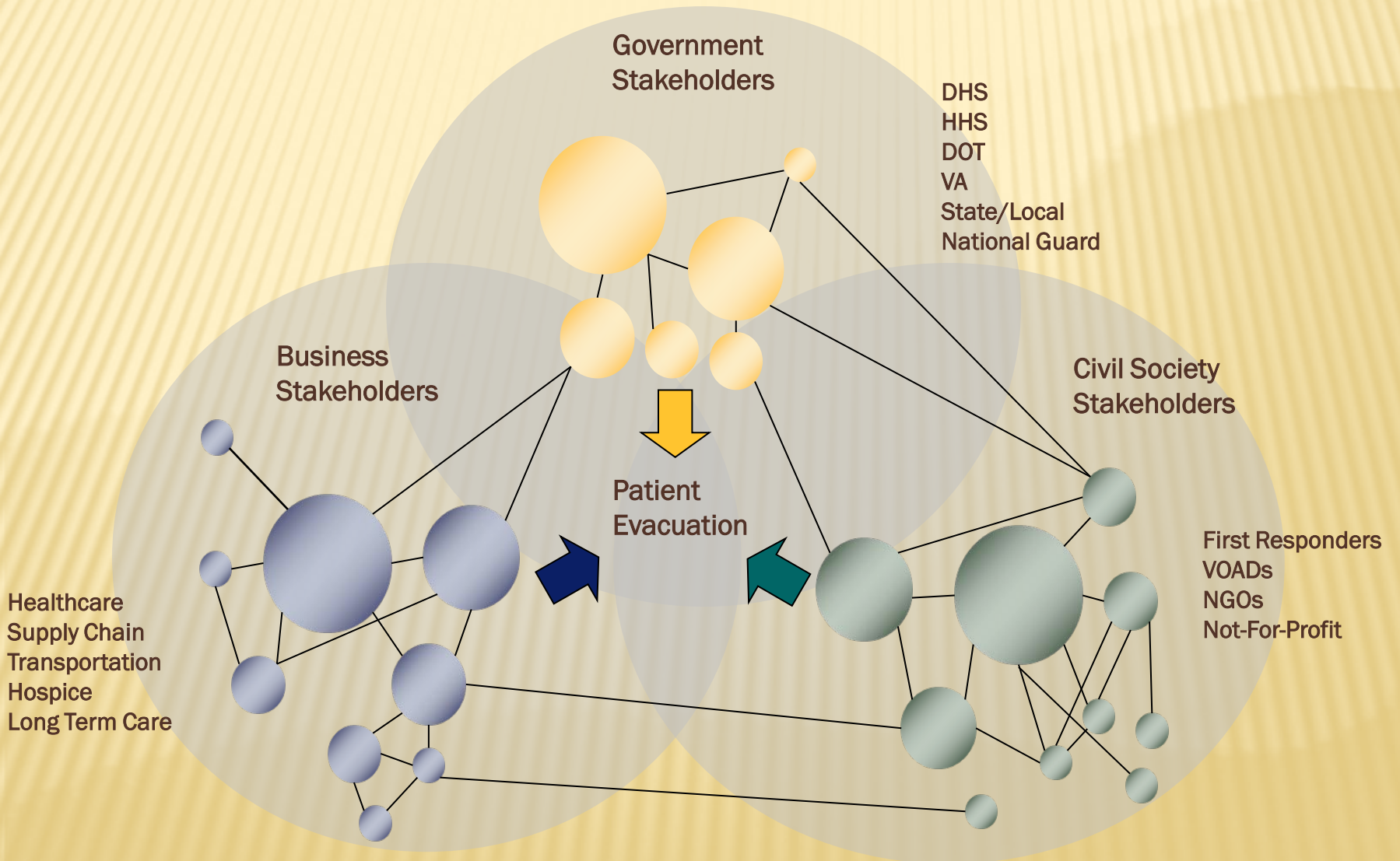
Outcome: Efforts undertaken post Hurricane Andrew (1992) allowed State government, businesses, and civil organizations to quickly mobilize and work together to provide immediate aid and recovery assistance

New Orleans, Louisiana  
Hurricanes Katrina



Outcome: While there were success stories, usually within individual organizations and agencies, there was a collective failure at all levels and across all segments of society to effectively respond to, and recover from, the hurricane and its impacts in a coordinated way

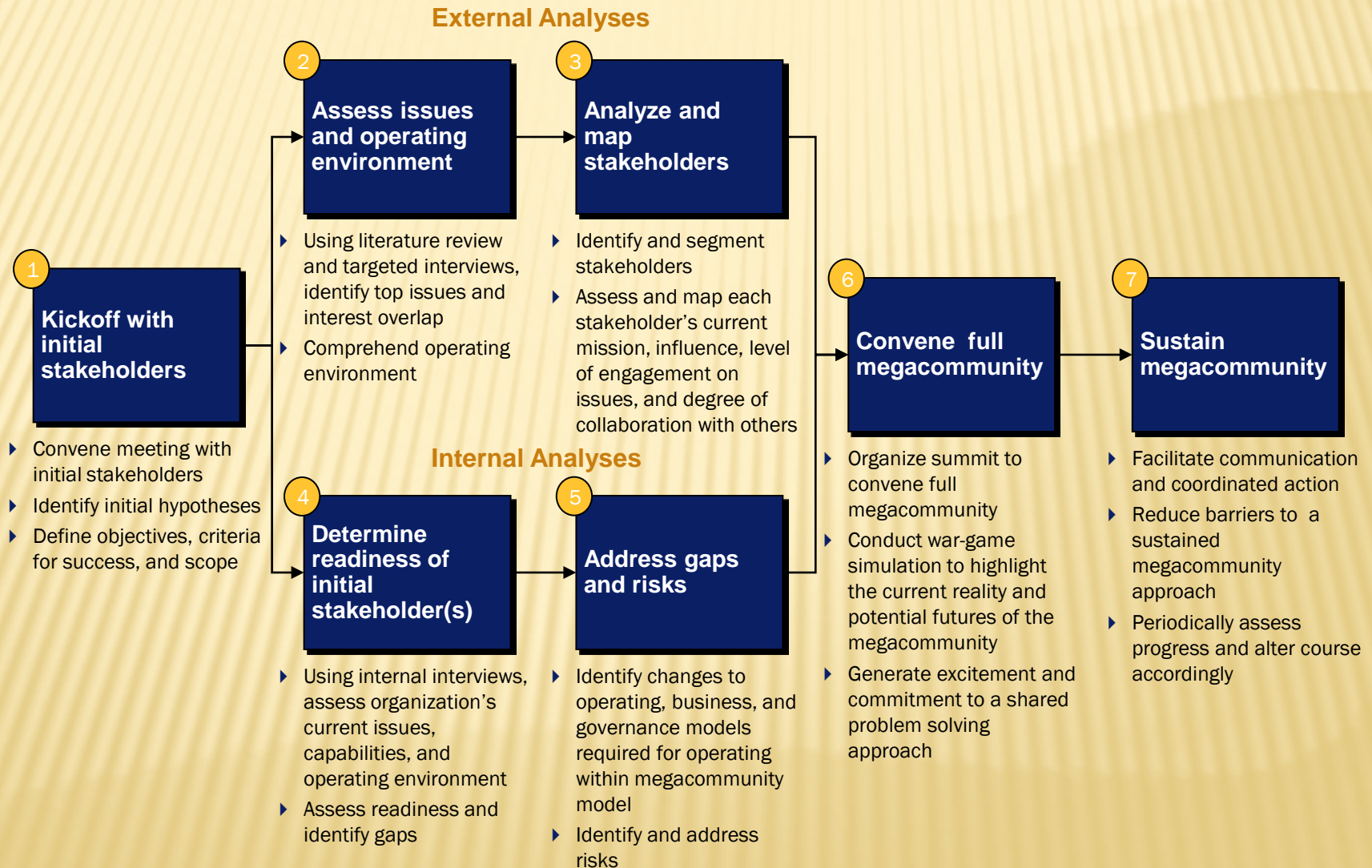
**OUR HYPOTHESIS SUGGESTS THAT THE MEGACOMMUNITY CONCEPT COULD BE APPLIED FOR PREPAREDNESS AND RESPONSE STAKEHOLDERS; SPECIFICALLY TO TACKLE THE COMPLEXITIES AND CHALLENGES OF A POTENTIAL MASS PATIENT MOVEMENT/EVACUATION EVENT**



# MEGACOMMUNITY THINKING PROVIDES A FRESH SOLUTIONS-ORIENTED PERSPECTIVE TO ADDRESS SEEMINGLY INTRACTABLE PROBLEMS

- ✘ For clarification, a megacommunity is ***not***:
  - + An advanced form of public-private partnerships
  - + Another name for corporate social responsibility or philanthropy
  - + Another international/intergovernmental forum (e.g., The World Economic Forum)
  - + A really big community of interest
  - + A collection of like-minded actors
- ✘ A megacommunity is:
  - + A public sphere
  - + where organizations and people deliberately join together around a compelling issue of mutual importance
  - + Following a set of practices and principles that will make it easier for participating organizations to achieve desired results

# OUR APPROACH IS TO UNDERSTAND THE MEGACOMMUNITY AND ITS ISSUES AND THEN TO ACTIVATE STAKEHOLDERS AROUND COMMON INTERESTS



# COMMENTS/QUESTIONS

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