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# LEADING WHEN THERE IS NO DISASTER

# OBJECTIVES

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1. Describe three challenges to managing responders when there is no emergency.
2. Describe four techniques for exploiting opportunities to develop the team's ability to respond during lulls in the operational tempo.
3. List four activities that motivate team members for emergency response.

# A LITTLE BACKGROUND

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- ✘ Hospital Emergency Manager
- ✘ Nationally Registered Paramedic
- ✘ DMAT Team Leader
- ✘ Medical Reserve Corps Unit Director
- ✘ Saltwater Fisherman
- ✘ Grandfather

# CHALLENGES TO BEING READY

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- ✘ Low Operational Tempo
- ✘ Waning interest of members
- ✘ Decrease visibility of Team

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**SO HOW DO YOU ADDRESS THESE CHALLENGES?**

# SLOW OPERATIONAL TEMPO

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- ✘ There are usually not very many disasters (usually a good thing)
- ✘ First Responders have a day-to-day mission
- ✘ We usually do not
- ✘ Exercises are OK, but they are not really a good test of a group's ability to respond
- ✘ The team will get out of practice

# WAYS TO SPEED UP THE TEMPO

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- ✘ Keep the Team Engaged
- ✘ Find worthwhile things for them to do
  - + Expand the scope of the things you do
  - + Public Health Projects
  - + Mass Gathering Events
  - + ICS Classes

# KEEP THE TEAM ENGAGED

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- ✘ It is important to find missions to keep your team engaged in useful projects
  - + Explore Public Health possibilities
    - ✘ Vaccination Clinics
    - ✘ Health Screenings
    - ✘ Smoking cessation
    - ✘ Childhood Obesity
    - ✘ Primary Care for the uninsured or under insured
    - ✘ Primary Care for Veterans

# WANING INTEREST OF MEMBERS

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- ✘ Activity stimulates interest
- ✘ When your team is not active, the members forget they're even on the team
- ✘ You might forget they're on the team
- ✘ Other volunteer opportunities may present themselves and you'll lose them

# DECREASED VISIBILITY OF TEAM

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- ✘ Out of sight, out of mind
- ✘ If your team is not active, people will forget you're there
- ✘ Find a few high visibility projects
  - + Vaccination Clinics or POD Exercises
  - + Co-locate at other events and offer health screenings
    - ★ Blood Pressure, Blood Glucose, Cholesterol, BMI, etc

# . MAKE SURE YOUR TEAM SITS AT THE ADULT TABLE

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- ✘ Think Thanksgiving Dinner
- ✘ Remember being a kid sitting at the card table?  
Who took you seriously?
- ✘ Your team has a lot to offer, so make sure everyone knows about it
- ✘ If you're not invited to join them at the big table, invite yourself
- ✘ Who's table?

# WHAT BIG TABLE?

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- ✘ Local First Responders
  - + Fire & EMS
  - + Police
- ✘ Local, County & State Emergency Management Agencies
- ✘ Local Hospitals
- ✘ Local chapter of American Red Cross
- ✘ Local, County & State Health Agencies

# DO IMPORTANT WORK

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- ✘ Explore opportunities to solve problems for your team and other agencies
- ✘ Do things that need to be done
- ✘ Fight battles that need to be fought
- ✘ Don't engage in "Busy Work" or ask your members to
- ✘ If you ask your members to do things they don't feel are important, they will have no passion to do them.

# WHAT CAN WE DO?

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- ✘ Every agency conducts exercises
- ✘ They all need victims
  - + This one is easy
- ✘ They all need ancillary staff
  - + More low-hanging fruit
- ✘ They all need logistics help
  - + More challenging, but you have an edge
- ✘ They all need subject matter experts
  - + You are the expert in volunteer management

# PROVIDE GENUINE VALUE TO OTHER AGENCIES

- ✘ You manage the most important asset of all,  
People
- ✘ They are highly motivated
- ✘ They are willing to work tirelessly
- ✘ They are volunteers who want to help, in fact,  
Need to help
- ✘ Find out what other agencies need, and try to  
fill those needs

# NEVER SAY NO WHEN ASKED IF YOU CAN HELP SOMEONE

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- ✘ If you want to help, always say yes
- ✘ There may be requests that you're not sure you can do
  - + Find a way
- ✘ There may be other requests that you think are beneath your team
  - + They're not
- ✘ Say Yes Anyway

# EXPLOITING OPPORTUNITIES

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- ✘ Public Health Emergencies
  - + Provide medical and non-medical volunteers
  - + Shelter operations
  - + Point of Distribution clinics
- ✘ Mass Gathering Events – Provide real medical care
  - + Airshows
  - + Road Races
  - + Festivals
    - ✘ Provide First-Aid & Incident Management assistance

# EXPLOITING OPPORTUNITIES

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## ✘ Health Fairs

- + Set up a table to promote your team

  - ✘ Distribute brochures and information

- + Provide CPR training

- + Present your team's past successes and future plans

## ✘ Drills & Exercises

- + Provide victims, nurses, physicians, pharmacists or whatever you have to offer

# EXPLOITING OPPORTUNITIES WITH OTHER AGENCIES

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- ✘ Get to know, train, and work with other agencies
- ✘ “The worst place to exchange business cards is at the scene of a disaster” (John Aucott)
  - + CERT Teams (Community Emergency Response Team) Training
  - + American Red Cross Training
  - + Local Hospitals

# EXAMPLES AROUND THE COUNTRY

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- ✘ New Mexico MRC taught Moulage techniques to elementary school kids
- ✘ Southern Nevada MRC worked at Hepatitis C Outreach event
- ✘ Mohave County (AZ) MRC demonstrated hand washing techniques at a Health Fair
- ✘ Burlington County (NJ) participated in a Drive-Through flu clinic
- ✘ Natrona County (WY) MRC helped with vital signs of firefighters at a fire
- ✘ Gateway to Care (TX) MRC helped load trucks during hurricane response

## EXAMPLES AROUND THE COUNTRY (2)

- ✘ MRC of Southern Nevada worked at EMS Day by assisting to “Micro Chip” pets
- ✘ Bear River (UT) MRC volunteered during county exercises to refine their relationship with EMS Prior to the occurrence of mass casualty incidents
- ✘ Southwest Idaho MRC participated in radio training event
- ✘ Oak Park Illinois MRC participated in an “Operation Problem Child” exercise

# PREPAREDNESS

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- ✘ Remember, we are in the “What If” business
- ✘ Be ready for anything
- ✘ Try to think of the worst case and prepare for that
- ✘ Build and maintain a logistics cache if you can
  - + It’s good for responses, and good for the team too

# A WORD ABOUT FUND RAISING

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- ✘ This just in-----Money is Necessary
- ✘ Identify reliable funding sources
- ✘ Sources of funding can be:
  - + Donations
  - + Fund Raisers
  - + Grants & Sub-Grants
  - + Alliances
  - + Contracts
    - ✘ Other agencies have contract deliverables that they need assistance with, and they can pay for your help
    - ✘ You engage your volunteers and fund your team at the same time.

# GET YOUR TEAM TOGETHER OFTEN

- ✘ Even when there's nothing going on, look for opportunities to get the team together:
  - + Lectures
  - + New member orientations
  - + ICS Training
  - + Logistics work days
  - + Social events

# TREAT EVERYONE WITH RESPECT

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- ✘ People volunteer for a variety of reasons.
  - + Serve their community
  - + Camaraderie
  - + Adrenalin
- ✘ What they don't come for is disrespect
- ✘ Strive to be inclusive and welcome everyone.
  - + Everyone has something to offer
- ✘ Set a positive tone and demand that everyone do the same
  - + The negative thought filter
- ✘ As much as you can, don't allow cliques to flourish
- ✘ Thank Everyone for their effort if they give you a day or just an hour
- ✘ If you really appreciate them, it will show.

# PROMOTE YOUR GROUP

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- ✘ If you have a facility or unique capabilities, show them off
- ✘ Present your group's message at professional, and fraternal meetings
  - + Every group has a program chairman and they are always looking for interesting speakers
  - + Take photos at your events and always think of the image you want to project to others
- ✘ Utilize the Internet and social networking sites like Facebook, My Space, & Twitter
- ✘ Brag about your team wherever you go

# ALWAYS RECRUIT

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- ✘ Members come and go
- ✘ Some will stay forever, some for a few weeks
- ✘ You always have to bring new members in
- ✘ Present at professional meetings for members
- ✘ Have brochures & applications available at the events you do
- ✘ If someone volunteers, ask them what their significant other does, or their friends
- ✘ Investigate an on-line application process

# MAKE YOUR TEAM MEMBERS FEEL VALUABLE

- ✘ First, they are valuable
- ✘ Everyone has something to contribute
- ✘ Try to identify previously unidentified talents of your volunteers (or employees)

# MAKE IT FUN

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- ✘ It's serious business, but it should be fun too
- ✘ You set the mood
- ✘ Make sure that everyone is included in things in which they can contribute
- ✘ Get the group together to celebrate successes
- ✘ Look for and develop leadership from your members
- ✘ Try to identify the new leaders of your group

# SET HIGH EXPECTATIONS

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- ✘ Think Big
- ✘ If you think small, you'll likely stay small
- ✘ Look to members' unique skills and encourage their development for both their growth and the team's benefit
- ✘ Delegate responsibilities to as many individuals as you can
- ✘ Empower those to whom you delegate

# PROVIDE OPPORTUNITIES FOR VOLUNTEERS TO VOLUNTEER

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- ✘ During significant national and local disasters, you will receive a lot of calls from volunteers
- ✘ This presents an opportunity for your group
- ✘ Be prepared to exploit this opportunity (in a good way)
- ✘ Have a prepared response to inquiries
- ✘ You will be better prepared for the next event

# PLAY WELL WITH OTHERS

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- ✘ Find common ground when working with other groups
- ✘ Address problems promptly
- ✘ Be the Voice of Reason

# DEFEND YOUR TEAM MEMBERS

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- ✘ Set a good example, and defend the team
- ✘ Don't make hasty decisions, and never when you're angry
- ✘ Make sure your brain is in gear before engaging your mouth
- ✘ And apologize quickly when you're wrong
- ✘ Give your members the benefit of the doubt and don't throw them under the bus.

# LEAD FROM THE FRONT

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- ✘ Set the example for the team
- ✘ Maintain an open door policy & be inclusive
- ✘ Do every job whether it's sweeping the floor or writing a grant application
- ✘ Identify members' strengths & find something suitable for them
- ✘ Do the right thing for the right reasons

# SUMMARY

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- ✘ There are a number of challenges to the management of a response team when there is a gap in the calls for response
- ✘ There are also things you can do to keep your team ready.
- ✘ Opportunities do present themselves to help you manage your team during these lulls in operational tempo
- ✘ And there are some good motivational techniques you can use to inspire your team

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**THE OBLIGATORY ?QUESTIONS? SLIDE**

THE OBLIGATORY ?QUESTIONS? SLIDE

# THANKS FOR YOUR TIME

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